

Tractor Supply Co TSCO under CEO Harry Lawton



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

### HEXAGRAM 57 – Sun - The Gentle (The Penetrating, Wind)

Above SUN THE GENTLE, WIND, WOOD

Below SUN THE GENTLE, WIND, WOOD

Sun is one of the **eight doubled** trigrams.

It

- is the eldest daughter  
and

- **symbolizes** wind or wood;

it has for its **attribute** gentleness,  
which nonetheless penetrates

- like the wind

or

- like growing wood

with its roots.

The dark principle, in itself rigid and immovable,  
is dissolved by the penetrating light principle,  
to which it subordinates itself in gentleness.

1. In nature,

it is the wind that

- disperses the gathered clouds,  
leaving the sky clear and serene.

## 2. In human life

it is penetrating clarity of judgment that

- thwarts all dark hidden motives.

## 3. In the life of the community

it is the powerful influence of a great personality that

- uncovers and breaks up those intrigues which shun the light of day.

## THE JUDGMENT

THE GENTLE.

Success through what is small.

- It furthers one to have somewhere to go.
- It furthers one to see the great man.

Penetration produces

- gradual

and

- inconspicuous

effects.

It should be effected

- not by an act of violation
- but by influence that never lapses.

- Results of this kind are less striking to the eye than

- those won by surprise attack,

but

- they
  - are more enduring
  - and
  - more complete.

If

- one would produce such effects
- one must have a dearly defined goal,

for only when

- the penetrating influence works always in the same direction
- can the object be attained.

Small strength can achieve its purpose

only by

- subordinating itself to an eminent man
- who is capable of creating order.

## THE IMAGE

Winds following one upon the other: The image of THE GENTLY PENETRATING.

Thus

the superior man

- Spreads his commands abroad

And

- carries out his undertakings.

- The penetrating quality of the wind depends upon its ceaselessness.

- This is what makes it so powerful;
- time is its instrument.

In the same way

- the ruler's thought should penetrate the soul of the people.
  - This too requires a lasting influence brought about by
    - enlightenment
    - and
    - command.

Only when

- the command has been assimilated by the people
- is action in accordance with it possible.

Action without preparation of the ground only

- frightens

and

- repels.

## THE LINES

Nine in the second place means:

Penetration under the bed.

Priests and magicians are used in great number.

Good fortune.

No blame.

At times

one

- has to deal with hidden enemies,  
intangible influences that slink into dark corners and from this hiding
- affect people by suggestion.

In instances like this,

- it is necessary to trace these things back to the most secret recesses,  
in order to determine  
the nature of the influences to be dealt with.

a) This is the task of the priests;

- removing the influences

b) is the task of the magicians.

The very anonymity of such plotting requires  
an especially vigorous and indefatigable effort,  
but this is well worth while.

For when such

elusive influences are

- brought into the light

and

- branded,

they lose their power over people.

Six in the fourth place means:  
Remorse vanishes.  
During the hunt  
Three kinds of game are caught.

When a

- responsible position

and

- accumulated experience

lead one to combine

- innate modesty

with

- energetic action,

great success is assured.

The three kinds of animals referred to served

- for offerings to the gods,
- for feasting guests,

and

- for everyday consumption.

When

- the catch answered all three purposes,
- the hunt was considered especially successful.

## **MOVING HEXAGRAM**

### **HEXAGRAM 33 – Tun - Retreat**

Above CHIEN THE CREATIVE, HEAVEN  
Below KEN KEEPING STILL, MOUNTAIN

The power of the dark is ascending.  
The light retreats to security, so that  
the dark cannot encroach upon it.  
This retreat is a matter

- not of man's will
- but of natural law.

Therefore in this case withdrawal is proper;

it is the **correct** way to behave  
in order **not to** exhaust one's forces. 1

In the calendar this hexagram is linked with the sixth month (July-August), in which the forces of winter are already showing their **influence**.

## THE JUDGMENT

RETREAT. Success.  
In what is small, perseverance furthers.

Conditions are such that the hostile forces **favor**ed by the time are **advancing**.  
In this case

- retreat is the **right** course, and
  - it is through retreat that **success** is achieved.
- But success **consists** in being able to carry out the retreat correctly.  
Retreat **is not** to be confused with flight.

- **Flight means saving oneself under any circumstances whereas**
- **retreat is a sign of strength.**

We must be careful **not to miss** the right moment while we are **in full possession** of power and position.

Then we **shall be able**

- to **interpret** the signs of the time
  - before it is too late and
- to **prepare** for provisional retreat
  - instead of being drawn into a desperate life-and-death struggle.

Thus

- we **do not** simply abandon the field to the opponent;
- we **make** it difficult for him to advance
  - by showing **perseverance** in single acts of resistance.

In this way

we **prepare**, while retreating, for the counter - movement.

**Understanding** the laws of a constructive retreat of this sort is not easy.

The **meaning** that lies hidden in such a time is important.

## THE IMAGE

Mountain under heaven: the image of RETREAT.

Thus the superior man

**keeps** the inferior man at a distance,  
**Not angrily but with reserve.**

The mountain **rises up** under heaven, but owing to its nature it finally **comes to** a stop.

Heaven on the other hand

- **retreats upward** before it into the distance and
- **remains** out of reach.

This **symbolizes** the behavior of the superior man toward a climbing inferior;

he **retreats** into his own thoughts as the inferior man comes forward.  
He **does not** hate him,  
for hatred **is** a form of subjective involvement  
by which we are **bound** to the hated object.  
The superior man shows **strength** (heaven) in that  
he brings the inferior man to a **standstill** (mountain)  
by his dignified **reserve**.

## **INTERPRETATIONS AND CASES**

### **57 THE GENTLE (THE PENETRATING)**

#### **MANAGERIAL ISSUE:**

The gentle CEO – being gentle to penetrate all aspects of the corporation.

Hexagram 57 refers to a gentle CEO. However, gentleness can be deceiving, for gentleness can be an iron fist behind a velvet glove. A gentle CEO can penetrate or conquer even the worst situation with his own kindness. Even evil, at its worst, will eventually surrender to the power of gentleness, as shown by Mother Theresa.

The I Ching says: “The dark principle, in itself rigid and immovable, is dissolved by the penetrating light principle, to which it subordinates itself in gentleness”.

#### **MANAGERIAL LESSON:**

The Superior CEO uses his own natural weapons for the gentle penetration of all aspects of the corporation:

1) Truth to dispel evil lies.

