



## THOUGHTS ON FUNDAMENTAL PRINCIPLES

### Control requires thought. But not all thought seeks to control.

After the last text, an obvious question arose—  
sometimes asked openly, sometimes only hinted at:

*Doesn't control also require thinking?*

Isn't control itself an expression of rationality, intelligence,  
and a sense of responsibility?

The short answer is **yes**.

The longer answer is more interesting.

Control does not arise from stupidity.

It arises from thinking—but from a very specific state of mind.

## Thinking under pressure

When loss threatens, fear arises.  
And when fear dominates, thinking changes.

It becomes:

- faster
- more narrow
- more goal-oriented

Not because people become less intelligent,  
but because thinking is coming **under pressure**.

In this state, thinking primarily poses one question:

*How do I prevent this?*

Control is the logical answer to this question.

It is an attempt to limit uncertainty  
regain the ability to act  
and to calm fear.

In this sense, control is not the opposite of thinking.  
It is **thinking on high alert**.



## Why this way of thinking is so convincing

Control thinking feels good.  
Not morally good—but **physically reassuring**.

There is:

- structure
- Measurability
- Action
- Direction

Above all, however:  
There is a feeling of *doing something*.

And this feeling is strong.  
Stronger than many abstract insights.

That is why control systems are often designed  
to be highly intelligent.  
That is why models are sophisticated.  
That is why rules are precise.

All of this is thinking.  
But it is thinking with a clear intention:  
to end uncertainty.





## The point at which thinking changes

There is a moment—rare, but crucial—when this intention becomes fragile.

Not because control fails.  
But because one realizes  
that it **cannot bear everything**.

That despite all measures:

- losses occur
- Breaks happen
- Developments surprise us

At this moment, there are two possibilities.

One:

- even finer control
- even more security
- even less leeway

The other:

- a pause
- endurance
- allowing openness

Here, the relationship to uncertainty changes.  
And with it, the way of thinking.



## Thinking without an immediate impulse to control

When fear of loss is not immediately translated into action, space is created.

In this space, thinking asks different questions:

- *What is really uncertain here?*
- *What am I trying to protect right now?*
- *Which losses would be bearable—and which would not?*

This way of thinking is not faster.  
It is not more efficient.  
Not more spectacular.

But it is **more far-reaching**.

It does not attempt to eliminate uncertainty,  
but to classify it.

And that's exactly why it's more exhausting.  
Not intellectually—but emotionally.





## Control and thinking are not opposites

It would be too easy to say:

- Control is bad
- Openness is good

That's not how it works.

Control is:

- useful
- necessary
- often unavoidable

But it is **a reaction**, not a final answer.

The crucial difference lies not in thinking itself,  
but in its relationship to fear.

Control is thinking that seeks to end uncertainty.  
Open thinking is thinking that can tolerate uncertainty.

Both are thinking.  
But they lead to different consequences.



## Why this difference is rarely recognized

Because control is socially rewarded:

- it is explainable
- measurable
- communicable

Open thinking is not.

It produces:

- no quick results
- no clear key figures
- no immediate reassurance

Instead, it creates something else:

- orientation
- Robustness
- Long-term sustainability

But that only becomes apparent over time.







## A quiet transition

So perhaps it's not about  
rejecting control.

But rather about recognizing

- **when** control is useful
- and **when** it replaces the thinking instead of serving it

Because where every uncertainty must be controlled immediately,  
the space for thinking narrows.

And where uncertainty can be tolerated,  
thinking begins that not only reacts—  
but also understands.



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