



## Advice and Influence

### Practising

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

- Provides free and frank advice to decision makers that:
  - tells a compelling story
  - has all the relevant information to support the decision
  - puts the decision in context
  - shows what needs to be done to make it happen (through clear, action-oriented and realistic recommendations).
- Can champion decisions and work with others to ensure they are implemented effectively.

### 70% on-the-job learning

Lead the development and delivery of free and frank advice on low to medium complexity projects that meets all the Policy Quality Framework criteria.

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

Learn to provide your advice as a compelling story that puts the decision in context and provides next steps.

Take responsibility for communicating decisions and monitor progress to ensure effective implementation.

Participate in discussions on improving the way analysis is delivered.

### 20% learning from others

Actively seek peer review of policy advice papers from more senior or experienced colleagues.

Verbally outline or role play the approach you plan to take in presenting a paper to other experienced advisors, and get feedback.

Ask more experienced colleagues to identify strategies they adopted to enact a decision once taken, and ensure it is implemented well.

### 10% formal training

Take a negotiating and influencing skills course.

Take a presentation skills course (e.g. Presentation by Communicate).