



eCameron, Inc.

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This Issue

Risk 101:

The first in a series of articles on risk management. This article addresses the basics of risk management and the fundamentals of statistics to support its analysis.

Book Synopsis:

The 33 Strategies of War, by Robert Greene. A discussion on strategy with various examples from war, politics and business.

Next Issue

Discussion Topic:

Risk: Estimating Impact. Assigning an impact to risk. Expansion of the example in this edition to show the estimated impact of the risk.

Risk Estimation Tool. A simple Excel spreadsheet for calculating risk effects in non-complex situations.

Book Synopsis: Agile Project Management Using Scrum. Scrum, a software development technique, takes specific traits in a Project Manager. Ken Schwaber describes these techniques.

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Working with Risk

Over the next two editions of this newsletter a set of articles will be published on Project Risk. They are intended for Project Managers who do not have the necessary tools at their disposal to adequately assess risk. The goal is to increase the reader's awareness of how risk can be handled and to justify the cost of risk tools.

When we decided to do a series on risk, we polled some of our readers to see if the concept for the articles was appropriate

for the audience. We were pleasantly surprised at the number that felt a small refresher course in statistics would be the best place to start. We hope we have presented this refresher in a palatable manner. We are not using dice or coins in the examples. In an effort to make them more relevant we have presented risks that we have seen in the past. Of course, to keep the examples easy to understand we have to make a number of assumptions (see Scenario).

Part 1: Risk 101

This article, Part 1 in the series, is a primer on the statistics needed to determine the impact of a set of risk elements. It will present a discussion of project risk, a scenario for the series and the basics of the math involved.

Risk on Projects

How many times have you heard "The only thing executing to plan in this project is the Risk Register"? The reason for this is probably pretty simple—the risks were properly tallied and assessed but their aggregate impact was not understood.

Risks are presented as the odds of occurrence of an event and the impact of that event. They are not absolute since we cannot predict the future. Risk is a business discipline on its own right and is not always bad. Risks in gambling, insurance, etc. are based on analysis of large numbers of reoccurring situations. If there is a 10% chance something that costs \$100 will occur, then budgeting \$10 dollars for each situation where you incur that risk should cover your expenses—if you look at it over, say, 100 occurrences.

Unfortunately we are working with one project where it is unlikely that the risk will reoccur under the same conditions. Therefore, we cannot use empirical data to determine the chances for success. We use experience and data from other projects to come up with a good understanding of what can go wrong.

Everyone associated with the project needs

to understand this point. We are making an estimate, using inductive statistics, to determine the effect of problems. After determining the potential outcome we need to identify ways to minimize the adverse effects.

As opposed to the odds dealt to us in a casino, we can affect the chances of occurrence by creating mitigation schemes. If we are short on resources, we can try to get more. If we have a problem with scope we can implement better change control or do better pre-planning. We are trying to stack the deck in our favor and influence the odds to make our chances of "winning" better. But first, to prioritize our work, we need to understand what risk will have the biggest impact.

The sources of risks are wide and varied. They can be beyond our control (the weather), within our control (poor change request process) or a calculated addition of risk that we feel has significant benefit (adding risk that we think we can mitigate that has some larger benefit).

In general, there are three factors that control a project—"what", "who" and "when". All risk fits into these areas.

1. What: Changes to what is being built.
2. Who: The people, money, tools or building material to make it.
3. When: The date(s) tasks need to be completed.

The "what", or more commonly scope, is affected by internal and external changes

	Risk	Chance	Cost	Lead Time
1	A new programming tool (EquipComm) may need to be purchased to implement a given requirement.	30%	\$1,500	1 week
2	In-house developers are not sure they can learn the new tool (identified in Risk 1) in the timeframe needed, contractor may need to be hired.	60%	\$30,000	6 week
3	Construction may not be completed in time to do deployment testing.	40%	\$1,000/day	N/A

Table 1 – Risk Register

largely due to poor understanding of what is needed. Occasionally scope changes for some other reason that cannot be anticipated, like defects in a component of the system.

The “who”, or project resources, risk can be caused by inadequate estimations for effort, money or materials—any resource for the project.

The “when”, schedule, issues are changes to any part of the schedule. Delivery dates for equipment, sub-components, final product, customer documentation, etc.

Since this is an article, not a book, we will not be able to cover all of these cases in detail. We will cover only a few that we feel will build a base for the rest of our discussions.

Scenario

To explore this let's use some example data extracted from real situations. The assignment was to bid on a fixed-price project for implementing manufacturing software in a new fabrication facility. The client had not yet started construction of the building. Not all the equipment was known at bid time, but some of the equipment orders had been placed. There had been a number of meetings trying to understand the scope of the client's needs. It was felt they had asked for more than they could afford. After looking at the requirements it was decided that some of the requirements did not make sense and the project could be bid without adding the cost of those items. This enabled a lower bid price and acceptance of the risk that the customer would drop certain requirements.

One requirement was for guaranteed delivery of equipment status messages (whether the machine status was in running, teardown, setup, maintenance, qual, or wait states). It was assumed that this requirement could be removed and replaced with educating the customer on the problems when implementing the guaranteed delivery.

The hope was that by removing the requirement and approaching it with the task of educating the user, the price would be lower than the competitor's. Obviously there was a risk, but this approach had been taken in previous engagements. Table 1 shows the resulting risk items.

Basics

To understand this, we need just a touch of statistics. Yes, the class for solving the worst case of insomnia. There are a few concepts that need to be defined:

- Additive Rule
- Conditional Dependence
- Independence
- Multiplicative Rule

Let's start by looking at the common sense rule: **mutually exclusive** odds are **additive**. In other words, if there are

two or more conditions that cannot happen together (i.e. equipment arrives late or equipment arrives early) then their odds of occurrence are additive. If there is a 30% chance that the equipment may arrive early and a 10% chance it will arrive late, then the chance one of these two conditions will occur is 40%. Similarly the chance that it will arrive on schedule is 60% ($60\% + 40\% = 100\%$).

Neither risks 1 or 2 are effected by or will affect risk 3. Since the odds of Risk 3 happening are 40% regardless of whether Risk 1 or Risk 2 happen, then Risk 3 is considered **independent** of the other two.

