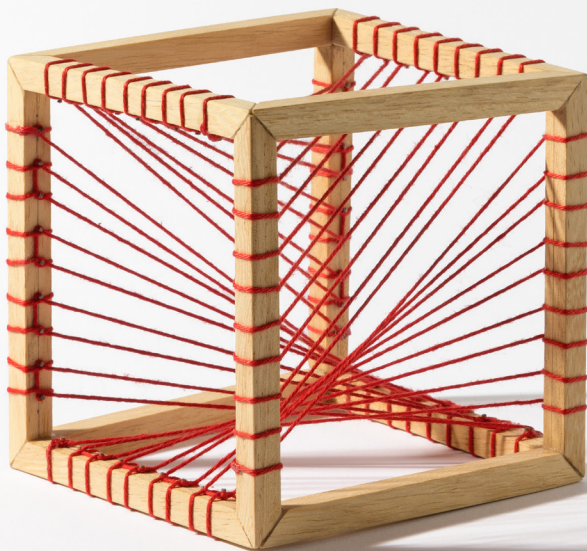


All possibilities are tied up somewhere
Five Questions + Fifteen Verbs to Forge New Pathways for Change

Transforming impossibility into development alternatives

Marcelo Manucci ©2025



Embracing New Possibilities

We're living in a time of unsettling yet profound duality, where the feeling of impossibility and the drive for transformation seem bound together. On one side, the tightness of this "knot" fuels current uncertainty, rooted in past confusion, pain, frustration, and fear. On the other, loosening that knot opens up a path to newness—to adventure, achievement, and true transformation for the future. Feeling stuck is just one option; choosing to give up is a personal decision.

We confront the reality we define. It's a uniquely human trait. While other mammals mark their territory chemically, we humans often define our "territory"—our personal landscape—through our internal state. And for us, that internal "chemistry" is emotion, and our words flow from these emotions. Our words have a powerful, almost physical connection to us. This is why it's often so hard to release the stories that shape our lives, even when they're outdated or no longer serve us. The boundaries of what we believe is possible are drawn by the emotional narratives that create the landscape of our experience.

Our minds may find self-deception less painful than disappointment. We can even become stuck in the inertia of our old stories, fearing that anything new is impossible. We can get caught in the familiar emotional patterns of the past because the uncertainty of the unknown feels overwhelming. Clinging to past narratives can empower the very sense of impossibility that holds us back. This inertia stifles new beginnings, reinforces present vulnerabilities, and makes it easier to give up on the future.

Breaking free from impossibility demands we actively rewrite our narratives. When we undertake this conscious rewriting, uncertainty shifts from a paralyzing threat to a vital opportunity, empowering us to move beyond resignation and begin exploring fresh potentials. It is through these new, intentionally crafted stories that genuine possibilities emerge, as they possess the power to release the old knots that bind us. This profound shift requires us to embrace uncertainty as the fertile ground for innovation and to find the courage to disentangle our words from the limiting emotions that tighten those knots, thereby opening ourselves to truly new experiences.

1





The Inverted Equation of Suffering

Symptoms are merely messengers of stagnation. They arise not as the cause of our suffering, but from a deeper, fundamental lack of renewal in our lives. When this renewal is absent, what we perceive as “symptoms” act as allies of the very impossibility we feel. We don’t suffer from the symptoms directly, but from the inertia they embody—an inertia that actively blocks out the new. These symptoms are, in fact, outdated solutions from the past that were never updated, representing experiences where we lost our sense of agency and have yet to reclaim it. In this way, a symptom functions to ensure that nothing fundamentally changes in a person’s life.

Our instinct to erase discomfort often backfires. This is critical because our first tendency when facing the unknown is to try and eliminate symptoms, which can disrupt more than it resolves. Attempting to merely remove a symptom is like attacking a previously constructed solution—one that, however imperfectly, once provided stability or a seemingly harmonious way out of a difficult experience within our inner landscape, even if that resolution wasn’t ultimately healthy or positive.

