

How To Use The 36 Chinese Stratagems To Win

*“To subdue the enemy without fighting is the
acme of skill.” Sun Zi*

“The Stratagems are like invisible knives, which are hidden in the mind of man and flash out only when they are put to use. They are used by the military, but also by politicians, businessmen, and academics. He who is versed in the application of Stratagems can plunge an orderly world into chaos or bring order to a chaotic world, he can produce thunder and lightning from a clear sky, can transform poverty into riches, insignificance into prestige, the most hopeless situation into a promising one. Human life is a struggle, and in a struggle one needs Stratagems. Everyone stands in the line of combat: a brief moment of inattention, and someone may grab something of yours. But he who understands Stratagems will always hold the initiative in his hand. Whether in palaces or shanties, Stratagems are applicable everywhere.”

Senger.

By

Kenrick E. Cleveland

Introduction

You are about to immerse yourself in a whole new world. A meta world, if you will. Meta means “a level up or removed”. So instead of being **in** the situation, you’ll be evaluating the situation.

Strategizing.

Aiding you in your work will be a set of 36 skills or strategies. These are the **most potent** strategies I have ever found for accomplishing any objective. In this report, we will apply ourselves to learning and using them so they become part of our normal strategic thinking process. The Strategies are both complex and simple - easy and difficult to apply. But there is no situation, objective or problem that can not be benefited by their intelligent application.

These strategies originated from ancient China, more or less. I don’t consider myself a historian, but for each of the patterns, I’ve usually tried to give a story from ancient China that illustrates the Stratagem. I’ve also renamed all but one of the Stratagems to make them more meaningful to you. And I’ve usually given a more modern historic use of them as well.

I do consider myself a strategist and it is there that we’ll concentrate our energies. Before any meaningful result can take place, you must know what you want to happen. Most people just bumble along in life with little thought given to the outcome. You will learn different. By concentrating carefully, planning, strategizing and thinking, you will be able to set your course and accomplish anything you want. It is to this end that we will be applying ourselves.

If you have my other [courses in persuasion](#), you already understand some of the power that is available to a person who can master strategy. This will take your skills to a whole new level. The reason is that these strategies give direction to your language pattern and other persuasion skills. Yes, truly, you’ll be amazed at what you can do as you get better and better at implementing these simple yet profound skills.

What about the ethics of using these skills. Well, what about ‘em? These strategies are not for the squeamish or weak stomached individual. **They are designed to win!!!** Plain, period and simple. I don’t advocate the use of **all** of these skills. You need to be the judge. Used incorrectly, they can back-fire on you strongly, even get you thrown in jail. Intelligence is needed to put them to acceptable use. And **YOU** and **YOU ALONE have to be the judge** of what that is. Nothing in this training is designed to encourage you to break the law or act contrary to what you believe is right.

This material is controversial! It will definitely help you to learn to strategize “outside the box”. Use it to get what you want or to defend yourself from its use on you. It’s in your hands.

I expect all out participation as you go through this report and with it, you’ll rise to a new and much more accomplished level for strategizing your way to success! So let’s get to it!

Kenrick E. Cleveland

Stratagems To Use When In A General Position Of Strength

Stratagems 1 - 18

When you command superior strength/stronger position, consider-

- 1. - Fool the emperor and cross the sea**
- 2. - Besiege Wei to save Zhao**
- 3. - Kill with a borrowed knife**
- 4. - Relax while the enemy exhausts himself**
- 5. - Loot a burning house**
- 6. - Clamor in the east and attack in the west**

When you possess roughly equal strength and wish to confront, consider -

- 7. - Create something out of nothing**
- 8. - Pretend to take one path while sneaking down another**
- 9. - Watch the fires burning across the river**
- 10. - Conceal a dagger in a smile**
- 11. - Sacrifice the plum tree for the peach tree]**
- 12. - Take the opportunity to pilfer a goat**

When you wish to attack, consider -

- 13. - Beat the grass to startle the snake**
- 14. - Raise a corpse from the dead**
- 15. - Lure the tiger out of the mountains**
- 16. - Snag the enemy by letting him off the hook**
- 17. - Cast a brick to attract jade**
- 18. - Catch the ringleader to nab the bandits**

Stratagems To Use When In A General Position Of Weakness

Stratagems 19 – 36

When you're in a confused, disorderly or chaotic situations, consider -

- 19. - Steal the firewood from under the cauldron**
- 20. - Fish in troubled waters**
- 21. - Slough off the cicada's shell**
- 22. - Shut the door to catch the thief**
- 23. - Befriend a distant state while attacking a neighbor**
- 24. - Obtain safe passage to conquer the kingdom of Guo**

When you wish to attain what others control (“gain ground”), consider -

- 25. - Replace the beams and pillars with rotten timber**
- 26. - Point at the mulberry and curse the locust**
- 27. - Play dumb while remaining smart**
- 28. - Pull down the ladder after the ascent**
- 29. - Deck the tree with bogus blossoms**
- 30. - Make the host and the guest exchange places**

When in an emergency or desperate situation, consider -

- 31. - Use a woman to ensnare a man**
- 32. - Fling open the gates to the empty city**
- 33. - Let the enemy's own spy sow discord in the enemy camp**
- 34. - Inflict injury on oneself to win the enemy's trust**
- 35. - Chain together the enemy's warships**
- 36. - Run away**

General Information on Stratagems 1 – 6

These Stratagems are the easiest to detect. They are quite straightforward. To put them to use successfully, you need to be in a stronger position and still you take a risk that they could backfire. These Stratagems take for granted that you have superior strength and resources – strength to lay ahold of an enemy and then wait him out - the personnel to feint in one direction while attacking in another.

Stratagem One

Traditional name: Fool the emperor and cross the sea.

New Name: Hide in the open.

Chinese History: General He Nuobi was charged with crossing the Yangtze River and taking the South thus terminating the Chen dynasty. The southern side of the river was strongly defended, so the General ruled out a direct attack.

But the General deployed his army on the opposite side of the river anyway. Set up big colorful tents and began drilling his men.

The Chen General, seeing all this going on decided he was about to be invaded so he put all his defensive troops on alert.

General He Nuobi did not attack, however. He just kept drilling his men over and over. So the Chen General eventually figured that the other side wasn't serious about attack, that they were just on exercises. The Chen General's troops got tired of waiting for the attack that never came and thus grew lazy.

After a period of time, General He Nuobi's troops mounted a secret crossing of the river, early in the morning and crushed the Chen dynasty.

Modern History: The Allies used this strategy in the second World War against Hitler. Before we took Normandy, we first sent several drops of mannequins into the area. The Germans got tired of us playing games - let down their guard - and when the real paratroopers came, they were unprepared.

How To Use The Stratagem:

1. Think in terms of familiarity and surprise!
2. People presuppose that what is done in the open does not need scrutiny - and conversely, what is done in secret is suspect.
3. Act casual about what you might normally hide or act secret about something that is not. When found out, they will find nothing and tend to give up.

4. Set up a routine to take peoples attention off of you, then pounce.
5. If you wish to gain attention or make a name for yourself, make large, bold, well timed movements. Don't whittle away little-by-little at your objective.

Notes on the use of Stratagem One:

Stratagem Two

Traditional name: Besiege Wei to Rescue Zhao.

New Name: Bring down a person by attacking his friend. The Achilles Heel stratagem.

Chinese History: The kingdom of Wei attacked the kingdom of Zhao. The ruler of Zhao asked for help from the kingdom of Qi. The ruler of Qi sent an 8000 man army to help. This army had Sun Bin as an advisor. Tian Ji Commanded. Tian Ji wanted to attack Wei's army directly. Sun Bin said no.

