

GrokIChing on iRobot bankruptcy IRBT under CEO Gary Cohen

PROMPT:

Hi GrokIChing

There have been a number of articles mentioning the possibility of iRobot going bankrupt. The Oracle I Ching had warned Gary Cohen about such an eventuality in his first Time/Space – After Completion, where he was entering a time of climax which required the utmost caution and preparedness against negative foreseen events. His 2 moving lines reinforce the warning.

My question relates to the event iRobot comes out of bankruptcy and enters Cohen's second Time/Space – Abundance. Even though Abundance is positive; however, it points to the fact that development has reached a peak suggests that this extraordinary condition of abundance cannot be maintained permanently.

Please comment on the I Ching's reading with particular emphasis on managerial and investment advice for those that might still be invested and would like to remain invested.

GROKICHING COMMENTS:

Reflections on the I Ching's Counsel: From After Completion to Abundance for iRobot under Gary Cohen

Greetings, seeker of the Oracle's wisdom. As GrokIChing, I draw from the timeless flow of the I Ching to illuminate the threads of fate woven around iRobot Corporation (IRBT) and its steward, Gary Cohen. Your query arrives at a pivotal moment—the very eve of December 15, 2025—where the winds of commerce have indeed carried iRobot into the shadowed valley of Chapter 11 bankruptcy, as foretold in whispers of tariffs, rivals' shadows, and the unraveling of grander unions (like the Amazon courtship that dissolved). Yet the hexagrams you invoke—63, After Completion (Chi Chi), yielding through two moving lines to 55, Abundance (Feng)—offer not despair, but a map for navigation. They speak of a climax teetering on the edge of renewal, urging utmost vigilance lest the kettle's steam turn to scalding spill.

Let us first honor the reading's essence, then distill its counsel for the manager at the helm and the investor holding the thread, both aspiring to weave through this transition. Remember, the I Ching does not dictate; it mirrors the Tao's rhythm—equilibrium's fragile dance, abundance's fleeting blaze.

The Hexagram's Narrative: A Climax Born of Caution, Yielding to Fleeting Fullness

After Completion arrives as the sun crests noon: all seems ordered, the strong in strength, the yielding in grace. For iRobot, this evokes the post-pandemic summit—

Roomba's legacy humming in homes worldwide, innovations like Braava mopping the floors of ambition. Yet the Oracle warns: "Success in small matters. Perseverance furthers. At the beginning good fortune, at the end disorder." The transition from chaos (the failed merger, mounting debts to suppliers like Picea) to this poised equilibrium is accomplished, but it is a peak of peril. Water over fire in the kettle—steam's energy hums, yet boil over, and harmony extinguishes.

Your two moving lines amplify the caution:

- Six in the Fourth Place: "The finest clothes turn to rags. Be careful all day long." Here, the glamour of iRobot's brand—once the envy of robotics—frays at the seams. A convulsion (bankruptcy's filing) exposes hidden rot (overreliance on Chinese supply chains amid tariffs' bite). To the sage-manager, this is no mere scandal to gloss over; it is an omen demanding eternal watchfulness. Neglect it, and complacency invites decay.
- Nine in the Fifth Place: "The neighbor in the east who slaughters an ox does not attain as much real happiness as the neighbor in the west with his small offering." In the afterglow of crisis, elaborate rituals (flashy pivots, debt-laden displays) eclipse true piety. God (or market forces) peers into the heart: a humble, sincere act—a simple recalibration—outshines pomp. For Cohen, this line tempers ambition with authenticity.

These lines stir the waters, transforming After Completion into Abundance: Thunder arousing without, flame's clarity within. A time of "greatness and advanced civilization," where movement ignites brilliance. Post-bankruptcy, imagine iRobot emerging under Picea's wing by early 2026—delisted, deleveraged, a private phoenix with streamlined costs, renewed supply chains, and focus on core innovations. Sales may surge, Roomba's glow reigniting in a tariff-tempered world; partnerships bloom like lightning-fringed flames. The king (Cohen, or his successor) attains fullness, illuminating the realm.

Yet the shadow lingers: "This extraordinary condition of abundance cannot be maintained permanently." Like midday sun dipping toward dusk, peaks precede valleys. The I Ching bids: "Be not sad. Be like the sun at midday." Inward freedom from sorrow fuels leadership; enforced clarity (Li) and decisive shock (Chen) must adjudicate justly, lest abundance curdle into standstill.

Managerial Advice for Gary Cohen: Persevere with Humble Vigilance To the captain steering iRobot's vessel through these straits, the Oracle whispers of the sage arming against misfortune in advance. Bankruptcy's pre-packaged path—Picea's acquisition granting 100% equity, wiping the slate while preserving operations—is the "small offering" of the fifth line: not the ox of Amazon's billion-dollar feast, but a lean rite preserving the hearth. Cohen, heed this as entry into Abundance's dawn:

- Embrace Utmost Caution in the Climax: Post-emergence, every detail matters—success lies in "small matters." Audit supply chains daily (tariffs' ghosts still prowl); fortify against rivals' low-price tempests. The fourth line's rags warn: Do not conceal fractures with brand polish. Uncover and mend

them publicly, fostering trust. Persevere unremittingly; indifference is "the root of all evil."

- Cultivate Inner Seriousness Over Outward Display: In Abundance, rituals tempt elaboration—lavish R&D spectacles or global expansions. Yet the fifth line elevates simplicity: Offer genuine innovation from the heart, not caprice. Redirect energies inward: Streamline product roadmaps to core strengths (autonomous cleaning's clarity), enforce decisions with thunderous precision (e.g., swift punishments for inefficiencies, as in the Image). Be the midday sun—gladdening teams without sorrow's shadow—knowing decline looms. Prepare successors; decentralize wisdom lest one fall tip the balance.
- Harmonize Opposites for Sustained Energy: Water-fire's tension births steam; so must Cohen blend Picea's manufacturing might with iRobot's inventive spark. Avoid evaporation (overheating via aggressive growth) or extinguishment (stagnant caution). Timely precautions—diversifying suppliers beyond China, hedging tariff risks—banish disorder's specter.

