



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
July 11, 2024

[Meeting Recordings and Resources Link](#)

Announcements

The National Academy for State Health Policy (NASHP) will be selecting 16 state teams to participate in a Family Caregiving Learning Collaborative for 18 months. This collaborative will be broader than respite and will engage with state Medicaid programs. [Sign up](#) for NASHP's Family Caregiver newsletter to learn more about this opportunity.

Grandfamilied and Kinship Support Network will hold a webinar on July 16 on Respite for Kinship/Grandfamilies. Jill from ARCH and Lifespan Respite program grantees from Washington and Virginia will be presenting. They will be joined by a respite program from Florida who will also share how they serve this population.

On July 18, ARCH will host a webinar to feature the Caregiver-to-Caregiver Respite Network (C2C) recently launched in Massachusetts with support from the \$20 million MA Respite Innovations Grant Program. C2C is a parent-to-parent cooperative respite model for children and youth with special health care and support needs.

National Strategy LC Feedback Survey

A short 10-question feedback survey on this learning collaborative has been prepared to help us learn how well ARCH has met participants' needs and interests in their work to implement the National Strategy. A [link to the survey](#) is available for responses and feedback, anonymously given, so that a report to ACL on our activities can be prepared. Please provide input by August 16.

Principle of Leadership: Negotiation

People negotiate with others every day - with friends about where to go on vacation, or with a partner about what to cook for dinner. These everyday negotiations are practice for when something bigger comes up.

Negotiation is a critical skill for leaders, as it enables us to navigate complex situations, resolve conflicts, and reach mutually beneficial agreements with others.

Three basic conditions must be met first:

- 1) Both parties must have an interest in negotiating with each other.
- 2) There must be something of value to trade - time, priorities, information, resources.
- 3) The authority to negotiate.

To avoid authority issues, it's always wise to understand the extent of the other side's ability to make decisions, and how the decision-making and approval process will work.

The key to successful negotiation lies in adapting your approach to the context of each negotiation. This requires good emotional intelligence, self-awareness, and the ability to read the situation and the other party's style.

Competitive - Negotiators may see negotiation as a contest they want to win. They aim for the best possible outcome for themselves, even if it comes at the other party's expense. This style can be actually very effective in time-sensitive situations when a quick decision is needed, but it can also damage relationships, lead to resentment.

Collaborative - Negotiators seek win-win solutions, emphasizing mutual gains and long-term relationships. They really invest time in understanding the other party's needs and finding creative solutions. This style is better for complex problems where innovative outside-the-box thinking is required, but it can also be time-consuming and requires a high trust and openness from all parties that may not exist.

Compromising - Negotiators aim for suitable but speedy solutions that partially satisfy both parties. They are willing to concede some points for the sake of reaching an agreement. This style can be helpful when time is limited or when a perfect solution is unrealistic, but it can also lead to poorer outcomes as neither party is fully satisfied.

Avoiding Conflict - Negotiators tend to sidestep negotiation or defer making decisions, often due to their discomfort with conflict or when they believe that the stakes are not worth the effort. This style can be appropriate when the issue at hand is trivial or when emotions are running a little too high, but avoiding important matters can lead to missed opportunities and unresolved problems.

Accommodating - Negotiators prioritize the relationship over the outcome. They are willing to make concessions to keep the peace and maintain goodwill, but accommodators risk being taken advantage of and not having their own needs met.

Recognizing your natural tendencies is the first step to becoming a more versatile negotiator because they can also be your weakness.

Polling Question 1 Results: What best describes your negotiating style?

- 1) Competitive – 4%
- 2) Accommodating – 22%
- 3) Collaborative – 61%
- 4) Compromising – 9%
- 5) Avoiding Confrontation – 4%

Interests vs. Positions

Imagine that two siblings disagree about where to host their parents' anniversary party. They take positions – they say what they want: One wants to have it at a restaurant, while the other wants to have it in her home. They can only make headway when they identify their deeper interests: why they want the position they've taken. One sibling doesn't have a lot of time to devote to preparation, while the other is concerned about the cost. Having discovered these touchy points, and armed with this understanding of each other's interests, they do some research, make some concessions, and decide to host the party at a relatively inexpensive restaurant. This meets their mutual interests – they want to make this anniversary party special, and they both want to like each other when the party is done! This type of interest-based bargaining can enable solutions that meet each party's needs, with lots of possible options that could work, but one they can settle on that was satisfactory to both.

