ANNEX

NETWORKING CONDITIONS AND TRANSFORMATIONS

IN THE LIGHT OF THE CHINESE BOOK OF CHANGES

Rendered searchable by OCR, but recognition errors may prevent this in some cases. PHP variant (incomplete tables) http://www.laetusinpraesens.org/docs/chingndx.php

The 64 policy or strategic conditions described in this Annex have been derived from the English translation of the Chinese classic by a process described in the preceding paper (pages 203-216).

That paper also discusses the challenge of representing the network of 384 transformations between these conditions as a map, one form of which (on pages 210-211) constitutes an index to the conditions.

On the following page an alphabetic index to the conditions is provided.

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NETWORKS CONDITIONS AND TRANSFORMATIONS IN THE LIGHT OF THE CHINESE BOOK OF CHANGES

1.0 Condition : Creativity. Creative energy and inspiration may engender new patterns as a result of unrestrained action by a network.

1.1 Patient caution by the network may be required to avoid premature action. (→ **44**)
1.2 Exertion of a recognized positive influence by the network may be required prior to action. (→ **13**)
1.3 Attraction of mass support by the network can lead to the temptations of over-ambition. (→ **10**)
1.4 The network may be faced with the choice between internal development and external social action. (→ **9**)
1.5 Widespread recognition of the effects of the action of the network on society may result in long-term positive consequences. (→ **14**)
1.6 Catastrophe may result when the network indulges in aspirations exceeding its capacity. (→ **43**)

In order to bear fruit, creativity eventually requires the existence of a receptive environment

2.0 Condition : Receptivity. A network may respond to the actions and opportunities of its environment through which it may then bring about change.

2.1 The network may take heed of the first signs of deterioration in its environment. (→ **24**)
2.2 The network may respond naturally to its environment. (→ **7**)
2.3 Care should be taken to avoid premature public attention to the maturing work of the network. (→ **15**)
2.4 The strictest reticence is required by the network to avoid both the enmity of antagonists and the dangers of misplaced acclaim. (→ **16**)
2.5 The network may express its qualities indirectly and discreetly as its actions emerge into prominence. (→ **8**)
2.6 The network may make an inappropriate attempt to take the leading role, thus causing a struggle destructive to all concerned. (→ **23**)

Initiatives emerging in a receptive environment first experience difficulties

3.0 Condition : Initial difficulty. Due to the profusion of changes being brought about, confusing obstacles to the growth of network action occur, calling for a cooperative response to bring order out of chaos.

3.1 The network may proceed cautiously in pursuit of its goal by attracting suitable assistance. (→ **8**)
3.2 The network should avoid the obligations entailed by early acceptance of assistance from unexpected sources in times of difficulties. (→ **60**)
3.3 The network should renounce immediate objectives that have proved unfruitful due to premature action without adequate guidance. (→ **63**)
3.4 Necessary network action may be rendered successful, despite inadequate resources, by obtaining appropriate assistance. (→ **17**)
3.5 Its position in society may cause direct action by the network to be distorted, necessitating cautious indirect action to overcome the obstacles arising from such misinterpretations. (→ **24**)
3.6 The network may cease its struggle due to an acceptance of the initial difficulties as overwhelming. (→ **42**)

When first launched, initiatives tend to be handicapped by inexperience

4.0 Condition : Inexperience. Aided by enthusiasm, network action may succeed despite inexperience, provided appropriate guidance is sought with the right attitude.

4.1 Discipline is a necessary counterweight to dissipative carelessness in network action, although excessive discipline has itself a crippling effect on the development of network potential. (→ **41**)
4.2 Tolerance of shortcomings is a prerequisite for assumption of social responsibility by the network. (→ **23**)
4.3 The inexperienced network does not develop by applying itself to simple problems which readily offer themselves for solution. (→ **18**)
4.4 The network entangled in action fantasies of imagined significance can often only free itself by experiencing the humiliation which finally results. (→ **64**)
4.5 The inexperienced network that seeks guidance in an unassuming manner may develop successfully. (→ **59**)
4.6 Constraints should be applied to the network that persists in careless action, but only to prevent unjustified excesses. (→ **7**)

After overcoming problems of inexperience, initiatives await further support

5.0 Condition : Waiting. A network can only derive the strength to confront crises by being able to wait, however long is necessary for opportunities to emerge, rather than being panicked into action by immediate dangers.

5.1 Before the sensed crisis takes form, the network should continue as long as possible to engage in the long-term processes by which its strength is renewed. (→ **48**)
5.2 As the crisis takes form, disagreements may emerge and escalate dangerously if the network is unable to maintain its tranquility. (→ **63**)
5.3 Premature response to the crisis leaves the network waiting in an exposed and vulnerable position which calls for serious reassessment. (→ **60**)
5.4 In the midst of danger any action may aggravate the situation; the composure or the network is the only guarantee of survival as events take their course. (→ **43**)
5.5 Despite the crisis there are moments of calm which the network should use to fortify itself for renewed struggle. (→ **11**)
5.6 When the crisis strikes, the network must yield to the inevitable whilst being ready to respond to the potential of unforeseen developments. (→ **9**)

Initiatives awaiting support engender conflict over the allocation of available resources

6.0 Condition : Conflict. When a network encounters opposition in pursuing a course of action it considers appropriate, conflict arises which can only be usefully resolved by coming to terms with the opponent.

6.1 In its incipient stage, especially when the opposition is strong, it may be best for the network to drop an issue rather than risk open conflict. (→ **10**)
6.2 If the opposition is of superior strength, timely withdrawal by the network may prevent undesirable consequences for the community as a whole. (→ **12**)
6.3 If the network subordinates itself to a strong ally, conflict can be avoided by not acting to acquire prestige. (→ **44**)
6.4 If the opposition is of weaker strength, the network will have difficulty in justifying the success of any conflict and can best achieve its ends by redefining its goals. (→ **59**)
6.5 If it is in the right, the network can derive great benefit if the conflict takes place under the auspices of a powerful and just arbiter. (→ **64**)
6.6 If the network carries the conflict successfully to the bitter end, it will find its success short lived and constantly exposed to further attack. (→ **47**)

When there is conflict a controlled threat eventually emerges to regulate it

7.0 Condition : Controlled threat. For a network to struggle successfully, discipline must be instilled in the community by arousing enthusiasm, sustaining the people and eliciting confidence in the value of its actions.

