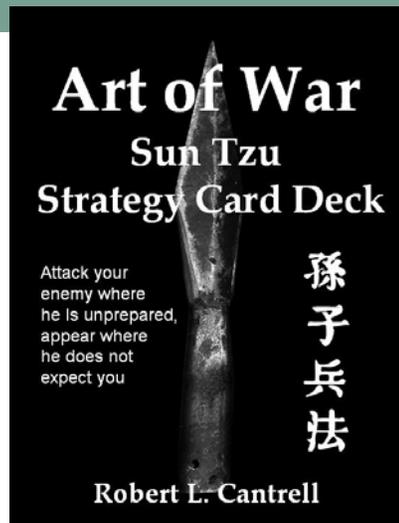


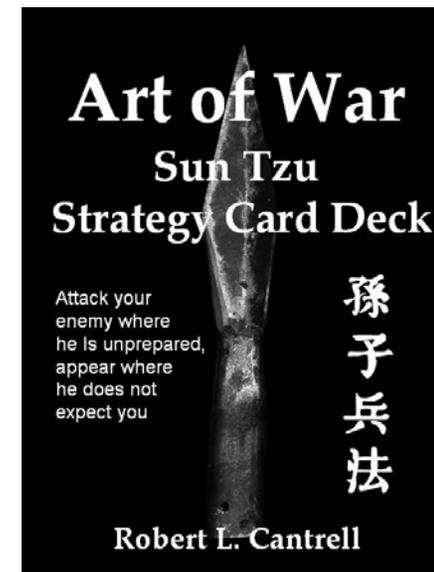
# User's Guide Art of War: Sun Tzu Strategy Card Deck

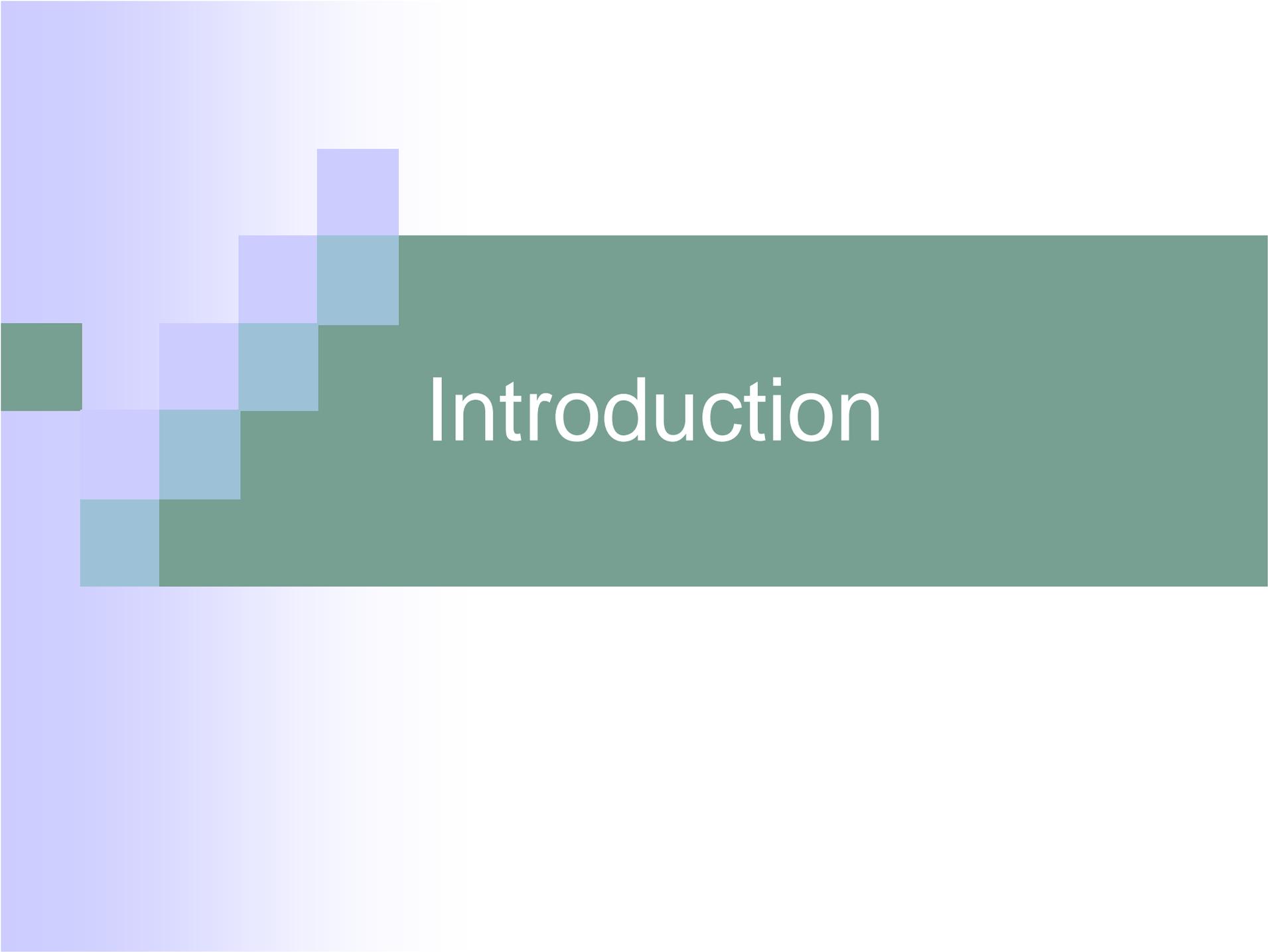
Center For Advantage™



# Table of Contents

- Introduction
- Card Set Description
- Card Use
- For the Leadership
- Strategy Training





# Introduction

# What is the *Art of War: Sun Tzu Strategy Card Deck*?

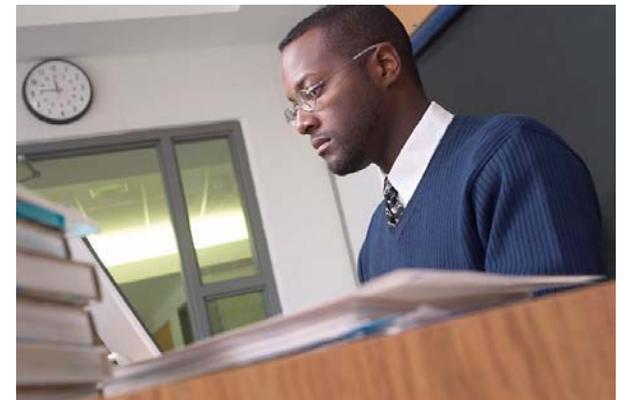
- The *Art of War: Sun Tzu Strategy Card Deck* is a card set of winning strategies designed to improve your ability to succeed when faced with adversaries

*It is also a playing card deck made from casino grade card stock*



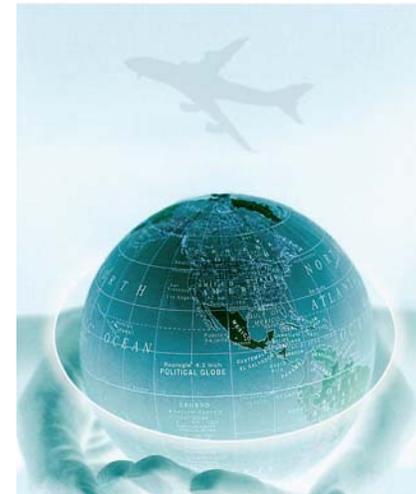
# Qualifications

- The *Art of War: Sun Tzu Strategy Card Deck* has been rigorously reviewed by professional strategists to include instructors of the National Defense University at Ft. McNair, Washington, D.C.



