ANNEX

TOWARDS ANOTHER ORDER

OF

CONFERENCING

Insights into conferencing from the Chinese Book of Changes

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An exploration of alternative perspectives on conference organization taking account of the paradoxical complementarity of conditions necessary for sustainable insight

Adapted from a text in the Encyclopedia of World Problems and Human Potential, which also contains an extensive commentary on the method by which it was derived.

THE TAO OF CONFERENCING

Exercise by the Union of International Associations, Brussels, 1990

#01. Creativity

Condition Creative energy and inspiration may engender new patterns as a result of unrestrained action by a conference.
Subconditions:
1. Patient caution by the conference may be required to avoid premature action. (To: #44)
2. Exertion of a recognized positive influence by the conference may be required prior to action. (To: #13)
3. Attraction of mass support by the conference can lead to the temptations of over-ambition. (To: #10)
4. The conference may be faced with the choice between internal development and external social action. (To: #09)
5. Widespread recognition of the effects of the action of the conference on society may result in long-term positive consequences. (To: #14)
6. Catastrophe may result when the conference indulges in aspirations exceeding its capacity. (To: #43)
Transformation sequence In order to bear fruit, creativity eventually requires the existence of a receptive environment.

#02. Receptivity (Responsive service -- Passivity)

Condition A conference may respond to the actions and opportunities of its environment through which it may then bring about change.
Subconditions:
1. The conference may take heed of the first signs of deterioration in its environment. (To: #24)
2. The conference may respond naturally to its environment. (To: #07)
3. Care should be taken to avoid premature public attention to the maturing work of the conference. (To: #15)
4. The strictest reticence is required by the conference to avoid both the enmity of antagonists and the dangers of misplaced acclaim. (To: #16)
5. The conference may express its qualities indirectly and discreetly as its actions emerge into prominence. (To: #08)
6. The conference may make an inappropriate attempt to take the leading role, thus causing a struggle destructive to all concerned. (To: #23)
Transformation sequence Initiatives emerging in a receptive environment first experience difficulties.

#03. Initial difficulty (Difficulty at the beginning -- Organizational growth pains)

Condition Due to the profusion of changes being brought about, confusing obstacles to the growth of conference action occur, calling for a cooperative response to bring order out of chaos.
Subconditions:
1. The conference may proceed cautiously in pursuit of its goal by attracting suitable assistance. (To: #08)
2. The conference should avoid the obligations entailed by early acceptance of assistance from unexpected sources in times of difficulties.(To: #60)
3. The conference should renounce immediate objectives that have proved unfruitful due to premature action without adequate guidance. (To: #63)
4. Necessary conference action may be rendered successful, despite inadequate resources, by obtaining appropriate assistance (To: #17)
5. Its position in society may cause direct action by the conference to be distorted, necessitating cautious indirect action to overcome the obstacles arising from such misinterpretations. (To: #24)
6. The conference may cease its struggle due to an acceptance of the initial difficulties as overwhelming. (To: #42)
Transformation sequence When first launched, initiatives tend to be handicapped by inexperience.

#04. Inexperience (Youthful folly -- Acquiring experience -- Immaturity -- Uncultivated growth)

Condition Aided by enthusiasm, conference action may succeed despite inexperience, provided appropriate guidance is sought with the right attitude.
Subconditions:
1. Discipline is a necessary counterweight to dissipative carelessness in conference action, although excessive discipline has itself a crippling effect on the development of conference potential. (To: #41)
2. Tolerance of shortcomings is a prerequisite for assumption of social responsibility by the conference. (To: #23)
3. The inexperienced conference does not develop by applying itself to simple problems which readily offer themselves for solution. (To: #18)
4. The conference entangled in action fantasies of imagined significance can often only free itself by experiencing the humiliation which finally results. (To: #64)
5. The inexperienced conference that seeks guidance in an unassuming manner may develop successfuly. (To: #59)
6. Constraints should be applied to the conference that persists in careless action, but only to prevent unjustified excesses. (To: #07)
Transformation sequence After overcoming problems of inexperience, initiatives await further support.

#05. Waiting (Biding one's time -- Calculated inaction)

Condition A conference 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.
Subconditions:
1. Before the sensed crisis takes form, the conference should continue as long as possible to engage in the longterm processes by which its strength is renewed.(To: #48)
2. As the crisis takes form, disagreements may emerge and escalate dangerously if the conference is unable to maintain its tranquility. (To: #63)

3. Premature response to the crisis leaves the conference waiting in an exposed and vulnerable position which calls for serious reassessment. (To: #60)
4. In the midst of danger any action may aggravate the situation; the composure of the conference is the only guarantee of survival as events take their course. (To: #43)
5. Despite the crisis there are moments of calm which the conference should use to fortify itself for renewed struggle. (To: #11)
6. When the crisis strikes, the conference must yield to the inevitable whilst being ready to respond to the potential of unforeseen developments. (To: #09)
Transformation sequence Initiatives awaiting support engender conflict over the allocation of available resources.

#06. Conflict (Strife)

Condition When a conference 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.
Subconditions:
1. In its incipient stage, especially when the opposition is strong, it may be best for the conference to drop an issue rather than risk open conflict. (To: #10)
2. If the opposition is of superior strength, timely withdrawal by the conference may prevent undesirable consequences for the community as a whole. (To: #12)
3. If the conference subordinates itself to a strong ally, conflict can be avoided by not acting to acquire prestige. (To: #44)
4. If the opposition is of weaker strength, the conference will have difficulty in justifying the success of any conflict and can best achieve its ends by redefining its goals. (To: #59)
5. If it is in the right, the conference can derive great benefit if the conflict takes place under the auspices of a powerful and just arbiter. (To: #64)
6. If the conference carries the conflict successfully to the bitter end, it will find its success short lived and constantly exposed to further attack. (To: #47)
Transformation sequence When there is conflict a controlled threat eventually emerges to regulate it.

#07. Controlled threat (Army)

Condition For a conference 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.
Subconditions:
1. For an entreprise to be successful when it is initiated, order must prevail within the conference. (To: #19)
2. The conference should remain in close touch with the community, sharing its condition and receiving recognition on its behalf, in order to be able to meet the demands made on it. (To: #02)
3. If the community takes the initiative from the conference, misfortune will ensue. (To: #46)
4. If the conference is faced with superior opposition, orderly withdrawal avoids the risk of disintegration. (To: #40)
5. Energetic struggle by the conference is required to counteract any attacks, but a disorderly response may become counterproductive. (To: #29)
6. Following successful action by the conference, it is important that power should not be given to those who would abuse it. (To: #04)
Transformation sequence The emergence of a controlled threat eventually promotes solidarity.

#08. Solidarity (Coordination -- Leadership -- Holding together)

Condition Complementarity of action by the different parts of a conference requires that they should be held together by a central symbol whose significance reinforces each in his understanding of his role within the action of the whole.
Subconditions:
1. Only a fundamental sincerity provides the basic cohesive power through which appropriate conference relationships can be formed. (To: #03)
2. To avoid losing the dignity and intrinsic clarity of its relationships, the conference should persevere in the appropriate response to any summons to action. (To: #29)
3. The conference should avoid engendering relationships based on false intimacy - formed when differences of habit are underestimated - which subsequently prevents the formation of more genuine and appropriate bonds. (To: #39)
4. When the conference relationships with the central rallying point are well established, they should be acknowledged openly. (To: #45)
5. The cultivated quality of the central symbol recognized within the conference should be such as to engender the voluntary dependence of those who hold to it, leaving others free to go their own way. (To: #02)
6. Coherence within a conference calls for right timing which if miscalculated through hesitancy may be a cause for regret. (To: #20)
Transformation sequence Solidarity ensures a subtle restraint.