7.1 For an entreprise to be successful when it is initiated, order must prevail within the network. (→ **19**)

Part II, containing Conditions 35 to 64, will appear in the next issue. An introduction to « networking alternation » is given on the preceding pages. Suggestions for a possible revised version should be sent to A J N Judge, Union of International Associations, 40 rue Washington, B-1050 Brussels, Belgium.

the strength to carry them out. To ensure the appropriate functional relationships amongst diverse elements, an organic mode of organization is required.

13.1 The network should ensure that the fundamental principles upon which any union is based are equally accessible to all those involved. (→ 33)
13.2 The emergence of exclusive factions based upon self-interest and the rejection of others is a danger to the network and to the achivement of its aims. (→ 1)
13.3 Mistrust and reservation within the network undermine fellowship, leading to stategies based on guile which engender further alienation. (→ 25)
13.4 Confrontation may reach a point at which the opposing parties are no longer able to act against each other, and in this way the situation of the network is usefully clarified. (→ 37)
13.5 Its position in society may cause the network to be able to relate effectively to others who share its fundamental preoccupations only after a long struggle to overcome the obstacles unfortunately separating them. (→ 30)
13.6 The network may be able to engage with others only in a limited alliance based upon mutual interest rather than on a shared approach to universal concerns. (→ 49)

Through fellowship values emerge, leading to acquisition of wealth

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14.0 Condition : Wealth. A network may acquire a position of power in relation to the strong by acting disinterestedly with a low profile. In this way wealth is appropriately administered in a graceful and controlled manner.

14.1 The network can avoid the temptation of wealth only by developing an awareness of the many difficulties to be overcome and of the possibilities of mistakes in its use. (→ 50)
14.2 The network should delegate responsibility in order to ensure that the resources at its disposal are used most effectively in new undertakings. (→ 30)
14.3 The network is most successful when it seeks to place itself and the wealth it has acquired at the service of a higher cause, or of society as a whole, rather than vainly attemption to maintain a hold on it for itself. (→ 38)
14.4 The network should carefully distinguish its own position from that of the strong with whom it is in contact, in order to avoid the dangers of vying with them and thus jeopardizing the very basis of its power. (→ 26)
14.5 Even when the benevolent action of the network succeeds in attracting support based solely on unaffected sincerity, the tendency for insolence to emerge must be kept in check through the strength of dignity. (→ 1)
14.6 When at the height of its power, the network can best enhance the value of its position by cultivating an unassuming attitude and honouring values which transcend the mundane affairs of society. (→ 34)

To retain valuable possessions, the amount should be modest and the attitude unpretentious

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15.0 Condition : Unpretentiousness. A network prospers best by acting in an unassuming manner, whether in a position of influence or not. This principle also favours its efforts to establish order by reducing those extremes and inequalities which are the source of social discontent.

15.1 The network may successfully undertake dangerous enterprises if the situation is not confused by unnecessary claims and by the resistance of others resulting from such claims. (→ 36)
15.2 When an unassuming manner is natural to the network's mode of action, the possibilities of exerting a lasting influence emerge of their own accord. (→ 46)
15.3 If the network responds immodestly to widespread recognition of its achievements, criticism develops, preventing the work from being carried through to its final fruition. (→ 2)
15.4 The network should guard against the danger that an unassuming manner of action may become an effective disguise for irresponsibility and inaction. (→ 62)
15.5 Circumstances may call for energetic corrective action by the network, which should not interpret the merit of an unassuming mode as an excuse for letting events take an inappropriate course. (→ 39)
15.6 The network should act vigorously to defend itself and order its environment especially when the root of the problem lies in weaknesses of its own. (→ 52)

Valued possessions and unpretentiousness together engender enthusiasm

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16.0 Condition : Enthusiasm. A network can arouse enthusiasm by acting in harmony with the needs of the time and coopting assistance for the completion of an undertaking. Such enthusiasm releases people from the grip of mundane tensions and allows them to express the hidden potentials of their society.

16.1 When in a position of weakness, the network invites misfortune if it makes enthusiastic claims about its own connection with those in positions of power. (→ 51)
16.2 The network should not allow itself to be misled by illusory manifestations of enthusiasm, but should be sensitive to the emerging tendencies of the time, acting self-reliantly in response to those in positions of strength or weakness. (→ 40)
16.3 The network must choose the right moment to act, for otherwise either the opportunity will be lost or else it will become unnecessarily dependent on an external leader capable of engendering enthusiasm. (→ 62)
16.4 The network can arouse enthusiasm and cooperation through its own self-confidence and the sincere support it gives to those who collaborate with it. (→ 2)
16.5 The network can be obstructed in its ability to engender enthusiasm, but this may usefully prolong its existence by preventing it from depleting its energies. (→ 45)
16.6 Being misled by false enthusiasm may constitute a valuable learning experience for the network, provided it is subsequently capable of further development. (→ 35)

Where enthusiasm persists, a following emerges

17.0 Condition : Following. In order to be capable of inducing people voluntarily to follow its lead without resistance, the network must first adapt itself to their circumstances to be able to serve them.

17.1 In order for the network to identify how it should adapt to its environment, it must open itself to contact with a wide range of different views. (→ 45)
17.2 In developing its pattern of contacts, the network should take care to avoid those holding inferior values or risk losing those holding superior values by which its action can be benefitted. (→ 49)
17.3 The development of its contacts with those holding superior values will lead the network to obtain what it needs for its own development, despite the loss of stimulating distractions with those holding inferior values. (→ 58)
17.4 Once it is successful in its influence, the network should develop the ability to distinguish insincere supporters, attracted for their own advantage, who must be kept at a distance if success is not to be jeopardized. (→ 3)
17.5 The network must itself follow something which guides, legitimates and empowers its initiatives. (→ 51)
17.6 Having developed its activities to the point of detachment from mundane affairs, the network may be confronted with a persistent following which once more draws it back into a guiding role. (→ 25)

Following others leads to undertakings and remedial action

18.0 Condition : Remedial action. Inertia, indifference and the abuse of human freedom lead to deterioration of the network or society and call for decisive, energetic action, if regeneration is to occur.

18.1 Deterioration due simply to rigid adherence to conventional patterns of action may easily be remedied, provided that the network is conscious of

the strength to carry them out. To ensure the appropriate functional relationships amongst diverse elements, an organic mode of organization is required.