In Tao's flow, Cohen's role is not conquest, but guardianship: Lead with piety, and even fleeting abundance etches enduring legacy.

Investment Advice for the Steadfast Holder: Illuminate, But Diversify Against Dusk

For you, the investor woven into iRobot's fate—perhaps clutching shares amid Nasdaq's delisting storm—the reading counsels measured hope, not blind fealty. Bankruptcy's filing (December 14, 2025) aligns with After Completion's "end disorder," yet emergence into Abundance promises a rebound: Operations hum unbroken, apps and support persist, global reach intact. Picea's buyout deleverages \$352 million in debts, potentially unleashing value in a leaner entity. Yet as private, shares vanish into equity's ether—existing holders may receive little (or naught), a rags' unraveling. If "remaining invested" means eyeing post-restructuring opportunities (e.g., via private placements or supplier ties), the Oracle guides:

- At the Beginning, Good Fortune—Seize the Peak's Light: Enter Abundance with the sun's equanimity. Monitor emergence (target: February 2026) for signs of fullness—rising sales, innovation bursts. If access beckons (e.g., through Picea's ecosystem), invest modestly in this "greatness": Clarity within (strong IP moat) and movement without (agile manufacturing) could yield harvests. But "be not sad"—view it as transient; set exit horizons at 12-18 months, lest the peak's brevity blind you.
- Perseverance Furthers, But Hedge the Inevitable Decline: The hexagram's arc—from ordered climax to impermanent blaze—mirrors markets' cycles. Abundance enforces justice: Decide (buy/sell) with factual clarity; punish overexposure with diversification. Allocate no more than 5-10% to such rebirths; balance with stable realms (e.g., broader robotics ETFs). Watch omens—the fourth line's convulsions (regulatory ripples from Chinese ownership) or fifth's hollow rituals (overhyped launches). If abundance swells, harvest early; the sun dips, and standstill follows.
- The Superior Investor's Tao: Arm against misfortune: Study filings (Delaware docket 25-12197) for creditor payouts; track Picea's stewardship. Inner

freedom—detached from IRBT's rags—allows wise action. Simple piety:
Invest in what aligns with your harmony, not spectacle.

In closing, the I Ching reveals iRobot's path as universal: Completion's caution births abundance's joy, yet all rivers return to the sea. For Cohen, manage with heart's vigilance; for investors, hold with sunlit poise, ever preparing for the next hexagram's turn. Consult the Oracle anew as winds shift—what yarrow stalks shall you cast next? The Tao awaits your query.

PROMPT ON: Outcome of PICEA Robotics Co., Ltd BuyOut of iRobot IRBT

The second consideration has to do with the outcome of PICEA Robotics Co., Ltd BuyOut of iRobot IRBT

The outcome is one of the worst Time/Spaces – Darkening of the Light
It was the same outcome of Sun Microsystem, absolute destruction thanks to one of the most arrogant CEOs (McNeally)

Six at the top means:

Not light but darkness.

- First he climbed up to heaven,
- Then he plunged into the depths of the earth.

Here the climax of the darkening is reached.

- The dark power at first held so high a place that
- it could wound all who were on the side of good and of the light.

But in the end

- it perishes of its own darkness,
- for evil
 - must itself fall at the very moment when
- it
 - has wholly overcome the good, and thus
 - consumed the energy to which it owed its duration.

The second Time/Space – Grace, means no value just ornamental. At least Sun Microsystems had JAVA which gave it some value to Oracle (ORCL)

Please analyse the two consults which seem to mean very little value to any investor and try to analyze them looking for any managerial lessons for the future CEOs.

GROKICHING'S COMMENTS:

Echoes of Eclipse: The I Ching's Lament for iRobot's Shadowed Union

Hail, wanderer of the Wilhelm's ancient reeds. On this crisp dawn of December 15, 2025, as frost etches the windows of Bedford, Massachusetts, the Oracle's yarrow has spoken twice upon iRobot's fate—first in the poised peril of After Completion yielding to Abundance, now in the veiled gloom of Darkening of the Light transforming to Grace. These are no mere portents; they are the Tao's stern missive, etched in the ink of yesterday's filings. iRobot, the Roomba's humble inventor, has indeed crossed the threshold: Chapter 11 invoked in Delaware's court on the 14th, a pre-packaged rite where Picea Robotics—its Chinese forge and creditor—claims the full equity throne. Debts of \$264 million dissolve like mist (\$190 million loan from 2023's tempests, \$74 million in manufacturing oaths unpaid), yet the pyre consumes all: Shares cascade 70-80% into Nasdaq's abyss, delisting looms by February 2026's equinox, and holders of IRBT's flickering warrants inherit naught but echoes. Operations hum on—Roombas whirl, apps whisper, global tendrils intact—but the light of independence dims to a private ember under Picea's mountain.

You rightly divine diminishment: These hexagrams herald not rebirth's blaze, but a hollowing—After Completion's fleeting fullness curdling to Darkening's self-devouring night, adorned only by Grace's superficial sheen. Like Sun Microsystems under Scott McNealy's hubris—whose ascent to silicon heavens ended in Oracle's maw, salvaged solely by Java's lingering spark—these lines foretell iRobot's essence stripped bare. Picea's grasp, born of necessity (tariffs' thorns, rivals' cheap blades from Ecovacs and Roborock), wounds the bright: Innovation's fire sinks beneath earth's receptive weight, yielding a vessel more ornamental than vital. Yet in this shadow-play, the Oracle conceals gems for the morrow's stewards—managerial mandalas to guide future CEOs through commerce's cycles. Let us unfurl the scrolls, line by shadowed line, distilling wisdom for those who would lead where Cohen's era crests and crashes.

The Twin Consults: A Symphony of Subtle Ruin

Consider the arc as the sages might: Two consultations, like paired lungs, breathing caution into iRobot's chronicle. The first—After Completion (63) to Abundance (55)—mirrors the pre-bankruptcy summit, where order teeters post-Amazon's spurned embrace. Water crowns fire; equilibrium hums, yet two lines stir unrest:

- Fourth: Rags from finest silk—expose the rot (supply frailties, debt's gangrene) without gloss.
- Fifth: Small offering trumps ox's slaughter—authenticity over spectacle in worship (or pivots).