Remember that in most circumstances, you are negotiating a *relationship*, not a transaction. You are not just trying to get the best deal for yourself; you also want the best deal for the group, which will soon be *your* group.

- Establish rapport
- Looking for areas of agreement
- Establish a foundation of trust and respect

When you know there are major obstacles, be tactful, but bring them up early in negotiations. Both sides will keep touchy issues tucked away because they are painful and a bit hard to share.

Principled Negotiation

Principled Negotiation emphasizes interests, not positions. It might sit hard on the merits of the situation but is soft on people. It is thinking of long-term relationships but also of mutual gain.

- *Separate the people from the problem.* Negotiators work to deal with emotions and personality issues separately from the issues at stake. When identifying potentially touchy points, refer to them objectively rather than assigning ownership to the problem.

- *Focus on interests, not positions.* Focusing on positions puts us *against* one another. Look beyond such hard-and-fast positions to try to identify underlying interests—their basic needs, wants, and motivations.
- *Invent options for mutual gain.* Devote significant time to brainstorming a wide range of possible options before choosing the best one.
- *Insist on using objective criteria.* Agree in advance about which objective criteria to use and agree to abide by the outcome. With objective criteria, different people measuring the criteria will reach the same results because they are clearly defined or quantifiable in nature.

The goal is to reach an agreement that would make you *better off than your fallback position*, which is the best alternative to take if you don't reach a negotiated agreement.

Probing in Negotiations

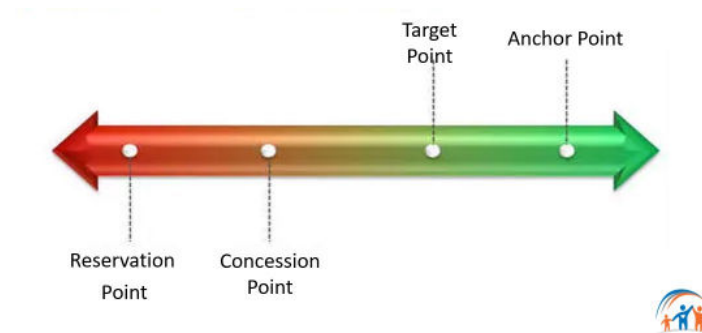
To be a successful negotiator, you must develop a successful negotiation strategy. To accomplish this, you must know the goals, needs and motivations of the other party. The easiest, most expedient way to uncover this information is through skillful questioning.

Probing is a type of questioning used in negotiations. Done correctly, it expresses genuine interest in engaging in a sincere discussion of the issues and reaching mutually beneficial outcomes. Probe when you do not know the answer to your inquiry, or because you want to see if your counterpart knows the answer. Use phrases such as "Tell me more about..." and "What is your biggest concern with..." instead of questions that can be answered with a "yes" or "no." Package "why?" questions in softer language like "can you help me understand why...?"

- *Nudging Probe*, such as "I see," "Tell me more," or "What happened after that?" These exert subtle social pressure on people who resist being more thorough in their responses.
- *Silence Probe*: Rather than rushing to fill the silence after your counterpart has spoken, simply waiting for her to say more, perhaps nodding your head in encouragement and keeping your pen poised to write down the valuable information you are expecting her to provide.
- *Information Probe* is a follow-up question that asks for added or clarifying information.
- *Summary Probe* involves summarizing a counterpart's responses, such as: "So it sounds like you would need six months to complete the project and that 3 Full-Time employees would be involved. Is that right?"
- *Clearinghouse Probe* seeks to gather any relevant information that the other party has not yet explained about a given issue or issues. An example would be: "Are there any other concerns you have about working with us that we haven't addressed yet?"

