

THE LAST WORDS OF THE GENERAL

Monday, Week I

You can't allow yourself to panic. Keep your head about the task we're engaged in and don't be side tracked. There's room for everyone in this task. That's why I told you I'm working out your assignments. When they are complete, I'll publish them and then we can move on together. You know what our goal is and you know the way to reach it.

A voice called out, 'We're not sure of the goal; how can we know the way to reach it?'

You know me. My way is the only way to reach the goal. That is the only approach you have. Understand me and you understand the whole picture.

Tuesday, Week I

Let me put your mind at ease. I don't mean any easy peace, but don't be disturbed or daunted. You heard me say that I'm leaving you for a while. If you care about me and the cause, you will be glad because I am going after reinforcements. I am warning you in advance so that you will not be operating blindly. The enemy will soon be so close that we cannot talk. But the enemy does not control the day! I will go on to demonstrate my faith in life as it is and to do what is required of me. Now, let's move out!

Thursday, Week I

What it means to be loyal to me is to obey promptly; that is what the situation is calling for. Such a man will be my comrade in arms, my close friend.

Then one said, "How come some will be close friends while to others you are aloof, a stranger?"

If you are loyal to me, do what I tell you. Then the whole situation will depend on you and I will count on you. The disloyal one doesn't share my vision and so I just can't count on him. That's just the way it is. I'm leaving one in charge who will remind you of all I've said and who will continue to teach you.

Friday, Week I

Let me tell you this: if you are going to have an army you have to correct every mistake and train every strong point to perfection. That's what I've been doing with you. Unless you stand in this kind of disciplined corporateness, you haven't a chance of winning. Continue in your training and you will be invincible! No soldier wins a war by himself; a lone soldier is useless to everyone, himself included. He will soon be burnt out. As long as you are in the army, the total resources are at your disposal because that is how the unity and glory of the army is maintained.

Monday, Week II

Again, let me warn you to be prepared for what is to come. Your enemies ARE hidden; they will appear to be friends and loyalists, but they will disown you and the cause and even feel virtuous if they destroy you! This is because of their gross ignorance about life and about me. Now be

warned I won't be around to advise you all the time, you know that. It's no wonder you are so edgy that you don't even ask me where I'll be! You're just going to have to believe me that this is for the best and that the one I appoint in my place will expose those who don't share my views and the continuing relevance of all I have stood for. He will make it very clear what is realistic and what is sheer illusion.

Tuesday, Week II

There is more for you to learn than you can digest at this time. I am sending you another teacher to continue your training in necessary strategies and tactics. You can trust him because you'll recognize the similarities to what I have taught and the similar stress on the future. He will draw on the total wisdom of the forces and so will have a great wealth for you to profit from. This is a sign of loyalty to me and the cause, if you continue in your training.

Thursday, week II

I have given you general principles so far; now it is time to give plain instructions. Submit all requisitions in my name. You don't need to beg for the necessary tools for the task. Everything will be provided for you. Your loyalty to the cause is the only recommendation you need, that and your effort to duplicate my style and stance. Yes, do imitate me, because I deal with reality and no illusions. Even with my death, our cause is secure because it is founded on the way life is. You will be scattered and leave me for a while, but nevertheless the cause is secure and I am not betrayed by life. I just want you to know all this in advance so you won't get taken by surprise. You are going to have a rough time in this battle, but remember, the war is already won!

Friday, week II

I have set up structures and guidelines to care for you. Hold them for dear life. I mean, follow the structures. If you do this you'll find the actual delight of life, the battle sheer pleasure. And take care of each other also, in the same way. That's an order! There is no greater care than giving up your own security to forge the necessary structures for others. You are not a bunch of mercenaries; you are my comrades, my friends. You share my confidence, my strategies and tactics. You didn't volunteer for this; I selected you for the role, to be my companions, my right arm. This means victory for you for in this relationship you can't fail!

Questions:

- 1) What did you hear the man say?
- 2) What question would you ask if you were one of the troops?
- 3) What is the situation to which he is speaking?
- 4) Where do you find yourself in that situation?
- 5) What are the general's presuppositions?
- 6) What did you hear him say to you in your situation?
- 7) What do you remember the man said?

THE ART OF MANEUVER

I

The Importance of Maneuvering

1. When the objective has been decided the "G" just receives his assignment. He second gets his forces together and third mobilizes the support milieu. Fourth he blends his forces into a united team and fifth encamps it.
2. Now the "G" is ready for maneuver. This is the most difficult of all arts; for you must be a magician: just making the most direct out of the most indirect and second turning misfortune into advantage (failure into success; defeat into victory; impossibility into the possible).
3. For instance you may take an indirect route and divert the enemy from the direct route by baiting him (which you could not do if you smashed straight ahead) and thereby arrive at the desired position before him. Now all of this is but a matter of understanding the primordial strategy for winning a war, namely the principal of direct/indirect.