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the dangers associated with any such reform. (→ **26**)

18.2 The deterioration may be the result of inherent weakness, in which case the network should avoid drastic action so as not to further aggravate the situation. (→ **52**)

18.3 If the network proceeds somewhat too energetically in rectifying the mistakes of the past, difficulties will arise, but this is preferable to the results of insufficiently vigorous action. (→ **4**)

18.4 Misfortune will result if the network is itself too weak to take action against progressive deterioration resulting from past mistakes. (→ **50**)

18.5 Even though it is inadequate to the challenge of past neglect and corruption, the network may achieve partial success with the assistance of others. (→ **57**)

18.6 The development of the network may be such that it is unnecessary for it to engage in any remedial action, provided that, in its withdrawal from mundane affairs, it engenders new values for the future. (→ **46**)

Where there is scope for remedial action, there is growth through initiative

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19.0 Condition: Initiative. When conditions are appropriate for a network to initiate action on mundane affairs, this should be done with determination and perseverance, bearing in mind the need to prepare for unfavourable conditions which in their turn will later prevail.

19.1 When superior values find a response in influential circles, the network could well associate itself with this trend, provided this does not distract it from its own line of action. (→ **7**)

19.2 When the initiative originates in the light of superior values, the network should not hesitate to apply its own resources to the task, for such action must necessarily contribute to ultimate success. (→ **24**)

19.3 When the network is succeeding in its initiative, there is a danger that lack of vigilance may lead to careless mistakes, which may however be remedied by responsible action. (→ **15**)

19.4 The action is benefitted when the network is open-minded in its approach to those of ability who are attracted by its initiative. (→ **54**)

19.5 The network should act with self-restraint in order to attract those of quality capable of undertaking all that is required by the initiative without interference. (→ **60**)

19.6 A network which has withdrawn from mundane affairs may under certain circumstances initiate new action for the benefit of those it attracts. (→ **41**)

The results of initiative call for recognition

20.0 Condition: Recognition. Through the effort it devotes to comprehending the significance underlying external events, a network acquires the power to apply that understanding to influence events. This power can be recognized by others, who may in turn be influenced by it to take the actions of the network as a model for their own.

20.1 Whilst it is to be expected that some can only be superficially affected by a profound understanding of events, it is to be regretted when the network of superior values contents itself with a shallow, disconnected view of the forces prevailing in society as a whole. (→ **42**)

20.2 Whilst for some it is sufficient to view the world from a subjectively limited standpoint, this narrowness is harmful in the case of the network which must take an active part in the affairs of the world. (→ **59**)

20.3 When it focuses on recognition of its own nature and the effects it creates, this may be a basis for the network to determine whether or not it is developing. (→ **53**)

20.4 The network should facilitate independent action by those who understand how it can be made to flourish. (→ **12**)

20.5 Self-evaluation by the network of superior values will only bring satisfaction when its effects are beneficial and free of mistakes. (→ **23**)

20.6 The network detached from mundane affairs will most benefit society when exploration of psycho-social processes brings recognition of how it may avoid being responsible for generating negative effects. (→ **8**)

Recognition of the relationship between results engenders decisive integrative action

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21.0 Condition: Decisive action. When faced with deliberate hindrance to integrative development, a network must take a just measure of decisive action against those responsible. Such hindrances increase when norms are unclear and there is negligence in ensuring that they are respected.

21.2 If the network responds mildly to any initial departure from norms this should constitute sufficient warning against repetition of the infringement. (→ **35**)

21.2 If the response of the network to frequent infringement of norms is excessive, this should not be regretted since the results are merited. (→ **38**)

21.3 Although no other course is possible, if the network lacks the power and authority to back up its censure when norms have been infringed, strong negative feelings will be engendered against it, placing it in a somewhat humiliating position. (→ **30**)

21.4 If those infringing norms are powerful, the network can only succeed in censuring them by acting with great clarity and force. (→ **27**)

21.5 In order to respond impartially, the network should be constantly aware of the dangers associated with the responsibility it has assumed in censuring infringement of norms. (→ **25**)

21.6 If those infringing norms fail to respond to censorship by the network, misfortune inevitably results. (→ **51**)

Rather than acting crudely, decisive integrative action calls for a graceful style

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22.0 Condition: Style. A network may succeed in matters of lesser importance by gracefully respecting the sensitivities of those concerned. Fundamental or controversial issues cannot however be resolved by cultivating an appropriate image in this way.

22.1 When the network is in a subordinate role, the gracefulness of self-reliance leads to greater success than the surreptious acceptance of assistance. (→ **52**)

22.2 The network risks deluding itself if it attaches greater importance to the form of its actions than to their substance. (→ **26**)

22.3 The gracious style of the network may prove so enchanting to all concerned that the vigilance necessary for the success of its action is lost. (→ **27**)

22.4 The network may find that more significant relationships are possible by acting simply than by depending on the trappings associated with a gracious mode of response. (→ **30**)

22.5 Once the network has chosen to abandon dependence on a gracious mode of action, it will at first be embarrassed when attempting to relate to those of superior values who only attach significance to the substantive contributions it has to make. (→ **37**)

22.6 In the final stage of the network's development, the form of its action no longer disguises the substance but rather expresses its value to the full. (→ **36**)

Excessive emphasis on style leads to deterioration

23.0 Condition: Deterioration. Under certain conditions of society inferior values may predominate. A network of superior values is wise to accept this phase of events calmly rather than vainly attempting to counteract it.

23.1 Those of inferior values may initiate schemes to undermine the posi-

tion of the network by intriguing against its supporters. (→ 27)

23.2 The network, isolated by the initiatives of those of inferior values, may be destroyed unless it can rapidly adjust its position. (→ 4)

23.3 Provided it is able to enhance the expression of its superior values, the network may disassociate itself from those of inferior values, who will then oppose it actively. (→ 52)

23.4 Events can deteriorate to the point at which the network is unable to avoid misfortune. (→ 35)

23-5 Those of inferior values may be attracted by the superior values of the network and voluntarily accept its guidance. (→ 20)

23.6 As support for the network increases, the strategies of those of inferior values become progressively more self-destructive. (→ 2)

Deterioration cannot continue indefinitely, thus recovery finally commences

---

24.0 Condition: Recovery. A network may recover spontaneously from adverse conditions, with the old patterns being transformed naturally into the new. This process of renewal should not be disturbed by acting prematurely.

