

# The secrets of design-driven enterprises

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How ADP & Damco use design thinking  
to deliver innovative, impactful apps



# Today's speakers



**Jerome Gouvernel**  
Division Vice President  
ADP



**Bob de Graaf**  
User Experience Strategist  
Damco



**Gordon van Huizen**  
VP, Platform Strategy  
Mendix

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# What is design thinking?

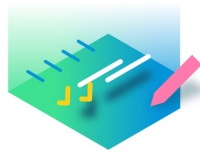
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*“A human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.” -IDEO*

# 5 phases of design thinking



**Empathize**  
Gather Information  
on your users



**Define**  
Turn user information  
into insights



**Ideate**  
Generate ideas  
based on insights

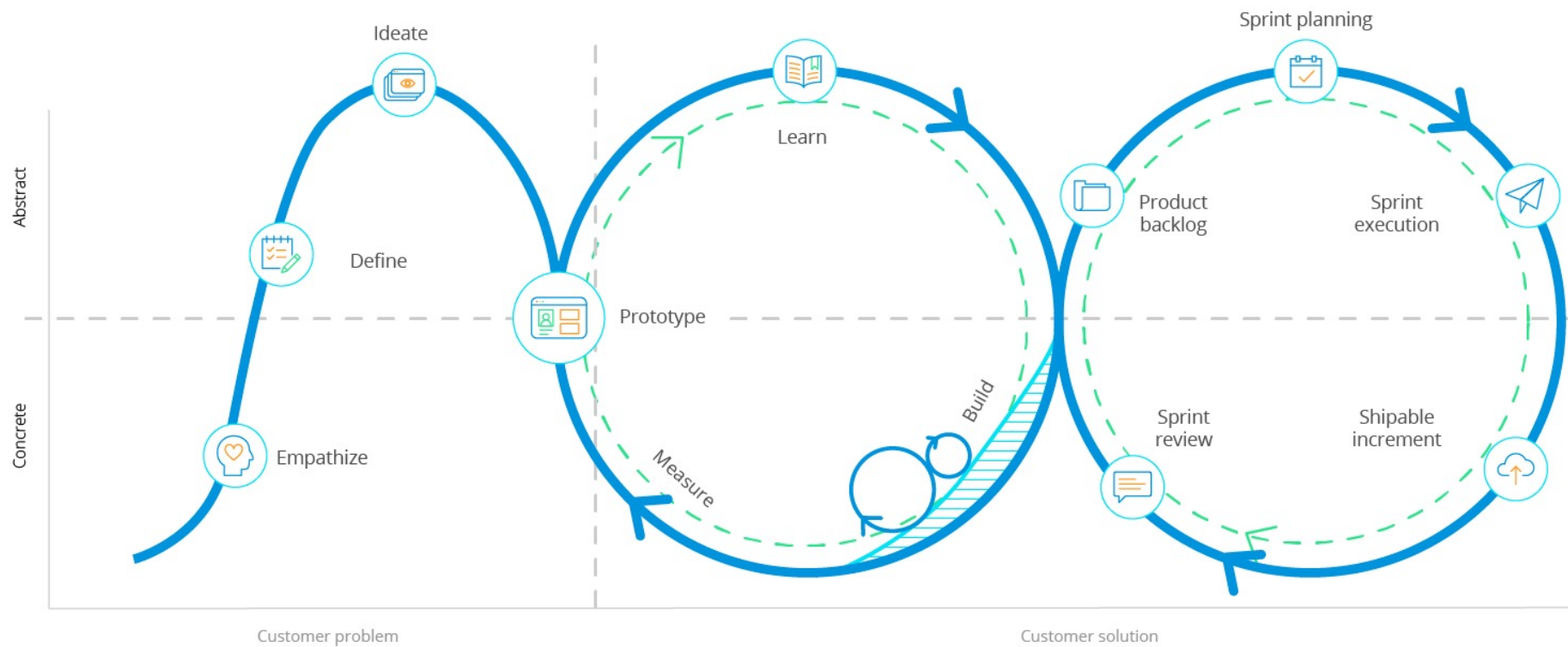


**Prototype**  
Try out your ideas



**Evaluate**  
Get feedback and iterate

# Design thinking is additive to other approaches



Design Thinking

1. Generate

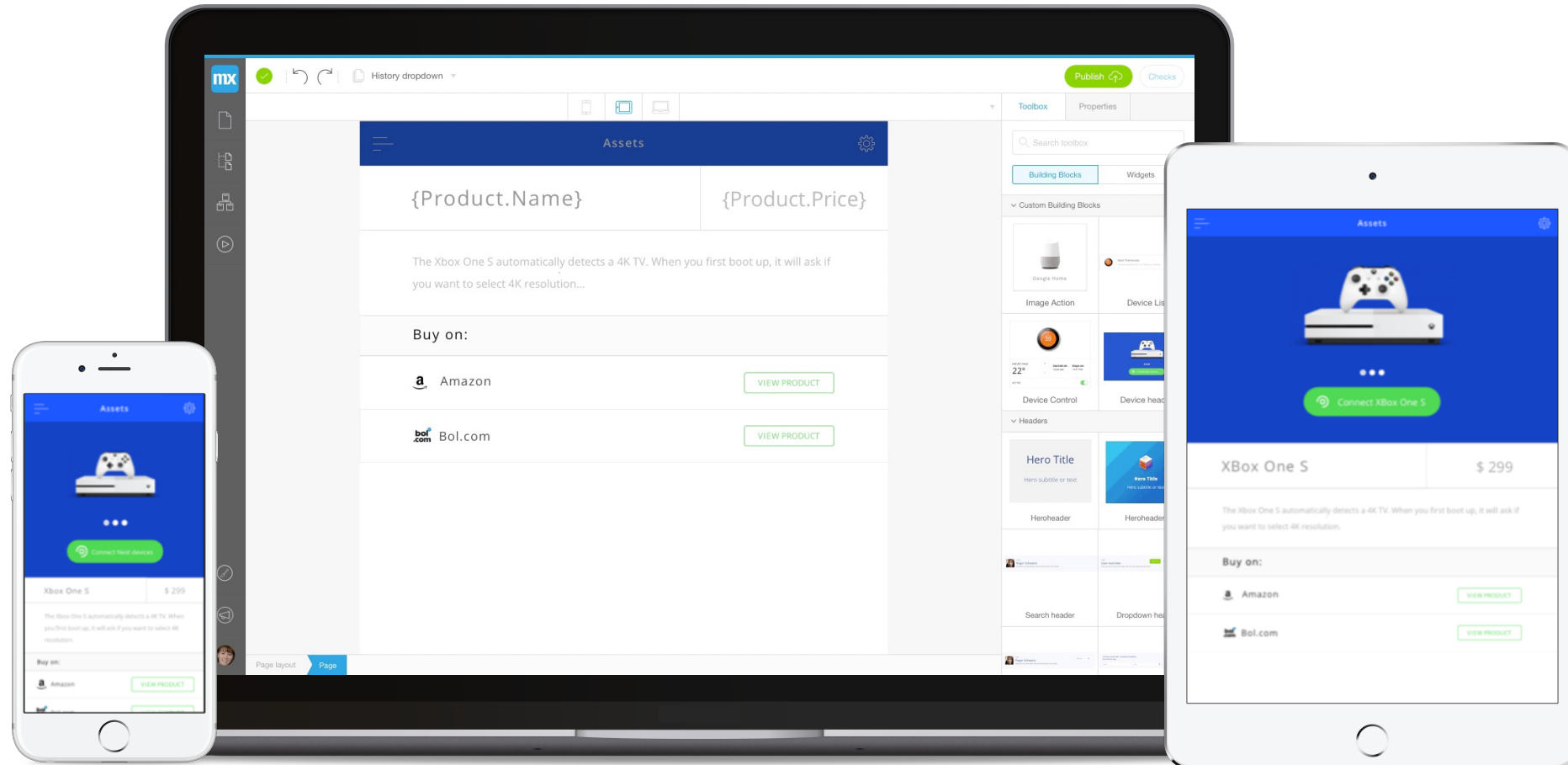
Lean Startup

2. Develop

Agile

3. Transfer

# Enabling an iterative, user-centric approach to app design & development



# ADP Compass

**Leadership Assessment - September 2017**

**Your Complete Picture**

**I recognize the members of my team for their contributions.**

This matters because:

- Providing recognition (at least once a week) is one of the most powerful determinants of employee engagement, which drives performance across virtually all business metrics.
- Recognition is a huge component of motivation, both extrinsic (doing it for a reward) and intrinsic (doing it because one wants to). Lack of recognition leads to a lack of motivation.
- When employees feel confident that they will receive appropriate recognition for their contributions, it enhances their collaboration and teamwork.

**I provide the members of my team with clear plans for adapting to changes when they occur.**

This matters because:

- "Change is the only constant in life," was first stated by a Greek philosopher more than 2,000 years ago. Yet that statement today is even more representative of our lives at work. The relevance of change management has never been higher.
- It's a generally accepted principle that human beings (for the most part) resist change due to an aversion to uncertainty. As a result, change at work is an inherently difficult undertaking for which teams need strong leadership and role modelling.
- Research demonstrates that providing a clear plan to adapt to change is among the most impactful steps a leader can take in helping a team adapt to it.

