

Chapter 1

計



Analysis: The Skill of Prophecy


The magic of strategy is that it gives you a framework for understanding the world and predicting the future. Since the world is complex and confusing, this first chapter gives you some simple tools to help you see what is coming. Instead of running away from apparent problems or getting into unnecessary fights with people, warriors must make no assumptions about their position in the world. The skill of prophecy comes from careful analysis.

In his first chapter, Sun Tzu divides the warrior's world into five key components. You use this framework to understand your position in the world and your possibilities.

Sun Tzu then divides society into two types of people. There are warriors, who constantly question their situation. Then there are regular people, who simply never question their assumptions. Warriors open themselves up to outside viewpoints. They listen to others. They ask for help. They work to get to the truth.

Warriors know that they cannot simply trust words or even actions at face value. Appearances are deceptive. Everyone controls how he or she looks to others. To be a warrior, you must learn to see through the illusions of the world.

Strategic analysis comes down to gathering verifiable facts and putting them together logically. Our desires and fears mislead us. Instead of acting out of emotion, we must learn analysis so we can understand where we can succeed.



Analysis

NOTE: *You can read this book horizontally or vertically.*

SUN TZU SAID:

This is war. **I**

It is the most important skill in the nation.

It is the basis of life and death.

It is the philosophy of survival or destruction.

You must know it well.

⁶Your skill comes from five factors.

Study these factors when you plan war.

You must insist on knowing your situation.

1. Discuss philosophy.
2. Discuss the climate.
3. Discuss the ground.
4. Discuss leadership.
5. Discuss military methods.

¹⁴It starts with your military philosophy.

Command your people in a way that gives them a higher
shared purpose.

You can lead others to death.

You can lead others to life.

They must never fear danger or dishonesty.

The Skill of Prophecy

NOTE: Read a line across both pages at once or down each page separately.

A WARRIOR HEARS:

I This is the warrior's way.

You must master the skills of meeting challenges.

These skills are the difference between feeling alive and feeling dead.

These skills are the difference between success and failure.

You must master the magic of strategy.

Your strategic position is defined by five characteristics.

You think about all five aspects when you face a challenge.

Ask these questions to understand your position.

1. What is your purpose?
2. How is your situation changing?
3. Where can you make progress?
4. What is your character?
5. What abilities do you have?

You must know what you believe about your life's purpose.

You can win respect from others only on the basis of sharing their goals and ideals.

Some values are worth dying for.

Some values make life worth living.

The right beliefs protect you from threats and deception.

¹⁹Next, you have the climate.
It can be sunny or overcast.
It can be hot or cold.
It includes the timing of the seasons.

²³Next is the terrain.
It can be distant or near.
It can be difficult or easy.
It can be open or narrow.
It also determines your life or death.

²⁸Next is the commander.
He must be smart, trustworthy, caring, brave, and strict.

³⁰Finally, you have your military methods.
They include the shape of your organization.
They come from your management philosophy.
You must master their use.

³⁴All five of these factors are critical.
As a commander, you must pay attention to them.
Understanding them brings victory.
Ignoring them means defeat.

You must see how your world is changing.
Your future can temporarily look bright or dismal.
Your luck will temporarily run hot and cold.
However, everything changes in cycles of time.

You must know how to pick your battles.
You can choose long-term or short-term goals.
Your choices determine how hard or easy your life is.
You can choose broad or specific targets.
Picking the right battles also determines your success or failure.

Next, you must accept responsibility.
Be wise, dependable, sensitive, courageous, and disciplined.

Finally, you need to develop specific abilities and talents.
These skills determine how well you work with others.
Your skills arise from what you really believe is important in life.
You need to train yourself to be successful.

Every one of these five facts is important to your success.
They are what create your opportunities.
If you accept your situation, you will be successful.
If you deny your situation, you will be a failure.

You must learn through planning. **2**
You must question the situation.

³You must ask:

Which government has the right philosophy?

Which commander has the skill?

Which season and place has the advantage?

Which method of command works?

Which group of forces has the strength?

Which officers and men have the training?

Which rewards and punishments make sense?

This tells when you will win and when you will lose.

Some commanders perform this analysis.

If you use these commanders, you will win.

Keep them.

Some commanders ignore this analysis.

If you use these commanders, you will lose.

Get rid of them.

Plan an advantage by listening. **3**

Adjust to the situation.

Get assistance from the outside.

Influence events.

Then planning can find opportunities and give you control.

2 Warriors learn from strategic analysis.
You must question your assumptions.

You must always be wondering:
Which group has the most powerful philosophy?
How good am I at making decisions?
When and where are my best opportunities?
How well do I communicate with others?
What groups of people will support me?
What leaders and companions can I learn from?
What rewards are worth the risks?
This simple analysis tells you if you are headed for success or failure.

Warriors are those who are willing to question their position.
If you spend your time with these warriors, you will be successful.
Stay with them.
Ordinary people are unwilling to question their position.
If you follow the mindless crowd, you will fail.
Avoid the thoughtless.

3 Warriors discover opportunities by listening to others.
Act on reality, not your limited perceptions.
Seek help from those with an outside viewpoint.
Control what happens in your life.
This is how you discover your options and create your future.