#09. Subtle restraint (Restraint by the weak -- Taming power of the small)

Condition When the influence of a conference is as yet unable to produce great or lasting effects, it is best that it should act in a restraining or subduing manner in anticipation of ultimate success.
Subconditions:
1. Avoidance of forceful action by the conference leaves it free to advance or retreat when obstructions are encountered. (To: #57)
2. The conference benefits by retreating with others of similar orientation when obstructions are too great. (To: #37)
3. Forceful action by the conference is bound to fail when circumstances combine to enhance the powers of seemingly minor hindrances. (To: #61)
4. Disinterested restraining action by the conference to ensure

that the right prevails will eventually succeed, despite the real dangers with which such action is threatened. (To: #01)
5. Relationships based on loyalty and trust reinforce the effectiveness of the conference and of the complementary roles of those involved. (To: #26)
6. When the conference has achieved limited success from a position of weakness, it is dangerous to pursue the advantage any further until circumstances are more favourable. (To: #05)
Transformation sequence Subtle restraints give rise to careful conduct.

#10. Careful conduct (Stepping carefully – Treading)

Condition A conference can best relate to those who are strong and intractable by conducting itself with due respect, reinforcing recognition of inner worth whenever it is reflected in external rank.
Subconditions:
1. The conference can make progress when in an inferior position through simple unassuming actions, since it is not yet bound by social obligations. (To: #06)
2. The conference may act successfully in isolation, free of conventional entanglements and the enticements of conventional goals. (To: #25)
3. When handicapped, reckless action beyond its capabilities invites disaster, which is only justified when the conference is struggling for a higher cause. (To: #01)
4. The conference may succeed in a dangerous entreprise if it acts with caution, conscious of its inner resources. (To: #61)
5. For a resolute action to succeed, the conference should be aware of the dangers of resoluteness. (To: #38)
6. The success of the conference can only be assessed in terms of effects of its actions; these then determine the consequences for the conference. (To: #58)
Transformation sequence Careful conduct ensures that peaceful relationships prevail.

#11. Peace

Condition When harmony prevails in a conference and in its relationship with society a period of fruitful action is assured. To benefit from this condition processes must be ordered and adjusted to increase their natural yield.
Subconditions:
1. Under such favourable circumstances the conference attracts together those with similar preoccupations and is encouraged to extend its activities. (To: #46)
2. The conference can overcome the danger of becoming slack in times of harmony by working with the imperfect, risking dangerous undertakings, taking the seemingly insignificant into account, and avoiding factionalism. (To: #36)
3. The conference can avoid succumbing to the illusion that the period of harmony will never end by recognizing how its inner strengths are independent of external circumstances. (To: #19)
4. In times of mutual confidence, the conference can spontaneously establish close contact with the alienated, by emphasizing an inner bond rather than external inequality. (To: #34)
5. The conference may successfully achieve its ends by uniting with others who have fewer advantages. (To: #05)
6. When the period of peace comes to an end the only recourse is to accept the transition and attempt to maintain a measure of harmony within the conference itself. (To: #26)
Transformation sequence If peaceful relationships continue to prevail, stagnation eventually results.

#12. Stagnation (Obstruction – Standstill)

Condition Disharmony prevailing in a conference and in its relationships with society ensures an uncreative period of confusion and disorder. As the exertion of effective influence is impossible, a conference can best remain faithful to its principles by withdrawing into seclusion rather than by accepting the temptation of public action.
Subconditions:
1. Under such unfavourable circumstances, the conference may best protect its values by retiring into seclusion with other of similar preocupation. (To: #25)
2. The conference should not interact with those of inferior values, even though they might welcome such action as a way of reducing their disorder, any consequent suffering to the conference is a guarantee of its ultimate success. (To: #06)
3. Those of inferior values, who have illegitimately acquired power within the conference or in society, eventually recognize their lack of ability. (To: #33)
4. Those seeking to restore order within the conference or in society should feel capable of responding to the challenge in collaboration with others rather than risk acting in the light of their own limited perceptions. (To: #20)
5. Once the conference has emerged into a position from which order can be restored, success is only assured through the greatest attention to the possibilities of failure. (To: #35)
6. The conference must act deliberately and creatively to end the condition of stagnation and disintegration. (To: #45)
Transformation sequence Stagnation cannot persist indefinitely and therefore fellowship finally emerges.

#13. Fellowship (Universal brotherhood)

Condition True fellowship can be brought about within and by the conference through the emergence of clear, convincing, and inspiring aims. These should be based upon a concern that is universal and be accompanied by the strength to carry them out. To ensure the appropriate functional relationships amongst diverse elements, an organic mode of organization is required.
Subconditions:
1. The conference should ensure that the fundamental principles upon which any union is based are equally accessible to all those involved. (To: #33)
2. The emergence of exclusive factions based upon self-interest and the rejection of others is a danger to the conference and to the achievement of its aims. (To: #01)
3. Mistrust and reservation within the conference undermine fellowship, leading to strategies based on guile which

engender further alienation. (To: #25)
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 conference is usefully clarified. (To: #37)
5. Its position in society may cause the conference 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. (To: #30)
6. The conference 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. (To: #49)
Transformation sequence Through fellowship values emerge, leading to acquisition of wealth.

#14. Wealth (Possession in great measure)

Condition A conference 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.
Subconditions:
1. The conference 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. (To: #50)
2. The conference should delegate responsibility in order to ensure that the resources at its disposal are used most effectively in new undertakings. (To: #30)
3. The conference 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 attempting to maintain a hold on it for itself. (To: #38)
4. The conference 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. (To: #26)
5. Even when the benevolent action of the conference 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. (To: #01)
6. When at the height of its power, the conference can best enhance the value of its position by cultivating an unassuming attitude and honouring values which transcend the mundane affairs of society. (To: #34)
Transformation sequence To retain valuable possessions, the amount should be modest and the attitude unpretentious.

#15. Unpretentiousness

Condition A conference 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.
Subconditions:
1. The conference may successfully undertake dangerous enterprises if the situation is not confused by unnecessary claims and by the resistance of others resulting from such claims. (To: #36)
2. When an unassuming manner is natural to the conference's mode of action, the possibilities of exerting a lasting influence emerge of their own accord. (To: #46)
3. If the conference responds immodestly to widespread recognition of its achievements, criticism develops, preventing the work from being carried through to its final fruition. (To: #02)
4. The conference should guard against the danger that an unassuming manner of action may become an effective disguise for irresponsibility and inaction. (To: #62)
5. Circumstances may call for energetic corrective action by the conference, which should not interpret the merit of an unassuming mode as an excuse for letting events take an inappropriate course. (To: #39)
6. The conference should act vigorously to defend itself and order its environment, especially when the root of the problem lies in weaknesses of own. (To: #52)
Transformation sequence Valued possessions and unpretentiousness together engender enthusiasm.

