

EngageSmart Inc ESMT under CEO Robert Bennett



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

HEXAGRAM 61 - Chung Fu - Inner Truth

Above SUN THE GENTLE, WIND
 Below TUI THE JOYOUS, LAKE

The wind

- blows over the lake and
- stirs the surface of the water.

Thus visible effects of the invisible manifest themselves.

The hexagram consists of

- firm lines above and below,
- while
- it is open in the center.

This indicates

- a heart free of prejudices,
and therefore
- open to truth.

On the other hand,
each of the two trigrams has a firm line in the middle;
this indicates

- the force of inner truth in the influences they represent.

The attributes of the two trigrams are:

- above, gentleness, forbearance toward inferiors;
- below, Joyousness in obeying superiors.

Such conditions

- create the basis of a mutual confidence
that
- makes achievements possible.

The character fu ("truth") is actually the picture of
a bird's foot over a fledgling.

It suggests the idea of brooding.

An egg is hollow.

The light-giving power must work to quicken it from outside,
but

there must be a germ of life within,
if life is to be awakened.

Far-reaching speculations can be linked with these ideas.

THE JUDGMENT

INNER TRUTH. Pigs and fishes.

Good fortune.

It furthers one to cross the great Water.

Perseverance furthers.

Pigs and fishes are

- the least intelligent of all animals
- and therefore
- the most difficult to influence.

The force of inner truth must grow great indeed
before its influence can extend to such creatures.

In dealing with persons

- as intractable and
- as difficult to influence
- as a pig or a fish,

the whole secret of success depends

- on finding the right way of approach.

One must first

- rid oneself of all prejudice and, so to speak,
- let the psyche of the other person act on one without restraint.

Then

one will

- establish contact with him,
- understand and gain power over him.

When

a door has thus been opened,
the force of one's personality will influence him.

If in this way

- one finds no obstacles insurmountable,
- one
 - can undertake even the most dangerous things,
such as crossing the great water, and
 - succeed.

But

it is important to understand
upon what the force of inner truth depends.

This force is not identical with

- simple intimacy or
- a secret bond.

Close ties may exist also among thieves;
it is true that such a bond acts as a force

- but, since it is not invincible,
- it does not bring good fortune.

All association on the basis of common interests
holds only up to a certain point.

Where the community of interest ceases,

- the holding together ceases also, and
- the closest friendship often changes into hate.

Only when

- the bond is based on what is right, on steadfastness,
- will it remain so firm that it triumphs over everything.

THE IMAGE

Wind over lake: the image of INNER TRUTH.

Thus

the superior man
discusses criminal cases
In order to delay executions.

Wind stirs water by penetrating it.

Thus

the superior man,

when

obliged to judge the mistakes of men,

- tries to penetrate their minds with understanding,
- in order to gain a sympathetic appreciation of the circumstances.

In ancient China,
the entire administration of justice was guided by this principle.

A deep understanding that knows how to pardon
was considered the highest form of justice.

This system was not without success,
for its aim was to make so strong a moral impression
that there was no reason to fear abuse of such mildness.

For it sprang not

- from weakness

but

- from a superior clarity.

THE LINES

Nine at the beginning means:

Being prepared brings good fortune.

If there are secret designs,

it is disquieting.

The force of inner truth depends chiefly on

- inner stability and

- preparedness.

From this state of mind springs

the correct attitude toward the outer world.

But if

a man

- should try to cultivate secret relationships of a special sort,

- it would deprive him of his inner independence.

- The more reliance he places on the support of others,

- the more uneasy and anxious he will become

as to whether

- these secret ties are really tenable.

In this way

- inner peace and

- the force of inner truth

are lost.

Nine in the second place means:

A crane calling in the shade.

Its young answer it.

- I have a good goblet.

- I will share it with you.

This refers to

the involuntary influence of a man's inner being
upon persons of kindred spirit.

The crane need not show itself on a high hill.

It may be quite hidden when it sounds its call;
yet its young

- will bear its note,
- will recognize it and give answer.

Where

- there is a joyous mood,
- there a comrade will appear to share a glass of wine.

This is the echo awakened in men through
spiritual attraction.

