

bluebird bio Inc BLUE under CEO Andrew Obenshain



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

HEXAGRAM 18 – Ku - Work on What Has Been Spoiled (Decay)

Above KEN KEEPING STILL, MOUNTAIN
 Below SUN THE GENTLE, WIND

The Chinese character Ku represents a bowl in whose contents worms are breeding.

This means decay.

It has come about because

- the gentle indifference of the lower trigram has come together with
- the rigid inertia of the upper, and

the result is stagnation.

Since this implies guilt,

the conditions embody a demand for removal of the cause.

Hence the meaning of the hexagram is

- not simply "what has been spoiled"
- but "work on what has been spoiled."

THE JUDGMENT

WORK ON WHAT HAS BEEN SPOILED

Has supreme success.

It furthers one to cross the great water.

Before the starting point, three days.

After the starting point, three days.

What has been spoiled through man's fault can be made good again through man's work.

- It is **not immutable fate**, as, in the time of STANDSTILL, that has caused the state of corruption,
- but rather the **abuse** of human freedom.

Work toward improving conditions promises well, because it **accords with** the possibilities of the time.

We

- must **not recoil** from work and danger – symbolized by crossing of the great water - but
- must **take hold** energetically.

Success depends, however, on proper deliberation.

This is expressed by the lines,

- "Before the starting point, three days.
- After the starting point, three days."

We must first know the causes of corruption

before we can do away with them;

hence it is necessary to **be cautious** during the time before the start.

Then

we must see to it that the **new way** is safely entered upon, so that a **relapse** may be avoided;

therefore

we must pay attention to the time **after** the start.

- **Decisiveness and**
- **energy**

must take the place of the

- **inertia and**
- **indifference**

that have led to decay,

in order that the ending may be followed by a new beginning.

THE IMAGE

The wind blows low on the mountain: The image Of DECAY.

Thus the superior man

- **stirs up the people And**
- **strengthens their spirit.**

- When the wind **blows low** on the mountain,
- it is **thrown back and spoils** the vegetation.

This contains a **challenge** to improvement.

It is the same with

- debasing attitudes and
- fashions;

they corrupt human society.

To do away with this corruption,
the superior man must regenerate society.

His methods likewise must be derived from the two trigrams,
but in such a way that their effects unfold in orderly sequence.

The superior man

- must first remove stagnation by stirring up public opinion,
 - as the wind stirs everything, and
- must then strengthen and tranquilize the character of the people,
 - as the mountain gives tranquility and nourishment to all that grows in its vicinity.

THE LINES

Six at the beginning means:

Setting right what has been spoiled by the father.

If there is a son,

No blame rests upon the departed father.

Danger.

In the end good fortune.

Rigid adherence to tradition has resulted in decay.

But the decay

- has not yet penetrated deeply and
- so can still be easily remedied.

It is as if a son were compensating for the decay his father allowed to creep in.

Then no blame attaches to the father.

However,

one must not

- overlook the danger or
- take the matter too lightly.

Only if

one is conscious of the danger connected with every reform
will everything go well in the end.

MOVING HEXAGRAM

HEXAGRAM 26 - Ta Ch'ü - The Taming Power of the Great

Above KEN KEEPING STILL, MOUNTAIN
Below CH'IEN THE CREATIVE, HEAVEN

The Creative is tamed by Ken, Keeping Still.

This produces great power,
a situation in contrast to that of the ninth hexagram, Hsiao Ch'u, THE TAMING
POWER OF THE SMALL,
in which the Creative is tamed by the Gentle alone.

- There
- one weak line must tame five strong lines, but
- here
- four strong lines are restrained by two weak lines;
- in addition to a minister,
there is a prince, and
- the restraining power
therefore is far stronger.

The hexagram has a threefold meaning, expressing different aspects of the concept Holding firm.

1. Heaven within the mountain
gives the idea of holding firm in the sense of holding together;
2. the trigram Ken, which holds the trigram Ch'ien still,
gives the idea of holding firm in the sense of holding back;
3. the third idea is
that of holding firm in the sense of caring for and nourishing.
 - This last is suggested by the fact that
a strong line at the top, which is the ruler of the hexagram,
is honored and tended as a sage.
 - The third of these meanings also
attaches specifically to this strong line at the top,
which represents the sage.

THE JUDGMENT

THE TAMING POWER OF THE GREAT.

Perseverance furthers.

Not eating at home brings good fortune.

It furthers one to cross the great water.

To

- hold firmly to great creative powers and
- store them up, as set forth in this hexagram,
there is need of
a strong, clearheaded man who is honored by the ruler.

- The trigram Ch'ien points to strong creative power;
- Ken indicates firmness and truth.

Both point

- to light and clarity and
- to the daily renewal of character.

Only through such daily self-renewal

can a man continue at the height of his powers.

- Force of habit helps to keep order in quiet times; but

in periods when there is a great storing up of energy,
• everything depends on the power of the personality.
However, since the worthy are honored,
as in the case of the strong personality entrusted with leadership by the ruler,
it is an advantage
• not to eat at home but rather
• to earn one's bread by entering upon public office.
Such a man is in harmony with heaven;
therefore even great and difficult undertakings,
such as crossing the great water,
succeed.

THE IMAGE

Heaven within the mountain:
The image of THE TAMING POWER OF THE GREAT.
Thus the superior man acquaints himself with
• many sayings of antiquity And
• many deeds of the past,
In order to strengthen his character thereby.

Heaven within the mountain points to hidden treasures.
In the words and deeds of the past there lies hidden a treasure that men may use
to
strengthen and elevate their own characters.

The way to study the past is
• not to confine oneself to mere knowledge of history
but, through application of this knowledge,
• to give actuality to the past.