Seek to clarify an issue and evaluate the nature of any disagreement before exploring solutions to it. Discussing solutions before the problem is fully defined can lead to trouble later because there might have been premature agreement on a problem that was not fully understood by both parties.

Zone of Possible Agreement



Anywhere along this line is a point of agreement.

- The anchor point is your starting point—the best deal, one you see as ideal but not outrageous.
- The target is the point where you would like to end up after negotiations.
- Any point below your target is a concession, where you compromise but parties are still better off reaching agreement than not.
- The Reservation point is the point at which you have hit your minimum agreeable request.
- Below the red end is your fallback position – what you can do if a negotiation fails, and you walk away.

Anchoring is a negotiation tactic in which one party sets the initial terms or conditions of an offer. For example, a leader might propose a higher initial budget, knowing that the other party is likely to negotiate down from that figure. By setting the anchor high, the final negotiated amount may still be within the desired range.

When you do make a first offer, keep these three points in mind:

1. Hardly anyone accepts the first offer, so be sure you have room for maneuvering after you make it.
2. Don't make an outrageous opening offer. An extreme offer usually backfires and creates a chilling effect which occurs when offers are so outrageous that the other party loses all motivation to continue negotiating.

3. Ideally, your offer should be at or near what you think is the other party's reservation point - within the realm of what the other party might accept.

Know what you are willing to do and not do in a negotiation. Know how much value you place on the issues you will be negotiating.

Bias and Assumption

In any cross-cultural setting keep these concepts in mind.

- Believe in a win-win, mutual gain. Building real rapport is perhaps the most important part of doing business with relationship-oriented cultures. In relationship-oriented cultures, one does not do business with strangers, no matter how attractive their offer or how airtight their logic.
- When negotiating with those from cultures which are more relaxed about time, the value of patience cannot be overstated. Most relationship-oriented cultures often focus a great deal of their energy on pre-negotiation preparation and in-depth research. If you are from a faster-paced culture, build in extra time from the outset.
- In relationship-oriented cultures, the consensus-building process can be very time-consuming. Decisions are made slowly and are difficult to change. Changes will have to be negotiated among them in private, consensus reached once again, and another meeting scheduled. Be aware that there may be many people who must be taken into account who may not appear to be key players.
- Prepare, prepare, prepare – Start preparing from the first point of contact, if not before.

Never say NO (or Yes), but say Yes, if...

Direct "no's" can be offensive and embarrassing in cultures which have an indirect communication strategy where people tend to become vague and evasive rather than spelling out what they mean. In cultures with expressive styles, "No" might mean "Not yet" and is meant to provoke concessions. Using the "Negotiated Yes" helps you to be appropriately polite when working with indirect people, and to provide a more controlled response when working with those who are more verbally expressive.

In negotiation, assumptions are educated guesses about what the other party is thinking, doing, and planning. While they can be helpful, assumptions can also be faulty and lead to costly mistakes if left untested. To avoid assumptions, learn to break the agreement to be negotiated into small parts. If it's important, make sure each point is discussed and agreed upon.

Breakout Discussions Notes

You will be in negotiating situations throughout your life. To learn from them, ask yourself:

- What additional preparation would have helped me?
- How did I use PROBING to help in negotiations?
- What worked well and what didn't work well?
- What were the things I (or the other side) did that helped to achieve an outcome?
- What have I learned about assumptions and biases and being careful about what I wish for.

Preparation:

- Do homework beforehand and have research to backup what I want to propose so it is evidence informed.
- I knew my preparation could have been better, and next time it was. It is an easy step to go to their website to see what they do or have done.
- Take time to build rapport. When I've had time to build a relationship first, it always goes a little bit better, and we make more progress together.
- If you seek to discover mutual interests and show respect, then trust will build. If you have a relationship already, know the group and their history, know their stories and what they bring, it will help in any negotiation with them.
- Think long term and build it into future negotiations, step by step, along the way. The challenges can grow, and the situation can become more and more complex compared to where you started out, but all the achievements reached together will be mutually beneficial.
- Make this negotiation the best use of time as possible. Be blunt – why did you ask me to come? Even if you've had a long-term relationship, they're prepared.
- Come up with some potential options. Start to build points of agreement. Know how they'll vote, know where they feel strongly, and then say, given that, what are some possible options or solutions/alternatives we can come up with.
- Funds/grants/programs are all time-limited activities that do not allow time to build relationships/build a communication infrastructure. Start now.
- Collaborate more. Prep earlier with contract partners. It works out better if we have a good relationship already and know we have a trusted partner.
- I've been in situations where you don't know the other person at all, which can make it really difficult if you have disagreement. You almost have to step back and say, let's learn about each other and where we are each coming from, and set up a series of meeting where you can spend time, while you may be working on something together, but the real goal is to get a better understanding of each other. When trust is there, things go smoother, even over significant issues, in a way that works for both.

- Grant-writing and deadlines for getting everything in doesn't always give time to prep. Partnerships are pulled together really fast but are not spelled out in detail. Some commitments were never really specified. Resources were not checked to see if promises could be kept.
- Competed for grant with a new leader and we tried to come together for it, but we were both competitive and it worked, but it was kind of miserable.
- Get meeting invitations, with no agenda, no purpose described. Time set for meeting but to do what? What is the purpose so I can prepare? I'll look to see who's coming to the meeting to see how they may tie into a common purpose for them and me to attend. But no one comes prepared.

Probing:

- Use probing to discover the wants, needs, and how they envision the work moving forward. We are working as one team – not everything will be in the final tasks, but we'll listen and get what we need across the board.
- I didn't really ask good questions to probe, and it didn't work out well. But we learn and it goes much better thereafter. We don't always know when we're getting pulled into a negotiation.
- I think I should have probed a little bit more. Getting more historical information would lay a foundation and could really guide us through our discussions.
- I need to come up with types of questions that really probe for understanding but are not confrontational.
- Asking questions to clarify means I often ask questions I know the answers to, so that everyone knows the same thing. Sometimes I need to understand how they define things differently and work to get to a common definition.

Assumptions:

- As we process and update scopes of work under state contracts, I am not only working with people I know directly but with new partners who are joining us. I need to be aware of how the scope of work expected applies to their program and their needs as well – and make sure barriers are not being put in.
- I'll go into a meeting expecting someone I've worked with and had good relationship with and see there is a new player, a new staff member without the same history. They can really cause wrinkles. I assume the new person received some background or understanding of working with the agency only to find they are coming from a completely different perspective and orientation. I no longer assume anything about people. I work to get to know them and get a sense of where they're coming from.

- I perceive a feeling of ‘she’s from the state” as not trying to work in a collaborative manner. They feel like I’m trying to monitor or regulate what they’re doing. I’d assumed everyone wanted to work together.
- You’re doing ABC, how does that relate to what I’m doing? I will ask, follow up, but I don’t want to waste your time or mine.

Bias:

- Bias – you get comfortable in yours so realizing you have bias that you’re relying on is a shock.
- Rout out who are people in the meeting looking to confirm their bias. They’re just looking to get in and out. Challenge them because they have so much influence over others – especially if they don’t see value in what we’re doing.
- Confirmation bias is the tendency of people to favor information that confirms or strengthens their beliefs or values and is difficult to dislodge once affirmed. It’s hard to get people off their high horse.
- Sometimes when bias comes across, I try to be receptive to what others share and acknowledge their perspective, make sure they’re heard, then what I ultimately suggest or recommend will not make what they’ve shared obsolete. You may not get everything you want but you might get quite a bit to work with.
- With tribal entities, we need to give greater consideration whenever communicating for action. We think that our country’s president doesn’t have to sign off on budgets or give okay for contracts, but other entities have a different process. Sovereign nations often do have a lengthy process and do require that authorization. Learn who you’re working with and develop partnerships with them which cannot be pushed to circumvent their process. You just need to understand that if you want to expect to achieve great things together.
- I’m task-oriented in a lot of ways, so in working with various cultures/tribes, I’ve learned to focus on the relationship. You can accomplish a task in ten minutes, but you won’t get there without a relationship. Use the rest of meeting time to build on the relationship with probing questions.
- Collaborate to get information on how changes I want to make cause barriers or create needs. I want to be conscientious about that.
- I did research on school inclusion – in a mostly Asian community. Took 6 months to make friends. Couldn’t have done the research before then. With that investment of time and effort, the results were great.
- Institutional time and human time are different – some things can’t move faster or it won’t be fruitful.