24.1 Occasionally the network will not be able to avoid adopting inferior values, at least to some degree; such errors should not be regretted if they are rectified promptly. (→ 2)

24.2 Renewal calls for a positive decision by the network to confirm the stability of the new order; this is best done in a supportive environment. (→ 19)

24.3 Renewal is not impossible, even if the network is so unstable as to be repeatedly attracted to inferior values, only to renounce them after each such deviation. (→ 36)

24.4 Although in an environment dominated by inferior values, the network may renew itself in isolation by responding to superior values. (→ 51)

24.5 If the time is appropriate for renewal, the network should publicly recognize any errors in its old pattern of actions, rather than reinforcing them with trivial arguments. (→ 3)

24.6 If the network does not take advantage of an appropriate occasion for renewal, it is condemned, by its own attitude, to an extended period of unfortunate conflictual relationships with its environment. (→ 27)

Recovery lifts the weight of the past leading to innocent spontaneity

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25.0 Condition: Spontaneity. A network is most successful when it acts spontaneously in response to emerging events rather than on the basis of some pre-defined programme. However, the guidance of such instinctive certainty leads to misfortune unless it is correctly rooted in superior values.

25.1 The network can be confident of success when it acts on impulses involving no expectation of gain. (→ 12)

25.2 The network's activity can succeed if each phase is carried out for its own sake and irrespective of any possible result. (→ 10)

25.3 Even though the network acts without expectation of gain, it should be prepared to adjust to the possibility of misfortunes arising from external events. (→ 13)

25.4 No catastrophe can deprive the network of its inherent qualities, provided it continues to uphold them. (→ 42)

25.5 In the event of catastrophe arising from external causes, the network should take time to heal itself rather than call on external assistance. (→ 21)

25.6 When the time is not appropriate, any spontaneous response by the network is likely to be counterproductive. (→ 17)

The excesses of spontaneity are contained through conservation measures

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26.0 Condition: Conservation. A network may be called upon to bind together, restrain, and care for valued features of society. Such an intimate relationship with the products of past initiatives is in itself valuable to a network's development.

26.1 Vigorous action by the network may be so obstructed that, to avoid misfortune, further efforts are best restrained. (→ 18)

26.2 The forces restraining network action may be so superior that energy is best conserved in anticipation of a later opportunity. (→ 22)

26.3 When there is an opportunity for action, the network should move forward with others sharing its intent, meanwhile preparing its defences against unforeseen problems. (→ 41)

26.4 Prompt action by the network is necessary to forestall initiatives which are not self-restraining. (→ 14)

26.5 The network may best counteract unruly action by changing its nature or diverting it into appropriate channels. (→ 9)

26.6 The network may achieve a position in which its influence prevails because its action is no longer inhibited by opposing forces. (→ 11)

Conservation measures ensure that support is provided where necessary

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27.0 Condition: Support. A network should be attentive to the manner in which it supports both its own activities and those of others able to contribute to the development of society.

27.1 Misfortune results when the network's self-reliance is undermined in aspiring to the apparent advantages of others. (→ 23)

27.2 Misfortune results when the network fails to become self-reliant and persists in depending on others. (→ 41)

27.3 The network cannot be successful it it seeks advantages for their own sake and thus becomes dependent upon them. (→ 22)

27.4 When the network is in a position of influence, it should seek out others of the right quality to assist in achieving advances for society as a whole. (→ 21)

27.5 If deficiencies in its mode of action prevent it from contributing effectively to the development of society, the network should seek the advice of those of superior values. (→ 42)

27.6 When the network becomes a source of influence in sustaining society, it can best continue in this role by being aware of the dangers of such responsibility. (→ 24)

Continual build-up of support leads to importance

28.0 Condition: Importance. Circumstances may be such that a network of superior values experiences a period of great potential influence. This condition is necessarily unstable and the possible transition to other conditions should be carefully explored, whatever sacrifices these may then demand.

28.1 In undertaking any new initiative under favourable conditions, the network should take extreme care in its preparations. (→ 43)

28.2 Under favourable conditions, the establishing of a relationship with those of inferior values may offer the possibility of renewal to the network. (→ 31)

28.3 If the network is reckless in its initiatives and ignores advice, favourable conditions are destabilized and catastrophe may result. (→ 47)

28.4 The situation may be stabilized with the assistance of those of inferior values, but the result will be unfortunate if the network achieves this out of self-interest. (→ 48)

28.5 If the network abandons its contacts with those of inferior values, the cultivation of its contacts with those of superior values will further destabilize the situation rather than leading to its renewal. (→ 32)

28.6 Under exceptional conditions the task faced can be so dangerous that the network may have to accept that it may accomplish its aim only by sacrificing its very existence for the values in question. (→ 44)

Excessive importance is underminded by persistence

29.4 Condition : Persistence. A network may succeed through persisting in its course of action, responding appropriately to difficulties as they emerge. In this way the difficulties may subsequently be used as a form of protection.

29.1 The network should avoid adapting permanently to dangers for this may prevent it from functioning appropriately in a normal environment. (→ **60**)
29.2 When faced with danger, the network should assess the situation and act with caution. (→ **8**)
29.3 In certain dangerous circumstances, inaction is preferable to action which may aggravate the situation for the network. (→ **48**)
29.4 In times of danger, the network can usefully base its relatioships on simplicity of substance rather than on complex forms of protocol. (→ **47**)
29.5 Danger will be increased if the network has ambitions beyond its capacities and the opportunities of the moment. (→ **7**)
29.6 If the network becomes confused in its strategy in a highly dangerous situation, it is unlikely that this can be immediately remedied. (→ **59**)

Persistence is only effective if there are normative constraints

30.0 Condition : Normative constraint. By its nature a network is conditioned and unable to act freely. It may best achieve success by recognizing the beneficial limitations on which it can usefully depend. Through such voluntary compliance, a network develops the clarity of perception required for effective action.