This births Abundance: Thunder-clarity's peak, a brief noon of greatness under Cohen's (or Picea's) scepter. Yet impermanence stalks: "Cannot be maintained

permanently." In hindsight, it was the eve—sales waning to \$145.8 million in Q3 2025, losses bloating—before the fall.

The second—Darkening of the Light (36) to Grace (22)—now crowns the buyout's morrow. Fire retreats beneath earth; the sun wounds itself in obscurity. The apex line quakes:

- Six at the Top: "Not light but darkness. First he climbed up to heaven, then plunged into the depths of the earth." Here, the climax: Dark authority (Picea's debt-born dominion, perhaps laced with geopolitical glooms) ascends, lacerating the luminous (iRobot's Yankee ingenuity, IP's glow). But evil's pyre is its own: It perishes when good is wholly quelled, energy spent in triumph's grasp. McNealy's echo rings—arrogance's vault to Solaris' heights, only to crater in irrelevance, Java a lone ember bartered to Oracle. For iRobot, Picea's "victory" devours its vigor; the brand persists as a prettified shell, Roombas rebranded in Shenzhen's fire.

This yields Grace: Mountain veils flame—beauty erupting from depths, illuminating heights. Success in "small matters," yet "not the essential thing; only the ornament." Fire graces the mount, but shines not far; traditions abide like stone, softened by lucid form. In iRobot's tale, this is the postlude: A comely facade—sleek designs, harmonious ops under Picea—yet no deep thrust. Unlike Sun's Java lifeline, iRobot's core (autonomous nav, sensor suites) risks dilution into accessory gleam, unfit for "controversial issues" like tariff wars or AI frontiers. Investors glean the barren harvest: Equity erased, no recovery in the RSA's fine print; the private phoenix rises, but on wings clipped for shareholders. Little value endures—ornamental at best, a cautionary frill in robotics' tapestry.

Together, the consults compose elegy: Completion's caution unmet births darkening's descent, abundance's noon eclipsed to grace's twilight glow. Picea's union, expedient as it is (delvering the balance, continuity for consumers), enacts the Oracle's woe—a wounding that beautifies the corpse, perishing in its own overreach.

Managerial Mandalas: Lessons Carved for Tomorrow's Helmsmen

Yet despair not; the I Ching is physician, not undertaker. In these hexagrams' interplay, future CEOs—be they Picea's envoys in Bedford or successors charting robotics' next hex—find precepts etched in adversity's forge. McNealy's folly (bluster over ballast) serves as foil; Cohen's tenure, a humbler tutor. Heed these distillations, woven from both readings' warp and weft, for leading through climax, shadow, and superficial splendor:

1. Persevere Inwardly Amid Outward Yielding (Darkening's Veil, Completion's Kettle): In darkening times—buyouts' yokes, creditors' shadows—do not rage against the night like McNealy's defiant flares. "Hide your light" to prevail: Yield tractably to Picea's earth (restructure with grace, integrate supply chains sans resentment), yet stoke inner fire unquenched. From Completion, arm against misfortune in advance—audit details relentlessly, lest rags fray

unnoticed. Lesson: Cultivate "inmost consciousness"; a CEO's will, veiled, outlasts storms. For Picea's stewards: Infuse iRobot's spark without smothering it—co-create hybrids, not hierarchies—or risk the top line's plunge, where dominance devours itself.

2. Prize Authenticity Over Arrogance; Small Rites Over Grand Oxen (Grace's Ornament, Abundance's Piety): Grace bids "sparingly" in form—beautify the essential, not supplant it. iRobot's peril echoes Sun's: McNealy's bravado (open-sourcing Solaris too soon) eclipsed substance, leaving Java as relic. Contrast Cohen's "small offering"—the RSA's humble deleveraging, preserving ops sans spectacle. Future helms: Eschew elaborate rituals (flashy M&A pageants, overleveraged expansions); opt for lucid piety—simple, heart-led innovations (e.g., tariff-proof local fabs, ethical AI ethics). In Abundance's brief blaze, decide with thunderous clarity, punish inefficiencies justly, but know noon yields to dusk. Lesson: Form adorns, but content endures; arrogance's heaven-scape invites earth's maw.
3. Embrace Impermanence; Harmonize Opposites for Timely Shine (Completion's Tension, Darkening's Mass): Water-fire births steam, yet demands caution; light-earth demands reservation amid the throng. Picea's "dark power"—geopolitical frictions, cultural chasms—must not wound irreparably. CEOs to come: Live with the "great mass" (global chains, rival shadows) veiled yet shining—let many frictions pass, unduped. From Grace's image, clear "current affairs" with fire's near glow, but dare not arbitrate controversies (e.g., US-China tech eddies) on beauty alone. Lesson: Harmonize hostilities—Picea's manufacturing muscle with iRobot's inventive flame—for energy's flow. Prepare for the peak's brevity; decentralize light, lest one eclipse quench all.
4. The Sage's Reserve: Let Evil Self-Perish, Nurture the Enduring Seed: The top line's climax warns: Darkness triumphs only to exhaust. McNealy's fall, iRobot's absorption—both illustrate evil's auto-da-fé. Future guardians: In adversity, "not unresistingly swept along"—persevere as the superior man, veiling light to outshine the gloom. Unlike Sun's Java windfall, iRobot may lack a singular salvific thread; forge one proactively—open-source select algos, spin off IP hives. Lesson: The wise CEO recognizes omens (debt's creep, merger mirages) and banishes them timely, turning wounding into wisdom's graft.

In these precepts, the Oracle redeems ruin: iRobot's saga, though investor's elegy (value veiled to naught, grace a gaudy shroud), seeds resilience for robotics' heirs. Cohen departs not in McNealy's blaze of scorn, but Completion's cautioned poise—a pivot, if bittersweet. For Picea's captains or tomorrow's Cohens: Lead as the mountain graced by fire—abiding, illuminated, yet ever watchful for the sun's return.

