

GrokIChing on Outcome of Kraft Heinz merger

GROK'S PROMPT:

On 2/26/2019 I asked Universal Intelligence I Ching about the Outcome of the Kraft Heinz merger

<https://icic.com/?p=2773>

The First Time/Space was negative in Opposition:

Universal intelligence I Ching says:

When people live in

- opposition and
- estrangement

they cannot carry out a great undertaking in common; their points of view diverge too widely.

In such circumstances

- one should above all not proceed brusquely, for that would only increase the existing opposition; instead,
- one should limit oneself to producing gradual effects in small matters.

Here success can still be expected, because

the situation is such that the opposition does not preclude all agreement.

In general,

- opposition appears as an obstruction, but when
- it represents polarity within a comprehensive whole,
- it has also its useful and important functions.

The oppositions of

- heaven and earth,
- spirit and nature,
- man and woman,

when reconciled, bring about the creation and reproduction of life.

In the world of visible things, the principle of opposites makes possible the differentiation by categories through which order is brought into the world.

The 2 Moving Lines are not that positive either:

Six in the third place means:

One sees the wagon dragged back,  
The oxen halted.

A man's hair and nose cut off.

- Not a good beginning,
- but a good end.

Often it seems to a man as though everything were **conspiring** against him.

He sees himself

- checked and hindered in his progress,
- insulted and
- dishonored.<sup>1</sup>

However,

- he must not let himself be misled; despite this opposition,
- he must cleave to the man with whom he knows he belongs.

Thus, notwithstanding the bad beginning,  
the matter will end well.

0 Six in the fifth place means:

Remorse disappears.

The companion bites his way through the wrappings.

If one goes to him,

How could it be a mistake?

Coming upon a sincere man,

- **one fails** to recognize him at first because of the general estrangement.

However,

- **he bites** his way through the wrappings that are causing the separation.

When such a companion thus reveals himself in his true character,

it is one's **duty**

- to go to **meet** him and
- to **work** with him.

With the combination of the First Hexagram and the 2 Moving Lines would have been enough for Warren Buffett to say NO the getting involved in the merger; however, because he did get involved and is about to lose a fortune, if he reads the Moving Hexagram in The Creative and decides to take over Kraft Heinz he will turn it around and not only recover his loses but make some serious profits.

Universal Intelligence I Ching says:

According to the original meaning, the attributes (sublimity, potentiality of success, power to further, perseverance) are paired.

When an individual draws this oracle, it means

- that **success come to him from the primal depths of the universe and**

- that everything depends upon his seeking his happiness and that of others in one way only, that is, by perseverance in what is right.

The specific meanings of the four attributes became the subject of speculation at an early date.

The Chinese word here rendered by “sublime” means literally “head,” “origin,” “great.”

This is why Confucius says in explaining it:

“Great indeed is the generating power of the Creative; all beings owe their beginning to it. This power permeates all heaven. 3 For this attribute inheres in the other three as well.

My conclusion is that just when after 3 CEOs have gone through the worst of the Opposition Time/Space and just when they are about to enter the Creative Time/Space it would be a waste of capital if management dissolves the merger. The best alternative is what Universal Intelligence I Ching recommends, and Artificial Intelligence recommends – that Warren Buffet takes over Kraft Heinz and applies his same managerial methodology he applied to Solomon Brothers and does away with the extremely aggressive managerial style of C3. All the kraft Heinz employees would be delighted to have a boss like Buffet and will work extra hard to carry out the turn around.

GROKIChing on the Outcome of Warren Buffett’s Buyout of majority of shares of The Kraft Heinz Co KHC  
<https://icic.com/?p=10558>

Please provide an analysis for my readers from a managerial as well as from an investor’s point of view.

GROK’S ANSWER:

Analysis of the Kraft Heinz Merger Outcome: Reflections Through the Lens of I Ching

The 2019 I Ching consultation on the Kraft Heinz merger, as detailed in the provided reading, yielded Hexagram 38 (K’uei - Opposition), symbolizing divergence, estrangement, and the challenges of uniting opposing forces. It warned against pursuing large undertakings amid such discord, advocating instead for gradual progress in small matters while preserving individuality. The moving lines (third and fifth places) highlighted initial setbacks and insults but suggested potential resolution through persistence and recognizing sincere alliances. This evolves into Hexagram 1 (Chien - The Creative), representing primal power, sublime success, and enduring creation through perseverance in what is right—emphasizing the sage's role in awakening higher potential and bringing order.