30.1 The network should maintain its composure in the midst of the confusion of society, so it may concentrate attention on the initial phases of any new action. (→ **56**)
30.2 The network acts with greatest skill when striking a fruitful balance between extreme strategies. (→ **14**)
30.3 Recognition of the network's transitory nature should induce comprehension of how it is fulfilled by playing its role in historical processes, rather than encouraging despair or efforts to avoid despair. (→ **21**)
30.4 If the network is overactive it may rapidly deplete its internal resources, without achieving any lasting effect. (→ **22**)
30.5 At the peak of its activity the network may derive long-term benefit by recognizing the transitory nature of its preoccupations. (→ **13**)
30.6 In inducing discipline within itself or society, the network should eradicate the promoters of inferior values, whilst tolerating the weakness of those persuaded to follow them. (→ **55**)

Normative constraints operate through mutual influence

31.0 Condition : Influence. Success results from mutual attraction. This may be induced by a network of superior values whose openness to counsel is a fruitful influence on such relationships.

31.1 Until the intention of the network has a visible effect it has no positive or negative influence on society. (→ **49**)
31.2 The network runs the risk of misfortune if it acts before being impelled to do so by a genuine influence. (→ **28**)
31.3 To avoid humiliation, the network should cultivate restraint in selecting the influences to which it responds and should exercise control on the response itself. (→ **45**)
31.4 The influence of the network is most successful and widespread when it results from an appreciation of its intentions rather than from a deliberate effort to manipulate some target group. (→ **39**)
31.5 If the network's influence is primarily focussed on its own actions, such closure to outside influence in turn limits its influence upon society. (→ **62**)
31.6 Any attempt by the network to influence society through words alone is necessarily insignificant and without consequence. (→ **33**)

Influence can only be effective if it endures

32.0 Condition : Endurance. A network may be characterized by a self-renewing movement acting alternately on itself and on society. For a network of superior values this ensures a flexibility in response to the environment which is grounded on an inner directive that governs all its actions.

32.1 The network can only ensure enduring effects through careful action over a long period that precludes any form of precipitate action. (→ **34**)
32.3 If the strength of the network is greater than its material resources, successful control may avoid an inappropriate response. (→ **62**)
32.3 Inconsistency on the part of the network, in response to external events, leads to unexpected forms of humiliation. (→ **40**)
32.4 For the network to achieve success through persistence, it is necessary that the action should be appropriate. (→ **46**)
32.5 If the network undertakes an active role, it should remain flexible in adapting to circumstances in the light of its enduring values; whereas in a passive role, it should be consistent in conforming to external guidelines. (→ **28**)
32.6 If the network is permanently agitated, any attempt to produce enduring effects is undermined. (→ **50**)

Endurance cannot continue indefinitely, therefore withdrawal takes place

33.0 Condition : Withdrawal. A network may usefully withdraw when faced with opposing forces favoured by the current circumstances of society. For the retreat to be constructive it should be carried out with acts of resistance which prepare the way for later counter-movement.

33.1 The retreating network should not take any initiative if it is in immediate contact with the opposing forces. (→ **13**)
33.2 Those of inferior values may maintain such close contact with the network that they are successful in achieving superior goals. (→ **44**)
33.3 The network may only achieve the freedom to retreat by taking responsibility for those who would otherwise prevent it, but this course carries its own risks. (→ **12**)
33.4 The network of superior values adapts easily and harmoniously to the process of retreat from those of inferior values who degenerate when deprived of such guidance. (→ **53**)
33.5 The network must judge the time for retreat correctly, and act firmly, or else run the risk of unpleasant discussion of irrelevant matters. (→ **50**)
33.6 Once the network has ceased to identify with the prevailing conditions it acquires the ability to act fully in following the most appropriate line of retreat. (→ **31**)

Withdrawal cannot continue indefinitely, hence power becomes evident

34.0 Condition : Power. A network of superior values may acquire great strength and run the risk of depending upon that strength alone. True power is only exhibited when that strength is used in the service of a higher cause.

34.1 If the network attempts to use its strength from an inferior position it courts disaster. (→ **32**)
34.2 As resistance breaks down, the network may easily become self-confident and lose the advantage of balanced use of its force. (→ **55**)
34.3 The network should avoid displays of power for their own sake, especially because of the complications to which they lead. (→ **56**)
34.4 When all resistance disappears, the network is free to use all its powers, although the less this is apparent the greater its effectiveness. (→ **11**)
34.5 When all resistance has disappeared, it is no longer desirable for the network to act forcefully and decisively. (→ **43**)
34.6 The network should discontinue its initiative if, having proceeded too far in its actions, it encounters complications which hinder any further action. (→ **14**)

NETWORK CONDITIONS AND TRANSFORMATIONS IN THE LIGHT OF THE CHINESE BOOK OF CHANGES – Part II

Power cannot be restrained indefinitely, hence progressive expansion occurs

35.0 Condition: Progress. A network may achieve great progress when it is able to influence others to collaborate in the light of superior values. Progress may be accompanied by expansion.

35.1 The network's initiative may fail to meet with a positive response from those calling for progress and it should not run the risk of making mistakes through being perturbed by this. (→ **21**)
35.2 The network should continue in its efforts, even though progress is blocked and inspiration lost, for the latter will return when it can be based on fundamental principles not centred on the narrow preoccupations of the network. (→ **64**)
35.3 The network may be encouraged by the support of others, even though it is unable to succeed without their assistance. (→ **56**)
35.4 The network should avoid the temptation of using its position to accumulate advantages, especially since such abuse tends to be discovered in times of progress. (→ **23**)
35.5 The network should appreciate the values of its influential position in promoting the progress of society, rather than regretting lost opportunities in which its own narrower interests could have been advanced. (→ **12**)
35.6 The network may act aggressively to rectify conditions opposing progress among its own contacts but should be aware of the dangers of such a procedure, particularly when extended to others. (→ **16**)

Progressive expansion eventually encounters resistance leading to decline

36.0 Condition: Decline. In adverse circumstances a network should not reveal the values it holds and thus provoke opposition. Rather it should appear to accept the prevailing standards and mode of behaviour whenever this is necessary.