There are cases where one item affects another—execution of one risk will increase or decrease the chance that another risk will execute. In the above example, it is not possible that we will need a resource with a special skill set (Risk 2) if the guaranteed delivery requirement is not added (Risk 1). Risk 2 is **conditionally dependant** on Risk 1. Using the data in Table 1, if Risk 1 happens there is a 60% chance Risk 2 happens, and if Risk 1 does not happen, there is a 0% chance Risk 2 will happen.

If risks are not mutually exclusive, then the probability of both of them happening is the product of their conditional probability of occurrence. If Risk 1 happens there is a 60% chance of Risk 2 occurring. The chance of both is $30\% \times 60\% = 18\%$. This is the **multiplicative** rule of probability.

Impact

Armed with these definitions we are able to determine the overall risk using this Risk Register. First let's simplify it further by looking just at Risk 1 and Risk 3, since they are not conditional upon one another.

There is no interrelationship between the Risk 1 (added requirement) and Risk 3 (the construction timeline). If there are only two mutually exclusive events that may occur, we know there is a 100% chance that the following conditions will happen:

1. Both will occur
2. Both will not occur
3. One or the other will occur

If we are confident that Risk 1 has a 30% chance of occurring and that construction (Risk 3) is late 40% of the time, then we know that the odds of both happening is $30\% \times 40\% = 12\%$.

The odds of Risk 1 NOT happening is 70% and the odds of Risk 3 NOT happening is 60% so the odds of both NOT happening is $70\% \times 60\% = 42\%$.

Lastly, the odds of one or the other occurring are $100\% - 42\% = 58\%$ or 46%.

This reasoning contains a good degree of be common

sense. The importance of this statement is that the complete set of mutually exclusive occurrences has been defined and the chance of all three add together to make all possible options (100%). If there is a 42% percent change of condition 1, a 12% chance of condition 2, then there is a 46% chance of condition 3. That is because we have listed all the possibilities and there are only two things that can happen—Risk 1 and Risk 3. Looking at these options in this way make them mutually exclusive.

Now to put this all together, we need to create a table of all the combinations of the three risks. Table 2 shows this

Risk Fires			Odds			Combined Odds
1	2	3	1	2	3	
No	No	No	70%	100%	60%	42%
No	No	Yes	70%	100%	40%	28%
Yes	No	No	30%	40%	60%	7%
Yes	No	Yes	30%	40%	40%	5%
Yes	Yes	No	30%	60%	60%	11%
Yes	Yes	Yes	30%	60%	40%	7%
Chance of all:						100%

Table 2 - Risk Combined

compilation.


This tells us we have a 42% chance that we will get by with none of the risks firing or a 58% chance at *least* one will.

The importance is that all three risks had relatively small odds of occurring (30%, 18% and 40%) but when all are put together there is a 58% chance we are not going to meet our plan. Casinos in Las Vegas get rich on those odds.

Extending this out to a more realistic list of risks—twenty items with a 20% chance of occurring and the project WILL have trouble. But even at smaller numbers problems are significant. Saving you from the math, if the risk register has seven independent risks all with a 30% chance of occurring, there is a 92% chance one will occur, an 86% chance two will occur and a 62% chance three will occur. In other words, close to half of them will occur. No wonder we are always in trouble.

This basic math is all that is needed to compile a set of odds that can be used to budget risk contingency. Obviously this is a very simple example and creating a real risk register becomes more complex with quantity and complexity of the risks increase.

* * *

In the part 2 of this article we will explore how to compile quality risk elements, how to assign their odds of occurrence and a method of determining the financial impact on the project. 

Book Synopsis

The 33 Strategies of War, by Robert Greene, is a collection of discussions and examples on offensive and defensive strategies. Most are from wars, but a significant number are from political and business situations. The goal is to educate the reader on these strategies so they may be used in everyday life. The book is classified as a self-improvement, business, psychology and/or military history book.

Summary

The 33 Strategies of War is not as much about war as it is about strategies of dealing in various environments and understanding the counter-strategies to them. Whether you are trying to hone your offense strategies or better your defensive skills to thwart other's attacks, this book provides a series of examples and interpretations to help. Mr. Greene's examples are from a wide variety of people and conditions—Napoleon Bonaparte, Alfred Hitchcock, Sun Tzu, Margaret Thatcher, Shaka the Zulu, Lord Nelson,



The 33 Strategies of War

By Robert Greene

Penguin Group, January 2006

496 pages

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Franklin Roosevelt, Hannibal, Ulysses S. Grant, and many more.

The book is broken into five parts: Self-Directed Warfare, Organizational (Team) Warfare, Defensive Warfare, Offensive Warfare and Unconventional (Dirty) Warfare. Each part contains a differing number of strategies, each in a chapter.

Each chapter has a similar layout. There are multiple examples of political situations (most are battles, but there are plenty of political or business examples) and an accompanying interpretation. There is an occasional "instructional" section followed by examples. All chapters end with a "Reversal" to give a brief discussion of where the strategy may not apply, a contrary view or a defense. Throughout the book Mr. Greene liberally sprinkles quotes from a variety of sources for the reader's interpretation. These are artfully laced in the margins and between sections.

Usage: This book does not have to be read cover-to-cover. There are only a few places Mr. Greene assumes previous

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sections were read and those conditions are rare. Therefore, it may be used to supply information that is relevant to specific situations. A suggested method of reading this book is to read the first section in each chapter to provide a "feel" of the discussion. When a situation is encountered where this strategy is being used, read the entire chapter or all chapters in that part. Regardless, the examples are educational and applicable in many situations.

Analysis

Following is a synopsis of each chapter. This description serves the following purposes:

4. A summary of the book's contents,
5. An aid to further understanding the situations outlined,
6. As reference notes pointing to potentially relevant portions of the book.

Synopsis of the Strategies

Part 1: Self-Directed Warfare

1) Declare War on Your Enemies: The Polarity Strategy. To fight you must know and identify your opponents.

The Inner Enemy. Hired to fight the Persians in 401bce, Xenophon had to turn a mercenary band of Greeks into a unified group fighting for self-preservation. They had to identify the opponent, determine the reasons for their fight and battle their own issues.

The Outer Enemy. Margaret Thatcher defined her fight and her opponent. She fought relentlessly for what she felt was right, not backing down in the face of opposition and driving her tasks to completion.

Keys to Warfare

- Define your opponent.
- If in doubt, test to ensure he is your opponent.
- Having opponents implies your importance, maintain your focus.
- Use your opponents to distract attention from you.