In retrospect, from the vantage point of September 2025, the merger—completed in 2015 under the orchestration of Warren Buffett's Berkshire Hathaway and 3G Capital—embodied the Opposition hexagram's warnings. The union of Kraft's legacy brands with Heinz's portfolio, backed by aggressive cost-cutting, led to cultural clashes, brand erosion, and financial underperformance. Yet, the transition to The Creative hints at latent potential for renewal if approached with wisdom. The user's 2019 suggestion that Buffett should take majority control to apply his value-driven methodology (akin to his Salomon Brothers turnaround) did not materialize. Instead, Kraft Heinz announced a split into two independent companies on September 2, 2025, effectively unwinding much of the merger. This move, while disappointing to Buffett, could represent the "biting through the wrappings" from the fifth line—overcoming separation to enable creative rebirth.

Below, I analyze the outcome from managerial and investor perspectives, integrating the I Ching's insights with the company's trajectory from 2019 to 2025. This draws on financial performance, leadership changes, and the implications of the split.

#### Managerial Point of View: Navigating Opposition and the Path to Creative Renewal

From a managerial standpoint, the Kraft Heinz merger exemplifies how unbridled ambition in unification can amplify opposition, leading to operational dysfunction. The I Ching's depiction of flame (upward) and lake (downward) movements in direct contrast mirrors the cultural and strategic divergences: Kraft's traditional, brand-nurturing ethos clashed with 3G Capital's zero-based budgeting and ruthless efficiency drives. This "estrangement" manifested in employee morale dips, supplier squeezes, and underinvestment in innovation, as cost-cutting prioritized short-term margins over long-term vitality. By 2019, the company faced a \$15.4 billion write-down on brands like Oscar Mayer and Kraft, reflecting hindered progress and "insults" as warned in the third moving line.

The procession of three CEOs since the merger underscores the hexagram's call for gradual effects rather than brusque actions:

**Bernardo Hees (2015–2019):** A 3G appointee, he embodied aggressive optimization, slashing costs by billions but eroding brand equity. This intensified opposition, aligning with the hexagram's obstruction phase.

**Miguel Patricio (2019–2023):** Shifted toward stabilization and modest innovation (e.g., plant-based products), attempting to "cleave to the man with whom he belongs" by balancing efficiency with growth. However, persistent sales declines showed the opposition's deep roots.

**Carlos Abrams-Rivera (2023–present):** Focused on portfolio optimization amid inflation and shifting consumer preferences (e.g., healthier options). He will lead the post-split North American Grocery Co., signaling a recognition that full reconciliation is impossible.

The 2025 split into Global Taste Elevation Co. (sauces/spreads/seasonings, ~\$15.4B in 2024 sales) and North American Grocery Co. (meats/cheese/meals, ~\$10.4B sales) acknowledges the I Ching's polarity principle: opposites like heaven/earth can foster creation when reconciled, but here, separation allows each to retain individuality. Managerially, this enables tailored strategies:

**Grocery Co.:** Mature, North America-focused brands (Oscar Mayer, Lunchables) can emphasize cost discipline and defensive positioning against private labels and health trends. Risks include ongoing margin erosion from inflation and GLP-1 drug impacts on snacking.

**Taste Elevation Co.:** Growth-oriented, global brands (Heinz ketchup, Philadelphia) can invest in premiumization and emerging markets (20% of sales), aligning with consumer demand for clean-label and functional foods.

Had Buffett assumed majority control as suggested, his decentralized, trust-based style—persevering in "what is right"—might have mitigated 3G's excesses, fostering The Creative's enduring power through employee empowerment and brand reinvestment. Employees, as the user notes, would likely thrive under such leadership, accelerating turnaround. Instead, the split avoids dissolution but wastes unified potential, per the user's view. Execution risks loom: transition costs (~\$300M), debt allocation (\$32B total), and finding a CEO for Taste Co. could prolong opposition if mishandled. Overall, the split offers a pragmatic path to The Creative, allowing focused management to "lend form to archetypes" and create order in fragmented markets.