# Why was the *Art of War: Sun Tzu Strategy Card Deck* written?

- Because your plans need to survive contact with your adversaries...



**...and the first key to winning is staying in the game**

# Who is the *Art of War: Sun Tzu Strategy Card Deck* for?

- Military
- Business
- Law
- Politics
- Sports



***Anyone who wants to train their competitive mind to be at its very best***

# Why is the *Art of War: Sun Tzu Strategy Card Deck* Necessary?

- Many anthropologists believe that human intelligence evolved to make us better able to deceive and defeat our neighbors
- The *Art of War: Sun Tzu Strategy Card Deck* contains the strategies men and women have used to deceive and defeat their neighbors since the dawn of time



***Knowing the strategies is to your advantage***

# Why should I use the *Art of War: Sun Tzu Strategy Card Deck*?

- The better you are at applying conflict strategies, the less likely you are to need them
- This means you can better focus your attention on positive efforts...
- ...and act in accord with your conscience



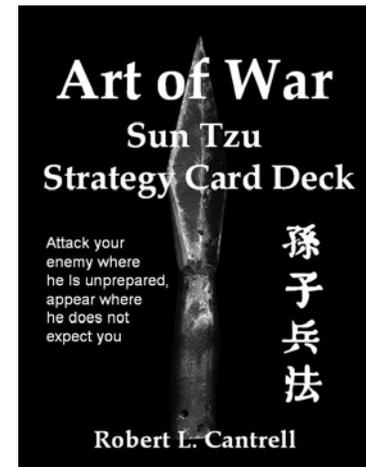
# Why should I use the *Art of War: Sun Tzu Strategy Card Deck*? 2

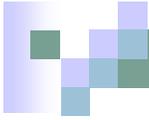
- It is also a matter of survival
- Other people will use these strategies against you
- The best way to ensure that your adversaries succeed is for you not to appreciate what they are doing to you



# Practice

- The key to applying the strategies in the *Art of War: Sun Tzu Strategy Card Deck* is to practice, practice, and practice
  - Review the cards in training
  - Review the cards before addressing a challenge
  - Review the cards after a contest to improve your performance next time
- Use the cards in your weekend card games; your unconscious mind will process the ideas while you have fun



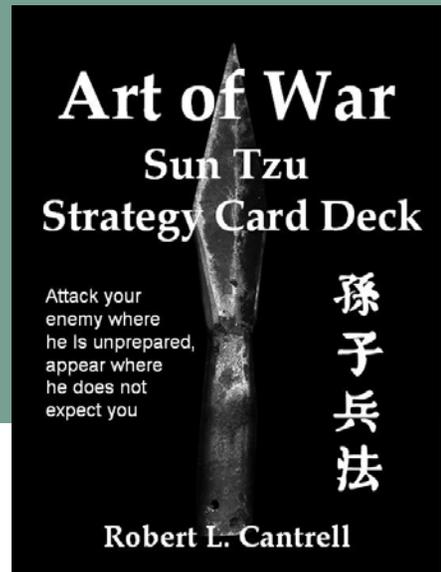


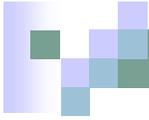
*Art of War: Sun Tzu Strategy Card Deck* makes training easy and fun...

*...and as rigorous as you want your training to be*



# Card Set Description

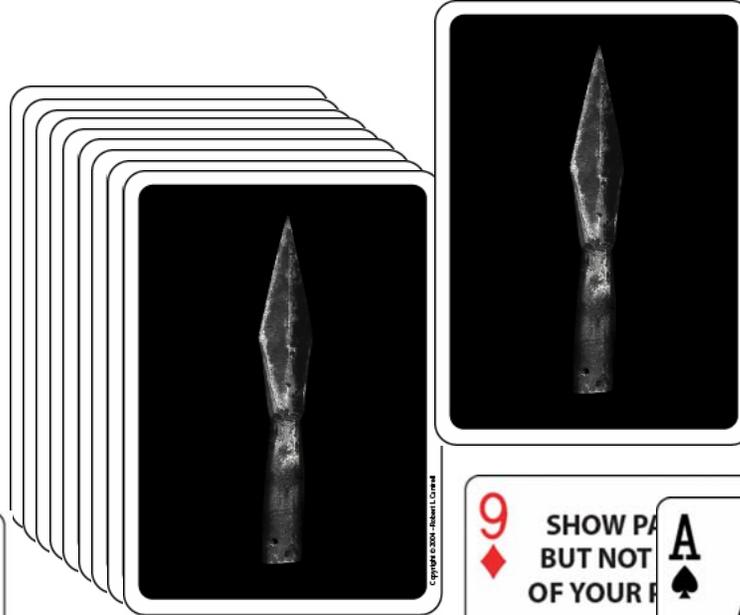




# 54 Cards: 54 Strategies

3 points of advice  
per card

162 points of advice  
In total



**10**  **ELIMINATE YOUR ADVERSARY'S CHOICES**

**Strategy** – Leave your adversary with no viable options, or call your adversary's bluff.

**Basis** – An adversary with no options cannot keep you guessing.

 **01**

**K**  **RAISE THE STAKES**

**Strategy** – Challenge your adversary to risk more than he can lose.

**Basis** – A resultant exposure to excessive risk deters your adversary from opposing you.



**9**  **SHOW PA BUT NOT OF YOUR**

**Strategy** – Eng adversary's attention up for an action unexpected angle.

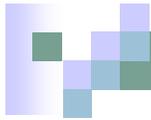
**Basis** – A real a engagement dist adversary from oth concerns.