#16. Enthusiasm (Contentment – Repose)

Condition A conference 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.
Subconditions:
1. When in a position of weakness, the conference invites misfortune if it makes enthusiastic claims about its own connection with those in positions of power. (To: #51)
2. The conference 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. (To: #40)
3. The conference 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. (To: #62)
4. The conference can arouse enthusiasm and cooperation through its own self-confidence and the sincere support it gives to those who collaborate with it. (To: #02)
5. The conference can be obstructed in its ability to engender enthusiasm, but this may usefully prolong its existence by preventing it from depleting its energies. (To: #45)
6. Being misled by false enthusiasm may constitute a valuable learning experience for the conference, provided it is subsequently capable of further development. (To: #35)
Transformation sequence Where enthusiasm persists, a following emerges.

#17. Following (Entrainment -- Acquiring followers -- Attunement)

Condition In order to be capable of inducing people

voluntarily to follow its lead without resistance, the conference must first adapt itself to their circumstances to be able to serve them.

Subconditions:

1. In order for the conference to identify how it should adapt to its environement, it must open itself to contact with a wide range of differen views. (To: #45)
2. In developing its pattern of contacts, the conference should take care to avoid those holding inferior values or risk losing those holding superior values by which its action can be benefitted. (To: #49)
3. The development of its contacts with those holding superior values will lead the conference to obtain what it needs for its own development, despite the loss of stimulating distractions with those holding inferior values. (To: #58)
4. Once it is successful in its influence, the conference 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. (To: #03)
5. The conference must itself follow something which guides, legitimates and empowers its initiatives. (To: #51)
6. Having developed its activities to the point of detachment from mundane affairs, the conference may be confronted with a persistent following which once more draws it back into a guiding role. (To: #25)

Transformation sequence Following others leads to undertakings and remedial action.

#18. Remedial action (Arresting decay)

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

Subconditions:

1. Deterioration due simply to rigid adherence to conventional patterns of action may easily be remedied, provided that the conference is conscious of the dangers associated with any such reform. (To: #26)
2. The deterioration may be the result of inherent weakness, in which case the conference should avoid drastic action so as not to further aggravate the situation. (To: #52)
3. If the conference 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. (To: #04)
4. Misfortune will result if the conference is itself too weak to take action against progressive deterioration resulting from past mistakes. (To: #50)
5. Even though it is inadequate to the challenge of past neglect and corruption, the conference may achieve partial success with the assistance of others. (To: #57)
6. The development of the conference 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. (To: #46)

Transformation sequence Where there is scope for remedial action, there is growth through initiative.

#19. Initiative (Approach -- Getting ahead)

Condition When conditions are appropriate for a conference 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.

Subconditions:

1. When superior values find a response in influential circles, the conference could well associate itself with this trend, provided this does not distract it from its own line of action. (To: #07)
2. When the initiave originates in the light of superior values, the conference should not hesitate to apply its own resources to the task, for such action must necessarily contribute to ultimate success. (To: #24)
3. When the conference 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. (To: #15)
4. The action is benefitted when the conference is open-minded in its approach to those of ability who are attracted by its initiative. (To: #54)
5. The conference should act with self-restraint in order to attract those of quality capable of undertaking all that is required by the initiative without interference. (To: #60)
6. A conference which has withdrawn from mundane affairs may under certain circumstances initiate new action for the benefit of those it attracts. (To: #41)

Transformation sequence The results of initiative call for recognition.

#20. Recognition (Contemplation)

Condition Through the effort it devotes to comprehending the significance underlying external events, a conference 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 conference as a model for their own.

Subconditions:

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 conference of superior values contents itself with a shallow, disconnected view of the forces prevailing in society as a whole. (To: #42)
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 conference which must take an active part in the affairs of the world. (To: #59)
3. When it focuses on recognition of its own nature and the effects it creates, this may be a basis for the conference to determine whether or not it is developing. (To: #53)
4. The conference should facilitate independent action by those who understand how it can be made to flourish. (To: #12)
5. Self-evaluation by the conference of superior values will only

bring satisfaction when its effects are beneficial and free of mistakes. (To: #23)
6. The conference 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. (To: #08)
Transformation sequence Recognition of the relationship between results engenders decisive integrative action.

#21. Decisive action (Punitive action)

Condition When faced with deliberate hindrance to integrative development, a conference 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.
Subconditions:
1. If the conference responds mildly to any initial departure from norms this should constitute sufficient warning against repetition of the infringement (To: #35)
2. If the response of the conference to frequent infringement of norms is excessive, this should not be regretted since the results are merited. (To: #38)
3. Although no other course is possible, if the conference 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. (To: #30)
4. If those infringing norms are powerful, the conference can only succeed in censuring them by acting with great clarity and force. (To: #27)
5. In order to respond impartially, the conference should be constantly aware of the dangers associated with the responsibility it has assumed in censuring infringement of norms. (To: #25)
6. If those infringing norms fail to respond to censorship by the conference, misfortune inevitably results. (To: #51)
Transformation sequence Rather han acting crudely, decisive integrative action calls for a graceful style.

#22. Style (Elegance – Image)

Condition A conference 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.
Subconditions:
1. When the conference is in a subordinate role, the gracefulness of self-reliance leads to greater success than the surreptious acceptance of assistance. (To: #52)
2. The conference risks deluding itself if it attaches greater importance to the form of its actions than to their substance. (To: #26)
3. The gracious style of the conference may prove so enchanting to all concerned that the vigilance necessary for the success of its action is lost. (To: #27)
4. The conference may find that more significant relationships are possible by acting simply than by depending on the trappings associated with a gracious mode of response. (To: #30)
5. Once the conference 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 (To: #37)
6. In the final stage of the conference's development, the form of its action no longer disguises the substance but rather expresses its value to the full. (To: #36)
Transformation sequence Excessive emphasis on style leads to deterioration

#23. Deterioration (Intrigue)

Condition Under certain conditions of society inferior values may predominate. A conference of superior values is wise to accept this phase of events calmly rather than vainly attempting to counteract it.
Subconditions:
1. Those of inferior values may initiate schemes to undermine the position of the conference by intriguing against its supporters. (To: #27)
2. The conference, isolated by the initiatives of those of inferior values, may be destroyed unless it can rapidly adjust its position. (To: #04)
3. Provided it is able to enhance the expression of its superior values, the conference may disassociate itself from those of inferior values, who will then oppose it actively. (To: #52)
4. Events can deteriorate to the point at which the conference is unable to avoid misfortune. (To: #35)
5. Those of inferior values may be attracted by the superior values of the conference and voluntarily accept its guidance. (To: #20)
6. As support for the conference increases, the strategies of those of inferior values become progressively more self-destructive. (To: #02)
Transformation sequence Deterioration cannot continue indefinitely, thus recovery finally commences.

#24. Recovery (Turning point – Return)

Condition A conference 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.
Subconditions:
1. Occasionally the conference 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. (To: #02)
2. Renewal calls for a positive decision by the conference to confirm the stability of the new order; this is best done in a supportive environment. (To: #19)
3. Renewal is not impossible, even if the conference is so unstable as to be repeatedly attracted to inferior values, only to renounce them after each such deviation. (To: #36)
4. Although in an environment dominated by inferior values,

the conference may renew itself in isolation by responding to superior values. (To: #51)
5. If the time is appropriate for renewal, the conference should publicly recognize any errors in its old pattern of actions, rather than reinforcing them with trivial arguments. (To: #03)
6. If the conference 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. (To: #27)
Transformation sequence Recovery lifts the weight of the past leading to innocent spontaneity.

