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大壯



(dà zhuàng) Great Strength

Great strength. Persistence is effective.

- Nine in the first place: Strength in the toes. Going into action will bring misfortune. There will be a return.
- Nine in the second place: Persistence brings good fortune.
- Nine in the third place: A lesser person uses strength. Someone worthy of leadership does without. Persistence is dangerous. A ram butts against a hedge and gets his horns caught in it.
- Nine in the fourth place: Persistence brings good fortune. Regrets vanish. The hedge is broken, the ram's horns free. Strength around the wheels of the cart.
- Six in the fifth place: Loss of a ram at Yi. No regrets.

- **Six at the top:** A butting ram gets caught in the hedge. He can neither retreat nor advance. No direction is effective. But after the difficulties, good fortune.

Image

Thunder above the sky: the image of great strength. You should not act without politeness and due process.

Having power over others is like thunder in the sky: it sounds really impressive, but it doesn't last very long. To sustain your position, you need the ongoing support of everyone, especially the ones who seem to keep limiting what you can do. Learn to listen!

The great exegete Kong Yingda wrote: "When your power is at its peak, it is very hard to avoid arrogance." For this reason, good leaders never forget to use good manners: they treat others with respect and deference precisely because they have greater power than most of those they are dealing with. Thus they train themselves to act calmly and to listen to everyone. A duke once received good advice from his driver. Because he was able to hear and heed this advice, which most noblemen would have considered "uppity," he avoided disaster for himself and his country.

True greatness consists of the ability to respect and heed even the most lowly critic; that is, to take everyone as your teacher, your superior in some form of knowledge. If, instead, you get caught up in the trappings of power, which separate you from all but the highest, you will simply immobilize yourself and become ensnared, blinded and rendered ignorant by the sycophants, who will flourish. Delegation and some time alone are both necessary. Autonomy for middle managers and freedom from unimportant details are both necessary. But, if rules of procedure or your own

desire for distance result in any actions which could possibly be construed as impolite by anyone, you have created a dangerous situation for yourself. Remember how the strength of the ram made his situation worse when he tried to use his strength to get beyond the boundaries of his field. He lost access to most of his field and gained a most uncomfortable position for his head and body.

Shaughnessy, 88–89, 300–301.

Lynn, 345–350.

Wilhelm/Baynes, 133–136.