

SUN TZU

THE ART OF WAR

Sun Tzu's 'The Art of War' was written in approximately 500BC. It has established itself as the leading authority on confronting and defeating opponents through superior strategy.

The philosophy works in any competitive environment where people find themselves contesting each other for a specific goal.

It is a work of subtlety and paradox that shows how to succeed effortlessly in rising to life's challenges. Sun Tzu believed that victory is won long before the confrontation and insisted that a skilled warrior can observe, calculate and outwit the adversary without ever engaging in battle.

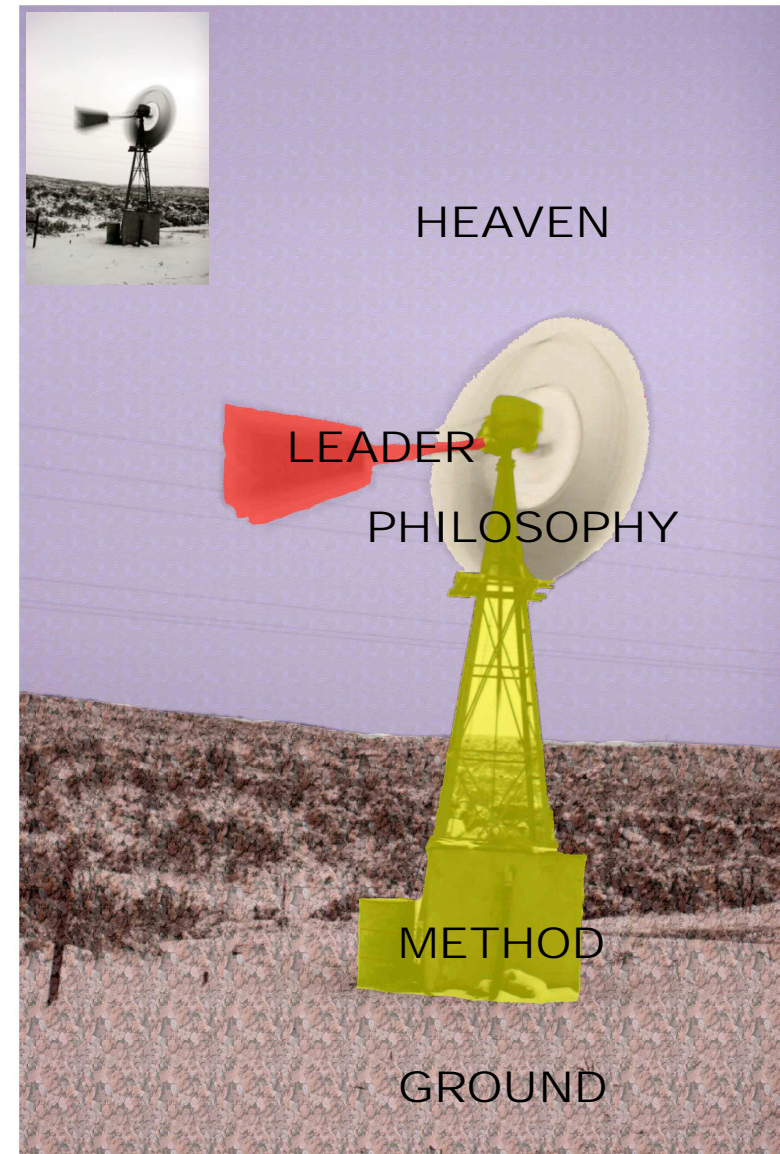
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There are 5 elements for comparing competitive position:

1. **GROUND** – This is where you fight and what you fight for. The ground is the basis of all competition as this is what you are fighting about. Competitors are distinguished by the position they hold on the ground. You must choose the ground over which you are going to battle and this will be a key aspect of your success.
2. **METHOD** – Methods have 5 qualities that make them effective; systems, organisation, learning, support, and standards.
3. **PHILOSOPHY** – A competitor with a strong philosophy is a strong competitor. A clear philosophy makes decision making easier. Understanding your competitors philosophy allows you to predict them.
4. **LEADER** – The success of the competitive unit depends on 5 qualities in its leader; bravery, intelligence, discipline, trust & care in people.
5. **HEAVEN** – Trends over time that are beyond your control. You must foresee these changes to adjust to them.