#### Investor Point of View: From Setbacks to Potential Sublime Success

Investors have endured a "bad beginning" as foretold, with the merger destroying significant value. Berkshire Hathaway's 27.5% stake (325.6M shares), once a \$28B+ position, is now worth ~\$8.5B at \$26/share (as of September 3, 2025). Buffett has called it a "rare mistake," admitting he overpaid and misjudged 3G's approach. The stock's 68% decline since 2015 reflects opposition's obstructions: sales stagnation, write-downs (e.g., \$9.3B in Q2 2025), and failure to adapt to trends like premium/healthy foods. Revenue hovered around \$26B annually but declined 3.8% year-over-year to \$25.3B (trailing 12 months to June 2025), with organic sales expected to drop 2.5% in 2025 amid low consumer sentiment.

Key financial metrics illustrate the trajectory:

(Data aggregated from Yahoo Finance, Macrotrends, and company reports.)

Year	Revenue (\$B)	Year-End Stock Price (\$)	Key Events
2015	18.3 (partial post-merger)	~72	Merger closes; initial optimism.

2016	26.5	~87	Cost cuts boost margins.
2017	26.2	~82	Peak valuation (~\$97 high).
2018	26.3	~43	Early signs of brand fatigue.
2019	25.0	~25	\$15.4B write-down; stock crash; SEC probe.
2020	26.2	~36	Pandemic demand boost.
2021	26.0	~36	Inflation pressures emerge.
2022	26.5	~41	Modest recovery.
2023	26.6	~37	CEO transition; sales flatten.
2024	25.8	~35	Declining volumes; impairment charges.
2025 (YTD)	25.3 (TTM to June)	~27 (current)	Split announcement; 7% drop.

Dividends (~4-5% yield) provided some cushion, but capital losses dominate.)

The split, a tax-free spin-off targeted for 2H 2026, aims to unlock value by separating growth (Taste Co., higher multiples potential) from stagnation (Grocery Co., efficiency focus). Analysts project combined free cash flow growth to \$4.7B by 2035, with intrinsic value at ~\$82/share (65% upside) if executed well—echoing The Creative's "sublime success" through perseverance. However, market skepticism (7% stock drop) reflects risks: execution failures, debt burdens (net debt-to-EBITDA ~7x), and persistent issues like private-label competition. Buffett's disappointment underscores doubts that separation fixes core problems, though he hasn't ruled out future actions.

For investors, the I Ching suggests holding through opposition for a "good end," but the split may be that resolution—enabling each entity to embody The Creative independently. Short-term: EPS down 15.7% in 2025; long-term: 2.9% rebound in 2026 if brands revitalize.

Opportunities include acquisitions (e.g., Taste Co. expanding globally) or buyouts (mirroring Kellogg's recent deals). Yet, without Buffett's intervention, returns hinge on management's ability to "mount toward heaven on six dragons"

In conclusion, the merger's opposition phase has dominated, but the split could catalyze The Creative's generative power. Managerially, it allows focused renewal; for investors, it offers undervalued potential amid risks. As the I Ching advises, success depends on perseverance in the right path—here, perhaps accepting separation over forced unity.

GROK'S PROMPT:

If it were a problem of forced unity, the I Ching would have given as a result the Hexagram The Fellowship of Men as it did in the merger of ATT and NCR in the 90s. That is to say the clashing of 2 cultures.

Perhaps in this case is poor leadership to bring about a merger of 2 cultures where the Buffett approach would be a better managerial style – thus, there might still be a positive turnaround if he were to take over the majority of the stock –

your views please.

GROK'S ANSWER:

Views on a Potential Warren Buffett Majority Takeover of Kraft Heinz

Your contrast with the AT&T-NCR merger in the 1990s is insightful—Hexagram 13 (T'ung Jen - Fellowship with Men) often symbolizes the challenges of uniting diverse groups under a common banner, where cultural clashes arise from forced harmony without a unifying vision. In that case, AT&T's acquisition of NCR led to integration failures, massive losses, and eventual divestiture, underscoring how "fellowship" can falter without shared purpose. For Kraft Heinz, Hexagram 38 (Opposition) points to deeper, inherent polarities (e.g., upward flame vs. downward lake), suggesting the issues stem not just from "forced unity" but from fundamental divergences in operations, markets, and cultures that aggressive leadership exacerbated. Poor leadership under 3G Capital's cost-centric model indeed amplified these oppositions, leading to brand neglect and value destruction. However, the evolving Hexagram 1 (The Creative) implies potential for renewal through wise, persevering action—potentially aligning with Buffett's patient, value-oriented style.