Suffering’s equation is often inverted. This means symptoms are paradoxically less about a settled past and more deeply entangled with our anxieties about the future and unresolved past uncertainties. This dynamic creates an “inverted knot,” tethering our present suffering to specific interpretations of the past. As a result, the anxiety sparked by an uncertain future often gets buried under familiar stories and experiences from our past, while the perceived impossibility of transforming our future keeps these symptoms entrenched. We typically fall into a self-defeating cycle: demanding certainties from the future for inspiration, while simultaneously using the past to justify our inaction in the present. To genuinely move beyond suffering, we must flip this equation: real change in the present begins when we first dare to transform our vision for the future.

Transforming Questions

Our old navigational skills often fail us in new terrains. We were largely trained to find solutions in familiar landscapes, like memorizing routes through known labyrinths. Consequently, we feel bewildered when faced with turns and choices that don't map to our existing memory. Today, however, we must become the architects of entirely new exits from landscapes we've never encountered before.

Uncertainty often triggers a retreat to familiar, past solutions. Our primary reaction to the anxiety of the unknown is to grasp for answers from our past experiences, hoping to restore a sense of certainty in the face of our current vulnerability. However, this reliance on old responses frequently deepens confusion and anxiety, as past answers cannot reshape the landscape of our current challenges.

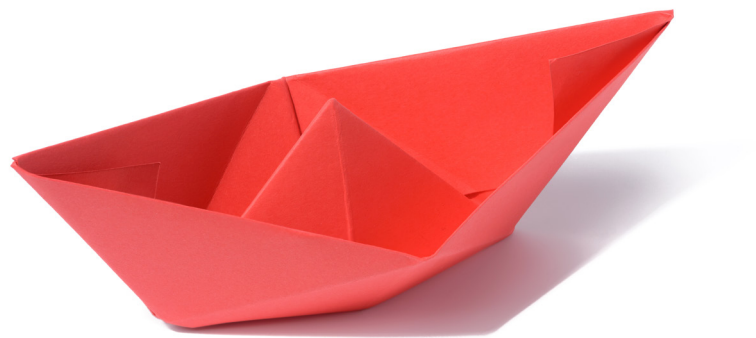
The verbs we use in our questions shape our reality.

To truly give new form to the unknown, we must transform the verbs at the heart of our everyday inquiries. Why focus on verbs? Because verbs act as powerful bridges: they can either lead us to new horizons or confine us within familiar walls of confusion.

True innovation blossoms only in the soil of uncertainty. To make something new possible, we must actively challenge resignation, claim a new destiny, untie ourselves from past knots, and envision a future horizon that reshapes our present experiences. This crucial decision requires separating present emotions from future aspirations. Otherwise, we risk translating the frustrations of our past into anticipated defeats for the future, effectively transferring the disappointment of what we've lived to what we haven't yet dared to try.

3





How to navigate a new landscape?

True navigation in uncharted territory begins within. To effectively chart a course through new landscapes, we must consciously manage our internal responses and adopt new perspectives. This involves three key practices:

Rein in the past's instinctive reactions to the unknown, making space for the new to unfold.

Tune into the subtle signals within life's disruptions to uncover hidden inspiration and guidance.

Question your go-to assumptions and familiar frameworks to unlock genuinely new alternatives.



a

The future won't stick to simple positive or negative outcomes. Instead, we'll encounter many "in-between" surprises unfolding in the times ahead. Some of these surprises are currently brewing from the interplay of visible variables, while many others are yet to be born. Therefore, we must navigate with an adaptable, open-ended script, because true alternatives emerge from conquering this "in-between" space—from the novel forms the unknown may eventually take. This crucial "in-between" space emerges from two distinct dimensions. Firstly, it arises from unknown elements still taking shape within the dynamic of events; these are nascent forces, and their permanence is not guaranteed. Secondly, it stems from what we fail to perceive—whether because we are unable, unwilling, lack the knowledge, or simply don't dare to look.

How can we find alternatives?

