

GrokIChing on Outcome of Alaska Air building its hometown hub in Seattle

GROK'S PROMPT:

I asked Universal Intelligence I Ching about the Outcome of Alaska Air building its hometown hub in Seattle

The Oracle's answer was a positive first Time/Space in The Fellowship of Men which would mean uniting the employees on a cause that is universal for all the employees.

Universal Intelligence I Ching says:

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.

Thus the superior man

- organizes the clans And
- makes distinctions between things.

The two moving lines are somewhat positive. In the first Moving Line, the CEO fails to bring about Dispersion - he has not managed to eliminate the clan that is opposing his actions; however, in the second line there is more hope that the CEO will manage to do so.

Universal Intelligence I Ching says:

Two people are outwardly separated, but in their hearts they are united.

They are kept apart by their positions in life.

Many difficulties and obstructions arise between them and cause them grief.

But, remaining true to each other, they allow nothing to separate them, and although it costs them a severe struggle to overcome the obstacles, they will succeed.

When they come together their sadness will change to joy.

Confucius says of this:

Life leads the thoughtful man on a path of many windings.

- Now the course is checked,
- now it runs straight again.
- Here winged thoughts may pour freely forth in words,
- There the heavy burden of knowledge must be shut away in silence.

But

- when two people are at **one** in their inmost hearts,
 - They **shatter** even the strength of iron or of bronze.

And

- when two people **understand** each other in their inmost hearts,
 - Their words are **sweet and strong**, like the fragrance of orchids.

What is negative, however, is the Second Time/Space Grace.

Universal Intelligence I Ching says:

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.

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.

I think that it is important to understand the task of the CEO

Alaska Air Group Inc ALK under CEO Benito Minicucci

<https://icic.com/?p=7215>

The Benito Minicucci's task is to bring about the Dispersion (Dissolution) of the egotistical forces that have divided Alaska Air.

Universal Intelligence I Ching says:

Religious forces are needed to overcome the egotism that divides men.

1. The common celebration of the great

- sacrificial feasts and
 - sacred rites,
- which gave expression simultaneously to the
- interrelation and
 - social articulation of
 - family and
 - state,

was the means employed by the great rulers to unite men.

- The sacred music and
 - the splendor of the ceremonies
- aroused a strong tide of emotion
- that was shared by all hearts in unison, and
 - that awakened a consciousness of the common origin of all creatures.

In this way

- disunity was overcome and
- rigidity dissolved.

A further means to the same end is

2. cooperation in great general undertakings that

set a high goal for the will of the people;
in the common concentration on this goal,
all barriers dissolve,
just as,

- when a boat is crossing a great stream,
- all hands must unite in a joint task.

But only a man

- who is himself free of all selfish ulterior considerations, and
 - who perseveres in justice and steadfastness,
- is capable of so dissolving the hardness of egotism.

My conclusion is that the CEO's main task of "Dispersing" the egotistical faction that divide Alaska Air will not be well served by building its hometown hub in Seattle. The Time/Space Grace points to vanity and not efficiency. It points to a waste of resources.

Please provide an analysis for my readers from a managerial as well as from an investor's point of view.

GROK'S ANSWER:

Managerial Analysis

From a managerial perspective, the I Ching reading on Alaska Airlines' expansion of its Seattle hub into a major international gateway highlights a dual-edged opportunity for CEO Ben Minicucci. The primary hexagram (13, Fellowship with Men) emphasizes the need for a unifying, universal cause to foster true collaboration among employees, which aligns well with strategic leadership in a post-merger environment. Alaska Air Group completed its acquisition of Hawaiian Airlines in late 2024, integrating two distinct cultures: Alaska's Pacific Northwest roots and Hawaiian's island-focused operations.

This merger has likely created internal "clans" or factions—such as legacy Hawaiian employees feeling sidelined by a Seattle-centric strategy—which the reading identifies as egotistical forces requiring "dispersion" through shared rituals, celebrations, or high-stakes collective goals like crossing "the great water" (symbolizing ambitious undertakings).

