

A
DISCOURSE
ON
WINNING AND LOSING

ABSTRACT

To flourish and grow in a many-sided uncertain and ever changing world that surrounds us, suggests that we have to make intuitive within ourselves those many practices we need to meet the exigencies of that world. The contents, hence the five sections, that comprise this "Discourse" unfold observations and ideas that contribute toward achieving or thwarting such an aim or purpose. Specifically:

- "Patterns of Conflict" represents a compendium of ideas and actions for winning and losing in a highly competitive world;
- "Organic Design for Command and Control" surfaces the implicit arrangements that permit cooperation in complex, competitive, fast moving situations;
- "The Strategic Game of ? and ?" emphasizes the mental twists and turns we undertake to surface appropriate schemes or designs for realizing our aims or purposes;
- "Destruction and Creation" lays out in abstract but graphic fashion the ways by which we evolve mental concepts to comprehend and cope with our environment;
- "Revelation" makes visible the metaphorical message that flows from this "Discourse".

As one proceeds from "Patterns" through "Organic Design", "Strategic Game", and "Destruction and Creation" to "Revelation" he or she will notice that the discussion goes from the more concrete and obvious to the more abstract. In this sense, one will notice the rise away from many particular actions and ideas to fewer and more general concepts to account for these many actions and ideas. In this context, "Patterns" emphasizes historical readings, primarily military, as the backdrop for its

discussion while the final four sections draw away from the historical framework and increasingly emphasize theory spread over a scientific backdrop as the medium for discussion.

Yet, the theme that weaves its way through this "Discourse on Winning and Losing" is not so much contained within each of the five sections, per se, that make up the "Discourse"; rather, it is the kind of thinking that both lies behind and makes-up its very essence. For the interested, a careful examination will reveal that the increasingly abstract discussion surfaces a process of reaching across many perspectives; pulling each and every one apart (analysis), all the while intuitively looking for those parts of the disassembled perspectives which naturally interconnect with one another to form a higher order, more general elaboration (synthesis) of what is taking place. As a result, the process not only creates the "Discourse" but it also represents the key to evolve the tactics, strategies, goals, unifying themes, etc., that permit us to actively shape and adapt to the unfolding world we are a part of, live-in, and feed-upon.

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DESTRUCTION AND CREATION

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To comprehend and cope with our environment we develop mental patterns or concepts of meaning. The purpose of this paper is to sketch out how we destroy and create these patterns to permit us to both shape and be shaped by a changing environment. In this sense, the discussion also literally shows why we cannot avoid this kind of activity if we intend to survive on our own terms.

The activity is dialectic in nature generating both disorder and order that emerges as a changing and expanding universe of mental concepts matched to a changing and expanding universe of observed reality.

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The Tom Peters Group

9/25

Thomas J. Peters

Chet --
Wonderful
Material. I will
say more later; just
finished reading it,
and am off to Seoul
this afternoon

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SAMURAI STRATEGY

A Cribsheet on Musashi*

(Notes: Miyamoto Musashi, 1584 - 1645, assumed that the aspiring warrior had mastered the mechanics of wielding the long sword before beginning the study of strategy. How to win--this was Musashi's subject: how to win consistently, against opponents who were technically just as good. In fact, the way, Heiho as he called it, did not depend on superior strength, or speed, or even on having the most sophisticated technique.

Musashi found victory through defeating the opponent mentally, employing surprise and confusion, and morally, defeating his spirit and will to fight, and only then through application of cold steel. Students of modern conflict/agility theory will recognize many of these ideas.)

Moral Warfare.