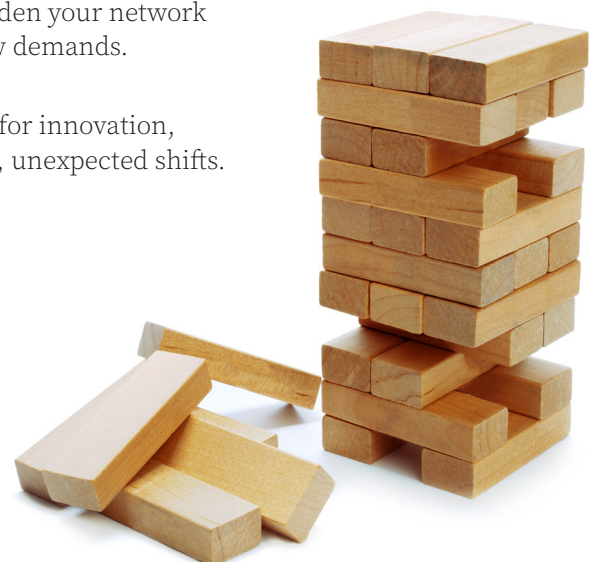
- a.1 **Extend** your perspective to broaden your analysis and grasp a wider context.
- a.2 **Connect** seemingly unusual elements to make them visible and unveil what isn't yet apparent.
- a.3 **Anticipate** strategic leaps to build an innovative repertoire of responses.

b

We don't fully control the outcomes of our decisions. Too many variables are in constant, unpredictable motion for us to foresee every resolution. However, in the often overwhelming silent gap between our choices and their eventual results, it's crucial to anticipate possible changes before their impacts become inevitable. Setbacks are an inherent part of progress, not necessarily a sign of error. When what we expect doesn't happen, it simply means the path has diverged, opening a door for something new, different, and distinct to emerge. Within this understanding, transforming frustration into curiosity becomes a powerful alternative, turning unexpected results into strategic resources for future action.

How can we know that we will not fail?

- b.1 **Design** a dynamic reference map that tracks contextual changes to better capture and respond to surprises.
- b.2 **Strengthen** your connections to broaden your network of support and responsiveness to new demands.
- b.3 **Embrace** surprise as a vital resource for innovation, because it often emerges from subtle, unexpected shifts.





C True leadership illuminates the present with a compelling vision of the future. It's about bringing that future forward to inspire genuinely different conditions for everyday life. After all, no one willingly moves from their present situation, even if it's difficult or oppressive, unless they find something genuinely worthwhile to strive for in the future. Therefore, without such a transcendent horizon, the past inevitably takes over and dictates the present. People only embrace change when they see a real chance to try new ways of living. The core challenge of mobilization, therefore, is to create the conditions where the new feels truly possible, guiding individuals from the deceptive comfort of known frustrations toward the exploration of unknown possibilities. Such mobilization is best achieved through subtle, daily interventions, all framed within an inspiring and transcendent invitation that helps people resist the temptation to revert to the known before fully trying out the possible.

¿How to move people to a different destiny?

- c.1 **Explain** honestly the full scope of the change so individuals can truly understand and envision the transformation.
- c.2 **Hold** the emotional dynamics of the group to sustain their collective negotiation with the surrounding context.
- c.3 **Support** the transition, ensuring people know where to turn or return if events become overwhelming or disrupt routine.

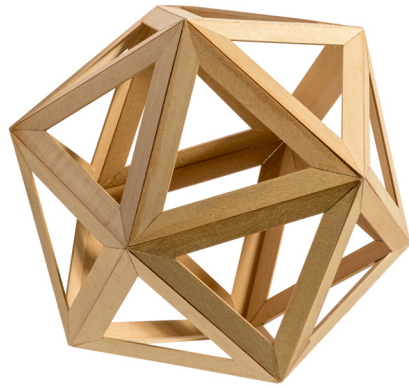
d

Leading through uncertainty demands a resolute focus on reclaiming the future. This means inspiring a move beyond present limitations, because without a compelling vision, fear of the unknown can become an addictive trap, especially when our guiding narratives and the verbs defining our destiny remain stagnant. When we are unable to renew these core narratives, our present landscape becomes oppressive, dominated by the compulsive repetition of the past hidden within current narratives, rather than by the verbs that could lead us forward. True leadership involves actively building bridges with new language. The verbs that steer us towards the future are distinct from those anchoring us to the past. Often, a pervasive sense of impossibility stems from a bleak “gray map,” a mental construct that confines us between an irremediable past and a disappointing future. Leadership, then, is about drawing an entirely new “cartography of verbs”—a fresh linguistic framework that transforms current possibilities and generates genuine future alternatives.