**A**  **ELIMINATE YOUR ADVERSARY**

**Strategy** – Terminate your adversary's present and future participation in the engagement.

**Basis** – Eliminating your adversary undermines his capacity to oppose you.





# Card Layout

- **Title** – Name of the strategy
- **Strategy** – Definition of the strategy
- **Basis** – Why the strategy works

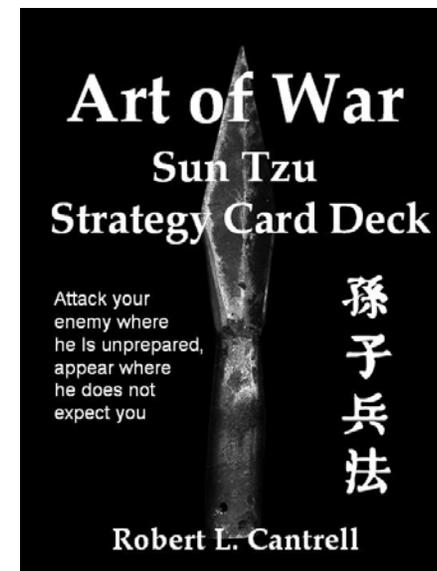
Number & suit

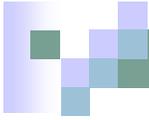


# Four Categories

- Each suit represents a category
- All contests involve an interplay and progression of the categories as follows:

- ♥ **Prepare self**
- ♣ **Prepare field of contest**
- ♦ **Isolate**
- ♠ **Eliminate**





# Cause

- The categories represent causes
- Causes are what you do to effect something else
- That something else is material (to include people), space, time, and/or safety

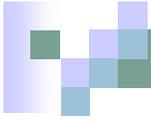
- **What you do (Cause)**

- Prepare self**
- Prepare field of contest**
- Isolate**
- Eliminate**



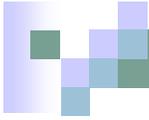
- **What you effect**

- Material**
- Space**
- Time**
- Safety**



# A Natural Pattern

- A universal pattern of progress from beginning to end can be seen in how a salesperson wins a sale, a lawyer wins a case, an innovator captures an idea, a predator captures its prey, etc. For example:
  1. **Prepare self** – A wolf learns how to be the best hunter it can be
  2. **Prepare field of contest** – The wolf seeks the best position between itself and its quarry
  3. **Isolate** – The wolf isolates one animal from the herd
  4. **Eliminate** – The wolf goes in for the kill



# A Natural Pattern (Part 2)

- In comparison, for example:
  1. **Prepare self** – A lawyer educates himself as best he can about a case
  2. **Prepare field of contest** – The lawyer seeks the best jury at jury selection, and selects and prepares the right witnesses
  3. **Isolate** – The lawyer finds an inconsistency on the part of the opposing side and steers the focus of that case to that inconsistency
  4. **Eliminate** – The lawyer uses the inconsistency to create reasonable doubt in the jury and gets an acquittal

# Effect

- The effect you want to achieve is to:

- Eliminate;**
- Isolate;**
- integrate or;**
- negate**

your adversary or something important for his or her success

*Eliminate*



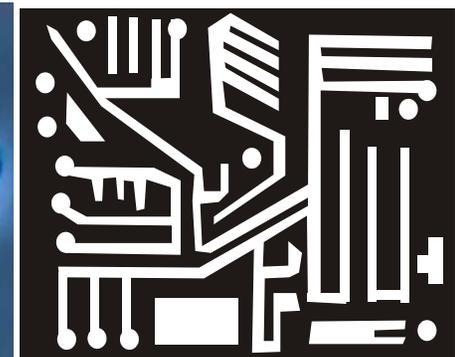
*Isolate*

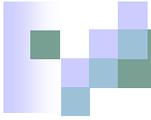


*Negate*



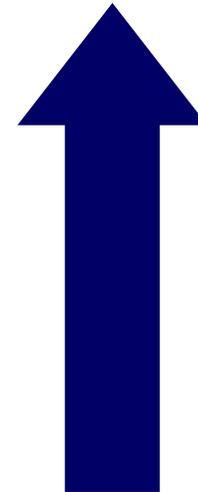
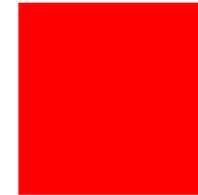
*Integrate*

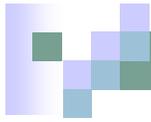




# Direct

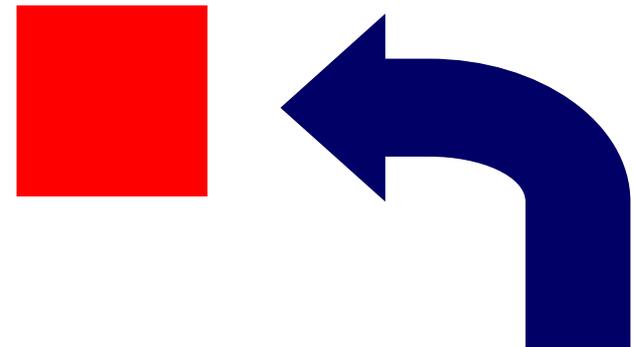
- You achieve this directly
  - Eliminate by eliminating
  - Isolate by isolating
  - Integrate by integrating
  - Negate by negating





# Indirect

- You achieve this indirectly
  - Eliminate by isolating, integrating or negating
  - Isolate by eliminating, integrating or negating
  - Integrate by eliminating, isolating or negating
  - Negate by eliminating, isolating or integrating



# Remembering that by executing your strategy you can effect...

**Material**



**Space**



**Time**



**Safety**

# Mutually Supportive

- Each card offers advice
- You may or may not know how to enact that advice
- If you do not know how to enact advice from one card, you can find an answer on another card



# Example of Mutual Support

- For example, a common way to “Provoke Your Adversary’s Reaction” is to bluff, which may be done in accord with “Create Something From Nothing”

 **PROVOKE YOUR ADVERSARY'S REACTION**

**Strategy** – Test your adversary's response before committing to an action.

**Basis** – An adversary's prior response to an action lessens the guesswork in your planning.

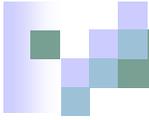


 **CREATE SOMETHING FROM NOTHING**

**Strategy** – Demonstrate your willingness to bluff so your adversary doubts your real actions.

**Basis** – An adversary that doubts the reality of your actions may leave your initiatives unchallenged.





# Example Mutual Support

For example, an attorney might explore how an opponent will react to a real threat by presenting and then withdrawing a threat of no actual substance