Reversal

Identify and fight your opponents, but when you have won act conciliatory.

2) Do Not Fight the Last War: The Guerrilla-War-of-the-Mind Strategy. Tactics age, keep tactics fresh and always develop new ones.

The Last War. In 1806 Prince Friedrich Ludwig of Hohenlohe-Ingelfingen fought Napoleon I of France, but his strategies were those of Frederick the Great and were old and tired. Napoleon's innovative strategies outwitted him.

The Present War. In 1605 Miyamoto Musashi, a samurai, had a series of defining duels. He developed a pattern for his fighting, but would regularly change his tactics to confound and confuse his opponents. His continual adaptation of his tactics afforded his opponents no comfort.

Keys to Warfare

- Drop preconceived notions.
- Forget the last war.
- Re-examine beliefs and principles.
- Keep inventing new plans.
- Adapt to current times.
- Reverse course doing the opposite of what has been done before.

Reversal

No complete reversal, do not fight the last war, learn from it.

3) Amidst the Turmoil of Events, Do Not Lose Your Presence of Mind: The Counterbalance Strategy. You must stay focused, define your goals and have the confidence to achieve those goals. With this in mind, strive toward that goal relentlessly.

Hyper-Aggressive Tactic. Lord Nelson in the 1801 battle at Copenhagen disobeyed orders from a self-concerned superior (Sir Hyde Parker). His confidence and leadership defeated the Danish navy.

Detached Buddha Tactic. Film director Alfred Hitchcock always had a complete understanding and plan for his movies. He knew the look and feel that he wanted to achieve. His methodical approach, though confusing to others, gave him a calm demeanor on the set.

Keys to Warfare

- Do not get frustrated by people less strategic or foolish, use them to your advantage.
- Seek out the conflict, do not hide from it.
- Maintain presence of mind; do not let yourself be intimidated by yourself or others.
- Do not panic; focus on what you are confident in.
- Develop a quick reaction sense, make decisions.
- Rely only on yourself, minimize reliance on others.

Reversal

The only reversal is to use this against others, intimidate them and raise their paranoia to allow them to intimidate themselves.

4) Create a Sense of Urgency and Desperation: The Death-Ground Strategy. When there are no other options, people fight harder. If the choice is life or death they have nothing to lose.

No Return Tactic. In 1504 Hernán Cortés used this tactic as he removed the ability of his men to return to Cuba. They had to fight the Aztecs even though grossly outnumbered.

Death at Your Heels. Fyodor Dostoevsky's near execution fortified his resolve to make each work as if it were his last. The intimate experience with his mortality allowed him to rise above life's trivialities.

Keys to Warfare

- Take the one and only chance approach.
- Do not wait to be ready, act sooner.
- Act as if it is you against the world.
- Stay restless, do not seek comfort.

Reversal

Be aware that when you are the aggressor and your opponent has nothing to lose, this strategy will work for them.

Part 2: Organizational (Team) Warfare

5) Avoid The Snare of Groupthink: The Command-and-Control Strategy. Take command and control. Do not be too authoritarian and not too weak

The Broken Chain. In early World War I (1915) the British

attacked Constantinople attempting to open access to the Black Sea to supply Russia and to facilitate attacking the German Empire from the East. But General Ian Hamilton led his command by delegating details to subordinates. This resulted in lack of understanding of the tactical objectives of securing Tekke Tepe, hence losing the battle.

Remote Control. Throughout his career General George Marshall established a set of protégés carefully teaching them his philosophy of command. This created the ability for him to know and trust the actions of his subordinates. Eventually allowing him to place generals, like Dwight Eisenhower, in positions of extreme authority knowing the situation would be run according to his beliefs and style.

Keys to Warfare

- Create a chain of command.
- Divided leadership is dangerous.
- Look for people to fill your voids of knowledge, rely on them but do not become captive to them.
- Ensure you get rapid information from the trenches.
- Be wary of the politically inclined in your midst.

Reversal
<p>It is never good to give up authority. If your opponents are a group of allies, determine ways to split them based on the weaknesses in their alliance.</p>

6) Segment Your Forces: The Controlled-Chaos Strategy. Smaller units are more agile, mobile and deft. Create a command structure that allows independent movement of troops while maintaining objectives.

Calculated Disorder. In 1805 Napoleon was being attacked by Austrian Empire troops under Karl Mack. Napoleon divided his troops and supplied them with specific instructions, surrounding the Austrian troops who surrendered at the Battle of Ulm with little fighting.

Keys to Warfare

- Keep yourself in a position of force (Sun Tzu's "Shih").
- Instill the philosophy of following commands "in spirit" not "by the letter".
- Create enmity in the troops so that when they are apart they follow the same philosophy.

Reversal
<p>At times, especially when a change of tactics is required, the team may need to be tightened; brought together to become one again.</p>

7) Transform Your War into a Crusade: Morale Strategies. Create an atmosphere of fighting for something noble—a cause or a need. Respect your troops.

The Art of Man Management. Be a leader 1) fight for a cause, 2) provide for the team, 3) lead by example, 4) focus the team's energy, avoid idleness, 5) feed the emotions to feed the cause, 6) reward and punish sparingly, but let the team know they exist, 7) build team history and use it to bond, 8) remove the disaffected.

Historical Examples:

1. 1630: Oliver Cromwell, who had little military background, joined the English Army to lead a crusade of the Puritans. He recruited like minded individuals and com-

manded a formidable unit.

2. 1931: Lyndon Johnson kept his teams working hard by keeping praise illusive and fostering competitive atmosphere to get that praise.

3. 281bce: Building spirit for the upcoming fight, Hannibal provided competitive war games for his troops to show them the lengths that people would go to join their army.

4. 1950: North American football's Green Bay Packers hired Vince Lombardi who treated all players equally and made them all earn respect and praise. He used the fear of public reprimand to keep team members in line.

5. 1796: Napoleon energized his troops with the "Spirit of the Republic" for their battles, often visiting troops or the wounded so they would see his energy and build their morale.

Reversal
<p>Morale spreads, but so does discontent. At the first sign of discontent quell it. In 58bce Julius Caesar actually arrested his rumormongers.</p>

Part 3: Defensive Warfare

8) Pick Your Battles Carefully: The Perfect-Economy Strategy. Fight economically, conserving all your assets. Know your strengths and play to them. War consists of weakening the other side—militarily, financially and morally.

