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MODERN GUERRILLA CAMPAIGN

Action

- Capitalize on discontent and mistrust generated by corruption (real or imagined), exploitation, oppression, incompetence, and unwanted presence of existing regime to evolve a common cause or unifying theme as basis to organize and maintain mass popular support through a militant political program.
- Set-up administrative and military organization, sanctuary and communications network under the control of the guerrilla political leadership without arousing regime's intelligence and security apparatus. Build-up a shadow government, of "parallel hierarchies", in localities and regions that can be made ripe for insurrection/revolution by infiltrating cadres (vanguards) who can not only subvert existing authority but also convert leaders and people to guerrilla cause and organizational way.
- Exploit subversion of government and conversion of people to guerrilla cause to create an alien atmosphere of security and intelligence in order to "blind" regime to guerrilla plans, operations, and organization yet make "visible" regime's strengths, weaknesses, moves, and intentions.
- Shape propaganda, foment civil disorders (such as rallies, demonstrations, strikes, and riots), use selected terrorism, perform sabotage, and exploit resulting misinformation to expand mistrust and sow discord thereby magnify the appearance of corruption, incompetence, etc., and the inability of regime to govern.
- Employ tiny cohesive bands for surprise hit-and-run raids against lines of communications to gain arms and supplies as well as disrupt government communication, coordination, and movement. Retreat and melt into environment when faced by superior police and armed forces.
- Disperse or scatter tiny guerrilla bands to arouse the people (and gain recruits) as well as harass, wear-out, and spread-out government forces while larger bands, or mobile formations, concentrate to wipe-out his dispersed, isolated, and relatively weak fractions by sudden ambush or sneak attack.
- Play upon the grievances and obsessions of people (via propaganda, re-education, and selected successes) as well as encourage government to indiscriminately take harsh reprisal measures against them in order to connect the government with expanding climate of mistrust, discord, and moral disintegration. Simultaneously, show (by contrast) that guerrillas exhibit moral authority, offer competence, and provide desired benefits in order to further erode government influence, gain more recruits, multiply base areas, and increase political infrastructure hence expand guerrilla influence/control over population and countryside.
- Demonstrate disintegration of regime by striking Cheng/Ch'i fashion, with small fluid bands and ever larger mobile formations, to split-up, envelop, and annihilate fractions of major enemy forces.

Idea

- Defeat existing regime politically by showing they have neither the moral right nor demonstrated ability to govern and militarily by continuously using stealth/fast-tempo/fluidity-of-action and cohesion of small bands and larger units in cooperation with political "agitprop" (agitation/propaganda) teams as basis to harass, confuse and ultimately destroy the will or capacity to resist.

TECHNOLOGY AND THE ART OF WAR

- The mobilization of large armies and the massing of enormous supplies through a narrow logistics network -- magnified by the presence of Napoleon's tactical rigidity, Clausewitz's battle philosophy, and Jomini's formalism -- "telegraphed" any punch hence minimized the possibility of exploiting ambiguity, deception, and mobility to generate surprise for a decisive edge.
- In this sense, technology was being used as a crude club that generated frightful and debilitating casualties on all sides during the:
 - American Civil War (1861-65)
 - Austro-Prussian War (1866)
 - Franco-Prussian War (1870)
 - Boer War (1899-1902)
 - Russo-Japanese War (1904-05)
 - World War I (1914-18)

? - RAISES QUESTION - ?

- Why were the 19th century and early 20th century commanders unable to avoid over a half century of debilitating casualties?

WRAP-UP

--or summarizing in another, yet similar way--

We have in a nutshell:

The Art of Success

- Appear to be an unsolvable cryptogram while operating in a directed way to penetrate adversary vulnerabilities and weaknesses in order to isolate him from his allies, pull him apart, and collapse his will to resist.

yet

- Shape or influence events so that we not only magnify our spirit and strength but also influence potential adversaries as well as the uncommitted so that they are drawn toward our philosophy and are empathetic toward our success.

CENTRAL THEME

Evolve and exploit insight/initiative/adaptability/harmony together with a unifying vision, via a grand ideal or an overarching theme or a noble philosophy, as basis to:

- Shape or influence events so that we not only amplify our spirit and strength but also influence the uncommitted or potential adversaries so that they are drawn toward our philosophy and are empathetic toward our success,

yet be able to

- Operate inside adversary's observation-orientation-decision-action loops or get inside his mind-time-space as basis to:
- Penetrate adversary's moral-mental-physical being in order to isolate him from his allies, pull him apart, and collapse his will to resist.

WORLD WAR I

Infiltration Tactics

Action

- Brief but intense artillery bombardment, that includes gas and smoke shell, to disrupt/suppress defenses and obscure the assault.
- Stosstruppen (small teams or squads of thrusttroops equipped with light machineguns, mortars, etc.) thrust forward close behind rolling artillery barrage, without any "effort to maintain a uniform rate of advance or align formations." Instead, as many tiny, irregular swarms spaced in breadth and echeloned in depth, they seep or flow into any gaps or weaknesses they can find in order to drive deep into adversary rear.
- Kampfgruppen (small battlegroups consisting of infantry, machinegunners, mortar teams, artillery observers and field engineers) follow-up to cave-in exposed flanks and mop-up isolated centers of resistance from flank and rear.
- Reserves and stronger follow-on echelons move through newly created breaches to maintain momentum and exploit success, as well as attack flanks and rear to widen penetration and consolidate gains against counterattack.

Idea

- Hurl strength (echeloned in great depth), via an irruption of many thrusts, thru weaknesses along (many) paths of least resistance to gain the opportunity for breakthrough and envelopment.

RESPONSE

Infiltration fire and movement schemes can be viewed as Napoleon's multi-thrust strategic penetration maneuvers being transformed into multi-thrust tactical penetration maneuvers down to the lowest operational/organizational level--the squad.

POINT

Until the rise of the infiltration tactics (and the use of tanks by the allies) in the latter part of WWI, neither the 19th century nor the 20th century commanders were able to evolve effective tactical penetration maneuvers that could offset the massive increase in weapon lethality developed during this same period.

WHY

The aristocratic tradition, the top-down command and control system, the slavish addiction to the "Principle of Concentration", and the drill regulation mind-set all acted together to restrict any imagination, initiative, and adaptability needed to evolve the indistinct-irregular-mobile tactics that could counter the increase in weapons lethality.

IMPRESSION

- Infiltration tactics a la Ludendorff seem to be similar in nature to Irregular or Guerrilla tactics a la Lawrence.
- Why? Both stress clouded/distorted signatures, mobility and cohesion of small units as basis to insert an amorphous yet focused effort into or thru adversary weaknesses.

SOVIET REVOLUTIONARY STRATEGY
(a la Lenin/Stalin)

Tasks

- Employ agitation and propaganda in order to exploit opposing tendencies, internal tensions, etc. Object is to bring about a crisis, to make revolution ripe as well as convince masses that there is a way-out. This is accomplished when the vanguard is able to:
 - Fan discontent/misery of working class and masses and focus it as hatred toward existing system.
 - Cause vacillation/indecision among authorities so that they cannot come to grips with existing instability.
 - "Confuse other elements in society so that they don't know exactly what is happening or where the movement is going."
 - Convince "proletariat class they have a function--the function of promoting revolution in order to secure the promised ideal society."
- Concentrate "the main forces of the revolution at the enemy's most vulnerable spot at the decisive moment, when the revolution has already become ripe, when the offensive is going full-steam ahead, when insurrection is knocking at the door, and when bringing the reserves up to the vanguard is the decisive condition of success." To quote Lenin on paraphrasing Marx and Engels:
 - "Never play with insurrection, but, when beginning it, firmly realize that you must go to the end."
 - "Concentrate a great superiority of forces at the decisive point, at the decisive moment, otherwise the enemy, who has the advantage of better preparation and organization, will destroy the insurgents."
 - "Once the insurrection has begun, you must act with the greatest determination, and by all means, without fail, take the offensive. 'The defensive is the death of an armed rising.'"
 - "You must try to take the enemy by surprise and seize the moment when his forces are scattered."
 - "You must strive for daily successes, even if small (one might say hourly, if it is the case of one town), and at all costs retain the 'moral ascendancy.'"

