

THE 48 LAWS OF

# POWER

ROBERT GREENE

1. Never Outshine the Master.
2. Never put too much trust in friends; learn to make and use enemies.
3. Conceal your intentions.
4. Always say less than necessary.
5. Guard your reputation.
6. Court attention at all costs.
7. Get others to work for you and take the credit.
8. Make other people come to you, baiting if necessary.
9. Win through action, not argument. Demonstrate, do not explicate.
10. Avoid the unhappy and unlucky.
11. Learn to keep people dependent on you.
12. Disarm opponents with generosity and selective honesty.
13. Appeal to people's self-interest, not mercy or gratitude, when asking for something.
14. Pose as a friend, work as a spy.
15. Crush your enemy totally.
16. Use absence to increase respect and honor. Don't be too accessible. Scarcity is key to value.
17. Cultivate unpredictability.
18. Isolation is dangerous. Shield yourself in the crowd.

19. Know who you're dealing with.
20. Do not commit to anyone but yourself.
21. Play a sucker to catch a sucker.
22. Use the surrender tactic to transform weakness into power.  
Do not fight a battle you will lose.
23. Concentrate your forces. Focus on your strengths.  
Intensity defeats extensiveness.
24. Play the perfect courtier.
25. Recreate yourself. Become the master of your image.
26. Keep your hands clean.
27. Play on people's' need to believe to create a cult-like following.  
Keep words vague but full of promise.  
Emphasize enthusiasm over clear thinking.  
Provide ritual and request sacrifice.
28. Enter action with boldness; avoid timidity.
29. Plan all the way to the end.  
Never neglect to envision the end and  
account for all possible consequences,  
obstacles, and twists of fortune that might bury your work.
30. Make your accomplishments seem effortless.  
Avoid the temptation of revealing how hard you work.
31. Control the options. Create an illusion of choice.  
Make sure options provide favorable outcomes regardless of other's' choice.
32. Play to people's' fantasies. People avoid the unattractive truth.  
Never appeal to truth and reality unless you are prepared for the  
anger that comes from disenchantment.  
There is great power in tapping into the fantasies of the masses.
33. Discover everyone's weakness.  
Everyone has an insecurity, uncontrolled emotion,  
or need, even a small secret pleasure.
34. Be royal in your fashion.

35. Master the art of timing.
36. Disdain things you cannot have.
37. Create compelling spectacles.
38. Think as you like, but behave like others.
39. Stir up waters to catch fish.  
Stirring emotions of others can lead to advantage.
40. Despise the free lunch.
41. Avoid stepping into a great man's shoes.
42. Strike the shepherd and the sheep with scatter.
43. Work on the hearts and minds of others.  
Coercion must give way to seduction.
44. Disarm and infuriate by mirroring their actions.
45. Preach the need for change but reform slowly.  
Change is easily accepted in the abstract but can be traumatic as a daily dose.
46. Never appear perfect.
47. Do not go past the mark you aimed for.
48. Assume formlessness.  
Careful planning allows the need for flexibility.  
Be fluid as water, knowing the only constant is change.