

T H E M E T A N O I A G R O U P

Mario Garza Livas

He didn't start by building a framework.
He pursued a question.
The framework is what remained afterward.

P e r s o n · C o m p a n y · W e a l t h

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A C T I — T H E W O R L D

This probably describes you.

You have more than ever. More advisors. More information. More tools. And yet something never quite comes together.

Decisions get made, get executed well, and still produce results that don't cohere with each other. There's a leadership team that works in parts but doesn't add up as a whole. There's a wealth system that grows in numbers but feels increasingly difficult to sustain as a system.

It's not a talent problem. It's not an effort problem. It's not a quality-of-advisors problem.

It's a design problem. And the design isn't visible from any of the lanes in which each advisor operates.

The world in which that was manageable also changed.

What we've been calling "crises" in recent years weren't interruptions to the system. They were the system revealing itself as it always was — complex, nonlinear, where forces don't add but multiply.

The stability that many experienced between 1990 and 2020 was a historical anomaly. Today's discomfort is not the exception. It's the normal that always should have been.

Systems built assuming that reality would remain favorable
are not neutral in this environment.

They are fragile.

ACT II — THE QUESTION

What makes something not break when the conditions change?

This question has a shallow answer and a real one.

The distinction that changes everything

The shallow answer: resilience. The capacity to recover.

The real answer: architecture. Design that makes recovery unnecessary.

There is someone who has spent years pursuing the second answer. Not as theory. From inside real systems, with real consequences, across five distinct domains.

What he discovered was not what he expected.

“Fragility doesn't begin when the crisis arrives. It begins much earlier — when we build assuming that reality is going to cooperate.”

“The problem is never the chaos. The problem is misalignment with it. And that misalignment doesn't originate at the moment of impact. It originates at the moment of design.”

ACT III — THE PATTERN

Five different places. The same finding. One single understanding.

Mario Garza Livas didn't build a professional profile. He pursued a question.

In five distinct contexts, with different consequences, inhabiting real systems — he found the same pattern. Every time something broke or stopped working, the cause wasn't where everyone was looking.

It wasn't in the part that failed. It was in the relationship between the parts.

01 THE COMPANY *Why do companies with everything they need to succeed still collapse?*

THE CONVENTIONAL QUESTION

Which department isn't executing well? Which process is broken?

WHAT MARIO SAW

The problem is rarely inside a department. It's in the misalignment between them. The talent exists. What's missing is the architecture that converts it into a coherent system.

WHAT THIS TAUGHT HIM

Companies don't collapse from lack of talent. They collapse because they were poorly designed for adversity — and poor design is invisible while reality cooperates.

02 THE MARKETS *Why do some portfolios survive crises and others get destroyed — even with the same assets?*

THE CONVENTIONAL QUESTION

Which positions should we sell? How do we manage risk now that the pressure has arrived?

WHAT MARIO SAW

Berkshire didn't survive the crises. It exploited them. Because it was structured beforehand to act when others were being forced to react. The structure came first. The results were a consequence.

WHAT THIS TAUGHT HIM

The difference between surviving a crisis and benefiting from it isn't talent or information. It's prior architecture. A portfolio built for good times cannot become an offensive weapon when the bad times arrive.

03 PROFESSIONAL FOOTBALL *Why do clubs with twice the budget systematically lose to teams spending half as much?*

THE CONVENTIONAL QUESTION

How do we improve tactical performance? Which players do we need?

WHAT MARIO SAW

Budget doesn't produce performance. Internal coherence does. Clubs that win sustainably have something money doesn't directly buy: an institutional architecture where talent, culture, governance, and playing model function as one system.

WHAT THIS TAUGHT HIM

High-level football operates under conditions the business world hasn't fully integrated: zero margin for error, winner takes all, permanent pressure — not as exception but as the normal state. What works there was forged in conditions that don't forgive deficient design.

04

THE LEADER UNDER PRESSURE

Why do some leaders become unrecognizable under pressure — making the opposite decisions they'd make in calm?

THE CONVENTIONAL QUESTION

What habits does he need to develop? What behaviors does he need to change?

WHAT MARIO SAW

Behavior under pressure doesn't come from behavior — it comes from interior architecture. The person who loses coherence under pressure doesn't have a discipline problem. They have a design problem: their identity is anchored in variables that pressure can remove.

WHAT THIS TAUGHT HIM

The ceiling of any system is the ceiling of the operator who sustains it. And the operator has their own ceiling: the solidity of the interior architecture from which they make decisions when the environment stops cooperating.

05

ARTIFICIAL INTELLIGENCE

Why does AI, with all its analytical capacity, still not produce the kind of strategic clarity a leader in a critical moment actually needs?

THE CONVENTIONAL QUESTION

How do we use AI to process more information faster?

WHAT MARIO SAW

AI used to accelerate analysis optimizes what already exists. AI used as deliberation infrastructure transforms the quality from which judgment is exercised. Processing faster and deliberating better are not the same thing.

WHAT THIS TAUGHT HIM

AI doesn't replace judgment. It makes it possible for a deeply capable advisor, with the right architecture, to deliver something that previously required a large team — and to do so continuously, not session by session.