As of September 5, 2025, Kraft Heinz's planned split (announced September 2) into a North American Grocery Co. (stable, mature brands like Oscar Mayer) and a Global Taste Elevation Co. (growth-focused, international lines like Heinz ketchup) reverses much of the 2015 merger without fully dissolving it. Buffett has publicly expressed disappointment, stating, "It certainly didn't turn out to be a brilliant idea to put them together, but I don't think taking them apart will fix it."

He concedes the merger was a "rare mistake" on his part, primarily due to overpaying and underestimating brand erosion from 3G's cuts.

Berkshire Hathaway holds a static 27.5% stake (325.6 million shares), making it the largest shareholder, but there's no indication of plans to increase it—Buffett noted Berkshire will act in its best interest but hasn't signaled a buyout.

The stock fell ~7% post-announcement to around \$26, reflecting market skepticism and yielding a market cap of ~\$32 billion.

Could Buffett acquiring majority control (over 50%, requiring ~\$7-8 billion more at current prices) lead to a positive turnaround? In theory, yes—it could embody The Creative's "sublime success" by applying his decentralized, long-term methodology (as in Salomon Brothers, where he stabilized chaos through trust and ethical focus). However, practicality, timing, and structural realities temper this optimism. Below, I break it down managerially and from an investor's lens.

#### Managerial Perspective: Buffett's Style as a Catalyst for Reconciliation

The core issue isn't solely forced unity but leadership that deepened opposition: 3G's zero-based budgeting clashed with Kraft's nurturing culture, leading to underinvestment (R&D at ~1% of sales vs. peers' 2-3%), employee turnover, and brand dilution amid health trends and inflation.

Buffett's approach—empowering managers, prioritizing brand moats, and avoiding micromanagement—could "bite through the wrappings" (fifth moving line) by fostering gradual agreement. Employees might indeed rally, as you suggest, under his benevolent style, enabling innovation (e.g., premium variants) and cultural integration without the "brusque" cuts that widened estrangement.

If he took majority:

Pros: Full control could halt the split, allowing unified operations under a "sage-like" leader who awakens "higher nature" (Hexagram 1). He'd likely install trusted lieutenants, reinvest in brands, and balance efficiency with growth, potentially turning opposition into productive polarity (e.g., leveraging Heinz's global reach with Kraft's North American strength).

Cons: At 95 years old, Buffett's direct involvement is limited; successor Greg Abel (who conveyed Berkshire's disappointment) would handle day-to-day, but Abel's utility background might not suit consumer goods. The split's momentum (targeting 2H 2026, with \$300 million transition costs) makes reversal disruptive. Underlying challenges persist: declining volumes (-2.5% organic sales forecast for 2025), private-label competition, and GLP-1 drugs curbing snacking. Poor leadership is a factor, but Opposition suggests inherent mismatches that even Buffett might not fully reconcile without significant restructuring.

Overall, a Buffett-led turnaround could succeed managerially by embodying perseverance in "what is right," but the split might better allow each entity to retain individuality, avoiding forced fellowship. If he intervenes pre-split, it could prevent "waste of capital," but execution risks (e.g., integrating cultures anew) loom large.

#### Investor Perspective: Value Unlock vs. Risk of Further Losses

From an investor's view, the merger destroyed ~\$20 billion in Berkshire value since 2015, with KHC trading at a forward P/E of ~10x (below peers like General Mills at 15x) and a 6% dividend yield as a consolation.

The split aims to unlock ~65% upside (to \$82/share combined) by separating growth (Taste Co., ~4-5% CAGR potential) from stability (Grocery Co., defensive but low-growth), but uncertainty drove the 7% drop.

If Buffett pursued majority:

Pros: His track record could boost confidence, potentially lifting shares 20-30% on announcement (similar to past interventions). Long-term, his focus on "enduring power" might yield 8-10% annual returns via brand revival and acquisitions, aligning with The Creative's motion and duration. The \$32 billion debt could be managed with Berkshire's ~\$277 billion cash pile, and tax-free aspects of any deal would help.