**8** **PROVOKE YOUR ADVERSARY'S REACTION**

**Strategy** – Test your adversary's response before committing to an action.

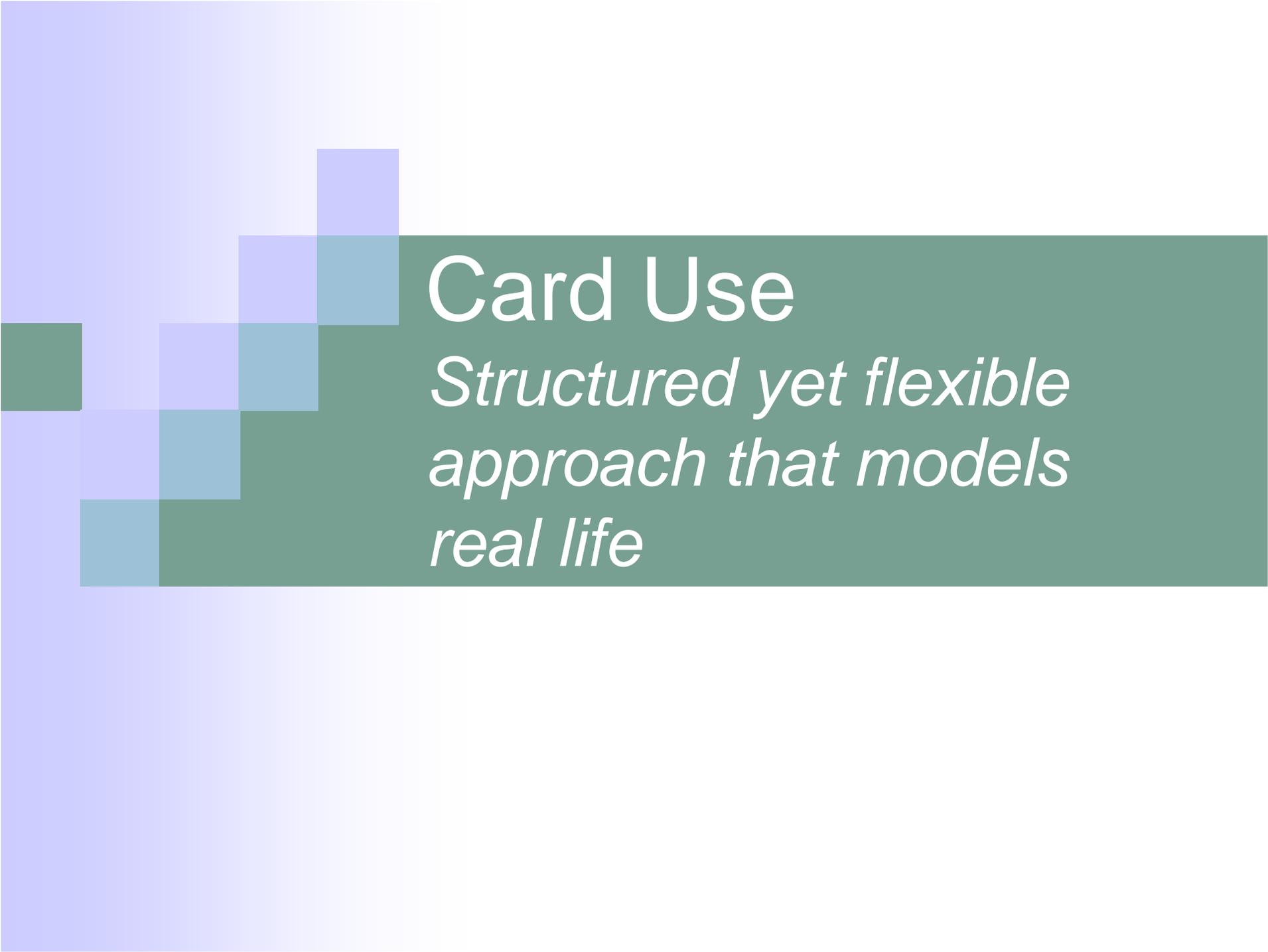
**Basis** – An adversary's prior response to an action lessens the guesswork in your planning.

**Q** **CREATE SOMETHING FROM NOTHING**

**Strategy** – Demonstrate your willingness to bluff so your adversary doubts your real actions.

**Basis** – An adversary that doubts the reality of your actions may leave your initiatives unchallenged.





# Card Use

*Structured yet flexible  
approach that models  
real life*

# Review tool



- A simple but effective way to use the cards is to just read them and think about the ideas
- There are only 1,700 words in the entire card deck, so you can read it in under twenty minutes
- Do this a few times, and your strategic performance will improve

*Like any art form, repetition improves performance*

# Card Logic



- For more sophisticated use, you can use other aspects of the cards, such as the rank, as well
- The cards are organized logically, but unlike a book, the cards can also be arranged in any fashion suitable to a situation
- This flexibility helps you to take advantage of opportunities



# Rank

- Higher ranked cards tend to denote stronger strategies than lower ranked cards;
- however, any strategy, no matter the rank, could be the right and strong strategy for a given situation

*You need to make all the strategies a part of you so you can use them naturally without thinking about them too much*



# Opportunity Management

- As you plan and execute an action, you seek to rely on strategies described in the *Art of War: Sun Tzu Strategy Card Deck* from higher and higher ranks
- If your action is grounded on strategies at the top, for example, the four aces, then you are in a strong position
- If your action is grounded on strategies of low ranked cards, for example, the threes, then you are in a comparatively weak position



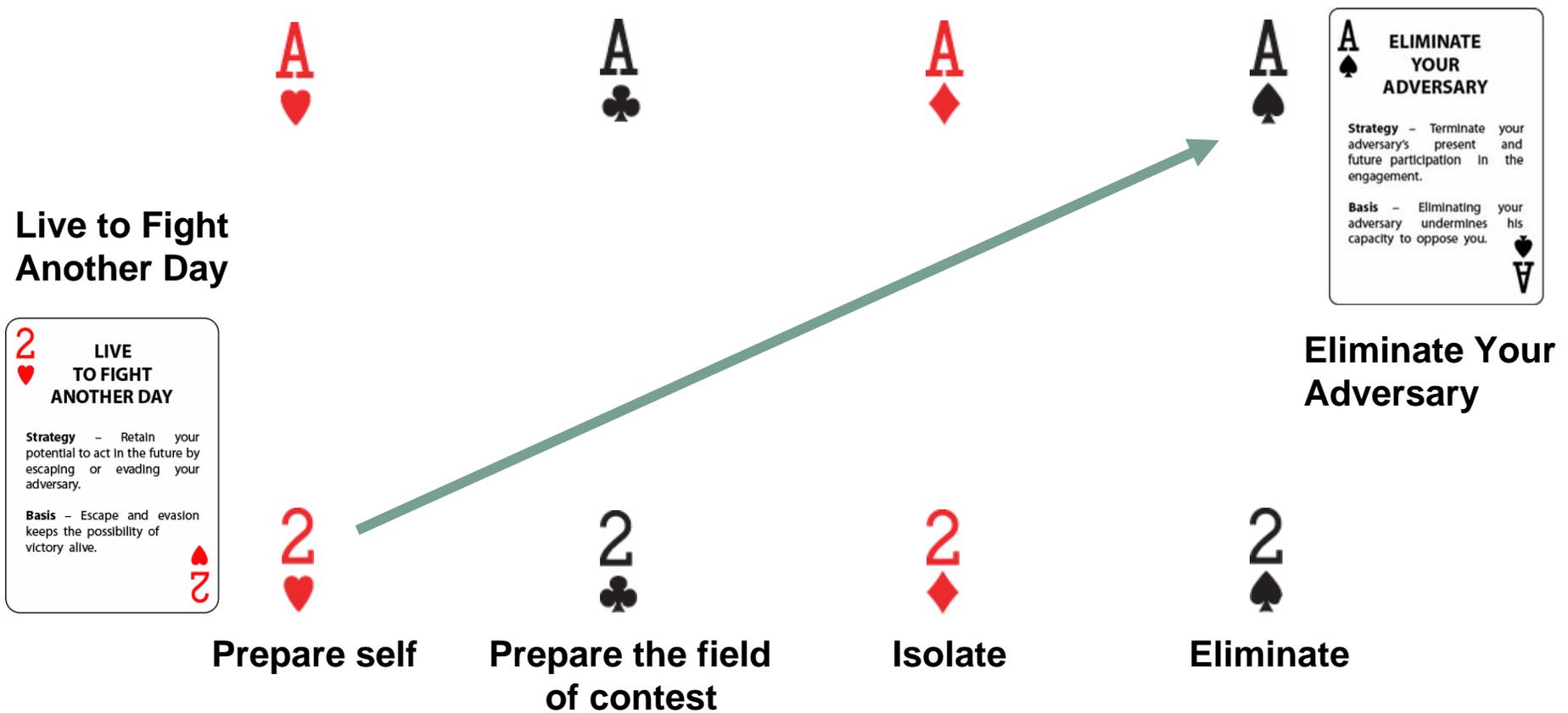
# Card Rank as a Predictor of Success

- If the success of your action depends upon a higher ranking strategy, then you generally have a better chance of winning than if your success depends upon a lower ranking strategy...
- ...provided you execute the strategy well enough to succeed