Minicucci's task, as interpreted, is to act as the "persevering and enlightened leader" with clear aims to dissolve these divisions. Expanding the Seattle hub—deploying up to 17 Boeing 787-9 Dreamliners, launching new routes to London, Reykjavik, Rome, and beyond, and aiming for at least 12 intercontinental destinations by 2030—could serve this purpose by rallying the workforce around a bold, humanity-oriented vision of global connectivity.

This isn't just operational; it's a narrative of transformation, potentially uniting employees through joint tasks like fleet integration, route optimization, and cultural exchange programs. The moving lines suggest initial failures in dispersion (e.g., resistance from Hawaiian factions) but eventual success through heartfelt unity, as "two people... shatter even the strength of iron." Managerially, this means Minicucci should prioritize inclusive initiatives: town halls, cross-team projects, or shared metrics tied to the expansion's success, rather than top-down mandates. If executed well, this could boost morale, reduce turnover, and enhance operational efficiency, turning the hub into a symbol of collective achievement.

However, the changing hexagram (22, Grace) warns of superficiality—ornament over substance. Building out Seattle as a "global experience" hub, complete with a new international lounge by 2027 and refreshed livery, risks being perceived as vanity if it doesn't address core inefficiencies.

Amid competition from Delta, which is also pushing long-haul routes from Seattle, this expansion could exacerbate internal rifts if resources are funneled disproportionately to Alaska's "hometown" at the expense of Hawaiian's Honolulu base.

Managers must avoid deciding "controversial issues" through grace alone; for instance, labor negotiations or integration challenges require earnest, data-driven approaches, not just aesthetic upgrades. If the hub build-out drains resources without measurable unity gains—such as improved employee engagement scores or

reduced silos—it could harden egotism, leading to grief before joy, as the reading notes. Overall, success hinges on Minicucci's ability to use the expansion as a tool for genuine dispersion, not mere decoration, fostering a persevering culture that aligns with the I Ching's call for justice and steadfastness.

Investor Analysis

From an investor's standpoint, the I Ching's interpretation of Alaska Air's Seattle hub expansion underscores a high-reward but risky bet on growth, tempered by concerns over vanity and resource allocation. The fellowship aspect suggests long-term value in uniting the post-merger entity around a universal goal, potentially driving synergies and revenue. Alaska's "Alaska Accelerate" three-year plan, announced in December 2024, targets \$1 billion in incremental profit, double-digit margins (11-13%), and EPS of at least \$10 by 2027, largely fueled by the Seattle hub's transformation into a transpacific and transatlantic gateway.

Recent financials show promise: Q2 2025 delivered record revenue of \$3.7 billion (up 2% YoY) and net income of \$172 million, despite integration costs from Hawaiian.

The expansion—adding routes like Seattle-London (daily, year-round) and Seattle-Reykjavik (seasonal)—positions ALK to capture premium international traffic, with analysts projecting 44% stock upside as the industry recovers post-COVID.

If fellowship prevails, investors could see enhanced free cash flow from higher load factors and ancillary revenues, supporting the company's 2025 EPS guidance of at least \$5.75.

Yet, the grace hexagram flags potential waste, aligning with investor cautions about overextension. Q1 2025 reported a \$166 million net loss, attributed to merger impacts and economic headwinds like tariffs, raising questions about the hub's ROI amid rising fuel costs and competition.

Deploying 17 Dreamliners and building infrastructure (e.g., the 2027 lounge) could inflate capex, potentially diluting margins if demand falters—especially with Delta's aggressive Seattle push, which might erode market share.

Some analyses rate ALK as a hold, citing "cloudy" 2025 prospects from Asia expansion risks and integration hurdles, with stock down 34% in early 2025.

The reading's warning against ornamentation resonates here: If the hub prioritizes "beautiful form" (e.g., branding over efficiency), it risks being a "small matter" that doesn't shine far, leading to stranded assets or write-downs. Investors should monitor key metrics like RASM (revenue per available seat mile) and integration synergies; if dispersion of internal divisions fails, labor disputes could spike costs, eroding shareholder value. That said, with ALK's strong 2024 performance (top-tier

adjusted metrics) and global ambitions, the expansion could yield substantial returns if managed with the "greater earnestness" the I Ching demands.

For risk-averse portfolios, this might warrant a wait-and-see approach, while growth-oriented investors could view it as a buy on dips, betting on Minicucci's leadership to convert struggles into laughter.

