



Lifespan Respite Grantee and Partner Learning Collaborative State Lifespan Roles for Implementing the Respite Actions in the National Strategy to Support Family Caregivers

Meeting Notes
March 7, 2024

[Meeting Recordings and Resources Link](#)

Announcements

ARCH has released [Cultural & Linguistic Competence Assessment for Respite Organizations](#) developed for us by the National Center for Cultural Competence. A [webinar](#) will be held on March 21, 2024, at 1-2:00pm ET.

The Lifespan Respite Grantee and Partner Learning Symposium: [Bring, Brag, and Borrow](#) sessions will be held virtually from 1-4:00pm ET on both May 7th & 8th, 2024. A registration link will be sent to you for both days.

The Respite Voucher Learning Collaborative has changed the time for the upcoming meeting on Reimbursement Strategies for Voucher Programs on March 14, 2024. It will now be held from 3-4:30pm ET.

An informational webinar will be held March 14, 2024, at 1:00pm ET for the [Center for Dementia Respite Innovation Grants](#) on start-up and enhancement funding for dementia-specific respite projects. Letters of intent are due by March 21, 2024.

National Strategy Matrix

One of the purposes of the collaborative is to document your state's success in implementing respite actions that align with the National Strategy. We will resharing the matrix and asking everyone to send in their new information and examples for the matrix, or update us on the actions already included, over the next two months. A final report for Administration on Community Living (ACL) and the RAISE Family Council will update them on Lifespan Respite grantees' progress.

Polling Question #1 Results: What is your confidence level in providing National Strategy Matrix updates by May?

1. My state anticipates no difficulty in providing an update. – 35%
2. My state will do our best to gather an update, but it may be incomplete by the deadline. – 30%
3. My state expects to be extremely busy in the interim and cannot guarantee that we can meet the deadline. – 15%
4. I do not know if my state has the time or resources to complete the update. – 20%

Principle of Leadership: Persuasion

Power and influence are used to get others to act; power is based on positional authority while influence is based on relationships. Persuasion skills allow you to change or inspire another person's viewpoint by influencing them through verbal or nonverbal communication. Many see power as a position or title, which comes with authority and control, or some form of supremacy over others. Others believe that real power is increased simply by the choices they make, the actions they take, and the thoughts they create.

Real power is influence, and it increases as we offer more *support* to others. Service is the highest form of leadership. It creates the kind of influence that resonates and uplifts.

Once anyone chooses to become more powerful, everyone around that person becomes more powerful. Scientists find that positive emotions spread from person to person in a work environment and is associated with improved cooperation, decreased conflict, and increased task performance in the workplace. However, when a leader uses power without sensitivity to the feelings of others, they create authority with little influence. Effective leaders use power to pull the group together and not push them towards a goal.

Leaders rely more on influence than their power from authority.

Levels of Leadership

- **Position** - Nothing is wrong with having a leadership position, everything is wrong with relying only on that position to get people to follow. At this level, people only follow if they believe that they have to.
- **Permission** - People choose to follow because they want to. In other words, they give the leader Permission to lead them. Leaders work on getting to know their people and connecting with them.
- **Production** - Leaders who produce *results* build their influence and credibility. People still follow because they want to, but they follow these leaders because of their track record. Leaders become change agents because everyone is moving forward together.

- **People Development** – Leaders identify and develop as many leaders as they can by investing in them and helping them grow. When there are more leaders, more of the organization’s mission can be accomplished. People will follow leaders because of what the leaders have done for them personally.
- **Pinnacle** - The highest level of leadership requires longevity as well as intentionality - they create a legacy in what they do. People follow them because of who they are and what they represent.

Persuasive Speech

The informative style of public speaking aims to educate, explain, or inform your audience about a topic, not trying to change their opinions, beliefs, or actions. To achieve this, you need to use clear, accurate, and organized language, and support your points with credible evidence, examples, and visual aids. Consider your audience's prior knowledge, interests, and needs, and tailor your speech accordingly.

The persuasive style of public speaking aims to convince, motivate, or persuade your audience to adopt a certain point of view, attitude, or behavior. You are not just informing them, but also influencing them. You are trying to appeal to their emotions, values, and logic, and to overcome their objections or doubts. To achieve this, you need to use strong, compelling, and engaging language, and support your points with credible evidence, examples, and testimonials.

Persuasion is hard mainly because we have a bias against change. That is why persuasion is an art - The art of gaining fair and favorable consideration for your point of view.