- 2) Righteousness to keep evil actions from hurting the corporation.
- 3) Gentleness and modesty, particularly when making changes. The Superior CEO avoids violent changes or violent penetration, because violence leads to destruction and there is no need to hurt anyone. He applies evolutionary changes or gentle penetration because such changes are much more lasting than revolutionary changes.
- 4) A highly focused mind to keep his target on sight at all times.
- 5) Tenacity in the relentless pursuit of his goals. Tenacity is what makes the gentle penetration so effective. And
- 6) Communication skills to let everyone know well ahead of time about:
  - a) The goals,
  - b) The means to achieve such goals, and
  - c) The role everyone must play in achieving such goals.

The Superior CEO practices the three rules of change: communication, communication, communication. He knows that to be successful he needs to establish the correct attitude for the collective action of all the employees. That such collective action can be achieved only if every employee acts together as a team, as if moved by a single mind, because only then will they easily achieve the goals. Communication will serve him to establish this attitude. With such attitude, the gentle CEO can bring peace and order to any corporation in chaos.

## **INVESTMENT ADVICE:**

For the investor, the Gentle (Penetrating) represents in general terms an unfavorable Time-Space to invest.

By itself (no lines) the Time-Space points to success provided the CEO subordinates to an eminent man capable of creating order.

THE GENTLE.

Success through what is small.  
It furthers one to have somewhere to go.  
It furthers one to see the great man.

Penetration produces gradual and inconspicuous effects. It should be effected not by an act of violation but by influence that never lapses. Results of this kind are less striking to the eye than those won by surprise attack, but they are more enduring and more complete. If one would produce such effects one must have a dearly defined goal, for only when the penetrating influence works always in the same direction can the object be attained. Small strength can achieve its purpose only by subordinating itself to an eminent man who is capable of creating order.

The lines include only two possibilities of Good Fortune, two real negatives and two semi negative.

The following are cases of corporations under the Gentle Time-Space.

- **Bank of America Corporation BAC under CEO Brian T. Moynihan**
- **EMC Corporation EMC under CEO Joseph M. Tucci**
- **Comcast Corporation CMCSK under CEO Brian L. Roberts**
- **PACCAR Inc. PCAR under CEO Mark C. Pigott**

(Read at the end of the Hexagram)

## **THE LINES**

### **SIX IN THE FIRST PLACE**

**Managerial Issue:** The gentle CEO – gently penetrating the corporation – a gentle penetration without resolution can be a negative managerial practice.

**Managerial Lesson:** Be decisive.

**Managerial Warning:** At the first stage of the Gentle (Penetrating) Time-Space, the CEO risks being so gentle as to be irresolute.

**Managerial Advice:** The Superior CEO knows that:

- Gentleness without the use of the proper weapons leads to hesitation, and he who hesitates is lost.
- At times of hesitation he must keep in mind his duty, do as his duty demands, and do it with his utmost determination.
- The key to the success of the gentle penetration is determination.

The U.S. Marines say that even a hastily prepared plan if it is executed with the utmost determination is more likely to succeed than a perfectly prepared plan executed without any determination.

**Investment advice:** Do not invest

### **NINE IN THE SECOND PLACE**



**Managerial Issue:** The gentle CEO – gently penetrating the corporation – relentless in his penetration.

**Managerial Lesson:** Be relentless.

**Managerial Warning:** At the second stage of the Gentle (Penetrating) Time-Space, the CEO finds he must penetrate the heart of the corporate culture, its prejudices, its beliefs, and what makes it or does not make it tick. He must look for hidden enemies (people or principles).

**Managerial Advice:** The Superior CEO knows that:

- Even though bad corporate beliefs may seem like harmless ideas, there usually are evil people behind these ideas, people who are well entrenched in the corporation.
- He must use his tenacity as his main weapon to penetrate into the real source of these evil ideas, as well as into the evil people inside the corporation who generate these ideas.
- Once he successfully penetrates both, then he must use the truth as his “weapon” to vanish these people and their ideas from the corporation.

This is a typical case of a corporation with a set of beliefs no longer in tune with the times. It is usually these sets of beliefs, which do more harm than even its competitors. It was a set of beliefs that hurt Apple Computers during its darkest days.

**Investment advice:** Invest.

### **NINE IN THE THIRD PLACE**

**Managerial Issue:** The gentle CEO – gently penetrating the corporation - when to plan and when to execute the plan.

**Managerial Lesson:** Be balanced (reflection versus action).

**Managerial Warning:** At the third stage of the Gentle (Penetrating) Time-Space, the CEO finds that too much planning is as bad as no planning at all.

**Managerial Advice:** The Superior CEO knows that:

- Once he has developed a plan in his mind, he must execute it at once.
- Should he fail to act, the employees will perceive it as sign of weakness and he will lose their respect.
- Must keep in mind at all times that it is the relentless and continuous action that gives gentleness its power.

There was an old idea that the Japanese took a long time in deciding but a brief time in executing while the Americans took a brief time in deciding and a long time in executing. It is a matter of finding a proper balance between deciding and executing.

**Investment advice:** Do not invest.

### **SIX IN THE FOURTH PLACE**

**Managerial Issue:** The gentle CEO – gently penetrating the corporation – by combining the best qualities - humility and resolution.

**Managerial Lesson:** Be humble.

**Managerial Warning:** At the fourth stage of the Gentle (Penetrating) Time-Space, the CEO “combines innate modesty with energetic action”,

**Managerial Advice:** The Superior CEO knows that when he combines even the most basic qualities mentioned in the beginning of the Hexagram he will successfully accomplish the task of penetrating the corporation. However, he does not have to have them all. Humility alone would do it.

**Investment advice:** Do not invest.

### **NINE IN THE FIFTH PLACE**

**Managerial Issue:** The gentle CEO – gently penetrating the corporation – by applying the law of cause and effect.

**Managerial Lesson:** Be steadfast/correct.

**Managerial Warning:** At the fifth stage of the Gentle (Penetrating) Time-Space, the CEO must realize the importance of cause and effect (follow up).

**Managerial Advice:** The Superior CEO knows that:

- Every action generates a reaction, which in turn generates another action and so forth in a never-ending chain.
- Once the gentle CEO executes a plan, he must be ready and willing to make adjustments.
- No plan is so perfect that it takes into consideration all possible future reactions; however, the CEO can make adjustments as they become necessary.
- These continuous adjustments require the CEO execute his plans with the “weapons” mentioned in the beginning of the Hexagram.
- When he makes a change, he should apply the loop and exercise:
  1. Gentleness to execute the change, then

2. Patience to wait for the plan to take shape, then
  3. Humility to realize his plan has errors in it, then
  4. Tenacity to seek the truth above all, then
  5. A focused mind to stick only to the issues and to the issues only, then
  6. Communication skills to make everyone aware of the changes, then
1. Gentleness to execute the changes, and  
(Repeat the cycle).