MODERN GUERRILLA CAMPAIGN

Action

- Capitalize on discontent and mistrust generated by corruption (real or imagined), exploitation, oppression, incompetence, and unwanted presence of existing regime to evolve a common cause or unifying theme as basis to organize and maintain mass popular support through a militant political program.
- Set-up administrative and military organization, sanctuary and communications network under the control of the guerrilla political leadership without arousing regime's intelligence and security apparatus. Build-up a shadow government, or "parallel hierarchy", in localities and regions that can be made ripe for insurrection/revolution by infiltrating cadres (vanguards) who can not only subvert existing authority but also convert leaders and people to guerrilla cause and organizational way.
- Exploit subversion of government and conversion of people to guerrilla cause to create an alien atmosphere of security and intelligence in order to "blind" regime to guerrilla plans, operations, and organization yet make "visible" regime's strengths, weaknesses, moves, and intentions.
- Shape propaganda, foment civil disorders (such as rallies, demonstrations, strikes, and riots), use selected terrorism, perform sabotage, and exploit resulting misinformation to expand mistrust and sow discord thereby magnify the appearance of corruption, incompetence, etc., and the inability of regime to govern.
- Employ tiny cohesive bands for surprise hit-and-run raids against lines of communications to gain arms and supplies as well as disrupt government communication, coordination, and movement. Retreat and melt into environment when faced by superior police and armed forces.
- Disperse or scatter tiny guerrilla bands to arouse the people (and gain recruits) as well as harass, wear-out, and spread-out government forces while larger bands, or mobile formations, concentrate to wipe-out his dispersed, isolated, and relatively weak fractions by sudden ambush or sneak attack.
- Play upon the grievances and obsessions of people (via propaganda, re-education, and selected successes) as well as encourage government to indiscriminately take harsh reprisal measures against them in order to connect the government with expanding climate of mistrust, discord, and moral disintegration. Simultaneously, show (by contrast) that guerrillas exhibit moral authority, offer competence, and provide desired benefits in order to further erode government influence, gain more recruits, multiply base areas, and increase political infrastructure hence expand guerrilla influence/control over population and countryside.
- Demonstrate disintegration of regime by striking Cheng/Ch'i fashion, with small fluid bands and ever larger mobile formations, to split-up, envelop, and annihilate fractions of major enemy forces.

Idea

- Defeat existing regime politically by showing they have neither the moral right nor demonstrated ability to govern and militarily by continuously using stealth/fast-tempo/fluidity-of-action and cohesion of small bands and larger units in cooperation with political "agitprop" (agitation/propaganda) teams as basis to harass, confuse and ultimately destroy the will or capacity to resist.

MODERN GUERRILLA CAMPAIGN

Key to Success

- Ability to continuously demonstrate government weakness, erode government influence, and cause government to alienate itself from people.
- Support of people (both psychological and physical) for intelligence, recruits, shelter, transportation, refuge, food, money and medical aid.
- Access to (more or less permanent) safe sanctuaries or base areas and/or fluid bases that can be shifted from place to place, away from enemy forces--in order to rest, recuperate, repair materiel, etc., as well as indoctrinate, train, and equip recruits.
- Use of stealth/fast-tempo/fluidity-of-action coupled with cohesion of guerrilla bands as basis for:
 - dispersion, to arouse people, to avoid adversary strength, and to force government to thin-out, or disperse, its strength;
 - concentration, to hit and wipe-out isolated fractions;
 - shifting of effort (in these as well as other activities), in order to gain and keep initiative.

MESSAGE

- Blitz and Guerrillas, by being able to operate in a directed, yet more indistinct, more irregular, and quicker manner than their adversaries, can:
 - Repeatedly concentrate or disperse more inconspicuously and/or more quickly from or to lower levels of distinction (organizational, operational, and environmental) without losing internal harmony, as well as,
 - Repeatedly and unexpectedly infiltrate or penetrate adversaries' vulnerabilities and weaknesses in order to splinter, isolate or envelop, and overwhelm disconnected remnants of adversary organism.

or put another way

- Blitz and Guerrillas, by operating in a directed, yet more indistinct, more irregular, and quicker manner, operate inside their adversaries' observation-orientation-decision-action loops or get inside their mind-time-space as basis to penetrate the moral-mental-physical being of their adversaries in order to pull them apart and bring about their collapse.

UNDERLYING IDEA

- Such amorphous, lethal, and unpredictable activity by Blitz and Guerrillas make them appear awesome and unstoppable which altogether produce doubt, uncertainty, mistrust, confusion, disorder, fear, panic, ... and ultimately collapse -- a notion implied by Sun Tzu around 400 B.C. and more recently recognized by J.F.C. Fuller after observing the impact of Ludendorff's infiltration tactics in 1918.

COUNTER-BLITZ

(Variation of German Experiences During WWII)

Posture

- Emphasize intelligence, reconnaissance (air and ground) and set-up screen of forward outposts and patrols to report on adversary activity and warn of any impending or actual incursions.
- Deploy, disperse, and frequently redeploy/redisperse reconnaissance and mobile anti-tank/infantry/armored teams together with artillery in region behind screen, so that they can mask dispositions, as well as move inconspicuously/quickly to focus and shift local main efforts against adversary thrusts.
- Place armored teams, as mobile reserve, in echelon behind recce, anti-tank/infantry/armor and artillery so that they can easily focus effort, and quickly move-in to decapitate any local breakthrough -- or push-off for a Blitz counterstroke.

Action

- Employ air and fast moving mobile/armored reconnaissance teams to determine direction/strength of thrusts and to continuously harass by repeated delaying actions and hit-and-run attacks in order to slow momentum and erode cohesion of Blitz attack.
- Inconspicuously move-in with high speed mobile anti-tank/infantry/armored teams, together with air and artillery support, to strengthen favorable sectors. Hit adversary thrusts and resupply efforts with ambushes and with repeated sudden/sharp flank and rear counter-thrusts to channel as well as drain-away momentum and break-up cohesion of Blitz thrusts.
- Concentrate swift armored combat forces (held in reserve) and use with air to rapidly drive a shallow and/or deep flank counterstroke in order to swing in behind and roll-up Blitz offensive in detail (counterstroke launched while adversary is moving forward).

Idea

- Smash Blitz offensive by inconspicuously using fast tempo/fluidity-of-action and cohesion of counter-Blitz combat teams as basis for shifting of forces and quick focus of air and ground effort to throttle momentum, shatter cohesion, and envelop Blitz in order to destroy adversary's capacity to resist.

BLITZ AND COUNTER-BLITZ

Main Features and Emphasis

- Intelligence and recce Action
- Infiltration/penetration and isolation
- Ambiguity, deception, speed, and violence to generate surprise and shock
- Schwerpunkt philosophy
- Acceptance of "gaps" and (related) "risks" in support of schwerpunkt philosophy
- Echelon-in-depth (offense and defense)
- Reserves reconstituted and accumulated (at all levels) to support or generate success
- Posture of positions, alternative positions, dummy positions and roving positions to mask maneuvers and intentions

OUTLINE

- POINT OF DEPARTURE
- HISTORICAL SNAPSHOTS
- CATEGORIES OF CONFLICT
- SYNTHESIS
- WRAP-UP
- EPILOGUE
- SOURCES

OUTLINE

- POINT OF DEPARTURE
- HISTORICAL SNAPSHOTS
- CATEGORIES OF CONFLICT
- SYNTHESIS
- APPLICATION
- WRAP-UP
- EPILOGUE
- SOURCES



HISTORICAL SNAPSHOTS

COMMENT

In addressing any questions about conflict, survival, and conquest one is naturally led to the
Theory of Evolution by Natural Selection

and

The Conduct of War

since both treat conflict, survival, and conquest in a very fundamental way. In this regard, many sources (a few on natural selection and many on war) are reviewed; many points of view are exposed.