# Go from Weakness to Strength

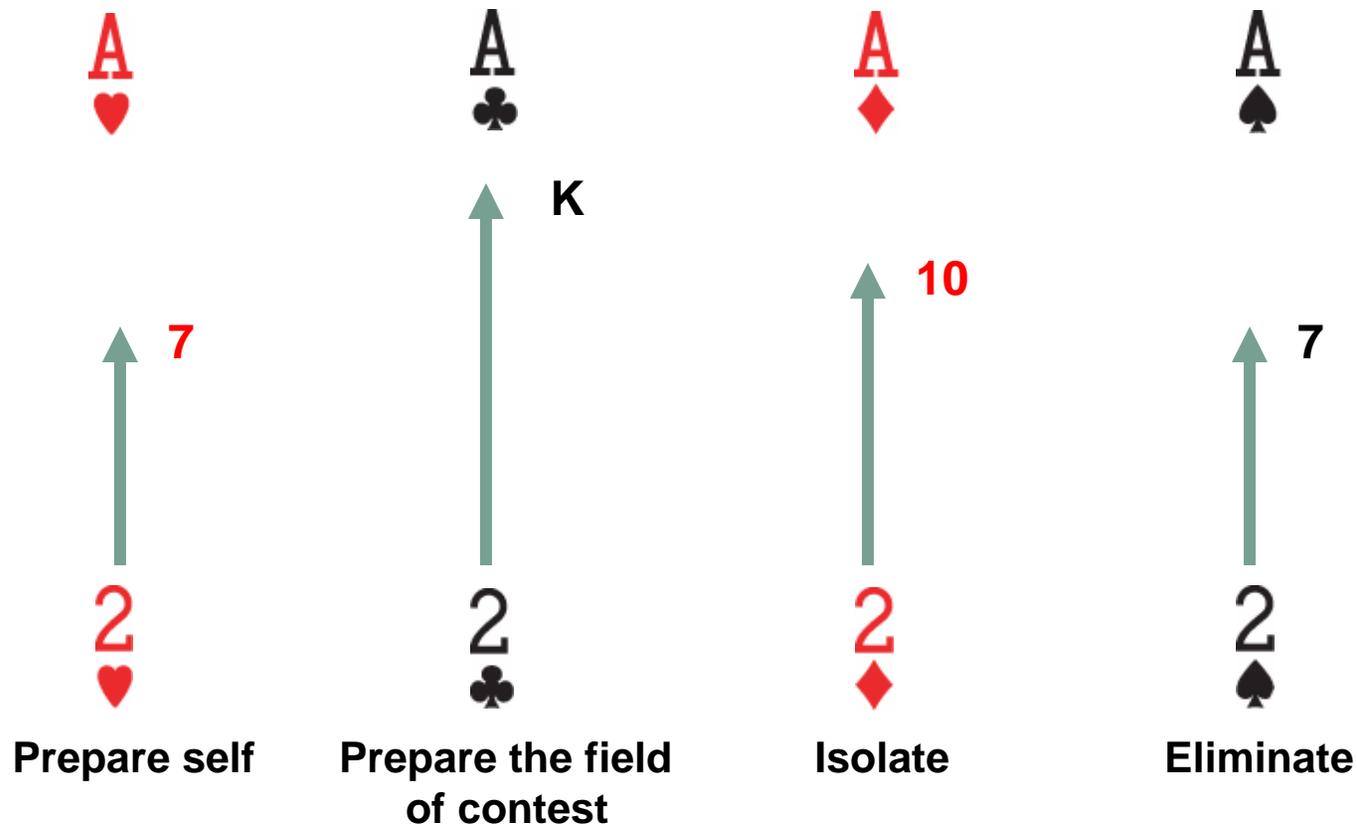
Seek to progress a series of actions from left, “Live to Fight Another Day,” to right and up, “Eliminate Your Adversary”



# Steadily Strengthen Your Options

Seek to be able to use strategies from cards with higher ranks

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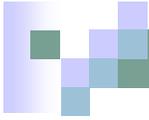


# Gray Division



- Strength by rank is a gray division, not black and white
- **Any strategy could prove the winning strategy**

*With the principles of strategy in mind, have the flexibility to use whichever strategy makes sense at the time*



