



A Sense of the Enemy: The High Stakes History of Reading Your Enemy's Mind (Hardback)

By Associate Professor of History Zachary Shore

Oxford University Press Inc, United States, 2014. Hardback. Book Condition: New. 232 x 167 mm. Language: English . Brand New Book. The ancient Chinese military philosopher Sun Tzu admonished his generals to Know thy enemy. The question has always been how to do that. Too often military leaders have relied on simplistic methods for predicting the behavior of their adversaries-with disastrous results. In *A Sense of the Enemy*, Zachary Shore argues that successful leaders employ what he calls strategic empathy, an ability to empathize with their opponents in order to anticipate how they will act. Wise leaders do not assume that rivals will act as they themselves would, but instead try to see into the unique internal constraints and drivers that shape an enemy's decision processes. Such leaders look not only for patterns, but more importantly for pattern breaks, those episodes when an opponent deviates from his usual behavior in a way that imposes long-term costs upon itself. They don't assume that past behavior always predicts future actions (the continuity error) or that opponents have an unchanging character (the fundamental attribution error). Shore contrasts the empathic German Foreign Minister Gustav Stresemann, for example, who...



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