EMIL SCHALK -- "SUMMARY OF THE ART OF WAR" -- 1862

"There are three great maxims common to the whole science of war; they are --

- 1st -- Concentrate your force, and act with the whole of it on one part only of the enemy's force.
- 2nd -- Act against the weakest part of your enemy -- his center, if he is dispersed; his flank or rear, if concentrated. Act against his communications without endangering your own.
- 3rd -- Whatever you do, as soon as you have made your plan, and taken the decision to act upon it, act with the utmost speed, so that you may obtain your object before the enemy suspects what you are about."

CAUTION

While these maxims by Schalk portray, in a general way, the maneuvers that can be used to realize one's purpose in war at the strategic level, they do not address the non-adaptability and predictability (via the drill regulation mind-set) that permeated 19th century "maneuvers" at the tactical level.

TECHNOLOGY AND THE ART OF WAR

- The mobilization of large armies and the massing of enormous supplies through a narrow logistics network -- magnified by the presence of Napoleon's tactical rigidity, Clausewitz's battle philosophy, and Jomini's formalism -- "telegraphed" any punch hence minimized the possibility of exploiting ambiguity, deception, and mobility to generate surprise for a decisive edge.
- In this sense, technology was being used as a crude club that generated frightful and debilitating casualties on all sides during the:
 - American Civil War (1861-65)
 - Austro-prussian War (1866)
 - Franco-prussian War (1870)
 - Boer War (1899-1902)
 - Russo-Japanese War (1904-05)
 - World War I (1914-18)

? - RAISES QUESTION - ?

- Why were the 19th century and early 20th century commanders unable to avoid over a half century of debilitating casualties?

WORLD WAR I

Infiltration Tactics

Essence

- Cloud/distort signature and improve mobility to avoid fire yet focus effort to penetrate, shatter, envelop and mop-up disconnected or isolated debris of adversary system.

Intent

- Gain Tactical success and expand it into a Grand Tactical success.

Implication

- Generate many non-cooperative (or isolated) centers of gravity as basis to magnify friction, paralyze effort, and bring about adversary collapse.

RESPONSE

Infiltration fire and movement schemes can be viewed as Napoleon's strategic penetration maneuvers being transformed into tactical penetration maneuvers down to the lowest operational/organizational level--the squad.

POINT

Until the rise of the infiltration tactics (and the use of tanks by the allies) in the latter part of WWI, neither the 19th century nor the 20th century commanders were able to evolve effective tactical penetration maneuvers that could offset the massive increase in weapon lethality developed during this same period.

WHY

The aristocratic tradition, the top-down command and control system, and the drill regulation mind-set all acted together to restrict any imagination, initiative, and adaptability needed to evolve the indistinct-irregular-mobile tactics that could counter the increase in weapons lethality.

BLITZKRIEG AND GUERRILLA STRATEGY

Infiltration and Isolation

- Blitz and guerrillas infiltrate a nation or regime at all levels to soften and shatter the moral fiber of the political, economic and social structure. Simultaneously, via diplomatic, psychological, and various sub-rosa or other activities, they strip-away potential allies thereby isolate intended victim(s) for forthcoming blows. To carry out this program, a la Sun Tsu, Blitz and Guerrillas:
 - Probe and test adversary, and any allies that may rally to his side, in order to unmask strengths, weaknesses, maneuvers, and intentions.
 - Exploit critical differences of opinion, internal contradictions, frictions, obsessions, etc., in order to foment mistrust, sow discord and shape both adversary's and allies' perception of the world thereby:
 - Create atmosphere of "mental confusion, contradiction of feeling, indecisiveness, panic,"...
 - Manipulate or undermine adversary's plans and actions.
 - Make it difficult, if not impossible, for allies to aid adversary during his time of trial.

Purpose

- Force capitulation when combined with external political, economic, and military pressures
- or
- Weaken foe to minimize his resistance against military blows that will follow.

IMPRESSION

Reflection upon discussion, so far, reveals that Blitzkrieg generates many non-cooperative centers of gravity, as well as undermines or seizes those that adversary depends upon, in order to impede vigorous activity and magnify friction, thereby paralyze adversary by denying him the opportunity to operate in a directed way.

? RAISES NAGGING QUESTION ?

How do Blitzers simultaneously sustain rapid pace and abruptly adapt to changing circumstances without losing cohesion or coherency of their overall effort?

BLITZ OPERATING PHILOSOPHY

Key Point

- Each level from simple to complex (platoon to theater) has their own observation-orientation-decision-action time cycle that increases as we try to control more levels and details of command at the higher levels. Put simply, as the number of events we must consider increase, the longer it takes to observe-orient-decide-act.

Idea

- This brings out the idea that faster tempo, or rhythm, at lower levels should work within the slower rhythm but larger pattern at higher levels so that overall system does not lose its cohesion or coherency.

Raises Question

- How do Blitzers harmonize these differing tempos/rhythms so that they can exploit the faster rhythm/smaller pattern (of the lower-level units) yet maintain the coherency of the rhythm/pattern for the larger effort?

Response

- Give lower-level commanders wide freedom, within an overall Mind-Time-Space scheme, to shape/direct their own activities so that they can exploit faster tempo/rhythm at tactical levels yet be in harmony with the larger pattern/slower rhythm associated with the more general aim and larger effort at the strategic level.

Unifying Agent

- Shape overall scheme by applying Schwerpunkt concept, in its broadest sense through all levels, as the unifying notion to link differing rhythms/patterns so that each part or level of the organic whole can operate at its own natural rhythm -- without pulling organism apart -- instead of the slower pace associated with a rigid centralized control.

RESPONSE

- Present many (fast breaking) simultaneous and sequential happenings to generate confusion and disorder -- thereby stretch-out time for adversary to respond in a directed fashion.
- Multiply opportunities to uncover, create, and penetrate gaps, exposed flanks, and vulnerable rears.
- Create and multiply opportunities to splinter organism and envelop disconnected remnants thereby dismember adversary thru the Tactical, Grand Tactical, and Strategic levels.

WHICH LEAD TO:

Essence of Blitzkrieg

Employ a Nebenpunkte/Schwerpunkt maneuver philosophy to generate ambiguity, realize deception, exploit superior mobility, and focus violence as basis to quickly:

- Create many opportunities to penetrate weaknesses in the form of any moral or mental inadequacies as well as any gaps or exposed flanks that open into adversary's vulnerable rear and interior, hence --
- Create and exploit opportunities to repeatedly penetrate adversary organism, at all levels (Tactical, Grand Tactical, and Strategic) and in many ways, in order to splinter, envelop, and roll-up/wipe-out isolated remnants, thereby generate confusion and disorder, hence --
- Create and exploit opportunities to disrupt his system for communication, command, and support, as well as undermine or seize those connections or centers that he depends upon, thus shake his will or capacity to decisively commit his back-up echelons, operational reserves, and/or strategic reserves, thereby magnify adversary's confusion and disorder and convince him to give up.

Intent

Create Grand Tactical success then exploit and expand it into Strategic success for a decisive victory.