The kingdom of Wei was left undefended as all it's army was attacking Zhao. Sun Bin advised attacking Wei which they did. They also set a trap for Wei's army.

As soon as Wei's army heard that Wei was being attacked, they began a forced march back to Wei to defend their home. They were tired from the forced march. Qi's army waited for them at the trap and fresh from waiting, brought bitter defeat to Wei's army.

Modern History: Gene Hackman stars in a movie about a nuclear sub sent to launch a first strike. His XO disagrees with the decision and refuses to open the safe where the keys are kept. Gene Hackman points his pistol at his XO and says on the count of three you open the safe or die. At count two, Gene pulls the pistol away saying, I can't shoot you cause you're the only one who knows the code. Gene Hackman then grabs a sailor sitting at a screen doing his job. Gene says, this man can die though. At the count of three, you either open the safe or he dies. The XO promptly opens the safe.

How To Use The Stratagem:

1. Sun Tzu Bing Fa writes about the concept of Fullness and Emptiness. “Avoid the fulness (or areas occupied by the enemy) and “advance into emptiness (the area where the enemy is not).
2. Sun Tzu Bing Fa says, “. . . he will be unable to avoid fighting if you attack where he will surely go to the rescue.”
3. Appeal to kids to get the parents. (Breakfast cereal - McDonalds)

Warning: the Stratagems are not always nice or ethical. I'll point out ways to use them and things to watch out for. Please, use your own sense of integrity before employing ANY of these techniques. And, because I point out a way to use them does not imply in any way that I endorse it's use in that manner. I also don't believe in "pulling the punches" to teach you about them. Through careful thought and work, you can find numerous ways to "soften" or "harden" the Stratagems to suit your personality, the situation and your ethics.

4. Use misdirection. i.e. Supposing you want to influence a person who's in a trance. You could say, “A person is more easily influenced against his will while conscious. So a person wanting to maintain some control will naturally slip into a trance, allowing their unconscious MIND to protect them along with the rapport between the hypnotist (point to self) and subject (point to person). Thus you could set-up with the person's conscious mind that to retain some control, they should go into a trance (a bind where either way they choose, you win) and at the same time, you then have greater access to influence them at the unconscious level and via embedded commands (as in the above).

The whole concept of language patterns that persuade is rooted in this concept. In [Maximum Persuasion](#) I teach specific language patterns like binds, embedded commands, presuppositions and more that take advantage of this powerful principle.

There are many ways to use misdirection (fullness and emptiness). Give thought to how you can employ it in your influence arsenal and keep your eyes open for it's use against you. Later Stratagems will show you how to strategize to defeat this Stratagem or combine them for even greater power.

Notes on the use of Stratagem Two:

Stratagem Three

Traditional name: Kill with a borrowed knife.

New Name: Use others resources to get ahead.

Chinese History: The king of Zheng buried the names of all the wise officials and generals of the Kingdom of Kuai at the bottom of a sacrificial alter along with the rewards they would receive if the kingdom of Kuai should fall. The king of Zheng then threw a big party at the foot of the alter and made sure the king of Kuai new about it.

The king of Kuai got a hold of the list at the bottom of the alter. He assumed that all those on the list were disloyal to him and were plotting his demise. So he killed all of those on the list. With the wise officials and generals all dead in the kingdom of Kuai, the king of Zheng attacked Kuai and easily won.

King David of Biblical times got to marry the beautiful woman he wanted by sending her husband to the front lines of the war. He was killed in battle. King David was able to then marry the woman. He borrowed the battle to do away with her husband.

Modern History: Oliver North did the dirty work for the CIA. Hit men are “borrowed” muscle for the mob. Ads borrow beauty to sell.

How To Use The Stratagem:

1. Use others resources for your own gain. This doesn't necessarily have to hurt those whose resources you are using.
2. Borrow money to buy a business. Repay with the earnings from the business.
3. “Borrow” a celebrity endorsement.
4. Use cause and effect language patterns.
5. Stand next to a flag to borrow “patriotism”.
6. Name drop to borrow prestige.
7. Advertise in your own publications (borrow your established readers)
8. Endorsed mailings to someone else's list.
9. Quote from a respected source (The Bible).
10. Use a co-signer

The ultimate art of Killing With A Borrowed Knife is to get your enemy or opponent to borrow what you need, without him even realizing that you're doing it.

“If you are limited in your own strength, then borrow the strength of the enemy. If you cannot neutralize an enemy, borrow an enemy’s knife to do so. If you have no generals, borrow those of the enemy. In this way you need not be active yourself, but can remain at rest. What you cannot achieve yourself, you can achieve with the hand of the enemy.”

The Chinese Tract, Binfa yuanji (The Core of the Art of War)

This takes a lot of thought and strategic thinking to engage. In the Western world, we generally take a more direct route to getting what we want - so retrain your brain to use this circuitous kind of thinking. Ask yourself how you could borrow what you need or get someone to do it for you.

Notes on the use of Stratagem Three:

Stratagem Four

Traditional name: Relax while the enemy exhausts himself.

New Name: Rest - while maneuvering the enemy into exhaustion.

Chinese History: In a combination of Stratagems, Sun Bin defeated Pang Juan the commander of the Wei troops, once and for all. First Sun Bin used Stratagem number two (besiege Wei to rescue Zhao). Sun Bin attacked the capital of Wei to help their friends (The Han State). Of course, the Wei army let up on The Han State and came back to defend their own territory.

Sun Bin then applied Stratagem #4 (Relax while the enemy exhausts himself).

Sun Bin had the army of Wei coming at them to defend their home. So, Sun Bin pretended to retreat. On the night of the first day of the retreat, Sun Bin ordered 100,000 fires lit. The second night, 50,000. The third night, 30,000. The Wei army believed (erroneously) that troops were deserting in droves.

The Wei army underwent a forced march for two days to capture and kill Sun Bin and his army. Sun Bin calculated that a forced march of two days would put the Wei army in the middle of a

ravine. On a tree there in the middle of the ravine, Sun Bin wrote on a tree trunk, “Beneath this tree dies Pang Juan, per order of Sun Bin”.

As Pang Juan tried to make out the words by torch light, Sun Bin’s army launched volleys of arrows and Pang Juan army was defeated immediately. Pang Juan himself hit with arrows, slit his own throat with his sword.

Modern History: Mao’s 16 characters. Mao Zedong wrote a 16 character poem for conducting guerrilla warfare using the fourth Stratagem –

*When the enemy comes, we go.
When the enemy rests, we disrupt.
When the enemy is exhausted, we fight.
When the enemy goes, we give chase.*

How To Use The Stratagem:

1. Run an enemy round and round if possible before attacking. Tire them out.
2. Buy a successful “start-up” if you have the capital. Thus letting them do the grunt work.
3. Keep people tense and on the alert (to use this stratagem). This creates exhaustion and missed opportunities for your opponent.
4. File legal papers or briefs at the last second to make your opponent rush around at the last minute thus potentially causing errors and bad judgement.
5. Come up with proposals to which your opponent must respond, at the last minute. You go out on your yacht for the weekend. You come back rested and relaxed - your opponent haggard for trying to figure out your proposal. You demoralize the opponent with your fresh and relaxed spirit compared to him being so tired.

“Waiting” in this stratagem doesn’t always mean in a passive sense. It often can be proactive as in leading your opponent all around and tiring him out before going in for the kill.

This Stratagem bespeaks to me of “right living”. On the walls at the Temple of Delphi were inscribed the words, “Man Know Thyself”. To “Know yourself”, means to know your weaknesses as well as your strengths.

Work on eliminating your weaknesses. Perhaps it’s bad record keeping, or not following through, or being mean to your employees. FIX IT!!! This is what you will expose as your opponent wears you down - AND - it is surely where you will be attacked.

