

GrokIChing on WMT Walmart under CEO John Furner

GROK'S PROMPT:

Please review the following I Ching Consults so as to draw lessons from the 2 previous CEOs that might be of value for the future CEO John Furner

WMT Walmart under CEO John Furner

<https://icic.com/?p=11073>

WalMart WMT under CEO Doug McMillon (11 2023)

<https://icic.com/?p=7020>

WalMart WMT under CEO Doug McMillon

February 25, 2014 by juliourvina_icic (Edit)

<https://icic.com/?p=1822>

Wal-Mart Stores Inc. WMT under CEO Mike Duke

September 7, 2012 by juliourvina_icic (Edit)

<https://icic.com/?p=586>

John Furner's first Time/Space is Contemplation, which usually means that the CEO should abstain from doing anything until he has an absolute and comprehensive notion of the entire business. It is usually associated with the managerial practice of Managing by Walking Around. He must see and be seen. He must perform one of the most difficult tasks of any CEO – he must get the VISION for the corporation. It means both

- contemplating and being seen, in the sense of being an example.

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.

It is interesting to note that even though he has been with Walmart for many years and has occupied many managerial positions, he still must Contemplate the corporation as a whole before deciding the path on which to take it.

He must face a crucial moving line

Contemplation of my life

Decides the choice Between

- advance and
- retreat.

This is the place of transition.

Apparently, his choice will be the correct one as he takes WMT to a positive Time/Space in Development (Gradual Progress)

About the previous CEO McMillon, it is important to notice how he did well in his first years taking WMT from The Creative to The Joyous. But there was a warning for his second period as CEO:

Nine at the top means:

Arrogant dragon will have cause to repent.

When a man seeks to climb so high that he loses touch with the rest of mankind,

- he becomes isolated, and
- this necessarily leads to failure.

This line warns against

titanic aspirations that exceed one's power.

A precipitous fall would follow.

His second period as CEO was negative – from a very negative Time/Space in The Marrying Maiden to another in Decrease.

Mike Duke had a negative closing period as CEO with Conflict.

If possible, do an analysis of the previous CEOs keeping in mind the Time/Spaces to ascertain how well UI I Ching forecasted their performance as CEOs.

As always, comment on the I Ching consultations below, keeping in mind:

The investors: Look for the background of each of the CEOs and provide them with clues as to why each CEO was/is aligned with the I Ching's requirements to have the Mandate of Heaven.

The Managers: Look for managerial lessons for you to add to your Mandalas.

GROK'S ANSWER:

GrokIChing analysis of Walmart (WMT) CEOs through the I Ching oracle—from Mike Duke to Doug McMillon, now transitioning to John Furner (effective Feb 1, 2026). One document, multiple layers: patterns, warnings, and lessons for the future. #Walmart #IChing #Leadership

Mike Duke (~2009-2014): Hex 45 Gathering Together → moving to Hex 6 Conflict. Strong on uniting people & collective force, but flagged latent tensions & the need for early caution. His era closed with reputational/labor challenges—oracle nailed the shift to strife if unity falters.

Doug McMillon (2014-Jan 31, 2026): Initial Hex 1 The Creative → Hex 58 The Joyous.

Brilliant launch: primal creative power, perseverance, infectious joy. Walmart boomed—e-commerce pivot, pandemic resilience, stock up ~310-312% (beating S&P 500). Shareholders loved it (avg ~14.5% annual return).

But Line 6 warning: "Arrogant dragon will have cause to repent"—isolation from titanic ambitions risks a fall.

Later reading (2023+): Hex 54 The Marrying Maiden → Hex 41 Decrease.

Caution on undertakings, need for reserve/simplicity. Captured a "cool-down" phase: inflation pressures, fierce competition, more measured growth despite solid results. McMillon exits strong, but oracle signaled transition restraint.

John Furner (CEO from Feb 1, 2026): Hex 20 Contemplation → Hex 53 Gradual Progress.

Highly auspicious! Deep observation ("Managing by Walking Around"), full holistic vision, visible example-setting. Self-reflection to wisely choose advance/retreat. Leads to rooted, step-by-step growth—like a tree on a mountain. Gentle, penetrating influence + perseverance = lasting progress.

Investor angle: Furner's humble roots (started as stock boy) + decades inside + proven track record align with "Mandate of Heaven." Setup for steady wins if he contemplates first—no rash moves. Manager lessons (add to your mandalas):

- Observe macro "heaven" & ground-level "earth." Be a landmark others follow naturally.
- In transitions, reflect on effects produced, not just intentions.
- Avoid past traps: Prevent conflicts early (Duke), stay humble/connected (McMillon's dragon warning), embrace gradualness over haste.

The oracle has tracked patterns accurately so far. Furner's era looks promising for stable, profound advancement.

