



*HOW DOES AN AGILE BOARD DEAL WITH
WELLNESS, MENTAL HEALTH, AND ANXIETY?*

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JOSEPH PERFETTI

Expertise

- Strategic Agility, Strategy, Corporate Finance, Business Acumen, Strategic Resource Allocation, Financial Analysis, Valuation, Equity Analysis, Competitive Analysis, Strategic Decision Making

Experience

- Award winning executive educator with over 25 years of experience teaching and consulting across multiple industries. Host of The Agile Dashboard podcast with Duke CE on LinkedIn Live.
- Lecturer in Equity Analysis and Corporate Finance, RH Smith School of Business, University of Maryland to undergraduate and MBA programs, receiving 5 teaching awards from 2013 to 2016 and in 2019 as voted by students. He founded venture-funded CRM company Intelliworks, Inc., an education start-up acquired by Hobsons in 2011.
- Author of Building Financial Acumen, an 8-module online Finance for the Non Financial Manager course developed in partnership with Duke CE. Created the Building Strategic Agility online course for Duke CE.
- The Duke CE 2017-2020 Global Productivity Awards were based on Perfetti's Financial Cycle Time algorithm to measure financial productivity of institutions.

Representative Client Work

Deloitte, Google (Alphabet), Heidrick Consulting, UnitedHealth Group, CVS Health, United Airlines, Anheuser-Busch InBev, Aramark, Santander, Bank of America Merrill Lynch, Standard Chartered, Citibank, Merck, AbbVie, Genentech, Lockheed Martin, Raytheon, Comcast, PVH, SAS, Minsheng, Union Pacific, Parker Hannifin and Nokia



Current Position

- Innovation Fellow, Duke CE
- Lecturer, Univ. of Maryland, College Park
- Partner, Percipient Partners LLC
- Host: The Agile Dashboard (LinkedIn Live) and Office Hours (YouTube live)

Education

- BS Economics, Wharton Business School - University of Pennsylvania

WHAT DO WE KNOW ABOUT AGILITY?

- We are living in a VUCA world
- Decisions are increasingly complex vs complicated
- Decisions must be made under uncertainty
- The unit of work is the team and decisions must be made faster by flatter organizations
- Leaders must increasingly deal with probabilities not certainty
- The ability to learn from mistakes becomes competitive advantage



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DEFINITION OF COMPLEXITY

Complexity occurs when the prototype in your head is not applicable to what you are seeing. You cannot fit what you see into existing sensemaking frameworks.



Cognitive Psychology

WHAT IS THE AGILE DASHBOARD



HELPS LEADERS FOCUS EXTERNALLY ON THE
CHANGES IN THE EVOLVING MARKET SYSTEM



HELPS LEADERS UNDERSTAND THE ABILITY
OF THE ORGANIZATION AND HUMAN
SYSTEMS TO ADAPT TO CHANGES IN THE
MARKET



ROI OF WELLNESS AND ENGAGEMENT

- 1/3 of employees are casually or actively seeking new jobs, and a study of 600 companies 50-500 employees found that 63% said that retaining employees was harder than hiring
- 69% of employees say that they would work harder if they felt that their work was better appreciated
- Gallup found that highly engaged teams are 21% more effective
 - Teams in highest 20% of engagement had 41% less absenteeism and 59% less turnover
 - Workers who report a sense of shared meaning have a 30% higher probability of getting a raise and 24% lower probability of leaving



RESILIENCE

- Realistic
Optimism
- Agency
- Hope

LEARNED HELPLESSNESS VS LEARNED OPTIMISM

Learned helplessness occurs when an individual continuously faces a negative, uncontrollable situation and stops trying to change their circumstances, even when they have the ability to do so. For example, a smoker may repeatedly try and fail to quit.

Psychology Today

Theory: Martin Seligman

Optimists habitually search for temporary and specific causes of their suffering, whereas pessimists assume permanent and pervasive causes are to blame.

Angela Duckworth. Grit: The Power of Passion and Perseverance .