Implication

Blitzers, by being able to infiltrate or penetrate or get inside adversary's system, generate many moral-mental-physical non-cooperative (or isolated) centers of gravity, as well as undermine or seize those centers of gravity adversary depends upon, in order to magnify friction, produce paralysis, and bring about adversary collapse.

MODERN GUERRILLA CAMPAIGN

Action

- Capitalize on discontent and mistrust generated by corruption (real or imagined), exploitation, oppression, incompetence, and unwanted presence of existing regime to evolve a common cause or unifying theme as basis to organize and maintain mass popular support through a militant political program.
- Set-up administrative and military organization, sanctuary and communications network under the control of the guerrilla political leadership without arousing regime's intelligence and security apparatus. Build-up a shadow government, or "parallel hierarchy", in localities and regions that can be made ripe for insurrection/revolution by infiltrating cadres (vanguards) who can not only subvert existing authority but also convert leaders and people to guerrilla cause and organizational way.
- Exploit subversion of government and conversion of people to guerrilla cause to create an alien atmosphere of security and intelligence in order to "blind" regime to guerrilla plans, operations, and organization yet make "visible" regime's strengths, weaknesses, moves, and intentions.
- Shape propaganda, foment civil disorders (such as rallies, demonstrations, strikes, and riots), use selected terrorism, perform sabotage, and exploit resulting misinformation to expand mistrust and sow discord thereby magnify the appearance of corruption, incompetence, etc., and the inability of regime to govern.
- Employ tiny cohesive bands for surprise hit-and-run raids against lines of communications to gain arms and supplies as well as disrupt government communication, coordination, and movement. Retreat and melt into environment when faced by superior police and armed forces.
- Disperse or scatter tiny guerrilla bands to arouse the people (and gain recruits) as well as harass, wear-out, and spread-out government forces while larger bands, or mobile formations, concentrate to wipe-out his dispersed, exposed, and relatively weak fractions by sudden ambush or sneak attack.
- Play upon the grievances and obsessions of people (via propaganda, re-education, and selected successes) as well as encourage government to indiscriminately take harsh reprisal measures against them in order to connect the government with expanding climate of mistrust, discord, and moral disintegration. Simultaneously, show (by contrast) that guerrillas exhibit moral authority, offer competence, and provide desired benefits in order to further erode government influence, gain more recruits, multiply base areas, and increase political infrastructure hence expand guerrilla influence/control over population and countryside.
- Demonstrate disintegration of regime by striking Cheng/Ch'i fashion, with small fluid bands and ever larger mobile formations, to split-up, envelop, and annihilate fractions of major enemy forces.

Idea

- Defeat existing regime politically by showing they have neither the moral right nor demonstrated ability to govern and militarily by continuously using stealth/fast-tempo/fluidity-of-action and cohesion of small bands and larger units in cooperation with political "agitprop" (agitation/propaganda) teams as basis to harass, confuse and ultimately destroy the will or capacity to resist.

MODERN GUERRILLA CAMPAIGN

Essence

- Capitalize on corruption, injustice, incompetence, etc., (or their appearances) as basis to generate atmosphere of mistrust and discord in order to sever moral bonds that bind people to existing regime.

Simultaneously,

- Share existing burdens with people and work with them to root out and punish corruption, remove injustice, eliminate grievances, etc., as basis to form moral bonds between people and guerrillas in order to bind people to guerrilla philosophy and ideals.

Intent

- Shape and exploit crises environment that permits guerrilla vanguards or cadres to pump-up guerrilla resolve, attract the uncommitted, and drain-away adversary resolve as foundation to replace existing regime with guerrilla regime.

Implication

- Guerrillas, by being able to penetrate the very essence of their adversary's moral-mental-physical being, generate many moral-mental-physical non-cooperative (or isolated) centers of gravity, as well as subvert or seize those centers of gravity that adversary regime must depend upon, in order to magnify friction, produce paralysis, and bring about collapse.

Yet,

- Guerrillas shape or influence moral-mental-physical atmosphere so that potential adversaries, as well as the uncommitted, are drawn toward guerrilla philosophy and are empathetic toward guerrilla success.

MODERN GUERRILLA CAMPAIGN

Key to Success

- Ability to continuously demonstrate government weakness, erode government influence, and cause government to alienate itself from people.
- Support of people (both psychological and physical) for intelligence, recruits, shelter, transportation, refuge, food, money and medical aid.
- Access to (more or less permanent) safe sanctuaries or base areas and/or fluid bases that can be shifted from place to place, away from enemy forces--in order to rest, recuperate, repair materiel, etc., as well as indoctrinate, train, and equip recruits.
- Use of stealth/fast-tempo/fluidity-of-action coupled with cohesion of guerrilla bands as basis for:
 - dispersion, to arouse people, to avoid adversary strength, and to force government to thin-out, or disperse, its strength;
 - concentration, to hit and wipe-out dispersed fractions;
 - shifting of effort (in these as well as other activities), in order to gain and keep initiative.

BLITZ/GUERRILLA THEME

Essence

- Avoid battles -- instead penetrate adversary to subvert, disrupt, or seize those connections, centers, and activities that provide cohesion (e.g., psychological/moral bonds, communications, lines of communication, command and supply centers, ...).
- Exploit ambiguity, deception, superior mobility, and sudden violence to generate initial surprise and shock followed by surprise and shock again, again, again, ...
- Roll-up/wipe-out the isolated units or remnants created by the subversion, surprise, shock, disruption, and seizure.

Intent

- Exploit subversion, surprise, shock, disruption, and seizure to generate confusion, disorder, panic, etc, thereby shatter cohesion, paralyze effort, and bring about adversary collapse.

DISRUPT THE CONNECTIONS AND CENTERS THAT PROVIDE COHESION

Israeli example (a la Gen. Y. Yadin - 1949)

"To exploit the principles of war for our purpose and base ourselves upon (the) strategic indirect approach, so as to determine the issue of the fighting even before fighting has begun, it is necessary to achieve the three following aims:

- (a) to cut the enemy's lines of communications, thus paralyzing his physical build-up;
- (b) to seal him off from his lines of retreat, thus undermining the enemy's will and destroying his morale;
- (c) to hit his centers of administration and disrupt his communications, thus severing the link between his brain and limbs."

MESSAGE

- Blitz and Guerrillas by being able to operate in a directed, yet more indistinct, more irregular, and quicker manner than their adversaries, can:
 - Repeatedly concentrate or disperse more inconspicuously and/or more quickly from or to lower levels of distinction (organizational, operational, and environmental) without losing internal harmony, as well as,
 - Repeatedly and unexpectedly infiltrate or penetrate adversaries' vulnerabilities and weaknesses in order to splinter, isolate or envelop, and overwhelm disconnected remnants of adversary organism.

or put another way

- Blitz and Guerrillas, by operating in a directed, yet more indistinct, more irregular, and quicker manner, operate inside their adversaries' observation-orientation-decision-action loops or get inside their mind-time-space as basis to penetrate the moral-mental-physical being of their adversaries in order to pull them apart and bring about their collapse.

UNDERLYING IDEA

- Such amorphous, lethal, and unpredictable activity by Blitz and Guerrillas make them appear awesome and unstoppable which altogether produce doubt, uncertainty, mistrust, confusion, disorder, fear, panic, ... and ultimately collapse -- a notion implied by Sun Tzu around 400 B.C. and more recently recognized by J.F.C. Fuller after observing the impact of Ludendorff's infiltration tactics in 1918.