Lessons Learned:

- Realizing where I'm attached to an outcome is where I get in trouble. If I'm open and honest and to the point, I can still build rapport while making sure they understand my point of view. But I recognize that I need to be better at being upfront, open, honest and candid.
- Some tactics of emotional manipulation include making comparisons that hurt you or lying and denial about facts. Exaggeration, withholding important information or valuable items, and silence can be manipulative. Make sure vendors know about emotional tactics and yet can still put themselves in someone else's shoes.
- In granting some mini-grants, one grantee mentioned the same city as another grantee – so I will use this as an opportunity to concentrate time/resources elsewhere or target different populations. And still show that I want to help them succeed too, but just more creatively.
- Need to be better at being upfront, open, honest and candid.
- It's a difficult time when I'm trying to hear everyone out and trying to bring a consensus together. Works for the most part but some people only want it their way. So, we discuss what is best for the agency over what's best for the individual.
- We may convince people to accept a trial period to see if success seems achievable – not the whole thing but a portion of it. Get objective experience with the results – see if it's working and worth continuing into other years of a grant.
- Coming in with a collaborative mindset, you want to hear all points of view and come up with something that makes everyone happy. Not some preconceived idea. So, it's a surprise when others don't come in with same mindset and come to play hard ball.
- Dig into the process, see all sides, come to collaborate. Table some items for a cooling-off period so we can come again with cooler heads, having thought about it, and engage again.
- If someone seems to have an entrenched position, meet with them separately to hear them out and see where they're coming from. Then, in the negotiation, I already know where they're coming from and can bring those issues out without having to make them lay everything out in the meeting.
- Thinking of a grant application process, when a group of people have different opinions and see the direction of where to go so differently, and wondering if they can come to an agreement to even apply. Need to negotiate parts of it before holding larger meetings, especially when there are competing ideas and disparity on how best to fulfill deliverables.
- Go into a 3-year grant where Year One is a test of the idea, to see if we want to pursue it in the remaining years. Positive results will be judged by objective criteria we use to measure ourselves. Hit the bar or not, this gives us flexibility. This is working; this is not. Covid taught us to be creative when we can't go forward as planned.

- One of the lessons learned is to get data. If they've done work before and choose to continue, what does the data say about their performance? I didn't have the data I needed, so the scope of work in the contract spoke to what data I'd need.
- If you or someone on the other side don't agree – if we can't come to a conclusion - I back off and say I might have to move in a different direction, which gives them a chance to compromise so we can move forward together.
- Help people understand the role you play does have certain constraints. Give people grace. Politics goes into what we can and cannot do. It varies with changes in administration who set what can't change/what are the limits. But we can determine what we can do within those limits.
- Nonprofits cannot lobby but can educate with much more freedom than state agency personnel can. They do what I can't and can be the voice for the group in promoting certain efforts/practices.
- I had a quote done for work and negotiated a lower price and saved a good amount by offering in exchange some marketing/google reviews. Look always for a better deal/mutually beneficial partnership if you're open to bartering a better deal. Budgets are about money but also about expertise/resources/space/ technology, etc. Think more broadly/holistically.

Guest Presentation

Kathy Mayfield-Smith, Co-Founder and Board Chair, South Carolina Respite Coalition, and Associate Director at the Institute of Families in Society, University of South Carolina, spoke on the topic ***Negotiation: Finding Acceptable Solutions to Shared Challenges***.

Kathy Mayfield-Smith has been involved in the Lifespan Respite movement for many years. She shared some insights and strategies for effective negotiation from her lifetime of experiences, where she has negotiated in a variety of situations and with different partners and personalities.