Spiral Effect. In 280bce Pyrrhus of Epirus acted as a mercenary to the city of Tarentum, about to go to war with Rome. He was drawn into a series of battles by his ego and guided by inadequate intelligence. He won the battles, but his army was decimated. The final war, the Pyrrhic War, ruined him forever and was the genesis of the term "pyrrhic victory".

Strengths and Weaknesses. Queen Elizabeth I ascended to the throne of England in 1558, at that time a secondary military power. Against her advisors she waited and did not engage Philip II of Spain. Instead she looked for more subtle ways of damaging him, she enlisted the royal Navy to run pirate raids on his ships returning from the New World and using other less conventional techniques to destroy the Spanish Armada. Queen Elizabeth I carefully picked her battles to conserve resources and slowly decimate a superior force.

Keys to Warfare

- Make due with what you have. Leverage your assets.
- Do not rely on technology and equipment, rely on your knowledge.
- Balance your ends to your means. Do not get over extended.
- Use deception where you do not have the economic means to expand.
- Do not proceed out of pride. Stop before it gets worse.
- Know your limits.

Reversal
<p>One can win an expensive battle, but it is usually not worth the risk. Try to spend your opponent's assets, draw them into the battle and bait them to fight the expensive fight.</p>

9) Turn the Tables: The Counterattack Strategy. Moving first shows your opponent your strategy. Wait. Draw them into making the first move. Analyze their strategy and counterattack based on the weaknesses they reveal.

Disguise Aggression. Prior to the Battle of Austerlitz (1805), Napoleon played scared and panicky. Czar Alexander I, anxious for revenge, decided to lead the allies into battle. Napoleon drew the opposing forces forward to expose their weak center and defeated them.

Jujitsu. In the 1944 Democratic Presidential race, the Republican Party, trying to elect Thomas Dewey, made continual slanderous remarks about Franklin Roosevelt (FDR). FDR waited and did not respond until they made comments on his dog, Fala. FDR delivered a satirical speech defending his dog, humiliating Dewey.

Keys to Warfare

- History shows that defenders usually win the war.
- Turn your aggressor's anger against them.
- Remove your emotions.
- Keep calm, irritating and frustrating your opponent.
- Attempt to draw your opponent into battle by their anger.
- Deceive your opponent into attacking.

Reversal

There are times when one needs to strike first, but try to draw your opponent into the first strike, on your terms. If this does not work re-assess your options for an offensive approach.

10) Create a Threatening Presence: Deterrence Strategies. Make people think they will lose, bluff if needed. People want an easy victory and will not attack if they think they will lose.

Reverse Intimidation. 1) Make bold maneuvers and bluff wisely, 2) be a threat, make sudden moves, imply aggression, 3) move irrationally, create unpredictability, act crazy, 4) Feed your opponent's paranoia by showing him your capabilities that he is afraid of, 5) maintain a bad reputation, mean, nasty and non-negotiable.

Deterrence and Reverse Intimidation in Practice

1. In 1862, during the American Civil War, Stonewall Jackson acted strong and played to George McClellan's weak points focusing on his anxiety and timid nature.
2. In the 13th century, Robert the Bruce made great strides with a ragtag army against the Kingdom of England's armies and King Edward II. It eventual brought him recognition (from King Edward III). Most of the gains by Robert the Bruce were through bold raids, swift incursions and combination of offensive and defensive actions.
3. In 1874 Louis XI used Duke of Milan's ambassador to France, Christopher Bollate, to carry fabricated rumors about France's suspicions of the Duke's intentions, threatening attack and irrational actions. This helped maintain a peaceful alliance.
4. John Boyd was assigned to work in The Pentagon to design a new fighter and found the politics difficult. He used a strategy of playing dumb, but heavily researched issues purposed by others and plotted tactics to kill the initiatives.

Reversal

Risk is inherent in making yourself look foolish or simply threatening. Without action you will condition people to ignore you. You need to take action on occasion.

11) Trade Space for Time: The Nonengagement Strategy. Retreat will gain the advantage of thinning your opponent's forces and lengthening their supply and communication lines allowing your forces to concentrate. Not fighting, when they know you can, will aggravate your opponent and increase the chance of them making an irrational move.

Retreat to Advance. Chiang Kai-shek's nationalist party forced Mao Tse-tung's communists to retreat in the early stages of the Chinese Civil War. This action had the effect of strengthening support for the Communists by uniting and galvanizing the peasants. In 1949 the communists defeated the nationalists.

Keys to Warfare

- Retreat to solidify troops and support.
- Frustrate the opponent by refusing to fight.
- Draw out supply and communication lines of opponent.
- Create the conditions for increased error on the opponent's side.

Reversal

Retreat is not an end, unless your goal is martyrdom. Your plan must include an attack. Fighting for martyrdom has a grander cause you will never see.

Part 4: Offensive Warfare

12) Lose The Battles But Win The War: Grand Strategy. Have a bigger plan.

Great Campaign. Alexander the Great developed a new strategy of looking far forward, differentiating him from other leaders. He first gained the ground he needed (territorially and emotionally) but did not increase his holdings to a point that they could not be governed. He did not fight battles he could not win, for instance devising plans to capture the major Mediterranean ports; effectively nullifying the Persian navy.

Total Warfare. In 1968 during the Viet Nam war Vo Nguyen Giap executed a country-wide offensive on the Tet holiday. Although having to retreat from their gains, the offensive was designed to confuse the US and South Vietnamese armies and to play to the US media. It was quite successful.

Keys to Warfare

- Look past what appears to be the threat and find the source and attack it.
- Make your actions hard to follow, do not expose your strategy.
- Have purpose and goals, looking far into the future.
- Look beyond the opponent's horizon.

Reversal

Having a grand strategy can result in success and create 1) too many options, resulting indecision, 2) a "drunkenness" on success and reckless behavior.

13) Know Your Enemy: The Intelligence Strategy. Know your opponent's moves and do not let your motives be known. Understand their way of thinking.

The Mirrored Enemy. In 1838 the British invasion of Afghanistan (led by Lord Auckland) was to reinstate western friendly Shuja Shah Durrani, deposing the current leader Dost Mohammad Khan. But Auckland did not understand the Afghan people or their culture, making numerous mistakes. The result was his death and the return of Dost Mohammad to power.