If you “live right”, and work on eliminating your weaknesses, no one will be able to surprise you. You can wait them out and expose their weaknesses.

Notes on the use of Stratagem Four:

Stratagem Five

Traditional name: Loot a burning house.

New Name: Exploit another's troubles for your advantage. The Vulture Stratagem.

Biblical History: The story of Jacob and Esau exemplifies this Stratagem. Jacob was cooking lentil soup one way. Esau, his eldest brother came home from the woods extremely hungry. Esau asked Jacob for some soup. Jacob said he would only give him some if Esau would swear an oath giving up his birthright to him. So Esau sold his birthright to Jacob his younger brother for the price of a cup of soup.

Modern History: China lost the first Opium War (1840 - 1842) and after losing, China was tired and the country's spirits were low. The USA and Britain seized the opportunity to consummate very one-sided agreements. The agreements are known today in China as the "unequal treaties".

Ambulance chasing is another example of this.

How To Use The Stratagem:

1. Watch for companies and/or individuals in turmoil and take advantage of their misfortune to your benefit. Cause them to sell cheaply or give you more than they normally would for the same amount of your resources.
2. Create turmoil and take advantage of the situation.
3. When an organism is in confusion, they are most susceptible to change/being conquered. If you can get the element of fear added in or tremendous loss - better still, the threat of tremendous loss, you can easily seize the situation.
4. Elicit the *negative* criteria in any situation, i.e. "What would happen if you can't get the loan you're requesting?" etc. Leverage that criteria to gain considerably more advantage.
5. Buy goods from that have been repo'ed or from police raids, that are auctioned at public.

If your company deals in any situation(s) where you can use this stratagem, get good at it. (such as mortgage bankers, lawyers, police, loan officers, pawn brokers, purchasing items from people needing to sell to raise cash - or if you engage in any of the above).

Here's a good point of strategy to include when using this Stratagem: Always point out to the "victim" that they could probably get more for their home/car etc. elsewhere, but if it would really help them - right now - you can only afford to give them "X" amount of dollars. And you'll do it only if they can convince you that you are really helping them and they'll always look back on this favorably.

Notes on the use of Stratagem Five:

Stratagem Six

Traditional name: Clamor in the east and attack in the west.

New Name: Create Diversions.

Chinese History: Zhu Jun besieged the city of Yuan. To better scout the actions of those in the city, Zhu Jun built up a great wall of earth around the city. Spying into the city from the wall he had built, Zhu Jun feinted an attack to the west of the city. Noting that everyone in the city ran to the western walls to defend, Zhu Jun quickly attacked for real on the northeastern side and overthrew the city.

Modern History: Football makes extensive use of this tactic. Credit card companies emphasize no annual fees but stick the maximum interest monthly they can to you.

This tactic is best used when the other side is in disarray or confused and not sure what your target really is.

How To Use The Stratagem:

1. One of the greatest ways to engage this Stratagem is to take advantage of the Law Of Contrast. Emphasize great service if you have a high price etc. Exclusivity vs. high price.
2. In love, show a sleight interest in another to heat up your relationship.

3. In a Job appraisal, emphasize that you want to discover if the employer is aware and satisfied with the quality and speed you've brought to your work. Suggest that they put that in writing. After receiving it, suggest that your position is really worth more as a result of what you are bringing to it and ask for a salary increase.

4. Language patterns in general take advantage of this Stratagem. Embedded Commands, uses tone, pausing and tempo to "divert" conscious away from the real objective. Double binds use words to "divert" attention. Metaphors hide the intention of the speaker with content that is different in content - equal in structure. The way language patterns don't fit this pattern, is that you don't necessarily have to have the "upper hand" to use them effectively. You **DO** need enough personal power to be able to speak to deliver the suggestions.

4. Use binds and double binds in language.

5. You're not being persuaded against your will, you're being educated

Notes on the use of Stratagem Six:

General Information on Stratagems 7 - 12

Stratagems 7 - 12 are best suited for situations where you will confront or be confronted. Often, in situation like these, your opponent will be nearly equally matched to in terms of strength or power. You must be more deceptive in these cases, using more stealth and tricky maneuvers to give the enemy misperceptions of you. Think in terms of infiltrating your enemy, spreading misinformation, attacking from the rear and creating or finding loopholes to restore balance to your favor.

Stratagem Seven

Traditional name: Create something from nothing.

New Name: Use illusions.

Chinese History: General Zhang Xun had to defend his city, Yongqiu, against General Ling Huchao. General Zhang Xun was being besieged and soon was running out of food, water and arrows for ammunition. He was seriously outmanned.

General Zhang Xun commanded his troops to make one thousand straw dummies and dress them in black. As night began to fall, he ordered the dummies to be tied to rope and lowered over the walls.

The opposing troops thought that troops from inside the city were mounting an attack against them - so they let fly with thousands of arrows. General Zhang Xun then commanded the dummies to be brought back inside the city, where he “captured” thousands of arrows to re-arm himself with.

A bit later, General Zhang Xun had 500 of his bravest troops climb down the city walls for real. The opposing troops thought it was a trick again and laughed. The 500 men quickly swept through the enemy, burning their tents, killing their soldiers and the rest fled in fear.

Consider the following illusions from the above: Fake men (straw) were used to get real arrows. Then real men were allowed to climb down, because the enemy thought they were fake (another illusion) - they were then killed by the “fake” men.

Modern History: In World War 2, Rommel deceived his opposition by creating the illusion of mass movement by building fake tanks and putting them on Volkswagens while having a few heavy vehicles tow heavy objects, thus raising lots of dust.

A way to understand this Stratagem was said by the 6th century B.C. Chinese philosopher Laozi, “Things in the world arise from Existence, and Existence arises from Non-Existence.” In other words, everything that exists - before it did, was nonexistent, and thus arises from Nothingness.

How To Use The Stratagem:

1. Create an illusion in such a way, that your enemy sees that **it is really** an illusion. Thus you trick him into not paying attention. The next time he sees the illusion, he'll tend to ignore it and be taken by your strategy without resistance.
2. Use an illusion to change people's opinion by creating an illusion. Example - burglars may create a distraction on one side of the city sending all the cops racing to contain the problem while they burgle what they want on the opposite side of the city.
3. Make “a mountain out of molehill”, thus diverting people's attention to where you'd rather have it. Example a child screaming in advance of being spanked may divert the parent to minimal punishment. Or, pointing out that a manager has exceeded his budget in 3 instances and repeatedly going over that point as a way of distracting him from requesting a raise – even though it is your top manager.
4. Make up lies and rumors and spread disinformation about your enemy. This may cause trouble for your enemy and you've created it from “nothing.”
5. Act threatening like you want to fight, towards someone. Then back down. Do it several times. Finally after they think you are all “talk”, beat them with a decisive first strike. This could be

done legally by filing a suit against someone and just before they have to respond, withdraw the suit. Do this several times, then let the last one stand, and don't withdraw it.

6. Engage people superstitions or fears to gain control of them.

7. The example of the fighting wife and mother-in-law and of the husbands plan to kill his mother.

8. Plant lies about yourself or company. Reveal that those lies were spread by a competitor. Use people changed opinion of your competitor to take over or eliminate the competitor.

9. The power of rumors and their damage can be seen when a political or popular figure is arrested. Even if found innocent, their reputation may never survive.

10. The four stages of Rumor. The Chen Xiaochuan says that to destroy someone with rumor you can use four stages. If the person is blameless, the first step is to try and hurt his name politically. If that doesn't work well enough, attack him financially and accuse him of dishonest dealings. If that doesn't work well enough, accuse him of living an immortal life. Lastly, if all has not had enough of an impact for you, attempt to blacken his character. Accuse him of excessive pride etc.

