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Explore the classic
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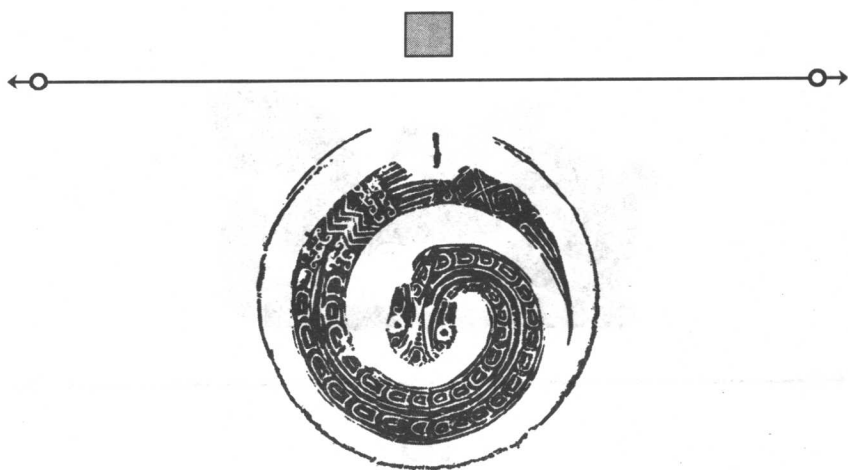
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前言

一天有早、中、夜,就有晨报、午报、晚报;一天有 24 小时,就有电台、电视台的电波分分秒秒伴随时间的脚步;而网络,简直是包罗万象的神魔、无孔不入的精灵……这一切的一切,说明着——

我们正处在信息爆炸的时代。

是信息,影响导致政治外交风云上的决断或委曲求全或俯首听命。

是信息,决定着经济上的超级富裕和极端贫困。

……

也许可以说,几乎世上的一切竞争,都被掌握信息程度的充分与否所左右;人们事业的优劣成败,也往往取决于信息。

因此,在现代社会中,谁不重视、掌握信息,谁就会落伍、受惩罚以致被淘汰。

古代社会有没有信息?当然有。人们耳闻目睹的都是信息,还有文字传递的信息等等。

古代社会重视不重视信息?也和现代社会一样,高度重视信息的人们就是社会的精英。

中华民族是勤劳勇敢的民族,也是具有高度智慧的民族,很早就认识到信息的重要。2 500 多年前,春秋时期的著名军事家孙武就曾明确指出:“知彼(敌方,对方)知己(我军,己方),百战不殆(危险)。”(《孙子·谋攻》)他这两句话后来演变成更通俗的表达:“知己知彼,百战百胜。”以致家喻户晓。上面话的意思是:充分了解己方情况

(信息),又充分了解敌对方情况,就可以永远立于不败之地,无往而不胜。

《三十六计》这部书,正是体现一种重视信息思想的军事著作。其中的三十六计,介绍了无论在优势(我强敌弱)、均势(敌我力量相当)还是劣势(敌强我弱)的情况下都能克敌制胜的计谋;而确保胜利,必须在知己知彼亦即充分掌握敌我双方信息的基础上,扩大优势、扬长避短、转变劣势为优势,才能做到。其中信息便是关键。

《三十六计》所说的道理是清楚明白的。但是,由于它是一部古书,对于一般读者,尤其是青少年读者,文字上难免存在某些障碍,特别是它采用《周易》(即《易经》)的道理来解说军事,许多不那么熟悉甚至很生疏的术语常常跳入眼帘。为了帮助读者读懂文字,理解内容,明白道理,并能够学以致用,这本《活用三十六计》的编写采取了如下的形式依次排列:

原文 依照《三十六计》底本,录下原文(包括按语),在需要注释的地方依次标出①、②、③等注码。

注释 对应原文中注码,解释难懂字、词、典故、术语等,以求扫除阅读障碍。

译文 翻译原文为现代汉语。力求通俗准确地传达原文内容。

讲解 对原文作解说,既有串讲,也注重揭示原文的精髓所在。

举一反三 每一条计下举三个实例,以求在生动形象和富有趣味的阅读中加深对原文的理解,并获得“学以致用”的启发。

《三十六计》这本书从何而来?