COUNTER-GUERRILLA CAMPAIGN
(a la Mikhail Tukhachevsky and Ramon Magsaysay)

Action

- Undermine guerrilla cause and destroy their cohesion by demonstrating integrity and competence of government to represent and serve needs of people -- rather than exploit and impoverish them for the benefit of a greedy elite.*
- Take political initiative to root out and visibly punish corruption. Select new leaders with recognized competence as well as popular appeal. Ensure that they deliver justice, eliminate grievances and connect government with grass roots.*
- Infiltrate guerrilla movement as well as employ population for intelligence about guerrilla plans, operations and organization.
- Deploy administrative talent, police, and roving counter-guerrilla teams into affected regions to: inhibit guerrilla communication, coordination and movement; minimize guerrilla contact with local inhabitants; isolate their ruling cadres; and destroy their infrastructure.
- Take and keep initiative by relentless pursuit. Employ (guerrillas' own) tactics of reconnaissance, infiltration, surprise hit-and-run, and sudden ambush to keep roving bands off-balance and to make base areas untenable.
- Emphasize capture and conversion to government cause -- instead of harsh anti-population reprisal measures and "body count" -- as basis to undermine guerrilla influence.
- Visibly identify central government with local political/economic/social reform in order to connect government with hopes and needs of people, thereby gain their support and confirm government legitimacy.

Idea

- Destroy guerrilla cohesion, break their hold upon the population, and bring about their collapse via political initiative that demonstrates moral legitimacy and vitality of government and by relentless military operations that emphasize stealth/fast tempo/fluidity-of-action and cohesion of overall effort.

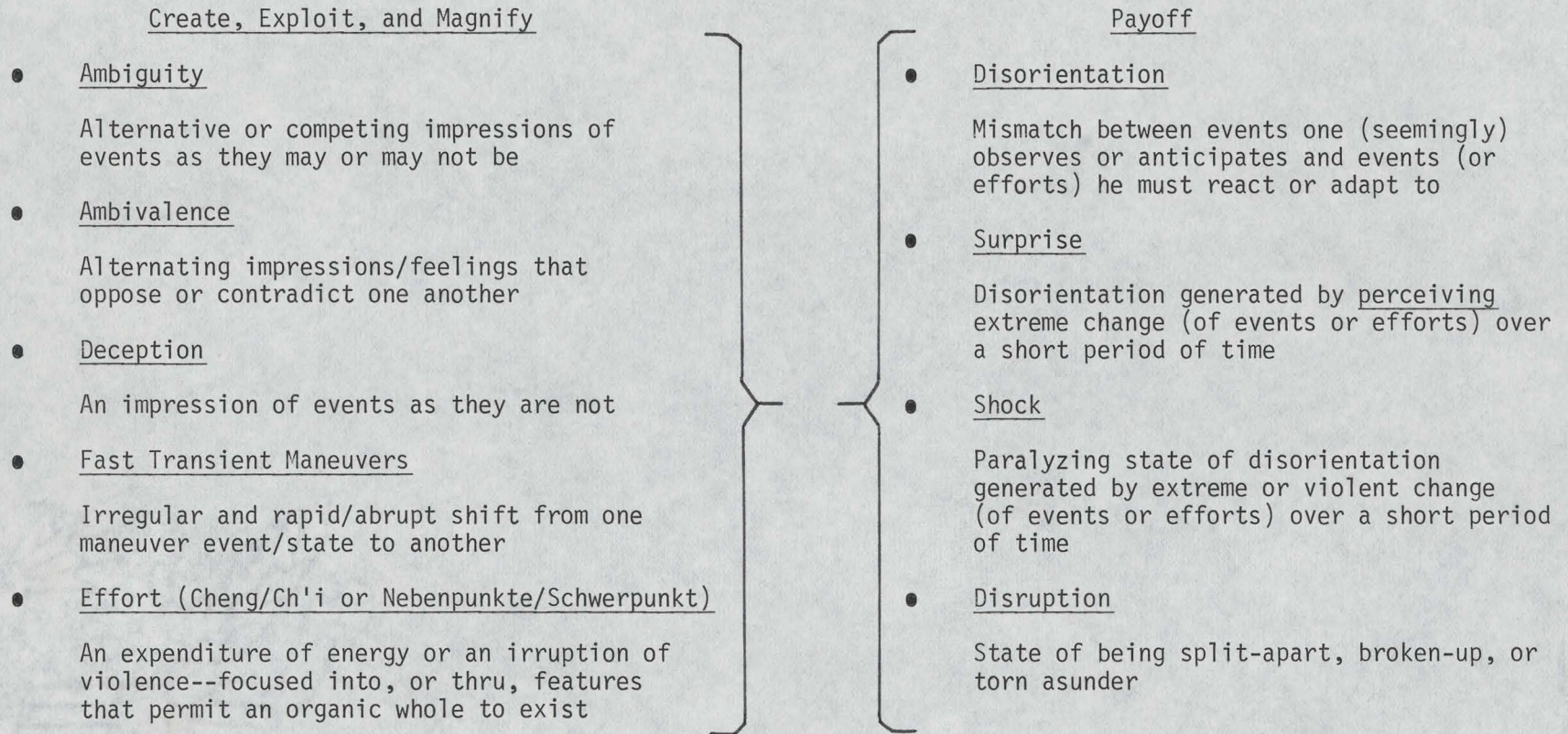
* If you cannot realize such a political program, you might consider changing sides!

BLITZ AND COUNTER-BLITZ

Main Features and Emphasis

- Intelligence and Recce Action
- Infiltration and Isolation
- Ambiguity, deception, speed, and violence to generate surprise and shock
- Schwerpunkt philosophy
- Acceptance of "gaps" and (related) "risks" in support of schwerpunkt philosophy
- Echelon-In-Depth (offense and defense)
- Reserves reconstituted and accumulated (at all levels) to support or generate success
- Posture of positions, alternative positions, dummy positions and roving positions to mask maneuvers and intentions

ESSENCE OF MANEUVER CONFLICT



Generate many non-cooperative centers of gravity, as well as disorient or disrupt those that adversary depends upon, in order to magnify friction, shatter cohesion, produce paralysis, and bring about his collapse

ESSENCE OF MANEUVER CONFLICT

Create, Exploit, and Magnify

- Ambiguity
Alternative or competing impressions of events as they may or may not be
- Ambivalence
Alternating impressions/feelings that oppose or contradict one another
- Deception
An impression of events as they are not
- Fast Transient Maneuvers
Irregular and rapid/abrupt shift from one maneuver event/state to another
- Effort (Cheng/Ch'i or Nebenpunkte/Schwerpunkt)
An expenditure of energy or an irruption of violence--focused into, or thru, features that permit an organic whole to exist

Payoff

- Disorientation
Mismatch between events one observes or imagines and events (or efforts) he must react or adapt to
- Disruption
State of being split-apart, broken-up, or torn asunder
- Overload
A welter of threatening events/efforts beyond one's mental or physical capacity to adapt or endure

AIM

- Generate many non-cooperative centers of gravity, as well as disorient, disrupt, or overload those that adversary depends upon, in order to magnify friction, shatter cohesion, produce paralysis, and bring about his collapse
or equivalently
- Uncover, create, and exploit many vulnerabilities and weaknesses, hence many opportunities, to pull adversary apart and isolate remnants for mop-up or absorption

ESSENCE OF MORAL CONFLICT

Create, Exploit, and Magnify

- Menace:

Impressions of danger to one's well being and survival.

- Uncertainty:

Impressions, or atmosphere, generated by events that appear ambiguous, erratic, contradictory, unfamiliar, chaotic, etc.

- Mistrust:

Atmosphere of doubt and suspicion that loosens human bonds among members of an organic whole or between organic wholes.

Idea

- Surface fear, anxiety, and alienation in order to generate many non-cooperative centers of gravity, as well as subvert those that adversary depends upon, thereby magnify internal friction.

AIM

Destroy moral bonds that permit an organic whole to exist.