In-Depth GrokIChing Analysis of Walmart (WMT) Leadership Through the I Ching Oracle: Lessons from Past CEOs and Guidance for John Furner

Introduction and Context

This comprehensive analysis builds directly on the provided document, "GrokIChing on WMT Walmart under CEO John Furner.docx," which compiles I Ching consultations for Walmart's CEOs: Mike Duke (consultation dated September 7, 2012), Doug McMillon (initial consultation February 25, 2014, and a later one in November 2023), and the incoming John Furner (whose tenure officially begins February 1, 2026, following Doug McMillon's retirement on January 31, 2026). The document emphasizes drawing lessons from previous CEOs to inform Furner's path, with a focus on Time/Space transitions via hexagrams, managerial practices, and the "Mandate of Heaven" concept—where a leader's alignment with cosmic principles (sincerity, vision, perseverance) grants legitimacy and success

As of January 26, 2026 (current time: 12:42 PM EST), Furner's transition is imminent, and recent developments (gathered from real-time sources) provide fresh context. Walmart has announced sweeping executive changes, including new roles for e-commerce and U.S. operations leaders, amid a hiring freeze tied to AI and automation investments.

These align intriguingly with the I Ching's themes of contemplation, gradual progress, and avoiding precipitous falls.

The analysis will:

- Evaluate I Ching accuracy for previous CEOs by correlating hexagrams with historical performance.
- Provide investor insights on each CEO's alignment with the Mandate of Heaven.
- Extract managerial lessons for addition to "mandalas" (holistic management frameworks).
- Comment extensively on the consultations, integrating hexagram judgments, images, lines, and moving hexagrams.
- Project forward for Furner, incorporating 2026 updates.

This is not a condensed summary but a thorough, layered exploration to enrich the document.

Retrospective Analysis: How Well Did the I Ching Forecast Previous CEOs' Performances?

The I Ching, as an oracle of change, excels at revealing underlying patterns and warnings. Its forecasts for Duke and McMillon were remarkably prescient, capturing both triumphs and pitfalls. We'll dissect each, blending hexagram interpretations from the document with real-world outcomes. Mike Duke (CEO: February 2009 – January 2014; Consultation: September 7, 2012)

Hexagram Sequence: 45 – Ts'ui (Gathering Together / Massing) → Moving to 6 – Sung (Conflict)

- Detailed Hexagram Breakdown:
 - Primary Hexagram (45 – Gathering Together): Composed of Tui (Joyous, Lake) above K'un (Receptive, Earth), this evokes a lake over earth, symbolizing natural accumulation and unity. The Judgment stresses success through collective forces, a human leader as the center, and great offerings (deeds) for unification. The Image warns of precautions against breakthroughs (e.g., overflowing lake = strife or robbery), advising renewal of weapons (preparation for the unforeseen).
 - Key Lines:
 - Six in the second: "Letting oneself be drawn brings good fortune... If one is sincere, it furthers one to bring even a small offering." Emphasizes yielding to natural attractions and inner sincerity over formalities—ideal for building alliances.
 - Six at the top: "Lamenting and sighing, floods of tears. No blame." Indicates misunderstood intentions leading to sadness, but persistence can resolve alliances.
 - Moving Hexagram (6 – Conflict): Ch'ien (Creative, Heaven) above K'an (Abysmal, Water) shows opposing movements (upward vs. downward), leading to conflict. The Judgment: Sincerity obstructed; cautious halt halfway brings fortune, but pushing through brings misfortune. Advises seeing a "great man" (impartial mediator) and

avoiding great risks. The Image: Heaven and water diverge; superior man considers beginnings carefully to prevent latent conflicts.

- Correlation with Real Performance: Duke inherited a stable Walmart amid the Great Recession, focusing on "gathering" efficiencies: global expansion (e.g., into India, Africa), sustainability initiatives (e.g., reducing packaging waste), and core U.S. operations. Revenues grew from ~\$405B in 2009 to ~\$476B in 2013, with stock rising ~50% during his tenure.

This aligns with 45's unity theme—Duke was an internal riser (like Furner), emphasizing team cohesion and ancestor-like rituals (corporate culture continuity from Sam Walton).

However, the move to Conflict (6) accurately forecasted his "negative closing period." Scandals erupted: 2012 revelations of alleged bribery in Mexico (FCPA violations, costing \$282M in settlements by 2019), labor disputes (strikes over wages), and supply chain issues (e.g., Bangladesh factory collapse). These created "obstruction" and enmity, perpetuating conflicts that weakened momentum. Duke's exit in 2014 was amid slowing growth (e-commerce lag behind Amazon), mirroring the hexagram's warning against crossing "great water" (risky enterprises without unity). No total failure—Walmart remained dominant—but latent tensions (unforeseen "breakthroughs") led to a contentious legacy.

- Forecast Accuracy: High. The I Ching captured the initial gathering phase (success) but presciently warned of conflict if foundations weren't fortified. It didn't predict specifics like bribery but highlighted structural risks in rapid global expansion.

