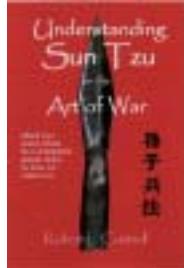


Sun Tzu Quotes for R&D Competition

Derived From the book *Understanding Sun Tzu on the Art of War*



Sun Tzu said:

- I. All warfare is based on deception. Hence, when able to attack, seem as if unable to attack; when using forces actively, seem inactive; when nearby, make the enemy believe you are far away; when far away, make the enemy believe you are nearby.
- II. Avail yourself to any helpful circumstances that give you advantages beyond the ordinary conditions. When such favorable circumstances arise, modify your plans accordingly.
- III. Just as water retains no constant shape, so in warfare, there are no constant conditions.
- IV. The general who is skilled in defense hides in the most secret recesses of the earth; he who is skilled in attack flashes forth from the highest heavens. Thus on the one hand we have the ability to protect ourselves; on the other hand, we have a complete victory.
- V. To achieve the best tactical dispositions, conceal them; conceal your dispositions, and you will be safe from the prying eyes of the subtlest spies, from the intrigues of the cleverest minds.
- VI. We cannot enter into alliances until we know the intentions of our neighbors.
- VII. If a fight is sure to result in victory, then you must fight, even though the ruler forbids it; if a fight will not result in victory, then you must not fight, even at the ruler's bidding.
- VIII. Speed is the essence of war: take advantage of the enemy's unpreparedness, make your way by unexpected routes, and attack unguarded places.
- IX. Hence he does not strive to ally himself with all who might wish an alliance, nor does he foster the power of any other state. He carries out his own secret designs, keeping his antagonists in awe. Thus he is able to capture their cities and overthrow their kingdoms.
- X. If the enemy leaves a door open to you, rush in. Forestall your opponent by seizing what he holds dear, and subtly contrive to time his arrival on the ground.