SUSPICION

- The essence of moral conflict, as presented, seems to be one-sided and emphasizes the negative or dark side of one's moral make-up.

?- RAISES QUESTION -?

- How do we bring out the positive side? In other words--if courage, confidence, and esprit represent the positive counterweights to fear, anxiety, and alienation--what are the positive counterweights to menace, uncertainty, and mistrust?

ESSENCE OF MORAL CONFLICT

Negative Factors

- Menace:
Impressions of danger to one's well being and survival
- Uncertainty:
Impressions, or atmosphere, generated by events that appear ambiguous, erratic, contradictory, unfamiliar, chaotic, etc.
- Mistrust:
Atmosphere of doubt and suspicion that loosens human bonds among members of an organic whole or between organic wholes.

Counterweights

- Initiative:
Internal drive to think and take action without being urged.
- Adaptability:
Power to adjust or change in order to cope with new or unforeseen circumstances.
- Harmony:
Interaction of apparently disconnected events or entities in a connected way.

AIM

- Pump-up friction via negative factors to breed fear, anxiety, and alienation in order to generate many non-cooperative centers of gravity, as well as subvert those that adversary depends upon, thereby sever moral bonds that permit adversary to exist as an organic whole.

Simultaneously,

- Build-up and play counterweights against negative factors to diminish internal friction, as well as surface courage, confidence, and esprit, thereby make possible the human interactions needed to create moral bonds that permit us, as an organic whole, to shape and adapt to change.

PATTERN FOR SUCCESSFUL OPERATIONS

Goal

- Deprive adversary of his capacity to cope with events/efforts as they unfold.

Plan

- Probe and test adversary to unmask strengths, weaknesses, maneuvers, and intentions.
- Employ a variety of measures that interweave menace-uncertainty-mistrust with tangles of ambiguity-ambivalence-deception as basis to sever adversary's moral ties and disorient or twist his mental images, hence mask-distort-magnify our presence and activities.
- Select initiative (or response) that is least expected.
- Establish focus of main effort together with other (related) effort and pursue directions that permit many happenings, offer many branches, and threaten alternative objectives.
- Move along paths of least resistance (to reinforce and exploit success).
- Exploit, rather than disrupt or destroy, those differences, frictions, obsessions, etc., of adversary organism that interfere with his ability to cope with unfolding circumstances.
- Subvert, disorient, disrupt, overload, or seize adversary's vulnerable, yet critical, connections, centers, and activities that provide cohesion and permit coherent observation-orientation-decision-action in order to dismember organism and isolate remnants for mop-up or absorption.

Action

- Observe-orient-decide-act more inconspicuously, more quickly, and with more irregularity as basis to keep or gain initiative as well as shape and shift main effort to repeatedly and unexpectedly penetrate vulnerabilities and weaknesses exposed by that effort or other effort(s) that tie-up, divert, or drain-away adversary attention (and strength) elsewhere.

Support

- Superior mobile communications
 - Only essential logistics
- } to maintain cohesion of overall effort and sustain appropriate pace of operations within available resources

Command

- Decentralize, in a tactical sense, to encourage lower-level commanders to shape, direct, and take the sudden/sharp actions necessary to quickly exploit opportunities as they present themselves.
- Centralize, in a strategic sense, to establish aims, match ambitions with means/talent, sketch flexible plans, allocate resources, and shape focus of overall effort.

IMPRESSIONS

- Plan and Action statements suggest that we are trying to:
 - Penetrate adversary system and mask own system against his penetration
 - Create a variety of impressions of what is occurring and what is about to occur
 - Generate mismatches between what seems to be and what is
 - Push adversary beyond his ability to adapt
- Intentions that make-up Plan cannot happen without application of transients that make-up Action.

WHICH BECOMES:

Grand Tactics

- Operate inside adversary's observation-orientation-decision-action loops, or get inside his mind-time-space, to create a tangle of threatening and/or non-threatening events/efforts as well as repeatedly generate mismatches between those events/efforts adversary observes, or anticipates, and those he must react to, to survive;

thereby
- Enmesh adversary in an amorphous, menacing, and unpredictable world of uncertainty, mistrust, confusion, disorder, fear, panic, chaos, ... and/or fold adversary back inside himself;

thereby
- Maneuver adversary beyond his moral-mental-physical capacity to adapt or endure so that he can neither divine our intentions nor focus his efforts to cope with the unfolding strategic design or related decisive strokes as they penetrate, splinter, isolate or envelop, and overwhelm him.

WHICH BECOMES:

Grand Tactics

- Operate inside adversary's observation-orientation-decision-action loops, or get inside his mind-time-space, to create a tangle of threatening and/or non-threatening events/efforts as well as repeatedly generate mismatches between those events/efforts adversary observes, or anticipates, and those he must react to, to survive;

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SECOND IMPRESSION

Transients

- Observe, Orient, Decide and Act more inconspicuously, more quickly, and with more irregularity...
- or put another way
- Operate inside adversary's Observation-orientation-Decision-Action loops or get inside his Mind-Time-Space

Permits
one to

Intentions

- Probe and test adversary to unmask strengths, weaknesses, maneuvers, and intentions
- Employ a variety of measures that interweave menace-uncertainty-mistrust with tangles of ambiguity-ambivalence-deception as basis to sever adversary's moral ties and disorient...
- Select initiative (or response) that is least expected
- Establish focus of main effort together with other effort and pursue directions that permit many happenings, offer many branches, and threaten alternative objectives
- Move along paths of least resistance (to reinforce and exploit success)
- Exploit, rather than disrupt or destroy, those differences, frictions, and obsessions of adversary organism that interfere with his ability to cope...
- Subvert, disorient, disrupt, overload or seize adversary's vulnerable, yet critical, connections, centers, and activities... in order to dismember organism and isolate remnants for mop-up or absorption
- Generate uncertainty, confusion, disorder, panic, chaos,... to shatter cohesion, produce paralysis and bring about collapse
- Become an extraordinary commander

WHICH LEADS TO:

Strategy

- Penetrate adversary's moral-mental-physical being to dissolve his moral fiber, disorient his mental images, disrupt his operations, and overload his system, as well as subvert or seize those moral-mental-physical bastions, connections, or activities that he depends upon, in order to destroy internal harmony, produce paralysis, and collapse adversary's will to resist.

NOW ALTOGETHER

Tactics

- Observe-orient-decide-act more inconspicuously, more quickly, and with more irregularity as basis to keep or gain initiative as well as shape and shift main effort to repeatedly and unexpectedly penetrate vulnerabilities and weaknesses exposed by that effort or other effort(s) that tie-up, divert, or drain-away adversary attention (and strength) elsewhere.

Grand Tactics

- Operate inside adversary's observation-orientation-decision-action loops, or get inside his mind-time-space, to create tangles of threatening and/or non-threatening events/efforts as well as repeatedly generate mismatches between those events/efforts adversary observes, or imagines, and those he must react to, to survive;

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Strategy

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Strategic Aim

- Deprive adversary of his capacity to adapt as an organic whole so that he cannot cope with events/efforts as they unfold.

NOW ALTOGETHER

Tactics

- Observe-orient-decide-act more inconspicuously, more quickly, and with more irregularity as basis to keep or gain initiative as well as shape and shift main effort to repeatedly and unexpectedly penetrate vulnerabilities and weaknesses exposed by that effort or other effort(s) that tie-up, divert, or drain-away adversary attention (and strength) elsewhere.

