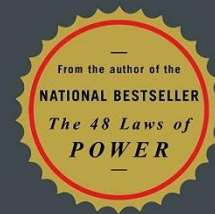


ROBERT GREENE



THE 33 STRATEGIES OF

WAR



A JOOST ELFFERS BOOK

33 Strategies of War



SELF-DIRECTED WARFARE

TEAM WAREFARE

DEFENSIVE WARFARE

OFFENSIVE WARFARE

DEFENSIVE WARFARE



Self-Directed Warfare



THE KEY TO ANY SUCCESSFUL STRATEGY IS TO KNOW BOTH ONE'S ENEMY AND ONESELF

- You are your own worst enemy. You waste precious time dreaming of the future instead of engaging in the present. You are only half involved in what you do.
- The greatest battle of all is with yourself; your weaknesses, your emotions, your lack of resolution to see things through to the end. You must declare unceasing war against yourself.
- Your mind is starting point for all war and strategy. Before directing arrows at your enemies, first direct them at yourself.
- Everything depends on your frame of mind and how you look at the world. A shift of perspective can transform you from a passive mercenary to a motivated and creative fighter.

LOOK AT THINGS AS THEY ARE, NOT AS YOUR EMOTIONS COLOR THEM

- People's perceptions are filtered through their emotions and tend to interpret the world according to what they want to see.
- What makes your mind stronger and more able to control your emotions is internal discipline.
- Emotional responses to events are like a disease that must be remedied.
- Events in life mean nothing if you do not reflect upon them in a deep way.
- Emotions limit individuals, businesses, and nations' inability to confront reality and see things as they truly are.
- The greatest generals and the most creative strategists are such not just because they have more knowledge but because they are able to drop their preconceived notions and focus intensely on the present moment.
- Getting the most out of what you have will oddly enough allow you to get more than you have.
- The less attention you spend on petty details, the more time you will have for the larger picture.



Self-Directed Warfare



FINGERSPITZENGEFÜHL

- Fingertip feel. Natural intuition. Lightning decisions trusting your heart and gut.
- Save your carefulness for the hours of preparation, but once the fighting begins empty your mind of doubts.
- To take something you want, do not fight those who have it but rather, join them and slowly make it your own.

BECOME A STRATEGIST

- Our successes and failures in life can be traced how well it badly we deal with the inevitable conflicts that face us in society.
- The word strategy comes from the ancient Greek word *stratgos* meaning: The leader of the army.
- Strategy is the art of generalship, commanding the entire war effort, deciding which formations to deploy, what to fight on, and what maneuvers to use to gain an edge.
- Mastering the art of strategy make your life more peaceful and productive in the long run.
- Make your words a spark for action not for passive contemplation.
- It is imperative in life's battles to be able to communicate your ideas to people and alter their behavior.
- Pay attention to not simply being content of your communication, but the form; the way you lead people to the conclusions you desire rather than telling them directly.
- If you want to communicate an important idea, you must not preach. Instead make your audience connect the dots and come to the conclusion on their own. Make them internalize the thought you are trying to communicate. Make it seem to emerge from their own mind. This indirect communication has the ability to penetrate deep behind people's defenses.
- Failure to communicate is the fault not of the dull witted audience but of the unstrategic communicator.

Team Warfare



BEFORE FORMULATING STRATEGY, UNDERSTAND THE STRUCTURE OF YOUR GROUP

- Look for people who make up for your deficiencies, who have the skills you lack but look beyond his resume to his physiological makeup.
- Be careful to not be seduced by expertise and intelligence. Character, ability to work with you and the rest of the team, the capacity to accept responsibility, and to think independently are equally key.
- The way to get people to work together and maintain morale is to make them feel part of the group that is fighting for worthy cause
- “In war, the moral is to the physical as 3 to 1.” - Napoleon
- Expertise and impressive resumes matter less than character and the ability to sacrifice.
- The perfect allies are those who give you something that you cannot get on your own. Be creative and look for allies that you in turn have something to offer, creating a link of self-interest.