# Best/Worst Situation

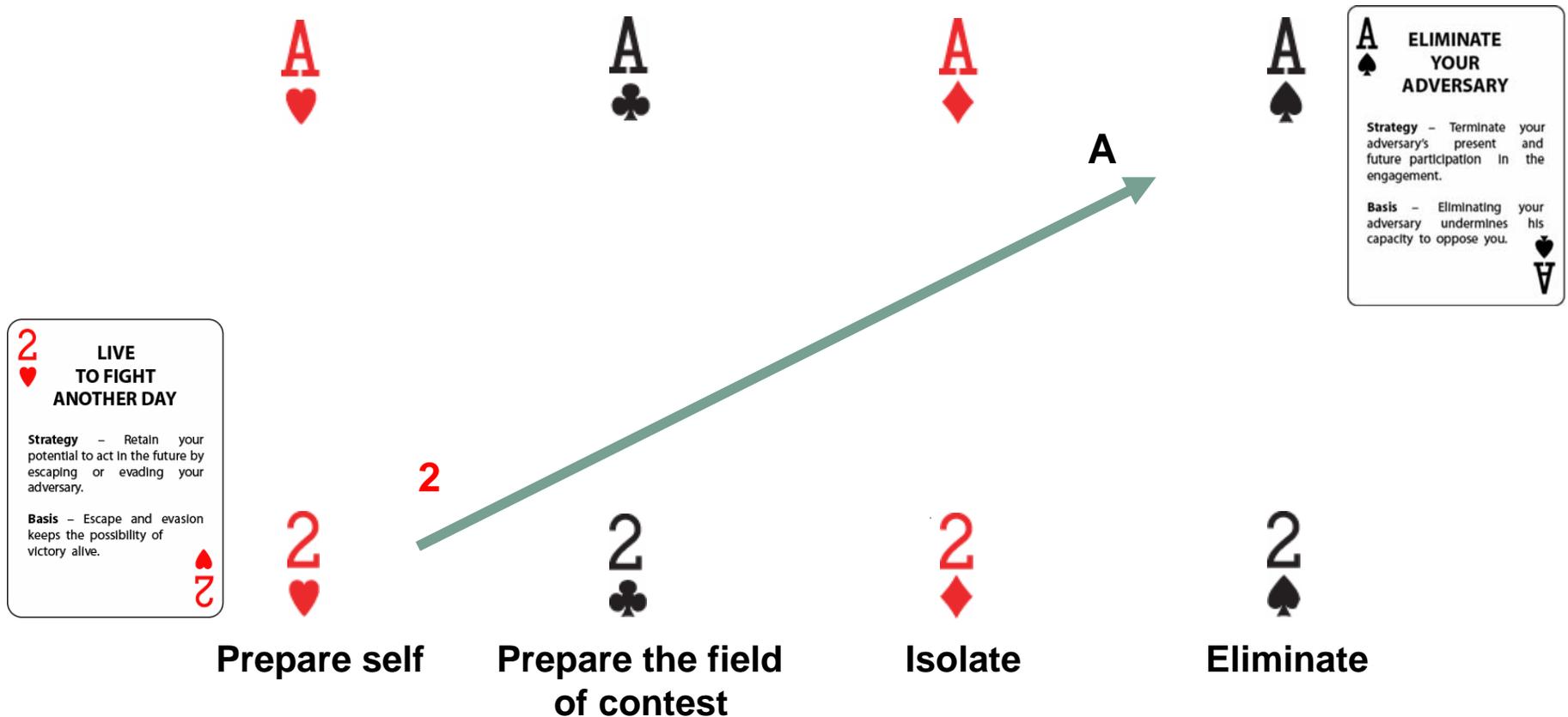


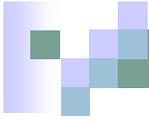
- Your best position is to have the power needed to execute any of the aces, even if you do not actually use them
- Your least favorable position is to have only the power to enact one of the twos or other lower ranked cards



# Command the Whole Process

The longest path to victory starts at “Live to Fight Another Day”<sup>2</sup> where you must build from weakness to strength





# Then Seek Accelerators

The shortest path to victory begins right at  “Eliminate Your Adversary” since having that power, even if you choose not use it, gives you considerable leverage over your adversary



 **ELIMINATE YOUR ADVERSARY**

**Strategy** – Terminate your adversary's present and future participation in the engagement.

**Basis** – Eliminating your adversary undermines his capacity to oppose you.



 **LIVE TO FIGHT ANOTHER DAY**

**Strategy** – Retain your potential to act in the future by escaping or evading your adversary.

**Basis** – Escape and evasion keeps the possibility of victory alive.





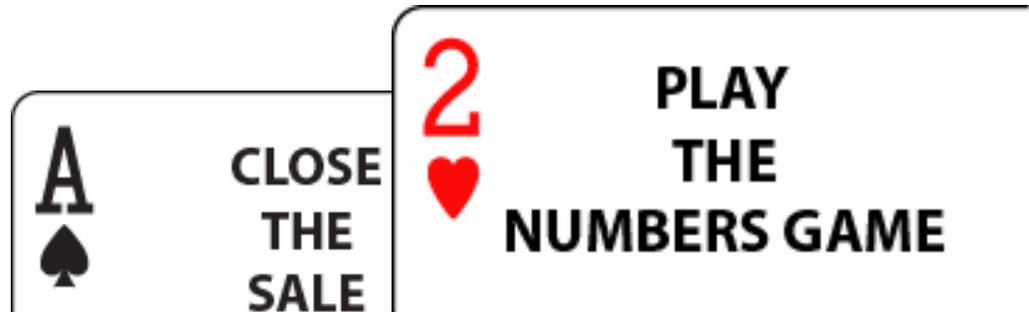
**Prepare self**

**Prepare the field of contest**

**Isolate**

**Eliminate**

# Deuces Wild



- **Keep in mind that you make a given strategy a winner or loser!!!**

- A master strategist might make his adversary believe the he (the adversary) has won because the master strategist has run away, and then strike when that adversary lets his guard down – a win from a weak position
- In contrast, eliminating an adversary might cause a more formidable adversary to take his place – a loss from a strong position



# Combinations

- The strategy described on each card is like a single note on a piano
- Combinations of strategies create the most power

- For example, you might “Raise the Stakes” by “Striking With a Borrowed

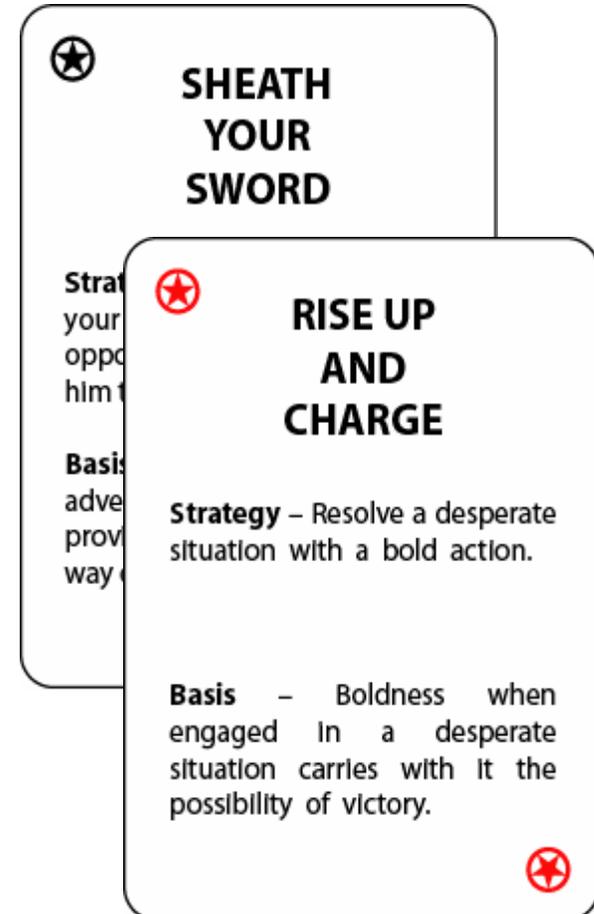
Hand” and make that the only part of your plan you show before a surprise strike – which is yet a fourth card, “Catch Your Adversary Sleeping”



# Wild Cards

- Wild cards provide a way to resolve issues, one way or the other
- They do not belong in any specific suites or ranks
- At any point in the strategic process, you can enact a wild card
- However, do so for good reason because they represent risky moves

*Which for dramatic purposes is one reason Hollywood portrays them so often*

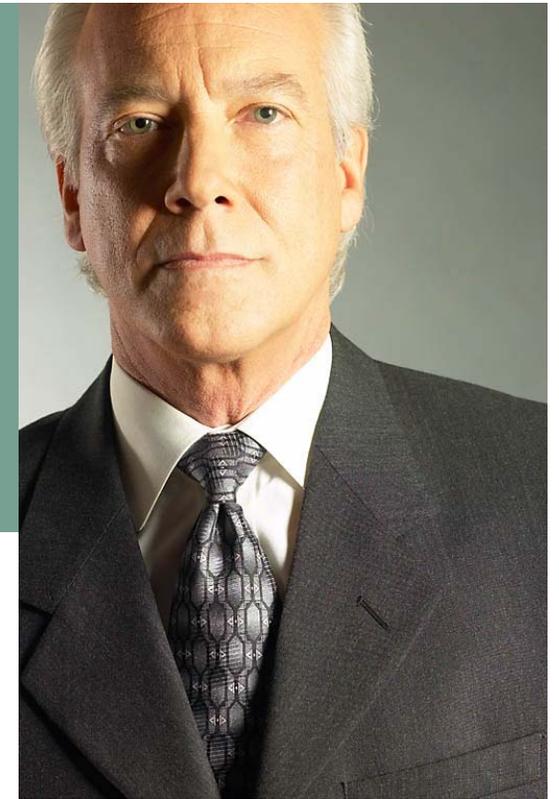


# Crisis Action Planning (CAP)

- During a crisis, people tend to fall back on the strategies they know or strategies that worked before
- Familiar strategies are not necessarily the best strategies for a given situation
- *The Art of War: Sun Tzu Strategy Card Deck* allows you to quickly consider strategies that you might recognize, but that might not otherwise be at the top of your mind