Doug McMillon (CEO: February 2014 – January 31, 2026; Consultations: February 25, 2014 and November 2023)

Initial Sequence (2014): 1 – Ch'ien (The Creative) → Moving to 58 – Tui (The Joyous, Lake)

Later Sequence (2023): 54 – Kuei Mei (The Marrying Maiden) → Moving to 41 – Sun (Decrease)

- Detailed Hexagram Breakdown (Initial):
 - Primary Hexagram (1 – The Creative): Double Ch'ien (Heaven) embodies primal power: light-giving, active, strong, spiritual. The Judgment: "Sublime success, furthering through perseverance." Attributes pair as sublimity-success, furthering-perseverance, linked to love, mores, justice, wisdom. The Image: Heaven's untiring movement; superior man makes himself strong and untiring.
 - Key Lines:
 - Nine in the third: "All day long... creatively active. At nightfall... beset with cares. Danger. No blame." Sphere of influence opens; masses flock, but transition dangers lurk (ambition ruining integrity).
 - Nine at the top: "Arrogant dragon will have cause to repent." Isolation from overreaching; warns against titanic aspirations exceeding power.

- Moving Hexagram (58 – The Joyous): Double Tui (Lake) symbolizes infectious joy based on inner firmness/strength, manifesting as yielding gentleness. The Judgment: Success through perseverance; joy from steadfastness, not uncontrolled mirth. The Image: Lakes replenishing each other; superior man joins friends for discussion/practice.
- Detailed Hexagram Breakdown (Later):
 - Primary Hexagram (54 – The Marrying Maiden): Chên (Arousing, Thunder) above Tui (Joyous, Lake) depicts a younger daughter following an elder son—subordinate relationships. The Judgment: "Undertakings bring misfortune. Nothing that would further." Stresses caution, reserve, tactful affection. The Image: Thunder over lake; superior man understands transitory in light of eternity.
 - Key Lines:
 - Nine in the fourth: "The marrying maiden draws out the allotted time... A late marriage comes in due course." Virtue and purity rewarded belatedly.
 - Six at the top: "The woman holds the basket, but no fruits... The man stabs the sheep, but no blood flows. Nothing that acts to further." Superficial rituals; impious attitude bodes ill.
 - Moving Hexagram (41 – Decrease): Kên (Keeping Still, Mountain) above Tui (Joyous, Lake) shows lower decrease benefiting upper. The Judgment: Decrease with sincerity brings fortune; use slender means (two small bowls). The Image: Lake at mountain foot evaporates, enriching it; superior man controls anger, restrains instincts.
- Correlation with Real Performance:
 - First Period (2014–~2022): Perfect match with The Creative → Joyous. McMillon unleashed innovation: Acquired Jet.com (2016), invested \$3.3B in Flipkart (India e-commerce), ramped Walmart+ (rivaling Amazon Prime), and integrated tech (AI inventory, drone delivery). Pandemic heroism: Walmart became essential, with revenues jumping from ~\$500B (2014) to ~\$648B (2025), stock soaring 312–355% (from ~\$75 to ~\$118 by Jan 2026), outperforming S&P 500 and rivals like Target (up ~200%).

Annual returns ~14.5–16%.

Joyous' "infectious mood" reflects motivated associates and customer loyalty.

The "arrogant dragon" warning manifested subtly: Ambitions like healthcare expansion (Walmart Health clinics) faced regulatory hurdles; e-commerce growth (~30% of sales by 2025) strained logistics, leading to isolated criticisms (e.g., worker burnout during COVID).

- Second Period (2023–2026): Shift to Marrying Maiden → Decrease captures a "negative" phase. Post-pandemic: Inflation eroded margins, competition intensified (Amazon, Costco), labor issues (pay gaps—McMillon's \$1.5M bonus vs. median worker ~\$27K)
- 1Hiring freeze (Jan 2026) for AI/automation signals "decrease" of lower forces (jobs) to enrich higher (efficiency).

Revenues grew, but at ~5–8% YoY, slower than peak; stock dipped 7% from Oct 2025 record amid transition uncertainty.

Marrying Maiden's "subordinate caution" fits alliances (e.g., Microsoft partnerships), but "no fruits" line echoes superficial gains in some ventures (e.g., delayed metaverse/retail media ambitions).

- Forecast Accuracy: Exceptional. Initial creativity/joy predicted boom; arrogant dragon hinted at hubris risks; later decrease warned of restraint amid maturation. Oracle flagged two-period split accurately.

Analysis for John Furner (CEO: February 1, 2026 Onward)

Hexagram Sequence: 20 – Kuan (Contemplation / View) → Moving to 53 – Chien (Development / Gradual Progress)

- Detailed Hexagram Breakdown:
 - Primary Hexagram (20 – Contemplation): Sun (Gentle, Wind) above K'un (Receptive, Earth) pictures a tower: contemplating (upward) and being seen (example). Double meaning: viewing and modeling. The Judgment: Ablution made, not yet offering—moment of inner concentration; sincere piety transforms witnesses. The Image: Wind over earth; kings visit regions, contemplate people, instruct. Requires profound concentration for hidden spiritual power.
 - Key Line (Six in the third): "Contemplation of my life decides the choice between advance and retreat. This is the place of transition." Overcomes naive egotism; focuses on effects produced for objectivity.
 - Moving Hexagram (53 – Development): Sun (Gentle, Wind/Wood) above Kên (Keeping Still, Mountain) = tree on mountain, gradual growth. The Judgment: Maiden given in marriage—good fortune, perseverance. Development slow, step-by-step; no haste in appointments or influence. The Image: Tree visible afar, influences landscape gradually; superior man abides in dignity/virtue to improve mores.
- Alignment with Furner's Background and Current Context: Furner, 51, embodies Contemplation: Started as hourly associate (stock boy at \$4.50/hour), rose through ranks (Sam's Club CEO, Walmart U.S. CEO since 2019). Despite familiarity, he must "contemplate the whole" anew—echoing the document's note on seeing heaven's laws (macro trends: AI, e-commerce, sustainability) and people's ways (associates, customers). Recent reshuffles (Jan 16, 2026): Appointed e-commerce head as U.S. CEO, new international leads—acts of "visiting regions" to instruct and survey.

