

Vishay Intertechnology Inc VSH under CEO Joel Smejkal



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

HEXAGRAM 12 - P'i - Standstill (Stagnation)

Above CH'IEN THE CREATIVE, HEAVEN
 Below K'UN THE RECEPTIVE, EARTH

This hexagram is the **opposite** of the preceding one.

- **Heaven is above, drawing farther and farther away, while**
- **the earth below sinks farther into the depths.**

The creative powers are not in relation.

It is a time of **standstill and decline**.

This hexagram is linked with the seventh month (August-September), when

- the year has **passed** its zenith and
- autumnal decay is **setting** in.

THE JUDGMENT

STANDSTILL.

Evil people **do not** further

The perseverance of the superior man.

- The great **departs**
- the small **approaches**.

- Heaven and earth are **out of communion** and
- all things are benumbed.

- What is above has **no relation** to what is below, and
- on earth confusion and disorder prevail.

- The **dark power within,**
- the **light power is without.**

- **Weakness is within,**
- **harshness without.**

- **Within are the inferior, and**
- **without are the superior.**

- **The way of inferior people is in ascent;**
- **the way of superior people is on the decline.**

But the superior people do not allow themselves to be turned from their principles.

If the possibility of exerting influence is closed to them,

they nevertheless

- **remain faithful to their principles and**
- **withdraw into seclusion.**

THE IMAGE

Heaven and earth **do not** unite: The image Of STANDSTILL.

Thus

- the superior man **falls back** upon his **inner worth** In order to escape the difficulties.
- He **does not** permit himself to be honored with **revenue**.

When, owing to the influence of inferior men, **mutual mistrust** prevails in public life,

fruitful activity is rendered impossible,

because **the fundamentals** are wrong.

Therefore

- the superior man **knows** what he must do under such circumstances;
- he **does not allow** himself to be tempted by **dazzling offers** to take part in public activities.

This would only **expose** him to danger, since he **cannot assent** to the meanness of the others.

He therefore

- **hides** his worth and
- **withdraws** into seclusion.

THE LINES

Six in the third place means:

They bear shame.

Inferior people who have risen to power **illegitimately** do not feel **equal to** the responsibility they have taken upon themselves. In their hearts they begin to be **ashamed**, although at first they **do not show** it outwardly. This marks **a turn for** the better.

MOVING HEXAGRAM

HEXAGRAM 33 – Tun - Retreat

Above CHIEN THE CREATIVE, HEAVEN
Below KEN KEEPING STILL, MOUNTAIN

The power of the dark is ascending.

The light **retreats to security**, so that the dark **cannot encroach** upon it.

This retreat is a matter

- not of man's will
- but of natural law.

Therefore in this case withdrawal is **proper**;

it is the **correct** way to behave

in order **not to** exhaust one's forces. 1

In the calendar this hexagram is linked with the sixth month (July-August), in which the forces of winter are already showing their **influence**.

THE JUDGMENT

RETREAT. Success.

In what is small, perseverance furthers.

Conditions are such that the hostile forces **avored** by the time are **advancing**.

In this case

- retreat is the **right** course, and
- it is through retreat that **success** is achieved.

But success **consists** in being able to carry out the retreat correctly. Retreat **is not** to be confused with flight.

- Flight means saving oneself under any circumstances whereas
- retreat is a sign of strength.

We must be careful **not to miss** the right moment while we are **in full possession** of power and position.

Then we **shall be able**

- to **interpret** the signs of the time
 - before it is too late and
- to **prepare** for provisional retreat
 - instead of being drawn into a desperate life-and-death struggle.

Thus

- we **do not** simply abandon the field to the opponent;
- we **make** it difficult for him to advance by showing **perseverance** in single acts of resistance.

In this way

we **prepare**, while retreating, for the counter - movement.

Understanding the laws of a constructive retreat of this sort is not easy.

The **meaning** that lies hidden in such a time is important.

THE IMAGE

Mountain under heaven: the image of RETREAT.

Thus the superior man

keeps the inferior man at a distance,
Not angrily but with reserve.

The mountain **rises up** under heaven, but owing to its nature it finally **comes to** a stop.

Heaven on the other hand

- **retreats upward** before it into the distance and
- **remains** out of reach.

This **symbolizes** the behavior of the superior man toward a climbing inferior; he **retreats** into his own thoughts as the inferior man comes forward.

He **does not** hate him,

for hatred **is** a form of subjective involvement by which we are **bound** to the hated object.

The superior man shows **strength** (heaven) in that he brings the inferior man to a **standstill** (mountain) by his dignified **reserve**.