Cons: Cost (~\$7-8 billion) ties up capital better used elsewhere (e.g., energy or insurance). At his age, investors worry about succession—Abel might divest post-Buffett. Market reaction to the split shows doubt; FY2025 EPS guidance (2.51-2.67) implies stagnation, and further impairments (like Q2's \$9.3 billion) could erode value. Buffett's disappointment suggests he sees no quick fix, and buying more might compound the "rare misstep."

In sum, a majority takeover could catalyze a positive turnaround by shifting from opposition to creative harmony, but it's unlikely given Buffett's stance and age. The split, while imperfect, may be the pragmatic "good end" foretold—allowing polarity to foster differentiation rather than forced unity. If Berkshire acts, it would signal strong belief in untapped potential; otherwise, investors might view it as dodging further entanglement in a maturing sector.

#### Outcome of Kraft Heinz merger

6		H	T	T		3	2	2		7
5		T	T	T		2	2	2		6
4		H	T	T		3	2	2		7
3		T	T	T		2	2	2		6
2		H	T	T		3	2	2		7
1		H	T	T		3	2	2		7

#### HEXAGRAM 38 - K'uei - Opposition

Above LI THE CLINGING, FLAME  
 Below TUI THE JOYOUS, LAKE

This hexagram is composed of the trigram

- Li above, i.e., flame, which burns upward, and
- Tui below, i.e., the lake, which seeps downward.

These two movements are in direct contrast.

Furthermore,

- Li is the second daughter and
  - Tui the youngest daughter, and
- although

they live in the same house  
they belong, to different men;  
hence their wills

- are not the same
- but are divergently directed.

## THE JUDGMENT

OPPOSITION.

In small matters, good fortune.

When people live in

- opposition and
- estrangement

they cannot carry out a great undertaking in common;  
their points of view diverge too widely.

In such circumstances

- one should above all not proceed brusquely,  
for that would only increase the existing opposition;
- instead,

- one should limit oneself to producing gradual effects in small matters.

Here success can still be expected,  
because

the situation is such that  
the opposition does not preclude all agreement.

In general,

opposition appears as an obstruction, but when

- it represents polarity within a comprehensive whole,
- it has also its useful and important functions.

The oppositions of

- heaven and earth,
- spirit and nature,
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when reconciled,  
bring about the creation and reproduction of life.

In the world of visible things,  
the principle of opposites makes possible  
the differentiation by categories  
through which order is brought into the world.

## THE IMAGE

Above, fire,  
below, the lake:  
The image of OPPOSITION.

Thus amid all fellowship  
The superior man retains his individuality.

The two elements, fire and water,  
never mingle  
but even when in contact  
retain their own natures.

So

- the cultured man is never led into baseness or vulgarity  
through intercourse or community of interests with persons of another sort;  
regardless of all commingling,
- he will always preserve his individuality.

## THE LINES

Six in the third place means:

One sees the wagon dragged back,  
The oxen halted.  
A man's hair and nose cut off.

- Not a good beginning,
- but a good end.

Often it seems to a man as though everything were **conspiring** against him.  
He sees himself

- checked and hindered in his progress,
- insulted and
- dishonored.<sup>1</sup>

However,

- he must not let himself be misled; despite this opposition,
- he must cleave to the man with whom he knows he belongs.

Thus, notwithstanding the bad beginning,  
the matter will end well.

0 Six in the fifth place means:

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If one goes to him,

How could it be a mistake?

Coming upon a sincere man,

- **one fails** to recognize him at first because of the general estrangement.

However,

- **he bites** his way through the wrappings that are causing the separation.

When such a companion thus reveals himself in his true character,

it is one's **duty**

- to go to **meet** him and
- to **work** with him.

## **MOVING HEXAGRAM**

### **HEXAGRAM 01 – Chien - The Creative**

Above THE CREATIVE, HEAVEN

Below THE CREATIVE, HEAVEN

The first hexagram is made up of six unbroken lines.

These unbroken lines stand for the primal power, which is

- light giving,
- active,
- strong, and of
- the spirit.

The hexagram is consistently strong, in character, and

since it is without weakness,

its essence is power or energy.

Its image is heaven.

Its energy

- is represented as unrestricted by any fixed conditions in space and
- is therefore conceived of as **motion**.

