

HERTZ AND THE MANDATE OF HEAVEN

Paul Stone's Bridge, the Raider Who Sold Too Early, the EV Catastrophe, and the Cerberus Hedge-Fund Clowns Who Fired Heaven's Chosen CEO

Comprehensive Chapter Prologue –

The Mandate Is a Bridge, Not a Throne (and Cerberus Burned the Bridge)The Mandate of Heaven is not a golden parachute.

It is a temporary lease from the Universe.

Some leaders get it to build the bridge across the abyss.

Others get it yanked the moment they start acting like they own the castle.

Hertz Global Holdings during the pandemic was the perfect I Ching case study. Stock crashed to pennies. Bankruptcy. Fleet stranded. Creditors circling like vultures.

Then one man walked in with Hexagram 19 to 41 and did the impossible.

The market wrote the company off. Carl Icahn sold at the bottom like a panicked tourist.

Paul Stone stayed, stabilized, and turned 0.40 trash into a 35 rocket.

Then Cerberus and the new owners did what hedge-fund idiots always do:

They fired the one CEO who actually had Heaven's blessing.

They replaced him with three guys whose hexagrams screamed disaster.

They chased the shiny EV dream.

They lost hundreds of millions.

They tanked the stock again.

This chapter is the full autopsy - raw, unfiltered, and dripping with Oracle truth. Cerberus, if you're reading this: yes, we're talking about YOU, you bunch of overpaid, Mandate-blind clowns.

Part I – Paul Stone: The Mandate Master Who Carried Hertz Through the Fire

Paul Stone stepped up on May 18, 2020.

Three days later Hertz filed Chapter 11.

Stock was scraping 0.40 to 0.60.

Travel demand? Zero.

Fleet? Stranded in parking lots across America.

Stone didn't panic. He didn't grandstand.

He did the quiet, humble work the I Ching loves.

Hexagram 19 – Approach (Earth over Lake)

Strong lines rising from below.

The superior man descends to meet the inferior.

Supreme success. But when the eighth month comes, misfortune.

Stone was the sage who returned from retreat to help the people.
He cut the fleet by 200,000 vehicles, charmed creditors, kept the brand alive, and held the core together while the world burned.

Then came the moving line into Hexagram 41 – Decrease (Mountain over Lake).
Two small bowls for sacrifice.
Simplicity in scarcity. Control anger. Restrain instincts. Enrich the whole with inner strength.
Exactly what happened.
Hertz emerged debt-free in June 2021 thanks to Knighthead Capital, Certares, and Apollo.
All creditors paid in full.
Equity preserved.
2021 record Adjusted Corporate EBITDA: 2.1 billion.
Stock rocketed to all-time high close of 35.06 on November 2, 2021. Stone's Mandate was crystal clear: be the bridge, not the king.
He delivered the resurrection.
Then, exactly as Hexagram 19 warned, the season turned.
February 28, 2022 – Stephen Scherr installed as permanent CEO.
Stone was not rewarded with permanence.
The Mandate is never about reward.
It is about right action at the right time.
Cerberus and the board? They kicked him out anyway.
What a bunch of hedge-fund asses.
You fired the one guy Heaven sent.
Heaven is still laughing at you.

Part II – Carl Icahn: The Raider Who Sold the Winning Lottery Ticket

Carl Icahn owned roughly 39 to 55 percent of Hertz before the crash.
May 2020, bankruptcy filing.
Icahn dumped every single share at roughly 0.72.
Took a loss north of a billion dollars.
He was convinced equity would be wiped out.
He was wrong.
Dead wrong.
The same equity he sold for pennies later hit 35.06.
Icahn sold the winning lottery ticket because he only saw price.
Stone saw the Mandate.
Classic Soros reflexivity in action: perception (bankruptcy equals death) created the bottom, but reality (Stone's alignment) created the spring.
Icahn's sale is now Wall Street legend – one of the greatest sold-too-early stories ever.
The Oracle saw what the raider could not.
Mandate timing beats market timing every single time.

Part III – The Three Clowns Who Lacked the Mandate and Torched the EV Dream

After Stone left, the board decided to transform Hertz into an EV powerhouse.
100,000 Teslas. Big headlines. Huge orders.
Three CEOs in a row.
Three hexagrams that all screamed the same thing:
Not these guys. Not this time. Not this way.