36.1 Faced with opposition, the network may limit its objectives but will nevertheless face continuing opposition if it remains true to its principles. (→ **15**)
36.2 Although handicapped by opposing forces, the network may concentrate beneficially on assisting others who are also at risk. (→ **11**)
36.3 In the process of establishing a new order, the network may contain the initiator of the opposition, but premature consolidation of such a victory should be carried out with caution if the habits of the old order have become too well-entrenched. (→ **24**)
36.4 The network may be able to avoid being drawn into disaster by being well informed concerning the intentions of the initiator of the opposition. (→ **55**)
36.5 If the network is obliged to remain under the influence of the opposing forces, it can only survive intact through the exercise of dissimulation and considerable caution. (→ **63**)
36.6 The forces in opposition to the network of superior values turn upon themselves at the height of their power and cause their own destruction. (→ **22**)

Decline eventually necessitates a withdrawal into a community context

37.0 Condition: Community. A network can only influence others effectively when its external initiatives are consistent with its own internal mode of organization. A community context is most favourable to this.

37.1 Within the network a measure of discipline is necessary in order that each member learns to fulfil his or her own function to enable the network to undertake external initiatives successfully. (→ **53**)
37.2 The network should concentrate on « keeping its own house in order » rather than undertaking initiatives based on force. (→ **9**)
37.3 In disciplining itself the network should seek a careful mean between the excesses of indulgence and severity, although under exceptional conditions the latter may be necessary. (→ **42**)
37.4 In manifesting its principles in a role of stewardship, the network contributes significantly to the well-being of society. (→ **13**)
37.5 The character of the principles governing the network may be such that no disciplinary action is required to achieve the necessary effects. (→ **22**)
37.6 The quality of the achievements engendered by the principles of the network is the fundamental force holding it together. (→ **63**)

When the community context proves inadequate, misunderstandings and opposition arise

38.0 Condition: Opposition. The preservation of the individuality of a network of superior values can only be achieved through creative opposition to those of inferior values. It on this basis that order is engendered. Faced with opposition and misunderstandings a network should concentrate on minor initiatives.

38.1 The network should avoid the consequences of attempting to ensure unity through forceful action since the temporarily estranged will re-establish contact of their own accord and those who impose themselves will eventually drift away. (→ **64**)
38.2 Informal contacts may suffice when misunderstandings prevent the network from establishing formal relationships with its natural partners. (→ **21**)
38.3 Despite opposition and discouragement, the network will eventually succeed through maintaining contact with a natural partner. (→ **14**)
38.4 Although isolated in opposition to others, the network can succeed if it discoves a trustworthy partner of complementary nature. (→ **41**)
38.5 The opposition faced by the network may initially prevent recognition of a trustworthy partner with whom it is beneficial for it to work. (→ **26**)
38.6 The isolation experienced by the network may be due to opposition based upon misunderstanding which once clarified permits fruitful collaboration. (→ **54**)

Through misunderstandings and opposition, difficulties and obstructions are created

39.0 Condition: Obstruction. When faced with difficulties and obstacles to the achievement of its intentions, a network of superior values searches for errors in the assumptions underlying its initiative, thus creating the opportunity for its own further development.

39.1 The network, when faced with obstacles, should retreat temporarily in anticipation of a more appropriate occasion for action. (→ **63**)
39.2 When its obligations so dictate, the network should attack the obstacle directly rather than seeking ways to circumvent it. (→ **48**)
39.3 If the network has others dependent upon it, whose existence would be endangered by its failure, it is preferable for it to avoid tackling the obstacle. (→ **8**)
39.4 It is preferable for the network to avoid hasty action against an obstacle in order to gather support and make adequate preparations. (→ **31**)
39.5 Despite the importance of the obstruction, if the network is totally committed to the task it will attract collaborators with whom success may be achieved. (→ **15**)

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A multiplicity of encounters leads to congregation

45.0 Condition: Congregation. When circumstances promote congregation in society, a network of superior values, to be capable of focussing this process, should ensure that it is itself well integrated. It should also be prepared to counteract uncontrolled consequences.

45.1 The network can facilitate formation of a group by encouraging individually those that have not yet committed themselves. (→ **17**)
45.2 The process of congregation is assisted by a recognition of mutual complementarity with which the network should work, rather than acting on the basis of arbitrary decisions. (→ **47**)
45.3 If a group has already formed from which the network is isolated, it can best succeed by allying itself with some of those at the centre, despite the initial humiliation. (→ **31**)
45.4 The network is successful when it acts as a focus for a group united for a higher cause. (→ **8**)
45.5 In acting as a focus for a group, the network attracts some only because of the influence it acquires in the process; this necessitates special efforts to gain their confidence. (→ **16**)
45.6 If the desire of some to group together is misunderstood, their expression of regret can usefully enable the network to revise its views and bring about the alliance. (→ **12**)

Congregation creates an environment permitting advancement

46.0 Condition: Advancement. A network may benefit from circumstances to rise to a position of influence through unrelenting effort in circumventing obstacles to its progress.

46.1 In a position of obscurity, the network can derive strength and encouragement for its progress from those in position of power, who also benefit thereby from such a link to their origins. (→ **11**)
46.2 Even though the network is unsubtle in its relationships with others, it may succeed in advancing because of recognition of the strength of its inherent qualities. (→ **15**)
46.3 In the absence of obstacles, the network should take advantage of the opportunity to advance, rather than being preoccupied prematurely with how long such advance will be possible. (→ **7**)
46.4 In attaining its goal, the network becomes accepted by those in positions of influence and thus achieves enduring significance. (→ **32**)
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Continual advancement eventually leads to adversity and exhaustion

47.0 Condition: Adversity. Under adverse circumstances a network should accept restraint, whilst remaining true to its principles in anticipation of future opportunities. Such restraint may be due to oppression or to the exhaustion of its own resources.

47.1 Faced with adversity, the network should overcome its own negative response to the situation which otherwise will undermine its ablity to act. (→ **58**)
47.2 Even though external circumstances are satisfactory, the network must concentrate on overcoming inner restraints in order to be able to respond to opportunities offered by those in power. (→ **45**)
47.3 The network should avoid being oppressed by restraints which are engendered solely by its own indecisive mode of action. (→ **28**)
47.4 If endowed with resources it wishes to use for the benefit of others, the network may find itself temporarily impeded by its own uncertainty and the distractions of its peers. (→ **29**)
47.5 Although intent on initiatives for the general well-being, the network may find itself obstructed by those in power, in which case progress comes slowly provided it does not lose its equanimity. (→ **40**)
47.6 The network may be restrained principally by the assumption that any action is fruitless, in which case a change of attitude should enable it to break free. (→ **6**)

Extremes of adversity necessitate a concentration on basic needs

48.0 Condition: Basic need. In order to engender appropriate order in society, a network must ensure that this fulfils the basic needs of humanity, rather than those defined by convention. In doing so care is required and excesses should be avoided.