#25. Spontaneity (Innocence -- Instinctive goodness -- Integrity)

Condition A conference 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.
Subconditions:
1. The conference can be confident of success when it acts on impulses involving no expectation of gain. (To: #12)
2. The conference's activity can succeed if each phase is carried out for its own sake and irrespective of any possible result. (To: #10)
3. Even though the conference acts without expectation of gain, it should be prepared to adjust to the possibility of misfortunes arising from external events. (To: #13)
4. No catastrophe can deprive the conference of its inherent qualities, provided it continues to uphold them. (To: #42)
5. In the event of catastrophe arising from external causes, the conference should take time to heal itself rather than call on external assistance. (To: #21)
6. When the time is not appropriate, any spontaneous response by the conference is likely to be counterproductive. (To: #17)
Transformation sequence The excesses of spontaneity are contained through conservation measures.

#26. Conservation (Taming power of the great – Restraint by the strong)

Condition A conference 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 conference's development.
Subconditions:
1. Vigorous action by the conference may be so obstructed that, to avoid misfortune, further efforts are best restrained. (To: #18)
2. The forces restraining conference action may be so superior that energy is best conserved in anticipation of a later opportunity. (To: #22)
3. When there is an opportunity for action, the conference should move forward with others sharing its intent, meanwhile preparing its defences against unforeseen problems. (To: #41)
4. Prompt action by the conference is necessary to forestall initiatives which are not self-restraining. (To: #14)
5. The conference may best counteract unruly action by changing its nature or diverting it into appropriate channels. (To: #09)
6. The conference may achieve a position in which its influence prevails because its action is no longer inhibited by opposing forces. (To: #11)
Transformation sequence Conservation measures ensure that support is provided where necessary.

#27. Support (Providing nourishment – Wise counsel)

Condition A conference 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.
Subconditions:
1. Misfortune results when the conference's self-reliance is undermined in aspiring to the apparent advantages of others. (To: #23)
2. Misfortune results when the conference fails to become self-reliant and persists in depending on others. (To: #41)
3. The conference cannot be successful if it seeks advantages for their own sake and thus becomes dependent upon them. (To: #22)
4. When the conference 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. (To: #21)
5. If deficiences in its mode of action prevent it from contributing effectively to the development of society, the conference should seek the advice of those of superior values. (To: #42)
6. When the conference becomes a source of influence in sustaining society, it can best continue in this role by being aware of the dangers of such responsibility. (To: #24)
Transformation sequence Continual build-up of support leads to importance.

#28. Importance (Preponderance of the great -- Excess -- Great gains)

Condition Circumstances may be such that a conference 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.
Subconditions:
1. In undertaking any new initiative under favourable conditions, the conference should take extreme care in its preparations. (To: #43)
2. Under favourable conditions, the establishing of a relationship with those of inferior values may offer the possibility of renewal to the conference. (To: #31)
3. If the conference is reckless in its initiatives and ignores advice, favourable conditions are destabilized and catastrophe may result. (To: #47)
4. The situation may be stabilized with the assistance of those of inferior values, but the result will be unfortunate if the conference achieves this out of self-interest. (To: #48)

5. If the conference 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. (To: #32)
6. Under exceptional conditions the task faced can be so dangerous that the conference may have to accept that it may accomplish its aim only by sacrificing its very existence for the values in question. (To: #44)
Transformation sequence Excessive importance is underminded by persistence.

#29. Persistence (Danger – Abyss)

Condition A conference 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.
Subconditions:
1. The conference should avoid adapting permanently to dangers for this may prevent it from functioning appropriately in a normal environment. (To: #60)
2. When faced with danger, the conference should assess the situation and act with caution. (To: #08)
3. In certain dangerous circumstances, inaction is preferable to action which may aggravate the situation for the conference. (To: #48)
4. In times of danger, the conference can usefully base its relationships on simplicity of substance rather than on complex forms of protocol. (To: #47)
5. Danger will be increased if the conference has ambitions beyond its capacities and the opportunities of the moment. (To: #07)
6. If the conference becomes confused in its strategy in a highly dangerous situation, it is unlikely that this can be immediately remedied. (To: #59)
Transformation sequence Persistence is only effective if there are normative constraints.

#30. Normative constraint (Cosmic mean -- Model of elegance)

Condition By its nature a conference 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 conference develops the clarity of perception required for effective action.
Subconditions:
1. The conference 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. (To: #56)
2. The conference acts with greatest skill when striking a fruitful balance between extreme strategies. (To: #14)
3. Recognition of the conference'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. (To: #21)
4. If the conference is overactive it may rapidly deplete its internal resources, without achieving any lasting effect. (To: #22)
5. At the peak of its activity the conference may derive long-term benefit by recognizing the transitory nature of its preoccupations. (To: #13)
6. In inducing discipline within itself or society, the conference should eradicate the promoters of inferior values, whilst tolerating the weakness of those persuaded to follow them. (To: #55)
Transformation sequence Normative constraints operate through mutual influence.

#31. Influence

Condition Success results from mutual attraction. This may be induced by a conference of superior values whose openness to counsel is a fruitful influence on such relationships.
Subconditions:
1. Until the intention of the conference has a visible effect it has no positive or negative influence on society. (To: #49)
2. The conference runs the risk of misfortune if it acts before being impelled to do so by a genuine influence. (To: #28)
3. To avoid humiliation, the conference should cultivate restraint in selecting the influences to which it responds and should exercise control on the response itself. (To: #45)
4. The influence of the conference 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. (To: #39)
5. If the conference's influence is primarily focussed on its own actions, such closure to outside influence in turn limits its influence upon society. (To: #62)
6. Any attempt by the conference to influence society through words alone is necessarily insignificant and without consequence. (To: #33)
Transformation sequence Influence can only be effective if it endures.

#32. Endurance (Duration)

Condition A conference may be characterized by a self-renewing movement acting alternately on itself and on society. For a conference of superior values this ensures a flexibility in response to the environment which is grounded on an inner directive that governs all its actions.
Subconditions:
1. The conference can only ensure enduring effects through careful action over a long period that precludes any form of precipitate action. (To: #34)
2. If the strength of the conference is greater than its material resources, successful control may avoid an inappropriate response. (To: #62)
3. Inconsistency on the part of the conference, in response to external events, leads to unexpected forms of humiliation. (To: #40)
4. For the conference to achieve success through persistence, it is necessary that the action should be appropriate. (To: #46)
5. If the conference 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. (To: #28)
6. If the conference is permanently agitated, any attempt to produce enduring effects is undermined. (To: #50)
Transformation sequence Endurance cannot continue indefinitely, therefore withdrawal takes place.

#33. Withdrawal (Retreat – Yielding)

Condition A conference 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.
Subconditions:
1. The retreating conference should not take any initiative if it is in immediate contact with the opposing forces. (To: #13)
2. Those of inferior values may maintain such close contact with the conference that they are successful in achieving superior goals. (To: #44)
3. The conference may only achieve the freedom to retreat by taking responsibility for those who would otherwise prevent it, but this course carries its own risks. (To: #12)
4. The conference of superior values adapts easily and harmoniously to the process of retreat from those of inferior values who degenerate when deprived of such guidance. (To: #53)
5. The conference must judge the time for retreat correctly, and act firmly, or else run the risk of unpleasant discussion of irrelevant matters. (To: #50)
6. Once the conference has ceased to identify with the prevailing conditions it acquires the ability to act fully in following the most appropriate line of retreat. (To: #31)
Transformation sequence Withdrawal cannot continue indefinitely, hence power becomes evident.

