

## Intuitive Surgical, Inc. ISRG under CEO Gary S. Guthart

<b>6</b>	XX	H	T	T	XX	3	2	2	XX	7
<b>5</b>		H	H	T		3	3	2		8
<b>4</b>		H	H	T		3	3	2		8
<b>3</b>		H	H	H		3	3	3		9
<b>2</b>		H	H	H		3	3	3		9
<b>1</b>		H	T	T		3	2	2		7

### HEXAGRAM 26 - Ta Ch'ü - The Taming Power of the Great

Above KEN KEEPING STILL, MOUNTAIN  
 Below CH'IEN THE CREATIVE, HEAVEN

The Creative is tamed by Ken, Keeping Still. This produces great power, a situation in contrast to that of the ninth hexagram, Hsiao Ch'u, THE TAMING POWER OF THE SMALL, in which the Creative is tamed by the Gentle alone. There one weak line must tame five strong lines, but here four strong lines are restrained by two weak lines; in addition to a minister, there is a prince, and the restraining power therefore is far stronger.

The hexagram has a threefold meaning, expressing different aspects of the concept Holding firm. Heaven within the mountain gives the idea of holding firm in the sense of holding together; the trigram Ken, which holds the trigram Ch'ien still, gives the idea of holding firm in the sense of holding back; the third idea is that of holding firm in the sense of caring for and nourishing. This last is suggested by the fact that a strong line at the top, which is the ruler of the hexagram, is honored and tended as a sage. The third of these meanings also attaches specifically to this strong line at the top, which represents the sage.

### THE JUDGMENT

THE TAMING POWER OF THE GREAT.

Perseverance furthers.

Not eating at home brings good fortune.

It furthers one to cross the great water.

To hold firmly to great creative powers and store them up, as set forth in this hexagram, there is need of a strong, clearheaded man who is honored by the ruler. The trigram Ch'ien points to strong creative power; Ken indicates firmness and truth. Both point to light and clarity and to the daily renewal of character. Only through such daily self-renewal can a man continue at the height of his powers. Force of habit helps to keep order in quiet times; but in periods when there is a great storing up of energy,

everything depends on the power of the personality. However, since the worthy are honored, as in the case of the strong personality entrusted with leadership by the ruler, it is an advantage not to eat at home but rather to earn one's bread by entering upon public office. Such a man is in harmony with heaven; therefore even great and difficult undertakings, such as crossing the great water, succeed.

## THE IMAGE

Heaven within the mountain:

The image of THE TAMING POWER OF THE GREAT.

Thus the superior man acquaints himself with many sayings of antiquity  
And many deeds of the past, In order to strengthen his character thereby.

Heaven within the mountain points to hidden treasures. In the words and deeds of the past there lies hidden a treasure that men may use to strengthen and elevate their own characters. The way to study the past is not to confine oneself to mere knowledge of history but, through application of this knowledge, to give actuality to the past.

## THE LINES

Nine in the second place means:

The axletrees are taken from the wagon.

Here advance is checked just as in the third line of THE TAMING POWER OF THE SMALL (9). However, in the latter the restraining force is slight; thus a conflict arises between the propulsive and the restraining movement, as a result of which the spokes fall out of the wagon wheels, while here the restraining force is absolutely superior; hence no struggle takes place. One submits and removes the axletrees from the wagon - in other words, contents himself with waiting. In this way energy accumulates for a vigorous advance later on.

Nine in the third place means:

A good horse that follows others.

Awareness of danger,

With perseverance, furthers.

Practice chariot driving and armed defense daily.

It furthers one to have somewhere to go.

The way opens; the hindrance has been cleared away. A man is in contact with a strong will acting in the same direction as his own, and goes forward like one good horse following another. But danger still threatens, and he must remain aware of it, or he will be robbed of his firmness. Thus he must acquire skill on the one hand in what will take him forward, and on the other in what will protect him against unforeseen attacks. It is good in such a pass to have a goal toward which to strive.

