

1. Record Nr.	UNINA9910255298603321
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Titolo	The Art and Craft of Policy Advising : A Practical Guide / / by David Bromell
Pubbl/distr/stampa	Cham : , : Springer International Publishing : , : Imprint : Springer, , 2017
ISBN	9783319524948
Edizione	[1st ed. 2017.]
Descrizione fisica	1 online resource (XII, 177 p. 17 illus.)
Disciplina	320.6
Soggetti	Public policy Public administration Communication in politics Public Policy Public Administration Political Communication
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di bibliografia	Includes bibliographical references at the end of each chapters.
Nota di contenuto	Introduction: Theory and Practice of Effective Policy Advising -- Who Are My Clients and What Do They Need From Me? -- Creating Public Value -- Doing Policy Analysis -- Effective Communication -- Working Together ... in the Public Interest. .
Sommario/riassunto	This book offers a practical guide for policy advisors and their managers, grounded in the author's extensive experience as a senior policy practitioner in central and local government. Effective policy advising does not proceed in 'cycles' or neatly ordered 'stages' and 'steps', but is first and foremost a relationship built on careful listening, knowing one's place in the constitutional scheme of things, becoming useful and winning the confidence of decision makers. The author introduces readers to a public value approach to policy advising that uses collective thinking to address complex policy problems; evidence-informed policy analysis that factors in emotions and values; and the practice of 'gifting and gaining' (rather than 'trade-offs') in collaborative governing for the long term. Theory is balanced with practical illustration and processes, tools and techniques, helping

readers master the art of communicating what decision-makers need to hear, as well as what they want to hear. .