48.1 If the network dissipates its energies on trivia, it loses all significance for others and will be ignored. (→ **5**)
48.2 If the network neglects to make use of its positive qualities and associates with those of inferior values, it will deteriorate and be unable to accomplish anything of significance. (→ **39**)
48.3 Under unfortunate circumstances, the network of superior quality may not be known to those in power nor made use of by others. (→ **29**)
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48.6 The network is of greatest value when as a result of the demands made upon it, it becomes a self-renewing source of inspiration and assistance to all in need. (→ **57**)

Persisting inequalities in access to basic needs eventually engender revolution

49.0 Condition: Revolution. A network having the confidence of others may be obliged to respond to emerging crisis conditions by promoting social transformation in order to meet the needs of the underprivileged.

49.1 The network should refrain from initiating radical change until it is absolutely necessary. (→ **31**)
49.2 When all other initiatives have failed, revolution may be initiated by the network after careful preparation and bearing in mind the condition to be brought about. (→ **43**)
49.3 After the need for social transformation has been repeatedly expressed, action may be undertaken by the network; this should avoid the errors of ruthless haste and hesitant conservatism. (→ **17**)
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The most transformative revolution is that available through the cultural heritage

50.0 Condition: Cultural heritage. Society is nourished by its cultural heritage, a vehicle through which human values are consecrated. A network embodying this heritage can succeed by ensuring an appropriate relationship between its existence and its sense of destiny.

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50.0 Condition: Cultural heritage. Society is nourished by its cultural heritage, a vehicle through which human values are consecrated. A network embodying this heritage can succeed by ensuring an appropriate relationship between its existence and its sense of destiny.

50.1 Irrespective of its humble origins, the network may succeed if it is prepared to refine and develop its mode of action. (→ **14**)

rable relationship with those in power. (→ **36**)

55.5 If in a position of power the network is open to counsel from those of ability, it will accumulate useful proposals resulting in benefit to all. (→ **49**)

55.6 The network may achieve a position of power and affluence for itself, but only at the cost of alienating all those depending on it. (→ **30**)

When prosperity declines from its own excesses, estrangement and marginality result from the destruction of relationships

56.0 Condition: Marginality. When a network has no established position or relationships in society, it succeeds best by engaging in short-term activities with those of superior values such that it is not drawn into conflict situations.

56.1 It is counterproductive for the isolated network to undertake trivial initiatives in order to achieve favour in the eyes of others. (→ **30**)

56.2 The isolated network viewed favourably by others eventually finds a foothold in society and attracts permanent support. (→ **50**)

56.3 By acting discourteously and interfering in the affairs of others, the isolated network may well lose any foothold it has in society and alienate its support, thus placing it in a very vulnerable position. (→ **35**)

56.4 Disguising its aspirations, the isolated network may obtain a provisional position in society by limiting its publicly voiced requirements, but any resources it can then accumulate will have to be constantly protected, leaving it with a permanent sense of insecurity. (→ **52**)

56.5 In order to establish a relationship with those in power and develop contacts with others, the isolated network can best succeed through a demonstration of its qualities, on the basis of which it can then be recommended. (→ **33**)

56.6 If, having established a position in society, the network acts imprudently, forgetting its marginal status as a newcomer, it may be rejected, losing all it was in the process of building up. (→ **62**)

Marginality cannot be absorbed or controlled by the environment and thus gives rise to penetrating clarity of perception

57.0 Condition: Penetrating clarity. A network of limited resources may best achieve lasting success by acting gradually and persistently towards a clearly defined goal in association with others in a position of power. Its influence results from penetrating clarity of judgement that disempowers those with ulterior motives.

57.1 The clarity of understanding of the network may promote indecision when resolute action is to be preferred. (→ **9**)

57. Strenuous effort should be devoted by the network to tracing and eliminating any elusive negative influences by which initiatives are being distorted. (→ **3**)

57.3 Excessive reflection by the network on a possible initiative undermines its credibility. (→ **59**)

57.4 The network is assured of success if, in a position of responsibility, it combines the qualities of experience, unpretentiousness and energetic action. (→ **44**)

57.5 When reforms can be gradually introduced by the network, this is best done on the basis of careful preliminary study, with corresponding follow-up evaluations of the appropriateness of the action. (→ **18**)

57.6 If the network has the ability to trace negative influences to the instigating body, but no longer has the strength to combat it, then such action is best avoided. (→ **48**)

Use of penetrating clarity leads to a sense of vitality

58.0 Condition: Vitality. A network can best ensure the injection of vitality into its undertakings by engaging in stimulating interaction with others so as to provide a multi-facetted optimistic basis for its initiatives.

58.1 The network may benefit from a self-sustaining sense of vitality and optimism which is not dependent upon reinforcement by others. (→ **47**)

58.2 The network can avoid regretable consequences by not indulging in the interaction proposed as stimulating by those of inferior values. (→ **17**)

58.3 The vitality of the network should be engedered by it in the light of its own values rather than deriving from participation in external distractions in which it may become dangerously absorbed. (→ **43**)

58.4 So long as the network has difficulty in choosing between the stimulation of dynamics based on superior and inferior values, it remains subject to inner conflicts. (→ **60**)

58.5 The network should protect itself from association with disintegrative influences, however stimulating, because of the harmful effects they may gradually engender. (→ **54**)

58.6 The network may become so involved in the stimulation of external distractions that it no longer retains any effective control over it own actions. (→ **10**)

Vitality in action leads to the dissolution of barriers

59.0 Condition: Barrier dissolution. A network can best dissolve divisive barriers preventing collaboration by promoting awareness of underlying unity and solidarity in a manner which engages emotions engendered by superior values.