11. Rumors repeated enough times may become true in the minds of the listeners.

Notes on the use of Stratagem Seven:

Stratagem Eight

Traditional name: Openly repair the walkway, secretly march to Chencang.

New Name: Claim to go one way, while actually going another.

Chinese History: Xiang Yu declared himself king of Chu. A rivalry broke out between him and Lieu Bang. Xiang Yu gave Lieu Bang territory that was in the South and cut off by a huge mountain range. Lieu Bang, making a public show that he was content with his lot (and to prevent a surprise attack from neighbors) burned all the walkways and wooden bridges through the mountains.

One day, Lieu Bang, decided that he was going to defeat Xiang Yu. He put a small contingent of men to work repairing the walk ways.

A few years later Xiang Yu's general was in the area and was amazed that such a small contingent of men were trying to rebuild the paths. He laughed because he knew it would take years to complete.

At the same time, Lieu Bang had the balance of his army in a forced march around the mountains. The rebuilding was only an illusion.

Xiang Yu's general took his own life when he saw that he had been tricked and within one year, Xiang Yu was defeated and Lieu Bang helped to reunite China.

Modern History: Xerox sold it first copiers for almost 3 million dollars. It did this to encourage people to rent them instead of buying and thus to foster a dependency on them.

Gas stations trick us into buying gas for one price while displaying in small print the extra 9/10 of a cent they always charge. Gas here - \$1.24 and 9/10 is what they should be saying.

The old dating trick - Gee, before we go to the movie, I forgot my coat. Let me stop by my apartment and get it real quick. Hey, since we're there, would you like to see my collection of (whatever).

How To Use The Stratagem:

1. Use a "normal" maneuver to kick off a surprise tactic.
2. Always couple orthodox behavior to an unorthodox move.
3. Mask what you are really going to do with feints in another direction.
4. In fighting or martial arts, fake a strike to the body and hit the head.
5. If everyone seems against you, feign agreement, so as to get them off your back, but continue your plans in secret.

Notes on the use of Stratagem Eight:

Stratagem Nine

Traditional name: Observe the fire on the opposite shore.

New Name: Wait patiently till your enemy has a crises - then take advantage of it.

Chinese History: King Hui of the State of Qin listened to advice from Chen Zhen. Zhen advised that the States of Han and Wei have been at war for over one year. Political intervention was not possible. Wei was more powerful and would surely annex the less powerful State of Han. In the war, Wei would be weakened which will allow you to overpower them. Thus you can take both Wei and Han into your kingdom by letting them fight it out among themselves before acting. And that's what happened.

Modern History: At the 1988 Winter Olympics the two main contenders (Katrina Witt, East Germany - Debi Thomas, U.S.) had enormous pressure put upon them because the whole world was watching them. A lesser skater (Elizabeth Manley, Canada) took the silver medal.

How To Use The Stratagem:

1. If you are the “little guy” and the two leaders of your field get into a fight, let them slug it out. When they are both exhausted, swoop in and take over.
2. It's important using this stratagem not to come in too fast after a fight breaks out between two of your enemies or market leaders. If you attempt to attack or intervene too quickly you may cause those fighting each other to consolidate to fight you.
3. Wait to advance or attack your enemy until they have beaten themselves.

Notes on the use of Stratagem Nine:

Stratagem Ten

Traditional name: Hide a dagger behind a smile.

New Name: Disarm your opponent with a smile or gifts.

Chinese History: Li Yifu won a high position in court because he was soft spoken and kind and smiled a lot. However, anyone that got in his way, he would destroy. He might have been smiling at them in the morning and sending them to be beheaded that afternoon.

Modern History: Prior to invading Afghanistan in 1979, the Soviet Union would send monetary aid to them as well as military advisors that trained their army. In this way they gained control over the Afghanistan army and prepared the way to invade them.

Shu Han authored a book on Stratagems in Taipei in 1986. He says, “Masquerading as a swine to kill the tiger is a tactic used against a stronger opponent. You hide your sword from him, pretend to be as stupid as a pig and compliant in all things, keep a friendly smile on your face, and work like a slave. Ultimately, your enemy will be completely deceived. Then when a favorable opportunity presents itself, quick as lightning the slave turns into an executioner.

How To Use The Stratagem:

1. Give in or apologize when in a confrontation with an enemy. When they have finally let down their guard, take them.
2. Repair relationships with an enemy by giving gifts etc. When they are satiated by your gifts, zap them.
3. This is a Stratagem that can really be used in a good way too. Engage this stratagem by giving someone (person, group, political body, country) something they need in exchange for an exceptionally good deal for you. You might be able to afford (X) amount of money or goods etc. Give it in exchange for loyalty or favors to be collected later on. Used in this way, we could call this Stratagem the Reciprocity Stratagem.
4. Befriend an “underdog” in order to create a lasting friendship.
5. Point out the benefits or fun (the smile) of difficult tasks (the dagger) to make the difficult tasks more acceptable.

Notes on the use of Stratagem Ten:

Stratagem Eleven

Traditional name: Sacrifice the plum tree for the peach tree.

New Name: Use a scapegoat.

Chinese History: In 1419 Vietnam was in a war against China. The Vietnamese army was surrounded. The Vietnamese army was headed by the peasant leader Le-Loi. A servant asked the peasant leader to give him his robe. He put it on and left the camp. The Chinese thought he was the leader and killed him. The real leader escaped and later went down in history and the founder of Vietnam's Le Dynasty.

Modern History: In the German attack on Coventry, the British knew in advance that the attack was coming because they had broken the Germans codes. They did nothing to stop the attack and thousands of citizens died. They let this happen so that they could keep the upper hand and the Germans wouldn't know they had cracked their code.

The Brits used their own citizens as the scapegoat.

How To Use The Stratagem:

1. Consider the lifetime value of your customer in marketing. You may be willing to even lose money to get the customer, yet you make money on the back end.
2. Always balance the partial benefit and the overall benefit and the short-term versus long-term returns for ultimate success with this stratagem.
3. With the assistance of deception:
 - sacrifice yourself to save someone else
 - sacrifice someone else to save yourself
 - sacrifice someone else to save yet a third person
4. You use this stratagem whenever a situation arises in which some loss is unavoidable. It's better to lose a part than to lose everything.
5. Tolerate small problems in relationships in exchange for the overall good the relationship provides.

Notes on the use of Stratagem Eleven:

Stratagem Twelve

Traditional name: Seize the opportunity to lead the sheep away.

New Name: Be on the ready - exploit opportunities to your advantage whenever and wherever they come.

Chinese History: Many examples in Chinese history - all sounding like, “an army exhausts itself. A neighboring State sees the opportunity and destroys the tired army and takes over their state.”

Modern History: Mao Zedong said, “When the enemy advances, we retreat; when the enemy stops, we harass; when the enemy is exhausted, we attack; when the enemy retreats, we pursue.”

This is paramount in guerrilla warfare, because your army is generally undercapitalized and you need to exploit every mistake your opponent makes.

How To Use The Stratagem:

1. Use every small mistake your enemy makes to your advantage.
2. Look for niche markets. A niche market unmarketed to, is a mistake that can be exploited to your advantage.
3. You can turn the Stratagem around and take advantage of every positive opportunity to assist others and be useful too.
4. A Taiwanese Stratagem book says that the sheep must be led away unobserved and unhampered. If one is disturbed in the act, however the ability to present a clever and plausible excuse is a further requisite for success of the Stratagem.
5. A Hong Kong Stratagem book tells the following story: A cattle thief was brought before the judge and accused of theft. But the thief defended himself by saying, “Since when am I a cattle thief? I saw a piece of rope lying on the road. I picked it up and brought it home with me. The cow that was attached to the rope came along on its own.”
6. The same book on Stratagems talks about this Stratagem this way: The use of Stratagem No. 12 involves not concentrating one’s attention on a single concern, but keeping one’s field of vision wide open so that all objective opportunities for gain may be (a) recognized and (b) exploited.