How to lead in the unknown?

- d.1 **Inspire** people by helping them activate something different that feels genuinely worth trying.
- d.2 **Rewrite** shared narratives to construct bridges towards other, more hopeful possible realities.
- d.3 **Assume** the process yourself and be the one to take the first step into new, uncharted territories.





e

Traditional methodologies often fall short in today's shifting scenarios. They are typically designed for fixed time frames, aiming for a specific endpoint. But in our current moment of transition, we don't know how long this period will last or even where it's headed. Navigating ongoing instability requires anchoring ourselves in clear aspiration. This means defining what we or our group truly aspires to, even if the end of the transition remains unknown in terms of timing or destination. To effectively coexist with this unfinished journey, we need a strategic framework that sets a guiding horizon, allows for flexible approaches adaptable to a turbulent context, and encourages creative renewal in our actions to sidestep the pitfalls of outdated models.

How to live inside the transition?

- e.1 **Foster** conditions for meaningful encounters where people can develop and uphold a shared sense of destiny and purpose.
- e.2 **Diversify** the approach tactics to make the dialogue more flexible with context transformations.
- e.3 **Innovate** in daily actions to consciously avoid repeating past patterns in new experiences



Our biology wires us to approach the future through the lens of the past. This deep-seated tendency means that when faced with the unknown, our past emotions and narratives instinctively try to overlay the new with familiar forms. True uncertainty management, therefore, isn't about predicting the future or controlling the present; it's about consciously managing our emotions, beliefs, and experiences to prevent the past from hijacking our future. This brings us to a paradox regarding symptoms: they often have less to do with our past and more with what we don't dare to try now to make something different possible in our lives.

Unfold your movements

FIND	Extend Connect Anticipate	DESCRIPTION	JUSTIFICATION	EXPLANATION	TIMING	ALLIES	RESULTS
KNOW	Design Strengthen Embrace						
MOVE	Explain Hold Support						
LEAD	Inspire Rewrite Assume						
LIVE	Foster Diversify Innovate						

A

Select verbs



FIND	Extend Connect Anticipate
KNOW	Design Strengthen Embrace
MOVE	Explain Hold Support
LEAD	Inspire Rewrite Assume
LIVE	Foster Diversify Innovate

[illegible]

How to deploy your movements?

A Select verbs

Start by choosing the verbs that resonate most with your current challenges. This initial selection will focus your efforts on the areas needing renewal, recreation, or new design.

Identify the specific verbs you need to renew, recreate, or design new actions for particular situations.

As you work, complete each section of the table using the definitions provided for the main categories.

You can approach this by working with entire verb groups (Find, Know, Move, Lead, Live) or by selecting individual verbs from any category that fit your needs.

The choice of verbs is personal; completing the entire board isn't necessary. This decision should reflect your specific needs for movement or deployment that will enable shifts in your approach to certain situations.

B Complete the categories

Next, bring each chosen verb to life by detailing its context. Defining these categories will transform a general verb into a concrete plan of action.

DESCRIPTION

Define what you aim to do by expanding on the verb. What specifically will you extend? What exactly needs to be explained?

JUSTIFICATION

Articulate the purpose behind this specific action: What is the core reason for this movement?

EXPLANATION

Outline how you will execute this movement: What specific action, process, element, or activity will bring this verb to life?

TIMING

Establish a timeframe for this movement: For how long will it be sustained? Starting when?

ALLIES

Identify who is involved by this movement: With whom will you collaborate or who is needed to do it? Who does this action reach?

RESULTS

Specify the desired impact of these actions: What outcome do you want to see happen? What should become visible? What needs to change or be different?

C Redefine the movements

Finally, use your results to learn, adapt, and refine your approach. This iterative process ensures your movements remain dynamic and effective.

Based on the outcomes you observe, design new actions to correct, expand, sustain, or enhance the deployment of your chosen verbs.

Activate new complementary actions to support ongoing processes or to bolster movements you've previously defined.