- *Be selective about what you advocate for.* Have your ideas reasoned out fully ahead of time. Hold off on advocating strongly for an idea, service, goal, or organization until you’ve hashed out all of the potential objections and thoroughly researched it - making you an expert in presenting those ideas, and indirectly build a reputation for yourself as someone reasonable whose ideas tend to be worth embracing.
- *Avoid overstating your ideas.* Avoid exaggerating, both in points you advocate for, the reasoning behind them, and your degree of belief in them. If you intend for your ideas to be implemented in a particular scope (like within a particular region, or demographic), make sure to mention this. People may object to an idea if it is stated too broadly, or they see or interpret it in a different context where it is less of a good idea.
- *Listen to and show respect for those who disagree with you.* These are the people you want to persuade, so you want to form a positive relationship with them. Listen to their objections to help them feel respected and heard, which will make them more likely to listen. Listening to opposing thoughts will also help you refine your ideas and presentation by understanding how and why people object to them.
- *Be confident and enthusiastic and avoid getting defensive.* If you start defending your idea in an argumentative way, it can send the message that you are not very confident in the idea. Focus on the benefits of your idea, and impart your energy, passion, and enthusiasm.

If you believe that things are not fine as they are, then you must argue that there is a need for change. When you advocate change, you must provide a plan or solution. The plan tells the audience what you think should be done. Finally, you must defend your plan by explaining its suitability for the situation.

Someone who is argumentative is always ready to disagree or start arguing with other people. However, the attitude of argumentative persuasion is simply to get others to consider you have an idea worthy of listening to. You are sharing a conviction, whether your audience ends up agreeing or not.

If you're rigid about what you advocate for, you may not realize when you are pushing for something that isn't true or isn't a good idea. If you hold onto this too strictly, you will alienate some people. At the same time, don't be afraid to stand your ground if you are fully considering people's objections and still fully believe in your viewpoint. Knowing when to back down or change your viewpoints, and when to stand your ground and continue advocating for an unpopular or minority viewpoint, can be tough, but in the long-run it can be very powerful for persuading others.

Manipulative Persuasion

To persuade is to prevail on a person to do something, as by advising or urging or to convince them to believe by appealing to reason or understanding. Manipulation is to manage or influence skillfully, especially in an unfair manner to adapt or change things to suit one's purpose or advantage. The major difference is in the intent.

Persuasion uses logic, good examples, and reasoning to encourage someone to understand a concept. Gaslighting, on the other hand, is a dishonest attempt to make someone believe something that's not true, for the perpetrator's own benefit. Another form of manipulation, a straw man argument is the logical fallacy of distorting an opposing position into an extreme version of itself and then arguing against that extreme version.

What can you do to deflect manipulative tactics? Try saying something like, "I hear what you're saying. However, I feel differently about this and would appreciate you respecting my opinion."

If someone accuses you of being manipulative, pause before responding. Examine your behavior. You might not have had malicious intent, but you might have been using your power in the relationship to gain something you want.

Constructing An Argument

Understanding how to present an argument is a versatile skill. An argument is an act of expressing a point of view on a subject and supporting that view using evidence such as research, statistics, and examples. For an argument to be persuasive, it must follow an organizational format that an audience can follow and discern with ease.

Essential steps to follow when building an argument are:

1. *Introduce the problem or issue at the center of your argument.* In your introduction, provide any relevant background information and context that may enable your audience to understand your argument. At this point, you may also provide a basic outline of the evidence you plan to present. Focus on a single powerful idea. It might feel as if the sheer weight of many reasons will be much more persuasive than just focusing on one or two; Yet from the outside, an argument with endless different reasons is much less persuasive than one with focus and precision on a small number of reasons.
2. *Present your claim or thesis statement.* This portion of your argument offers your perspective on the issue. Your claim should be concise, direct, and easily intelligible to your audience. Every argument rests on assumptions but, if you think that you're right in your argument, you should also be able to assemble a good amount of evidence that you're right.
3. *Provide evidence that supports it.* To convince your audience of your claim, you will need to provide examples, research, statistics, studies, and other information that proves your claim and fosters a sense of validity. While supporting your claim, try to focus on offering facts rather than anecdotal information. If you find lots of evidence against your position, and minimal evidence for it, it would be logical to change your mind. But if you're struggling to find evidence either way, it may simply be that the area is under-researched. Prove what you can, including your assumptions, and work from there.
4. *Make your argument persuasive.* An informative argument that is solid and hard to challenge can be made persuasive by choosing your evidence with your audience in mind. Try to acknowledge the opposing side of your argument. You may explain why you disagree with counterclaims, disprove their validity, or concede to their validity within certain contexts. Addressing opposing perspectives will help you maintain objectivity and add credibility to your argument overall. You can't construct a compelling argument unless you understand why someone might think you were wrong, and you need to come up with reasons other than others being mistaken or stupid. We almost all target the same end goals, yet we come to divergent conclusions. While most people see that these things have some value, different political persuasions value them to different degrees. And Lifespan Respite lives in a political arena.
5. *Draw conclusions about your claim* by restating it and briefly summarize the evidence you presented. In a conclusion, you may present an appeal to the audience's emotions or perspective that can further persuade them. For example, you may explain how the issue personally affects your audience. Your argument needs to avoid vilifying people who have only recently come around to your point of view; instead, to be truly persuasive, you should welcome them. Everyone is operating from their own level of understanding

and awareness. Who the person is, their beliefs, and their conditioning will influence their receptivity to arguments.