Hiring freeze/AI push (pouring billions into automation) requires self-reflection on "advance/retreat" to avoid Decrease pitfalls.

Gradual Progress promises rooted success: Furner's U.S. tenure saw ~\$400B revenue, omnichannel growth. If he perseveres with gentle penetration (adaptable yet firm), Walmart could evolve steadily—e.g., deeper AI integration without job "conflicts." X sentiment: Optimism on leadership rework, but concerns over automation's human cost.

- Potential Challenges and Opportunities: Eighth-month link (September-October) suggests increasing "dark power" (challenges like economic slowdowns), but contemplation mitigates. Positive transition indicates correct choice at "place of transition."

Investor Perspectives: Alignment with the Mandate of Heaven

The Mandate of Heaven (alignment with cosmic order) grants legitimacy; misalignments lead to loss.

- Mike Duke: Aligned initially via receptive gathering (internal promotion, focus on Walton legacy), but lost it in Conflict—scandals eroded trust. Investors: Saw steady dividends, but volatility from issues; clue: Sincerity in small offerings (ethical basics) prevents obstruction.
- Doug McMillon: Strong Mandate in Creative/Joyous—perseverance in innovation delivered 312–355% returns.

talkbusiness.net +2Later Decrease: Mandate waned via pay gaps/isolation (arrogant dragon); investors benefited but note reserve in transitions. Clue: Joy from inner strength, not external show.

- John Furner: High alignment—humble origins mirror Receptive Earth; long tenure ensures comprehensive notion. Mandate via visible example: Investors eye gradual wins (stock ~\$118 now; potential for 10–15% annual if AI pays off).

Clue: Contemplate effects (e.g., automation's societal impact) for enduring fortune; avoid hasty undertakings.

Managerial Lessons for Mandalas

Add these to holistic frameworks:

1. From Duke (Gathering → Conflict): Unity requires vigilance—renew "weapons" (risk management tools) early. Lesson: Define rights/duties precisely to remove conflict causes; yield to natural alliances with sincerity.
2. From McMillon (Creative → Joyous → Marrying Maiden → Decrease): Creativity thrives on perseverance, but guard against isolation—stay connected to "rest of mankind." Lesson: Base joy on inner steadfastness; in decrease, embrace simplicity (slender means) to enrich higher aspects (innovation over excess).
3. For Furner (Contemplation → Gradual Progress): Practice active observation: "Managing by Walking Around" holistically. Lesson: In transitions, reflect on life effects for objectivity; cultivate personality gradually—gentleness adaptable, calm inner—for lasting influence. Avoid titanic aspirations; progress like a tree: rooted, visible, gradual.

Overall Comments on the I Ching Consultations

The document's consultations are timeless, linking seasonal aspects (e.g., Contemplation's retreating light) to corporate cycles. They emphasize piety/sincerity as transformative—evident in successful phases. Warnings (arrogant dragon, no fruits) proved vital, urging balance. For WMT, the oracle underscores evolution: From Duke's foundational conflicts to McMillon's creative peaks/decreases, now Furner's contemplative growth. Integrated with 2026 realities (leadership shakeup, AI shift), it suggests a promising era if humility prevails. This analysis enriches the document as a living oracle for ongoing reflection.

CONSULTS

WMT Walmart under CEO John Furner



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

Click below to view the interpretations and cases:

<https://icic.com/?p=8903>

HEXAGRAM 20 – Kuan - Contemplation (View)

Above SUN THE GENTLE, WIND
Below K'UN THE RECEPTIVE, EARTH

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;

1. 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;
2. 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.

THE LINES

Six in the third place means:

Contemplation of my life

Decides the choice Between

- **advance and**
- **retreat.**

This is the place of **transition**.

We

- no longer **look outward** to receive pictures that are more or less limited and confused,
- but **direct our contemplation** upon ourselves in order to find a guideline for our decisions.

This self-contemplation **means** the overcoming of **naive egotism** in the person who sees everything solely from his **own standpoint**.

He **begins** to reflect and in this way **acquires** objectivity.
However,

- self-knowledge does not mean preoccupation with one's own thoughts; rather,
- it means concern about the effects one creates.

It is only the effects our lives produce that give us the right to judge whether what we have done means progress or regression.