Close Embrace. Between 1806 and 1813 Prince Metternich met with Napoleon in hopes of understanding him and finding points of weakness that he could exploit. Over time he assisted in orchestrating Napoleon's marriage to Marie Louise. Metternich used this and other knowledge to the advantage of Austria allowing them to build an army and join a greater alliance in Europe eventually leading to the defeat of Napoleon at Waterloo.

Keys to Warfare

- Gather knowledge on your opponent.
- Learn to read people, learn them.
- Submerge yourself in their mind.
- Hide your observations.
- Strive for quality of information, not quantity.
- Be aware of internal spies and disarm them.

Reversal
You must be formless and difficult to read, spread false information to lead other's astray.

14) Overwhelm Resistance With Speed and Suddenness: The Blitzkrieg Strategy. Use a slow methodical start with a well-planned attack, move fast and sure.

Slow-slow-quick-quick. In 1218 Genghis Khan attacked and defeated the more powerful Muhammad II of Khwarezm starting with a series of small deliberate attacks that looked like losses. He then made more serious and speedy attacks to defeat Muhammad II.

Keys to Warfare

- Small units provide mobility.
- Must have superior coordination.
- Requires quick orders through light chains of command.

Reversal
Slow erratic start that is non-predictive, speed is imperative.

15) Control the Dynamic: Forcing Strategies. Be in control. Be assertive. Control your opponent's mind. Move them into your territory.

The Art of Ultimate Control. Make the first move, fight on your territory where you are comfortable, look for your opponent's weakness and draw them into it, deceive your opponent to make them think they are in control.

Historical Examples

1. In 1942, during World War II, Rommel used smaller tank units on the North Africa deserts to strike the British. He kept the units moving continuously, like ships at sea, reducing the ability to attack them. Often he rode with the front line of attack in order to shorten the information chain.

2. While working on the Paramount Pictures film "*Night After Night*", in 1932, Mae West slowly made moves to change the dynamic of power into her court. Eventually she took over significant portions of the film's writing.

3. During the American Civil War, General Sherman faced off with General Johnston in battles over Richmond, Virginia. He played to Johnston's paranoia and his overall defensive nature. He continued the tactics against General Hood in Atlanta, Georgia and took the city in a surprise move.

4. The slave Frederick Douglass, originally owned by Thomas Auld, was sent to be "broken" by Edward Covey. After many battles, Douglass became openly defiant to Covey, fearing death and having nothing to lose Douglass fought Covey and achieved victory simply by creating a situation where Covey would lose his reputation as a slave breaker.

5. Psychiatrist Milton Erickson used hypnotherapy among other techniques, to help his patients. Occasionally his patients would not cooperate with his therapy. He would gain control through various means including hypnosis, deception, and reversal.

Reversal
There is no reversal; you must have control, although you may not want to show it.

16) Hit Them Where it Hurts: The Center of Gravity Strategy. Attack the central point, be it the command center, supply lines or belief system. Capture and destroy it.

Pillars of Collapse. In 209bce Publius Scipio attacked and captured New Carthage, Hannibal's main supply point and the Carthagian capital in Spain. This crippled Hannibal's supply routes. Scipio continued on to Carthage in 204bce, capturing it in 203bce recalling Hannibal from Italy and removing his threat.

Keys to Warfare

- Find the center point of your opponent and attack it—be it belief system, media, communication or supply lines.

Reversal
No reversal, everyone regardless of structure has a center of gravity.

17) Defeat Them in Detail: The Divide and Conquer Strategy. Look at the parts and determine how to control them, create dissension and leverage it.

Central Position. In 490bce the Persians planned an attack on Athens. They landed 24 miles north of Athens on the plains of Marathon. The Greeks traveled north blocking the pass between the two areas. The Persians split their troops at night and attempted an attack directly by sea. The Greeks attacked the troops in what is known as the Battle of Marathon and then ran back to Athens to prevent the Persians from disembarking (hence the running event).

Attacking the Joints. Leading up to the American Revolution, Samuel Adams was continually fighting for free representation for the colonies. For the most part he struggled, until the enactment of the Stamp Act by the British. In 1765 Adams was able to rally the colonists around the point of "No taxation without representation". Then with the Tea Act, in 1773, Adams rallied people to revolt, dumping tea into the Boston Harbor.

Keys to Warfare

- Romans divided the power base of their captured areas so that no one area had the power to attack.
- Divide groups and they are easier to conquer.
- Historically people have banded together to defend themselves, deny them this comfort.
- Surprise and splinter the group attacking the pieces.

Reversal
Divide your team can generate a deft and mobile force.

18) Expose and Attack Your Enemy's Soft Flank: The Turning Strategy. Bait for a frontal attack; get your opponent to extend his ranks and in the distraction have your forces attack his exposed flank or rear.

Turning the Flank. In 1796 Baron Joseph Alvinczy attempting to dispel the French from Verona, was drawn forward by Napoleon, in the Battle of Arcola, exposing his flank and allowing Napoleon to surround and defeat him.

Occupying the Flank. Julius Caesar perfected the art of indirect fighting. Although there were many times when he enlisted the direct method, there are many cases where he fought indirectly. Notably were the power struggles with Pompey. Much of his work was done by showing Pompey's men his kind and honest treatment of his troops. This worked to get many of his opponent's troops to surrender.

Keys to Warfare

- Indirection is the key to modern day business.
- Use charm and flattery to lure your opponent to drop their guard.
- Show your opponent's bad traits.

Reversal
Occupying the opponent's position can reverse on you by making you look too much like them, losing differentiating factors.

19) Envelop the Enemy: The Annihilation Strategy. Maintain constant pressure on your opponent to defeat their willpower.

Horns of the Beast. In 1778 the British in Natal wanted to absorb the Zulu territories. In the Battle of Isandlwana the Zulu used their knowledge of the land to surround, surprise and rout the British.

Keys to Warfare

- The psychology of enclosure is strong. John D. Rockefeller used this tactic to "surround" potential competition buying land and infrastructure they needed to compete with him.
- Use what you have in abundance.
- Create the feeling of being surrounded by creating attacks from nowhere.

Reversal
No reversal. Without 100% success you are left open to reprisal.

20) Maneuver Them Into Weakness: The Ripening For the Sickle Strategy. Continue calculated moves in your position. This will enable you to control the situation and bewilder and exhaust your opponent.

Maneuver Warfare.