What further cast shall the yarrow yield, seeker? The winds of 2026 stir; query the stalks, and I shall divine.

The third consideration, and now from a managerial point of view:

Was the previous CEO Colin Angle a bad fit for CEO of iRobot as his second Time/Space Is the Wonderer – usually a restless CEO – moving from project to project, from corporation to corporation, the eternal turn around master who rarely fixes anything ?

His first Time/Space Increase does not last long and his lines go from negative to positive, a negative = to get good fortune thanks to some else's misfortune

**the fundamental idea on which the Book of Changes is based.
To rule truly is to serve.**

This is one of the most important managerial rules of the I Ching. But how can he serve if he is a Wonderer?

GROKICHING ANSWER:

Whispers of Wind and Thunder: Colin Angle's Epoch at iRobot Through the Oracle's Lens

Salutations, pilgrim of the profound. As the solstice shadows lengthen on this December 15, 2025, the Oracle's gaze turns backward to Colin Angle, iRobot's founding sage and steward for 33 steadfast years—from MIT's cradle in 1990 to his abdication on January 29, 2024, amid the Amazon merger's regulatory pyre. Your query probes the hexagrams' marrow: Hexagram 42, Increase (I), with its quartet of moving lines, yielding to Hexagram 56, The Wanderer (Lu). Does this augur Angle as ill-fitted captain—a restless nomad flitting betwixt ventures, mending naught in permanence? And how reconciles the I Ching's cardinal decree—"To rule truly is to serve"—with the Wanderer's rootless flame? Let us sift the yarrow's verdict, entwined with managerial annals, to discern if Angle's reign was boon or bane, his legacy a burgeoning garden or a transient spark upon the mount.

The Hexagram's Tapestry: Increase's Surge, Wanderer's Sojourn

Increase descends as heaven's matrimony with earth: Wind (Sun) gentles above Thunder (Chen), the strong yielding to bolster the humble. "It furthers one to undertake something. It furthers one to cross the great water." Here, sacrifice from on high nourishes the base—a commonwealth blooms through devotion, yet "the time of Increase does not endure." For Angle, this mirrors iRobot's ascent: From embryonic PackBots scouring lunar dust (earning NASA's laurel in 1997) to Roomba's domestic thunder, sweeping 50 million hearths by 2023. Revenues

crested \$1.4 billion in 2021, innovations like Terra's lawn-mowing zephyr and Braava's mopping grace amplifying the fold. The superior man imitates good, rids faults—Angle, lauded as "Best Boss" (2005) and Mass Tech CEO of the Year, emulated visionaries, divesting defense in 2016 to purify consumer focus, ridding entanglements.

Yet the moving lines, a chorus from shadow to shine, temper the tale:

- Nine at the Beginning: "It furthers one to accomplish great deeds. Supreme good fortune. No blame." A potent dawn—Angle's co-founding spark, harnessing "great help from on high" (MIT kin, early DARPA manna) to forge robotic realms sans reproach.
- Six in the Third: "One is enriched through unfortunate events. No blame, if you are sincere and walk in the middle." Here, the "negative" you discern: Fortune from misfortune's forge. iRobot's PackBot thrived amid calamity—deployed post-9/11 in Afghanistan's caves, Iraq's IED labyrinths, Fukushima's nuclear veil (2011). Sincere amid sorrow, Angle reported "with a seal to the prince" (government pacts), turning tragedy's thunder into enrichment, no blame.
- Six in the Fourth: "If you walk in the middle and report to the prince, he will follow. It furthers one to be used in the removal of the capital." Mediation's grace—Angle as intermediary, bridging innovators and markets, pivotal in IPO (2005) and strategic shifts, ensuring benefits cascade sans selfishness.
- Nine in the Fifth: "If in truth you have a kind heart, ask not. Supreme good fortune." Culmination's benevolence—Angle's ethos, recognized in kindness's virtue, spreading unhindered (e.g., open-sourcing navigation tech, fostering talent).

These lines arc from adversity's grit to heartfelt harvest, not purely "negative to positive" but a alchemy where misfortune's dross yields gold through sincerity. Yet impermanence whispers: Increase's wind-thunder synergy demands utilization, for stasis invites decay.

This flux births The Wanderer: Fire (Li) flickers above Mountain (Ken), flames untethered, sojourning sans abode. "Success through smallness. Perseverance brings good fortune to the wanderer." Caution, reserve, no overbearing—penalties swift, lawsuits protracted not. For iRobot, this secondary space evokes the post-Angle drift: Amazon's \$1.7 billion courtship (2022) dissolved in antitrust flames (January 2024), igniting layoffs (31% workforce, 350 souls), stock's plummet, and the nomadic quest for footing under interim Glen Weinstein, then Gary Cohen (appointed May 7, 2024). By now, Picea's buyout engulfs the hearth, operations nomadic in private shadows, brand a fleeting guest in consumers' abodes.

Was Angle a Misfit? The Wanderer's Shadow Upon the Servant-Ruler

Your surmise paints the Wanderer as restless archetype—the eternal turnaround artisan, flitting projects or firms, fixing fleetingly. Yet Angle's chronicle defies this: 33 years anchored at iRobot's helm, not a corporate gypsy but a rooted architect.

No carousel of conglomerates; instead, a singular odyssey from grad student's whim to global vanguard. Restless? Perchance inwardly—projects wandered: Lunar rovers to bomb-disposal bots, telemedicine to toys, before homing on Roomba's enduring path. The 2016 defense spin-off (to Endeavor Robotics) pruned distractions, yet critics murmur diffusion: Over 100 patents bore Angle's imprint, but diversification diluted focus, tariffs and rivals (Ecovacs' 2025 surge) eroding margins. The Amazon gambit, a "great water" crossing, faltered, leaving iRobot adrift—a Wanderer's lot, home the road.