The ability to influence often rests on your credibility. If you want people to believe you, briefly acknowledge their concerns. Say, "I understand that..." Or "We recognize this, but" Share one or two positive outcome cases or instances. People may still have issues with facets of your positive use cases but keep a list of them so that you can share them when you need them and select the cases that best resonate with your audience.

Here are some tips to help you refine your persuasive argument.

- When we have a list of items, we tend to remember the first items on the list and the last items on the list and we have difficulty remembering the items in the middle.
- Priming is where we tend to align our beliefs about something with how that thing is. Have you ever been *primed* not to like someone? From marketing strategies to political campaigns, priming plays a crucial role in shaping our thoughts and actions.

Now, we can apply these principles to persuasion. If I have three arguments to support my claim, here is how I would order them:

1. The best argument
2. The worst argument
3. The second-best argument

Ordered them this way because the listener will likely remember the first argument and the last argument. Putting the strongest argument first *primes* the listener into thinking that all your arguments will be good — it will influence how they think about your other arguments. Start with your strongest argument and end on your second strongest—everything in the middle is up to you.

The goal of argumentative speech is to get the listener to acknowledge that your side is valid and deserves consideration as another point of view. In comparison, the goal of persuasive writing is to get the listener to agree with you and your point of view on a particular topic. Generally, both forms offer relevant reasons, credible facts, and sufficient evidence to support the argument and that it is a valid and worthy perspective, but persuasive speech blends facts and emotion to convince the listener that you're right! To start an argumentative statement, you first research the topic and then align with one side of the argument. With persuasive statements, you identify a topic and take a side on it. You're already convinced.

Viewpoints in argumentative speech do acknowledge that opposing views exist but counter these views to show why you feel that your own view is the more worthy one to hold. In persuasive speech you are single-minded based on a personal conviction that a particular way of thinking is the only sensible way to think. You present one side; if you include any opposing view, you only choose one – and then dismiss or refute it quickly.

Argumentative speech doesn't need an audience to convince – you are sharing a conviction, whether the audience ends up agreeing or not. But persuasive speech needs an audience – the

intended audience, knowing what they think and believe, and attempting to sway them to your side. Persuasive speech is more personal, more passionate, more emotional.

Developing a plan for handling difficult conversations will help you stay in control of the situation, keep your cool, and respond appropriately instead of letting them take over. With Very Controversial Topics or Difficult audiences:

- Set modest goals (you may not change anyone's mind) and ask only for a fair hearing from the audience.
- Give a multi-sided presentation and acknowledge the arguments on the other side
- Always show respect for the opposition.

Start a multi-sided argument by saying: "I know that many of you may not like to hear what I'm saying, but I hope you will still listen and think about it." Create a contrast by comparing the results to a "worse case" alternative or compare it to another solution that could be effective. Show how the two approaches are different and justify why you selected one approach over another.

Polling Question #2 Results: Regarding the National Strategy, have you prepared a good argument for the priority you've selected? Have you...?

1. Not yet taken a position on any National Strategy recommendations. – 45%
2. Selected a National Strategy priority and have taken a position on the issue. – 25%
3. Started gathering the evidence, reasons, and claims that support your position, as well as those against it. – 20%
4. Prepared your strongest evidence, reasons, and claims for your argument, and are prepared to defend your position. – 5%
5. Developed an argument that addresses different perspectives and is applicable in a broader context. - 5%

Breakout Discussions

The purpose of the discussion groups is to find out how state grantees and their partners are dealing with persuading others to join and make forward movement on the National Strategy goals and priorities they have adopted. Persuasion comes into play when presenting ideas, proposals, or strategies to **enable organizational change** as people and organizations can be resistant to change, especially if they've followed the same processes for years. Persuasion skills also empower you to present ideas effectively, encouraging others to embrace positive changes that will benefit the organization and the caregivers it serves. Discussion followed these topics:

- Share an example of a lifespan respite grantee activity in which persuasion was used to move forward or accomplish a task.
- How have you used persuasion to convince someone to do something positive or helpful?
- How would you react if someone you were trying to persuade on an issue you felt passionately about accused you of being manipulative? How could you respond so that they might become more accepting of your message?