- Create flexible plans with many options.
- Keep your opponent in check and always on a new defensive.
- Give yourself room to maneuver.
- Make plans with slight irrationality to puzzle your opponent.

Historical Examples:

1. In 1800 Napoleon had to defeat the Austrian armies in Italy. He made his plans and nearly everything went wrong. But Napoleon had made enough alternate plans and he kept maneuvering to the new situations at hand and he defeated them at Marengo where his original plans had predicted he would.

2. In the 1936 US Presidential campaign the Republican Party nominated Alf Landon to run against incumbent Franklin Roosevelt. Landon tried to defeat Roosevelt by supporting the New Deal but criticizing the creator (FDR). Roosevelt waited until Landon did not have enough time to move from this stance and attacked.

3. In World War I the British tried to capture Aqaba from the Turks. T. E. Lawrence, fluent in Arabic and familiar with the tribes of the Syrian Desert, used a small army to move quickly through the desert and antagonize the Turks. His fast maneuvering denied the Turks a target and he was able to cut their supply lines resulting in the surrender of Aqaba.

4. In 1937 Harry Cohn of Columbia Pictures hired Leo McCarey to direct "The Awful Truth". The script was poor and McCarey had to figure out how to improve it. He routinely made changes at the last minute and would wait to shoot until he felt it was right. This ploy gave the movie spontaneity and drove it to success.

5. Tsukahara Bokuden, a master samurai, was challenged by a young unnamed swordsman. Bokuden practiced Mutekatsu-ryu and moved the challenge to an island. As his challenger stepped from the boat, Bokuden pushed the boat away from the shore, stranding (and out maneuvering) the young swordsman.

Reversal
There is no advantage of a direct attack. Maneuvering, though, can give you too many options and can paralyze your advance.

21) Negotiate While Advancing: The Diplomatic-War Strategy. When negotiating a settlement you should not let up on the pressure to advance. This provides you more to negotiate with and does not give your opponent time stop and regroup.

War by Other Means. Philip II of Macedonia came to power in 359bce. The city-state of Athens did not support his ascent. In the negotiations between the Athenians and Philip II, he continued to make promises of peace but continued to grow his empire. Eventually he formed the League of Corinth (note: The book refers to this as Hellenic League which appeared 100 years earlier) to ally many Greek city-states to attack the Persians.

Jade for Tile. At the onset of the Greek War of Independence (1821) Russia's Greek born foreign minister Capo d'Istria felt it imperative that Russia support Greece. This

would give Russia access to warm water ports in the Mediterranean. Wary of the desire of Austria's Prince Metternich to keep Russia from these ports, he cautioned his emissary to not let Metternich negotiate. This failed and Metternich played to the weaknesses of Czar Alexander I and he thwarted attempts of Russia assisting Greece.

Keys to Warfare

- Be amiable, but focus on the goal of advancement.
- Negotiation gives your opponent time to regroup.
- Maintain pressure and advance to give your opponent reason to conclude.
- Ask for little, you get only a little.

Reversal
Moving too far or being too aggressive can embitter your opponent and others creating animosity and prolonged resentment leading to retribution.

22) **Know How To End Things: The Exit Strategy.** Know when you are beat and cut your losses. Know how to win with flair and bring a positive conclusion to the encounter; reducing your opponents in the future.

No Exit. The Soviet Union's invasion of Afghanistan, and the resulting war, caused a no win situation for the Soviet Union primarily due to the lack of understanding of the Afghan people. Significant expense (monetarily, politically and in troop loss) caused Gorbachev to completely withdraw Soviet troops in 1989. (Note: Greene refers to Afghanistan's "ports on the Indian Ocean", I can find no reference to alliances that would bring that about.)

Ending as Beginning. Lyndon Johnson fought a tough election for the Texas 10th Congressional seat in 1937. He had few friends in the party but soundly defeated seasoned political veterans. Immediately after the election he amiably approached his opponents thanking them to the hard fought campaign and successfully wooing them into his alliance.

Keys to Warfare

- Conclude realizing the end is more important than the success of the fight.
- Concluding exhausted is not favorable since there is no energy left to create alliances.
- Dreamers never complete, their end is always poor.
- Closure needs satisfaction for all involved.
- Humiliation of the defeated only creates animosity.

Reversal
No reversal, you must end an engagement positively.

Part 5: Unconventional (Dirty) War

23) **Weave a Seamless Blend of Fact and Fiction: Misperception Strategies.** Deception is an ancient art and invaluable when throwing people off your track. Misinformation and decoys can consume your opponent.

The False Mirror. During preparation for the invasion at Normandy in World War II, the allies developed a significant number of deceptive plans. These included a fake army in England (FUSAG) and a look alike of General Montgomery in the Mediterranean theater. A wealth of misinformation, paralyzed Hitler's decision making capabilities.

When the actual invasion started this slowed his reaction.

Keys to Warfare

- Make a strong front look weak.
- Make a weak front look strong and attack from another direction.
- Feed your opponent with misinformation.
- Maintain a pattern with the intent of changing it for surprise.
- Use imaginative and complete camouflage.
- Make the real look false and the false look real to create complete ambiguity.

Reversal
Uncovered deception is a huge advantage to your opponent. Maintain a cover story in case you are discovered. Don't rely only on deception; it is tool not a plan.

24) **Take The Line of Least Expectation: The Ordinary-Extraordinary Strategy.** Do the unexpected. If always calm be radical, if always radical do something ordinary.

Unconventional Warfare

- Use tactics that your opponent does not know.
- Mix ordinary tactics with the unusual.
- Act crazy but calculated.
- Continue to think of new things.

Historical Examples:

1. In 219bce Rome decided to take the offensive with Hannibal. They chose to face him at the Trebia River. Hannibal exhibited erratic behavior and drew the Roman army across the river and then shocked them with his use of elephants. The Romans made many other attempts to draw Hannibal into a fight but Hannibal did the opposite of what they expected giving him a great advantage.
2. Cassius Clay challenged then Heavyweight champion Sonny Liston to the boxing title in 1962. Clay's unorthodox behavior, fighting technique and his nonconformist behavior gave him a great advantage in the fight, since his opponent did not know what to expect.
3. In 1862, Ulysses Grant led a battle to capture Vicksburg. He moved troops across the Mississippi River and sent them toward Jackson to cut the supply lines to Vicksburg. This move was not expected since it would mean that Grant's forces would not have their communication lines open. It surprised Confederate General John Pemberton; who was unable to predict the impact of the maneuver.
4. The Ojibwa tribe had an elite band of warriors called the Wendigokan. This band would act crazy during battles, yelling the exact opposite of their intent. This caused confusion in their opponents and terrified them from engaging in battle.
5. For the New York Society of Independent Artists' first exhibition, Marcel Duchamp chose a radical new format—anyone could exhibit a work of art. Duchamp under the pseudonym "R. Mutt" submitted a urinal lying on its back called the "Fountain". There was outrage in the organization, but opened a new view and challenged the definition of art.

