

fighting when at a disadvantage. 4 A delicate sense of honor that is sensitive to shame, which leads to fighting when

demoralized. 5 Excess empathy for his men, which exposes the army to short marches, early retirements and disobedience.

Those five faults are latent in every general. The destruction of the army and the death of the general are the inevitable

result of a flare-up of any one of those short-comings. Those faults the sovereign must control in his general through the

proper use of his directives and in this way assist the army to victory and protect it from defeat.

CHAPTER 9 The Army on the March We now face the problems of positioning the army and understanding the typical signs of the enemy.

Move through mountains as quickly as possible and out into open valleys. Encamp on high ground so if you must fight it will be with rising

ground to the rear. Never attack uphill. Enough on mountain warfare. Having crossed a river, you must quickly get far from it. If an enemy

crosses a river in an approaching march, don't advance to attack the army in mid-stream. It is better to let them cross and then attack

before they can organize. Fight on gradients where you are on an advantageous site, so that however the battle moves the relative effectiveness