**provide effective coaching to each member of my team when they need it.**

This matters because:

- Some research suggests that coaching is the single most important managerial competency that separates highly effective managers from average ones.
- Coaching is the most direct and long-term solution for improving individual and team performance, and is quickly becoming the preferred management style in most professional environments.
- Coaching is crucial towards driving development in employees. When employees develop, engagement goes up, which leads to organizational benefits such as increased revenue, customer satisfaction, and talent retention.

**Score: 3.60**

**Distribution**

**Percentile Rank: 25%**

**Score: 3.20**

**Distribution**

**Percentile Rank: 75%**

**Score: 3.00**

**Distribution**

**Percentile Rank: 25%**

**Compass**  
August 21, 2017 at 2:39:42 PM EDT  
% HR Tech

**HRTech - Week 1 - Recognition - Coach Thinks You're Cool**

Hi there! This is Coach from Compass, and below I'm going to describe a little bit about what I hope we can accomplish together. But first, let's make one thing perfectly clear: you are free to choose if and how to work with me.

Unless you take the actions explained below, for the next 2 months you'll receive a weekly email from me on the subject of recognition. This subject was chosen based on the results of your recent Leadership report from Compass.

The emails are designed to help you evaluate the importance of the topic, to provide you with specific and practical steps to get different results, and to offer you articles from leading voices in the field to expand your knowledge and expertise, all without boring you to death! You'll also be offered some optional tools that are designed to help you execute any new intentions you may develop.

Recognizing the contributions of the individuals on your team is an important subject, because recognition goes a long way towards fostering and sustaining motivation and engagement. Yet doing so can be complex because not all team members contribute equally, and major differences in recognition can have unintended effects on team dynamics and morale. Hopefully our work together will help you find ways to provide individuals the recognition they deserve while also maintaining team cohesion.

If you'd like to get started with an article, here's one we think you'll enjoy:  
<https://hbr.org/2008/02/are-you-using-recognition-effe-1>

Now just because that sounds really good to me doesn't mean it sounds really good to you. So if you would rather not receive these emails, you can unsubscribe at any time by clicking the link at the bottom of each email. You can also choose to change your subject at any time through the Compass Leadership Assessment report you recently received via email.

Lastly, I want to say that you are not receiving coaching because of any shortcomings. You're receiving coaching because of your talent. You have demonstrated great skill in your career and have earned the respect and admiration of your peers - otherwise, you wouldn't be in a leadership position. Therefore, we can be confident that with a little focus and curiosity, you'll continue to evolve into the best possible version of yourself as a leader. I'm really excited to take the journey with you. After all, I think you're cool.

See you next week.

-Coach

**betterme<sup>SM</sup>**  
help for humans

**1. I feel understood when I speak with my manager.**

Strongly Agree  
 Agree  
 Neutral  
 Disagree  
 Strongly Disagree  
 Not Applicable

**Next**

**betterme<sup>SM</sup>**  
help for humans

# Damco live visibility

Dashboard | Calendar events | Manage data

VESSELS/FLIGHTS | CONTAINERS/HBL | PURCHASE ORDERS

FILTERS [Show filters](#)

BOOKED: 0 | GATED IN ORIGIN: 0 | IN TRANSIT: 23

RESULTS PER LEG

View | Export to Excel | First | < | Result 1-20 out of 52 | > | Last | Expand map |  All locations |  Single location

Vessel	Voyage	Carrier	At risk	Delayed
CONTI CORTESIA	003E	ZOZT	Yes	No
PALENA	006E	CRWM	No	No
<b>OOCL FRANCE</b>	<b>007E</b>	<b>ERCU</b>	<b>Yes</b>	<b>No</b>
MALLECO	009E	MALL	Yes	No
YM UNIFORM	0103E	YUNI	Yes	No
MOL BELLWETHER	014E	BYDO	Yes	No
MOL BEAUTY	016E	BEYU	Yes	No
CSCL EAST CHINA...	016E	CSCS	Yes	No
OOCL KOREA	017E	XSSB	Yes	No
OOCL GENOA	019E	OCGE	Yes	No
OOCL CHONGQING	020E	OOGQ	Yes	No
ST.JOHN BOX	023	BOXU	Yes	No
YM ENLIGHTENME...	026W	INLI	Yes	No
YM UPSURGENCE	027E	YMIJ	Yes	No

Map | Satellite

ANTWERP  
Disrupted: No  
Delayed: No  
Vessels: 1  
[View details](#)



# Advice for Getting Started

- Get out of the building and spend time with users
- Don't be afraid to show something that isn't finished; users will feel a sense of ownership of the outcome
- Work iteratively with real users throughout the process: ideate, validate, prototype, validate, build, validate, etc.

“Between 2005-2015, design-led companies  
outperformed the S&P 500 by 211%.”

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Design Management Institute, Design Value Index

# Q & A