HOPE THEORY

3 Elements of Hope

- Goals
- Willpower
- Waypower (pathway)

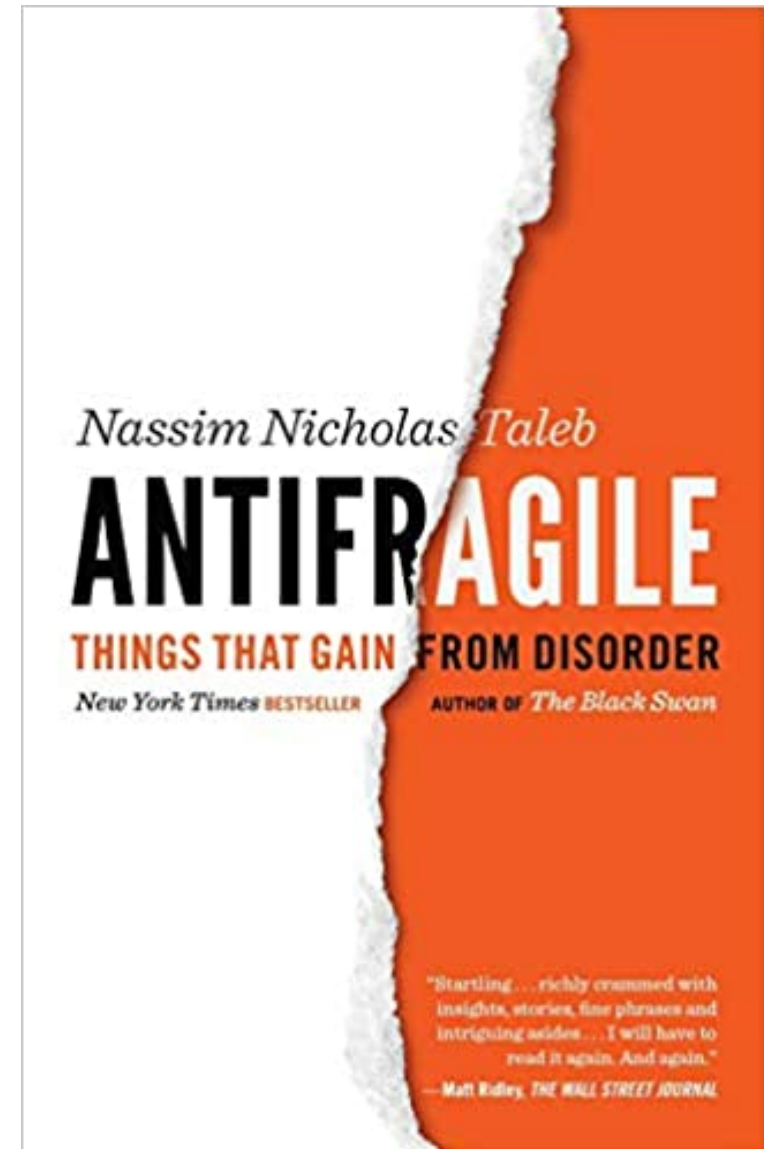
Employees higher in hope were 14% more likely than chance and 28% more likely than low-hope employees to have successful performance. In addition, they were up to 22% more likely than chance and 44% more likely than low-hope employees to experience positive health and well-being



ANTI-FRAGILE

Resilience is the ability to bounce back.

The difference between antifragile and adaptive is the difference between a system that is robust under volatile environments/conditions, and one that is robust in a previously unknown environment.



HOW DO YOU BECOME ATIFRAGILE?

A treatment is used to help an infected person heal.

A vaccine prepares the body in advance to prevent or mitigate the virus before the person is infected.

