When asked, ‘How could he stop a larger army of the enemy in orderly array and poised to launch an attack,’ he would say, ‘Begin by controlling the thing which gives their soldiers the desire to fight then their decision will be controlled by your will.’ Rapid execution is the essence of war.

Take advantage of your enemy’s unpreparedness and thus make your routes become unexpected and the places you attack unguarded. The following principles may be observed. The further your army penetrates into a foreign country, the more solid your troops become and the less the defenders will struggle against you. Make raids into fertile country and keep your army well supplied with food. Carefully maintain the health of your men and don’t over-exert them. Develop their strength for the strike and hoard their reserve energy. Keep your army filled with action, yet keep the specific objective absolutely unknowable. Men hurled into positions from which they can’t escape will prefer death to flight. When men are willing to die their fear leaves them and there is nothing they will not do for the good of their group. Both officers and soldiers will make their absolute effort. The deeper a group of men penetrates into a hostile situation the more tenacious and cooperative they become. Without being told the soldiers will do their jobs; without being asked, they will do your will; without regulations