DEFINING COMPETITIVE POSITION



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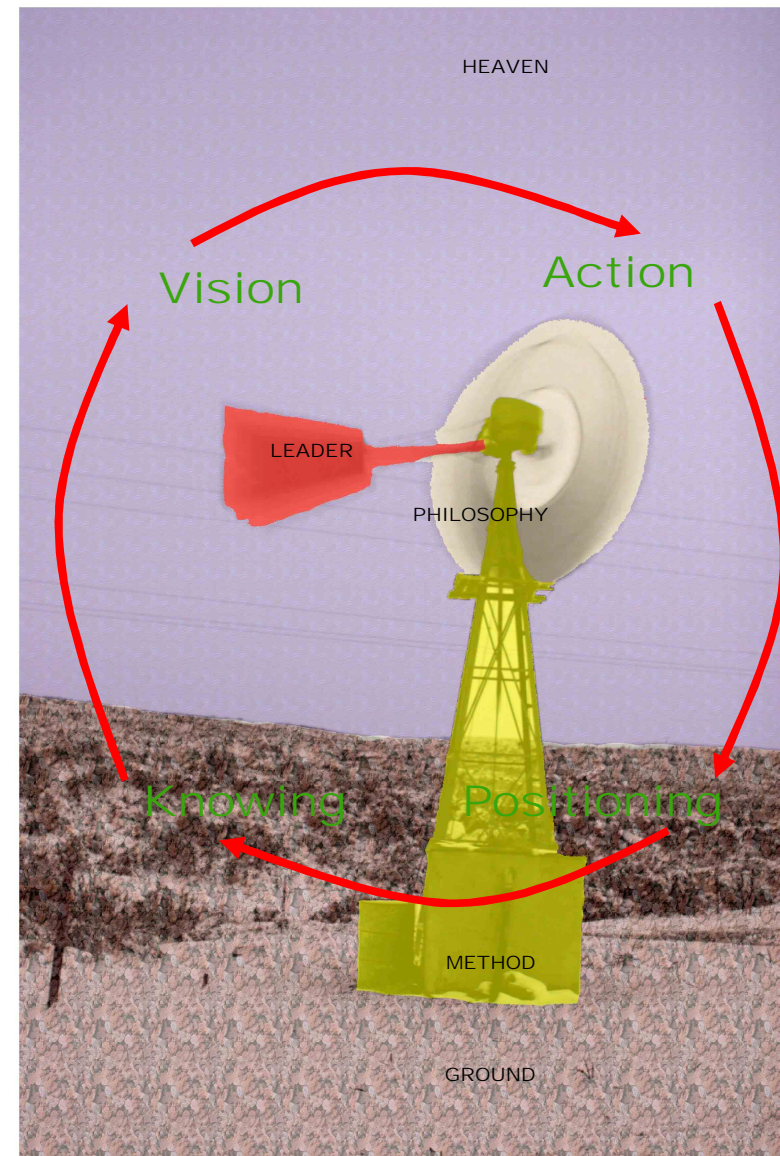
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The five elements that define a competitive position also create the four skills that define the competitors interaction with the competitive environment:

1. **KNOWING** – The ability to get hard information
2. **VISION**– The ability to foresee the future.
3. **ACTION** – The ability to move or stay where you are.
4. **POSITIONING** – The ability to use the ground to find success.

These skills define your external competence in the competitive world

THE 4 SKILLS



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THE 5 THINGS YOU MUST KNOW TO WIN

1. Victory comes from knowing when to attack and when to avoid battle.
2. Victory comes from correctly using large and small forces.
3. Victory comes from everyone sharing the same goals.
4. Victory comes from finding opportunities in problems.
5. Victory comes from having a capable commander and the government leaving him alone.

