

EDITORIAL



# FRESHNESS AND EXPERIENCE

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*It is a fundamental requirement of every organization to provide fertile ground to allow long-standing employees to grow and to give younger employees new prospectives*



It is often said that "ours is a young company", an affirmation not related to the age of the company itself but to the age of its people, as if youth were only a piece of statistical data rather than a way of being and of behaving towards life.

Certainly **youth** is an absolute value, at least for the individual, and at least for the prospects and potential that objectively express the fact that, statistically speaking, time is ahead of them.

And, just as certainly, a company with a young population has an implicit potential greater than an "old" one. But potential is one thing, its full realization is another.

For this realization to occur, it is not enough to leave space to the individual, but rather it is necessary to focus on a **positive global context** that allows one to channel one's energies, enthusiasm and motivation of the "new" in a direction that is coherent with the project and objectives. It serves to feed the right combination and alchemy between imagination and awareness, free thought and experience, intellectual provocation and constructive critical analysis.

This is not a push towards the new that is opposed to the resistance of the old but rather the integration of two elements that nourish one other, feeding each other and creating opportunities that alone they do not offer.

It is the fundamental requirement of every organization: to promote a fertile environment to give a future and prospects to the young people who enter and, with them, to the enterprise itself, in a virtuous and delicate balance between freshness and experience.

It is not a question of freezing jobs by eliminating old age for youth, but putting them together, consciously and deliberately, to **rejuvenate the thoughts and actions** of those who have been there for some time and, at the same time, give **fulfillment, perspective and concreteness** to the potential of the youngest.

It is necessary to give freedom of thought and speech to those who enter, with the awareness of the absolute need to respect the work, experience and the value of those who already there, not in terms of seniority but of merit. On the other hand, we need to nurture, in those who have been working for longer, the desire and willingness to open up to the "new", to teach and transmit expertise and experience, because transferring knowledge does not weaken you, but makes you free and ready to open up to new challenges, perspectives, roles and opportunities.

When I entered the world of Banca IFIS more than 30 years ago, I could count all the employees on my fingers, and now there are almost 1,700 of us, of all ages. But despite this I can still say: "We are a young company", because we continue to bet on a context that guarantees the contamination between age, skills and different perspectives of those who live it every day. And I, who is 30 years older and at the same time 30 years younger, feel personally stimulated, contaminated, provoked and nurtured by the many people to whom I believe I have given something, and from whom I have received much more.

So we want to continue to "work", in a reciprocal and continuous exchange, like a drive train, a wheel that rotates, that feeds and renews itself, creating a new path in front of each step. This is how we want to meet our future. ■