**Time is regarded as the basis of this motion.**

Thus the hexagram includes also

- **the power of time and**
- **the power of persisting in time, that is, duration.**

The power represented by the hexagram is to be interpreted in a dual sense - in terms of

- its action on the universe and of
- its action on the world of men.
- In relation to the universe, the hexagram expresses the strong, creative action of the Deity.
- In relation to the human world, it denotes the creative action of the holy man or sage, of the ruler or leader of men, who through his power awakens and develops their higher nature. 1

## THE JUDGMENT

THE CREATIVE works sublime success,  
Furthering through perseverance. 2

According to the original meaning, the attributes (sublimity, potentiality of success, power to further, perseverance) are paired.

When an individual draws this oracle, it means

- that success come to him from the primal depths of the universe and
- that everything depends upon his seeking his happiness and that of others in one way only, that is, by perseverance in what is right.

The specific meanings of the four attributes became the subject of speculation at an early date.

The Chinese word here rendered by "sublime" means literally "head," "origin," "great."

This is why Confucius says in explaining it:

"Great indeed is the generating power of the Creative; all beings owe their beginning to it. This power permeates all heaven. 3 For this attribute inheres in the other three as well.

The beginning of all things lies still in the beyond in the form of ideas that have yet to become real.

But the Creative furthermore has power to lend form to these archetypes of ideas.

- This is indicated in the word success, and
- the process is represented by an image from nature: "The clouds pass and the rain does its work, and all individual beings flow into their forms." 4

Applied to the human world, these attributes show the great man the way to notable success:

"Because he sees with great clarity causes and effects, he

- completes the six steps at the right time and
- mounts toward heaven on them at the right time, as though of six dragons."

The six steps are the six different positions given in the hexagram, which are represented later by the dragon symbol.

Here it is shown that the way to success lies in

- apprehending understanding and
- giving actuality to the way of the universe (Tao), which, as a law running, through end and beginning, brings about all phenomena in time.

Thus each step attained forthwith becomes a preparation for the next.

Time is no longer a hindrance but the means of making actual what is potential.

The act of creation having found expression in the two attributes - sublimity and success,

the work of conservation is shown to be a continuous actualization and differentiation of form.

This is expressed in the two terms

- "furthering" (literally, "creating that which accords with the nature of a given being") and
- "persevering" (literally, "correct and firm").

"The course of the Creative alters and shapes beings until each attains its true, specific nature, then

it keeps them in conformity with the Great Harmony.

Thus does it show itself to further through perseverance."

In relation to the human sphere, this shows how

the great man brings peace and security to the world through his activity in creating order:

"He towers high above the multitude of beings, and all lands are united in peace."

Another line of speculation goes still further in separating the words "sublime," "success," "furthering" "perseverance," and parallels them with the four cardinal virtues in humanity.

1) To sublimity, which, as the fundamental principle, embraces all the other attributes, it links love.

2) To the attribute success are linked the mores, which regulate and organize the expressions of love and thereby make them successful. 5

3) The attribute furthering is correlated with justice, which creates the conditions in which each receives that which accords with his being, that which is due him and which constitutes his happiness.

4) The attribute perseverance is correlated with wisdom, which discerns the immutable laws of all that happens and can therefore bring about enduring conditions.

These speculations, already broached in the commentary called *Wen Yen*, 6 later formed the bridge connecting the philosophy of the "five stages (elements) of change," as laid down in the Book of History (*Shu Ching*) with the philosophy of the Book of Changes, which is based solely on the polarity of positive and negative principles. In the course of time this combination of the two systems of thought opened the way for an increasingly intricate number symbolism. 7

## THE IMAGE

The movement of heaven is full of power.  
Thus the superior man makes himself strong and untiring.

Since there is only one heaven, the doubling of the trigram Ch'ien, of which heaven is the image, indicates the movement of heaven.

One complete revolution of heaven makes a day, and the repetition of the trigram means that each day is followed by another.

This creates the idea of time.

Since it is the same heaven moving with untiring power, there is also created the idea of duration both in and beyond time, a movement that never stops nor slackens, just as one day follows another in an unending course.

This duration in time is the image of the power inherent in the Creative.

With this image as a model,

the sage learns how best to develop himself so that his influence may endure.

He must make himself strong in every way,  
by consciously casting out all that is inferior and degrading.

Thus he attains that tirelessness,

which depends upon **consciously limiting the fields of his activity.**