SPEED

1. The value of time, that is of being a little ahead of your opponent, often provides greater advantage than superior numbers or greater resources.
2. The essential factor of military success is speed, that is taking advantage of others' unpreparedness or lack of foresight, their failure to catch up, going by routes they do not expect, attacking where they are not on guard. This you cannot accomplish with hesitation.

GOING TO WAR

- You can fight a war for a long time or you can make your nation strong. You can't do both.

FIELD POSITION

- Know your enemy and know yourself – your victory will be painless.
- Know the weather and the field – your victory will be complete.

TYPES OF TERRAIN

- You don't know the local mountains, forests, hills and marshes? Then you cannot march the army. You don't have local guides? You won't get any of the benefits of the terrain.
- Doing the right things at the start of war is like approaching a woman. Your enemy's men must open the door. After that, you should act like a streaking rabbit. The enemy will be unable to catch you

ARMED CONFLICT

- Seeking armed conflict can be disastrous. Because of this, a detour can be the shortest path. Because of this, problems can become opportunities. Use an indirect route as your highway. Use the search for advantage to guide you. You must know the detour that most directly accomplishes your plan.
- Do not let any of your potential enemies know of what you are planning.
- Still, you must not hesitate to form alliances.

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POLICIES

1. The best policy is to attack while the enemy is still planning.
2. The next best is to disrupt alliances.
3. The next best is to attack the opposing army.
4. The worst is to attack the enemy's cities

TACTICS

1. If you outnumber the enemy ten to one, surround them. If you outnumber them five to one, attack them.
2. If you outnumber them two to one, divide them.
3. If you are equal, then find an advantageous battle.
4. If you are fewer, defend against them.
- 5.
6. If you are much weaker, evade them.
7. Small forces are not powerful. However, large forces cannot catch them

PHILOSOPHY OF DECEPTION

1. Warfare is one thing. It is a philosophy of deception.
2. When you are ready, you try to appear incapacitated.
3. When active, you pretend inactivity.
4. When you are close to the enemy, you appear distant.
5. When far away, pretend you are near.

TACTICS

1. If the enemy has a strong position, entice him away from it.
2. If the enemy is confused, be decisive.
3. If the enemy is solid, prepare against him.
4. If the enemy is strong, avoid him.
5. If the enemy is angry, frustrate him.
6. If the enemy is weaker, make him arrogant.
7. If the enemy is relaxed, make him work.
8. If the enemy is united, break him apart.
9. Attack him when he is unprepared. Leave when he least expects it.
10. You will find a place where you can win. Don't pass it by.

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WEAKNESS AND STRENGTH

1. When you form your strategy, know the strengths and weaknesses of your plan.
2. When you execute, know how to manage both action and inaction.
3. When you take a position, know the deadly and the winning grounds.
4. When you battle, know when you have too many of too few men

- O divine art of subtlety and secrecy! Through you we learn to be invisible, through you inaudible; and hence we can hold the enemy's fate in our hands.

- Carefully compare the opposing army with your own, so that you may know where strength is superabundant and where it is deficient.

- Rouse him, and learn the principle of his activity or inactivity. Force him to reveal himself, so as to find out his vulnerable spots.

- You may advance and be absolutely irresistible, if you make for the enemy's weak points; you may retire and be safe from pursuit if your movements are more rapid than those of the enemy.

- You must know the battle ground. You must know the time of battle. You can then travel a thousand of miles and still win the battle.

- The enemy should not know the battleground. He shouldn't know the time of battle. His left will be unable to support his right. His right will be unable to support his left. His front lines will be unable to support his rear. His rear will be unable to support his front. His support is distant even if it is only ten miles away. What unknown place can be close?

- Control the balance of forces. The enemy may have many men but they are superfluous. How can they help him to win?

- Be skilled in attacking – give the enemy no idea where to defend. Be skillful in your defense – give the enemy no idea of where to attack. Make war without a standard approach. Manage your military position like water. Water takes every shape. If you follow the enemy's shifts and changes, you can always win. We call this shadowing.

- Fight five different campaigns without a firm rule for victory. Use all four seasons without a consistent position. Your timing must be sudden. A few weeks determine your failure or success.