possibilities for perfect victories. This means conquering an enemy whose sovereign and combat soldiers know their army is already defeated but they as individuals are safe. The skillful general puts our army into a position where it is overwhelmingly superior but where the appearance to the soldiers is that our army is precariously positioned. Everyone must see that we must conquer or he personally will die. The consummate general puts his army into a position which makes his defeat unacceptable to every man of his own army, and he appears at the time and place where defeat is acceptable to every man of the enemy's army. The strategist destined to victory initiates fighting only after victory has been made absolutely necessary to his own men, but the strategist destined to defeat first commits his force and then looks for a method to rally his men. The wise general cultivates the moral law and in addition strictly adheres to military custom. (The general uses the commander's reputation of wisdom to be able to put the moral law into effect, of open sincerity so the people will believe him, of humanity so they will become attached to him and follow him, of perseverance so everyone will face their daily hardships, of strictness so they will develop their attitude of obedience to command. The