**Investment advice:** Invest.

### **NINE IN THE SIXTH PLACE**

**Managerial Issue:** The gentle CEO – gently penetrating the corporation – being gentle but lacking the strength to gently penetrate the corporation.

**Managerial Lesson:** Be wise.

**Managerial Warning:** At the sixth stage of the Gentle (Penetrating) Time-Space, the CEO finds at times even his gentleness will not allow him to penetrate the corporation.

**Managerial Advice:** The Superior CEO knows that:

- There will be times when even his gentleness and tenacity will bear no effect on the corporation.
- When the CEO lacks the Mandate of Heaven and fate is not in his favor, even for the CEO who holds all the weapons and qualities required in this Hexagram, it is best not to get involved with this corporation.
- In such cases it is best to just let the rotten corporate culture collapse on its own weight, to let evil touch bottom, so that he might eventually work on what is left.

**Investment advice:** Do not invest.

## **MANAGERIAL CASES**

# **Bank of America Corporation BAC under CEO Brian T. Moynihan**

Brian Moynihan's Performance: ROI= (61.23%) Annualized Return=  
(41.80%)  
SPY's Performance: ROI= 2.52% Annualized Return=  
1.43%

Brian T. Moynihan became CEO of Bank of America in January of 2010. Since then, his performance has been extremely poor.

## **Points the investor should consider:**

### **1) THE HEXAGRAM**

HEXAGRAM 57 – Sun - The Gentle (The Penetrating, Wind)

Sun is one of the eight doubled trigrams. It is the eldest daughter and symbolizes wind or wood; it has for its attribute gentleness, which nonetheless penetrates like the wind or like growing wood with its roots.

The dark principle, in itself rigid and immovable, is dissolved by the penetrating light principle, to which it subordinates itself in gentleness. In nature, it is the wind that disperses the gathered clouds, leaving the sky clear and serene. In human life it is penetrating clarity of judgment that thwarts all dark hidden motives. In the life of the community it is the powerful influence of a great personality that uncovers and breaks up those intrigues which shun the light of day.

THE JUDGMENT

THE GENTLE.

Success through what is small.  
It furthers one to have somewhere to go.  
It furthers one to see the great man.

Penetration produces gradual and inconspicuous effects. It should be effected not by an act of violation but by influence that never lapses. Results of this kind are less striking to the eye than those won by surprise attack, but they are more enduring and more complete. If one would produce such effects one must have a dearly defined goal, for only when the penetrating influence works always in the same direction can the object be attained. Small strength can achieve its purpose only by subordinating itself to an eminent man who is capable of creating order.

## **2) THE ADVICE**

Winds following one upon the other: The image of THE GENTLY PENETRATING.  
Thus the superior man  
Spreads his commands abroad  
And carries out his undertakings.

The penetrating quality of the wind depends upon its ceaselessness. This is what makes it so powerful; time is its instrument. In the same way the ruler's thought should penetrate the soul of the people. This too requires a lasting influence brought about by enlightenment and command. Only when the command has been assimilated by the people is action in accordance with it possible. Action without preparation of the ground only frightens and repels.

## **3) THE LINES:**

Nine in the third place means:  
Repeated penetration.  
Humiliation.

Penetrating reflection must not be pushed too far, lest it cripple the power of decision. After a matter has been thoroughly pondered, it is essential to form a decision and to act. Repeated deliberation brings fresh doubts and scruples, and thereby humiliation, because one shows oneself unable to act.

Six in the fourth place means:  
Remorse vanishes.  
During the hunt  
Three kinds of game are caught.

When a responsible position and accumulated experience lead one to combine innate modesty with energetic action, great success is assured. The three kinds of animals referred to, served for offerings to the gods, for feasting guests, and for everyday consumption. When the catch answered all three purposes, the hunt was considered especially successful.

## **4) THE MOVING HEXAGRAM**

HEXAGRAM 06 – Sung – Conflict

The upper trigram, whose image is heaven, has an upward movement; the lower trigram, water, in accordance with its nature, tends downward. Thus the two halves move away from each other, giving rise to the idea of conflict.

The attribute of the Creative is strength that of the abysmal is danger, guile. Where cunning has force before it, there is conflict.

A third indication of conflict, in terms of character, is presented by the combination of deep cunning within and fixed determination outwardly. A person of this character will certainly be quarrelsome.

#### THE JUDGMENT

CONFLICT. You are sincere  
And are being obstructed.  
A cautious halt halfway brings good fortune.  
Going through to the end brings misfortune.  
It furthers one to see the great man.  
It does not further one to cross the great water.

Conflict develops when one feels himself to be in the right and runs into opposition. If one is not convinced of being in the right, opposition leads to craftiness or high-handed encroachment but not to open conflict.

If a man is entangled in a conflict, his only salvation lies in being so clear-headed and inwardly strong that he is always ready to come to terms by meeting the opponent halfway. To carry on the conflict to the bitter end has evil effects even when one is in the right, because the enmity is then perpetuated. It is important to see the great man, that is, an impartial man whose authority is great enough to terminate the conflict amicably or assure a just decision.

In times of strife, crossing the great water is to be avoided, that is, dangerous enterprises are not to be begun, because in order to be successful they require concerted unity of forces. Conflict within weakens the power to conquer danger without.

#### THE IMAGE

Heaven and water go their opposite ways: The image of Conflict.  
Thus in all his transactions the superior man  
Carefully considers the beginning.

The image indicates that the causes of conflict are latent in the opposing tendencies of the two trigram. Once these opposing tendencies appear, conflict is inevitable. To avoid it, therefore, everything must be taken carefully into consideration in the very beginning. If rights and duties are exactly defined, or if, in a group, the spiritual trends of the individuals harmonize, the cause of conflict is removed in advance.

**EMC Corporation EMC under CEO Joseph M. Tucci**

Joseph Tucci's Performance:	ROI= (67.56%)	Annualized	Return=
(9.95%)			
SPY's Performance:	ROI= (11.75%)	Annualized	Return=
(1.16%)			

Joseph M. Tucci became CEO of EMC in January of 2001. Since then, his performance has been extremely poor – particularly in the last 6 months.

Because he has been CEO for almost a decade, we asked the Oracle once more about his future. His new hexagram is The Gentle (Penetration).

## **Points the investor should consider:**

### **1) THE HEXAGRAM**

(Same as Above).