- Whenever a feeling is voiced with truth and frankness,
- whenever a deed is the clear expression of sentiment,
a mysterious and far-reaching influence is exerted.
- At first it acts on those who are inwardly receptive.

But

- the circle grows larger and larger.

The root of all influence lies in one's own inner being:

- given true and vigorous expression in
 - word and
 - deed,
- its effect is great.

The effect is but

- the reflection of something that emanates from one's own heart.

Any deliberate intention of an effect

would only destroy the possibility of producing it.

Confucius says about this line:

The superior man abides in his room.

- If his words are well spoken,
 - he meets with assent at a distance of more than a thousand miles.
 - How much more then from nearby!
- If the superior man abides in his room and his words are not well spoken,
 - he meets with contradiction at a distance of more than a thousand miles.
 - How much more then from nearby!
- Words
 - go forth from one's own person and
 - exert their influence on men.
- Deeds
 - are born close at hand and
 - become visible far away.
- Words and deeds are the hinge and bowspring of the superior man.
- As hinge and bowspring move,
- they bring
 - honor or
 - disgrace.
- Through words and deeds the superior man moves
 - heaven and

- earth.
- Must one not, then, be cautious?

Nine at the top means:

Cockcrow penetrating to heaven.
Perseverance brings misfortune.

- The cock is dependable.
- It crows at dawn.

But

- it cannot itself fly to heaven.
 - It just crows.
 - A man may count on mere words to awaken faith.
 - This may succeed now
- but if persisted in,
- it will have bad consequences.

MOVING HEXAGRAM

HEXAGRAM 08 – Pi - Holding Together [Union]

Above K'AN THE ABYSMAL, WATER
Below K'UN THE RECEPTIVE, EARTH

The waters on the surface of the earth **flow together** wherever they can, as for example in the ocean, where all the rivers come together.

Symbolically this connotes

- **holding together and**
- **the laws that regulate it.**

The same idea is suggested by the fact that all the lines of the hexagram **except** the fifth, the place of the ruler, are **yielding**.

The yielding lines hold together because they are influenced by

- a man of **strong will** in the leading position,
- a man who is their **center** of union.

Moreover, this strong and guiding personality in turn **holds together** with the others,

finding in them the **complement** of his own nature.

THE JUDGMENT

HOLDING TOGETHER brings good fortune.

Inquire of the oracle once again

Whether you possess **sublimity, constancy, and perseverance;**

Then there is no blame.
Those who are uncertain gradually join.
Whoever comes too late
Meets with misfortune.

What is required is that **we unite with others**, in order that all may **complement and aid** one another through holding together. But such holding together calls for a **central figure** around whom other persons may unite.

To become a center of influence holding people together is a

- **grave matter** and
- fraught with **great responsibility**.

It requires

- greatness of spirit,
- consistency, and
- strength.

Therefore let him who wishes to gather others about him **ask himself** whether he is equal to the undertaking, for anyone attempting the task **without a real calling for it** only makes confusion **worse than** if no union at all had taken place.

But when there is a **real rallying point**, those who at first are hesitant or uncertain **gradually come in of their own accord**. Late-comers must suffer the **consequences**, for in holding together the question of the right time is also important.

Relationships are formed and firmly established according to definite inner laws. **Common experiences** strengthen these ties, and he who comes too late to share in these basic experiences must suffer for it if, as a straggler, he finds the door **locked**.

If a man

- has recognized the necessity for union and
 - does not feel strong enough to function as the center,
- it is his duty to become a member of some other organic fellowship.

THE IMAGE

On the earth is water: The image Of HOLDING TOGETHER.

Thus the kings of antiquity

- **Bestowed** the different states as fiefs And
- **cultivated** friendly relations With the feudal lords.

Water

- **fills** up all the empty places on the earth and
- **clings** fast to it.

The social organization of ancient China was based on this principle of the holding together of

- dependents and

- rulers.

Water flows to unite with water, because all parts of it are subject to the same laws.

So too should human society hold together through a community of interests that allows each individual to feel himself a member of a whole.

The central power of a social organization must see to it that every member finds that his true interest lies in holding together with it, as was the case in the paternal relationship between king and vassals in ancient China.