

5. COURAGE AND TRUST BEYOND INNOVATION

There are clear skies over most of the most polluted cities, existential threats felt for the first time in generations, and the forced confinement at home in recent months, have on the one hand led us to re-evaluate the values and what we believe is important, and on the other to infuse fear uncertainties about the future. Without doubt, the emergency caused by Covid-19 has also accelerated the digital transformation of our country in various areas of our life: from work that has been able to continue "remotely", to distance learning that has seen a revolution in teaching, and the use of digital platforms for home delivery, to personalized digital healthcare. If on the one hand it is inevitable that we are witnessing a real paradigm shift linked to innovation, on the other one wonders what are the requirements that will be needed to be able to experience change as an opportunity and not just as a loss of "normalcy". "To which the most resistant hope to return. The answers to the doubts about the direction in which to look after this moment of suspension are manifold and confused. A piece of graffiti in Hong Kong reads: "We can't go back to normal, because normal was the problem".

One thing is certain, experts say that the third phase of the Covid-19 emergency will lead us to a "New Normal" in which in addition to the new challenges that await us, it will be necessary to rethink an eco-sustainable system both socially and environmentally. All that is "new" represents a challenge in itself, and those who have greater ability to adapt to challenges and a high degree of openness towards experiences, undoubtedly have greater opportunities to react positively in a time of crisis. Two basic factors are needed to develop these skills: courage and trust. Courage is like a muscle that needs to be trained and the best way to exercise it is by facing our limits and learning to get out of our comfort zone. Some people are born and formed more structured than others, but there is no doubt that everyone can improve with practice. The lack of self-esteem and the anxiety due to limiting beliefs generate fear and the more we are able to face them, the more we can replace the answers based on fear, with courageous responses that will make us feel alive. Trust and fear push us in opposite directions and create an inner struggle that often hinders us from acting. In order to face life's challenges, trust is needed; it is the engine on which all our values that move our choices rest; it is the reason why we are willing to change, believe in a person, a team, in a project and in the future. Without it, it is doomed to fail.

In order to be able to speak of trust it is necessary to take into consideration its three fundamental elements: authenticity, logic and empathy. We trust people when we think of interacting with their authentic part, we believe in their judgment and skills (logic), and when they make us feel important (empathy). The loss of trust can almost always be traced to the breakdown of one of these three factors. According to a recent Harvard Business Review article, (<https://hbr.org/2020/05/begin-with-trust>) most people's trust is uncertain. In this case, it is important to become aware of our scepticism and identify which of the three factors between authenticity, logic and empathy has failed. Of course, trust also changes based on the nature, the power dynamic of relationships and the stress that is related to it. Learning to identify the three factors that define trust and doing a self-analysis for each relationship, is an excellent exercise to train it. According to experts, self-

observation leads to change about 20% of scepticism-prone attitudes and helps rebuild trust. Furthermore, when we take responsibility for our difficulty in opening ourselves to others, we raise our humanity which is the authentic part of us, our ability to make a self-analysis (logic) and commitment in the relationship (empathy). Finally, in order to take courage and trust from our surroundings, it is necessary first of all to start from the relationship we have with ourselves. Are we frank and sincere about our needs, ambitions and visions? Having the courage to clarify what we want is the first step in being able to train courage and face the "New Normal" with the confidence of being able to seize the opportunities for change. An example comes from the words of the master Ezio Bosso "these are the days to remember ... playing envisioning tomorrow, because tomorrow, the real one, will come ...". Recognizing that we are not alone and having people with whom we share our fears - and who share their fears with us - can also be a valuable resource for instilling courage in us and others.