Five places. Five versions of the same finding:

fragility is not in the part.

It is in the relationship between the parts.

ACT IV — THE THESIS

The excellence of each part does not compensate for the incoherence of the whole.

- A person can be extraordinary and poorly ordered.
- A company can be profitable and structurally fragile.
- A wealth system can be sophisticated and lack architecture as a system.

And none of the specialists working on each piece separately can see that — because that problem doesn't exist inside any lane. It exists in the relationship between them.

Structure stabilizes. Not resistance. Not attitude. The design that determines whether the system works when reality stops being favorable. <i>A company without structure collapses under pressure. One with structure can exploit it.</i>	Purpose directs. Not a mission statement. The point from which decisions are made when information is incomplete — which is always. <i>Purpose is not decorative. It is the decision mechanism when financial logic alone doesn't reach far enough.</i>	Adaptation sustains. Not tactical flexibility. The system's capacity to learn from disruption and reconfigure without losing coherence. <i>The difference between robust and antifragile. One endures the blow. The other improves with it.</i>
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And beneath those three words, an order that is not arbitrary:

BEING — The person	DOING — The company	HAVING — Wealth
What is built outward cannot exceed what is ordered inward. The person comes first. Always.	A company is the external expression of the architecture of the leader who built it. When the leader is well ordered, the company can be.	Wealth is the result — not the origin. A coherent wealth system requires that the two preceding ones be coherent first.

ACT V — THE MIND

How Mario thinks when he sees a situation that others see by lanes.

Not theory. The concrete difference in the questions that get asked.

THE QUESTION FROM ONE LANE	THE QUESTION FROM THE SYSTEM
<i>A company loses 30% of revenue. How do we recover sales?</i>	What part of the system was designed assuming those revenues were permanent?
<i>A portfolio drops 25%. Which assets do we sell?</i>	What wealth architecture forced us to react instead of being able to act?
<i>A leader enters crisis. What behavior does he need to change?</i>	What interior structure produces that behavior under pressure?
<i>A club loses performance. Which players do we need?</i>	What part of institutional coherence is broken — and where did the fracture originate?
<i>The leadership team doesn't coordinate. How do we improve communication?</i>	What part of the organizational design makes it inevitable that they don't coordinate?

“Visible problems are consequences. The causes are in the architecture. And the architecture is not visible from any of the lanes in which specialists operate — because it exists in the relationship between them, not in any one of them.”

ACT VI — THE LIMIT

Every system has a ceiling. The ceiling of the operator. And the operator?

Mario's architecture resolves a great deal. But there is one question it alone cannot resolve.

As long as you are the origin — you can construct stability, manage clarity, and maintain coherence.

But all of it depends on your internal state under pressure.

And the internal state under pressure has its own design — or its own absence of design.

There are leaders who under pressure become unrecognizable. Who make the opposite decisions from those they would make in calm. Who operate from fear when the market is operating from fear. Not because they are weak. But because their identity is anchored in variables that pressure can remove.

TMG builds antifragility.

But there is something more powerful:

Not when chaos makes you stronger.

But when you operate from a point of reference

that chaos cannot touch.

Mario operates from a conviction that did not come from theory: that true order — the kind that withstands not just market pressure but existential pressure — requires a point of reference that transcends the operator themselves.

This conviction is not an addendum. It is not a decorative spiritual section at the end of a business document. It is the foundation from which he himself operates. And it is what makes possible the deepest level of what TMG builds.

“It is not introduced. It is not imposed. It is not sold. It is only recognized — in those who are ready for it to order not only their faith, but their entire life.”

Ad Majorem Dei Gloriam.

ACT VII — THE MISSION

Why TMG exists.

“I built TMG because I saw well-intentioned, well-prepared leaders, surrounded by good advisors — and still operating from systems that would make them fragile in the next adverse cycle. Not because they were doing something wrong. But because no one was looking at the complete system.”

There are leaders right now building on assumptions that the environment no longer supports. There are companies that work perfectly for good times and that in bad times will reveal they were poorly designed from the beginning. There are wealth systems that appear solid and are collections of instruments without systemic coherence.

The cost of waiting for disruption to force the conversation is structurally greater than having it now.

Why that name

Metanoia: from ancient Greek. It does not mean to improve. It does not mean to adapt.

It means a deep transformation of the mind — a reordering of how reality itself is understood.

Not in what you do. In how you see.

That is what Mario's work produces when it functions correctly. Not better decisions within the same system. A different system from which decisions are made.

“I didn't start by building a framework. I pursued a question in five different places, with real skin in the game in each one. The framework is what remained after seeing the same pattern in all of them.”

A C T V I I I — T H E Q U E S T I O N

Perhaps the problem you've been trying to solve isn't where you thought.

Not in the team. Not in the strategy. Not in the wealth.
In the coherence of the system that sustains all of them.

Is your system correctly ordered?

Not your company. Not your wealth. Not your strategy.
Your complete system — the person who leads, the company they build,
the wealth they generate — as one integrated and coherent whole.

If the question seems obvious, it's probably not the moment.
If the question gives you pause — if something in it stops you — then it is.

Architecture is built in calm. Not under pressure.

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Structure stabilizes. Purpose directs. Adaptation sustains.