II

The Dangers of Maneuvering

4. But one must know that maneuver is dangerous as well as advantageous. Risk is inherent in maneuver. This inherent danger is illustrated in the following 6 pitfalls.
5. Never use the whole army to chase an advantage. To do so is to fail. It is impossible so to attain such.
6. Never abandon the base stronghold to contend for advantage. To do so is to fail. For your basic mans are lost
- 7 - 8. Never overtax or over demand of the forces to gain an advantage (hard and long marches) or you will lose 90% or 50% or 33% of your forces. Only the strongest will survive and you need all.
9. Always the means of action must be secured - equipment and stores - or there is no chance of victory. This is a matter of secure base.
10. Always the conditions of the situation must be known and kept current or there can be no victory. This is a matter of secure movement (march)
11. Always the local leadership must be cultivated (guides not everybody) or there can be no victory. This is a matter of secure position (advantage).

III

The Keys to Maneuvering

12. The above has to do more with defensive maneuver, the avoiding of pitfalls which is the first step in effective maneuvers. Now consideration is given more to offensive maneuver and the first thing to recollect is that war is based on creating illusion or recreating reality (deception). This has to do with when and how one "moves it." There are two ruling principles: first only move from advantage, second, if you don't have the advantage only be concerned with creating the advantage by the dispersal and concentration of forces.

13. The second arena relative to "moving it" has to do with the appropriate style at any given moment as illustrated here

when campaigning (vying for position)

be as SWIFT as the wind

when marching (in a leisurely way)

be as MAJESTIC as the forest

when raiding (or plundering)

be as CONSUMING as the fire

when standing (in defense)

be as FIRM as the mountains

when moving (into action)

be as UNFATHOMABLE as the clouds

be as OVERPOWERING as the thunderbolt

14. This verse is enigmatic; working with the footnotes, I think it means the following relative to effective maneuver or "moving it." First when you move divide your forces and also divide your enemy forces. Don't put all your forces on one thing and don't attack the enemy only from one side. Second when you succeed defend it by again holding onto only that which is advantageous.

15. The basic key to maneuver will always be "weigh the situation" then move it - this is brooding, battle planning, considering the consequences and the like.

16. Offensive maneuvering all comes back to the matter of direct and indirect action. To effectively "move it" requires a profound understanding of this principle. It is the basic in the art of maneuvering.

IV

The Morale for Maneuvering

17. The immediately above has to do more with the rational or objective factors in "moving it" (offensive maneuver). What follows is more the spiritual or psychological factors. The first part deals with the operation of one's own forces and the second with the control of the enemy. Relative to impact on the home forces **first**, this has to do with symbols and signs such as banners, **flags**, trumpets, bells and other noises.

18. No the main emphasis here is upon conveying orders across the front but there is more than simply a communication system. The emphasis is upon focusing the attention of the body and upon uniting the forces into effective team action - welding together the courageous and the fearful, the rash and the reluctant into effective operating units. Here is the crucial means for employing larger forces spread over larger territory. This is the symbol system's function.

19. This symbol system day and night "influences the sight and the hearing (the vision and the story) of the troops. And, as one commentary says correctly, this system also likewise influences the enemy.

V

The Decisive Factors in Maneuvering

20. The second arena of spirit in effective maneuver has to do with psychological warfare. The morale of the enemy can be collapsed and its leadership rendered timid without fighting or from a distance. This includes controlling several factors: the moral, the mental, the physical and the circumstantial.

21-22. Any forces spirits vary: in the early morning they are high, later in the day they flag and in the evening their thoughts are on home. There are many other illustrations: the point is you don't attack when the other is keen; you think through and confront him when he is low in spirit. This is managing or controlling the morale factor.

23. The "G" who would win must also control the mental (or rational or discipline) factor. For instance one waits in good order for a disorderly enemy; in serenity for a clamorous one. It is discipline, transrationality, the model, the comprehensiveness and the consequential non-defensive detachment that wins.

24. Next is the control of the physical factor; making sure your troops are in superior shape when engagement is decided: well-fed versus hungry, rested versus exhausted; close to battlefield versus afar. Here is taking care of yourself.

25. Finally he who would win must control the circumstantial factors (the factors of changing circumstances). This again has to do with the symbolic dynamic. Do not engage an army with well ordered banners or one whose formations are impressive. Where the teamwork is strong and the sense of meaning firm, there is the center of control and key to victory.

VI

The Principles of Maneuvering -

26. The final section on the art of maneuvers has to do with remembering and heeding the basic principles or guidelines relative to the deploying and engaging troops. First, when the enemy has the advantage do not engage him.

VI

The Principles of Maneuvering

26. The final section on the art of maneuvers has to do with remembering and heeding the basic principles or guidelines relative to the deploying and engaging troops. First, when the enemy has the advantage do not engage him.
27. Second, when he pretends to flee do not pursue him. You must deceive, not get caught in a devise.
28. Third, when he offers his elite troops do not attack, seek only for his vulnerable points. Head on is not the way to victory.
29. Fourth (like the second) when he proffers bait do not gobble. Being antsie is not the way to success.
- 30 - 31. Fifth, when he goes homeward do not thwart his effort. You do not have to have the last word.
32. Sixth, when he is at bay do not press him. He is on death ground and will fight to the finish.
33. The above is the method of deploying troops.