

Toyota Motors Corp TM under CEO Koji Sato



6		H	H	T		3	3	2		8
5		H	H	T		3	3	2		8
4		H	H	T		3	3	2		8
3		H	H	H		3	3	3		9
2		T	T	T		2	2	2		6
1		H	T	T		3	2	2		7

HEXAGRAM 36 - Ming I - Darkening of the Light

Above K'UN THE RECEPTIVE, EARTH
Below LI THE CLINGING, FIRE

Here the sun

- has sunk under the earth and
- is therefore darkened.

The name of the hexagram means literally "wounding of the bright"; hence the individual lines contain frequent references to wounding.

The situation is the exact opposite of that in the foregoing hexagram.

In the latter

- a wise man at the head of affairs
 - has able helpers, and in company with them
 - makes progress;

here

- a man of dark nature
 - is in a position of authority and
 - brings harm to the wise and able man.

THE JUDGMENT

DARKENING OF THE LIGHT.

In adversity

It furthers one to be persevering.

One

- must not unresistingly let himself be swept along by unfavorable circumstances,
- nor permit his steadfastness to be shaken.

He can avoid this by

- maintaining his inner light, while
- remaining outwardly yielding and tractable.

With this attitude

he can overcome even the greatest adversities.

In some situations indeed a man

- must hide his light, in order to
- make his will prevail in spite of difficulties in his immediate environment.

Perseverance

- must dwell in inmost consciousness and
- should not be discernible from without.

Only thus is

a man able to maintain his will in the face of difficulties.

THE IMAGE

The light has sunk into the earth: The image of DARKENING OF THE LIGHT.

Thus does

- the superior man live with the great mass:
- He
 - veils his light,
 - yet still shines.

In a time of darkness it is essential to be

- cautious and
- reserved.

One should not needlessly awaken overwhelming enmity by inconsiderate behavior.

In such times

- one ought not to fall in with the practices of others;
- neither should one drag them censoriously into the light.

In social intercourse

- one should not try to be all-knowing.
- One should let many things pass, without being duped.

THE LINES

0 Six in the second place means:

Darkening of the light injures him in the left thigh.

He gives aid with the strength of a horse.

Good fortune.

Here the Lord of Light

- is in a subordinate place and
- is wounded by the Lord of Darkness.

But the injury is not fatal;

it is only a hindrance.

Rescue is still possible.

- The wounded man gives no thought to himself;
- he thinks only of saving the others who are also in danger.

Therefore

he tries with all his strength to save all that can be saved.

There is good fortune in thus acting according to duty.

Nine in the third place means:

Darkening of the light during the hunt in the south.

Their great leader is captured.

One must not expect perseverance too soon.

It seems as if chance were at work.

- While the strong, loyal man
 - is striving eagerly and in good faith to create order,
- he
 - meets the ringleader of the disorder, as if by accident, and
 - seizes him.

Thus victory is achieved.

But in abolishing abuses one must not be too hasty.

This would turn out badly

because the abuses have been in existence so long.

MOVING HEXAGRAM

HEXAGRAM 19 – Lin - Approach

Above K'UN THE RECEPTIVE, EARTH
Below TUI THE JOYOUS, LAKE

The Chinese word Lin has a range of meanings that is not exhausted by any single word of another language. The ancient explanations in the Book of Changes give as its

1. first meaning, "becoming great."
 - What becomes great are the two strong lines growing into the hexagram from below;
 - the light-giving power expands with them.
2. The meaning is then further extended to include the concept of approach, especially the approach of
 - what is strong and highly placed
 - in relation to what is lower.
3. Finally the meaning includes
 - the attitude of condescension of a man in high position toward the people,
 - and in general the setting to work on affairs.

This hexagram is linked with the twelfth month (January-February), when, after the winter solstice, the light power begins to ascend again.

THE JUDGMENT

APPROACH has supreme success.
Perseverance furthers.
When the eighth month comes,
There will be misfortune.

The hexagram as a whole points to a time of joyous, hopeful progress. Spring is approaching.

Joy and forbearance bring high and low nearer together. Success is certain.

But we must work with determination and perseverance to make full use of the propitiousness of the time.

And one thing more: spring does not last forever.

In the eighth month the aspects are reversed.

Then only two strong, light lines are left; these

- do not advance but
- are in retreat (see next hexagram).

We must take heed of this change in good time.

If

- we meet evil before it becomes reality – before it has even begun to stir –
- we can master it.

THE IMAGE

The earth above the lake: The image of APPROACH.

Thus the superior man

- is inexhaustible In his will to teach, And
- without limits In his tolerance and protection of the people.

The earth borders upon the lake from above 1.

This symbolizes the approach and condescension of the man of higher position to those beneath him.

The two parts of the image indicate what his attitude toward these people will be.

- Just as the lake is inexhaustible in depth,
 - so the sage is inexhaustible in his readiness to teach mankind,
- and
- just as the earth is boundlessly wide, sustaining and caring for all creatures on it,
 - so the sage sustains and cares for all people and excludes no part of humanity.