The cover features a highly detailed, colorful border. It consists of an outer red band with a repeating leaf pattern, followed by a wide white band filled with intricate floral and vine designs in green, blue, purple, and yellow. A large green dragon with wings is a prominent element, winding through the floral patterns. The central text is contained within a white rectangular area framed by a thin gold border.

APS Intrapreneurs Handbook

Sharyn Clarkson

A circular logo in the bottom-left corner, featuring a gold border and a white center with the text "GovCMS". The logo is partially overlaid by the decorative floral border.

GovCMS

In•tra•pre•neur

Noun

A person within an organisation who promotes innovation.

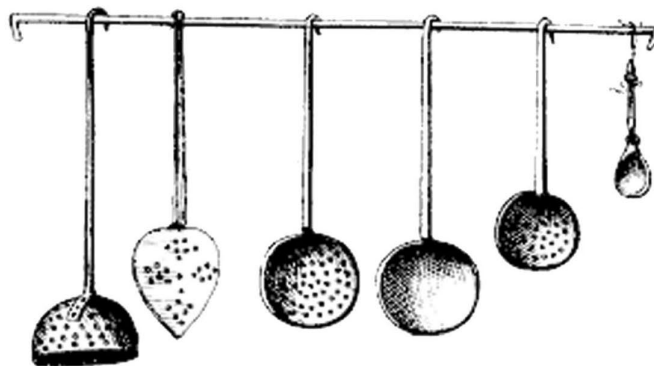
Author: Sharyn Clarkson



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The Recipe

1. Create the right culture.
2. Deeply understand user needs .
3. Understand the wider environment.
4. Start very small.
5. Iterate the idea, build support. Keep doing that until your proposal is robust.
6. Use Agile to implement.

WASH - RINSE - REPEAT



Setting the Culture

Build higher levels of trust and confidence.

Independent thinking ~ being guided by principles not rules.

Expect personal responsibility and high standards of professional integrity.

Ruthlessly eliminate any blame culture.



Values

Be open, honest and transparent.

Share your knowledge.

Don't be greedy.

Look for ways to work with others – collaborate.

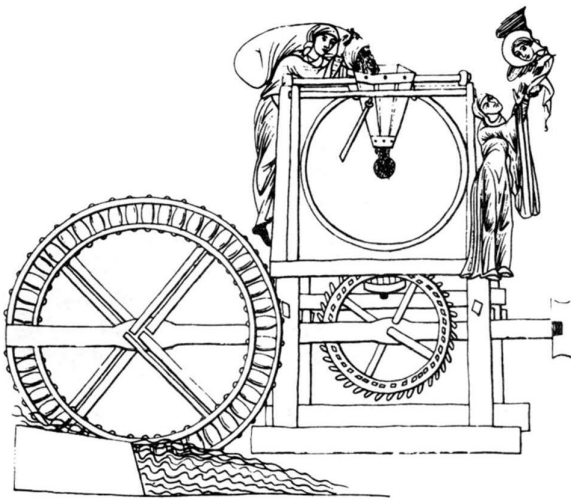


The Ideas Factory

For us, new ideas come from knowing our environment and the needs of our users.

Only when we are close enough to their pain to empathise can we offer up solutions that truly meet their needs.

- Invest twice as much time in this activity than you do in creating the business case.
- Open your mind but don't forget to open your heart. Empathy is under-rated.
- Think of user needs as not only fundamental to creating a good customer experience but also a rich source of new ideas, new products, and new policies.
- Informal and formal ways of collecting evidence are equally valuable.



Understand your environment – the strategic context

The best innovation comes from an intersection of empathy for your users and a deep understanding of the strategic context.

Connect all the dots and follow up by reaching out and talking to a wide range of people.

Be very clear on what you want to change and why.

Think through all the intended and unintended consequences.

Anchor your ideas to ethics and values of public service.



Start small and iterate wildly

Start by telling the story – the user story.

Expand the story to join the dots.

Collect user stories and other evidence and add it to the story.

Get buy in to investigate feasibility and turn that into strong support for action.

Constantly talk with users and iterate as you implement.



Be agile

Don't ask for permission; instead talk about the problems you need to solve – your user story – why you need to change.

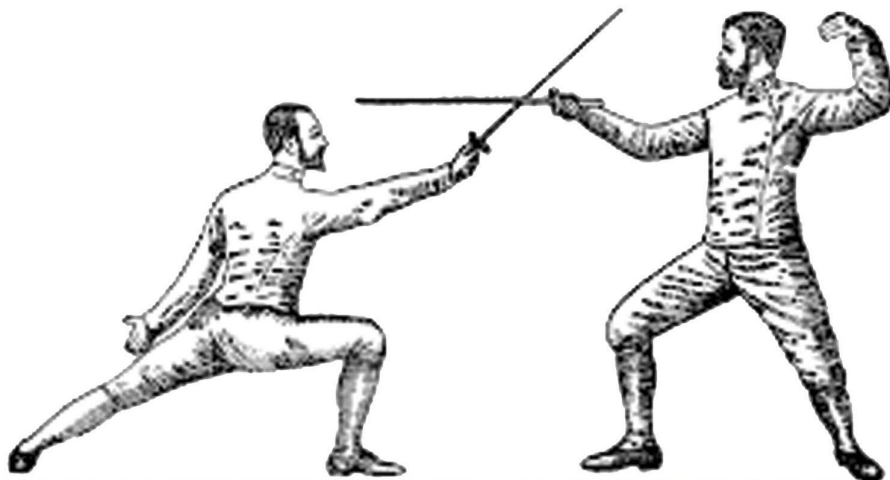
Encourage the team to design the process.

Give the team space and time to learn.

Manage risk appropriately.

Value the retrospective.

Let decision-making happen in the sprint.



Final Thoughts

Concentrate on culture first and use methods like Agile to reinforce or even create culture change.

The combination of iterative design and iterative development is explosive.

Ideas for innovation come from a strong user-centered design ethic that values understanding user needs.

The combination of all these elements has delivered us a repeatable recipe for innovation and agility.