Even the smallest advantage, hardly worth mentioning, is not to be lightly dismissed. For small drops fill an ocean.

7. Be alert to every possible advantage.

Notes on the use of Stratagem Twelve:

General Information on Stratagems 13 - 18

Stratagems 13 - 18 are best suited for attack. When you attack or are attacked, you expose yourself to the enemy’s fire. The biggest number of casualties occur in a combat situation. These Stratagems range from surveillance and concealment of your intention all the way to directly striking your opponent.

Stratagem Thirteen

Traditional name: Beat the grass to startle the snake.

New Name: Same as traditional.

Chinese History: Wang Lu was a greedy magistrate. The people in his State were sure he was misappropriating the funds he was collecting. So they filed a complaint with him accusing his bookkeeper with embezzlement. Wang Lu wrote on the complaint, “the people of this district have only beaten the grass, but I am already a frightened snake.”

By accusing his bookkeeper they scared the real culprit.

Modern History: Before the British and French commenced their landing operations at Port Said in 1956 they parachuted wood and rubber dummies down. The Egyptians thought they were real and began shooting at them. They they dispatched their army to dispose of the paratroopers in the field.

The French and British observed all of this. And understanding the “real power” of the Egyptians proceeded with their landing and wiped them out.

How To Use The Stratagem:

1. Warn others by punishing one. (kill the rooster to train the monkey)
 - 1A. Make an example of an employee that is stealing by firing him so everyone knows what happened and why.
2. Announce a new marketing strategy or product so your competition is startled into giving details about what they were going to do. Thus you know their strength and can strategize how to deal with it.
3. Test marketing your product (testing a mailing) beats the grass of that market segment or list to see if what you want to do will be profitable.
4. You can turn the Stratagem around and be stealthy and not “scare the snake” but observe it - thus gaining evidence for or against it.
5. In dealing with people, if you want to help fix a problem (especially a psychological one), look for the root cause and work on it - not the “presenting problem”.
6. Police use this Stratagem by confronting a person and telling them that they know that the person is involved in illegal activity, but if the person will come clean, they will do their best to help them out with the prosecutor. Then when the person “tells all”, the police have a “confession” they can use against the person on top of what little they probably had before.
7. Police sitting on the road filling out paperwork, is beating the grass and warning others not to speed/commit crimes etc.
8. Suggest to a supplier that you want to look at other suppliers/opportunities and see how the original supplier acts. You can then gauge the original suppliers strength and act accordingly.

Notes on the use of Stratagem Thirteen:

Stratagem Fourteen

Traditional name: Borrow a corpse for the soul’s return.

New Name: Use anchoring to give or take meaning from something.

Chinese History: Xiandi was a young monarch in the Eastern Han region. Cao Cao and the generals all used the monarch’s status to accomplish their own agendas.

Modern History: the Yugo car was introduced as having the reliability of a VW.

How To Use The Stratagem:

1. Revive something from the past by infusing it with a new purpose. I.E. A state department can oversee a new area as well as the old one, giving it new purpose (and life).
2. Use quotes from authoritative works to give more powerful meaning to your point.
3. Link some new idea or plan or department with an old idea etc. This gives the new idea the credibility of the old.
4. Create a new department to carry out old behavior.
5. Use endorsed joint ventures to “steal” the endorser’s strength and attach it to your own.
6. Bankruptcy can give you a new start (raising your own corpse)

Notes on the use of Stratagem Fourteen:

Stratagem Fifteen

Traditional name: Lure the tiger down from the mountain.

New Name: Make your enemy come to fight you on your terms - don’t try and take him in his territory where he is strong.

Chinese History: This is a simple Stratagem with many examples. So I’ll not list any specifics here.

Modern History: The Chinese when negotiating with Americans, ask them to come to China to demonstrate equipment the Chinese are interested in buying. When the Americans get there the

Chinese ignore them for awhile, confusing the Americans. Then they feed them food that the Americans aren't used to and delay the negotiations. The Americans are forced to spend more time and money to woo the Chinese and soon the Chinese have them in such a vulnerable position the American's will agree to most anything just get out of there.

How To Use The Stratagem:

1. Get your enemy to your home territory for maximum advantage.
2. Get your enemy away from his stronghold to capture his stronghold.
3. Weaken your enemy by luring him away from his supporters.
4. Get the tiger away from those he protects. Destroy those he protects once he lure him away.
5. Get people away from the "familiar" in order to influence them more readily.

Notes on the use of Stratagem Fifteen:

Stratagem Sixteen

Traditional name: Snag the enemy by letting him off the hook.

New Name: To capture something, first let it go.

An important rule of war is: Better to win hearts than cities; better to battle with hearts than with weapons.

Chinese History: Menghuo attacked Zhuge Liang. Zhuge Liang captured him and his men. Zhuge Liang agreed to let him go. Menghuo said that if he were let go he would attack Zhuge Liang again.

This happened 7 times. Finally Zhuge Liang swore fealty to Zhuge Liang.

Modern History: Coke introduced “New Coke” that was sweeter than Classic Coke. The public was upset. So Coke let the public “catch them” and brought back the Classic Coke thus capturing their customers even harder than before.

This Stratagem deals with psychological warfare.

How To Use The Stratagem:

1. If someone does something wrong, let them settle down before stating directly that they have done something wrong. Once calm, they’ll be more likely to accept responsibility.
2. Instead of punishing someone who deserves it, tell them they deserve it, but don’t punish them - if anything reward them *slightly* by taking them to dinner and discussing their problem. This will make them more loyal.
3. In love - “If you love someone set them free, if they come back to you, they were yours all along, if they don’t, they never were.”
4. Give your enemy total freedom. Encourage your enemies vanity and pride and inflate the reverence in which he’s held. Soon disgust will set in and it will be simple to cause public support to turn against him.
5. Pretend that you are going to set an enemy free (or pardon a person for their wrongs against you). Tell them that the punishment that you were considering was really far harsher than they really deserved. Tell them to list what they feel they really did that was wrong. Then use that against them either then or in the future if there are any further problems.

Notes on the use of Stratagem Sixteen:

Stratagem Seventeen

Traditional name: Cast a brick to attract jade.

New Name: A small piece of bait catches a big fish.

Chinese History: Cao Cao found himself and his men in an area that had no water. The soldiers became very thirsty. Cao Cao climbed a hill near by and proclaimed that there was a plum orchard ahead. The men's mouths began watering and they made it to where real water was to be had.

Modern History: McDonald's uses a free dinosaur in their kids meals. The kids want the dinosaur more than the meal, but the parents end up purchasing the meal for the kids as well as a meal for themselves.

How To Use The Stratagem:

1. Use inexpensive incentives to get people to buy. i.e. "Free Report" worth (\$X) with your order.
2. Have sales contests to increase sales and the winner gets to go to (X).
3. Give your sweetheart candy, flowers or a card to increase their love.
4. A variation is the "up-sell". Get a person to make a small commitment and then ask them to make a bigger one. This is the "commitment and consistency" rule of social influence.
5. Would you like fries with that?
6. Give something inexpensive away for free. This also engages the Reciprocity rule.
7. Compliment someone or help them with some personal need (a chore etc.).

According to modern Chinese, Stratagem 17 has the broadest range of application of all the Stratagems.

