Fundamental Tenets

Kane-McKay Doctrine

Sir Andrew McKay, **King and High Marshal of Eston**

Sir Christofer Kane, **Duke of Barad Lacirith, Royal Banker of Eston**

1. Combat is a fluid situation.

Strategy dictates tactics *only loosely*: Tactics are how strategy is adapted to the battlefield under the circumstances of the moment. As such, strong tactics drive good strategy, and vice versa.

2. Professional soldiers are predictable, but the world is filled with amateurs.

Rational decision-makers can be predicted through calculated decision making; more often than not, though, a haphazard commander uses bad information for what he or she feels are gnod decisions or is just plain irrational.

3. Raw combat strength vis-à-vis rarely works for a practical combat comparison.

Instead, determining formation and the winner of a battle should rely on determining the force multipliers to combat strength (such as the effect of fortifications on a defending force) and the qualitative aspects, such as combat strength ratios.

4. Concentration and economy of forces and other military resources.

Ultimately, all resources in a realm are there to wage war. All activities in a realm should be there to support the military machine that expands the realm. These resources to fight battles are finite and thus must be managed appropriately. Logistics, for instance, is a key factor in the waging and winning of battles.

5. Communication, communication, communication.

The good General communicates all around: Up the chain to leadership, laterally to peers, down the chain to field commanders, and every turn through timely orders (no more than 1 hour after sunrise or sunset) or important orders as necessary. He or she motivates troop leaders to provide the resources that they have by means of troops and the ability provide with scout reports and other intelligence.

There will be occasions that an enemy commander decides that "removing the head" of the opposing military machine will work in order to gain a differential advantage. If proper communication is had, however, this won't be a problem.

6. The opposing commander notwithstanding, combat can be completely quantified and thus deduced to a deliberate, maneuver-formula with a pre-determined outcome.

Time and time again it has been shown that utilization of core mechanics yields accurate prediction for an outcome of a battle. Everything is measured, and though certain of these mechanics may be non-linear or random in nature, they can be eliminated from calculations and what is left still be able to offer an accurate prediction for battle outcomes.

7. An infiltrator in an enemy realm is an asset to the military strategist in multiple ways.

Aside from giving intelligence from behind the veil of militia along a realm's borders, it will tend to detract combat assets from the front lines, decreasing the economy of force that front line commanders have available to them: This is especially true of realms that have well-organized bureaucratic systems.

8. While fortune often favors the bold, the winner of a battle has the battle calculated before stepping onto the battlefield.

Weigh the "here and now" with how fluidity and chance will change your opportunity tomorrow.

9. Learn how to deal with information properly.

Information is the second most precious asset to a combat leader: Second only to one's ability to handle it. While most of the time there will be too little information, having too much information will degrade its quality and thus your decision is more likely to be flawed using too much information. Be able to seek out information, but learn to make decisions with the right amount of information—not too much and hopefully not too little.

10. The quicker a decision is made, the sooner that execution can take place.

The sooner that the plan arising from a decision can be put into action, the sooner your forces can win. Most plans executed now are better than the perfect plan executed tomorrow: Ensuring that the fluidity of combat remains in your favor hinges on you controlling the variables as much as possible; not the other way around.