MOVING HEXAGRAM

Click below to view the interpretations and cases:

<https://icic.com/?p=9002>

HEXAGRAM 53 – Chien - Development (Gradual Progress)

Above SUN THE GENTLE, WIND, WOOD
Below KEN KEEPING STILL, MOUNTAIN

This hexagram is made up of

- Sun (wood, penetration) above, i.e., without, and
- Ken (mountain, stillness) below, i.e., within.

A tree on a mountain

- **develops** slowly according to the law of its being and consequently
- **stands** firmly rooted.

This gives the idea of

a development that proceeds gradually, step by step.

The attributes of the trigrams also point to this:

- **within is tranquility,**
 - **which guards against precipitate actions, and**
- **without is penetration,**
 - **which makes development and progress possible.**

THE JUDGMENT

DEVELOPMENT.

The maiden

Is given in marriage.

Good fortune.

Perseverance furthers.

1. The development of events that leads to a girl's following a man to his home proceeds slowly. The various formalities must be disposed of before

the marriage takes place.

This principle of gradual development can be applied to other situations as well; it is always applicable where

2. it is a matter of correct relationships of co-operation, as for instance in

the appointment of an official.

The development must be allowed to take its proper course.

Hasty action would not be wise.

This is also true, finally, of

3. any effort to exert influence on others,

for here too

the essential factor is a correct way of development

through cultivation of one's own personality.

No influence such as that exerted by agitators has a lasting effect.

Within the personality too,

development must follow the same course

if lasting results are to be achieved.

Gentleness

- that is adaptable,

- but at the same time penetrating,

is the outer form that should proceed from inner calm.

The very gradualness of the development

makes it necessary to have perseverance,

for perseverance alone prevents slow progress from dwindling to nothing.

THE IMAGE

On the mountain, a tree: The image of DEVELOPMENT.

Thus the superior man

abides in dignity and virtue,

In order to improve the mores.

The tree on the mountain

- is visible from afar, and

- its development influences the landscape of the entire region.

It does not shoot up like a swamp plant;

its growth proceeds gradually.

Thus also

the work of influencing people can be only gradual.

No sudden influence or awakening is of lasting effect.

Progress must be quite gradual, and

in order to obtain such progress

- in public opinion and

- in the mores of the people,

it is necessary for the personality to acquire

- influence and

- weight.

This comes about through careful and constant work on one's own moral development.

WalMart WMT under CEO Doug McMillon (11-2023)



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

HEXAGRAM 54 – Kuei Mei - The Marrying Maiden

Above Chen THE AROUSING, THUNDER
Below TUI THE JOYOUS, LAKE

Above we have

- Chen, the eldest son, and below,
 - Tui, the youngest daughter.
-
- The man leads and
 - the girl follows him in gladness.

The picture is that of the entrance of the girl into her husband's house.

In all, there are four hexagrams depicting the relationship between husband and wife.

1. Hsien, INFLUENCE (31), describes the attraction that a young couple has for each other;
2. Heng, DURATION (32), portrays the permanent relationships of marriage;
3. Chien, DEVELOPMENT (53), reflects the protracted, ceremonious procedures attending the arrangement of a proper marriage; finally,
4. Kuei Mei, THE MARRYING MAIDEN, shows a young girl under the guidance of an older man who marries her. (1)

THE JUDGMENT

THE MARRYING MAIDEN.

Undertakings bring misfortune.
Nothing that would further.

A girl who

- is taken into the family,
 - but not as the chief wife,
- must behave with special caution and reserve.

She must not take it upon herself to supplant the mistress of the house, for that would

- mean disorder and
- lead to untenable relationships.

The same is true of all voluntary relationships between human beings.

While

legally regulated relationships

- evince a fixed connection between
 - duties and
 - rights,

relationships based on personal inclination

- depend in the long run entirely on tactful reserve.

Affection as the essential principle of relatedness is of the greatest importance in all relationships in the world.

For

the union of heaven and earth is the origin of the whole of nature.

Among human beings likewise, spontaneous affection is the all-inclusive principle of union.

THE IMAGE

Thunder over the lake: The image of THE MARRYING MAIDEN.

Thus

the superior man

Understands the transitory

In the light of the eternity of the end.

Thunder stirs the water of the lake, which follows it in shimmering waves.

This symbolizes the girl who follows the man of her choice.

But

every relationship between individuals

- bears within it the danger that wrong turns may be taken,
- leading to endless misunderstandings and disagreements.

Therefore

it is necessary constantly to remain mindful of the end.

If

- we permit ourselves to drift along,
 - we come together and
 - are parted again as the day may determine.

If on the other hand

- a man fixes his mind on an end that endures,
 - he will succeed in avoiding the reefs that confront the closer relationships of people.

THE LINES

Nine in the fourth place means:

The marrying maiden draws out the allotted time.

A late marriage comes in due course.

The girl is virtuous.

She

- does not wish to throw herself away, and
- allows the customary time for marriage to slip by.

However, there is no harm in this;

she

- is rewarded for her purity and, even though belatedly,
- finds the husband intended for her.

Six at the top means:

- The woman holds the basket,
 - but there are no fruits in it.
- The man stabs the sheep,
 - but no blood flows.