Reversal

There is no advantage to attacking by the expected means and methods.

25) Occupy the Moral High Ground: The Righteous Strategy. Justify your cause as the correct and moral way. Show your opponent's self-serving side. Show yourself as the underdog.

The Moral Offensive. Pope Leo X wanted to complete construction of St. Peter's Basilica. To raise the funds for the church, he started the practice of selling indulgences. A German theologian and Priest named Martin Luther challenged the practices in his "95 Theses" saying that only God could forgive one's sins. He argued his stand based solely on the Bible systematically refuting each of the Pope's retorts. This effort by Martin Luther was the genesis of the Lutheran and Protestant traditions.

Keys to Warfare

- Reveal the hypocrisy of your opponent.
- Justify your actions based on morality.
- Represent yourself as "good", your opponent as "bad".
- An immoral act will ruin your reputation.
- Make your opponent start the actual "fight".
- Wars of self-interest are short and defined.
- Wars on moral grounds are long and protracted, attempting to annihilate the roots of the immoral.

Reversal

Playing the high ground can make you look righteous and condescending. This can alienate and disgust your supporters.

26) Deny Them Targets: The Strategy of the Void. Remove any targets you have for your opponents. Do not create a front or make your front so broad that attacking it attacks their base. No targets will frustrate your opponents, increasing the chance they will make a mistake.

The Lure of the Void. Napoleon's 1812 invasion of Russia met with a retreating Russian army putting up little resistance and buying time. Cossacks sniped him, retreating Russian troops left behind burned out towns and fields and no food. The initial French force of 450,000 troops was reduced to 100,000 by the time they reached Moscow. The retreat led to further decimation.

Keys to Warfare

- Guerrilla bands are easier to hide and maneuver.
- Large armies are susceptible to guerrilla attack.
- Guerrilla warfare is strongly psychological.
- Exhaust the opponent.
- Lure your opponent to attack to use guerrilla tactics effectively.

Reversal

You cannot use conventional means with a guerrilla you must deny them targets. If you do attack, attack strong and quick at any central point they have.

27) Seem to Work for the Interests of Others While Furthering Your Own: The Alliance Strategy. Form temporary alliances to meet your current needs, do what is necessary

to hide the temporary nature of your business. Undermine your opponent's alliances to weaken them.

The Perfect Ally. 1467 Charles I, Duke of Burgundy expanded his empire by forming an alliance with Edward IV of England to attack Louis XI of France. But Louis XI found out about the invasion and formed an alliance with Edward IV removing the threat from the Duke.

False Alliances. Murray Bowen, a psychiatrist, used his clinical knowledge to resolve a personal family situation. He wrote a series of letters to family members in order to show concern for the person, but exposing a series on gossipy relations that were in the family. In this process he actually created a degree of autonomy for himself which gave him the power to control the situation and facilitate his siblings in creating a healthy family relationship.

Keys to Warfare

- Find those to advance your current interests.
- Help someone else you need help from to create debt.
- We need allies in our struggles—for resource, skill or protection.
- Damage other's alliances.
- Play the autonomous center, brokering resolution.
- When fighting allies create mistrust between them dividing their ranks.

Reversal

Be wary of people that come to your assistance. Other will use this against you; ensure that they do not use you negatively. Look to turn that alliance to your positive.

28) Give Your Rivals Enough Rope To Hang Themselves: The One-Upmanship Strategy. Give your opponents the space to make mistakes, provide them with assignments they cannot complete and damage their reputation. Hide your involvement and maintain your innocence.

The Art of One-Upmanship. Look for the internal rival, find their weak spot and needle it to make them anxious. Employ others to work the anxiety and make it bigger. Get your rival to over-react and step back and let them do the rest. When they are near the end of their destruction, offer help, not to rub in the defeat, but help show your innocence.

Historical Examples:

1. John McClelland volunteered as a Brigadier General in the American Civil War. He wanted fame and ascension to the presidency. He tried using his influence with President Lincoln to take over the siege of Vicksburg. General Grant, whose department Vicksburg fell under, caught wind of the plans and diverted troops headed to McClelland for his own use. This and other actions infuriated McClelland, whom made numerous moves that alienated him from his allies.
2. Académie Française was founded in 1635 to maintain the purity of the French language. In 1694 King Louis IV appointed the Bishop of Noyons to the counsel. Although qualified, he was arrogant and offensive. On inauguration day the abbé de Caumartin gave a subtly mocking speech that was seen as such by all but the Bishop. His eventual humiliation led to the Bishop leaving the Académie.
3. Tsukahara Bokuden, renowned samurai, was challenged by an ambidextrous young samurai. Bokuden accepted the challenge, but focused challenger's attention on

the “unfair” use of his left arm. In the fight, Bokuden attacked his right. Later, in 1605, the swordsman Genzaemon was challenged by Miyamoto Musashi. Musashi showed up late and in non-standard attire, this angered Genzaemon positioning him to make many errant moves.

4. Bob Dole of Kansas challenged George H. W. Bush for the 1998 Republican’s nomination for President. Lee Atwater, Bush’s strategist, knowing of Dole’s temper, spread rumors about his wife’s, Elizabeth Dole, qualifications as Secretary of Transportation. Dole’s anger came through in the media severely damaging him.

5. Joan Crawford had a continual rivalry with Norma Shearer and Bette Davis. She contrived two methods for steeling their thunder. With Shearer she worked to annoy her on set and got her to expose her nasty demeanor. While with Davis, she stole the spotlight while accepting Anne Bancroft’s Oscar for “*The Miracle Worker*”.

Reversal
This approach can raise suspicions and be politically costly; a direct approach will minimize that cost. Use this sparingly.