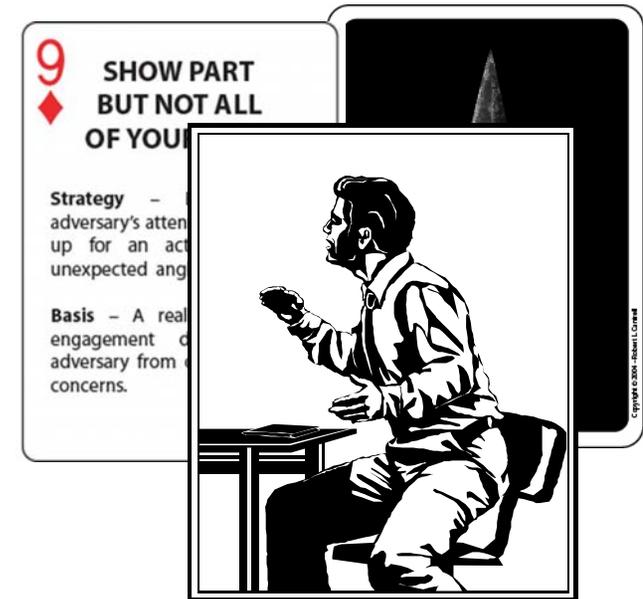


For the  
Leadership



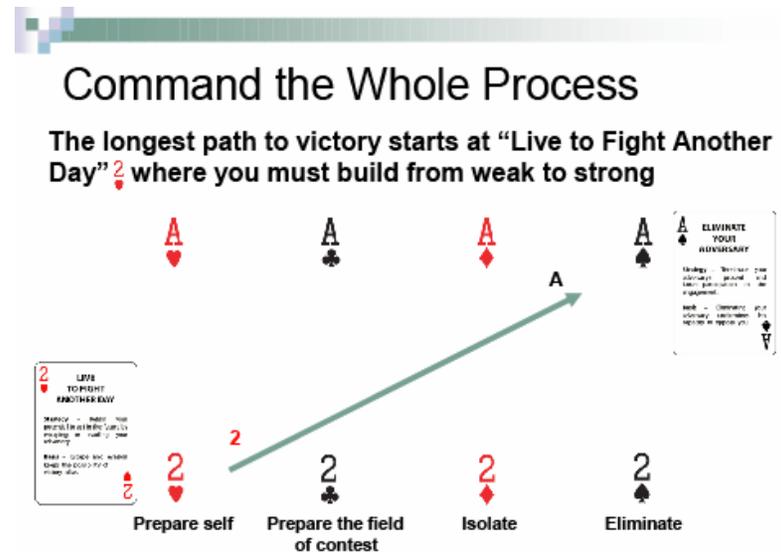
# Training Tool

- The *Art of War: Sun Tzu Strategy Card Deck* is a ready made training tool you can employ anywhere and anytime
- Select a specific card, or pull one at random, and you have material to discuss
- Use the cards to critique during an after action review



# Opportunity Management

- As per the “Card Use” section, you can track the progress of people working for you through a campaign from the lower left position of weakness to the upper right position of strength



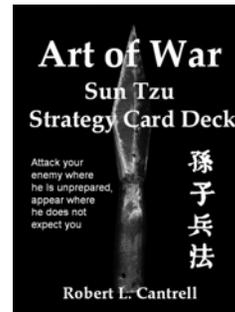
# Strength and Weakness Perception

- Challenge the perception of strength and weakness from those responsible for carrying out actions

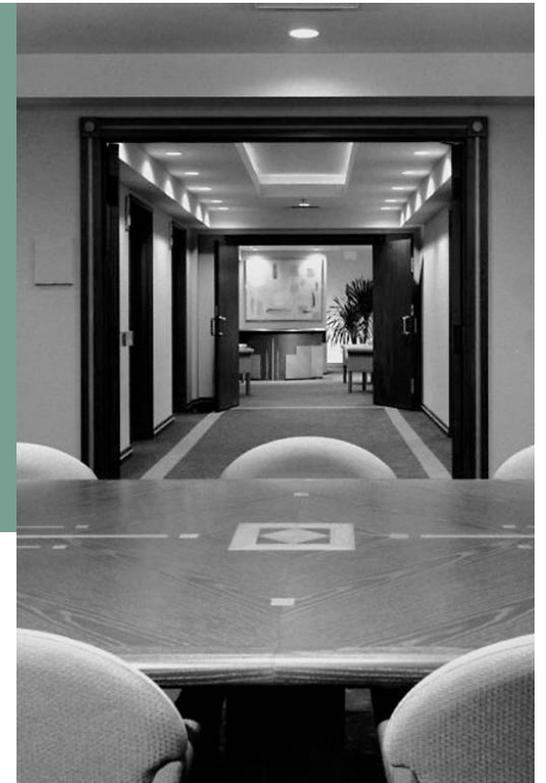


# Other Advantages

- Leaders, by and large, are doers that prefer to get out there and make things happen
- The cards are geared toward the doer mentality; people of action will read them
- Results are immediate; by reading just one card before a contest, your people will likely do better at that contest



# Strategy Training



# Teaching Points

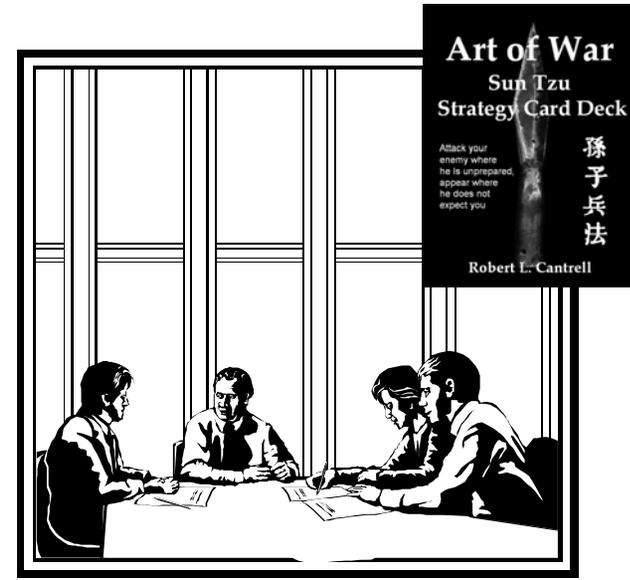
- Each card has three points you can talk to
- There are 162 teaching points in total within all 54 cards