Grand Tactics

- Operate inside adversary's observation-orientation-decision-action loops, or get inside his mind-time-space, to create tangles of threatening and/or non-threatening events/efforts as well as repeatedly generate mismatches between those events/efforts adversary observes, or imagines, and those he must react to, to survive;

thereby

- Enmesh adversary in an amorphous, menacing, and unpredictable world of uncertainty, mistrust, confusion, disorder, fear, panic, chaos, ... and/or fold adversary back inside himself;

thereby

- Maneuver adversary beyond his moral-mental-physical capacity to adapt or endure so that he can neither divine our intentions nor focus his efforts to cope with the unfolding strategic design or related decisive strokes as they penetrate, splinter, isolate or envelop, and overwhelm him.

Strategy

- Penetrate adversary's moral-mental-physical being to dissolve his moral fiber, disorient his mental images, disrupt his operations, and overload his system, as well as subvert or seize those moral-mental-physical bastions, connections, or activities that he depends upon, in order to destroy internal harmony, produce paralysis, and collapse adversary's will to resist.

Strategic Aim

- Deprive adversary of his capacity to adapt as an organic whole so that he cannot cope with events/efforts as they unfold.

THEME FOR DISINTEGRATION AND COLLAPSE

Synthesize

- Lethal Effort:

Tie-up, divert, or drain-away adversary attention and strength as well as (or thereby) overload critical vulnerabilities and generate weaknesses.

- Maneuver:

Subvert, disorient, disrupt, overload, or seize those vulnerable yet critical connections, centers, and activities as basis to penetrate, splinter, and isolate remnants of adversary organism for mop-up or absorption.

- Moral:

Create atmosphere of fear, anxiety, and alienation to sever human bonds that permit an organic whole to exist.

Idea

- Destroy adversary's moral-mental-physical harmony, produce paralysis, and collapse his will to resist.

AIM

Render adversary powerless by denying him the opportunity to cope with unfolding circumstances.

UNDERLYING INSIGHT

Unless one can penetrate adversary's moral-mental-physical being, and sever those interacting bonds that permit him to exist as an organic whole, as well as subvert or seize those moral-mental-physical bastions, connections, or activities that he depends upon, one will find it exceedingly difficult, if not impossible, to collapse adversary's will to resist.

which leads to

THE NAME-OF-THE-GAME

Isolate adversary from allies or any outside support as well as isolate elements of adversary or adversaries from one another and overwhelm them by being able to penetrate and splinter their moral-mental-physical being at any and all levels.

GRAND STRATEGY

Essence

- Shape pursuit of national goal so that we not only amplify our spirit and strength (while undermining and isolating our adversaries) but also influence the uncommitted or potential adversaries so that they are drawn toward our philosophy and are empathetic toward our success.

Basis

- An appreciation for the underlying self-interests, critical differences of opinion, internal contradictions, frictions, obsessions, etc., that we as well as the uncommitted and any potential or real adversaries must contend with.

PATTERN

National Goal

- Improve our fitness, as an organic whole, to shape and cope with an everchanging environment.

Grand Strategy

- Shape pursuit of national goal so that we not only amplify our spirit and strength (while undermining and isolating our adversaries) but also influence the uncommitted or potential adversaries so that they are drawn toward our philosophy and are empathetic toward our success.

Strategic Aim

- Deprive adversary of his capacity to adapt as an organic whole so that he cannot cope with events/efforts as they unfold.

Strategy

- Penetrate adversary's moral-mental-physical being to dissolve his moral fiber, disorient his mental images, disrupt his operations, and overload his system, as well as subvert or seize those moral-mental-physical bastions, connections, or activities that he depends upon, in order to destroy internal harmony, produce paralysis, and collapse adversary's will to resist.

Grand Tactics

- Operate inside adversary's observation-orientation-decision-action loops, or get inside his mind-time-space, to create tangles of threatening and/or non-threatening events/efforts as well as repeatedly generate mismatches between those events/efforts adversary observes, or imagines, and those he must react to, to survive;

thereby

- Enmesh adversary in an amorphous, menacing, and unpredictable world of uncertainty, mistrust, confusion, disorder, fear, panic, chaos, ... and/or fold adversary back inside himself;

thereby

- Maneuver adversary beyond his moral-mental-physical capacity to adapt or endure so that he can neither divine our intentions nor focus his efforts to cope with the unfolding strategic design or related decisive strokes as they penetrate, splinter, isolate or envelop, and overwhelm him.

Tactics

- Observe-orient-decide-act more inconspicuously, more quickly, and with more irregularity as basis to keep or gain initiative as well as shape and shift main effort to repeatedly and unexpectedly penetrate vulnerabilities and weaknesses exposed by that effort or other effort(s) that tie-up, divert, or drain-away adversary attention (and strength) elsewhere.

PATTERN

National Goal

- Improve our fitness, as an organic whole, to shape and cope with an everchanging environment.

Grand Strategy

- Shape pursuit of national goal so that we not only amplify our spirit and strength (while undermining and isolating our adversaries) but also influence the uncommitted or potential adversaries so that they are drawn toward our philosophy and are empathetic toward our success.

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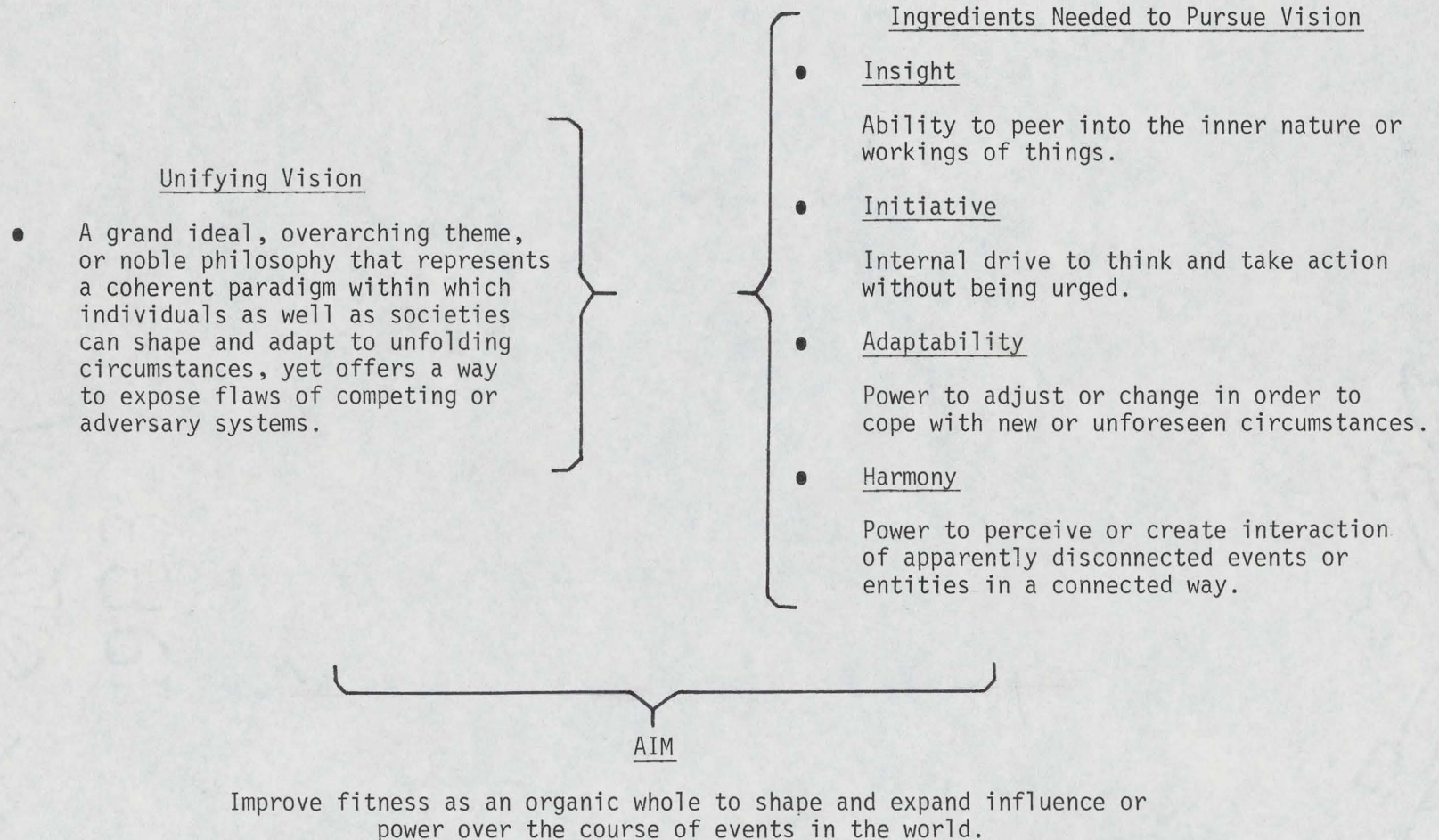
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THEME FOR SURVIVAL AND CONQUEST