“三十六计”一语早见于古人的著作。《南齐书·王敬则传》已有“三十六策”的说法;到了宋代,惠洪《冷斋夜话》中已称“三十六计”。《三十六计》的书名应当来源于此。但是,《南齐书》和《冷斋夜话》都只提及三十六计中的“走为上”一计,没有列举其他三十五计的名称。

三十六计的各个具体名称,多半采用人们熟知的成语、典故和民间流传的计策,似乎也并非全部出自作者的原创。



原文极为简略,而且用《周易》之理谈军事,实在生涩枯燥得很。这是受到当时(《三十六计》成书大约在明末清初)大气候——以《易》谈兵成为时尚——的影响。好在按语中常常举出实战的例子,弥补了原文的缺陷。

本书第一计前有“总说”,第三十六计后有“跋”(原跋下半部分残缺),呈现为完整著作的形式。

《三十六计》,其实是在广泛汲取中国古代长期积累的军事思想的基础上,用浓缩的篇幅和简洁的编排,向读者传授重视信息、尊重规律的成功经验;而为人们耳熟能详的书名又促进了流传,扩大了影响。

《三十六计》虽然是一部军事著作,但它绝不仅仅具有军事上的意义和价值,因为它也阐明了对人类社会具有普遍意义的道理,比如必须重视信息,尊重规律。各行各业的读者都可以从中获得有益的启示。

无论您是学生或面临就业的毕业生,还是已经走上工作岗位从事某种职业的人士;无论您处于顺境还是逆境:《三十六计》所阐述的重视信息、尊重规律的道理,都能开导、促使您认清形势,树立“知己知彼”以求实现“百战百胜”的信心。当然,如果您以军事为职业,那么,您会在阅读研究《三十六计》中更直接地受益,更好地完成光荣而神圣的使命。

不过,需要特别指出的是,《三十六计》以纯粹求胜为最终目的,“兵不厌诈”的思想深深渗透其中。因此,在运用《三十六计》的精华亦即所阐述的普遍真理的同时,应当弃其糟粕,坚决摒弃那些违犯法律、违背道德与文明而不择手段以谋私利的所谓奇巧谋略。

真诚地希望这本小书能在您追求进步、成功与辉煌中助上一臂之力。

Preface

There are morning, afternoon and evening in one day. We have morning papers, noon papers and evening papers. There are 24 hours in one day. We have radio and TV broadcast all the time. What's more, the Internet is indeed a comprehensive ghost which pokes into every nook and corner. All these show that:

We are in an age when the information explodes.

It is information that influences the decision in foreign affairs by determining whether to make a compromise or be obedient.

It is information that makes contribution to super richness and extreme poverty.

It is safe to say that the amount of information you obtain is crucial to your survival and success in the fierce competition. In this modern society, those who do not attach enough importance or have adequate access to information are bound to be out of date or suffer from punishment or even be sifted out.

Wasn't there any information in the ancient times? Definitely yes. All that people see and hear or is conveyed by characters fall into the category of information.

Didn't our ancestors give information its due weight? Definitely yes. As has always been the case, the elites were those who valued information.

Being brave, hard-working and intelligent, Chinese people have perceived the importance of information for quite a long time. 2,500 years ago in the Spring and Autumn Period, the famous military expert Sun Wu pointed out that "Know the enemy and know yourself, and you can fight a hundred battles with no danger of defeat". (*Stratagems for Attack of Sun Zi*) This expression was well-known because of its later interpretation: "To know one's own strength and the enemy's is the sure way to victory." It means that a thorough grasp of one's information as well as the enemy's is invincible.

Thirty-six Stratagems is a military masterpiece which embodies the value of information. All the stratagems in this book introduce the tactics that contribute to the success not only in superiority, but also in parity or inferiority. To guarantee success, information of both sides must be used as a basis not only to make best use of the advantages and bypass the disadvantages but to convert the inferiority to superiority. In this process, information is the key.

The principles stated in *Thirty-six Stratagems* are quite clear. Unfortunately, the ancient Chinese, in which it was written, constitutes an enormous obstacle to us, especially the youth. What's worse, it employed the principles in *The Book of Changes* to explain military affairs, so many unfamiliar terms appear from time to time. To facilitate the comprehension and its application, this book includes the following items:

The original Text, the copy of the original book, includes the comments and has ①、②、③ etc. to mark the places where explanation is needed.

Notes provides interpretation for the awkward characters, phrases, allusions and military terms so as to remove the obstacle in reading comprehension.

Translation consists the Vernacular Chinese version of the original text. It spares no efforts to convey the information faithfully.

Explanation explains and discloses the essence of the original text.

Examples includes three relevant stories in each stratagem with an attempt to deepen the understanding of the original text in the vivid and interesting reading.