# Group Discussion

- Shuffle the cards
- Have a participant draw a card at random
- Discuss the strategy as it pertains to your profession or situation
- Each card tends to produce at least seven minutes of discussion

*This is a very simple technique, but extremely effective*



# Strategy Review

- Record and discuss an action that required strategic thought to succeed
- Discuss the action and identify the strategies used by the leadership
- Discuss each strategy, the wisdom of its choice, and how well it was executed

*You can break down an entire action into strategy segments*

## 6 ♠ STRIKE WITH A BORROWED HAND

**Strategy** – Bring about conflict between your adversary and a force other than your own.

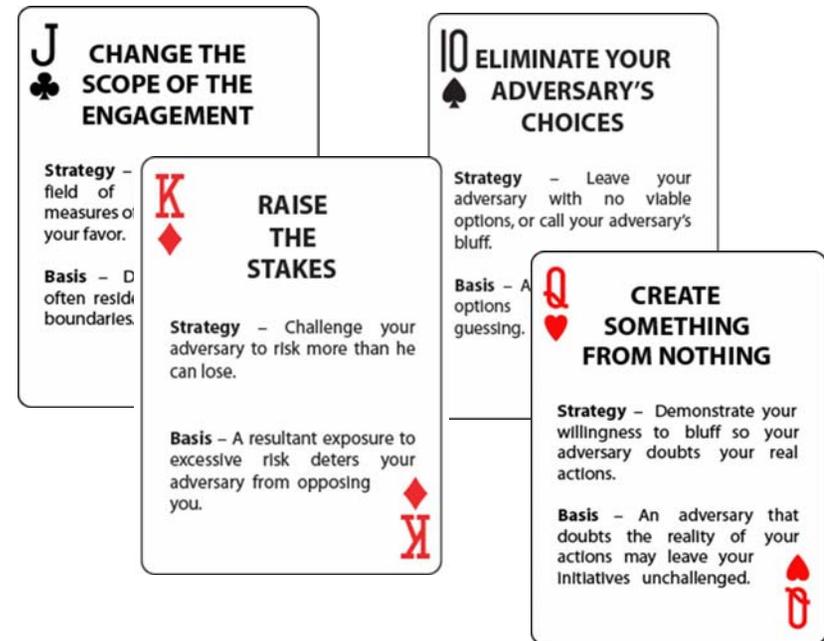
**Basis** – A borrowed hand will deliver your desired result while you keep to a safe distance.



# Scenario Play

- Shuffle cards and draw until you have one card from each suit – 4 cards in total
- Use the combination to describe a situation and ask students what they should do to enact or counter the combined strategy

*This requires some creativity on your part as a trainer*



# Training Continuity

- Unlike most strategy training material, the *Art of War: Sun Tzu Strategy Card Deck* is so compact it should never end up on a shelf
- You and your people can review the deck in a few minutes just about anytime and anywhere they have a few moments to spare



# Interview Tool

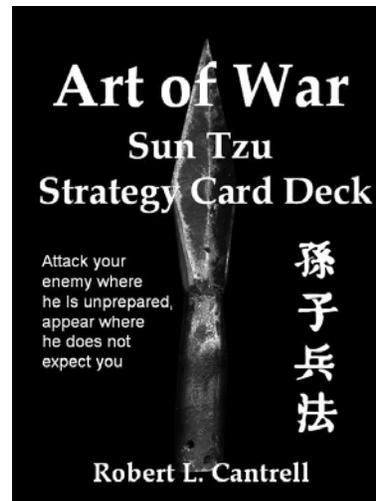
- Since 2004, when the *Art of War: Sun Tzu Strategy Card Deck* was released, one thing has been very clear
  - Executives get it
  - The less upwardly mobile, on the whole, do not
- If you are trying to recruit people with executive potential, their reaction to these cards can prove telling



*When given a chance to review the cards, executives tend to ask where they can get a set; non-executives tend to ask what they are for or what is the game*

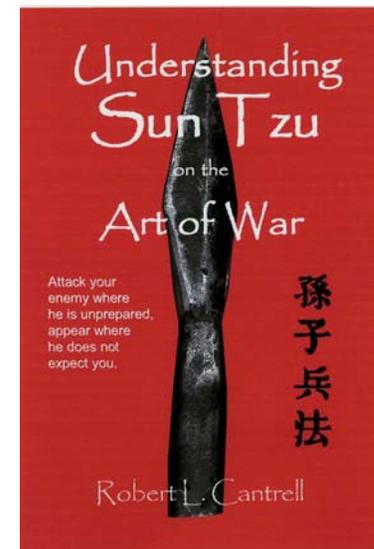


# These are the cards you play when it's not a game

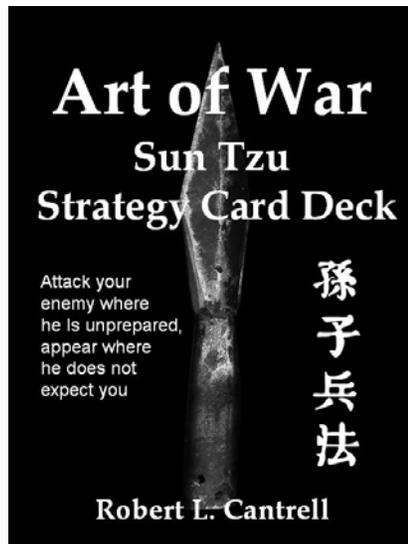


# Further Details on Strategy

- If you want to know more about strategy, consider purchasing the card companion book *Understanding Sun Tzu on the Art of War*
- Or contact Center For Advantage at [info@centerforadvantage.com](mailto:info@centerforadvantage.com)



All the best  
on  
your endeavors!!!



# Contact Details

## ■ Center For Advantage

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- (703) 642-2027
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- [www.centerforadvantage.com](http://www.centerforadvantage.com)



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for Innovators



## ■ Card Products

Center For Advantage

[www.centerforadvantage.com](http://www.centerforadvantage.com)

- Art of War: Sun Tzu Strategy Card Deck

[www.artofwarcards.com](http://www.artofwarcards.com)

- Innovation Planner Cards

[www.innovationplannercards.com](http://www.innovationplannercards.com)

- The Sales Strategy Fundamentals

[www.fundamentalsales.com](http://www.fundamentalsales.com)

# Book by Robert Cantrell

[www.artofwarsuntzu.com](http://www.artofwarsuntzu.com)

## Heartland Reviews

*As a retired military intelligence professional and conflict theorist, I must say this is the best interpretation of Sun Tzu's classic work I have read. The author focuses on the meanings behind this ancient Chinese war philosopher's writings. He puts them into a modern context, making them easy to understand. Apparently the Department of Defense agrees with me on this, since they have selected Mr. Cantrell's book as a text for the National War College in Washington DC. This is a must read for all military officers and business leaders. It rated a perfect five hearts.*

Bob Spear

*Publisher and Chief Reviewer for  
Heartland Reviews, Leavenworth, KS*