We all are negotiators. As leaders of non-profits or as Lifespan grantees, we also may find ourselves negotiating with funding sources, state agency personnel, providers, community partners, legislators, donors and maybe even family caregivers. Each of the different roles I've held has provided me with a different perspective at the negotiation table and has helped shape my understanding of how my role may affect how I see a negotiation and how I negotiate.

Tip: Recognize and use all of your experiences to shape how you negotiate.

- Start from a Position of Strength
 - Know your facts
 - Be able to clearly articulate your (your organization's) strengths
 - Project confidence in your position

- Assume everyone has good intentions
- Not a battle to be won, but a conversation to strategize and problem-solve
- Create a Win-Win situation whenever possible

Strategies That Work for Me

Before Negotiating

- **What is your Vision? Short-term, Long-term**

Our vision guides all we do.

- **Educate yourself**

- Know your facts and know the historical context, when possible
- Understand an agency or community partner's roles and responsibilities
- Be aware of the political implications

This helps you be prepared to negotiate in situations that arise.

- **Build relationships AND Build on relationships**

I put a lot of effort into building good relationships that involve trust and respect. Know who you are talking to. Do you really know them, have a relationship with them? What are their strengths? If you don't know them, the negotiation may require more time, so work to build a good relationship, or at least a respectful one.

- **Prepare**

There is no substitute for preparation. The table below is a tool I use to help me, and our team, prepare and be on the same page.

Negotiation Preparation Worksheet	
Aspects of the Negotiation	NOTES
Goals	What are you trying to achieve? What do you think the other person's goals will be?
Trades	What might you be able to ask for, and what would you be prepared to give away?
Alternatives	If you can achieve your goals, what would be your "best alternative to a negotiated agreement?" Put a lot of thought into this so you are prepared to pivot if necessary.
Relationships	What kind of relationship do you have with the person? Have you negotiated with them before? How have those negotiations gone? Just as important, what kind of relationship do you want to have in the future?

Expected Outcomes	What precedents have been set before? Based on those and any other information, what seems to be the most likely outcome of this negotiation?
Consequences	Is this a big negation, a one-off deal, or one of many smaller negotiations? What to you and the other party stand to gain or lose from the negotiation?
Power	What is the power dynamic? Who holds the power? How might that affect the negotiation process? Who will be negotiating and what do you know about them? What person power do you have that can be used constructively in the negotiation?
Solutions	Taking all these points into account, what do you now consider to be a fair outcome you can put forward with confidence?

During the Negotiation

- Understand the power dynamic – even if you are the underdog, understand your power and what you bring to the project, relationship, etc.
- Check ego at the door – not always easy, but critical
- Keep emotions under control
- Listen as much, if not more, than I talk
 - Probe to better understand their point of view
 - Ask questions, even if you think you know the answer
 - Patience – work toward the goal
 - Flexibility
 - Be prepared to pivot – what are alternatives to what you wanted to gain

I have been in situations where progress is very slow or there is a setback due to changes in leadership, priorities or staffing issues. At that time, I take a step back, clarify what the issues are, and ask, "What can be done now?" or "How can we help move this forward?" and sometimes we just must take our partner's lead. Many times, I have found success by reintroducing ideas, particularly when new people come to the table. Sometimes "later" is just the right time – with the right person.

- Know & accept when you may not be the best person to do a particular negotiation. Maybe someone else can better represent your perspective.

Examples of negotiation

- Grant applications and activities
- Budgets
- Coordination of Voucher Programs
 - Who serves which population?
 - Caregiver Assessments

- Data collection
- Goodness of fit

Next Steps

Next Meeting Topic. The learning collaborative will meet next on **August 8, 2024**, where we will discuss **Resilience & Discipline & Self-Care**. It is more difficult to contribute to the world in a positive and sustainable way without taking care of oneself first, recognizing one's own unique responsibilities and capacities. Resilience is the ability to cope mentally and emotionally with a crisis, or to return to pre-crisis status quickly. Self-discipline is the ability to resist impulses, maintain focus, and see projects through to completion.

LC Meeting Schedule. Details on the framework, and the 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, July 2024

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