THE LIBRARIAN’S GUIDE TO HOMELESSNESS

Reduce problems/conflict AND be inclusive

TRAINING HANDOUT

By Ryan J. Dowd
www.HomelessLibrary.com
Introduction

Four goals of this training:

» You will recognize the power you have to resolve problems;
» You will have greater confidence doing so;
» Your library will have fewer problems;
» Your library will be more compassionate and inclusive.

Ryan Dowd has spent most of his career running the second largest homeless shelter in Illinois. In addition he is the founder of the Homeless Training Institute, which provides training to libraries and other organizations around the world. He is the author of the ALA book, “The Librarian’s Guide to Homelessness.” He is ecstatically married and has two children. His favorite book is Dharma Bums by Jack Kerouac.

Don’t forget to check out our book from the American Library Association!
Part I
Deeper Understanding of Homelessness and Differences

Three “Types” of Homelessness

- 50% =
- 40% =
- 10% =

Bigotry, Sympathy, Empathy

**Bigotry** = Difference/Diversity is ________________.

**Sympathy** = Difference/Diversity is ________________.

**Empathy** = Difference/Diversity is ________________ and ________________.
Ways that most homeless individuals are NOT like you:

» Homeless individuals grew up poor.

» Homeless individuals have a different communication style:

1. Homeless individuals speak differently than you.

   Formal Register:
   Casual Register:

2. Homeless individuals have a smaller vocabulary than you and pay more attention to nonverbal cues than you.
3. Homeless individuals have a different orientation to volume.

» Homeless individuals have different life experiences than you.

1. Homeless individuals have experienced more trauma than you.

People with trauma:

1. Misperceive ____________ stimuli.
2. Have difficulty regulating their ____________.
3. More ____________.
2. Homeless individuals have experienced more violence and danger than you.

3. Homeless individuals have experienced more punishment than you.

“Habituated to Punishment”:

» Homeless individuals have a different worldview than you:

1. Homeless individuals look at time differently than you.
2. Homeless individuals view protection, retaliation and insults differently than you do.

<table>
<thead>
<tr>
<th>DIGNITY CULTURE</th>
<th>HONOR CULTURE</th>
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<tbody>
<tr>
<td><strong>ORIGIN</strong></td>
<td></td>
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<tr>
<td>» Strong authority</td>
<td>» Weak Authority</td>
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<tr>
<td>» Relative affluence</td>
<td>» High competition for resources</td>
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<tr>
<td><strong>GEOGRAPHY</strong></td>
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<tr>
<td>Middle-class U.S.A., Europe, Australia</td>
<td>Middle-East, Latin America, Africa, Urban Poverty</td>
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<td><strong>SOURCE OF PROTECTION</strong></td>
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<td>Government or authority (e.g. police, courts)</td>
<td>Self-Defense</td>
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**VIEW OF RETALIATION**

**IMPACT OF INSULTS**

» Homeless individuals have different triggers than you:

1. Uninvited touch
2. Differential treatment (unfairness)

3. Being treated as “lesser”

4. People enjoying their misfortune
Part II

Punishment & Limitations

What is Punishment?

How Punishment Works.

Punishment-immune populations

The World Tells You There are Two Options

1. Continue using punishment-driven enforcement even though it __________ work very well.
2. ____________ enforcing the rules/laws.
A New Paradigm

<table>
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<tr>
<th>PUNISHMENT-DRIVEN ENFORCEMENT™</th>
<th>EMPATHY-DRIVEN ENFORCEMENT™</th>
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TOOLS

BENEFITS

It is not about ____________ you enforce the rules. It is about ____________ you enforce the rules.
Part III
Psychology of Voluntary Compliance

Emotional Contagion

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Psychology of Conflict

PSYCHOLOGY OF CONFLICT

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<tr>
<th>Level of Conflict</th>
<th>Level of Abstract Thought</th>
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<tbody>
<tr>
<td>Low conflict</td>
<td>High Empathy and Problem Solving</td>
</tr>
<tr>
<td></td>
<td>Decreased Empathy and Problem Solving</td>
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<td>Binary “Win-Lose” Thinking</td>
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<td>High conflict</td>
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Reciprocity

Two caveats:

1. ____________ treatment, not actual treatment matters.
2. The ____________ version is stronger than the ____________ version.

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Psychology of a Relationship

4 building blocks of relationship | 4 relationship destroyers

1. 
2. 
3. 
4.

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Psychological Inertia

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Neurochemical chemistry of aggression and empathy

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<tr>
<th>Chemicals</th>
<th>What they do</th>
<th>How you get them</th>
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<tr>
<td>Serotonin</td>
<td>Reduce _______________ behavior;</td>
<td></td>
</tr>
<tr>
<td>Dopamine</td>
<td>Reduce _______________;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase _______________</td>
<td></td>
</tr>
<tr>
<td>Oxytocin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cortisol</td>
<td>Increase _______________</td>
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Legitimacy of Authority

Three requirements for authority figure to be viewed as legitimate:

1. 
2. 
3. 

What is not required for legitimacy:

1. 
2. 
3. 

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Problem with rigid consistency:
Part IV

Tools of Empathy and Psychology

1. Prepare for problems

2. Solve problems as early as possible

3. You have a lot of tools (use empathy-driven tools first)
» Tool: Lead, don’t follow

1. Modeling _____________ behavior is a much more effective way of controlling behavior, than trying to

___________ behavior.

2. Whoever controls the _____________ of the conversation, controls the _____________.

3. _____________ your patrons into the behavior you want from them; don’t _____________ them into

the _____________ behavior they’re already doing.
» Tool: Know your goal

The only legitimate goal:

Focus on what your patrons ________________, not what they ________________.