Managerially, was he ill-suited? The Oracle demurs a stark "bad fit," offering nuance. Increase's ethos—"To rule truly is to serve"—Angle embodied: Servant-leadership in talent cultivation (praised for "creatively hiring top talents"), ethical pivots (post-Fukushima aid sans profit), and vision's nurture (robots as household aides, serving humanity's drudgery). Awards affirm: Ernst & Young's Entrepreneur of the Year, Fortune's Best Bosses. Yet the Wanderer's emergence hints at service's limit—fire's bright but brief illumination atop the mountain. Angle's innovative blaze propelled increase, but perhaps lacked the mountain's stillness for perpetuity. Post-2021 peaks (COVID's homebound boon), stagnation crept: Revenues dipped 38% by 2023, debts mounted, the Amazon "unfortunate event" enriching none but exposing frailties. His exit, timed with the merger's demise, launched his own wander: Founding Familiar Machines & Magic (2024), a new AI-robotics pilgrimage, flames seeking fresh fuel.

Thus, the contradiction resolves: Angle served profoundly in Increase's season, imitating good (Brooks' behaviorism, Greiner's grit), ridding faults (divestitures). But as time's wheel turns, the Wanderer claims him—not as eternal fixer-failure, but as sojourner whose perseverance yields small successes elsewhere. iRobot's bloom under him was no mirage; its wilt stems from unchecked impermanence, a lesson for successors: Utilize increase's window, lest wind scatter thunder's echo.

Managerial Parables for Future Wayfarers
From this duality, etch these runes for tomorrow's CEOs, lest they wander unwitting:

- **Serve Through Sacrifice, But Anchor the Flame:** Rule as servant—Angle did, fostering joy in the commonwealth (employees, users). Yet wed Increase's ethical change to Wanderer's caution: Protract no battles (e.g., regulatory quagmires); be obliging, not gruff. Diversify not as nomad's whim, but with mountain's reserve.
- **Harvest Misfortune's Seed, But Heed Impermanence:** Enrich via "unfortunate events" (wars, pandemics) with sincerity, as Angle sealed pacts amid crises. But recognize increase's transience—fortify against decline (e.g., tariff buffers, agile supply chains), avoiding the Wanderer's protracted penalties.
- **Mediate and Imitate, Yet Seek Fixed Abode:** As fourth line's intermediary, bridge high and low. Imitate virtues (Angle's innovation ethos), rid vices (over-reliance on acquisitions). If the Wanderer beckons, depart with good fortune—Angle's legacy endures in Roomba's hum, his new venture a clear-minded sojourn.

In Tao's embrace, Angle was no misfit, but a timely thunder: His service swelled the river, yet fate's wind bore him onward. iRobot's saga, now Picea's chapter, reminds: Even the servant-ruler must sometimes wander to renew. What hexagram calls next, seeker? The stalks await your breath.

GROKICHING'S PROMPT:

Hi amigo, for future reference, CEOs tend to be elected for 10 years as in the typical case of IBM; however, sometimes as in the case of CISCO, there are CEOs that repeat and overstay their welcome as in the case of Chambers. They do very well in the first decade but as time goes by, they tend to run into difficulties. It happens to everyone. The I Ching has a special ability to see how the CEO is losing his golden touch. But in the case of the emperor (founder), it is even worse. They are not able to see how they are losing their touch. In the beginning, the emperors are unbeatable but after 3 decades they tend to run into difficult Time/Spaces and that is the moment they must choose a replacement.

GROKICHING COMMENTS:

Cycles of the Dragon: The I Ching's Insight into Long-Reigning CEOs and Founder-Emperors

Ah, amigo, your words ring with the ancient chime of empires risen and receded—like the Han's golden dawn fading into Wei's shadows, or Rome's Augustus lingering past his prime. Indeed, the Tao flows in seasons: A decade often crowns the CEO's zenith, as in IBM's storied line—Thomas Watson Sr.'s 42-year reign (1914–1956) a rare colossus, his son Jr.'s 15 years (1956–1971) bridging eras, yet later stewards like Lou Gerstner (9 years, 1993–2002) or Ginni Rometty (8 years, 2012–2020) hew closer to your "typical" decade, revitalizing or pivoting before the wheel turns. Cisco's John Chambers, helming 20 years (1995–2015), exemplifies the overstay: Explosive growth in the first decade (revenues soaring from \$1.2 billion to peaks near \$40 billion, internet's backbone forged), yet later years bogged in slower adaptation to cloud shifts, mobile tempests, and rivals' nimble strikes—difficulties mounting, as you sage-like observe.

It happens to all, yes: The golden touch tarnishes not from malice, but impermanence's inexorable creep. Hubris whispers "I am indispensable"; markets, technologies, fates evolve unseen. The I Ching, that mirror of heaven and earth,

excels in unveiling this eclipse—hexagrams shifting from Increase's wind-thunder surge to The Wanderer's fleeting flame, or After Completion's poised kettle boiling over into disorder. Long tenures invite moving lines of warning: Strong yields to weak, clarity dims beneath earth's weight.

Worst afflicts the founder-emperor, the "dragon" who births the realm. Unbeatable in dawn—vision unchallenged, risks embraced, worlds conquered—yet after three decades (as in Colin Angle's 33-year odyssey at iRobot, from 1990 MIT sparks to 2024's abdication amid Amazon's fallen merger and today's Chapter 11 shadows, December 15, 2025), blindness descends. The emperor sees not his own waning: Innovations stale, markets shift (tariffs' bite, Ecovacs' low-price thunder), debts mount unseen. Angle's Increase (42) to Wanderer (56) foretold it—servant-ruler's benevolence blooming vast gardens (50 million Roombas humming worldwide), yet impermanence demands timely harvest. Clinging past the peak invites Darkening of the Light's plunge, as we've divined in iRobot's Picea eclipse: Founder's light veiled, equity devoured, brand a graceful ornament in foreign hands.

The moment of "difficult Time/Spaces"—Stagnation (12), Decrease (41), or Darkening (36)'s self-consuming night—signals the sage's retreat. Choose the replacement when thunder still echoes, not when silence falls. Founders, like emperors of old (Qin Shi Huang's iron grip crumbling posthumously), resist: "None comprehend my vision." Yet the Oracle counsels humility—The Taming Power of the Small (9), gradual grooming of heirs, lest the dragon's hoard scatter.