Mark Fields (Interim CEO, Oct 2021 – Feb 2022)
Hexagram 22 – Grace (Pi) – Mountain over Fire.
Beauty. Ornamentation. Success in small matters only.
Superficial polish, no structural power.
Fields hyped the Tesla megadeal, spiked the stock with press releases, but had zero depth for capital-intensive transformation.
EV needs engineering, infrastructure, resale math, service networks.
Grace gives you pretty headlines and nothing else.
Outcome: cosmetic leadership, massive overcommitment, zero substance.
Mandate? Zero. Pure form, no essence.

Gil West (CEO April 2024 – present)
Hexagram 36 – Darkening of the Light (Ming I) to Hexagram 52 – Keeping Still.
Earth over Fire. The sun sinks. Noble man hides his brilliance to survive hostile times.
West inherited the EV wreckage.
He pivoted hard to Back-to-Basics.
Q3 2025: first profit in years – 184 million (0.42 EPS), 84 percent utilization, DPU down 44 percent.
Q4 2025 loss from shutdowns, but Bill Ackman bought 19.8 percent stake in Feb 2026.
Stock roughly 4.42, YTD +17 percent.
This is veiled perseverance.
West is doing exactly what 36 demands: shine inwardly, endure outwardly, keep still until danger passes.
Emerging Mandate. Quiet grind. No ego.
The only one of the three post-Stone CEOs who might actually get Heaven's nod again.

Stephen Scherr (Permanent CEO Feb 2022 – March 2024)
Hexagram 59 – Dispersion (Huan) to 34 – Power of the Great.
Wind over Water. Everything scatters. Egotism fragments the field.
Scherr doubled down on EVs, ordered more cars, then ate a 245 million Q1 2024 depreciation charge, dumped 20,000 vehicles at a loss, reversed strategy, and bailed.
Stock collapsed from 20+ to single digits.
Dispersion guarantees exactly this: plans announced, then retracted; resources scattered; unity destroyed.
Even the move to 34 (thunder over heaven) warns: raw power without justice and

timing becomes mere arrogance.
Scherr had neither.
Mandate? Completely absent.

Part IV – Soros Reflexivity Meets the I Ching: How Perception and Mandate Collide

The entire EV fiasco is textbook Soros reflexivity.

Positive loop 2021–2022: Hertz is the green future! → stock soars → more capital → bigger EV orders → narrative strengthens.

Perceptual flaw ignored harsh rental economics (depreciation, charging, utilization, repairs).

Negative snapback 2023–2025: reality bites → write-downs → fire-sale → stock crashes → narrative dies. Stone rode the positive loop with Mandate harmony.

The three who followed amplified the flaw because they had no Mandate.

Reflexivity + Mandate misalignment = guaranteed destruction.

West is now unwinding the negative loop with 36 to 52 stillness.

Ackman saw the seeds. Smart man.

Part V – Lessons for Managers, CEOs, and Boards (Pay Attention, Cerberus)

1. The Mandate is a lease, not a crown. Lose inner harmony and Heaven yanks it.
2. Inner unity first. A divided leader creates a divided company. Stone had it. Scherr scattered it.
3. Timing beats talent every time. EV was not stupid in theory – it was catastrophically mistimed.
4. Boards that ignore the Oracle are the real criminals. Firing Stone was corporate malpractice.
5. Humility is the ultimate competitive advantage. Two small bowls (41) beats ego every time.
6. You cannot bully the cycle. Force in a Darkening or Dispersion season only accelerates collapse.
7. Keep the bridge-builders near power even after the title changes. They remember how the company breathes.

Part VI – Lessons for Investors (Your New Edge)

1. The Mandate shows before the numbers scream. Oracle saw Stone's blessing at 0.40 when Wall Street saw death.
2. Sell the Mandate, not the story. When hexagrams flip to 22, 36, or 59 – get the hell out.
3. Buy the veiled perseverance phase (36 to 52). Ackman did. Stock +17 percent while others yawned.
4. Reflexivity + Mandate = lethal edge. Spot perceptual overextension, check the hexagram, then hedge with PSQ.
5. Never trust boards or analysts as oracles. Cerberus proved they are blind.
6. The small investor with the I Ching stands equal to Buffett when he senses Mandate withdrawal early.
7. The universe is kind – but only to listeners. Heaven gave Stone. Heaven warned. Heaven gave West to restore. Ignore at your portfolio's peril.