### **2) THE ADVICE**

(Same as Above).

### **3) THE LINES:**

There are no moving lines.

### **4) THE MOVING HEXAGRAM**

There is no moving Hexagram because there are no moving lines. The focusing point is the Judgment.

THE GENTLE.

Success through what is small.

It furthers one to have somewhere to go.

It furthers one to see the great man.

Penetration produces gradual and inconspicuous effects. It should be effected not by an act of violation but by influence that never lapses. Results of this kind are less striking to the eye than those won by surprise attack, but they are more enduring and more complete. If one would produce such effects one must have a dearly

defined goal, for only when the penetrating influence works always in the same direction can the object be attained. Small strength can achieve its purpose only by subordinating itself to an eminent man who is capable of creating order.

Of interest is the Nuclear hexagram.

## **NUCLEAR HEXAGRAM**

HEXAGRAM 38 - K'uei - Opposition

This hexagram is composed of the trigram Li above, i.e., flame, which burns upward, and Tui below, i.e., the lake, which seeps downward. These two movements are in direct contrast. Furthermore, Li is the second daughter and Tui the youngest daughter, and although they live in the same house they belong, to different men; hence their wills are not the same but are divergently directed.

### THE JUDGMENT

#### OPPOSITION.

In small matters, good fortune.

When people live in opposition and estrangement they cannot carry out a great undertaking in common; their points of view diverge too widely. In such circumstances one should above all not proceed brusquely, for that would only increase the existing opposition; instead, one should limit oneself to producing gradual effects in small matters. Here success can still be expected, because the situation is such that the opposition does not preclude all agreement.

In general, opposition appears as an obstruction, but when it represents polarity within a comprehensive whole, it has also its useful and important functions. The oppositions of heaven and earth, spirit and nature, man and woman, when reconciled, bring about the creation and reproduction of life. In the world of visible things, the principle of opposites makes possible the differentiation by categories through which order is brought into the world.

### THE IMAGE

Above, fire, below, the lake: The image of OPPOSITION.

Thus amid all fellowship

The superior man retains his individuality.

The two elements, fire and water, never mingle but even when in contact retain their own natures. So the cultured man is never led into baseness or vulgarity through intercourse or community of interests with persons of another sort; regardless of all commingling, he will always preserve his individuality.



## **Comcast Corporation CMCSK under CEO Brian L. Roberts**

Brian Roberts' Performance:	ROI= 44.28%	Annualized	Return=
4.19%			
SPY's Performance:	ROI= 23.95%	Annualized	Return=
2.43%			

Brian L. Roberts became CEO of Comcast in November of 2002. Since then, he has been able to outperform the SPY.

Because he has been CEO for almost a decade, we asked the Oracle once more about his future. His new hexagram is The Gentle (Penetrating).

### **Points the investor should consider:**

#### **1) THE HEXAGRAM**

(Same as Above).

#### **2) THE ADVICE**

(Same as Above).

#### **3) THE LINES:**

Nine at the top means:

Penetration under the bed.

He loses his property and his ax.

Perseverance brings misfortune.

A man's understanding is sufficiently penetrating. He follows up injurious influences into the most secret corners. But he no longer has the strength to combat them decisively. In this case any attempt to penetrate into the personal domain of darkness would only bring harm.

#### **4) THE MOVING HEXAGRAM**

HEXAGRAM 48 – Ching - The Well

Wood is below, water above. The wood goes down into the earth to bring up water. The image derives from the pole-and-bucket well of ancient China. The wood represents not the buckets, which in ancient times were made of clay, but rather the wooden poles by which the water is hauled up from the well. The image also refers to the world of plants, which lift water out of the earth by means of their fibers.

The well from which water is drawn conveys the further idea of an inexhaustible dispensing of nourishment.

#### THE JUDGMENT

##### THE WELL.

The town may be changed,  
But the well cannot be changed.  
It neither decreases nor increases.  
They come and go and draw from the well.  
If one gets down almost to the water  
And the rope does not go all the way,  
Or the jug breaks, it brings misfortune.

In ancient China the capital cities were sometimes moved, partly for the sake of more favorable location, partly because of a change in dynasties. The style of architecture changed in the course of centuries, but the shape of the well has remained the same from ancient times to this day. Thus the well is the symbol of that social structure which, evolved by mankind in meeting its most primitive needs, is independent of all political forms. Political structures change, as do nations, but the life of man with its needs remains eternally the same - this cannot be changed. Life is also inexhaustible. It grows neither less nor more; it exists for one and for all. The generations come and go, and all enjoy life in its inexhaustible abundance.

However, there are two prerequisites for a satisfactory political or social organization of mankind. We must go down to the very foundations of life. For any merely superficial ordering of life that leaves its deepest needs unsatisfied is as ineffectual as if no attempt at order had ever been made. Carelessness - by which the jug is broken - is also disastrous. If for instance the military defense of a state is carried to such excess that it provokes wars by which the power of the state is annihilated, this is a breaking of the jug.

This hexagram applies also to the individual. However men may differ in disposition and in education, the foundations of human nature are the same in everyone. And every human being can draw in the course of his education from the inexhaustible wellspring of the divine in man's nature. But here likewise two dangers threaten: a man may fail in his education to penetrate to the real roots of humanity and remain fixed in conventions partial education of this sort is as bad as none or he may suddenly collapse and neglect his self-development.

#### THE IMAGE

Water over wood: the image of THE WELL.  
Thus the superior man encourages the people at their work,  
And exhorts them to help one another.

The trigram Sun, wood, is below, and the trigram K'an, water, is above it. Wood sucks water upward. Just as wood as an organism imitates the action of the well, which benefits all parts of the plant, the superior man organizes human society, so that, as in a plant organism, its parts cooperate for the benefit of the whole.

### **PACCAR Inc. PCAR under CEO Mark C. Pigott**

Mark Pigott's Performance:	ROI= 465.33%	Annualized	Return=
12.44%			
SPY's Performance:	ROI= 48.57%	Annualized	Return=
2.72%			

Mark C. Pigott became CEO of PACCAR Inc. in January of 1997. Since then, he has been able to outperform the SPY substantially.

Because he has been CEO for a long time, we asked the Oracle once more about his future. His new hexagram is The Gentle (The Penetrating).

Since mid-2011 his performance has been below the SPY's, thus he needs to change his strategy.

### **Points the investor should consider:**

### **1) THE HEXAGRAM**

(Same as Above).

### **2) THE ADVICE**

(Same as Above).

### **3) THE LINES:**

Nine in the second place means:

Penetration under the bed.

Priests and magicians are used in great number.