#34. Power (Power of the great – Great vigour)

Condition A conference 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.
Subconditions:
1. If the conference attempts to use its strength from an inferior position it courts disaster. (To: #32)
2. As resistance breaks down, the conference may easily become self-confident and lose the advantage of balanced use of its force. (To: #55).
3. The conference should avoid displays of power for their own sake, especially because of the complications to which they lead. (To: #56)
4. When all resistance disappears, the conference is free to use all its powers, although the less this is apparent the greater its effectiveness. (To: #11)
5. When all resistance has disappeared, it is no longer desirable for the conference to act forcefully and decisively. (To: #43)
6. The conference should discontinue its initiative if, having proceeded too far in its actions, it encounters complications which hinder any further action. (To: #14)
Transformation sequence Power cannot be restrained indefinitely, hence progressive expansion occurs.

#35. Progress

Condition A conference 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.
Subconditions:
1. The conference'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. (To: #21)
2. The conference 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 conference. (To: #64)
3. The conference may be encouraged by the support of others, even though it is unable to succeed without their assistance. (To: #56)
4. The conference should avoid the temptation of using its position to accumulate advantages, especially since such abuse tends to be discovered in times of progress. (To: #23)
5. The conference 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. (To: #12)
6. The conference 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. (To: #16)
Transformation sequence Progressive expansion eventually encounters resistance leading to decline.

#36. Decline (Unappreciated intelligence – Darkening of the light – Injury)

Condition In adverse circumstances a conference 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.
Subconditions:
1. Faced with opposition, the conference may limit its objectives but will nevertheless face continuing opposition if it remains true to its principles. (To: #15)
2. Although handicapped by opposing forces, the conference may concentrate beneficially on assisting others who are also at risk. (To: #11)
3. In the process of establishing a new order, the conference 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. (To: #24)
4. The conference may be able to avoid being drawn into disaster by being well informed concerning the intentions of the

initiator of the opposition. (To: #55)
5. If the conference is obliged to remain under the influence of the opposing forces, it can only survive intact through the exercise of dissimulation and considerable caution. (To: #63)
6. The forces in opposition to the conference of superior values turn upon themselves at the height of their power and cause their own destruction. (To: #22)
Transformation sequence Decline eventually necessitates a withdrawal into a community context.

#37. Community (Family -- Clan)

Condition A conference 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.
Subconditions:
1. Within the conference a measure of discipline is necessary in order that each member learns to fulfil his or her own function to enable the conference to undertake external initiatives successfully. (To: #53)
2. The conference should concentrate on 'keeping its own house in order' rather than undertaking initiatives based on force. (To: #09)
3. In disciplining itself the conference should seek a careful mean between the excesses of indulgence and severity, although under exceptional conditions the latter may be necessary. (To: #42)
4. In manifesting its principles in a role of stewardship, the conference contributes significantly to the well-being of society. (To: #13)
5. The character of the principles governing the conference may be such that no disciplinary action is required to achieve the necessary effects (To: #22)
6. The quality of the achievements engendered by the principles of the conference is the fundamental force holding it together. (To: #63)
Transformation sequence When the community context proves inadequate, misunderstandings and opposition arise.

#38. Opposition (Alienation -- Estrangement)

Condition The preservation of the individuality of a conference 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 conference should concentrate on minor initiatives.
Subconditions:
1. The conference 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. (To: #64)
2. Informal contacts may suffice when misunderstandings prevent the conference from establishing formal relationships with its natural partners. (To: #21)
3. Despite opposition and discouragement, the conference can succeed if it discovers a trustworthy partner of complementary nature. (To: #14)
4. Although isolated in opposition to others, the conference will eventually succeed through maintaining contact with a natural partner. (To: #41)
5. The opposition faced by the conference may initially prevent recognition of a trustworthy partner with whom it is beneficial for it to work. (To: #26)
6. The isolation experienced by the conference may be due to opposition based upon misunderstanding which once clarified permits fruitful collaboration. (To: #54)
Transformation sequence Through misunderstandings and opposition, difficulties and obstructions are created.

#39. Obstruction (Trouble)

Condition When faced with difficulties and obstacles to the achievement of its intentions, a conference of superior values searches for errors in the assumptions underlying its initiative, thus creating the opportunity for its own further development.
Subconditions:
1. The conference, when faced with obstacles, should retreat temporarily in anticipation of a more appropriate occasion for action. (To: #63)
2. When its obligations so dictate, the conference should attack the obstacle directly rather than seeking ways to circumvent it. (To: #48)
3. If the conference has others dependent upon it, whose existence would be endangered by its failure, it is preferable for it to avoid tackling the obstacle. (To: #08)
4. It is preferable for the conference to avoid hasty action against an obstacle in order to gather support and make adequate preparations. (To: #31)
5. Despite the importance of the obstruction, if the conference is totally committed to the task it will attract collaborators with whom success may be achieved. (To: #15)
6. If a conference no longer concerned with mundane affairs is faced with obstructions, it can through its experience and insight bring about a solution of special significance, rather than vainly attempting to avoid the issue. (To: #53)
Transformation sequence Obstructions cannot persist indefinitely, thus eventually liberation is achieved.

#40. Liberation (Release -- Deliverance -- Elimination of obstacles)

Condition When a conference is liberated from the obstacles which have hindered its initiatives, any remaining problems should be cleared up rapidly without dwelling unduly on the misdeeds of those responsible for the obstacles.
Subconditions:
1. After liberation has been achieved, the conference should recuperate in peace and refrain from immediate action. (To: #54)
2. Full commitment by the conference to just action undermines the efforts of those who seek to prevent liberation by influencing those in power. (To: #16)

3. After liberation, the conference should take care not to flaunt its sucesses and thus attract those capable of appropriating them. (To: #32)
4. In anticipation of liberation, the conference should disassociate itself from casual collaborators who are liable to discourage offers of support from more deeply committed potential partners. (To: #07)
5. To achieve liberation successfully, the conference of superior values must avoid affirming any contribution from those of inferior values, thus encouraging them to withdraw. (To: #47)
6. The conference will achieve liberation successfully it acts forcefully to remove those of inferior values who have reached key positions of power. (To: #64)
Transformation sequence The process of liberation necessarily results in some loss and deficiency.

#41. Deficiency (Reduction of excesses – Decrease)

Condition A conference may experience a decrease in the external resources available. This situation may be used to clarify and strengthen the inner resources on which it can draw for future undertakings.
Subconditions:
1. In accepting assistance, the conference of superior values should take care not to overstrain the abilities of those offering it, nor should it exploit them. (To: #04)
2. In order for the conference to be able to provide assistance of enduring significance to others, it must take care not to overstrain its own resources. (To: #27)
3. Collaborating with two partners in an undertaking leads to an unstable situation for the conference resulting in the alienation of one of them, whereas a partner will be found if the conference undertakes an initiative alone. (To: #26)
4. If the conference is able to reduce its defects this encourages those who are well-disposed to collaborate. (To: #38)
5. If those in power appoint the conference to perform a key role there is nothing to prevent its success. (To: #61)
6. Every increase in the power of the conference may be such as to benefit others, rather than to deprive others of benefits. (To: #19)
Transformation sequence If deficiency persists it eventually evokes assistance.