(Note: I have called this section "moral warfare," because it attacks the spirit of the other side. The reader may want to compare it with "moral conflict," as used by J. R. Boyd, which involves "surfacing fear, anxiety, and alienation" within the opposing side in order to "sever those moral bonds that permit the adversary to exist as an organic whole.")

check the enthusiasm of the opponent by means of your timing (70)

In all situations, it is possible 'to upset' or unbalance and to anger the other side (71)

In one-on-one conflicts, it is essential to understand the flow of the opponent's personality (66)

there are usually times during the conflict when the rhythm of the opponent goes haywire and he begins to collapse. If you miss that by not being vigilant, it is possible that the opponent will recover (68)

you must quickly change your mental attitude and break the opponent's fighting spirit (76)

it is of primary importance to win by trampling down on the opponent, by confusing him, by twisting his spirit so that he loses his composure (90)

In Heiho, one may generally consider the spirit of the other person to be the subject of the point of concentration (92) (note: in other words, the schwerpunkt is against the spirit of the other side)

* Notes From The Book of Five Rings

By Miyamoto Musashi, Nihon Services Corp. Edition

Surprise.

plot against the opponent's expectations (66)

quickly discard the previous designs and come up with something which the opponents do not anticipate (69)

when you perceive that your mood (e.g., easygoing and relaxed) has been transferred, you have a chance to achieve victory by making a strong attack with as much speed as possible (70)

it involves getting the opponent bored, agitated, and giving him the feeling you are inferior (71)

It is important to suddenly do something that the opponent does not expect and to take advantage of his fear to defeat him (72)

Above all, try a different approach and take the opponent by surprise (76)

it is the highest form of Heiho to aim with a large army for an opportunity when the opponents least expect it, and to promptly attack and crush the opponents (89)

Confusion.

When you have induced a state of confusion in the opponent, take advantage of it and win in accord with your plan. This is the spirit of combat (73)

it is important to achieve a sure victory by throwing your opponents into a state of confusion (88)

it is of primary importance to win . . . by confusing the opponent (90)

Initiative.

it is important to have fervor such that one would be willing to pull out a fence railing and use that in place of a spear or an extra long sword (91)

Take a position within a sword's length of the opponent and before he can decide on a move, without moving your body, calmly and spontaneously strike in the timing of the moment (42)

merely striking opponents as they come forward leads one into a frame of mind of just waiting, and this is useless (50)

it is generally desirable to be the one to initiate the attack and thereby put the opponent in the defensive position . . . the concept of the initial attack is a principle of the knowledge of Heiho with which one always achieves victory (63)

No matter what happens, the ideal is to be in a position in which you can freely lead the opponent around, that is, to be on the offensive (63)

When the opponent attempts to execute a move, frustrate it from the onset . . . and achieve the freedom with which to lead the opponent (64)

To always be trying to hold down (restrain; react to) the opponent is, in itself, to be placed in the defensive (64)

Trying to take advantage of an opponent's unguarded moment always places one in the defensive so that one is in a situation in which one can be led on by the opponent (88)

If one, in his daily studies of Heiho, practices only how to parry, return, dodge, and duck, such practices become a part of one's ways and it becomes likely one will become prey to being led on by others (89)

In the path to victory in Heiho, taking the initiative at all costs is the most important thing (90)

It is twice as difficult when the initiative is taken by the opponent as compared to when you take the initiative (91)

Orientation.

it is difficult to know what is going on with one individual since the spirit of that individual can change very quickly (17)

No matter which position you take, do not think of it as a position; think only of it as a process (i.e., for winning) (37)

(on practicing the fine points of certain techniques) therefore, it does not occur to me to think about such insignificant matters. Particularly, when one is engaged in battle in full armor, these techniques become even more insignificant (59, 60)

it is necessary to change your designs, ascertain the opponent's condition, and achieve victory by other useful means (69)

If, in the process of performing a trick on the opponent, you fail once, even if you try again, you will meet with no more success than the first time (76)

(if you wind up in a standoff) you must always simply change your plan and find another way to win (77)

(when you become deadlocked) suddenly switch from worrying about small details to concentrating on the big picture (76)

The first thing to do is to quickly discard the previous designs and come up with something the opponents do not anticipate (69)

The path to victory lies in manipulating the circumstances so that they are to the disadvantage of the opponent (90)

Agility.