Good fortune.

No blame.

At times one has to deal with hidden enemies, intangible influences that slink into dark corners and from this hiding affect people by suggestion. In instances like this, it is necessary to trace these things back to the most secret recesses, in order to determine the nature of the influences to be dealt with. This is the task of the priests; removing the influences is the task of the magicians. The very anonymity of such plotting requires an especially vigorous and indefatigable effort, but this is well worth while. For when such elusive influences are brought into the light and branded, they lose their power over people.

Nine in the third place means:

Repeated penetration.

Humiliation.

Penetrating reflection must not be pushed too far, lest it cripple the power of decision. After a matter has been thoroughly pondered, it is essential to form a decision and to act. Repeated deliberation brings fresh doubts and scruples, and thereby humiliation, because one shows oneself unable to act.

### **4) THE MOVING HEXAGRAM**

HEXAGRAM 20 – Kuan - Contemplation (View)

A slight variation of tonal stress gives the Chinese name for this hexagram a double meaning. It means both contemplating and being seen, in the sense of being an example. These ideas are suggested by the fact that the hexagram can be understood as picturing a type of tower characteristic of ancient China.

A tower of this kind commanded a wide view of the country; at the same time, when situated on a mountain, it became a landmark that could be seen for miles around. Thus the hexagram shows a ruler who contemplates the law of heaven above him and the ways of the people below, and who, by means of good government, sets a lofty example to the masses.

This hexagram is linked with the eighth month (September - October). The light-giving power retreats and the dark power is again on the increase. However, this aspect is not material in the interpretation of the hexagram as a whole.

## THE JUDGMENT

### CONTEMPLATION.

The ablution has been made,  
But not yet the offering.  
Full of trust they look up to him.

The sacrificial ritual in China began with an ablution and a libation by which the Deity was invoked, after which the sacrifice was offered. The moment of time between these two ceremonies is the most sacred of all, the moment of deepest inner concentration. If piety is sincere and expressive of real faith, the contemplation of it has a transforming and awe-inspiring effect on those who witness it.

Thus also in nature a holy seriousness is to be seen in the fact that natural occurrences are uniformly subject to law. Contemplation of the divine meaning underlying the workings of the universe gives to the man who is called upon to influence others the means of producing like effects. This requires that power of inner concentration which religious contemplation develops in great men strong in faith. It enables them to apprehend the mysterious and divine laws of life, and by means of profoundest inner concentration they give expression to these laws in their own persons. Thus a hidden spiritual power emanates from them, influencing and dominating others without their being aware of how it happens.

## THE IMAGE

The wind blows over the earth: The image of CONTEMPLATION.  
Thus the kings of old visited the regions of the world,  
Contemplated the people,  
And gave them instruction.

When the wind blows over the earth it goes far and wide and the grass must bend to its power. These two occurrences find confirmation in the hexagram. The two images are used to symbolize a practice of the kings of old; in making regular journeys the ruler could, in the first place, survey his realm and make certain that none of the existing usages of the people escaped notice; in the second, he could exert influence through which such customs as were unsuitable could be changed.

All of this points to the power possessed by a superior personality. On the one hand, such a man will have a view of the real sentiments of the great mass of humanity and therefore cannot be deceived; on the other, he will impress the people so profoundly, by his mere existence and by the impact of his personality, that they will be swayed by him as the grass by the wind.

## **33 RETREAT**

### **MANAGERIAL ISSUE:**

The CEO – managing a strategic retreat (from any condition such as for instance, a partnership, a market, a product, an industry or a country) to save his corporation.

Hexagram 33 is a Time-Space where the Superior CEO must realize:

- 1) There are moments in which fate will work against his corporation. In a cyclical world, hard times are inevitable. The Superior CEO knows no corporation can win all the time and he must prepare contingency plans to deal with worst-case scenarios. All CEOs have to accept this and prepare for it. In this particular moment, the corporation is going through a difficult time requiring defensive action. A tactical retreat could be both honorable and wise. The Superior CEO therefore looks for the proper place to retreat so as not to be exposed to a takeover. He prepares for the worst and thus avoids losing precious resources in futile battles; especially because he knows he will need these same resources later on.
- 2) The amount of harm his enemy can inflict is limited and thus he must retreat and wait for such damage to spend itself out. If we look at the YIN and YANG round

symbol we realize that both are limited in their advance because they are confined to a given space. Neither the YIN nor the YANG are in a perfect equilibrium position and there is always a time in which each will have the upper hand; however, neither the YIN nor the YANG can completely destroy each other.

- 3) Sometimes it is necessary for a strategic retreat, as the enemy might be too strong. This retreat, in turn, will bring about success.
- 4) Throughout the six stages of the Retreat Time Space, the CEO sometimes will be able to complete the Retreat but other times his enemies will get too close and block his Retreat. Each stage will require different strategies.

## **MANAGERIAL LESSON:**

### **To perform a strategic retreat, the Superior CEO must:**

- 1) Plan and carry out the retreat in a proper manner. A tactical retreat should not be confused with running away in panic.
- 2) See well in advance the moment to retreat and do so accordingly, otherwise the retreat will not be a strategic or a temporary one but rather a desperate run for one's life. When we are on top we must use our financial strength to prepare for the hard times - when in peace, prepare for war.
- 3) Make things difficult for the enemy as the retreat takes place. This was the case of the Russians burning everything (scorched earth) on their path as Napoleon advanced. This destruction should be done gradually rather than total. This is very much guerrilla warfare and evokes images of Mao's Long March. For instance, the corporation can do a tactical retreat by creating poison pills for the company that is trying to take it over, or drawing it into a legal battle to make things harder for it.
- 4) Include a plan to counter attack as part of the strategic retreat.
- 5) Maintain a proper attitude. Be calmed and keep a superior attitude. Any CEO might hate his enemy but the Superior CEO does not allow his emotions to affect his decisions. He reserves his emotions for his wife only (General Marshall). The Superior CEO knows that a regal attitude towards his enemies or towards the corporation that is trying to take them over is a must, and sometimes only the superior attitude would be enough to deter the enemy from making further advances. This condition is also applicable to both: a CEO who prepares his corporation for a possible takeover by a larger corporation, and to a CEO who prepares for one of his subordinate's attempts to try and take over his job.

6) Keeps from implementing any grand new project. It is obvious that during the Retreat Time -Space no CEO could handle any new project that would require both his attention as well as the corporation's resources.

## **INVESTMENT ADVICE:**

For the investor, the RETREAT is not a favorable Time-Space to invest. Who wants to invest in a corporation where the Power of the Dark is ascending? Who wants to invest in a corporation where the CEO's main role is to Retreat to ensure the corporation's survival?

