men of a desperate army are like a millstone placed against a single grain and even a courageous army’s men are like single grains when placed against this desperate millstone. The change of a desperate army into the breech of a routed army is like a mountain-high dam bursting into a bottomless pit. Enough on tactical dispositions.

CHAPTER 5 Combining Energy Controlling an army uses the same principles as controlling a small group. It is primarily a question of organizing the men. Fighting an army uses the same principles as fighting a squad. It is primarily the application of formations and signals. Your army may endure the enemy’s attack and remain untouched, by maneuvering directly and indirectly. Your army may strike and smash like a millstone against an egg if you know where real strength and real weakness lie. To secure victory in fighting, combine the direct method by using regular heavy troops for joining battle and the indirect method by using elite troops striking unexpectedly an exposed enemy vital. Direct and indirect tactics carefully applied are inexhaustible like the heavens and earths, unending like the flow of rivers and streams. Like the sun and moon, they end and begin again. Like the four seasons they pass but return again and again.