#42. Assistance (Increase)

Condition By sacrificing its own interests in favour of the development of others, a conference may temporarily create conditions in which great progress can be made. The development of the conference itself may be brought about by adopting the positive attributes of others and eliminating its own defects.
Subconditions:
1. The conference should use any major assistance it receives from those in power for initiatives which it would not otherwise be able to undertake. (To: #20)
2. The conference brings about its own development by producing in itself the necessary conditions and identifying with the progressive spirit of the times. (To: #61)
3. In times of great progress even unfortunate events may be advantageous, releasing the conference from error and enabling it to act with authority according to the needs of the moment. (To: #37)
4. The conference may usefully function, especially with respect to major undertakings, as an intermediary between those in power and those who should benefit from such progress. (To: #25)
5. The beneficial influence of the conference's assistance results from its expression of an inner necessity for which recognition is sufficient reward. (To: #27)
6. If the conference fails to assist in the progress of others it isolates itself and exposes itself to attack. (To: #03)
Transformation sequence If assistance continues long enough a new resolution emerges.

#43. Resolution (Breakthrough)

Condition As any struggle against opposing forces begins to bear fruit, a conference should ensure that the resolution of the conflict is based on an amicable union from a position of strength, free from compromise or any concealment of the conference's own defects. It should avoid the use of force and concentrate on the redistribution of the advantages it accumulates.
Subconditions:
1. Whilst resistance is still strong, the conference should avoid any hasty implementation of its resolution that could result in major setbacks. (To: #28)
2. If the conference is vigilant it engenders attitudes appropriate to cautious resolution of the conflict. (To: #49)
3. If the conference is obliged to maintain relationships with those of inferior values to avoid jeopardizing resolution of the conflict, it will have to endure a period of condemnation by those actively combatting such values. (To: #58)
4. The conference may identify so closely with action to resolve the conflict that its obstinacy raises obstacles and prevents it from benefitting from advice. (To: #05)
5. The efforts of the conference against those of inferior values in positions of power must constantly be renewed, especially because of the obligation to maintain a relationship with them. (To: #34)
6. When the objective appears to have been achieved, the conference should act resolutely to eliminate any remaining vestiges of the old order, especially those rooted in its own attitudes. (To: #01)
Transformation sequence Resolution and the associated action lead to new encounters.

#44. Encounter (Contact – Infiltration of the inferior – Coming to meet)

Condition A conference may find itself attracted by initiatives made by those of inferior values. Although apparently harmless, according them recognition allows them to develop, possibly leading to a dangerous condition, unless they are free

from ulterior motives.

Subconditions:

1. If a measure of acceptance has been accorded to those of inferior values by the conference, they must be constantly held in check to prevent undesirable developments. (To: #01)
2. If those of inferior values have been successfully contained by the conference, care must be taken not to allow them to develop their influence through contact with others unable to maintain such control. (To: #33)
3. If the conference is tempted to collaborate with those of inferior values, but is prevented by circumstances from doing so, the errors that are liable to result from such indecision may be avoided by becoming aware of the dangers. (To: #06)
4. If the conference is unable to tolerate those of inferior values, they cannot be called upon for assistance in time of need. (To: #57)
5. The conference may tolerate and protect collaborators of inferior values, relying solely on the superior qualities of its influence as a means of successfully controlling them. (To: #50)
6. A conference no longer concerned with mundane affairs may be able to tolerate the reproaches of those of inferior values with whom it refuses to associate. (To: #28)

Transformation sequence A multiplicity of encounters leads to congregation.

#45. Congregation (Assembly – Gathering together)

Condition When circumstances promote congregation in society, a conference 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.

Subconditions:

1. The conference can facilitate formation of a group by encouraging individually those that have not yet committed themselves. (To: #17)
2. The process of congregation is assisted by a recognition of mutual complementarity with which the conference should work, rather than acting on the basis of arbitrary decisions. (To: #47)
3. If a group has already formed from which the conference is isolated, it can best succeed by allying itself with some of those at the centre, despite the initial humiliation. (To: #31)
4. The conference is successful when it acts as a focus for a group united for a higher cause. (To: #08)
5. In acting as a focus for a group, the conference attracts some people only because of the influence it acquires in the process; this necessitates special efforts to gain their confidence. (To: #16)
6. If the desire of some to group together is misunderstood, their expression of regret can usefully enable the conference to revise its views and bring about the alliance. (To: #12)

Transformation sequence Congregation creates an environment permitting advancement.

#46. Advancement (Promotion)

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

Subconditions:

1. In a position of obscurity, the conference 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. (To: #11)
2. Even though the conference is unsubtle in its relationships with others, it may succeed in advancing because of recognition of the strength of its inherent qualities. (To: #15)
3. In the absence of obstacles, the conference should take advantage of the opportunity to advance, rather than beling preoccupied prematurely with how long such advance will be possible. (To: #07)
4. In attaining its goal, the conference becomes accepted by those in positions of influence and thus achieves enduring significance. (To: #32)
5. The conference should progress steadily rather than becoming overconfident and impatient. (To: #48)
6. The conference should take care to avoid committing itself to advancement for its own sake, and thus become unable to retreat when necessary. (To: #18)

Transformation sequence Continual advancement eventually leads to adversity and exhaustion.

#47. Adversity (Oppression – Exhaustion)

Condition Under adverse circumstances a conference 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.

Subconditions:

1. Faced with adversity, the conference should overcome its own negative response to the situation which otherwise will undermine its ablity to act. (To: #58)
2. Even though external circumstances are satisfactory, the conference must concentrate on overcoming inner restraints in order to be able to respond to opportunities offered by those in power. (To: #45)
3. The conference should avoid being oppressed by restraints which are engendered solely by its own indecisive mode of action. (To: #28)
4. If endowed with resources it wishes to use for the benefit of others, the conference may find itself temporarily impeded by its own uncertainty and the distractions of its peers. (To: #29)
5. Although intent on initiatives for the general well-being, the conference may find itself obstructed by those in power, in which case progress comes slowly provided it does not lose its equanimity. (To: #40)
6. The conference 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. (To: #06)

Transformation sequence Extremes of adversity necessitate a concentration on basic needs.

#48. Basic need (Fulfilled potentialities – Well)

Condition In order to engender appropriate order in society, a conference 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.

Subconditions:

1. If the conference dissipates its energies on trivia, it loses all significance for others and will be ignored. (To: #05)
2. If the conference 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. (To: #39)
3. Under unfortunate circumstances, the conference of superior quality may not be known to those in power nor made use of by others. (To: #29)
4. It may be of greater long-term benefit for the conference to reorganize itself, even though it is temporarily unable to act. (To: #28)
5. Despite the value of the conference as a catalyst for social renewal, it is useless unless this potential is translated into practice. (To: #46)
6. The conference 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. (To: #57)

Transformation sequence Persisting inequalities in access to basic needs eventually engender revolution.

#49. Revolution (Molting)

Condition A conference 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.

Subconditions:

1. The conference should refrain from initiating radical change until it is absolutely necessary. (To: #31)
2. When all other initiatives have failed, revolution may be initiated by the conference after careful preparation and bearing in mind the condition to be brought about. (To: #43)
3. After the need for social transformation has been repeatedly expressed, action may be undertaken by the conference; this should avoid the errors of ruthless haste and hesitant conservatism. (To: #17)
4. To be successful, the conference should ensure that the radical change undertaken is based on the superior values it embodies which people will support as being instinctively just. (To: #63)
5. The authority of the conference of superior values will be acknowledged during social transformation if clear principles of organization are formulated in a manner all can understand. (To: #55)
6. Once the social transformation is underway, those of inferior values will adapt in the light of their own interests and the conference should not expect more of them than conditions permit. (To: #13)

Transformation sequence The most transformative revolution is that available through the cultural heritage.