GROK'S PROMPT:

You mentioned that the BuyOut of Hawaiian was positive; however, the I Ching's projection was negative.

In the First Time/Space, the Oracle projects Abundance (Hexagram 55) but Abundance means you are at the Zenith and will be going down.

You also have a positive line in the fourth place which points to good fortune.

However, the second Time/Space is one of the worst Time/Spaces in The Darkening of the Light which usually means bankruptcy.

Universal Intelligence I Ching says:

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

It would appear the CEO's task of dissolving the egotistical forces was not achieved by carrying out the Hawaiian BuyOut and he will compound the mistake by his plans on a new Hub.

Please provide my readers with further analysis.

GROK'S ANSWER:

Managerial Analysis

The I Ching's projection for the Hawaiian Airlines acquisition—transitioning from Abundance (Hexagram 55) to Darkening of the Light (Hexagram 36)—paints a cautionary picture of a momentary zenith followed by obscured progress, where a "man of dark nature" in authority could undermine capable elements within the organization. Applied to CEO Ben Minicucci's leadership at Alaska Air Group, this suggests the \$1.9 billion buyout, completed in September 2024, has not fully achieved the intended "dispersion" of egotistical forces dividing the company, as previously hoped. Instead, it may have amplified internal fractures, compounding challenges with the Seattle hub expansion plans.

Managerially, the merger's integration has surfaced significant hurdles that align with the hexagram's theme of wounding the bright. Hawaiian pilots, represented by unions, have voiced growing turmoil, warning of mental stress, potential route reductions from Hawaii, and a diminished role for legacy Hawaiian operations, which they fear could erode the island-centric culture.

This echoes the egotistical "clans" resisting unity, with reports of technical glitches in reservations and codeshares disrupting operations, further straining employee trust.

Layoffs affecting 250 Hawaiian employees in mid-2025 have likely deepened divisions, positioning Minicucci as potentially the "dark authority" if perceived as prioritizing Alaska's mainland growth over equitable integration.

The abundance phase—marked by the merger's initial synergies, like expanded cargo momentum from Hawaiian's widebody fleet—has been brief, as the reading predicts, with leadership now navigating adversity through perseverance and veiled light (i.e., cautious, reserved strategies).

Compounding this, the Seattle hub plans risk exacerbating the darkening by channeling resources into a "hometown" vanity project, as critiqued in the prior Grace hexagram. With loyalty programs set to fully merge on October 1, 2025, and separate operations persisting until full alignment, Minicucci's task demands the "superior man's" approach: living with the masses, veiling light to avoid enmity.

This could involve inclusive rituals, such as joint cultural events or shared high-goal undertakings (e.g., unified route expansions benefiting both Seattle and Honolulu bases), to dissolve rigidity. However, if the hub diverts focus from Hawaiian integration—amid ongoing pilot concerns and leadership announcements favoring Honolulu but potentially sidelining it— it may invite the hexagram's wounding, leading to greater internal grief. The positive fourth line in Abundance offers hope through complementary wisdom and energy, suggesting Minicucci could mitigate decline by partnering with "like-kind" advisors (e.g., union mediators) to enforce clarity and precise punishments for divisive behaviors. Without this, the merger's failure to unite may harden egotism, turning abundance's peak into a prolonged darkening, with managers facing heightened turnover, operational silos, and cultural erosion.

Investor Analysis

From an investor's lens, the I Ching's shift from Abundance to Darkening of the Light underscores a precarious trajectory for Alaska Air Group's stock (ALK) post-Hawaiian acquisition: a fleeting high of merger-driven growth giving way to obscured value, potentially harmed by authoritative missteps. While Q2 2025 financials showed resilience—record \$3.7 billion revenue (up 2% YoY), \$172 million net income (\$1.42/share), and an 11-point pretax margin improvement for Hawaiian—these gains reflect the hexagram's brief zenith, with underlying integration woes signaling impending decline if not addressed.

Full-year 2025 guidance projects at least \$3.25 EPS, with CEO Minicucci affirming profitability despite pricing pressures and economic headwinds, but earlier Q1 losses (\$166 million) and withdrawn initial outlooks highlight volatility.