29) Take Small Bites: The Fait Accompli Strategy. Making advances in small pieces will often go unnoticed by rivals. By the time they notice your growth, it may be too late.

Piecemeal Conquest. After the fall of France to Germany in World War II, Charles de Gaulle received permission from Winston Churchill to broadcast to the Fighting French over the BBC. The broadcast was met with great public support. He continued to expand this small foothold by leading forces in Central Africa and building the French Resistance with Jean Moulin. When Franklin Roosevelt plotted to replace him with Henri Giraud, de Gaulle fought bitterly with Giraud and was able to fill his staff with de Gaulle loyalists.

Keys to Warfare

- People dislike confrontation so giving little pieces is easy.
- Take control, your opponent will have to fight to get it back.
- Look for opportunities in a rival’s troubled times.
- Be patient, time is your ally.

Reversal
When being attacked by this method, stop it decisively.

30) Penetrate Their Minds: Communication Strategies. Fight with words that will occupy your opponent, make them think and try to interpret your meaning. Use actions other than words to make a lasting impression.

Visceral Communication. In filming “*The 39 Steps*” in 1935, Alfred Hitchcock handcuffed the leads Madeleine Carroll and Robert Donat and then feigned losing the key and left them handcuffed for many hours. The ploy was to make them understand the script they were about to play. Hitchcock furthered his indirect communication by actions contrary to the situation—working his actor’s minds.

The Mastermind. Niccolo Machiavelli worked in Florence’s Second Chancery. As Florence went in and out of Medici control between 1494 and 1512, Machiavelli was displaced from his job. In order to stay in touch with the Florentine government he wrote “*The Prince*”, on princely rule,

and engaged his friend Francesco Vettori to show it to the Medici’s. He later wrote “*Discourses on Livy*”. These unpublished works were a stepping stone for Machiavelli to return to favor. After his death the manuscripts were published in multiple languages. Eventually his works permeated the minds of many cultures having a greater communication power than Machiavelli could have ever imagined.

Keys to Warfare

- Use the profound to stay with other people over time.
- Communicate with action, not only words.
- Silence can say more than words.
- Shock will bring short lived communication.
- Communication must focus on change.

Reversal
Watch other people’s communication for generalities that hide their intents or clichés that distract people’s focus.

31) Destroy From Within: The Inner Front Strategy. Infiltrate your opponent’s camp. Once there, you do not need to attack or show your intentions. Slowly take over from within.

The Invisible Enemy. Adolf Hitler assigned Wilhelm Canaris to set up the Abwehr (Germany’s intelligence group for the General Staff) in late 1933. Hitler was impressed and trusted him for advice. During his tenure Canaris advised against the invasion of the United Kingdom, against allying with Francisco Franco of Spain to use the island of Gibraltar to weaken the British and assured Hitler that Italy’s Pietro Badoglio was not about to surrender in 1943. Only after the latter did the Germanic-SS determine he was working to subvert Hitler.

Friendly Takeover. 1929 André Breton, creator of the Surrealist Manifesto, wanted to breathe more life into the surrealist movement. He felt Salvador Dalí could provide that boost. It did. But Dalí’s affinity to Hitler and Lenin brought the group to a boil. Dalí left for New York where he made a successful career and became synonymous with surrealism.

Keys to Warfare

- Do not attack the walls of the fort, attack from within.
- Exploit your opponent’s disaffected.
- Undermine the morale of your opponent’s troops.
- Befriend your opponent and work from within their mind.
- Be patient and take small steps.
- Keep your group of conspirators small.

Reversal
Look for the saboteur within, but do not be paranoid. Treat your troops fairly and they will police themselves.

32) Dominate While Seeming to Submit: The Passive-Aggressive Strategy. Use non-aggression to fight your opponent. Their aggressive acts will benefit you and garner support from others. Since there is the presentation of both “good” and “bad” traits, people normally see only the positive approach.

The Guilt Weapon. To protest the Salt Tax imposed by the British Raj, Mahatma Gandhi staged a 200 mile march of to the ocean. The Governor-General of India, Lord Edward Irwin, was relieved at the seeming insignificant action Gan-

dhi proposed. Lord Edward Irwin did nothing to stop the march. But the march attracted thousands. Irwin had limited his options since he had not acted early to stop the march and now it would be a big issue. Gandhi had chosen his protest wisely—benign to the British and poignant to Indians.

Passive Power. Czar Alexander I wanted to reform the monarchies of Europe. He used the 1820 revolts in Spain and Naples to solicit a meeting of the monarchs to address the issues. Austrian Prince Metternich used this to subtly move the Czar to a position of supporting the “old guard rule” over any form of liberalization.

Keys to Warfare

- Using passive-aggressive behavior, the “positive” stands out.
- Succumb to others while covertly fighting.
- Do not be too eager for power.
- Train yourself to see passive-aggressive and react to it.
- Stop passive-aggressive behavior quickly.

Reversal
Intimidation is the reversal of the passive-aggressive behavior. Threaten but do not act.

33) Sow Uncertainty and Panic Through Acts of Terror: The Chain Reaction Strategy. The goal is chaos and creating the lack of trust in familiar surroundings. What was once safe is now uncertain.

The Anatomy of Panic. In 1092 death of Nizam al-Mulk was at first felt to be a reprisal for the attempts to suppress the growth of the sect Nizari Ismaili. The Nizari, a group cloaked in secrecy, had developed a new method of revolt where assassins (derived from Arabic *hashshashin*) would emerge from a seemingly calm crowd and kill their target with a dagger. This new form of warfare appeared to be able to manifest itself in an omnipresent form against its opponents.

Keys to Warfare

- Terrorism creates unstable ground.
- It requires randomized frequency of attack.
- It is most effective in small bands.
- Respond dispassionately to defeat the terrorist’s cause.
- Thwart the attacks at the point of the attack.
- Take the moral high ground, exploit being the victim.
- Fighting back in a disproportionate manner fuels their cause.

Reversal
React with direct and symmetrical warfare, up-front and honest

* * *

(This article may also be found in a Wikipedia linked format. The linked format article is extensively cross-referenced and adds significant value to understanding many of the historical events. It may be found at:

<http://www.ecaminc.com/Books/33Strategies.html> 

Resources and Templates

eCameron’s website contains a large variety of reference materials on Project Management subjects. These include templates, processes and further discussions on a variety of topics. Please feel free to browse our site at <http://www.ecaminc.com>
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