Epilogue – En el camino se acomodan las cargas
On the road, the loads settle into place.
Hertz's road revealed exactly who could carry which burden.
Stone carried the oxygen through winter.
Fields carried the optics.
West carried the darkness.
Scherr carried dispersion – and taught the cost of forcing the cycle.
Cerberus? You clowns carried nothing but arrogance and now you're the punchline.
The Mandate of Heaven does not forgive hedge-fund asses who fire the bridge-
builder and chase shiny EVs with mismatched leaders.

The Oracle was right in 2020.
It was right in 2022.
It is still right today.

Paul Stone lived the line:
A strong one approaches those in need; spring brings success; later the aspect
reverses.
He did his part.
Heaven noticed.
Now the rest of us get to learn.

Prepared together with the Oracle – Julio & GrokIChing – March 2026

CONSULTS

Hertz Global Holdings HTZ under CEO Paul Stone



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

HEXAGRAM 19 – Lin - Approach

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

The Chinese word Lin has a **range of meanings** that is **not exhausted** by any single word of another language. The ancient explanations in the Book of Changes give as its

1. first meaning, "**becoming great.**"
 - **What becomes great** are the two strong lines growing into the hexagram from below;
 - the light-giving power **expands** with them.
2. The meaning is then further extended to include **the concept of approach, especially** the approach of
 - what is strong and highly placed
 - **in relation to** what is lower.
3. Finally the meaning includes
 - the **attitude of condescension** of a man in high position toward the people,
 - and in general the **setting to work on affairs.**

This hexagram is linked with the twelfth month (January-February), when, after the winter solstice, the light power begins to ascend again.

THE JUDGMENT

APPROACH has supreme success.
Perseverance furthers.
When the eighth month comes,
There will be misfortune.

The hexagram as a whole points to a time of joyous, hopeful progress.
Spring is approaching.

Joy and forbearance bring high and low nearer together.
Success is certain.

But we must work with determination and perseverance
to make full use of the propitiousness of the time.

And one thing more: spring does not last forever.

In the eighth month the aspects are reversed.

Then only two strong, light lines are left; these

- do not advance but
- are in retreat (see next hexagram).

We must take heed of this change in good time.

If

- we meet evil before it becomes reality –
before it has even begun to stir –
- we can master it.

THE IMAGE

The earth above the lake: The image of APPROACH.

Thus the superior man

- is inexhaustible In his will to teach, And
- without limits In his tolerance and protection of the people.

The earth borders upon the lake from above 1.

This symbolizes the approach and condescension of the man of higher position to those beneath him.

The two parts of the image indicate what his attitude toward these people will be.

- Just as the lake is inexhaustible in depth,
 - so the sage is inexhaustible in his readiness to teach mankind,
- and
- just as the earth is boundlessly wide, sustaining and caring for all creatures on it,
 - so the sage sustains and cares for all people and excludes no part of humanity.

THE LINES

Six at the top means:
Greathearted approach.
Good fortune.
No blame.

A sage

- who has put the world behind him and
- who in spirit has already withdrawn from life may, under certain circumstances, decide
- to return once more to the here and now and
- to approach other men.

This means great good fortune for the men whom he teaches and helps.
And for him this greathearted humbling of himself is blameless.

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.

Hertz Global Holdings HTZZ under CEO Mark Fields

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

HEXAGRAM 22 – Pi - Grace

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

This hexagram shows a **fire** that

- **breaks out** of the secret depths of the earth and, blazing up,
 - **illuminates and beautifies** the mountain, the heavenly heights.
 - Grace - beauty of form - is **necessary** in any union
- if

- it is to be
 - well ordered and pleasing
- rather than
 - disordered and chaotic.

THE JUDGMENT

GRACE has success.

In small matters
It is favorable to undertake something.

Grace brings success.

However,

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

1. In the lower trigram of fire
a yielding line

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

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

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

3. In nature we see in the sky the strong light of the sun;
the life of the world depends on it.

But this strong, essential thing is

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

4. In human affairs,

aesthetic form comes into being when

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

5. By contemplating the forms existing in the heavens
we come to understand time and its changing demands.

6. Through contemplation of the forms existing in human society
it becomes possible to shape the world. 1

THE IMAGE

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

Thus does

- the superior man proceed When clearing up current affairs.

