soldiers are given awards and punishments before they have grown attached to their leader they will not become cooperative. And even after the soldiers have grown attached, if the awards and punishments are given out without regard to merit the soldiers will still become uncooperative and useless. The general with a knowledge of leadership will treat his soldiers with humanity but will enforce strict discipline. He must do this to be able to lead them down the path to victory. He must display great confidence in his men but always he must insist on his orders being absolutely obeyed.

CHAPTER 10 Calamities

A general may court defeat in many ways. He may expose his army to six calamities which arise from the natural formation of the country: 1 accessible terrain, 2 entangling terrain, 3 temporizing terrain, 4 narrow passes, 5 steep country and 6 encampments too far from the battlefield. 1 Terrain over which either army can freely move is called accessible. In this situation beat the enemy to the higher ground and the sunny places and carefully maintain your supplies. This way your men will maintain their strength and be able to fight with vigor.

2 Terrain easy to leave but difficult to return to is called entangling. From terrain of this type you may strike out and defeat an