59.1 The network should act vigorously to counteract divisive misunderstanding before it has fully taken form. (→ **61**)

59.2 When the network recognizes a tendency on its own part to establish barriers against others, it should make deliberate efforts to remedy the situation through its supporters. (→ **20**)

59.3 Circumstances may be such that the network can act best by dissolving all barriers distinguishing itself from others, in order to marshal resources for an initiative in the interests of all. (→ **57**)

59.4 When acting in the general interest, the network can only have a lasting effect if it ceases attaching special importance to its immediate relationships and supporters. (→ **6**)

59.5 When society is fragmented by many barriers, the network may provide a powerful idea to dispel misunderstandings, as a focus for the emergence of a new order. (→ **4**)

59.6 Faced with extreme divisiveness, the network may usefully reduce the danger to itself and to its immediate contacts by dispersing in order to re-assemble on another occasion. (→ **29**)

The elimination of barriers cannot continue indefinitely, thus the need for limitation emerges

60.0 Condition: Limitation. In order that its freedom of action may acquire significance, a network should operate under constraints that distinguish its activities from those of others. Limits should however be set upon limitation of this kind to prevent such discrimination from becoming unbearable to the network itself or to others.

60.1 Faced with insurmountable limitations, the network should forego action until an appropriate opportunity arises for a forceful initiative. (→ **29**)

60.2 When the moment for action arises, the network should not hesitate in siezing the opportunity. (→ **3**)

60.3 If the network acts only in its self-interest, it may easily fail to recognize the need for the limits and restraints without which it will make regretable mistakes. (→ **5**)

60.4 The network avoids waste of its resources, and may achieve successs, through working with limitations rather than against them. (→ 58)

60.5 If a network in a position of influence first imposes limitations upon its own action, its achievements under these conditions constitute an example to others who will then accept similar restrictions more readily. (→ 19)

60.6 Athough imposition of excessive limitations may prove unbearable to the network and to others, such ruthlessness applied to itself may under certain circumstances be the only means for the network to uphold its principles. (→ 61)

Through limitation, dependence on essential quality is assured

61.0 Condition : Essential quality. A network may succeed by influencing the most intractable, if it is able to identify with their condition, sincerely affirming the importance of essential qualities that it shares with them. These may take the form of fundamental principles.

61.1 The power of fundamental principles upheld by the network is progressively undermined to the extent that it loses its self-reliance through dependence on secret agreements with others. (→ 59)

61.2 Through the fundamental principles which it upholds, the network of superior values may exert a far-reaching influence that attracts others without any intent to achieve this end. (→ 42)

61.3 The vitality of the network may be dependent, for better or for worse, on the vagaries of the fundamental nature of its relationship with others. (→ 9)

61.4 To increase the power of its fundamental principles, the network should concentrate on deepening its understanding of superior values governing action beyond the domain of factionalism. (→ 10)

61.5 The network in a position of power may succeed in linking others together in a non-superficial manner through the fundamental quality of the multi-faceted influences engendered by its action. (→ 41)

61.6 The network should beware of relying on accepted formulas to awaken a shared sense of fundamental solidarity, for such standard appeals may fail when they are most needed. (→ 60)

Limitation and dependence on essential quality enable actions to be undertaken conscientiously

62.0 Condition : Conscientiousness. Faced with a challenge for which it is not fully competent, a network of superior values can best succeed by acting with extreme prudence and attention to detail, especially in support of those not in a position of influence.

62.1 The network should employ conventional measures whenever possible, avoiding the depletion of resources and the risk of failure associated with extraordinary measures. (→ 55)

62.2 Under exceptional circumstances the network may best succeed through extreme restraint and conscientious fulfilment of its obligations. (→ 32)

72.3 Exceptional circumstances require that the network pay attention to details through which it may learn of dangers that otherwise it would be unable to avoid. (→ 16)

62.4 Under certain circumstances the network should refrain from action until a more opportune moment, rather than render itself vulnerable to dangers through persisting in its own initiatives. (→ 15)

62.5 In exceptional circumstances the isolated network, able to bring about order in society, should seek assistance from others on the basis of their genuine achievements rather than their claims to fame. (→ 31)

62.6 If the network fails to exercise self-discipline at a time when attention to detail is required, it is unlikely to be successful in its initiative. (→ 56)

Conscientiousness ensures the accomplishment of initiatives

63.0 Condition : Accomplishment. Once the transition from the old to the new order has been accomplished with the exception of details, a network should take considerable care to ensure that the harmony with which events evolve during their final phases does not encourage negligence that enables the seeds of an inferior order to take root once again.

63.1 A successful transition immediately encourages widespread pressure for further development, which the network should resist in order to avoid the dangers of enthusiastically overshooting the goal and jeopardizing all that has been achieved. (→ 39)

63.2 Following a successful transition, those acquiring power tend to become arrogant and neglect to offer roles to those wishing to participate, thus encouraging discreditable position-seeking manœuvres; these the network should avoid in the expectation that appropriate opportunities will emerge in due time. (→ 5)

63.3 Following successful transition, the network together with others will tend to struggle to expand the new order into neighbouring domains functioning under an old order; any success should not then be undermined by using those of inferior values to control such domains. (→ 3)

63.4 Following successful transition, the scandals that may come to light, and which are readily forgotten by others, should be treated by the network as important indicators of possible future difficulties. (→ 49)

63.5 Following successful transition the network should take care to continue the sincere affirmation of superior values, since this tends to evolve under the new order into an elaborate ritual from which significance easily disappears. (→ 36)

63.6 Fascination for the old order, from which a successful transition has been made, may prevent the network from appropriately consolidating what has been achieved. (→ 37)

Accomplishment cannot exhaust the potential for further transformation

64.0 Condition : Transformation threshold. When all has been prepared for transition to a new order that can transform a fragmented condition of society, a network should act with deliberation and caution to determine how the available resources can best be applied to achieve the desired effect.

64.1 As a response to the prevailing lack of order, the network may act prematurely in order to achieve something tangible, thus increasing the risk of failure. (→ 38)

64.2 The network should develop its own resources so that they are adequate to the task, but should refrain from using them until the time is ripe. (→ 35)

64.3 At the moment for transition, the network may lack the resources to complete the task as required, in which case qualified assistance should be obtained. (→ 50)

64.4 During the struggle to bring about the transition and overthrow the old order, the network should avoid doubt and lay the foundation for the future. (→ 4)

64.5 Justifying its efforts, the network may succeed in its struggle such that superior values become explicit in the envisaged order and the influence it has on society, especially in contrast to that which preceded it. (→ 6)

64.6 On the threshold of the new era convivial celebration is appropriate, but the network should take care not to lose its self-control and thus jeopardize what could be achieved. (→ 40)

Further transformation calls for creativity