By itself (no lines) it points to the possibility of success if the CEO stays in small projects. But even then, it would be best to look for another investment opportunity.

RETREAT. Success.  
In what is small, perseverance furthers.

Conditions are such that the hostile forces favored by the time are advancing. In this case retreat is the right course, and it is through retreat that success is achieved. But success consists in being able to carry out the retreat correctly. Retreat is not to be confused with flight. Flight means saving oneself under any circumstances whereas retreat is a sign of strength. We must be careful not to miss the right moment while we are in full possession of power and position. Then we shall be able to interpret the signs of the time before it is too late and to prepare for provisional retreat instead of being drawn into a desperate life-and-death struggle. Thus we do not simply abandon the field to the opponent; we make it difficult for him to advance by showing perseverance in single acts of resistance. In this way we prepare, while retreating, for the counter - movement. Understanding the laws of a constructive retreat of this sort is not easy. The meaning that lies hidden in such a time is important.

The lines point to two possibilities of investing in the third and fifth lines. The investor must keep in mind that the lines point to good fortune because the retreat was possible or completed. Does the investor want to invest in a corporation that is successfully retreating?

The following cases are those of corporations under the Retreat Time-Space:

- **Clorox Corporation CLX under CEO Donald R. Knauss**
- **Sears Holdings Corporation SHLD under CEO W. Bruce Johnson**
- **Expeditors International of Washington Inc. EXPD under CEO Peter J. Rose**
- **Symantec Corporation SYMC under CEO Enrique T. Salem**



(Read at end of the Hexagram).

## **THE LINES**

### **SIX IN THE FIRST PLACE**

**Managerial Issue:** The CEO – managing a strategic retreat (from any condition such as for instance, a partnership, a market, a product, an industry or a country) to save his corporation – in the wrong place at the wrong time.

**Managerial Lesson:** Be still.

**Managerial Warning:** At the first stage of the Retreat Time-Space, the CEO faces a dangerous condition. His position is too weak at the time of retreat.

**Managerial Advice:** The Superior CEO knows that both: to do and not to do are equally important. In this case, he knows the best way to escape danger is to do nothing.

**Investment Advice:** Do not invest.

### **SIX IN THE SECOND PLACE**

**Managerial Issue:** The CEO – managing a strategic retreat (from any condition such as for instance, a partnership, a market, a product, an industry or a country) to save his corporation - correct in the retreat, unable to distance the corporation from its enemy.

**Managerial Lesson:** Be longsuffering.

**Managerial Warning:** At the second stage of the Retreat Time-Space, the CEO fails to shake off his enemy.

**Managerial Advice:** the Superior CEO knows that sometimes even evil men can overcome good men when evil men pursue with enough resolution what they believe to be right.

**Investment Advice:** Do not invest.

## **NINE IN THE THIRD PLACE**

**Managerial Issue:** The CEO – managing a strategic retreat (from any condition such as for instance, a partnership, a market, a product, an industry or a country) to save his corporation. – The retreat is halted by unforeseen circumstances.

**Managerial Lesson:** Be prepared.

**Managerial Warning:** At the third stage of the Retreat Time-Space, the CEO can no longer act freely. His Retreat is held back. As a result, the corporation is placed in danger.

**Managerial Advice:** The Superior CEO knows sometimes the way out is to embrace his enemy, to put his arms around him so that he cannot get a hold of his weapons, “so that one may at least keep one's initiative and not fall helplessly under their domination.” This is what the Japanese did with the Americans’ culture after their defeat. This, however, is not an ideal situation.

**Investment Advice:** Do not invest. There is a possibility of success, but it is best to look for better alternatives.

## **NINE IN THE FOURTH PLACE**

**Managerial Issue:** The CEO – managing a strategic retreat (from any condition such as for instance, a partnership, a market, a product, an industry or a country) to save his corporation - the correct attitude at the time of retreat.

**Managerial Lesson:** Be positive.

**Managerial Warning:** At the fourth stage of the Retreat Time-Space, the CEO realizes the retreat is correct and adjusts easily to it because it is an attitude that does not go against his principles. However, The I Ching warns his enemies who pursue him that they will suffer from their pursuit.

**Managerial Advice:** The Superior CEO keeps a positive attitude when retreating. By such positive attitude, he focuses on the fact that retreating will add value to his corporation while those who pursued it will suffer for it.

**Investment Advice:** Do not invest. There might be a strong chance of success, but it is best to look for better alternatives.

## **NINE IN THE FIFTH PLACE**

**Managerial Issue:** The CEO – managing a strategic retreat (from any condition such as for instance, a partnership, a market, a product, an industry or a country) to save his corporation – being resolute at the time of retreat.

**Managerial Lesson:** Be resolute.

**Managerial Warning:** At the fifth stage of the Retreat Time-Space, the CEO has a good opportunity for a proper Retreat.

**Managerial Advice:** The Superior CEO knows that for the timing of the retreat to be proper, his resolution must be unwavering so as not allow minor items to distract him from his plans.

**Investment Advice:** Do not invest. There is a strong chance of success, but it is best to look for better alternatives.

### **NINE IN THE SIXTH PLACE**

**Managerial Issue:** The CEO – managing a strategic retreat (from any condition such as for instance, a partnership, a market, a product, an industry or a country) to save his corporation – having the proper timing and the proper mental attitude.

**Managerial Lesson:** Be clear.

**Managerial Warning:** At the sixth stage of the Retreat Time-Space, the CEO has the necessary clarity of vision to proceed with his plans to retreat.

**Managerial Advice:** The Superior CEO knows that clarity of vision provides the positive mood necessary to know the proper way. This in turn, leads to inner peace and the right choice.

**Investment Advice:** Do not invest. There is a strong chance of success, but it is best to look for better alternatives.

## **MANAGERIAL CASES**

**Clorox Corporation CLX under CEO Donald R.  
Knauss**

Donald Knauss' Performance: ROI= (0.68%) Annualized Return=  
(0.14%)

SPY's Performance: ROI= (16.57%) Annualized Return=  
(3.64%)

Donald Knauss has been CEO of Clorox Corporation since October of 2006. Since then his performance has been poor in that it has been flat. For any CEO, including a Superior one, it is extremely difficult to manage a retreat, even when the retreat is the proper way out (favorable).

His performance has been very poor which points to the line in the 1<sup>st</sup> place. However, he still might be able to pull off the retreat given he has two positive lines in the 3<sup>rd</sup> and the 5<sup>th</sup> places.