## HEXAGRAM 27 – I - The Corners of the Mouth (Providing Nourishment)

Above KEN KEEPING STILL, MOUNTAIN  
Below CHEN THE AROUSING, THUNDER

This hexagram is a picture of an open mouth; above and below are the firm lines of the lips, and between them the opening. Starting with the mouth, through which we take food for nourishment, the thought leads to nourishment itself. Nourishment of oneself, specifically of the body, is represented in the three lower lines, while the three upper lines represent nourishment and care of others, in a higher, spiritual sense.

### THE JUDGMENT

THE CORNERS OF THE MOUTH.

Perseverance brings good fortune.

Pay heed to the providing of nourishment

And to what a man seeks

To fill his own mouth with.

In bestowing care and nourishment, it is important that the right people should be taken care of and that we should attend to our own nourishment in the right way. If we wish to know what anyone is like, we have only to observe on whom he bestows his care and what sides of his own nature he cultivates and nourishes. Nature nourishes all creatures. The great man fosters and takes care of superior men, in order to take care of all men through them.

Mencius says about this:

If we wish to know whether anyone is superior or not, we need only observe what part of his being he regards as especially important. The body has superior and inferior, important and unimportant parts. We must not injure important parts for the sake of the unimportant, nor must we injure the superior parts for the sake of the inferior. He who cultivates the inferior parts of his nature is an inferior man. He who cultivates the superior parts of his nature is a superior man. 1

### THE IMAGE

At the foot of the mountain, thunder: The image of PROVIDING NOURISHMENT.

Thus the superior man is careful of his words

And temperate in eating and drinking.

"God comes forth in the sign of the Arousing" 2: when in the spring the life forces stir again, all things come into being anew.

"He brings to perfection in the sign of Keeping Still": thus in the early spring, when the seeds fall to earth, all things are made ready.

This is an image of providing nourishment through movement and tranquility. The superior man takes it as a pattern for the nourishment and cultivation of his character. Words are a movement going from within outward. Eating and drinking are movements from without inward. Both kinds of movement can be modified by tranquility. For tranquility keeps the words that come out of the mouth from exceeding proper measure, and keeps the food that goes into the mouth from exceeding its proper measure. Thus character is cultivated.

Intuitive Surgical, Inc.  
1266 Kifer Road  
Building 101  
Sunnyvale, CA 94086-5304  
United States - Map  
Phone: 408-523-2100  
Fax: 408-523-1390  
Website: <http://www.intuitivesurgical.com>

#### Details

Index Membership: Nasdaq 100  
Sector: Healthcare  
Industry: Medical Appliances & Equipment  
Full Time Employees: 1,660  
Dr. Gary S. Guthart Ph.D., 45, Chief Exec. Officer, Pres

#### **Business Summary**

Intuitive Surgical, Inc., together with its subsidiaries, engages in the design, manufacture, and marketing of da Vinci surgical systems for use in urologic, gynecologic, cardiothoracic, general, and head and neck surgeries. Its surgical systems consist of a surgeon's console, a patient-side cart, and a vision system. The da Vinci surgical system controls intuitive surgical endoscopic instruments, including rigid endoscopes, blunt and sharp endoscopic dissectors, scissors, scalpels, forceps/pickups, needle holders, endoscopic retractors, electrocautery instruments, ultrasonic cutters, and accessories during a range of surgical procedures. Its surgical systems translate the surgeon's natural hand movements on instrument controls at the console into corresponding micro-movements of instruments positioned inside the patient through small puncture incisions or ports, as well as provides the surgeon with the intuitive control, range of motion, fine tissue manipulation capability, and 3-D vision characteristic of open surgery, while simultaneously allowing the surgeon to work through the small ports of MIS. The company also manufactures various EndoWrist instruments, including forceps, scissors, electrocautery, scalpels, and other surgical tools. In addition, it sells various accessory products comprising sterile drapes used to protect the sterile field during surgery; and vision products, such as replacement 3-D stereo endoscopes, camera heads, and light guides. Intuitive Surgical, Inc. sells its products through sales representatives and distributors in the United States and internationally. The company was founded in 1995 and is headquartered in Sunnyvale, California.

#### Key Statistics