

計PLAN 篇Chapter

孫Sun 子Tzu 曰said:

兵War 者thing,

國Nation 之's 大big 事profession,

死Death 生birth 之's 地ground,

存Life 亡death 之's 道philosophy,

不No 可can 不not 察examine 也also.

故Make 經experience 之it 以by 五five 事skills,

校Learn 之it 以by 計planning,

而And yet 索demand 其this 情situation:

一1. 曰Say 道philosophy,

二2. 曰Say 天heaven,

三3. 曰Say 地ground,

四4. 曰Say 將general,

五5. 曰Say 法methods.

道Philosophy 者thing,

令Command 民people 於from 上above 同similar

意meaning,

可Can 與give 之of 死death,

可Can 與give 之of 生life,

而And yet 不no 畏fear 危danger 詭deceive 也also.

PLANNING

Sun Tzu said:

This is war.

It is the most important skill in the nation.

It is the basis of life and death.

It is the philosophy of survival or destruction.

You must know it well.

Your skill comes from five factors.

Study these factors when you plan war.

You must insist on knowing the nature of:

1. Military philosophy;
2. The weather;
3. The ground;
4. The commander;
5. And military methods.

It starts with your military philosophy.

Command your people in a way that gives them a higher shared purpose.

You can lead them to death.

You can lead them to life.

They must never fear danger or dishonesty.

天Heaven 者thing,
 陰North, shady hillside 陽South, sunny hillside,
 寒Cold 暑hot,
 時Season 制system 也also.

地Ground 者thing,
 遠Distant, 近near,
 險Dangerous 易easy,
 廣Wide 狹narrow,
 死Death 生birth 也also.

將General 者thing,
 智Intelligence, 信trust, 仁love, 勇bravery, 嚴strict 也also.

法Method 者thing,
 曲Bend 制system,
 官Government official 道philosophy,
 主Ruler 用use 也also.

凡All 此here 五five 者thing,
 將General 莫not 不no 聞hear,
 知Knowledge 之of 者thing 勝victory,
 不No 知knowledge 之of 者thing 不no 勝victory.



Next, you have the weather.
 It can be sunny or overcast.
 It can be hot or cold.
 It includes the timing of the seasons.

Next is the terrain.
 It can be distant or near.
 It can be difficult or easy.
 It can be open or narrow.
 It also determines your life or death.

Next is the commander.
 He must be smart, trustworthy, caring, brave and strict.

Finally, you have your military methods.
 They include the shape of your organization.
 This comes from your management philosophy.
 You must master their use.

All five of these factors are critical.
 As a commander, you must pay attention to them.
 Understanding them brings victory.
 Ignoring them means defeat.



故Make 校school 以by 計plans,
而And yet 索demand 其this 情situation.

曰Says:

主Ruler 孰that 有has 道philosophy,
將General 孰that 有has 能ability,
天Weather 地ground 孰that 得obtain,
法Method 令command 孰that 行moves,
兵Army 眾crowd 孰that 強strong,
士Officer 卒soldier 孰that 練train,
賞Reward 罰penalize 孰that 明bright,
吾We 以by 此this 知know 勝victory 負defeat 矣will be;
將General 聽listen 吾our 計plan,
用Uses 之it 必must 勝win,
留Remain 之it;
將General 不no 聽listen 吾our 計plan,
用Uses 之it 必must 負defeat,
去Remove 之it.



計Plan 利advantage 以by means of 聽listening,
乃Therefore 為become 之of 勢power,
以By means of 佐assist 其this 外outside,
勢Situation 者thing,
因Cause 利advantage 而and 制system 權authority 也also.



You must learn through planning.
You must question the situation.

You must ask:

Which government has the right philosophy?
Which commander has the skill?
Which season and place has the advantage?
Which method of command works?
Which group of forces has the strength?
Which officers and men have the training?
Which rewards and punishments make sense?
This tells when you will win and when you will lose.
Some commanders perform this analysis.
If you use these commanders, you will win.
Keep them.
Some commanders ignore this analysis.
If you use these commanders, you will lose.
Get rid of them.



Plan an advantage by listening.
This makes you powerful.
Get assistance from the outside.
Know the situation.
Then planning can find opportunities and give you control.