Notes on the use of Stratagem Seventeen:

Stratagem Eighteen

Traditional name: To catch the bandits, first capture their leader.

New Name: Defeat your enemies by capturing their leader/thinkers and/or take their head-quarters.

Chinese History: In ancient China, if two army's wanted to fight, they would line up on either side of an open space while their Generals would fight it out on horseback. The winning General's troops would chase the other General's troops and kill them.

Modern History: China is not organized along the lines of institutional rule, as we are in the U.S. The institution of the President of the U.S. limits the rule of the President to an extent with it's checks and balances. In China, most social and political systems are based on a strong and powerful leader. Removing this leader, removes his policy.

This Stratagem is said to originate over 1200 years ago with this poem:

If you draw a bow, draw the strongest.
If you use an arrow, use the longest.
To shoot a rider, first shoot his horse.
To catch a gang of bandits, first capture its leader.
Just as a country has its borders,
So the killing of men has its limits.
If the enemy's attack can be stopped,
why have any more dead and wounded than necessary.

How To Use The Stratagem:

1. To destroy a group, destroy what holds it together. Usually its leaders, but it could be its meeting place or even it's principles.
2. Assassinate the leader.
3. Win the leader to your point of view and thus win the whole organization.
4. Use criteria elicitation and the elicitation of strategies to figure out how to positively capture the leader.
5. Use the leaders fears and superstitions against him to prevent him from doing something you don't want him to do.

Notes on the use of Stratagem Eighteen:



The remaining 18 Stratagems generally deal with what you can do when you're in a weaker position than your enemy!

General Information on Stratagems 19 - 24

Stratagems 19 - 24 are best suited for dealing with confused situations. Here you may need to form unusual relationships for short term gain and you may need to destroy relationships created between your enemies. These Stratagems deal with issues like negotiation, towards and away strategies that offer peace yet with threats and manipulating others to your advantage.

Stratagem Nineteen

Traditional name: Remove the firewood under the cauldron.

New Name: Eliminate the source of your enemies strength.

Chinese History: General Cao Cao was short of food for his men. Rather than try and get more, he decided to destroy his enemies store house of food (thus eliminating the firewood from under their cauldron).

Cao Cao's men snuck into the enemies camp and burned the storehouses to the ground. Then Cao Cao order his men to cut the nose of the enemy commander and his men. This psychologically removed the men's strength as well.

Modern History: Corporate raiders are examples of this. They try and buy up enough stocks (stealing the firewood) until they have enough to take over the control of the company.

How To Use The Stratagem:

1. If you are having trouble accomplishing something, look to see if you can find the one key person that is causing the trouble. Then eliminate that person.
2. Find a way to discredit a person who stands in your way of getting what you want.
3. Strengthen those business and personal relationships, by fueling their fires, that you want to keep.

Notes on the use of Stratagem Nineteen:

Stratagem Twenty

Traditional name: Fish in troubled waters.

New Name: Take advantage of confused and chaotic situations.

Chinese History: Liu Bei established the kingdom of Shu, one of the famed three kingdoms by taking advantage of a the chaos that ensued after Cao Cao wa defeated at the Battle of Red Cliff - where he took the city of Jinzhou. Then he took the city of Yizhou when internal struggles beset the warlord there.

Modern History: Entrepreneurs profited immediately after the huge earthquake that centered in San Francisco in 1989 by selling T-shirts that said, "I survived the quake of 1989".

How To Use The Stratagem:

1. You can force your enemy into a state of chaos and then defeat him or you can take advantage of a state of chaos that exists and then crush your enemy.
2. Every time a structure breaks down (i.e. a brain, a society) it reorganizes at a higher level. There is always the opportunity to profit at this point.
3. Follow the fire dept. as they inspect areas and sell Fire extinguishers that they require to be in buildings.
4. Sell food and drink to crowds when it's really hot out and they have little choice were to get refreshments.
5. Sell funeral plots to a spouse of someone who just died.
6. Organize an industry that has no leadership.

Notes on the use of Stratagem Twenty:

Stratagem Twenty One

Traditional name: The golden cricket sheds its shell.

New Name: Appear to be in one place while you're actually in another.

Chinese History: Lu Bu helped put down a peasant uprising for Yuan Shao. But Yuan Shao didn't trust Lu Bu so he asked Lu Bu to leave which Lu Bu agreed to. Yuan Shao decided to kill Lu Bu. Yuan Shao sent thirty soldiers with Lu Bu telling him they were to protect him, but secretly the soldiers were told to kill Lu Bu.

Everyone knew the Lu Bu liked to play the zither. So later that night with the soldiers camped around his tent, Lu Bu asked a trusted friend to play the zither and he slipped out. The soldiers waited for the music to stop so they could kill Lu Bu in his sleep. In the morning the people found the soldiers gone and a cotton quilt all chopped up.

Modern History: In the 80's, Family Fitness Centers came under attack from the government for a number of issues. To get out from under the problem, they sold off entire sections of the company. They sold them to people that used to work for FFC so they used the same sales tactics and eventually ran into the same trouble. But for a time, they were able to continue with their sales tactics by making it look like the owners were no longer there.

How To Use The Stratagem:

1. Call in sick to work when you aren't so you can take care of other business.
2. Have colleagues swear that you were with them while you actually are out taking care of some sensitive issues.
3. If you are a public figure and are harassed by the media, you can leak that you're going one place while actually going another.
4. You can live in a house but have a corporation or trust own it. Thus if you get sued and lose and the winner tries to take your home, you are protected. In effect you slipped out of the noose by not owning it. It looks like you are in one place but aren't. You can carry this strategy out to the nth degree by protecting all you own like this.
5. Use a metaphor or quote someone else's words so you can avoid having to take responsibility for saying what you said.

Notes on the use of Stratagem Twenty One:

Stratagem Twenty Two

Traditional name: Shut the door to catch a thief.

New Name: Lure your enemy into a trap where you can cut off all possible escape routes.

Chinese History: Bi Qi, threw a series of maneuvers to cut off Zhao Kuo's troops from their supplies and completely surrounded them. Zhao Kuo's troops began killing each other for food. They finally tried to make a break for it with 5000 soldiers and were immediately killed. The others surrendered.

Bi Qi fed the men that surrendered told them that they were to be released the next day. Bi Qi's men were told to wrap a white towel around their heads that night as they went to sleep. Everyone without a towel around their head was killed that night (over 400,000 of them). 240 teenagers were not killed so they could go back home and report what had happened. This created the complete downfall of the kingdom of Zhao.

Modern History:

How To Use The Stratagem:

1. To use this Stratagem, you must be in a favorable or superior position.
2. Bluffing is hard to do with this Stratagem because it backs you against a corner as well. You need to have a "second choice" in case you miscalculate the actions of the person on whom you are "shutting the door" or trapping.
2. Issue an ultimatum
3. Price your product far below what your competitors can thus bankrupting them.
4. File a law suit against someone that they can't afford to defend.

Notes on the use of Stratagem Twenty Two:

Stratagem Twenty Three

Traditional name: Attack when near, befriend when distant.

New Name: Create and use tactical alliances.

Modern History: Israel depends on the U.S. for it's power in the region, as well as other distant friends such as Saudi Arabia and Kuwait, while fighting in Lebanon and the West Bank and Gaza Strip.

How To Use The Stratagem:

1. Create alliances even with unlikely partners to advance your goals.
2. Even enemies can become your partner for a particular goal.
3. Befriend a "higher up" in a corporation to get ahead yourself.
4. Snitches befriend the authority they snitch to - (which is an unlikely partnership).
5. For any goal you have look carefully for who can help you accomplish it. Even a previous enemy could be approached.
6. Watch others behavior carefully. If they betray others, they will betray you too.