THEME FOR SURVIVAL AND CONQUEST

Unifying Vision

- A grand ideal, overarching theme, or noble philosophy that offers a way to expose flaws of competing or adversary systems, yet represents a coherent paradigm within which individuals as well as societies can shape and adapt to unfolding circumstances.

Ingredients Needed to Pursue Vision

- Insight
Ability to peer into the inner nature or workings of things.
- Initiative
Internal drive to think and take action without being urged.
- Adaptability
Power to adjust or change in order to cope with new or unforeseen circumstances.
- Harmony
Power to perceive or create interaction of apparently disconnected events or entities in a connected way.

AIM

Improve fitness as an organic whole to shape and expand influence or power over the course of events in the world.

COUNTER-BLITZ

a 1a SUN TZU

TACTICS

Action

- Employ air and fast moving mobile/armored recce teams, with mobile anti-tank teams, artillery, and "shaping"/"disruption" activities in support, as Nebenpunkte to determine direction/strength of thrusts and (by local front/flank combinations) to continuously harass with repeated delaying actions and hit-and-run attacks. Object is to:
 - disorient adversary;
 - provide information to senior commanders to help them decide which sectors to thin-out and which to strengthen;
 - pile-up or stretch-out adversary maneuver to "shape" (or disrupt) tempo/rhythm and pattern of Blitz attack as well as create gaps, exposed flanks, and vulnerable rears.
- Inconspicuously move-in with high speed mobile anti-tank/infantry/armored teams together with air and artillery support as Schwerpunkt to strengthen appropriate sectors that flank adversary thrusts. From here, exploit gaps, or any other vulnerabilities and weaknesses, to ambush adversary with fire together with sudden/sharp flank and rear counter-thrusts into his forward, roll-out, and resupply efforts moving through our thinned-out sectors. Object is to work Schwerpunkt in harmony with Nebenpunkte in order to break-up cohesion and roll-up isolated remnants of Blitz thrusts.

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OUTLINE

- POINT OF DEPARTURE
- HISTORICAL SNAPSHOTS
- CATEGORIES OF CONFLICT
- SYNTHESIS
- WRAP-UP
- EPILOGUE
- SOURCES

WRAP-UP

Game

- Create tangles of threatening and/or non-threatening events/efforts as well as repeatedly generate mismatches between those events/efforts adversary observes or imagines (Cheng/Nebenpunkte) and those he must react to (Ch'i/Schwerpunkt)

as basis to

- Penetrate adversary organism to sever his moral bonds, disorient his mental images, disrupt his operations, and overload his system, as well as subvert or seize those moral-mental-physical bastions, connections, or activities that he depends upon

thereby

- Pull adversary apart, produce paralysis, and collapse his will to resist.

How

- Get inside adversary observation-orientation-decision-action loops (at all levels) by being more subtle, more indistinct, more irregular, and quicker--yet appear to be otherwise.

WRAP-UP

Implications

- In a tactical sense, these multi-dimensional interactions suggest a spontaneous, synthetic/creative, and flowing action/counteraction operation, rather than a step-by-step, analytical/logical, and discrete move/countermove game.
 - In accepting this idea we must admit that increased unit complexity (with magnified mental and physical task loadings) does not enhance the spontaneous synthetic/creative operation. Rather, it constrains the opportunity for these timely actions/counteractions.

or put another way
 - Complexity (technical, organization, operational, etc.) causes commanders and subordinates alike to be captured by their own internal dynamics or interactions -- hence they cannot adapt to rapidly changing external (or even internal) circumstances.
- In a strategic sense, these interactions suggest we need a variety of possibilities as well as the rapidity to implement and shift among them. Why?
 - Ability to simultaneously and sequentially generate many different possibilities as well as rapidly implement and shift among them permits one to repeatedly generate mismatches between events/efforts adversary observes or imagines and those he must respond to (to survive).
 - Without a variety of possibilities adversary is given the opportunity to read as well as adapt to events and efforts as they unfold.

WRAP-UP

- Alternatively--by stripping away and recombining some of the comments associated with "Clausewitz," "Grand Tactics", "Message," "Game," "How," and "Implications"--we can say:
 - Variety/Rapidity allow one to:

Magnify adversary friction hence stretch-out his time to respond in a directed way.
 - Harmony/Initiative permit one to:

Diminish own friction hence compress own time to exploit variety/rapidity in a directed way.
 - Altogether Variety/Rapidity/Harmony/Initiative enable one to:

Operate inside adversary's observation-orientation-decision-action loops to enmesh adversary in a world of uncertainty, mistrust, confusion, disorder, fear, panic, chaos, ... and/or fold adversary back inside himself so that he cannot cope with events/efforts as they unfold.
- Simultaneously--by repeatedly rolling-thru O-O-D-A loops while appealing to and making use of the ideas embodied in "Grand Strategy" and "Theme for Survival and Conquest"--we can:
 - Evolve and exploit Insight/Initiative/Adaptability/Harmony as basis to:

Shape or influence events so that we not only amplify our spirit and strength (while isolating our adversaries and undermining their resolve and drive) but also influence the uncommitted or potential adversaries so that they are drawn toward our philosophy and are empathetic toward our success.

WRAP-UP

--or summarizing in another, yet similar way--

We have in a nutshell:

The Art of Success

- Appear to be an unsolvable cryptogram while operating in a directed way to penetrate adversary vulnerabilities and weaknesses in order to pull him apart and collapse his will to resist.

yet

- Shape or influence events so that we not only magnify our spirit and strength but also influence potential adversaries as well as the uncommitted so that they are drawn toward our philosophy and are empathetic toward our success.

APPROPRIATE BITS AND PIECES

- Compress own time and stretch-out adversary time.
- Generate unequal distributions as basis to focus moral-mental-physical effort for local superiority and decisive leverage.
- Diminish own friction (or entropy) and magnify adversary friction (or entropy).
- Operate inside adversary's observation-orientation-decision-active loops or get inside his mind-time-space.
- Penetrate adversary organism and bring about his collapse.
- Amplify our spirit and strength, drain-away adversaries' and attract the uncommitted.

CENTRAL THEME

Evolve and exploit insight/initiative/adaptability/harmony together with a unifying vision, via a grand ideal or an overarching theme or a noble philosophy, as basis to:

- Shape or influence events so that we not only amplify our spirit and strength but also influence the uncommitted or potential adversaries so that they are drawn toward our philosophy and are empathetic toward our success,

yet be able to

- Operate inside adversary's observation-orientation-decision-action loops or get inside his mind-time-space as basis to:
- Penetrate adversary's moral-mental-physical being in order to pull him apart and collapse his will to resist.

P O C

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