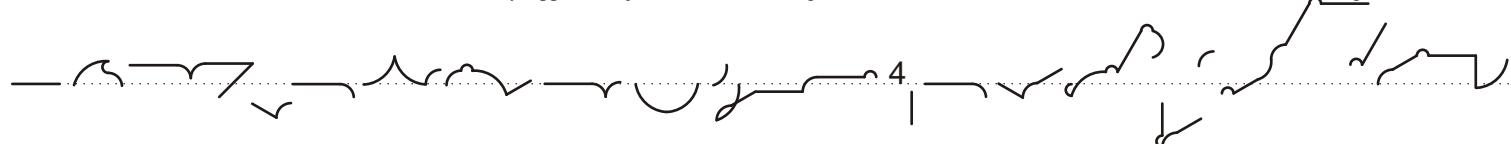
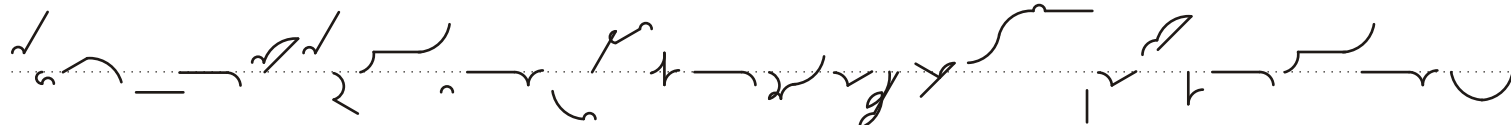


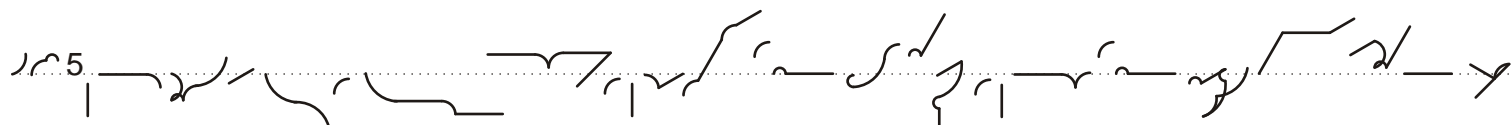
weaker. 2 If the lower ranks have too many appeals to justice over the higher ranks there will be disobedience. 3 If the higher ranks have



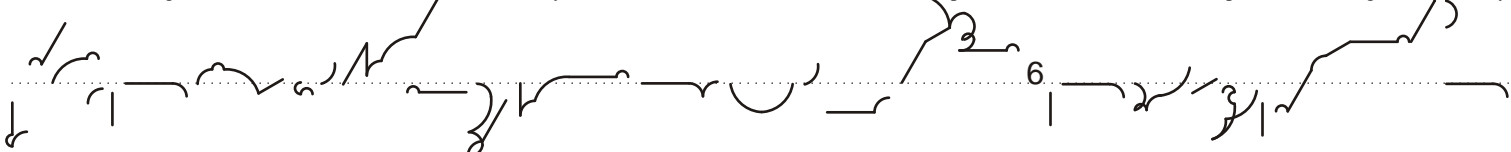
too much authority over the lower ranks there will be prostration. 4 If the various commanding officers are insubordinate and resentful



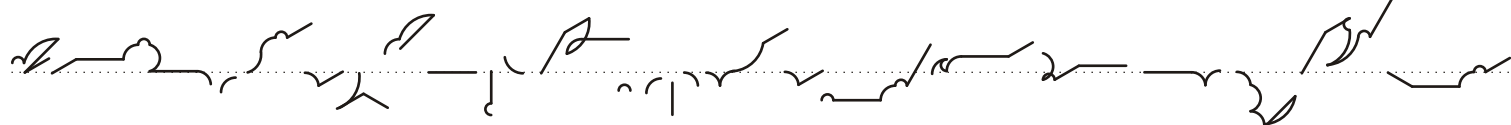
and can seek out the enemy and give battle on their own decision, before the general has prepared every element of his army for the battle, there will



be ruin. 5 If the general is weak or without authority, or if his orders are not clear and specific, or if there are not inescapable duties assigned to every



officer and man, or if the ranks can be deformed into haphazard formation, there will be utter disorganization. 6 If the general is incapable of understanding the



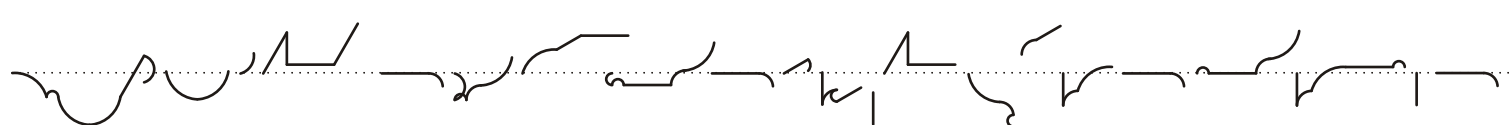
enemy's strength or brings his passive army to face a desperate one, or if he hurls his untrained recruits against their highly disciplined veterans,



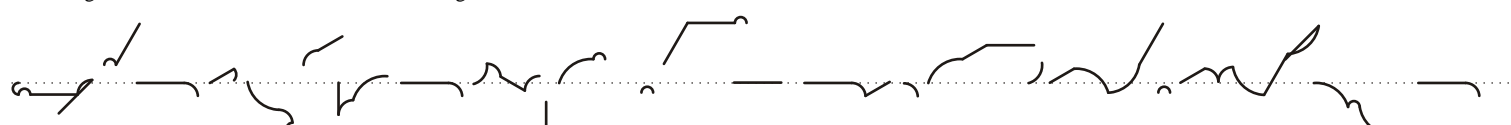
or if he fails to place honor bound soldiers in the lead positions, there will be a rout. He who understands all this and in fighting



puts his knowledge into practice will never lose. He who doesn't understand, or is unable to make practical application of his



knowledge, will be defeated. The general must control the six forces of defeat which arise from the natural formation of the



country and the six which arise from the behavior of men. In addition to those he must be skilled in shrewdly knowing the