## **Points the investor should consider:**

### **1) THE HEXAGRAM**

HEXAGRAM 33 – Tun - Retreat

The power of the dark is ascending. The light retreats to security, so that the dark cannot encroach upon it. This retreat is a matter not of man's will but of natural law. Therefore in this case withdrawal is proper; it is the correct way to behave in order not to exhaust one's forces.

In the calendar this hexagram is linked with the sixth month (July-August), in which the forces of winter are already showing their influence.

THE JUDGMENT

RETREAT. Success.

In what is small, perseverance furthers.

Conditions are such that the hostile forces favored by the time are advancing. In this case retreat is the right course, and it is through retreat that success is achieved. But success consists in being able to carry out the retreat correctly. Retreat is not to be confused with flight. Flight means saving oneself under any circumstances whereas retreat is a sign of strength. We must be careful not to miss the right moment while we are in full possession of power and position. Then we shall be able to interpret the signs of the time before it is too late and to prepare for provisional retreat instead of being drawn into a desperate life-and-death struggle. Thus we do not simply abandon the field to the opponent; we make it difficult for him to advance by showing perseverance in single acts of resistance. In this way we prepare, while retreating, for the counter - movement. Understanding the laws of a constructive

retreat of this sort is not easy. The meaning that lies hidden in such a time is important.

## **2) THE ADVICE**

Mountain under heaven: the image of RETREAT.  
Thus the superior man keeps the inferior man at a distance,  
Not angrily but with reserve.

The mountain rises up under heaven, but owing to its nature it finally comes to a stop. Heaven on the other hand retreats upward before it into the distance and remains out of reach. This symbolizes the behavior of the superior man toward a climbing inferior; he retreats into his own thoughts as the inferior man comes forward. He does not hate him, for hatred is a form of subjective involvement by which we are bound to the hated object. The superior man shows strength (heaven) in that he brings the inferior man to a standstill (mountain) by his dignified reserve.

## **3) THE LINES:**

Six in the second place means:  
He holds him fast with yellow oxhide.  
No one can tear him loose.

Yellow is the color of the middle. It indicates that which is correct and in line with duty. Oxhide is strong and not to be torn. While the superior men retreat and the inferior press after them, the inferior man represented here holds on so firmly and tightly to the superior men that the latter cannot shake him off. And because he is in quest of what is right and so strong in purpose, he reaches his goal. 2 Thus the line confirms what is said in the Judgment: "In what is small" - here equivalent to "in the inferior man" - "perseverance furthers."

Nine in the third place means:  
A halted retreat is nerve-wracking and dangerous.  
To retain people as men - and maidservants  
Brings good fortune.

When it is time to retreat it is both unpleasant and dangerous to be held back, because then one no longer has freedom of action. In such a case the only expedient is to take into one's service, so to speak, those who refuse to let one go, so that one may at least keep one's initiative and not fall helplessly under their domination. But even with this expedient the situation is far from satisfactory - for what can one hope to accomplish with such servants?

0 Nine in the fifth place means:

Friendly retreat.  
Perseverance brings good fortune.

It is the business of the superior man to recognize in time that the moment for retreat has come. If the right moment is chosen, the retreat can be carried out within the forms of perfect friendliness, without the necessity of disagreeable discussions. Yet, for all the observance of amenities, absolute firmness of decision is necessary if one is not to be led astray by irrelevant considerations.

1. The idea expressed by this hexagram is similar to that in the saying of Jesus: "But I say unto you, that ye resist not evil" (Matt. 5:39)-
2. A similar idea is suggested in the story of Jacob's battle with the angel of Peniel: "I will not let thee go, except thou bless me" (Gen. 32 : 26).

#### **4) THE MOVING HEXAGRAM**

HEXAGRAM 64 - Wei Chi - Before Completion

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.

## **Sears Holdings Corporation SHLD under CEO W. Bruce Johnson**

W. Bruce Johnson's Performance:	ROI= (7.50%)	Annualized	Return=
(2.55%)			
SPY's Performance:	ROI= 0.03%	Annualized	Return=
0.01%			

W. Bruce Johnson was CEO of Sears Holdings Corporation from February 2008 to February 2011. During his time as CEO his performance was poor compared to the SPY's which underlines the fact he did not possess the qualities which the I Ching would require from someone whose mandate is to manage the Retreat Time-Space.

## **Points the investor should consider:**

### **1) THE HEXAGRAM**

(Same as Above).

### **2) THE ADVICE**

(Same as Above).

### **3) THE LINES:**

0 Six at the beginning means:

At the tail in retreat.

This is dangerous.

One must not wish to undertake anything.

Since the hexagram is the picture of something that is retreating, the lowest line represents the tail and the top line the head. In a retreat it is advantageous to be at the front. Here one is at the back, in immediate contact with the pursuing enemy. This is dangerous, and under such circumstances it is not advisable to undertake anything. Keeping still is the easiest way of escaping from the threatening danger.

### **4) THE MOVING HEXAGRAM**

HEXAGRAMA 13 - T'ung Jen - Fellowship with Men

The image of the upper trigram Ch'ien is heaven, and that of the lower, Li, is flame. It is the nature of fire to flame up to heaven. This gives the idea of fellowship. It is the second line that, by virtue of its central character, unites the five strong lines around it. This hexagram forms a complement to Shih, THE ARMY (7). In the latter, danger is within and obedience without - the character of a warlike army, which, in order to hold together, needs one strong man among the many who are weak. Here, clarity is within and strength without - the character of a peaceful union of men, which, in order to hold together, needs one yielding nature among many firm persons.

THE JUDGMENT

FELLOWSHIP WITH MEN in the open.

Success.

It furthers one to cross the great water.

The perseverance of the superior man furthers.

True fellowship among men must be based upon a concern that is universal. It is not the private interests of the individual that create lasting fellowship among men, but rather the goals of humanity. That is why it is said. That fellowship with men in the open succeeds. If unity of this kind prevails, even difficult and dangerous tasks, such as crossing the great water, can be accomplished. But in order to bring about this sort of fellowship, a persevering and enlightened leader is needed - a man with clear, convincing, and inspiring aims and the strength to carry them out. (The inner trigram means clarity; the outer, strength.)



## THE IMAGE

Heaven together with fire: The image of FELLOWSHIP WITH MEN.  
Thus the superior man organizes the clans  
And makes distinctions between things.

Heaven has the same direction of movement as fire, yet it is different from fire. Just as the luminaries in the sky serve for the systematic division and arrangement of time, so human society and all things that really belong together must be organically arranged. Fellowship should not be a mere mingling, of individuals or of things - that would be chaos, not fellowship. If fellowship is to lead to order, there must be organization within diversity.