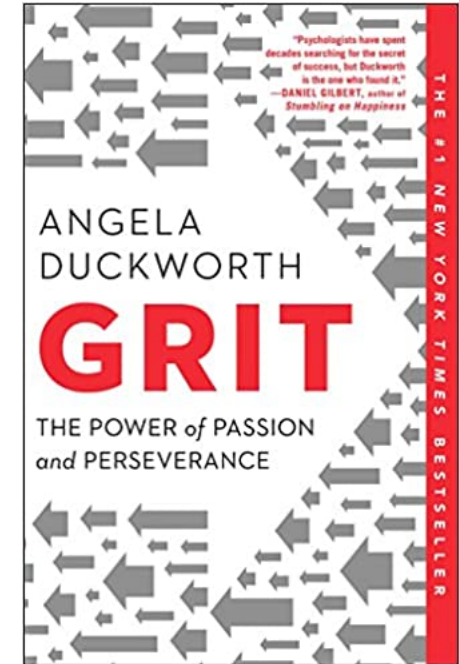


FIXED VS GROWTH MINDSET

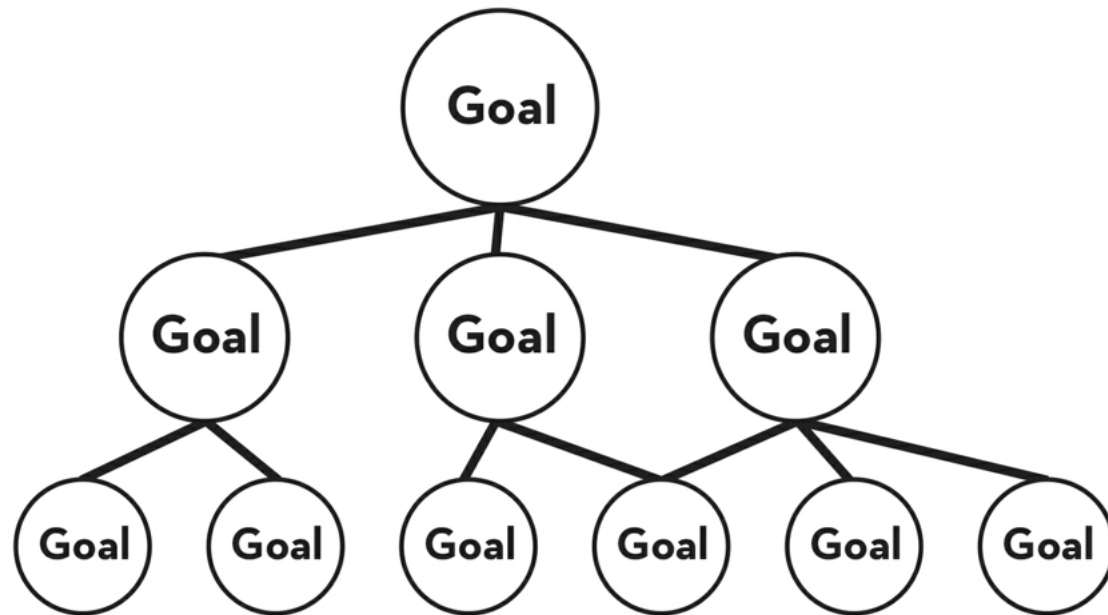
talent x *effort* = skill



skill x *effort* = achievement



GROWTH MINDSET



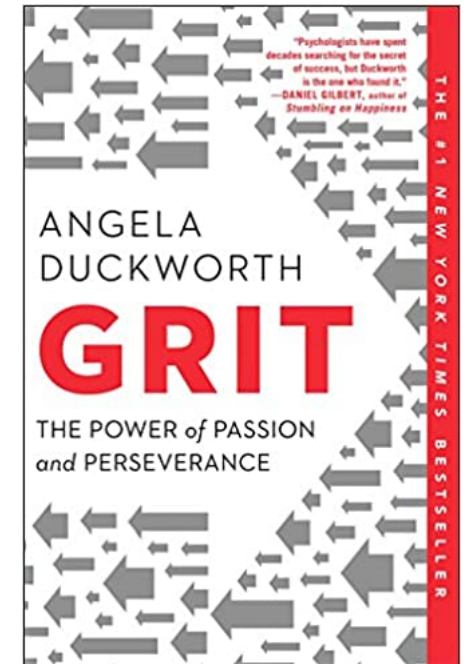
Top-level

Purpose and Persistence

Mid-level

Low-level

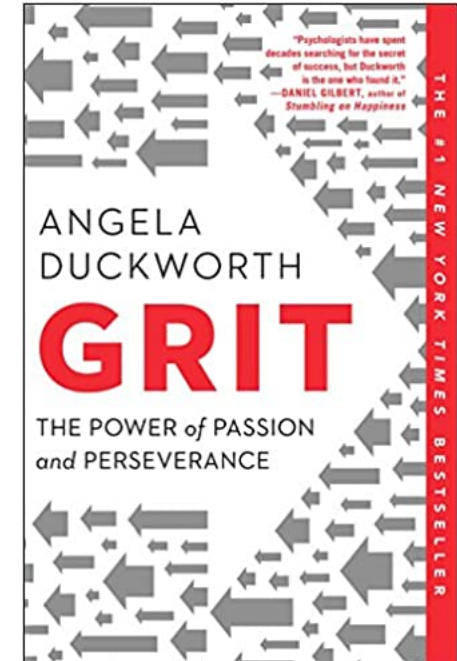
Means to an end



GROWTH MINDSET

- Start with Interest
- Lots of Practice
- Purpose or calling emerges

Provide Meaning for the organization

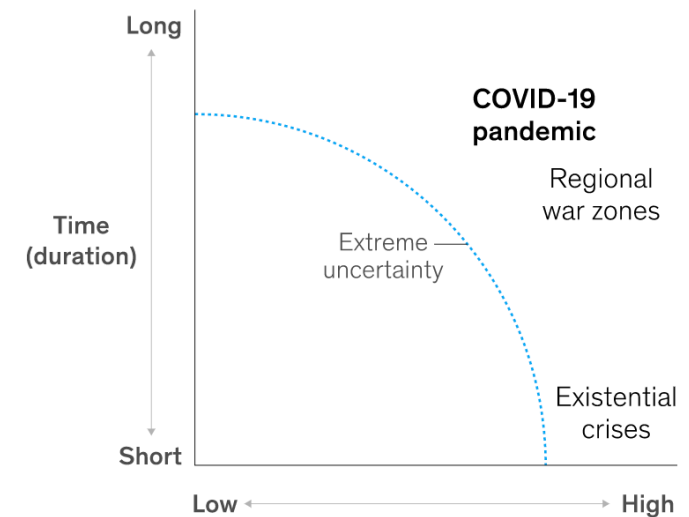


MANAGING ORGANIZATIONAL EXHAUSTION

Active Crisis Response

- Early Warning System
- Integrated Nerve Center
- Transparent Operating Principles

Duration and magnitude of a crisis are important determinants of uncertainty.



Source: McKinsey analysis

McKinsey
& Company

WOULD YOU LIKE TO LEARN MORE?

Online Course: Building Financial Acumen

<https://www.dukece.com/courses/building-financial-acumen/>

Online Course: Building Strategic Agility

<http://www.dukece.com/courses/building-strategic-agility/>

Join the Learning Community

<https://learningcommunities.com>

Shows

The Agile Dashboard on LinkedIn Live presented by Duke CE

Interviews with senior leaders

Office Hours on YouTube Live

Panel of experts discussing leadership topics

Chapter on Agile Governance

Handbook of Corporate Governance, 2nd Edition Wiley March 2020

<https://www.amazon.com/Handbook-Board-Governance-Not-Profit/dp/1119537169>

2020 Global Financial Cycle Time Rankings

<http://www.dukece.com/insights/financial-cycle-time-rankings-2020/>

The Agile Dashboard

<http://dialoguereview.com/agile-dashboards-show-new-metrics-need/>

The Agile Dashboard Part 2

<https://dialoguereview.com/the-agile-dashboard-part-ii/>

