within itself. Don’t attack an army when well organized and confident. That is the art of observing circumstances. The fundamental rule of combat is, don’t advance up gradient against an enemy, or oppose him when he comes down gradient. Don’t pursue any army which pretends to flee! Don’t attack men who are eager to fight! Don’t swallow baits proffered by the enemy! Create in the enemy the desire to go home! When we surround men, leave them some hope of escape! Never drive an enemy to desperation!’ That is from the classics on military method.

CHAPTER 8 The Sovereign’s Word

The general is appointed to command by the people’s sovereign he takes the army and focuses its power on the enemy. But there are paths of action which the general must not pursue. There are armies which he must not attack, towns which he must not besiege, positions which he must not contest and commands from the sovereign which he must not obey. The general in the field, who understands the advantages of the nine varieties of ground, will know best how to direct the army. The sovereign at home can’t be informed of the subtleties of the situation in the field. He may be