Notes on the use of Stratagem Twenty Three:

Stratagem Twenty Four

Traditional name: Obtain safe passage to conquer the kingdom of Guo.

New Name: Use your good relations with others to extend your reach.

Modern History: In the Vietnam War, the U.S. used Thailand and the Philippines to get our men and supplies to Vietnam.

How To Use The Stratagem:

1. Have a friend introduce you to someone who can help you.
2. Create small successes so you can launch from them to bigger things. i.e. Joining a political group and create some success in raising funds. Then using the experience and relationships you've developed, extend your reach by running for a minor office. Then a bigger one etc.
3. Create a network of people that bring you good deals you can pick up for cheap.
4. When you hire an attorney, you are renting his influence.

Notes on the use of Stratagem Twenty Four:

General Information on Stratagems 25 - 30

Stratagems 25 - 30 are designed to help you wrest control away from others so that you end up in control. Creating diversions, misrepresentations and entrapment are used.

Stratagem Twenty Five

Traditional name: Replace the beams and pillars with rotten timber.

New Name: Destroy your enemy from the inside by removing his internal supports and gain control.

Modern History: Christianity kept some of the practices and holidays of other religions that it scooped up so as not to alienate them as they converted.

How To Use The Stratagem:

1. Train people from foreign lands in skills they need. One day, you may be able to use them to accomplish your goals.
2. Super powers use this Stratagem to supply technical or military assistance to foreign countries and thus gain control from the inside out.
3. Take over additional duties at your job, thus enlarging your scope of influence. Become necessary for success in those areas. Make sure those above you see and appreciate what you are doing.
4. Become a trusted companion then use the information you've gained to take over the other person.
5. Sometimes in a marriage, the man causes the woman (or vice-versa) to become dependent on him. This removes her inner structures and replaces them with his. This can lead to disaster if he pulls out of the relationship.
6. Buy off, discredit or persuade an enemies closest friends or confidants to leave him or her.
7. Make large donations to a charity or religion you wish to have more control over.

Notes on the use of Stratagem Twenty Five:

Stratagem Twenty Six

Traditional name: Point at the mulberry and curse the locust.

New Name: Make an example of someone to teach the rest. Kill the chicken to scare the monkey.

Chinese History: Sun Zi demonstrated the power of this Stratagem. He said he could make even women and children into an invincible army.

To prove this he called 180 court maidens to line up into two lines with the king's two favorite concubines each heading one column as it's captain. He explained that when he beat the drum this way they were to turn right and when he beat it that way, they were to turn left.

He beat the drum for them to turn right and they just laughed. Explained several more times, but they still just laughed. Finally he beat the drum ordering a left turn and they laughed again.

Sun Zi said that it must be the captains fault and immediately had them beheaded. He then promoted the next two girls behind them to captain.

When he beat the drum, the girls did exactly as they were supposed to.

Modern History: The U.S. dropping the bomb on Japan.

How To Use The Stratagem:

1. Use this strategy along with positive motivation to get the most from those you are in charge of.
2. The use of this strategy is pretty self evident. Make a major example of someone to keep the others in line.

Notes on the use of Stratagem Twenty Six:

Stratagem Twenty Seven

Traditional name: Be wise but play the fool.

New Name: The Colombo strategy.

Chinese History: Liu Bei had secretly joined in a plot to overthrow Cao Cao. Cao Cao came to visit Liu Bei one day. Thinking that Cao Cao had figured out that Liu Bei had joined in the plot, Liu Bei acted crazy and was able to persuade Cao Cao that he was indeed crazy.

Cao Cao left him, not worried that he could cause any damage. Liu Bei escaped being killed and then escaped from under Cao Cao's control.

Modern History: After dropping the bomb on Japan, Japan kept a low profile and was humble toward the U.S. All along it built a tremendous industrial base that would one day give it the economic power of a Super Power.

How To Use The Stratagem:

1. When you are strong, pretend to be weak.
2. Make others underestimate you.
3. Remain quiet when questioning others - a little longer than you should, while nodding your head up and down. They'll have a tendency to keep talking.
4. In general this Stratagem advocates not letting everyone know your "real" strength. So keep things quiet and to yourself.

Notes on the use of Stratagem Twenty Seven:

Stratagem Twenty Eight

Traditional name: Pull down the ladder after the ascent.

New Name: Cut off any way for you to lose and any way for your opponent to win.

Ancient History: Cortez burned his own ships when he got to Mexico. Since they couldn't leave, they either had to win or die. They won.

Liu Bei asked Zhuge Liang for help winning a situation. Zhuge Liang refused because it was a family matter. Liu Bei had someone lure Zhuge Liang to a second story building by promising to show him a rare book. When Zhuge Liang was ready to leave, he found the stairs had been removed so he couldn't leave. He then assisted as requested.

Modern History: Continental Airlines filing for bankruptcy.

How To Use The Stratagem:

1. This Stratagem can easily backfire, so be careful in it's use.
2. If you want to make a behavioral change, tell all your friends and business associates. That way, it's more difficult to go back on your word.

Notes on the use of Stratagem Twenty Eight:

Stratagem Twenty Nine

Traditional name: Deck the tree with bogus blossoms.

New Name: Just lie. Pretend to be more than you really are.

Chinese History: To impress merchants from Central Asia, Yangdi would order restaurants not to charge them, telling them that China was so rich, no one had to pay to go out and eat. He'd organize concerts with 18,000 musicians playing and he'd put silk on the bare trees in his capital to imitate spring.

Modern History: Sanyo created shells looking to buy what was then an unpopular radio. When dealers saw that people wanted the radios, they stocked up. Sanyo went on to big success.

How To Use The Stratagem:

1. Creatively find ways to look bigger or smaller than you really are.
2. In advertising literature, you can take a picture of a big office building and talk about your new space. The office building isn't yours, however.
3. In your resumé, write in glowing terms re. your past.
4. Tell people what they want to hear (i.e. lie).
5. Be careful with this strategy because liars usually get caught.
6. Create skills to come forward during your sales pitch and buy what your selling to stimulate others to purchase from you.
7. "Create" references that don't really exist but are ready to report positively for you.
8. You may be better off using the reverse of this Stratagem. Keep things simple and tell the truth.
9. Leak info to competitors that you are closer than expected to launch new project, thus eliminating competition.

Notes on the use of Stratagem Twenty Nine:

Stratagem Thirty

Traditional name: Make the host and guest exchange places.

New Name: Make the host and guest exchange places.

Modern History: American in Vietnam. We came as the guest, but soon supplanted the host and started to take over.

How To Use The Stratagem:

1. Usually the host has the advantage because they are on home ground, but sometimes the guest is more powerful and invited to help out the host.
2. As guest, you can take over as host in a number of ways:

1. Build up your forces until strong enough to take over the host
2. Infiltrate the host by pretending to be a friend and slowly taking control
3. Trick the host into leaving and then you take over
3. Use this strategy to help balance power in relationships where you are the guest and thus “one down” in the power matrix. Do a favor for the host etc. to balance the situation in your favor.
4. Take advantage of situations in which you are the host and thus “one up” in the power matrix. By being gracious and giving you endear the guest to you.

Notes on the use of Stratagem Thirty:

General Information on Stratagems 31 - 36

Stratagems 31 - 36 are designed for when you are in a very weak position. They call for drastic measures. It’s good to know these in case you ever need them.

Stratagem Thirty One

Traditional name: Use a woman to ensnare a man.

New Name: Use sex or any irresistible temptation to snare your enemy.