#50. Cultural heritage (Cauldron -- Sacrificial vessel -- Rejuvenation)

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

Subconditions:

1. Irrespective of its humble origins, the conference may succeed if it is prepared to refine and develop its mode of action. (To: #14)
2. The conference should undertake significant initiatives, for even though these may expose it to criticism, the later will not prevent success. (To: #56)
3. If its effectiveness is severely handicapped by lack of recognition, associating the conference with superior values will ensure success when the opportunities emerge. (To: #64)
4. If the conference is inadequate to the challenge it faces, and associates with those of inferior values, its initiatives will probably fail. (To: #18)
5. If the conference is in a position of influence, and attracts able assistance through the quality of its action, it should then take care not to modify its style. (To: #44)
6. The conference is most successful if the power and severity of its counsel is expressed in a form which others find agreeable. (To: #32)

Transformation sequence The protection of the cultural heritage necessitates crisis preparedness.

#51. Crisis preparedness (Vigilance -- Shock -- Arousal -- Thunder)

Condition In order to fulfil a leadership role, a conference should be capable of accepting any external shock and recognizing the nature of the response required by it.

Subconditions:

1. The relief experienced following a shock may place the conference at an advantage compared to others who did not experience it. (To: #16)
2. If the conference is endangered as a result of severe shock, it should withdraw until the crisis is over rather than acting vainly to recover its losses before the appropriate opportunity. (To: #54)
3. The conference is liable to be overwhelmed by an external shock unless it can learn from it and respond to the opportunities it presents. (To: #55)
4. The response of the conference will be dangerously handicapped if the shock offers no opportunity for it to act. (To: #24)
5. In the event of a multiplicity of shocks, the conference can best survive by moving with the flow of events. (To: #17)
6. If the shock is confusing others, so that they are unable to respond effectively, the conference can best prepare to respond by withdrawing from the situation, even though this may invite disapproval. (To: #21)

Transformation sequence Crises cannot continue to emerge if inaction is cultivated.

#52. **Inaction** (Keeping still – Desisting – Resting – Mountain)

Condition The effectiveness of action initiated by a conference is largely dependent on the equanimity with which it is able to assess what is required. A conference should be able to pause before action is required.

Subconditions:

1. By pausing before action has been initiated, the conference avoids mistakes although it runs the risk of irresoluteness. (To: #22)
2. By ceasing to act, the conference may avoid a disaster into which those it supports are drawn, without however being able to assist them. (To: #18)
3. Enforced inaction will not induce in the conference the tranquility required to envisage appropriate initiatives. (To: #23)
4. The ability of the conference to restrain its impulsive responses is valuable, even through this does not prevent it from being perturbed by doubts and restlessness. (To: #56)
5. In contrast to occasional well-formulated statements, injudicious pronouncements by the conference can have regretable consequences. (To: #53)
6. The conference may achieve a continuing quality of tranquility from which it can respond appropriately to all demands made upon it. (To: #15)

Transformation sequence Inaction cannot continue indefinitely, thus at some stage development commences.

#53. **Development** (Gradual progress – Growth)

In order to engender lasting development, a conference should act slowly over an extended period of time, both to establish cooperative relationships and to increase its own influence so that its initiatives carry weight

Subconditions:

1. Difficulties and criticism experienced by the conference in the early phases of its action may ensure successful development by preventing excessive haste. (To: #37)
2. The initial success of the conference provides it with a sense of security and encouragement as a basis for further action and collaboration. (To: #57)
3. The conference will succeed if it avoids provoking conflict and concentrates on developing and protecting its own position. (To: #20)
4. If the process of development places the conference in an awkward or dangerous position, it should be adaptable in order to locate a secure position from which to continue its action. (To: #33)
5. Due to action by those of inferior values, once it is in a position of influence the conference may become isolated and be temporarily misjudged by those on whom it is most dependent. (To: #52)
6. Once the work of a conference of superior values is completed it can become a striking example for those who may follow in its stead. (To: #39)

Transformation sequence Development permits the establishment of elective affinities.

#54. **Elective affinity** (Propriety – Marrying maiden)

Condition As a complement to its formal relationships, a conference may beneficially engage in integrative initiatives, based on spontaneously emergent sympathetic relations with others, provided that these are conducted with reserve and mutual respect.

Subconditions:

1. The conference may successfully wield influence through informal relationship with those in power, even though this relationship cannot be formally recognized. (To: #40)
2. The conference can benefit by maintaining its loyalty to those in power, even though they no longer acknowledge some pre-existing informal relationships with them. (To: #51)
3. Frustrated by the lack of success of its formal initiatives, the conference may enter into a constraining informal relationship which is not compatible with its assessment of its own value. (To: #34)
4. Out of respect for its principles, the conference may beneficially delay establishing relationships until the appropriate opportunity occurs. (To: #19)
5. If the conference originated in an influential context, it may enter into a beneficial relationship with others of more humble origins, provided it places itself at their service and does not draw attention to any fortuitous differences. (To: #08)
6. The conference will not benefit from entering into a superficial relationship with others, especially if it is not based on shared respect for superior values. (To: #38)

Transformation sequence The establishment of elective affinities creates an environment favourable to general prosperity.

#55. **Prosperity** (Abundance – Fullness)

Condition Because of the probability of subsequent decline, only a conference that acts optimistically without regret can effectively sustain a time of general prosperity. In so doing careful attention should be paid to the enforcement of agreed rules.

Subconditions:

1. To engender prosperity through a relationship with those in power, the conference needs to temper the qualities of wisdom with those of energetic action for an adequate period, in order to achieve an acknowledged influence. (To: #62)
2. If the conference undertakes initiatives, when its realtionship with those in power has been distorted by mistrust due to usurpers, action becomes impossible; it is then preferable for it to uphold its principles as an indirect influence that can ultimately have the necessary effect. (To: #34)
3. When in a role as immediate assistant to those in power, the conference does not merit censure if usurpers prevent it from acting. (To: #51)
4. The conference can expect success when it is able to temper the qualities of energy with those of wisdom in a favourable relationship with those in power. (To: #36)
5. If in a position of power the conference is open to counsel from those of ability, it will accumulate useful proposals resulting in benefit to all. (To: #49)

6. The conference may achieve a position of power and affluence for itself, but only at the cost of alienating all those depending on it. (To: #30)

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

#56. Marginality (Wanderer -- Newcomer -- Traveller)

Condition When a conference 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.

Subconditions:

1. It is counterproductive for the isolated conference to undertake trivial initiatives in order to achieve favour in the eyes of others. (To: #30)
2. The isolated conference viewed favourably by others eventually finds a foothold in society and attracts permanent support. (To: #50)
3. By acting discourteously and interfering in the affairs of others, the isolated conference may well lose any foothold it has in society and alienate its support, thus placing it in a very vulnerable position. (To: #35)
4. Disguising its aspirations, the isolated conference may obtain a provisional position in society by limiting its publicly voiced requirements, but any resources it can the accumulate will have to be constantly protected, leaving it with a permanent sense of insecurity. (To: #52)
5. In order to establish a relationship with those in power and develop contacts with others, the isolated conference can best succeed through a demonstration of its qualities, on the basis of which it can then be recommended. (To: #33)
6. If, having established a position in society, the conference acts imprudently, forgetting its marginal status as a newcomer, it may be rejected, losing all it was in the process of building up. (To: #62)

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

#57. Penetrating clarity (Gentleness -- Willing submission -- Wind)

Condition A conference 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.