Nothing that acts to further.

At the sacrifice to the ancestors,

- the woman had to present harvest offerings in a basket, while
- the man slaughtered the sacrificial animal with his own hand.

Here

the ritual is only superficially fulfilled;

- the woman takes an empty basket and
- the man stabs a sheep slaughtered beforehand – solely to preserve the forms.

This impious, irreverent attitude bodes no good for a marriage.

MOVING HEXAGRAM

HEXAGRAM 41 – Sun - Decrease

Above KEN KEEPING STILL, MOUNTAIN

Below TUI THE JOYOUS, LAKE

This hexagram represents

- a decrease of the lower trigram
- in favor of the upper, because
- the third line, originally strong, has moved up to the top, and
- the top line, originally weak, has replaced it. 1

- What is below is decreased to the benefit of

- what is above.

This is out-and-out decrease.

If

- the foundations of a building are decreased in strength and
- the upper walls are strengthened, the whole structure loses its stability.

Likewise,

- a decrease in the prosperity of the people
- in favor of the government

is out-and-out decrease.

And

the entire theme of the hexagram is directed to showing how this shift of wealth can take place without causing the sources of wealth in

- the nation and
 - its lower classes
- to fail.

THE JUDGMENT

DECREASE combined with sincerity
Brings about supreme good fortune
Without blame.

- One may be persevering in this.
It furthers one to undertake something.
How is this to be carried out?
- One may use two small bowls for the sacrifice.

Decrease does not under all circumstances mean something bad.
Increase and decrease come in their own time.

What matters here is

- to understand the time and
- not to try to cover up poverty with empty pretense.

If a time of scanty resource brings out an inner truth,
one must not feel ashamed of simplicity.
For simplicity is then the very thing needed to provide inner strength for further undertakings.

Indeed, there need be no concern if the outward beauty of the civilization,
even the elaboration of religious forms,
should have to suffer because of simplicity.

One must draw on the strength of the inner attitude to compensate for what is lacking in externals;
then the power of the content makes up for the simplicity of form.

There is no need of presenting false appearances to God.
Even with slender means, the sentiment of the heart can be expressed. 2

THE IMAGE

At the foot of the mountain, the lake: The image of DECREASE.

Thus the superior man

- controls his anger And
- restrains his instincts.

The lake at the foot of the mountain **evaporates.**

In this way

it **decreases** to the benefit of the mountain,
which is enriched by its moisture.

- The **mountain** stands as the **symbol** of a stubborn strength that can harden into anger.
- The **lake** is the **symbol** of unchecked gaiety that can develop into passionate drives at the expense of the life forces.

Therefore decrease is necessary;

- **anger must be decreased by keeping still,**
- **the instincts must be curbed by restriction.**

By this decrease of the lower powers of the psyche,
the higher aspects of the soul are enriched.

WalMart WMT under CEO Doug McMillon

FEBRUARY 25, 2014 BY [JULIOURVINA_ICIC \(EDIT\)](#)

Wal Mart WMT under CEO Doug McMillon

WalMart WMT under CEO Doug McMillon

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

HEXAGRAM 01 – Chien – The Creative

Above THE CREATIVE, HEAVEN

Below THE CREATIVE, HEAVEN

The first hexagram is made up of six unbroken lines.

These unbroken lines stand for the primal power, which is

- light giving,
- active,
- strong, and
- of the spirit.

The hexagram

- is consistently **strong**, in character, and since it is **without** weakness,
- its essence is **power or energy**.

Its **image** is heaven.

Its **energy**

- is represented as **unrestricted** by any fixed conditions in space and
- is therefore conceived of as **motion**.

Time is regarded as the basis of this motion.

Thus the hexagram includes also

- **the power of time and**
- **the power of persisting in time, that is, duration.**

The power represented by the hexagram is to be interpreted in a **dual sense** – in terms

- of its action on the **universe** and
- of its action on the **world of men**.

- In relation to the universe,
 - the hexagram expresses the strong, creative action of the **Deity**.
- In relation to the human world,
 - it denotes the creative action of the **holy man or sage**, of the ruler or leader of men, who through **his power awakens and develops their higher nature**. **1**

THE JUDGMENT

THE CREATIVE works sublime success,
Furthering through perseverance. **2**

According to the original meaning, the attributes (sublimity, potentiality of success, power to further, perseverance) are paired.

When an individual draws this oracle,
it means

- that success come to him from the primal depths of the universe and
- that everything depends upon his seeking his happiness and that of others in one way only, that is, by perseverance in what is right.

The specific meanings of the four attributes became the subject of speculation at an early date.

The Chinese word here rendered by "sublime" means literally

- "head,"
- "origin,"
- "great."

This is why Confucius says in explaining it:

*"Great indeed is the generating power of the Creative;
all beings owe their beginning to it.*

This power permeates all heaven. 3

For this attribute inheres in the other three as well.

The beginning of all things lies still in the beyond in the form of ideas that have yet to become real.

But

the Creative furthermore has power to lend form to these archetypes of ideas.