Michael Jordan didn’t ________________________________.

This is true, even if someone tells you it isn’t: Be careful with how you “stand up for ________________”

» Tool: Slow down
Pre-Conflict Tools

» **Tool: Cup of Pennies**

» **Tool: Use names**

» **Tool: Be Walmart**
Non-Verbal Tools

» Tool: Body “Language”

STAGES OF CONFLICT

Pre-Conflict  Non-Verbal Escalation  Verbal Escalation  Crisis

YOUR MINDSET

» Tool: How to stand

Don’t:
1.
2.

Instead:
1.
Tools: Your Hands

Don’t:
1.
2.
3.
4.

Instead:
1.
2.

When in danger:
1.
2.
3.
Verbal Tools

» Tool: Talk quieter

» Tool: Listen

Reflective/Active Listening:
» **Tool: One Problem, Two Issues**

Single Problem

Issue #1: ____________  
Focus of: ____________  

Issue #2: ____________  
Focus of: ____________

» **Tool: Be sad**

[No text provided]
Crisis Tools

» Tool: When to call the police

2 conditions when you should call the police:

1. 
2. 

Extra rules for calling the police:

1. Do not threaten to call the police unless ________________.
2. Do not call the police ________________.
» **Tool: How to do backup**

**Do not do this:**

**How to do backup correctly:**

- **Primary Person's Role:**
- **Backup Person's Role:**
  1. 
  2. 
  
    Backup person should be ________ feet to the side, visible by ________.

In high-stakes conflict, who should be primary person?

In low-stakes conflict, who should be primary person?

» **Tool: How to break up a fight**

**Peacocking fights are ________ and ________**.

How you should handle:

**Real fights are ________ and ________**.

How you should handle:

1. Call the ____________
2. Clear the ____________
3. Let them ____________
» **Tool: How to ask someone to leave**

Five tips for kicking someone out with empathy (and effectiveness):

1. Take a minute to ____________.
2. Be ____________ about it.
3. Take ____________ steps.
4. Make it clear that you don’t think ____________ of the person.
5. Offer a ____________ start.
Appendix

Your Personal Phrases

It is helpful to have specific phrases you use whenever a situation arises. If you use the same phrase every time, you won’t make mistakes when you are tired or stressed.

1. You want to ask someone to speak more quietly.
   
   » “Would you mind turning down the volume a notch or two?” (while turning an imaginary dial in the air).
   
   » “Would you mind speaking more quietly? My ears are very sensitive.”
   
   » Your own:

2. You want to ask someone’s name.
   
   » “Hi. I’m Ryan. I didn’t catch your name.”
   
   » “Hi. My name is Ryan. What is yours?”
   
   » Your own:

3. You want to use someone’s name without alarming them.
   
   » “Good afternoon. It’s ‘Bob,’ right?”
   
   » “Good morning. Wait. Don’t tell me. You are ‘Susan,’ right?”
   
   » Your own:
4. You want to tell someone they are breaking a rule without making them defensive.

   » “You probably didn’t realize we have a rule about this, but...”
   » “I’m sure you didn’t know, but...”
   » Your own:

5. You want to “blame the rules.”

   » “I would let you do that, but the boss would probably fire me.”
   » “I would let you do that, but the board of directors is really picky about that rule.”
   » “I would let you do that, but the bosses are really cracking down on that one.”
   » Your own:

6. You want to do “reflective listening.”

   » “I think what I heard you say, was...”
   » “If I’m understanding you correctly...”
   » “Now, correct me if I’m wrong, but I think you feel that...”
   » “Let me be sure that I understand you....”
   » Your own:

7. Someone is in your personal space while talking.

   » “I’m going to take a step back. I forgot deodorant today.”
   » “Do you mind if we talk from a little further back? I had a lot of garlic for lunch.”
   » Your own:
8. You want to use the skill of “being sad” to show that you do not enjoy using your authority on homeless individuals.

   » “I don’t like enforcing the rules, but I have to.”
   
   » “If you don’t stop that I’ll have to ask you to leave, and I don’t want to do that because you are a fellow Stephen King fan.”
   
   » Your own:

9. Someone asks you why you don’t allow sleeping in the library.

   » “We have had people with medical conditions, so we ask everyone to stay awake so we know they are ok.”
   
   » “We have had people snore really bad, which disturbs other patrons, so we ask everyone to stay awake.”
   
   » Your own:

10. Someone asks you why you don’t allow multiple large bags in the library.

    » “We have limited space, so the board passed a rule to make sure that everyone has space.”
    
    » “The lawyers are really worried about people tripping over bags. We always listen to the lawyers.”
    
    » Your own:
11. Someone is panhandling in the library.
   » “Sir, you can’t do that.”
   » Your own:

12. Someone brought in a pet, and you want to verify if it is a service animal.
   » “Is your dog required because of a disability?”
   » “What work or task has the dog been trained to do?”
   » THERE ARE NO OTHER LEGAL QUESTIONS!!

13. A non-homeless patron is complaining.
   » “We take the needs of all of our patrons seriously, regardless of their socio-economic status.”
   » “Thank you for your concern. We have the situation under control.”
   » “Thank you for your concern, we are keeping an eye on the situation.”
   » Your own:

14. A non-homeless patron is being nosy.
   » “It would really not be appropriate for me to talk about other patrons.”
   » Your own: