

Arm Holdings PLC ARM under CEO Rene Haas



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

HEXAGRAM 07 – Shih - The Army

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

This hexagram is made up of the trigrams

- K'an, water, and
- K'un, earth, and thus,

it symbolizes the ground water stored up in the earth.

In the same way military strength is stored up in the mass of the people –

- invisible in times of peace but
- always ready for use as a source of power.

The attributes of the two trigrams are

- danger inside and
- obedience outside.

This points to the nature of an army,

which at the core is dangerous,

while discipline and obedience must prevail outside.

Of the individual lines,
the one that **controls** the hexagram is the strong nine in the second place
to which the other lines, all yielding, are **subordinate**.
This line indicates a commander,
because it **stands** in the middle of one of the two trigrams.
But since it is in the lower rather than the upper trigram,
it represents **not the ruler**
but the **efficient general**,
who maintains **obedience** in the army by his authority.

THE JUDGMENT

THE ARMY.

The army needs perseverance
And a strong man.
Good fortune without blame.

An army is a mass that needs **organization** in order to become a fighting force.
**Without strict discipline nothing can be accomplished, but this discipline must not
be achieved by force.**

It requires a strong man who

- captures the hearts of the people and
- awakens their enthusiasm.

In order that he may develop his abilities
he needs the **complete confidence** of his ruler,
who must **entrust him** with full responsibility as long as the war lasts.
But war

- is always a dangerous thing and
- brings with it destruction and devastation.

Therefore it

- should not be resorted to **rashly** but, like a poisonous drug,
- should be used **as a last recourse**.

- The justifying cause of a war, and
- clear and intelligible war aims,

ought to be explained to the people by an experienced leader.

Unless there is a quite definite war aim to which the people can consciously pledge
themselves,

the unity and strength of conviction that lead to victory will not be forth coming.

But the leader must also look to it that

- the passion of war and
- the delirium of victory

do not give rise to unjust acts that will not meet with general approval.

If justice and perseverance are the basis of action, all goes well.

THE IMAGE

In the middle of the earth is water: The image of THE ARMY.

Thus the superior man increases his masses
By generosity toward the people.

Ground water is invisibly present within the earth.

In the same way the military power of a people is invisibly present in the masses.

- When danger threatens, every peasant becomes a soldier;
- when the war ends, he goes back to his plow.

He who is generous toward the people wins their love, and
a people living under a mild rule becomes strong and powerful.

Only a people economically strong can be important in military power.

Such power must therefore be cultivated

- by improving the economic condition of the people and
- by humane government.

Only when there is this invisible bond between government and people,
so that the people are sheltered by their government as ground water is sheltered
by the earth,
is it possible to wage a victorious war.

THE LINES

Six in the fourth place means:

The army retreats.

No blame.

In face of a superior enemy,
with whom it would be hopeless to engage in battle,
an orderly retreat is the only correct procedure,
because it will save the army from defeat and disintegration.

It is by no means a sign of courage or strength to insist upon engaging in a
hopeless struggle regardless of circumstances.

MOVING HEXAGRAM

HEXAGRAM 40 – Hsieh - Deliverance

Above CHEN THE AROUSING, THUNDER

Below K'AN THE ABYSMAL, WATER

Here the movement goes out of the sphere of danger.

- The obstacle has been removed,

- the difficulties are being resolved.
- Deliverance is not yet achieved;
- it is just in its beginning, and
- the hexagram represents its various stages.

THE JUDGMENT

DELIVERANCE.

The southwest furthers.

- If there is no longer anything where one has to go,
 - Return brings good fortune.
- If there is still something where one has to go,
 - Hastening brings good fortune.

This refers to a time in which tensions and complications begin to be eased.

At such times

we ought to make our way back to ordinary conditions as soon as possible; this is the meaning of "the southwest."

These periods of sudden change have great importance.

Just as

rain relieves atmospheric tension, making all the buds burst open, so

a time of deliverance from burdensome pressure has a

- liberating and
- stimulating

effect on life.

One thing is important, however: in such times

we must not overdo our triumph.

The point is not to push on farther than is necessary.

Returning to the regular order of life

as soon as deliverance is achieved

brings good fortune.

If there are any residual matters that ought to be attended to,

it should be done as quickly as possible,

so that

- a clean sweep is made and
- no retardation occur.

THE IMAGE

Thunder and rain set in: The image of DELIVERANCE.

Thus the superior man

- pardons mistakes And
- forgives misdeeds.

- A thunderstorm has the effect of clearing the air;

- the superior man produces a similar effect when dealing with mistakes and sins of men

that induce a condition of tension.

Through clarity he brings deliverance.

However,

when failings come to light,

he does not dwell on them;

- he simply passes over mistakes, the unintentional transgressions,
 - just as thunder dies away.
- He forgives misdeeds, the intentional transgressions,
 - just as water washes everything clean.