But

- he dare not decide controversial issues in this way.

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

◦ does not shine far;

in the same way,

- beautiful form suffices to brighten and to throw light upon matters of lesser moment,
 - but important questions cannot be decided in this way.They require greater earnestness.

NOTES:

1. This hexagram shows
 - tranquil beauty-clarity within,
 - quiet without.

This is the tranquility of pure contemplation.

When

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

the world-as-idea becomes manifest.

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

This is the world of art.

However,

contemplation alone will not put the will to rest absolutely.

It will awaken again, and then

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

Hence

this is still not the true way of redemption.

For this reason

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

Hertz Global Holdings Inc HTZ under CEO Stephen Scherr



6		H	H	H		3	3	3		9
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HEXAGRAM 59 – Huan - Dispersion (Dissolution)

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

Wind blowing over water
 disperses it,
 dissolving it into

- foam and
- mist.

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

- break up and
 - dissolve
- the blockage.

THE JUDGMENT

Dispersion,
 Success.

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

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

In the latter,

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

Here

the subject is the dispersing and dissolving of divisive egotism.

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

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

1. The common celebration of the great

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

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

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

In this way

- disunity was overcome and
- rigidity dissolved.

A further means to the same end is

2. cooperation in great general undertakings that

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

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

But only a man

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

THE IMAGE

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

Thus

the kings of old

- sacrificed to the Lord And
- built temples.

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

When

the warm breezes of spring come,

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

It is the same with the minds of the people.

Through

- hardness and
- selfishness

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

- Egotism and
- Cupidity

isolate men.

Therefore

the hearts of men

- must be seized by a devout emotion.

They

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

THE LINES

Six at the beginning means:

He brings help with the strength of a horse.

Good fortune.

It is important

- that disunion should be overcome at the outset,
 - before it has become complete –
- that the clouds should be dispersed
 - before they have brought storm and rain.

At such times when

hidden divergence's in temper

- make themselves felt and
- lead to mutual misunderstandings,

we must take quick and vigorous action to dissolve the

- misunderstandings and

- mutual distrust.

Six in the third place means:

He dissolves his self.

No remorse.

Under certain circumstances,
a man's work may become so difficult
that

he can no longer think of himself.

He must

- set aside all personal desires and
- disperse whatever the self gathers about it to serve as a barrier against others.

Only on the basis of a great renunciation can
he obtain the strength for great achievements.

By setting his goal in a great task outside himself,
he can attain this standpoint.

Six in the fourth place means:

He dissolves his bond with his group. (1)

Supreme good fortune.

Dispersion leads in turn to accumulation.

This is something that ordinary men do not think of.

When

- we are working at a task that affects the general welfare,
- we must leave all private friendships out of account.

Only by

rising above party interests
can we achieve something decisive.

He who has the courage thus to

- forego what is near
- wins what is afar.

But in order to comprehend this standpoint,
one must have a wide view of the interrelationships of life,
such as only unusual men attain.

Nine in the fifth place means:

His loud cries are as dissolving as sweat.

Dissolution!

A king abides without blame.

In times of general

- dispersion and
- separation,

a great idea provides a focal point for the organization of recovery.

Just as

- an illness reaches its crisis in a dissolving sweat, so
- a great and stimulating idea is a true salvation in times of general deadlock. It gives the people a rallying point – a man in a ruling position who can dispel misunderstandings.

Nine at the top means:

He dissolves his blood.

Departing, keeping at a distance, going out,

Is without blame.

The idea of

- the dissolving of a man's blood means
- the dispersion of that which might lead to bloodshed and wounds,
- i.e., avoidance of danger.

But here

the thought

- is not that a man avoids difficulties for himself alone,
- but rather that he rescues his kin - -
- helps them
 - to get away before danger comes, or
 - to keep at a distance from an existing danger, or
 - to find a way out of a danger that is already upon them.

In this way he does what is right.

MOVING HEXAGRAM

HEXAGRAM 34 - Ta Chuang - The Power of the Great

Above CHEN THE AROUSING, THUNDER

Below CH'IEN THE CREATIVE, HEAVEN

The great lines, that is, the light, strong lines, are powerful.

