

XRX Xerox Holdings Corporation under CEO Louis Pastor



6	The Top		H	H	H		3	3	3		9
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	T	T		3	2	2		7
1	The Beginning		H	H	T		3	3	2		8

**Click below to view the interpretations and cases:**

<https://icic.com/?p=8897>

### **Hexagram 18 – Work on What has been Spoiled**

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

The Chinese character Ku represents a bowl  
in whose contents worms are breeding.

This means decay.

It has come about because

- the gentle indifference of the lower trigram has come together with
- the rigid inertia of the upper, and

the result is stagnation.

Since this implies guilt,

the conditions embody a demand for removal of the cause.

Hence the meaning of the hexagram is

- not simply "what has been spoiled"
- but "work on what has been spoiled."

## THE JUDGMENT

### WORK ON WHAT HAS BEEN SPOILED

Has supreme success.

It furthers one to cross the great water.

Before the starting point, three days.

After the starting point, three days.

What has been spoiled through man's fault can be made good again through man's work.

- It is not immutable fate, as, in the time of STANDSTILL, that has caused the state of corruption,
- but rather the abuse of human freedom.

Work toward improving conditions promises well, because it accords with the possibilities of the time.

We

- must not recoil from work and danger – symbolized by crossing of the great water - but
- must take hold energetically.

Success depends, however, on proper deliberation.

This is expressed by the lines,

- "Before the starting point, three days.
- After the starting point, three days."

We must first know the causes of corruption before we can do away with them;

hence it is necessary to be cautious during the time before the start.

Then

we must see to it that the new way is safely entered upon, so that a relapse may be avoided;

therefore

we must pay attention to the time after the start.

- Decisiveness and
- energy

must take the place of the

- inertia and
- indifference

that have led to decay,

in order that the ending may be followed by a new beginning.

## THE IMAGE

The wind blows low on the mountain: The image Of DECAY.

Thus the superior man

- stirs up the people And
- strengthens their spirit.

- When the wind blows low on the mountain,
- it is thrown back and spoils the vegetation.

This contains a challenge to improvement.

It is the same with

- debasing attitudes and
- fashions;

they corrupt human society.

To do away with this corruption,  
the superior man must regenerate society.

His methods likewise must be derived from the two trigrams,  
but in such a way that their effects unfold in orderly sequence.

The superior man

- must first remove stagnation by stirring up public opinion,
  - as the wind stirs everything, and
- must then strengthen and tranquilize the character of the people,
  - as the mountain gives tranquility and nourishment to all that grows in its vicinity.

## THE LINES

Nine at the top means:

He does not serve kings and princes,  
Sets himself higher goals.

Not every man has an obligation to mingle in the affairs of the world.

There are some who are developed to such a degree that  
they are justified

- in letting the world go its own way and
- in refusing to enter public life with a view to reforming it.

But this does not imply a right

- to remain idle or
- to sit back and merely criticize.

Such withdrawal is justified only when

we strive to realize in ourselves the higher aims of mankind.

For although

- the sage remains distant from the the turmoil of daily life,
- he creates incomparable human values for the future.

## MOVING HEXAGRAM

Click below to view the interpretations and cases:

<https://icic.com/?p=8981>

## Hexagram 46 – Sheng - Pushing Upward

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

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

### THE JUDGMENT

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

The pushing upward of the good elements

- encounters no obstruction and
- is therefore accompanied by great success.

The pushing upward is made possible

- not by violence
- but by modesty and adaptability.

Since the individual is borne along by the propitiousness of the time,  
he advances.

He must go to see authoritative people.

He need not be afraid to do this, because success is assured.

But

he must set to work, for activity (this is the meaning of "the south") brings good fortune.

### THE IMAGE

Within the earth, wood grows: The image of PUSHING UPWARD.

Thus the superior man of devoted character

Heaps up small things

In order to achieve something high and great.

- Adapting itself to obstacles and bending around them, wood in the earth grows upward without haste and without rest.

Thus too

- the superior man
  - is devoted in character and
  - never pauses in his progress.