

Cazoo Group Ltd CZOO under CEO Alex Chesterman



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

HEXAGRAM 22 – Pi - Grace

Above KEN KEEPING STILL, MOUNTAIN
 Below Li THE CLINGING, FIRE

This hexagram shows a **fire** that

- **breaks out** of the secret depths of the earth and, blazing up,
- **illuminates and beautifies** the mountain, the heavenly heights.
- Grace - beauty of form - is **necessary** in any union
 if
 - **it is to be**
 - **well ordered and pleasing**
 - **rather than**
 - **disordered and chaotic.**

THE JUDGMENT

GRACE has success.
 In small matters
 It is favorable to undertake something.

Grace brings success.

However,

- it is not the essential or fundamental thing;
- it is only the ornament and must therefore be used
 - sparingly and
 - only in little things.

1. In the lower trigram of fire
a yielding line

- comes between two strong lines and
 - makes them beautiful,
- but
- the strong lines are the essential content and
 - the weak line is the beautifying form.

2. In the upper trigram of the mountain,
the strong line

- takes the lead, so that here again
- the strong element must be regarded as the decisive factor.

3. In nature we see in the sky the strong light of the sun;

the life of the world depends on it.

But this strong, essential thing is

- changed and
- given pleasing variety by the moon and the stars.

4. In human affairs,

aesthetic form comes into being when

traditions exist that, strong and abiding like mountains, are made pleasing by a lucid beauty.

5. By contemplating the forms existing in the heavens

we come to understand time and its changing demands.

6. Through contemplation of the forms existing in human society

it becomes possible to shape the world. 1

THE IMAGE

Fire at the foot of the mountain: The image of GRACE.

Thus does

- the superior man proceed When clearing up current affairs.

But

- he dare not decide controversial issues in this way.

- The fire, whose light illuminates the mountain and makes it pleasing,

◦ does not shine far;

in the same way,

- beautiful form suffices to brighten and to throw light upon matters of lesser moment,

◦ but important questions cannot be decided in this way.

They require greater earnestness.

THE LINES

0 Nine at the top means:
Simple grace. No blame.

Here at the highest stage of development all ornament is discarded.

Form

- no longer conceals content but
- brings out its value to the full.

Perfect grace consists

- not in exterior ornamentation of the substance, but
- in the simple fitness of its form.

1. This hexagram shows

- tranquil beauty-clarity within,
- quiet without.

This is the tranquility of pure contemplation.

When

- desire is silenced and
- the will comes to rest,

the world-as-idea becomes manifest.

In this aspect the world is beautiful and removed from the struggle for existence.

This is the world of art.

However,

contemplation alone will not put the will to rest absolutely.

It will awaken again, and then

all the beauty of form will appear to have been only a brief moment of exaltation.

Hence

this is still not the true way of redemption.

For this reason

Confucius felt very uncomfortable when once, on consulting the oracle, he obtained the hexagram of GRACE.

MOVING HEXAGRAM

HEXAGRAM 36 - Ming I - Darkening of the Light

Above K'UN THE RECEPTIVE, EARTH
Below LI THE CLINGING, FIRE

Here the sun

- has sunk under the earth and
- is therefore darkened.

The name of the hexagram **means** literally "wounding of the bright"; hence the individual lines **contain** frequent references to wounding.

The situation is the exact **opposite** of that in the foregoing hexagram.

In the latter

- a **wise man** at the head of affairs
 - **has able helpers**, and in company with them
 - **makes progress**;

here

- a **man of dark** nature
 - **is** in a position of authority and
 - **brings harm** to the wise and able man.

THE JUDGMENT

DARKENING OF THE LIGHT.

In adversity

It furthers one to be persevering.

One

- must not unresistingly let himself be swept along by unfavorable circumstances,
- nor permit his steadfastness to be shaken.

He can avoid this by

- maintaining his inner light, while
- remaining outwardly yielding and tractable.

With this attitude

he can overcome even the greatest adversities.

In some situations indeed a man

- must hide his light, in order to
- make his will prevail in spite of difficulties in his immediate environment.

Perseverance

- must dwell in inmost consciousness and
- should not be discernible from without.

Only thus is

a man able to maintain his will in the face of difficulties.

THE IMAGE

The light has sunk into the earth: The image of DARKENING OF THE LIGHT.

Thus does

- the superior man live with the great mass:
- He
 - veils his light,
 - yet still shines.

In a time of darkness it is essential to be

- cautious and

- reserved.

One should not needlessly awaken overwhelming enmity by inconsiderate behavior.

In such times

- one ought not to fall in with the practices of others;
- neither should one drag them censoriously into the light.

In social intercourse

- one should not try to be all-knowing.
- One should let many things pass, without being duped.