## **Expeditors International of Washington Inc. EXPD under CEO Peter J. Rose**

Peter J. Rose's Performance:	ROI= 4,382.11% Annualized	Return=
	19.69%	
SPY's Performance:	ROI= 153.64% Annualized	Return=
	4.50%	

Peter J. Rose has been CEO of Expeditors International of Washington for a long time. He became CEO October of 1988. Since then, his performance has been excellent because it refers to a previous Time-Space.

Going forward from 2011 and as he takes the corporation through the RETREAT Time-Space, the question is if he possess the qualities which the I Ching would require from someone whose mandate is to manage the Retreat Time-Space. Heaven might favor him because he has two relatively positive lines. What is worrisome is the Moving Hexagram: Obstruction.

### **Points the investor should consider:**

#### **1) THE HEXAGRAM**

(Same as Above).

#### **2) THE ADVICE**

(Same as Above).

### **3) THE LINES:**

Nine in the fourth place means:

Voluntary retreat brings good fortune to the superior man  
And downfall to the inferior man.

In retreating the superior man is intent on taking his departure willingly and in all friendliness. He easily adjusts his mind to retreat, because in retreating he does not have to do violence to his convictions. The only one who suffers is the inferior man from whom he retreats, who will degenerate when deprived of the guidance of the superior man.

Nine at the top means:

Cheerful retreat.

Everything serves to further.

The situation is unequivocal. Inner detachment has become an established fact, and we are at liberty to depart. When one sees the way ahead thus clearly, free of all doubt, a cheerful mood sets in, and one chooses what is right without further thought. Such a dear path ahead always leads to the good.

### **4) THE MOVING HEXAGRAM**

HEXAGRAM 39 – Chien - Obstruction

The hexagram pictures a dangerous abyss lying before us and a steep, inaccessible mountain rising behind us. We are surrounded by obstacles; at the same time, since the mountain has the attribute of keeping still, there is implicit a hint as to how we can extricate ourselves. The hexagram represents obstructions that appear in the course of time but that can and should be overcome. Therefore all the instruction given is directed to overcoming them.

THE JUDGMENT

OBSTRUCTION.

The southwest furthers.

The northeast does not further.

It furthers one to see the great man.

Perseverance brings good fortune.

The southwest is the region of retreat, the northeast that of advance. Here an individual is confronted by obstacles that cannot be overcome directly. In such a situation it is wise to pause in view of the danger and to retreat. However, this is

merely a preparation for overcoming the obstructions. One must join forces with friends of like mind and put himself under the leadership of a man equal to the situation: then one will succeed in removing the obstacles. This requires the will to persevere just when one apparently must do something that leads away from his goal. This unswerving inner purpose brings good fortune in the end. An obstruction that lasts only for a time is useful for self-development. This is the value of adversity.

## THE IMAGE

Water on the mountain:

The image of OBSTRUCTION.

Thus the superior man turns his attention to himself  
And molds his character.

Difficulties and obstructions throw a man back upon himself. While the inferior man seeks to put the blame on other persons, bewailing his fate, the superior man seeks the error within himself, and through this introspection the external obstacle becomes for him an occasion for inner enrichment and education.

## **Symantec Corporation SYMC under CEO Enrique T. Salem**

Enrique T. Salem's Performance:	ROI=	0.85%	Annualized Return=
			0.36%
SPY's Performance:	ROI=	38.96%	Annualized Return=
			14.76%

Enrique T. Salem became CEO of Symantec Corporation in April of 2009. Since then, his performance has been poor compared to the SPY's which points to the difficulties of the 1<sup>st</sup> line. However, he has two relatively positive lines which should favor him going forward. The Moving hexagram is also positive.

## **Points the investor should consider:**

### **1) THE HEXAGRAM**

(Same as Above).

## **2) THE ADVICE**

(Same as Above).

## **3) THE LINES:**

Six in the second place means:

He holds him fast with yellow oxhide.

No one can tear him loose.

Yellow is the color of the middle. It indicates that which is correct and in line with duty. Oxhide is strong and not to be torn. While the superior men retreat and the inferior press after them, the inferior man represented here holds on so firmly and tightly to the superior men that the latter cannot shake him off. And because he is in quest of what is right and so strong in purpose, he reaches his goal. 2 Thus the line confirms what is said in the Judgment: "In what is small" - here equivalent to "in the inferior man" - "perseverance furthers."

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Friendly retreat.

Perseverance brings good fortune.

It is the business of the superior man to recognize in time that the moment for retreat has come. If the right moment is chosen, the retreat can be carried out within the forms of perfect friendliness, without the necessity of disagreeable discussions. Yet, for all the observance of amenities, absolute firmness of decision is necessary if one is not to be led astray by irrelevant considerations.

Nine at the top means:

Cheerful retreat.

Everything serves to further.

The situation is unequivocal. Inner detachment has become an established fact, and we are at liberty to depart. When one sees the way ahead thus clearly, free of all

doubt, a cheerful mood sets in, and one chooses what is right without further thought. Such a dear path ahead always leads to the good.

#### **4) THE MOVING HEXAGRAM**

Hexagram 46 – Sheng - Pushing Upward

The lower trigram, Sun, represents wood, and the upper, K'un, means the earth. Linked with this is the idea that wood in the earth grows upward. In contrast to the meaning of Chin, PROGRESS (35), this pushing upward is associated with effort, just as a plant needs energy for pushing upward through the earth. That is why this hexagram, although it is connected with success, is associated with effort of the will. In PROGRESS the emphasis is on expansion; PUSHING UPWARD indicates rather a vertical ascent - direct rise from obscurity and lowliness to power and influence.

#### THE JUDGMENT

##### PUSHING UPWARD

Has supreme success.  
One must see the great man.  
Fear not.  
Departure toward the south  
Brings good fortune.

The pushing upward of the good elements encounters no obstruction and is therefore accompanied by great success. The pushing upward is made possible not by violence but by modesty and adaptability. Since the individual is borne along by the propitiousness of the time, he advances. He must go to see authoritative people. He need not be afraid to do this, because success is assured. But he must set to work, for activity (this is the meaning of "the south") brings good fortune.

#### THE IMAGE

Within the earth, wood grows: The image of PUSHING UPWARD.  
Thus the superior man of devoted character  
Heaps up small things  
In order to achieve something high and great.

Adapting itself to obstacles and bending around them, wood in the earth grows upward without haste and without rest. Thus too the superior man is devoted in character and never pauses in his progress.