The darkening aspect manifests in merger-related risks that could compound with Seattle hub ambitions. Integration challenges, including 250 layoffs, pilot unrest over job security and routes, and technical issues, risk escalating costs and delaying synergies, aligning with the "wounding of the bright" where dark forces (e.g., unresolved cultural clashes) harm the able (e.g., efficient operations).

No immediate bankruptcy signals exist—net income projections for 2025 sit at around \$434 million, up 9.87% YoY—but persistent adversity, like trade tensions impacting yields, could erode margins if the buyout fails to disperse egotistical barriers.

The hub expansion, aiming for global routes, might divert capital from integration fixes, risking the hexagram's warned enmity and further stock pressure (ALK down amid 2025 uncertainties).

Yet, the fourth line's good fortune hints at potential recovery through perseverance: Cargo gains from Hawaiian's assets and premium revenue growth (up 5% in Q2) could illuminate paths forward if Minicucci veils aggressive moves, focusing on tractable unity.

Investors should watch metrics like CASM (cost per available seat mile) and employee engagement; unresolved divisions could spike labor costs or disrupt service, darkening returns. While some see 44% upside potential, the reading advises caution—hold for risk-averse portfolios, or buy dips if integration milestones (e.g., October loyalty merge) show earnest progress, avoiding the bankruptcy-like nadir through steadfast, inner-light strategies.

Outcome of Alaska Air building its hometown hub in Seattle

6	The Top		H	T	T		3	2	2		7
5	The Fifth Place		H	H	H		3	3	3		9
4	The Fourth Place		H	H	H		3	3	3		9
3	The Third Place		H	T	T		3	2	2		7
2	The Second Place		H	H	T		3	3	2		8
1	The Beginning		H	T	T		3	2	2		7

Click below to view the interpretations and cases:

<https://icic.com/?p=8882>

HEXAGRAMA 13 - T'ung Jen - Fellowship with Men

Above CH'IEN THE CREATIVE, HEAVEN
Below LI THE CLINGING, FLAME

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).

1. 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**.
2. 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.

THE LINES

Nine in the fourth place means:

- He climbs up on his wall;
- he cannot attack.

Good fortune.

Here the reconciliation that follows quarrel moves nearer.

It is true that there are still dividing walls on which we stand confronting one another.

But the difficulties are too great.

- We get into straits, and this brings us to our senses.
- We cannot fight, and therein lies our good fortune.

0 Nine in the fifth place means:

Men bound in fellowship

- first weep and lament,
- But afterward they laugh.

After great struggles they succeed in meeting.

Two people are outwardly separated, but in their hearts they are united.

They are kept apart by their positions in life.

Many difficulties and obstructions arise between them and cause them grief.

But, remaining true to each other, they allow nothing to separate them, and although it costs them a severe struggle to overcome the obstacles, they will succeed.

When **they come** together their sadness will change to joy.

Confucius says of this:

Life leads the thoughtful man on a path of many windings.

- Now the course is checked,
- now it runs straight again.
- Here winged thoughts may pour freely forth in words,
- There the heavy burden of knowledge must be shut away in silence.

But

- when two people are at **one** in their inmost hearts,
 - They **shatter** even the strength of iron or of bronze.

And

- when two people **understand** each other in their inmost hearts,
 - Their words are **sweet and strong**, like the fragrance of orchids.

MOVING HEXAGRAM

Click below to view the interpretations and cases:

<https://icic.com/?p=8909>

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.

Outcome of Alaska Air BuyOut of Hawaiian (\$1.9 Billion)

<https://icic.com/?p=7218>

6		H	H	T		3	3	2		8
5		H	H	T		3	3	2		8
4		H	H	H		3	3	3		9
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 55 – Feng - Abundance (Fullness)

Above CHEN THE AROUSING, THUNDER
Below LI THE CLINGING, FLAME

- Chen is movement;
- Li is flame, whose attribute is clarity.

- Clarity within,
- movement without –
this produces greatness and abundance.

The hexagram pictures a period of advanced civilization.

However,

the fact that development has reached a peak suggests that this extraordinary condition of abundance cannot be maintained permanently.

