



Chapter 1

計




Analysis: Freedom versus Terror

Sun Tzu begins his work by forcing us to analyze our situation in comparison to that of our opponents. With a deeper understanding of our relative strengths and weaknesses, we start developing the framework for making the right decisions. Most importantly, the framework focuses on the unique aspects of the conflict.

Every conflict is unique. Without analysis, we naturally tend to fight the current war using the techniques that were successful in the last war. In the battle against terror, our natural tendency is to frame religious fanaticism in the same terms in which we framed the battle against communism. This problem is accentuated by the media, which plays a key role in this battle. While our government largely recognizes how different this battle is from the Cold War, members of the media are still reacting to Vietnam.

In the chapter's first section, Sun Tzu describes the major components that define our opposing positions; the interrelationships between these components are key to establishing a successful position against terrorism.

The chapter's final major topic is deception or illusion, which plays a central role in all wars but is especially important in the War on Terror. By providing a false vision of their organizations, Al Qaeda and other terrorist organizations are putting us in the position of fighting with phantoms. As we will see, we must combat their illusions with deceptions of our own.



Analysis

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 them to death.

You can lead them to life.

They must never fear danger or dishonesty.

Freedom versus Terror

In To win the War on Terror, we cannot fool ourselves. This is a battle to the death. Either the terrorists will succeed in destroying our modern world or we will destroy them. We may see ourselves as richer and more powerful than they are, but over the length of this battle, it is only our strategy skills that matter.

Our strategic position and that of the terrorists are defined by five factors. These factors play into every part of the battle. Without understanding each of these factors, we cannot understand our situation. We must understand both our philosophy and that of the terrorists. We must understand how the trends of the time affect our contest. We must understand the true battleground in this war. We must know the relative strengths of our form of leadership and the methods that we employ in this battle.

Like the Cold War, the War on Terror is a battle of philosophies. We see ourselves as fighting for the rule of law and freedom against religious fanaticism and intolerance. The terrorists frame this as a battle between corrupt materialism and religious and moral standards. We and the terrorists agree that the United States represents the force of life while they represent the power of death.

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 shape 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.

Climate is not just the physical weather but the social climate, especially in the media, and the changes in attitude that affect our struggle against terror. This climate changes constantly over time but some of its shifts are cyclic and predictable.

What battleground have the terrorists chosen? The ground supports the organization, generating its resources and income. Where are terrorists fighting to win resources? The answer is in the world press. The physical attacks win attention in the press and generate the recruits and donations that keep terrorism alive.

To win, our leaders must be more clever, dedicated, sensitive, courageous, and resolved than the terrorist leaders.

Our methods rely on promoting the freedom of Western civilization. The terrorists use hostage-taking and blackmail, leveraging the morally neutral media to advertise their semiautonomous network. We must master new methods to counter them.

To be successful against terror, we must clarify our philosophy, leverage shifts in climate, understand both the physical and media battleground, pick good leaders, and use the methods that best counter the terrorists. Weakness in any of these areas will be fatal.

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 To create a successful strategy against terror, we must question our basic assumptions about terrorists and their position.

We must ask ourselves some serious questions.

Is our philosophy more appealing than the terrorists' philosophy?

Are we picking better leaders to fight in a war than they are?

What battleground should we fight the terrorists on?

How well does our hierarchy work against their loose network?

Are we more united and focused than the terrorists are?

Are our people better prepared to fight than the terrorists are?

What incentives encourage terrorism? What actions deter it?

We must pick our leaders based upon how well they understand strategy and how dedicated they are to objective analysis and asking honest questions. If we pick leaders who can see the world objectively without being tainted by their politics, we will succeed against terror. If we pick leaders whose politics dictate what they think and do, we will lose. We have to actively weed out politicians who cannot objectively understand the battle we are in.

3 Good leaders must be judged by their skill at listening rather than their ability to talk. Good leaders are flexible, changing their tactics—but not their beliefs—based on the situation. They embrace outsider viewpoints. They can shape events. Only these types of leaders can find the opportunity to succeed in this war.

Warfare is one thing. **4**
It is a philosophy of deception.

³When you are ready, you try to appear incapacitated.
 When active, you pretend inactivity.
When you are close to the enemy, you appear distant.
 When far away, you pretend you are near.

⁷You can have an advantage and still entice an opponent.
 You can be disorganized and still be decisive.
 You can be ready and still be preparing.
 You can be strong and still avoid battle.
 You can be angry and still stop yourself.
 You can humble yourself and still be confident.
 You can be relaxed and still be working.
 You can be close to an ally and still part ways.
 You can attack a place without planning to do so.
 You can leave a place without giving away your plan.

¹⁷You will find a place where you can win.
 You cannot first signal your intentions.

4 Like all wars, the outcome of the War on Terror depends on which side is able to control the perceptions of its opponents.

The terrorists leverage the media to make themselves appear larger and more powerful than they are. They will try to appear inactive when they are really planning an attack. Their chatter will focus on overseas when they are aiming at America.

Though the media will point to America's weaknesses, we are stronger than the terrorists. The media emphasizes our divisions, but our leaders can still act decisively. No matter how superior we are, we can still improve. We are strong because we do not have to fight every battle. When we are insulted, we do not have to respond. Our leaders can humble themselves on the news, and we can still be confident of success. We can afford to be patient because we are successful. We are truly free to attack terrorists when we want, no matter what the media says about us. Our leaders do not have to defend their actions or let the media know what they are planning.

We must find opportunities to leverage the media to undermine the terrorists' ability to predict our behavior.

Manage to avoid battle until your organization can count **5**
on certain victory.

You must calculate many advantages.

Before you go to battle, your organization's analysis can indicate that you may not win.

You can count few advantages.

Many advantages add up to victory.

Few advantages add up to defeat.

How can you know your advantages without analyzing them?

We can see where we are by means of our observations.

We can foresee our victory or defeat by planning.



5 We must fight only battles in which we can succeed and publicize our successes. The terrorists and some of the media are always predicting our failure. Every time we are successful, we discredit them publicly and come closer to winning the War on Terror. We must avoid fighting ambiguous battles in which our success is unclear. Afghanistan and Iraq were clear victories. They were not perfect victories, but there are no perfect victories. The terrorists can stir up trouble, but we can still control the ground. We must pursue only opportunities that leverage our strengths. We must objectively analyze our opportunities. We must only undertake actions when we know our goals and know that we can accomplish them.