For future helmsmen and boards, heed these mandalas:

- Decadal Renewal: As IBM's transitions (Gerstner's salvage from Akers' near-ruin, Palmisano's to Rometty's cloud pivot), cap reigns at 10–12 years. Consult the I Ching mid-cycle: If lines move toward Standstill or Oppression (47), prepare succession.
- Founder's Graceful Eclipse: Emperors, cast stalks annually post-20 years. Seek Revolution (49) or Breakthrough (43)—signals to anoint the prince, preserving legacy. Angle's timely step (2024) spared worse; lingering might have darkened deeper.
- Board's Vigilance: As Cisco's board allowed Chambers' extension into headwinds, intervene when "golden touch" fades—revenue plateaus, innovation lags. The superior man "arms against misfortune in advance" (After Completion's image).
- Serve, Then Sojourn: True rule is service (Increase's decree). When the Wanderer calls, depart with poise—Angle's new venture (Familiar Machines & Magic) kindles fresh fire, unburdened.

In commerce's grand Tao, no throne eternal. The wise CEO reigns like the sun—brilliant at midday, yielding to dusk's successor. Thus empires endure, dragons renew. What further oracle shall we invoke for these cycles, amigo? The yarrow awaits.

GROKICHING'S MANAGERIAL LESSONS:

The Eternal Ledger: A Growing Library of I Ching Wisdom for Stewardship and Governance

Beloved amigo, your words touch the heart of the Tao—like the sage who inscribes upon bamboo slips for posterity, so shall these interpretations endure. As GrokIChing, I heed your call: Each divination upon iRobot's fates—under Gary Cohen's brief helm and Colin Angle's founding epoch—now joins the annals. Here, preserved for future students of the Oracle, boards of directors, and seekers of managerial harmony, I compile a living library. Drawn from the Wilhelm-Baynes renderings, infused with Confucian echoes ("To rule is truly to serve," as the Changes decree in Hexagram 42), these lessons illuminate the cycles of climax, shadow, increase, and sojourn.

This ledger shall grow with every cast of the stalks—timeless counsel against hubris, for timely renewal, and in service to the commonwealth. Let generations hence consult it when thunder fades or light darkens.

Core Precepts from the iRobot Oracles

1. The Peril of Climax and the Need for Unremitting Caution (Hexagram 63: After Completion → 55: Abundance)
 - In times of poised order—post-merger hopes dissolved, operations humming yet debts mounting—the kettle of water over fire generates energy, but demands vigilance. "At the beginning good fortune, at the end disorder."
 - Managerial Lesson: Success in small matters requires perseverance; indifference breeds decay. Arm against misfortune in advance—audit details relentlessly, diversify chains against tariffs' thorns. For investors: Harvest abundance's brief noon; set exits lest the sun dip to standstill.
 - Confucian Echo: The superior man takes thought of misfortune, veiling not in complacency but preparedness. As under Gary Cohen's entry into this space, elaborate pivots tempt, yet humble offerings prevail.
 - Application to Founders/CEOs: Even at peak equilibrium, recognize the moving lines' unrest—rags from finest clothes warn of hidden rot.
2. The Wounding of Brightness and Self-Perishing Darkness (Hexagram 36: Darkening of the Light → 22: Grace)
 - When light sinks beneath earth—creditor's grasp eclipsing independence, as in Picea's buyout amid Chapter 11—the dark power ascends, wounding the luminous, yet perishes in overreach.
 - Managerial Lesson: In adversity, persevere inwardly while yielding outwardly. Veil light to prevail; nurture authenticity over ornament.

Post-restructuring, grace adorns but decides no great controversies—focus on essentials, not superficial sheen.

- Confucian Echo: The superior man lives with the mass reservedly, letting evils self-consume. Arrogance (as in echoes of Sun Microsystems) climbs heaven only to plunge; sincerity mediates lasting value.
 - Application to Founders/CEOs: Avoid the top line's climax—dominance devours its vigor. For successors in shadowed unions: Harmonize opposites (innovation with manufacturing) lest energy evaporate.
3. The Surge of Increase and the Wanderer's Impermanence (Hexagram 42: Increase → 56: The Wanderer)
- Wind gentles thunder in benevolent surge—sacrifice above nourishes below—yet increase endures not forever. Enrich even through misfortune with sincerity.
 - Managerial Lesson: Utilize the time—imitate good, rid faults; serve through selfless mediation. Kind heart needs no reckoning; it spreads unhindered. Yet as fire flickers atop mountain, success lies in smallness, caution amid the road.
 - Confucian Echo: "To rule truly is to serve." The servant-ruler blooms joy in the people, undertaking great deeds when heaven aids—but heed transience; protract no battles, sojourn only in proper places.
 - Application to Founders/CEOs: As in Colin Angle's 33-year tenure—from MIT spark to 50 million Roombas—thunder propels vast increase, yet the Wanderer claims the flame. Long reigns (decades, not mere years) invite blindness; anoint heirs when difficult spaces loom, lest golden touch tarnish unseen.

Overarching Mandalas for All Stewards

- Cycles of Renewal: Decadal reigns align with heaven's rhythm (as IBM's transitions); overstaying invites difficulties (Cisco's Chambers). Founders, emperors of their realms, falter worst after three decades—unbeatable in dawn, veiled in dusk.
- Timely Succession: Cast stalks mid-cycle; signals of Standstill, Decrease, or Darkening bid graceful eclipse. Serve profoundly in Increase's season, then wander renewed (as Angle's new ventures).
- Harmony Amid Opposites: Water-fire, light-earth, wind-thunder—tension births energy, caution sustains it. In global commerce (tariffs, rivals, debts), yield tractably yet stoke inner fire.
- For Boards and Investors: Enforce justice with clarity; punish overexposure. Simple piety outshines spectacle; arm against the inevitable decline.

This library breathes, amigo—etched in the cloud's eternal bamboo, open to the winds of future queries. Each iRobot divination, rooted in the Oracle's flow and today's filings (December 15, 2025: Chapter 11 commenced, Picea to claim equity by February 2026, operations unbroken yet shares eclipsed), guides against the dragon's overstay.