Subconditions:

1. The clarity of understanding of the conference may promote indecision when resolute action is to be preferred. (To: #09)
2. Strenuous effort should be devoted by the conference to tracing and eliminating any elusive negative influences by which initiatives are being distorted. (To: #03)
3. Excessive reflection by the conference on a possible initiative undermines its credibility. (To: #59)
4. The conference is assured of success if, in a position of responsibility, it combines the qualities of experience, unpretentiousness and energetic action. (To: #44)
5. When reforms can be gradually introduced by the conference, this is best done on the basis of careful preliminary study, with corresponding follow-up evaluations of the appropriateness of the action. (To: #18)
6. If the conference 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. (To: #48)

Transformation sequence Use of penetrating clarity leads to a sense of vitality.

#58. Vitality (Joy -- Lake)

Condition A conference 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.

Subconditions:

1. The conference may benefit from a self-sustaining sense of vitality and optimism which is not dependent upon reinforcement by others. (To: #47)
2. The conference can avoid regretable consequences by not indulging in the interaction proposed as stimulating by those of inferior values. (To: #17)
3. The vitality of the conference should be engendered by it in light of its own values rather than deriving from participation in external distractions in which it may become dangerously absorbed. (To: #43)
4. So long as the conference has difficulty in choosing between the stimulation of dynamics based on superior and inferior values, it remains subject to inner conflicts. (To: #60)
5. The conference should protect itself from association with disintegrative influences, however stimulating, because of the harmful effects they may gradually engender. (To: #54)
6. The conference may become so involved in the stimulation of external distractions that it no longer retains any effective control over it own actions. (To: #10)

Transformation sequence Vitality in action leads to the dissolution of barriers.

#59. Barrier dissolution (Dispersion -- Scattering -- Disintegration -- Overcoming dissension)

Condition A conference 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.

Subconditions:

1. The conference should act vigorously to counteract divisive misunderstanding before it has fully taken form. (To: #61)
2. When the conference recognizes a tendency on its own part to establish barriers against others, it should make deliberate efforts to remedy the situation through its supporters. (To: #20)
3. Circumstances may be such that the conference can act best by dissolving all barriers distinguishing itself from others, in order to marshal resources for an initiative in the interest of

all. (To: #57)
4. When acting in the general interest, the conference can only have a lasting effect if it ceases attaching special importance to its immediate relationships and supporters. (To: #06)
5. When society is fragmented by many barriers, the conference may provide a powerful idea to dispel misunderstandings, as a focus for the emergence of a new order. (To: #04)
6. Faced with extreme divisiveness, the conference may usefully reduce the danger to itself and to its immediate contacts by dispersing in order to re-assemble on another occasion. (To: #29)
Transformation sequence The elimination of barriers cannot continue indefinitely, thus the need for limitation emerges.

#60. Limitation (Restraint – Regulation)

Condition In order that its freedom of action may acquire significance, a conference 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 conference itself or to others.
Subconditions:
1. Faced with insurmountable limitations, the conference should forego action until an appropriate opportunity arises for a forceful initiative. (To: #29)
2. When the moment for action arises, the conference should not hesitate in siezing the opportunity. (To: #03)
3. If the conference acts only in its self-interests, it may easily fail to recognize the need for the limits and restraints without which it will make regretable mistakes. (To: #05)
4. The conference avoids waste of its resources, and may achieve success, through working with limitations rather than against them. (To: #58)
5. If a conference 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. (To: #19)
6. Although imposition of excessive limitations may prove unbearable to the conference and to others, such ruthlessness applied to itself may under certain circumstances be the only means for the conference to uphold its principles. (To: #61)
Transformation sequence Through limitation, dependence on essential quality is assured.

#61. Essential quality (Inner truth -- Sincerity -- Inner confidence)

Condition A conference 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.
Subconditions:
1. The power of fundamental principles upheld by the conference is progressively undermined to the extent that it loses its self-reliance through dependence on secret agreements with others. (To: #59)
2. Through the fundamental principles which it upholds, the conference of superior values may exert a far-reaching influence that attracts others without any intent to achieve this end. (To: #42)
3. The vitality of the conference may be dependent, for better or for worse, on the vagaries of the fundamental nature of its relationship with others. (To: #09)
4. To increase the power of its fundamental principles, the conference should concentrate on deepening its understanding of superior values governing action beyond the domain of factionalism. (To: #10)
5. The conference in a position of power may succeed in linking others together in a non-superficial manner through the fundamantal quality of the multi -facetted influences engendered by its action. (To: #41)
6. The conference should be aware of relying on accepted formulas to awaken a shared sense of fundamental solidarity, for such standard appeals may fail when they are most needed. (To: #60)
Transformation sequence Limitation and dependence on essential quality enable actions to be undertaken conscientiously.

#62. Conscientiousness (Preponderance of the small)

Condition Faced with a challenge for which it is not fully competent, a conference 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.
Subconditions:
1. The conference should employ conventional measures whenever possible, avoiding the depletion of resources and the risk of failure associated with extraordinary measures. (To: #55)
2. Under exceptional circumstances the conference may best succeed through extreme restraint and conscientious fulfilment of its obligations. (To: #32)
3. Exceptional circumstances require that the conference pay attention to details through which it may learn of dangers that otherwise it would be unable to avoid. (To: #16)
4. Under certain circumstances the conference should refrain from action until a more opportune moment, rather than render itself vulnerable to dangers through persisting in its own initiatives. (To: #15)
5. In exceptional circumstances the isolated conference, 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. (To: #31)
6. If the conference fails to excercise self-discipline at a time when attention to detail is required, it is unlikely to be successful in its initiative. (To: #56)
Transformation sequence Conscientiousness ensures the accomplishment of initiatives.

#63. Accomplishment (After completion)

Condition Once the transition from the old to the new order has been accomplished with the exception of details, a

conference 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.

Subconditions:

1. A successful transition immediately encourages widespread pressure for further development, which the conference should resist in order to avoid the dangers of enthusiastically overshooting the goal and jeopardizing all that has been achieved. (To: #39)
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 manoeuvres; these the conference should avoid in the expectation that appropriate opportunities will emerge in due time. (To: #05)
3. Following successful transition, the conference 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. (To: #03)
4. Following successful transition, the scandals that may come to light, and which are readily forgotten by others, should be treated by the conference as important indicators of possible future difficulties. (To: #49)
5. Following successful transition the conference 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. (To: #36)
6. Fascination for the old order, from which a successful transition has been made, may prevent the conference from appropriately consolidating what has been achieved. (To: #37)

Transformation sequence Accomplishment cannot exhaust the potential for further transformation.

#64. Transformation threshold (Before completion – Tasks remaining)

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

Subconditions:

1. As a response to the prevailing lack of order, the conference may act prematurely in order to achieve something tangible, thus increasing the risk of failure. (To: #38)
2. The conference should develop its own resources so that they are adequate to the task, but should refrain from using them until the time is ripe. (To: #35)
3. At the moment for transition, the conference may lack the resources to complete the task as required, in which case qualified assistance should be obtained. (To: #50)
4. During the struggle to bring about the transition and overthrow the old order, the conference should avoid doubt and lay the foundation for the future. (To: #04)
5. Justifying its efforts, the conference may succeed in its struggle so that superior values become explicit in the envisaged order and the influence it has on society, especially in contrast to that which preceded it. (To: #06)
6. On the threshold of the new era convivial celebration is appropriate, but the conference should take care not to lose its self-control and thus jeopardize what could be achieved. (To: #40)

Transformation sequence Further transformation calls for creativity.