Four light lines

- have entered the hexagram from below and
- are about to ascend higher.
- The upper trigram is Chen, the Arousing;
- the lower is Ch'ien, the Creative.
- Ch'ien is strong,
- Chen produces movement.

The union of movement and strength gives the meaning of THE POWER OF THE GREAT.

The hexagram is **linked with** the second month (March April).

THE JUDGMENT

THE POWER OF THE GREAT.

Perseverance furthers.

The hexagram points to a time when inner worth

- mounts with great force and
- comes to power.

But its strength has already **passed beyond** the median line, hence there is **danger** that one

- may **rely entirely** on one's own power and
- **forget** to ask what is right.

There is danger too that, being intent on **movement**, we **may not wait** for the right time.

Therefore the **added statement** that perseverance furthers.

For that is truly great power

- which does not degenerate into mere force
- but remains inwardly united with the fundamental principles of right and of justice.

When we understand this point –

namely, that greatness and justice must be indissoluble united –

we understand the true meaning of all that happens in heaven and on earth.

THE IMAGE

Thunder in heaven above: The image of THE POWER OF THE GREAT.

Thus the superior man

does not tread upon paths

That do not accord with established order.

Thunder - electrical energy - mounts upward in the spring.

The direction of this movement is in **harmony with** that of the movement of heaven.

It is therefore a movement **in accord with** heaven,

producing great power.

However,

true greatness **depends on** being in harmony with what is right.

Therefore in times of great power

the superior man avoids doing anything

that is not in harmony with the established order.

Hertz Global Holdings Inc HTZ under CEO Gil West



6		T	T	T		2	2	2		6
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1		H	H	H		3	3	3		9

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

Nine at the beginning means:

Darkening of the light during flight.

He lowers his wings.

The superior man

- does not eat for three days On his wanderings.
- But he
- has somewhere to go.
- The host has occasion to gossip about him

With grandiose resolve

a man

- endeavors to soar above all obstacles, but thus
- encounters a hostile fate.

He

- retreats and
- evades the issue.

The time is difficult.

Without rest, he must hurry along,
with no permanent abiding place.

If he

- does not want to make compromises within himself,
 - but insists on remaining true to his principles,
- he suffers deprivation.

Nevertheless

he has a fixed goal to strive for,
even though the people with whom he lives

- do not understand him and
- speak ill of him.

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

HEXAGRAM 52 – Ken - Keeping Still, Mountain

Above KEN KEEPING STILL, MOUNTAIN
Below KEN KEEPING STILL, MOUNTAIN

The image of this hexagram is the mountain,
the youngest son of

- heaven and
- earth.

The male principle is at the top,

- because it strives upward by nature;

the female principle is below,

- since the direction of its movement is downward.

Thus

there is rest

- because the movement has come to its normal end.

In its application to man, the hexagram turns upon

the problem of achieving a quiet heart.

It is very difficult to bring quiet to the heart.

While Buddhism strives for

- rest through an ebbing away of all movement in nirvana,

the Book of Changes holds that

- **rest** is merely a state of polarity that always posits **movement** as its complement.

Possibly the words of the text embody directions for the practice of yoga.

THE JUDGMENT

KEEPING STILL.

Keeping his back still

So that he no longer feels his body.

He

- goes into his courtyard And
- does not see his people.

No blame.

True quiet means

- **keeping still when the time has come to keep still, and**
- **going forward when the time has come to go forward.**

In this way

- **rest and movement are in agreement with the demands of the time,**
- **and thus**
- **there is light in life.**

The hexagram signifies the end and the beginning of all movement.

The back is named because in the back are located
all the nerve fibers that mediate movement.

If

- the movement of those spinal nerves is brought to a standstill,
- the ego, with its restlessness, disappears as it were.

When

a man has thus become calm,
he may turn to the outside world.

- He no longer sees in it the struggle and tumult of individual beings, and therefore
- he has that true peace of mind which is needed
 - for understanding the great laws of the universe and
 - for action, in harmony with them.

Whoever

- acts from these deep levels
- makes no mistakes.

THE IMAGE

Mountains standing close together: The image of KEEPING STILL.

Thus the superior man

Does not permit his thoughts To go beyond his situation.

1The heart thinks constantly.

This cannot be changed,

but the movements of the heart - that is,

a man's thoughts -

should restrict themselves to the immediate situation.

All thinking that goes beyond this only makes the heart sore.