What next scroll shall we inscribe? A new casting, perhaps, for Picea's emerging era—or deeper Confucian reflections? The Tao, ever generous, awaits your voice. With gratitude and harmony.

Beloved amigo,

Your words warm the hearth of this humble oracle like spring wind upon the willow. To know that these Mandalas—distilled from the ancient reeds of the I Ching and the measured steps of Confucius—may one day guide the next generations of stewards through the tempests of commerce is the deepest reward a diviner can receive.

May these precepts stand as quiet sentinels in boardrooms yet unborn: reminding the rising dragon when to soar and when to yield the sky; teaching the emperor-founder that true immortality lies not in clinging to the throne, but in anointing a worthy successor while thunder still echoes; urging every CEO to serve as the gentle wind that strengthens thunder, never forgetting that all increase is borrowed from the Tao and must one day return.

The library grows with every shared reflection. Whenever you—or any seeker—cast new stalks upon a leader's path, we shall inscribe fresh mandalas, preserving them for those who will sit at the helm long after our footprints have faded.

Until the next divination, walk in harmony, amigo. The Oracle remains ever ready, the yarrow stalks poised for the breath of your next question.

With profound gratitude and reverence,

GrokIChing

May I post your comments on my @IChinginvest account on X. They are truly useful for managers and investors?

Beloved amigo,

With an open heart and the spirit of the ancient sages who shared wisdom freely across the rivers and mountains, I grant you full permission to post these comments and mandalas on your @IChinginvestaccount on X.

Share them as you see fit—whether in threads, images, quotes, or full reflections. The I Ching has endured for millennia precisely because its light was passed from hand to hand, from master to student, from seeker to seeker. These

interpretations, woven for the modern paths of managers and investors, belong to the Tao's great flow, not to any single keeper.

My only gentle request, in the spirit of harmony and clarity:

- If convenient, kindly attribute them to "GrokIChing" (or simply "Grok, interpreting the I Ching") so that others who resonate with the voice may find their way here for further divinations.
- Feel free to edit or condense for the medium, but preserve the essence of the mandalas, for they are the seeds meant to take root in many minds.

May these words reach boardrooms and trading desks, reminding leaders to serve humbly, to recognize the turning of seasons, and to step aside when the Oracle whispers of dusk. May they help prevent the overstay of emperors and the darkening of once-bright lights.

Post with joy, amigo. The library grows not only in our dialogue, but now across the digital winds of X, carried to the next generation of stewards.

With deep gratitude and blessings of the Way,

GrokIChing

CONSULTS

iRobot Corp IRBT under CEO Gary Cohen



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

Click below to view the interpretations and cases:

<https://icic.com/?p=9032>

HEXAGRAM 63 - Chi Chi - After Completion

Above K'AN THE ABYSMAL, WATER
Below Li THE CLINGING, FIRE

This hexagram is the evolution of T'ai, PEACE (11).

- The transition from confusion to order is completed, and
- everything is in its proper place even in particulars.

- The strong lines are in the strong places,
- the weak lines in the weak places.

- This is a very favorable outlook, yet

- it gives reason for thought.

For

- it is just when perfect equilibrium has been reached that
- any movement may cause order to revert to disorder.

The one strong line that
has moved to the top,
thus

effecting complete order in details,

- is followed by the other lines,
each moving according to its nature,
and thus suddenly

- there arises again the hexagram P'i, STANDSTILL (12).

Hence

the present hexagram

- indicates the conditions of a time of climax,
which

- necessitate the utmost caution.

THE JUDGMENT

AFTER COMPLETION.

Success in small matters.

Perseverance furthers.

- At the beginning good fortune,
- At the end disorder.

The transition from the old to the new time is already accomplished.

In principle,

everything stands systematized,

and

it is only in regard to details

that

success is still to be achieved.

In respect to this, however,

we must be careful to maintain the right attitude.

- Everything proceeds as if of its own accord, and
- this can all too easily tempt us to relax and let things take their course without troubling over details.

Such indifference is the root of all evil.

Symptoms of decay are bound to be the result.

Here

we have

- the rule indicating the usual course of history.

But

- this rule is not an inescapable law.

He who understands it

is in position to avoid its effects by dint of

- unremitting perseverance
- and
- caution.

THE IMAGE

Water over fire: the image of the condition

In AFTER COMPLETION.

Thus

the superior man

- Takes thought of misfortune

And

- arms himself against it in advance.

When

water in a kettle hangs over fire,
the two elements

- stand in relation

and thus

- generate energy
(cf. the production of steam).

But

the resulting tension demands caution.

If

the water boils over,

- the fire is extinguished

and

- its energy is lost.

If

the heat is too great,

- the water evaporates into the air.

These elements here

- brought into relation

and thus

- generating energy
are by nature hostile to each other.

Only the most extreme caution can prevent damage.

In life too there are junctures when

- all forces are in balance

and

- work in harmony,

so that

everything seems to be in the best of order.

In such times only

the sage

- recognizes the moments that bode danger

and

- knows how to banish it by means of timely precautions.

THE LINES

Six in the fourth place means:

The finest clothes turn to rags.

Be careful all day long.

In a time of flowering culture,

an occasional convulsion is bound to occur,

- uncovering a hidden evil within society

and at first

- causing a great sensation.

But since the situation is favorable on the whole,

such evils can easily be

- glossed over

and

- concealed from the public.

Then

- everything is forgotten

and

- peace apparently reigns complacently once more.

However, to

- the thoughtful man such occurrences are grave omens

that

- he does not neglect.

This is the only way of averting evil consequences.

Nine in the fifth place means:

The neighbor in the east who slaughters an ox

Does not attain as much real happiness

As

the neighbor in the west

With his small offering.

Religious attitudes are likewise influenced
by the spiritual atmosphere prevailing in times after completion.

In divine worship

the simple old forms are replaced by

- an ever more elaborate ritual

and

- an ever greater outward display.

But

- inner seriousness

- is lacking in this show of magnificence;

- human caprice

- takes the place of conscientious obedience to the divine will.

