



Even Gen. Masiello Makes Mistakes. Give Us Masiello for Another Three Years - Video Speech

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It is likely that General Masiello makes mistakes.

He makes mistakes because he is human, because he makes decisions, because he shares his vision, and because he leads a profound change in a complex organization like the Italian Army.

Those who do not make mistakes simply do not decide. And those who do not decide do not lead.

Precisely for this reason, however, Masiello clearly stands **among the best Chiefs of Staff of the Army that the Republic has ever had**, and certainly among the most courageous.

Courageous not in the rhetorical sense of the term, but in the most concrete meaning: **introducing the culture of error** as a tool for growth, innovation, and future.

Without error, there is no change. Without change, there is no future.

The lesson is known even outside the military sphere: Elon Musk has been repeating it for years. The problem is not making mistakes, the problem is **being afraid to move forward**, afraid to look to the future, afraid of innovation. It is this fear, not the error, that paralyzes organizations and condemns them to irrelevance.

What General Masiello is doing **360 degrees** is unprecedented in recent times: he is questioning habits, structures, careers, languages, and above all, mindsets. He is forcing the Army to step out of its comfort zone, to confront the reality of a changing world, to refocus on critical thinking, merit, training, and values.

And there is a simple, ancient criterion that in the units is worth more than a thousand analyses.

In the Paratroopers Brigade, when you have been jumping, marching with backpacks, weapons, and equipment, at night, in the cold, in the rain, in the woods or in the mountains for a while, sooner or later you ask yourself a question when a new commander arrives:

would I go into battle with him or not? Do I trust him?

The answer, as far as I am concerned, is clear.

Masiello is someone I would go into battle with.

And that is why he not only can make mistakes, but he must be put in a position to continue. Because those who lead change should not be judged by the absence of errors, but by the courage to take responsibility for them.

Give us Masiello for another three years.



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A Changing World: Why the Army Must Transform

The end of peace support operations and the return of high-intensity conflicts have marked a point of no return. Since 2022, with war returning to Europe and the multiplication of global crises, the international strategic framework has radically changed. In this context, the Italian Army faces a clear responsibility: **to adapt to the new scenario without giving up its identity.**

The transformation does not arise from a bellicose will, but from the necessity of being ready. No one desires war, just as no one desires a fire in their home. However, like firefighters must be prepared before an emergency, the Armed Forces must ensure readiness, credibility, and deterrence.

Change is therefore a necessary response to an unstable world, characterized by power competition, the return of conventional warfare, hybrid threats, and multidomain conflicts. Ignoring this reality would mean exposing oneself to greater risks, not only for the Army but for the entire country.

Changing from Within: Organizational Culture, Youth, and Meritocracy

The true transformation of the Army does not only come from new structures or means, but from the **change in organizational culture**. Innovating means questioning established habits, overcoming self-referentiality, and combating a bureaucracy that takes time and resources

away from the main mission: training.

A central theme is that of the so-called *frozen middle*: that intermediate layer that, out of inertia or fear of losing acquired positions, risks slowing down change. The message is clear: **there are no guaranteed positions** in a world that changes so rapidly.

Youths are identified as the true engine of innovation. They must be able to speak, propose, experiment, and also make mistakes. A mistake made in good faith is not a failure, but a necessary step for growth. In this context, meritocracy becomes an unavoidable necessity: rewarding those who work and those who are valuable is a matter of justice and operational effectiveness.



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Technology and Innovation: Tools at the Service of Man

Drones, cyber warfare, artificial intelligence, process digitalization, and new weapon systems are redefining the way of fighting. The Italian Army has initiated a profound modernization process, aware of a fundamental principle: **technology does not replace man, it supports him.**

Artificial intelligence represents one of the most complex challenges. While it offers extraordinary opportunities, it also raises crucial ethical questions. The Italian choice is clear: the final decision on the use of force must always remain human. An algorithm will not decide on a person's life or death.

Alongside this, there is growing attention to widespread technological training: not simply accumulating means, but developing skills, as in the case of drones, where the primary goal is to train capable operators. For innovation to be effective, it must be understood, managed, and integrated into the organization's culture.

Training and Readiness: Preparing for the Unpredictable

In the new strategic scenario, the concept of “readiness” gives way to a more realistic vision: **one does not prepare for a known mission, but for what is unknown**. Training thus becomes continuous, intense, and oriented towards the worst-case scenario.

The increase in exercises, especially in the international arena, strengthens interoperability with allies and partners, improving the ability to operate in complex and multidomain contexts. Training abroad means confronting different environments, doctrines, and procedures, increasing the overall resilience of the Armed Force.

The soldier, in this context, “lives on training”. It is training that builds mutual trust, the ability to react under pressure, and the credibility of the Army as a national defense tool.

Values, Identity, and Service: The Deep Meaning of the Uniform

At the heart of every transformation remain the **values**. Loyalty, honor, duty, spirit of sacrifice, and fidelity to the Republic are not abstract concepts, but the foundation that holds the Army together. It is in the oath on the Constitution that the soldier finds his compass.

An army without shared values is destined to dissolve. Recent history shows that means and training are not enough if moral cohesion is lacking. For this reason, value education remains a priority, especially in a society where such principles are often questioned.

Being soldiers does not mean loving war, but **taking on the responsibility of defending the Homeland**, even at the cost of personal sacrifice. It is a conscious choice that also involves families, often silent but fundamental in supporting those who wear the uniform.

<https://www.youtube.com/watch?v=M-ROurvDw7E>