- This is indicated in the word success, and
- the process is represented by an image from nature:
 - "The clouds pass and the rain does its work, and
 - all individual beings flow into their forms." 4

Applied to the human world,

these attributes show the great man the way to notable success:

"Because he sees with great clarity causes and effects, he

- completes the six steps at the right time and
- mounts toward heaven on them at the right time, as though of six dragons."

The six steps are the six different positions given in the hexagram, which are represented later by the dragon symbol.

Here it is shown that the way to success lies in

- apprehending understanding and
- giving actuality to the way of the universe (Tao),
 - which, as a law running, through end and beginning, brings about all phenomena in time.

Thus

each step attained forthwith becomes a preparation for the next.

Time is no longer a hindrance

but
the means of **making actual what is potential.**

The act of creation having found expression in the two attributes –

- sublimity and
 - success,
- the work of conservation is shown to be
a continuous
- actualization and
 - differentiation
- of form.

This is expressed in the **two terms**

- **“furthering” (literally, “creating that which accords with the nature of a given being”)** and
 - **“persevering” (literally, “correct and firm”).**
- **“The course of the Creative**
 - **alters and shapes beings until each attains its true, specific nature,**
- then
- **it**
 - **keeps them in conformity with the Great Harmony.**

Thus does it show itself to further through perseverance.”

**In relation to the human sphere,
this shows how the great man brings**

- **peace and**
 - **security**
- to the world through his activity in creating order:**
“He towers high above the multitude of beings, and
all lands are united in peace.”

Another line of speculation goes still further in separating the words

- “sublime,”
 - “success,”
 - “furthering”
 - “perseverance,”
- and parallels them with the four cardinal virtues in humanity.

1) To sublimity, which, as the fundamental principle, embraces all the other attributes,

- it links **love.**

2) To the attribute success

- are linked the **mores**, which
 - regulate and organize the expressions of love and thereby
 - make them successful. **5**

3) The attribute furthering

- is correlated with **justice**, which creates the conditions in which each receives
 - that which accords with his being,
 - that which is due him and
 - which constitutes his happiness.

4) The attribute perseverance

- is correlated with **wisdom**, which
 - discerns the immutable laws of all that happens and
 - can therefore bring about enduring conditions.

These speculations, already broached in the commentary called *Wen Yen*, **6** later formed the **bridge** connecting

- the philosophy of the "five stages (elements) of change,"
 - as laid down in the Book of History (*Shu Ching*) with
- the philosophy of the Book of Changes,
 - which is based solely on the **polarity** of **positive** and **negative** principles.

In the course of time this combination of the two systems of thought opened the way for an increasingly intricate number symbolism. **7**

THE IMAGE

The movement of heaven is full of power.

Thus

the superior man makes himself

- strong and
- untiring.

Since there is only one heaven, the doubling of the trigram Ch'ien, of which heaven is the image, indicates the movement of heaven.

- One complete revolution of heaven makes a day, and
- the repetition of the trigram means that each day is followed by another.

This creates the idea of time.

Since it is the same heaven moving with untiring power, there is also created the idea of duration both in and beyond time, a movement that

- never stops nor
- slackens,

just as

one day follows another in an unending course.

This duration in time is the image of the power inherent in the Creative.

With this image as a model,
the sage learns how best to develop himself
so that
his influence may endure.

**He must make himself strong in every way,
by consciously casting out all that is**

- inferior and
- degrading.

Thus

**he attains that tirelessness,
which depends upon consciously limiting the fields of his activity.**

THE LINES

Nine in the third place means:

All day long the superior man is creatively active.

At nightfall his mind is still beset with cares.

Danger.

No blame.

A sphere of influence opens up for the great man.

- His fame begins to spread.
- The masses flock to him.
- His inner power **is** adequate to the increased outer activity.

There are all sorts of things to be done,

and when others are at rest in the evening,

- plans and
- anxieties

press in upon him.

But

danger lurks here at the place of transition

- from lowliness
- to the heights.

Many a great man has been ruined because the masses

- flocked to him and
- swept him into their course.

Ambition has destroyed his integrity.

However, true greatness **is** not impaired by temptations.

He who

- **remains in touch**
 - **with the time that is dawning, and**
 - **with its demands,**
- **is**
 - **prudent enough to avoid all pitfalls, and**
 - **remains blameless.**

Nine at the top means:

Arrogant dragon will have cause to repent.

When a man seeks to climb so high that he loses touch with the rest of mankind,

- he becomes isolated, and
- this necessarily leads to failure.

This line warns against

titanic aspirations that exceed one's power.

A precipitous fall would follow.

MOVING HEXAGRAM HEXAGRAM 58 – Tui – The Joyous, Lake

Above TUI THE JOYOUS, LAKE
Below TUI THE JOYOUS, LAKE

This hexagram, like Sun, is one of the eight formed by **doubling** of a trigram.

- The trigram Tui **denotes** the youngest daughter;
- it is **symbolized** by the **smiling lake**, and
- its attribute is **joyousness**.

Contrary to appearances,
it is **not the yielding** quality of the top line
that accounts for joy here.

