



Advice and Influence

Leading

Delivers advice that is robust, free and frank, and compelling. Can use appropriate levers of influence to successfully effect change.

- Has credibility and a reputation as a ‘trusted’ advisor. This means they are able to:
 - offer proactive free and frank advice to decision makers, even when it has not been requested
 - frame advice in the context of sector and collective priorities (beyond institutional boundaries)
 - anticipate and time provision of advice to have the greatest influence
 - influence others, shape policy debates, and build ‘coalitions of the willing’ to ensure decisions are implemented effectively.

70% on-the-job learning

Lead the development and delivery of free and frank advice to decision-makers on complex cross-agency projects that meets all the Policy Quality Framework criteria.

Anticipate the need for advice.

Identify who needs to be influenced and how best to do this so that the right decisions are made and implemented.

Lead discussions in which you need to be persuasive with the minister, select committees, Cabinet committees, across agencies and with stakeholders.

Lead and guide discussions on how to improve the way analysis is delivered to ministers.

Develop case studies for peer learning on what works, and to practice how advice is presented and understood.

Present your work in your capacity as a compelling and influential subject matter expert.

Share with others your knowledge on how to advise and influence.

20% learning from others

Shadow senior managers in the development of relationships with key decision makers.

Work with colleagues in other agencies to identify common objectives, including how policy issues in one area can influence and affect the achievement of objectives in another.

Join peer networks within your agency or across the public service, where you can share ideas and experiences of presenting advice and influencing decision makers.

10% formal training

Consider taking a leadership course (e.g. Leadership by Communicate).