GROUP THINK

- Divided leadership is dangerous because people in groups often think and act in ways that are illogical and ineffective.
- In group think people are political; they say and do things that they think will help their image within the group. They aim to please others and promote themselves rather than to see thing dispassionately.
- An individual can be bold and creative, the group is cautious and afraid of risk. The need to find a compromise amongst all the ego's kills creativity.
- The group has a mind of its own and that mind is slow to decide, unimaginative, and sometimes downright irrational.



Defensive Warfare



BATTLE AND TURMOIL

- The more you want the prize, the more you must compensate by examining what it will take. History is littered with the corpses of those who ignored the costs. Save yourself from unnecessary battles and live to fight another day.
- In moments of turmoil and trouble you must force yourself to be more determined, call up the aggressive energy you need to overcome caution and inertia.
- A focused mind has no room for anxiety.
- It is better to confront your fears head on rather than to tamp them down and avoid them.
- Our natural tendency is to see other people as mere reflections of our own desires and values. Failing to understand the ways they are not like us, we are surprised when they do not respond as we had imagined.
- Every individual is like an alien culture. You must get inside his or her way of thinking.
- The ultimate form of domination is to make those on the other side think they are the ones in control.

GRAND STRATEGY PRINCIPLES

- Focus on your greater goal/your destiny. Begin with the clear, specific and purposeful goal in mind.
- Widen your perspective. Take in more of the world around you and see things as they truly are. Look at the world through the eyes of other people. Your own cultural pre-conceptions are a major hindrance of seeing the world objectively.
- Sever the roots. Think hard and deeply. Do not take appearances for reality. See dangers as they start to sprout and cut them down before they get too big to handle.
- Take the indirect route to your goal. Maintaining your emotions and examine the entire chessboard.



Offensive Warfare



FIND JOY IN ATTACK MODE

- The line of least expectation is the line of least resistance. People cannot defend themselves against what they cannot foresee.
- Our greatest weakness is losing heart, doubting ourselves, becoming unnecessarily cautious. Being more cautious is not what we need; that is just a screen for our fear of conflict or mistakes. What we need is a doubling of resolve and an intensification of confidence.
- 4 principles of maneuver warfare: 1) *Craft a plan with branches* - be ready no matter what the enemy does. 2) *Give yourself room to maneuver* - don't corner yourself. 3) *Give your enemy dilemmas not problems* - make every option bad. 4) *Create maximum disorder* - send the enemy on a wild goose chase.

THE FUTURE BELONGS TO GROUPS WHO ARE FLUID, FAST, AND NONLINEAR.

- The critical elements in war are speed and adaptability, the ability to move and make decisions faster than the enemy.
- A key function of any chain of command is to supply information rapidly from the troops in the trenches letting you adapt fast to circumstances.
- Strategists are light on their feet and can see far and wide.
- Strategy is putting yourself in situations where you have more options than the enemy.
- Wise generals set nothing in stone, always retaining the ability to reorganize their army to fit the times and their changing needs.
- Instead of grasping at Option A as the single right answer, True strategy is positioning yourself to do A, B, or C depending on the circumstances. This is strategic depth of thinking.

Unconventional Warfare



IN LIFE, AS IN WAR, NOTHING HAPPENS JUST AS YOU EXPECT IT TO

- People's responses are odd or surprising. Meet the dynamic situations with plans that are not rigid or static.
- Unconventional warfare has four main principles: work outside the enemy's experience, act crazy, and keep the wheels in constant motion.
- People expect your behaviors to conform to normal patterns. Your task as a strategist is to disrupt their expectations.
- Six forms of military deception: the false front, the decoy attack, camouflage, the hypnotic pattern, planted information, and shadows within shadows.

NOTHING EVER REALLY ENDS

- How you finish something will influence and even determine what you will do next.
- Some victories are negative and lead nowhere while some defeats are positive, working as a wake up call or lesson.
- So often those who have success become soft and imprudent. Welcome defeat as a way to make yourself stronger.
- Your tendency to think in terms of winning or losing, success or failure, is dangerous. Your mind comes to a stop instead of looking ahead; emotions dominate the moment.
- The last war you fought is a danger, even if you won it, for you may try to repeat the same strategies you used to win and if you lost, you may be indecisive and skittish.
- You must constantly wage war against the past and force yourself to react to the present moment.
- To teach people a lesson, to really alter their behavior, you must alter their experience, engage their emotions and inject unforgettable images into their mind.