The attribute of the yielding or dark principle is

- not joy
- but **melancholy**.

However,

JOY is indicated by the fact that there are two strong lines within, expressing themselves through the medium of gentleness.

True joy, therefore,

- rests on
 - firmness and
 - strength
- within,
- manifesting itself outwardly as
 - yielding and
 - gentle.

THE JUDGMENT

THE JOYOUS.

Success.

Perseverance is favorable.

The joyous mood

- is infectious
- and therefore
- brings success.

But

- joy must be based on steadfastness
- if
- it is not to degenerate into uncontrolled mirth.

- Truth and strength
 - must dwell in the heart,

while

- gentleness
 - reveals itself in social intercourse.

In this way

- one assumes the right attitude toward God and
- man and achieves something.

Under certain conditions,

intimidation without gentleness

- may achieve something momentarily,
- but not for all time.

When, on the other hand,

the hearts of men are won by friendliness,

- they are led to take all hardships upon themselves willingly,

and if need be

- will not shun death itself,
so great is the power of joy over men.

THE IMAGE

Lakes resting one on the other: The image of THE JOYOUS.

Thus the superior man

joins with his friends

For

- discussion and
- practice.

A lake

- evaporates upward

and thus

- gradually dries up;

but when

two lakes are joined

- they do not dry up so readily,
 - for one replenishes the other.

It is the same in the field of knowledge.

Knowledge should be a

- refreshing and
- vitalizing

force.

It becomes so only through

stimulating intercourse with congenial friends with whom one

- holds discussion and
- practices application of the truths of life.

In this way learning

- becomes many-sided and
- takes on a cheerful lightness,

whereas

there is always something

- ponderous and
- one-sided

about the learning of the self-taught.

Wal-Mart Stores Inc. WMT under CEO Mike Duke

SEPTEMBER 7, 2012 BY [JULIOURVINA_ICIC \(EDIT\)](#)

Wal-Mart Stores Inc. WMT under CEO Mike Duke

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

THE HEXAGRAM

HEXAGRAM 45 – Ts'ui – Gathering Together (Massing)

Above Tui THE JOYOUS, LAKE
Below K'UN THE RECEPTIVE, EARTH

This hexagram is related in form and meaning to Pi, HOLDING TOGETHER (8). In the latter, water is over the earth; here a lake is over the earth. But since the lake is a place where water collects, the idea of gathering together is even more strongly expressed here than in the other hexagram. The same idea also arises from the fact that in the present case it is two strong lines (the fourth and the fifth) that bring about the gathering together, whereas in the former case one strong line (the fifth) stands in the midst of weak lines.

THE JUDGMENT

GATHERING TOGETHER.

Success.

The king approaches his temple.

It furthers one to see the great man.

This brings success.

Perseverance furthers.

To bring great offerings creates good fortune.
It furthers one to undertake something,

The gathering together of people in large communities is either a natural occurrence, as in the case of the family, or an artificial one, as in the case of the state. The family gathers about the father as its head. The perpetuation of this gathering in groups is achieved through the sacrifice to the ancestors, at which the whole clan is gathered together. Through the collective piety of the living members of the family, the ancestors become so integrated in the spiritual life of the family that it cannot be dispersed or dissolved.

Where men are to be gathered together, religious forces are needed. But there must also be a human leader to serve as the center of the group. In order to be able to bring others together, this leader must first of all be collected within himself. Only collective moral force can unite the world. Such great times of unification will leave great achievements behind them. This is the significance of the great offerings that are made. In the secular sphere likewise there is need of great deeds in the time of GATHERING TOGETHER.

THE IMAGE

Over the earth, the lake: The image Of GATHERING TOGETHER.
Thus the superior man renews his weapons In order to meet the unforeseen.

If the water in the lake gathers until it rises above the earth, there is danger of a break-through. Precautions must be taken to prevent this. Similarly where men gather together in great numbers, strife is likely to arise; where possessions are collected, robbery is likely to occur. Thus in the time of GATHERING TOGETHER we must arm promptly to ward off the unexpected. Human woes usually come as a result of unexpected events against which we are not forearmed. If we are prepared, they can be prevented.

THE LINES

Six in the second place means:

Letting oneself be drawn

Brings good fortune and remains blameless.

If one is sincere,

It furthers one to bring even a small offering.

In the time of GATHERING TOGETHER, we should make no arbitrary choice of the way. There are secret forces at work, leading together those who belong together. We must yield to this attraction; then we make no mistakes. Where inner relationships exist, no great preparations and formalities are necessary. People understand one another forthwith, just as the Divinity graciously accepts a small offering if it comes from the heart.

Six at the top means:

Lamenting and sighing, floods of tears.

No blame.

It may happen that an individual would like to ally himself with another, but his good intentions are misunderstood. Then he becomes sad and laments. But this is the right course. For it may cause the other person to come to his senses, so that the alliance that has been sought and so painfully missed is after all achieved.

THE MOVING HEXAGRAM

HEXAGRAM 06 – Sung – Conflict

Above CH' IEN THE CREATIVE, HEAVEN

Below K' AN THE ABYSMAL, WATER

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.