

Thermo Fisher Scientific Inc TMO under CEO Marc Casper



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

HEXAGRAM 25 - Wu Wang - Innocence (The Unexpected)

Above CH'IEN THE CREATIVE, HEAVEN
 Below CHEN THE AROUSING, THUNDER

- Ch'ien, heaven, is above;
 - Chen, movement, is below.
- The lower trigram Chen is under the **influence** of the strong line

it has received from above, from heaven.
When, in accord with this,

- movement follows the law of heaven,
- man is
 - innocent and
 - without guile.

His mind is

- natural and true,
- unshadowed by reflection or ulterior designs.

For

- wherever conscious purpose is to be seen,
- there the truth and innocence of nature have been lost.

Nature that is not directed by the spirit is

- not true
- but degenerate nature.

Starting out with the idea of the natural,

- the train of thought in part goes somewhat further and thus
- the hexagram includes also the idea of the unintentional or unexpected.

THE JUDGMENT

INNOCENCE. Supreme success.

Perseverance furthers.

If someone is not as he should be,

- He has misfortune,

And

- it does not further him To undertake anything.

Man has received from heaven a nature innately good,
to guide him in all his movements.

By devotion to this divine spirit within himself,
he attains an unsullied innocence that leads him to do right

- with instinctive sureness and
- without any ulterior thought of reward and personal advantage.

This instinctive certainty

- brings about supreme success and
- "furthers through perseverance."

However,

- not everything instinctive is nature in this higher sense of the word,
- but only that which is right and in accord with the will of heaven.

Without this quality of rightness,

an unreflecting, instinctive way of acting brings only misfortune.

Confucius says about this:

- "He who departs from innocence,
 - what does he come to?
- Heaven's will and blessing
 - do not go with his deeds."

THE IMAGE

Under heaven thunder rolls: All things attain the natural state of innocence.

Thus the kings of old,

- rich in virtue, and
- in harmony with the time,

Fostered and nourished all beings.

In springtime

when thunder, life energy, begins to move again under the heavens,

- everything sprouts and grows, and
- all beings receive from the creative activity of nature the childlike innocence of their original state.

So it is with the good rulers of mankind:

drawing on the spiritual wealth at their command, they

- take care of all forms of life and all forms of culture and
- do everything to further them, and at the proper time.

THE LINES

0 Nine at the beginning means:

Innocent behavior brings good fortune.

The original impulses of the heart are always good, so that

we

- may follow them confidently,
- assured of good fortune and achievement of our aims.

Six in the second place means:

If one

does not count

- on the harvest while plowing,
- Nor on the use of the ground while clearing it,

It furthers one to undertake something.

We should do every task

- for its own sake as time and place demand and
- not with an eye to the result.

Then

- each task turns out well, and
- anything we undertake succeeds.

0 Nine in the fifth place means:

Use no medicine in an illness

Incurred through no fault of your own.
It will pass of itself.

An unexpected evil may come accidentally from without.

If it

- does not originate in one's own nature or
- have a foothold there,

one

- should not resort to external means to eradicate it,
- but should quietly let nature take its course.

Then improvement will come of itself.

MOVING HEXAGRAM

HEXAGRAM 64 - Wei Chi - Before Completion

Above Li THE CLINGING, FLAME
Below K'AN THE ABYSMAL, WATER

This hexagram indicates a time when
the transition from disorder to order is not yet completed.

The change is indeed prepared for,
since

all the lines in the upper trigram are in relation to those in the lower (1).

However,

they are not yet in their places.

While

- the preceding hexagram offers an analogy to autumn,
 - which forms the transition
from summer to winter,
- this hexagram presents a parallel to spring,
 - which leads out of winter's stagnation into
the fruitful time of summer.

With this hopeful outlook the Book of Changes comes to its close.

THE JUDGMENT

BEFORE COMPLETION.

Success.

But if the little fox, after nearly completing the crossing,

Gets his tail in the water,

There is nothing that would further.

The conditions are difficult.
The task is great and full of responsibility.
It is nothing less than that of
leading the world out of confusion back to order.
But
it is a task that promises success,
because
there is a goal that can unite the forces now tending in different directions.
At first, however,
one must move warily, like an old fox walking over ice.
The caution of a fox walking over ice is proverbial in China.
His ears are constantly alert to the cracking of the ice,
as
he carefully and circumspectly searches out the safest spots.
A young fox who as yet has not acquired this caution
goes ahead boldly,
and it may happen that
he falls in and gets his tail wet
when
he is almost across the water.
Then of course
his effort has been all in vain.
Accordingly, in times "before completion,"
• deliberation
and
• caution
are the prerequisites of success.

THE IMAGE

Fire over water: The image of the condition before transition.
Thus
the superior man is careful
In the differentiation of things,
So that each finds its place.

When
fire,
• which by nature flames upward,
is above,
and
water,
• which flows downward,
is below,
their effects
• take opposite directions
and
• remain unrelated.

If

- we wish to achieve an effect,
- we must first
 - investigate the nature of the forces in question and
 - ascertain their proper place.

If

- we can bring these forces to bear in the right place,
 - they will have the desired effect,
 - and
 - completion will be achieved.

But in order to handle external forces properly,

- we must above all arrive at the correct standpoint ourselves, for only from this vantage can we work correctly.