Thirty-six stratagems first appeared in our ancestors' works. In *Nan Qi Shu*, there is "thirty-six tactics". In Song Dynasty, Hui Hong referred it as "thirty-six stratagems" in *Leng Zhai Ye Hua*, where the name of the book *Thirty-six Stratagems* is from. However, *Nan Qi Shu* and *Leng Zhai Ye Hua* only mentioned one stratagem—Retreat. Other thirty-five stratagems were not listed.

Most of the names of the thirty-six stratagems are from the idioms, allusions and tactics circulated among the people. It seems that they were not all given by the writer.

The original text is quite simple. Besides, the use of *The Book of Changes* to discuss military affairs is far too dull. It was influenced by the social atmosphere in the time when the book was written (in the later period of Ming Dynasty and earlier period of Qing Dynasty). Luckily, examples in the comments make up for the shortage.

In this book, there is an "Introduction" before the first stratagem and a "Postscript" (with the second half missing) after the last stratagem. Thus, the book is complete in appearance.

Thirty-six Stratagems absorbs the cumulated military theories from ancient China and conveys successful experience due to the value of information and laws in a condensed and concise way. Moreover, the name of the book, which is a household name, promotes the book and enhances the influence.

Military masterpiece as it is, *Thirty-six Stratagems* has more than military values and significance. It makes clear the truth that is of universal significance, such as the value of and respect for information, which can benefit readers of every profession and trade.

Whether you are a student, a graduate or a professional, whether you are in favorable or adverse circumstances, the value of information and the respect of laws expressed in this book can enlighten and encourage you to grasp the nature of the current situation and set up desirable confidence to gain victory by knowing one's own strength and the enemy's. Of course, if you are serving the army, you can obtain direct benefits from this book and fulfill better your holy and glorious mission.

One thing should be pointed out clearly. *Thirty-six Stratagems* has the victory as its utmost aim. The thought that deceit is not to be despised in war is rooted deeply in this book. Therefore, when applying the essence of the *Thirty-six Stratagems*, i. e. the universal truth contained in this book, be sure to absorb what is good and reject what is bad. So called brilliant plots which violate the laws or moral standards must be got rid of at all costs.

Sincerely hope that this book can offer you some help in your pursuit of progress, success and brilliance.

Ou Wei

总 说

Introduction

【原文】

六六三十六^①。数中有术^②，术中有数。阴阳燮理^③，机在其中^④。机不可设^⑤，设则不中。

按：解语重数不重理^⑥。盖理，术语自明；而数则在言外。若徒知术之为术，而不知术中有数，则术多不应^⑦。且诡谋权术^⑧，原在事理之中，人情之内。倘事出不经^⑨，则诡异立见^⑩，诤世惑俗^⑪，而机谋泄矣^⑫。或曰：三十六计中，每六对成为一套。第一套为胜战计，第二套为敌战计，第三套为攻战计，第四套为混战计，第五套为并战计，第六套为败战计。

【注释】

① 六六三十六：六乘六等于三十六。这里是说本书中的战计分为六套，每套各有六计，全书共有三十六条战计。 ② 数：战争规律。术：战术，具体的作战手段。 ③ 阴阳燮理：阴阳得到协调安排。《尚书·周官》：“兹惟三公，论道经邦，燮理阴阳。”阴阳，我国古代用以解释万物生成、演变和相互转化的哲学用语。《周易·系辞上》：“阴阳不测之谓神。”又曰：“一阴一阳之谓道。”通常以天、日、昼、男等属于阳，与之相对的地、月、夜、女等属于阴。《三十六计》往往以《周易》立论解说，故屡用阴阳表示有关战事的相对因素，如强弱、刚柔、正（对阵交锋）奇（设计邀击、偷袭）、明暗、实虚等。燮，协调、调谐。理，治理、处置、安排。 ④ 机：战事中客观存在的决定胜负的关键，如恰当时机、战事要害等。 ⑤ 设：人为、主观地强行设置、安排。 ⑥ 理：指概念名称。 ⑦ 应：应验，实现。 ⑧ 诡谋：隐蔽真相的奇巧谋略。权术：随机应变的手段方法。 ⑨ 倘：假如。不经：不合常规。 ⑩ 见：同“现”，出现。 ⑪ 诤世惑俗：使世间按常规思考的人们惊讶、迷惑。诤：惊讶；惑，迷惑。均作使动用法。世、俗：世间通行的风俗习惯，此处指遵从这些风俗习惯的人。 ⑫ 机谋：此处指用尽心机策划的谋略。泄：泄露，暴露。

