



The Vision of the Chief of Staff of the Army

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In recent years, the international landscape has profoundly changed. The rules of peaceful coexistence now seem a distant memory, and Italy, like the rest of the world, faces war scenarios that until recently seemed confined to remote realities. It is no longer the time to take peace for granted: “Nothing is certain and nothing is forever,” warns Gen. Masiello in the document [“Vision of the Chief of Staff of the Army.”](#)

The Italian Army Towards the Future - The New Security Context.

The analysis starts with an awareness: we are immersed in a “hybrid confrontation,” where the battlefield is not only physical but extends to the informational, cyber, and economic domains. Global crises, conflicts in Ukraine and the Middle East, show us a return to positional warfare, with trenches, minefields, and artillery, but also an unprecedented combination of drones, hypersonic missiles, cyber attacks, and space operations.

In this highly competitive and dangerous scenario, the document reiterates the need for a different strategic approach. The Army is in the midst of a military revolution based on technology and digitalization, key factors for facing current challenges. Artificial intelligence, space, the cyber domain, and information management are now central elements in new employment doctrines.

The transformation underway is not only technological. It is a change of mindset, which requires bold and strategic choices to maintain the ability to promptly react to threats. It is not easy, admits Gen. Masiello, but it is essential. An Army prepared for war is an Army capable of quickly adapting to peace and any other scenario.

The Three Pillars of the Italian Army: Technology, Training, and Values

In the strategic development plan outlined by the Chief of Staff of the Italian Army for the coming years, the three pillars on which to build the Armed Force of the future clearly emerge: **technology**, **training**, and **values**. These are complementary and inseparable pillars, capable of making the Army up to the new global challenges, in an increasingly complex and multidimensional operational context.

Technology: The Glue of Operational Modernity

Today, more than ever, technology means **looking to the future**. The Italian Army is called to abandon the traditional image of an armed force “of boots and backpacks” to embrace a strongly technological vision. The massive use of drones, cyber capabilities, satellite surveillance systems, and electronic warfare is no longer an option but an operational necessity.

As highlighted in the document, **“today, all else being equal, the one with technological superiority wins”**. This requires full integration of activities in the cyber domain and the electromagnetic spectrum, in order to protect units in the field and develop that “tactical bubble” capable of ensuring superiority and security in high-intensity operations.

Training: Preparation is the First Defense

Alongside technology, training remains the beating heart of operational efficiency. The Army is not born for bureaucracy, but to be **ready to defend the Homeland**, in the name of the values of peace, justice, and freedom. Training is the guarantee that the soldier knows how to do their duty, in any condition and in any context.

As well expressed in the document, **“training is security, it is the guarantee of responding when the Nation calls”**. Physical preparation, discipline, and the ability to manage extreme situations are the true insurance policy that every soldier carries with them. Training means being ready to face fatigue, scarcity of resources, and the most difficult environmental conditions, without ever losing sight of the goal.

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Values: The Deep Root of the Military Institution

War changes, weapons change, but **values** that drive the men and women of the Army do not change. They are the **values** that represent the glue of the Institution, the ethical engine that supports every action and every choice in the field. The **Homeland, discipline, honor, spirit of sacrifice, obedience, courage, loyalty**, and **sense of duty and belonging** are the pillars on which military life is founded.

These principles do not depend on the changing historical seasons, but constitute the vestiges of the Army's great past and the solid base on which to build the future. Wearing the uniform means taking an **oath of loyalty to the Tricolor**, a commitment honored **to the ultimate sacrifice**, if necessary. It is the values that make the difference between an organization and an Institution.

As recalled in the words of the document, **“if you want something, you have to fight for it: in life, there are no shortcuts, but commitment and work matter”**.

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A Transforming Army is Needed: Young, Debureaucratized, and Open to Change

The Army of the future must be **an Army for everyone**, where everyone feels an active part of the change. It is necessary that every single soldier, at every level, can and must suggest solutions and alternative proposals, without fearing the risk of making mistakes. Mistakes, if driven by good faith and initiative, are considered an integral part of the growth process, while every form of inertia or immobility must be countered.

It is essential to **focus on the young**, those who bring new ideas, fresh visions, and a natural predisposition to the use of the most advanced technologies. From them, the ability to innovate and interpret the necessary transfer of knowledge between the military world and civil society is expected. At the same time, it is necessary to **debureaucratize** processes: bureaucracy is perceived as an obstacle to dynamism and adaptability. Commanders themselves, especially at lower levels, must be freed from the constraints of complex procedures to focus on operational effectiveness.

Training: The Heart of Innovation and Continuity

In a historical moment marked by crises and uncertainties, **training** becomes the central tool for ensuring the continuity and growth of the Army. **Investing in minds** means overcoming difficulties, equipping oneself with a clear and far-sighted vision. Training is the lifeblood that fuels innovation and maintains the high cultural and professional level of the Armed Force.

Continuous and never static training is needed, capable of shaping soldiers and commanders ready to face the challenges of the present. Motivated, proactive, pragmatic soldiers, capable of facing hardships and sacrifices with a sense of belonging and loyalty to the Institution. Commanders who know how to set high standards and dare, without fearing change.

Challenges are won with continuous evolution, and training must be adequate to the evolution of the times. An Army is needed where no one seeks shortcuts, but always puts themselves to the test, with courage and determination.

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Staff and Command: Service and Vision at the Center

Staff are no longer mere support bodies, but must place themselves **at the service of the Institution**, facilitating the work of Commanders. A **proactive and creative** approach is needed, capable of seeking solutions to problems and offering clear and effective operational

options. The higher the level of the staff, the greater the responsibility towards the dependent levels: there is no room for mediocrity, but for concrete and measurable results.

Command, at every level, is defined as **a duty of service**. A Commander is not such if they have not first been a soldier. They must be able to set an example, share goals and passions, and create cohesion and consensus around the Institution. The example is the highest form of teaching, because **action is stronger than principles and values enunciated**.

The Army needs courageous Commanders, capable of deciding and taking responsibility for their choices. **Meritocracy** is the key principle: not everyone can become Commanders, but everyone must be able to aspire to be one through the concrete demonstration of their abilities. The Institution needs **leaders and staff** with vision, capable of guiding the Army into the future.

Conclusion

The Vision of the Chief of Staff of the Army for the next three years defines a **profound and necessary transformation**, based on **unshakeable values, continuous training, technological innovation, responsible leadership**, and **debureaucratization of processes**.

An Army structured in this way is ready to face the challenges of modernity, defending the Republic and its citizens, and keeping alive the memory of those who gave everything for the Homeland.