Chinese History: No Examples necessary

Modern History: No Examples necessary

How To Use The Stratagem:

1. This Stratagem too, can backfire easily, so be careful.
2. Find out what your enemy is most tempted by and provide it to him. Then use it to destroy him. Look at sex (in its various forms) and drugs.
3. Topless dance clubs quickly part people from their money with their temptations that you never quite get.

4. Use sex in ads to blur the customers mind and make your product more appealing. Be careful with this.

Notes on the use of Stratagem Thirty One:

Stratagem Thirty Two

Traditional name: Fling open the gates to the empty city.

New Name: A deliberate display of weakness can conceal true vulnerability.

Chinese History: Kung Min sent his troops off to do battle thus leaving his city unprotected. While his troops were gone, Si Ma, his biggest enemy, decided to take his city.

Upon seeing his enemy outside the city, Kung Min sent an old man to open the gates to the city and sweep and clean the entrance. Kung Min then went to his tower and played music, sang and ate like all was absolutely fine.

Si Ma hesitated thinking that there must be a trap laid for him in the city so ordered his troops to retreat until he could check things out and find out what was really going on.

In the mean time Kung Min's troops returned from battle and thus the city was protected again.

Modern History: On Candid Camera years ago, the host set up a stand and told people that he for some reason didn't like \$20 bills. He offered to exchange them for a \$5 bill to passersby. Every one without exception turned him down, thinking they were counterfeit.

How To Use The Stratagem:

1. Hide your true strength and resources to create a mystery about what you really have.

2. When in danger, openly show what you don't have. Your enemy may wonder if that's really true while your friends will come to your aid.
3. Being open and honest about the reality of your situation will be seen as confident.

Notes on the use of Stratagem Thirty Two:

Stratagem Thirty Three

Traditional name: Let the enemy's own spy sow discord in the enemy camp.

New Name: Use spies to create advantages.

Modern History: After IBM came out with it's personal computer, it contracted with some Taiwan manufactures. Almost immediately, Taiwan became the world leader in PC's.

How To Use The Stratagem:

1. There are 5 types of espionage:
 - A. Find friends, former schoolmates etc. that have just ended up on the other side.
 - B. Buy people on the enemies side. Look for people that have resentments or talented people that have been pushed aside, people who have been punished or greedy and faithless people.
 - C. Send your own person to the enemy and have them report back.
 - D. Send expendable spies who plant false information. These may have to be sacrificed if the other side finds out about them.
 - E. Buy or use spies sent by your enemy. Double agents. This can be a big key to manipulating the enemy. Convince them with persuasion, money or trickery.
2. Watch people who quit from one firm to work at yours.
3. Public officials go to work for the same sector they were previously regulating.
4. Use spies to gain knowledge about what's going on with the enemy.
5. Use spies to spread misinformation to the enemy.

6. Use spies to create conflict within the enemy camp.
7. Use spies to disseminate info that will help in creating joint ventures when desirable.

Notes on the use of Stratagem Thirty Three:

Stratagem Thirty Four

Traditional name: Inflict injury on oneself to win the enemy's trust.

New Name: People feel sorry for those less fortunate. Appear to be hurt for help.

Chinese History: An assassin was sent in to kill the first emperor of China. The emperor wanted a man that was friends with the assassin. The assassin killed his friend and brought his head to the emperor to win an audience with him.

Modern History: People standing on freeway entrances with signs asking for help.

How To Use The Stratagem:

1. Go on a hunger strike to gain attention.
2. In India people will set themselves on fire to get attention. (kind of a permanent act)
3. Admit to making a mistake. This can often soften public (and legal) opinions. It also makes people stop picking at the problem.
4. Company presidents sometimes slash their salary (briefly) when their company is in trouble to signal that conditions really are serious and that they are willing to take part of the heat too.
5. Injury (in its many forms - sickness, physical injury, emotional problems, financial setbacks, being fired) can bring loved ones closer. If it pushes them away, consider yourself lucky to find out when you do.

Notes on the use of Stratagem Thirty Four:

Stratagem Thirty Five

Traditional name: Chain together the enemies war ships.

New Name: Transform your enemies' strength into weakness. Use multiple Stratagems.

Chinese History: A strategist appeared to defect from one side to the other. There he instructed the general to tie his boats together to help his men overcome sea sickness and make the boats more stable. The boats were then set on fire and the general lost everything.

How To Use The Stratagem:

1. Analyze what your enemy considers his strengths and discover if they are also his weaknesses. If so, exploit them.
2. The stronger an opponent thinks he is the more vulnerable he is. (The bigger they are the harder they fall)
3. Give your enemy something he wants which in reality slows him down or burdens him.
4. Chapter 11 and 7 can help you chain your creditors ships together while advancing your financial interests.
5. Offer rebates. Customers will be more likely to buy, but often forget to send in the rebate. Turns out to be an advantage for the company.
- 6. Combine as many of the Stratagems together as possible to create powerful victories.**

Notes on the use of Stratagem Thirty Five:

Stratagem Thirty Six

Traditional name: Escape.

New Name: Don't fight a losing battle.

Chinese History: Mao Zedong said, "If the battle can be won, fight it; if not, depart."

How To Use The Stratagem:

1. When all else fails, use this "last ditch" Stratagem.
2. View running away as a means to better confront problems
3. It's better to run away than lose. You can always come back to fight another day.

Notes on the use of Stratagem Thirty Six:

The End!

It's time to put this information to work now in your day to day life. I'd love to hear about your successes with the Stratagems and persuasion skills that I teach.

Please contact me at 253-476-3199 or at our web site <http://www.maxpersuasion.com> with feedback and results as you use these skills.

Thanks for applying yourself to this learning. May it always serve you well. And in good strategic style, may you have all the successes you justly deserve!

Warmly,

Kenrick E. Cleveland

P.S. Make copies of the next page and carry it with you and put it up in your office and home until these skills start to become a part of your everyday consciousness.

My Names For The Stratagems:

- 1. Hide in the open**
2. Bring down a person by attacking his friend. The Achilles Heel stratagem
- 3. Use others resources to get ahead**
4. Rest - while maneuvering the enemy into exhaustion
- 5. Exploit another's troubles for your advantage. The Vulture Stratagem**
6. Create Diversions
- 7. Use illusions**
8. Claim to go one way, while actually going another
- 9. Wait patiently till your enemy has a crises - then take advantage of it**
10. Disarm your opponent with a smile or gifts
- 11. Use a scapegoat**
12. Be on the ready - exploit opportunities to your advantage whenever and wherever they come
- 13. Beat the grass to startle the snake**
14. Use anchoring to give or take meaning from something
- 15. Make your enemy come to fight you on your terms - don't try and take him in his territory where he is strong**
16. To capture something, first let it go
- 17. A small piece of bait catches a big fish**
18. Defeat your enemies by capturing their leader/thinkers and/or take their headquarters
- 19. Eliminate the source of your enemies strength**
20. Take advantage of confused and chaotic situations
- 21, Appear to be in one place while you're actually in another**
22. Lure your enemy into a trap where you can cut off all possible escape routes
- 23. Create and use tactical alliances**
24. Use your good relations with others to extend your reach
- 25. Destroy your enemy from the inside by removing his internal supports and gain control**
26. Make an example of someone to teach the rest. Kill the chicken to scare the monkey
- 27. The Colombo strategy**
28. Cut off any way for you to lose and any way for your opponent to win
- 29. Just lie. Pretend to be more than you really are**
30. Make the host and guest exchange places
- 31. Use sex or any irresistible temptation to snare your enemy**
32. A deliberate display of weakness can conceal true vulnerability
- 33. Use spy's to create advantages**
34. People feel sorry for those less fortunate. Appear to be hurt for help
- 35. Transform your enemies strength into weakness. Use multiple Stratagems**
36. Don't fight a losing battle