【译文】

本书论述战计,按类别分为六套,每套各含六计,全书论述总共三十六条战计。在阐述战争规律之中,包含着战术手段的探讨;在介绍战术手段之中,包含着战争规律的揭示。关于战事的相互对立而又相互转化的各种因素,必须妥善地协调处置,才能把握决定战争胜负的关键。决定战争胜负的关键(是客观存在的)不可主观硬性设定,硬性设定就必然达不到目的。

本书的解语重在阐述体现于各条战计中的战争的普遍规律,而不是有关战事的个别具体的概念名称。因为那些概念名称,看了介绍战术手段的文字就可明白;而战争规律,就要在读了文字之后再仔细思考,才能领会。如果只知道战术手段就是战术手段,而不知道战术手段中包含战争规律,那么,战术手段的运用大多不会成功。况且那些诡谋权术,原本就是根据通常的事理人情而策划实施。假如行事不符合常规情理,隐蔽奇巧的面目立刻就会显现,费尽心机策划的计谋也就暴露无遗了。有人说:三十六计中,每六条战计组成一套。第一套名为胜战计,第二套名为敌战计,第三套名为攻战计,第四套名为混战计,第五套名为并战计,第六套名为败战计。

T ranslation

This book, which is on military stratagems, contains six categories with six stratagems in each category. The explanation of military laws includes the investigation of tactics, which in return disclose the military laws. The change and the opposite nature of all these military factors require discrete treatment so as to grasp the key to success which is objective rather than subjective. Deliberately setting the key is bound to lead to failure.

This book focuses mainly on the common laws existing in all

the tactics rather than the names of the individual battle-related concept. This is because the names of the concepts are explicit; while the laws are implicit. Just knowing the tactics without any ideas about the laws hiding beneath the surface will not do you any good. Needless to say that all those plots are contrived according to the ordinary situation. If anything unexpected happens, they will show up all at once. It is said that all these thirty-six stratagems fall into six categories: Stratagems when in a Superior Position, Stratagems for Confrontation, Stratagems for Attack, Stratagems for Confused Situations, Stratagems for Gaining Ground, Stratagems for Desperate Situations.

【讲解】

这篇总说,是对《三十六计》这本书总体概括的说明。其内容大致可以分为两个部分。首先,以“六六三十六”概述本书的篇目组成。这一点从按语“或曰”后的一段文字可以清楚看出。这一段文字,说明“三十六计中,每六对成为一套”,接着依次叙述六套的名称。这是第一部分。

第二部分指明本书以《周易》阴阳对立转化的哲理为指导思想,着重揭示战争规律,介绍战术手段必须体现战争规律。战争双方,力量或一强一弱,或大体相当,但是,在战争中取胜是参战的任何一方都想达到的目的。强的一方,固然希望凭借优势击垮弱的一方;弱的一方,也绝不愿坐以待毙,而力求在总体处于劣势的情况下,尽量利用、发挥局部的相对优势,避敌所长,击敌所短,逐步实现强弱局势的逆转,最终达到战胜强敌的目的。力量相当的双方,各自必然积极采取以己之长攻敌之短的策略,以求胜利。战争双方的力量对比各不相同,战场上的局势千变万化,但是,以强胜弱,以弱胜强,或是战胜力量与自己相当之敌,都是符合战争规律、准确把握战争胜负关键的

结果;反之则反。俗语所说“谋事在人,成事在天”,这“天”应当就是指规律;而“时势造英雄”,则是在歌颂英雄的同时,有力地强调了英雄的头衔实在是出于规律的恩赐。

Explanation

This introduction explains briefly *Thirty-six Stratagems*, which consists of two sections. The first section provides the information as to the composition of this book, i. e. every six stratagems constitute one category.

In the second section, based on the philosophic theory of *The Book of Changes*, the author discloses the military laws. Sometimes the two parties in the battle are of equal strength; while sometimes one is more powerful than the other. Nevertheless, in the battle, each party spares no efforts trying to succeed. Of course, the stronger wants to beat the other by making full use of the advantage; the weaker, not willing to await his doom, tries his best to bring the advantages into full play so that the whole situation may be reversed in the end. Those of even strength will actively foster strengths and circumvent weakness for sure. Vice versa. The actual situation changes all the time, but if you act according to the military laws and seize the key to success, you will win victories regardless of your own strength. As an old saying goes, “Man proposes, God disposes.” Here God refers to the law. When we are mentioning “the times produce their heroes”, we are in fact praising the heroes while emphasizing that the heroes gain their fame with the help of the law.