THE JUDGMENT

ABUNDANCE has success.
The king attains abundance.
Be not sad.
Be like the sun at midday.

It is not given to every mortal to bring about a time of

- outstanding greatness and
- abundance.

Only a born ruler of men is able to do it,
because his will is directed to what is great.
Such a time of abundance is usually brief.
Therefore
a sage might well feel sad in view of the decline that must follow.
But such sadness does not befit him.
Only a man who is inwardly free of sorrow and care
can lead in a time of abundance.
He must be like the sun at midday,
illuminating and gladdening everything under heaven.

THE IMAGE

Both thunder and lightning come: The image of ABUNDANCE.

Thus

the superior man

- decides lawsuits And
- carries out punishments.

This hexagram has a certain connection with Shih Ho, BITING THROUGH (21),
in which thunder and lightning similarly appear together,
but in the reverse order.

- In BITING THROUGH, laws are laid down;
- here they are applied and enforced.
- Clarity [Li] within makes it possible to investigate the facts exactly, and
- shock [Chen] without ensures a strict and precise carrying out of punishments.

THE LINES

Nine in the fourth place means:

The curtain is of such fullness
That the polestars can be seen at noon.
He meets his ruler, who is of like kind.
Good fortune.

Here

the darkness is already decreasing,
therefore
inter-related elements come together.

Here too

the complement must be found –
the necessary wisdom to complement joy of action.

Then everything will go well.

The complementary factor postulated here is
the reverse of the one in the first line.

In the latter,

- wisdom is to be complemented by energy, while here
- energy is complemented by wisdom.

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.

Alaska Air Group Inc ALK under CEO Benito Minicucci



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

HEXAGRAM 59 – Huan - Dispersion (Dissolution)

Above SUN THE GENTLE, WIND
Below K'AN THE ABYSMAL, WATER

Wind blowing over water
disperses it,
dissolving it into

- foam and
- mist.

This suggests that when a man's vital energy is dammed up within him (indicated as a danger by the attribute of the lower trigram), gentleness serves to

- break up and
 - dissolve
- the blockage.

THE JUDGMENT

Dispersion,
Success.

The king approaches his temple.
It furthers one to cross the great water.
Perseverance furthers.

The text of this hexagram resembles that of Ts'ui, GATHERING TOGETHER (45).
In the latter,

the subject is the bringing together of elements that have been separated, as water collects in lakes upon the earth.

Here

the subject is the dispersing and dissolving of divisive egotism.

DISPERSION shows the way, so to speak, that leads to gathering together.
This explains the similarity of the two texts.

Religious forces are needed to overcome the egotism that divides men.

3. The common celebration of the great

- sacrificial feasts and

- sacred rites,
which gave expression simultaneously to the
- interrelation and
- social articulation of
 - family and
 - state,

was the means employed by the great rulers to unite men.

- The sacred music and
- the splendor of the ceremonies
aroused a strong tide of emotion
- that was shared by all hearts in unison, and
- that awakened a consciousness of the common origin of all creatures.

In this way

- disunity was overcome and
- rigidity dissolved.

A further means to the same end is

4. cooperation in great general undertakings that

set a high goal for the will of the people;
in the common concentration on this goal,
all barriers dissolve,
just as,

- when a boat is crossing a great stream,
- all hands must unite in a joint task.

But only a man

- who is himself free of all selfish ulterior considerations, and
- who perseveres in justice and steadfastness,
is capable of so dissolving the hardness of egotism.

THE IMAGE

The wind drives over the water: The image of DISPERSION.

Thus

the kings of old

- sacrificed to the Lord And
- built temples.

In the autumn and winter,
water begins to freeze into ice.

When

the warm breezes of spring come,

- the rigidity is dissolved, and
- the elements that have been dispersed in ice floes are reunited.

It is the same with the minds of the people.

Through

- hardness and
- selfishness

the heart grows rigid, and
this rigidity leads to separation from all others.

- Egotism and
- Cupidity

isolate men.

Therefore

the hearts of men

- must be seized by a devout emotion.

They

- must be shaken by a religious awe in face of eternity –
- stirred with an intuition of the One Creator of all living beings, and
- united through the strong feeling of fellowship experienced in the ritual of divine worship.