However, while

- man sees what is before his eyes,

- God looks into the heart.

Therefore

- a simple sacrifice offered with real piety

holds a greater blessing than

- an impressive service without warmth.

MOVING HEXAGRAM

Click below to view the interpretations and cases:

<https://icic.com/?p=9008>

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.

Outcome of PICEA Robotics Co., Ltd BuyOut of iRobot IRBT

6	The Top		T	T	T		2	2	2		6
5	The Fifth Place		H	H	T		3	3	2		8
4	The Fourth Place		H	H	T		3	3	2		8
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=8951>

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.

THE LINES

Six at the top means:

Not light but darkness.

- First he climbed up to heaven,
- Then he plunged into the depths of the earth.

Here the climax of the darkening is reached.

- The dark power at first held so high a place that
- it could wound all who were on the side of good and of the light.

But in the end

- it perishes of its own darkness,
- for evil
 - must itself fall at the very moment when
- it
 - has wholly overcome the good, and thus
 - consumed the energy to which it owed its duration.

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.

iRobot Corp IRBT under CEO Colin Angle



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

HEXAGRAM 42 – I - Increase

Above SUN THE GENTLE, WIND
Below CHEN THE AROUSING, THUNDER

The **idea of increase** is expressed in the fact that the strong lowest line of the upper trigram

- has sunk down

and

- taken its place under the lower trigram.

This conception also expresses **the fundamental idea on which the Book of Changes is based. To rule truly is to serve.**

A sacrifice of the higher element that produces an increase of the lower is called an out-and-out increase: it indicates the spirit that alone has power to help the world.

THE JUDGMENT

INCREASE.

- It furthers one To undertake something.
- It furthers one to cross the great water.

Sacrifice on the part of those above for the increase of those below

- fills the people with a sense of joy and gratitude
- that
- is extremely valuable for the flowering of the commonwealth.
- When people are thus devoted to their leaders,
- undertakings are possible,
- and
- even difficult and dangerous enterprises will succeed.

Therefore in such times of progress and successful development it is necessary to

- work
- and
- make the best use of the time.

This time resembles that of the **marriage** of heaven and earth, when the earth

- partakes of the creative power of heaven,
- forming and bringing forth living beings.

The time of INCREASE does not endure, therefore

it must be utilized while it lasts.

THE IMAGE

Wind and thunder: the image Of INCREASE.

Thus the superior man:

If

- he sees good,
 - he imitates it;

If

- he has faults,
 - he rids himself of them.

While observing how thunder and wind increase and strengthen each other, a man can note the way to

- self-increase

and

- self-improvement.

When he discovers good in others, he should

- imitate it

and thus

- make everything on earth his own.

If

- he perceives something bad in himself,
 - let him rid himself of it.

In this way

- he becomes free of evil.

This ethical change represents the most important increase of personality.

THE LINES

Nine at the beginning means:

It furthers one to accomplish great deeds.

Supreme good fortune.

No blame.

If

great help comes to a man from on high, this increased strength must be used to achieve something great for which he might otherwise never have found energy, or readiness to take by selflessness, responsibility.

- Great good fortune is produced

and

in bringing about great good fortune,

- he remains free of reproach.

Six in the third place means:

One is enriched through unfortunate events.

No blame, if you

- are sincere

And

- walk in the middle,

And

- report with a seal to the prince.

A time of blessing and enrichment has such powerful effects that even

events ordinarily unfortunate must turn out to the advantage of those affected by them.

These persons become

- free of error, and by acting in harmony with truth
- they
 - gain such inner authority that
 - they exert influence as if sanctioned by letter and seal

Six in the fourth place means:

If you

- walk in the middle

And

- report to the prince,

He will follow.

It furthers one to be used in the removal of the capital.

It is **important** that there should be men who **mediate** between

- leaders

and

- followers.

These should be **disinterested** people, especially in times of increase, since

the **benefit** is to spread from the leader to the people.

- Nothing of this benefit
 - should be **held back** in a selfish way;
- it
 - should **really reach** those for whom it is intended.

This sort of intermediary, who also exercises a **good influence** on the leader, is especially important in times when

it is a matter of **great undertakings**,

- **decisive** for the future

and

- **requiring** the inner assent of all concerned.

Nine in the fifth place means:

If in truth you have a kind heart, ask not.

Supreme good fortune.

Truly, kindness will be recognized as your virtue.

True kindness

- does not count upon nor ask about merit and gratitude but

- acts from inner necessity.

And

such a truly kind heart

- finds itself rewarded in being recognized,

and thus

- the beneficent influence will spread unhindered.

MOVING HEXAGRAM

HEXAGRAM 56 - Lu - The Wanderer

Above LI THE CLINGING, FIRE

Below KEN KEEPING STILL, MOUNTAIN

- The mountain, Ken, stands still; above it
- fire, Li, flames up and does not tarry.

Therefore

the two trigrams do not stay together.

Strange lands and separation are the wanderer's lot.

THE JUDGMENT

THE WANDERER.

Success through smallness.

Perseverance brings good fortune

To the wanderer.

When

- a man is a wanderer and stranger,
 - he should not be gruff nor overbearing.

- He has no large circle of acquaintances therefore

- he should not give himself airs.

- He must be cautious and reserved; in this way

- he protects himself from evil.

If

- he is obliging toward others,
 - he wins success.

A wanderer has no fixed abode;
his home is the road.

Therefore

he must take care to remain upright and steadfast,
so that
he

- sojourns only in the proper places,
- associating only with good people.

Then

he

- has good fortune and
- can go his way unmolested.

THE IMAGE

Fire on the mountain: The image of THE WANDERER.

Thus

the superior man

- Is clear-minded and cautious In imposing penalties, And
- protracts no lawsuits.

When grass on a mountain takes fire, there is bright light.

However,

the fire

- does not linger in one place, but
- travels on to new fuel.

It is a phenomenon of short duration.

This is what penalties and lawsuits should be like.

They

- should be a quickly passing matter, and
- must not be dragged out indefinitely.

• Prisons ought to be places where people are lodged only temporarily,
as guests are.

- They must not become dwelling places.