Take advantage of the agitated state of the opponent, without giving the opponent even a moment to catch his breath (71)

by agitating him (the opponent) so as to break his rhythm (91)

Know the ups and downs of the opponent. Know well the rhythm of the intervals between them and thereby take the initiative (66)

and the opponent collapses, all when his time comes and his rhythm is broken (67)

Employ timing to induce a flurried mood in the enemy (73) (note: i.e., project entropy)

you must quickly change your mental attitude and break the opponent's fighting spirit (76)

To accomplish a task quickly and to perform it well is not to be haphazard about anything; to know where and when to use who and what (15) (i.e., a well engineered system)

Size, Strength, and Other Distractions.

Is it impossible for a small force to win against a large army? There are many examples where a small force has been victorious over a large army (86)

It is difficult to win only with brute strength (86)

If you strike upon the long sword of the opponent with too much strength, the movements of your long sword are slowed down (87)

If one tries to wield the long sword too quickly, he is mistaking the way and will become unable to wield it freely (38)

In Heiho, speed is not the true way. Speed is the fastness or the slowness which occurs when the rhythm is out of synchronization. The movements of a master do not appear to be unduly fast (94)

What a master does seems to be done with ease and without any loss of timing (94) (compare to workaholics)

If the opponent is hastening, it is important to resist this tendency and to remain calm so as to avoid being manipulated by the other side (note: e.g., by becoming predictable. Also, you may be becoming the victim of a "mood transfer" trick)

Some Definitions of Strategy

Dr. Chet Richards
October 12, 1989

From the World of Business:

Competitive strategy: the search for a favorable competitive advantage in an industry (Porter, Advantage, 1) by taking offensive or defensive action in order to create a defensible position against the five competitive forces (Porter, Strategy, 29) Involves positioning a business to maximize the value of the capabilities that distinguish it from its competitors (Porter, Strategy, 47)

"The determination of the basic long-term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals." (Chandler, 16)

"Strategy isn't beating the competition; it's serving the customer's real needs." (Ohmae, "Getting Back to Strategy, 149)

"The purposive development and utilization of the firm's capabilities to exploit existing or evolving opportunities in the business's competitive environment at an acceptable level of risk." (Andrews, quoted in White, 218)

"Strategy is the manner of using resources which is expected to provide superior results in spite of a competitor's otherwise equal or superior capabilities." (18) Key idea: "Induce your competitors not to invest in those products, markets, or services where you expect to invest the most." (10) Bruce Henderson, founder of the Boston Consulting Group. (Henderson On Corporate Strategy).

From the Military:

"The comprehensive direction of power to control situations and areas to attain broad objectives." (Eccles, 32)

The art of distributing and applying military means to fulfill the ends of policy. (Liddell Hart)

The practical adaptation of the means placed at a general's disposal to the attainment of the object in view. (von Moltke, in Liddell Hart)

"The art of employment of battles as a means to gain the object of war." (Clausewitz, in Liddell Hart)

"Military strategy is the art and science of employing the armed forces of a nation or alliance to secure policy objectives by the application or threat of force." (US Army, FM 100-5, Operations, 1986, 9)

"A mental tapestry of changing intentions for harmonizing and focusing our efforts as a basis for realizing some aim or purpose in an unfolding and often unforeseen world of many bewildering events and many contending interests." (Boyd, "Strategic Game," 58) A typical military strategy would be to "penetrate adversary's mental-moral-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."

Starting from the policy developed from military doctrine, strategy "develops and investigates concrete problems touching upon the nature of future war, the preparation of a country for war, the organization of the armed forces, and the methods of warfare." (V. D. Sokolovskiy, Soviet Military Strategy, p. 38)

"Strategy deals with war, preparation for war, and the waging of war. Narrowly defined, it is the art of military command, of projecting and directing a campaign . . . In the present-day world, then, strategy is the art of controlling and utilizing the resources of a nation--or a coalition of nations--including its armed forces, to the end that its vital interests shall be effectively promoted and secured against enemies, actual, potential, or merely presumed." (Edward Mead Earle, Makers of Modern Strategy, viii)