



VARIABLES

THE SUN TZU BRIEF

AMES :: Adapting to the Nine Contingencies

CLAVELL :: Variation of Tactics

WING :: The Nine Variations

HANZHANG :: The Nine Variables

SAWYER :: The Nine Variables

KRAUSE :: Flexibility

HUANG :: The Nine Adaptations

GRIFFITH :: The Nine Variables

CLEARY :: Adaptations

Know all variables and adaptations. Know terrain, ritual and culture. Know strengths and weaknesses. Knowledge prevents surprise and assures victory.

“He should not make camp on difficult terrain; he should join with his allies on strategically vital intersections; he should not linger on cutoff terrain; he should have contingency plans on terrain vulnerable to ambush; and he should take the fight to the enemy on terrain from which there is no way out. There are roadways not to be traveled, armies not to be attacked, walled cities not to be assaulted, territory not to be contested, and commands from the ruler not to be obeyed.” AMES

“There are five qualities which are fatal in the character of a general: If reckless, he can be killed; if cowardly, captured; if quick-tempered, he can be provoked to rage and make a fool of himself; if he has too delicate a sense of honor, he can be easily insulted; if he is of a compassionate nature, you can harass him.” HANZHANG

“Therefore generals who know all possible adaptations to take advantage of the ground know how to use military forces. If generals do not know how to adapt advantageously, even if they know the lay of the land they cannot take advantage of it. If they rule armies without knowing the arts of complete adaptivity, even if they know what there is to gain, they cannot get people to work for them.” CLEARY

“So the rule of military operations is not to count on opponents not coming, but to rely on having ways of dealing with them; not to count on opponents not attacking, but to rely on having what cannot be attacked.” CLEARY