When the National Strategy came out, we began to advocate for it, but it is new, and we are having to lay a foundation of information and education about it first – to lay out the context before utilizing persuasion towards action. Caregiving issues have so many tenets, it can be a delicate balance between what the audience already knows and what we are sharing – coupled with our pitch for our services and asking for help at the same time. Our audience is dealing with different age groups, caregivers may not be their primary population, but they usually can be brought to see that they are serving people who have family caregivers. One “pitch” to all is difficult, so instead share that all are supporting caregivers but may do it differently. Our ask is what do they want to contribute to this larger framework. Then they can see how they fit into a bigger picture of the National Strategy. Some people may jump in, but others may need shepherding by giving them ideas about how they can contribute.

Because many of those in our audience are in the service field, persuading them to help is not the issue – they want to help. Persuasion comes in taking a direction forward and finding or fitting participants and organizations into the puzzle of the overall National Strategy plan. The caregivers in the audience may now self-identify, facts on the matter will be hard to dispute, education and information can help bring others down the path you are on. Sometimes they are serving your population in a different way so sharing information and resources helps them do their job as much as it helps promote the actions you are taking. Seeing how we can help each other builds trust and influence.

However, getting funding or buy-in from new people in positions of power and influence will require persuasive skills – sometimes in leveraging those in positions of similar power or influence who can carry the message of Lifespan Respite or the National Strategy. Sometimes, new people have their own vision and want to take off in a new direction, and persuasion is used to remind them of the commitment that has already been made to stay on a particular course. Our influence can grow or wane as people change positions, new people are engaged, or older organizational partners need to be re-engaged in our efforts. Sometimes it is our own Coalitions and respite partners who need a fire lit under them to get more involved – to extend the effort beyond what the state is doing. Finding and persuading the “one” – a person within a particular organization or community group who can relate to caregiving issues, who is already trusted - can make a huge difference in how successful we are in persuading others to join the effort.

Data is important, caregiver voices are important, showing real benefits and cost savings, and sharing how other stakeholders will benefit will persuade people to take action. This will be needed in all of our advocacy for the future. Everything we do is persuasion at some level.

If accused of manipulating discussion for our own benefit, we state that we are not here to argue but we are subject matter experts who have talked to caregivers, have explored strategies to provide solutions, and can provide data or other supportive information to our benefits or results.

Talking to each person before meeting as a group helps you find the common ground to start the conversation. Next step is to steer the conversation towards the goals and move from the established base to find the champions of parts of the solution. As passionate as we may be for one of the priorities – such as higher worker wages or employment issues for caregivers – recognizing what we can tackle right now until we find others who are passionate about that issue (and we can join them) means taking a much smaller leadership role on that issue right now.

Next Steps

Next Meeting Topic. The learning collaborative will meet next on **April 11, 2024**, (on the second Thursday of the month) where we will discuss **Encouraging the Heart** in creating a positive work environment, motivating those you work with, and providing them with clear direction and guidance. This leads to increased efficiency and productivity because a more engaged and committed workforce is a high-performing one. The ability to cultivate a culture of mutual respect, appreciation, and accountability among partners is central to strong leadership, as we implement the goals and recommendations of the National Strategy.

We are updating the matrix, entitled **State Lifespan Respite Grant Activities Aligned with the National Strategy's Goals and Outcomes**, to see our movement on the goals and priorities identified as pertinent to Lifespan Respite.

Inviting Partners to Join the LC. If you have partners who are working with you on implementation of National Strategy goals that you would like to invite to participate in this learning collaborative, you may send [Jill Kagan](#) the names and email addresses of one or two key partners so that they can receive an invitation to join us in upcoming meetings. This is not an open invitation to all who you may be working with, but to a select few who you think would benefit from joining you in this learning collaborative.

Revised LC Meeting Schedule. Details on the framework, and the revised schedule for future meetings of the learning collaborative, are [available here](#). To view recordings and materials from previous meetings, please visit the [National Strategy LC webpage](#).

Prepared by ARCH for the Lifespan Respite Grantee and Partner Learning Symposium on Implementing the National Strategy to Support Family Caregivers, March 2024

This project is supported by the Administration for Community Living (ACL), U.S. Department of Health and Human Services (HHS) as part of a financial assistance award totaling \$1,647,597 with 75 percentage funded by ACL/HHS and \$549,200 amount and 25 percentage funded by non-government source(s). The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by ACL/HHS, or the U.S. Government.