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

Three “Types” of Homelessness

Chronic Homelessness:

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

3. Homeless individuals argue differently than you.

» 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 _____________.

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.

Shortened Time Horizon:

2. Homeless individuals view respect differently than you.
3. Homeless individuals view protection, retaliation and insults differently than you do.

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

**VIEW OF RETALIATION**

**IMPACT OF INSULTS**

» Homeless individuals have different triggers than you:

1. Uninvited touch
2. Differential treatment (unfairness)

© 2018 Homeless Training Institute, LLC. All rights reserved | www.homelesslibrary.com | 5
3. Being treated as “lesser”

4. People enjoying their misfortune
Part II
Punishment

What is Punishment?

The Problem with Punishment

Homeless individuals are immune to punishment.
In fact, it oftentimes has the _______________ effect of what you intended.

Your Options

1. Continue using punishment-driven enforcement until your homeless patrons get _______________ and you _______________ your job.

2. _______________ enforce the rules.

3. Find a way to get people to follow the rules _______________.

© 2018 Homeless Training Institute, LLC. All rights reserved | www.homelesslibrary.com | 7
# A New Paradigm

<table>
<thead>
<tr>
<th>TOOLS</th>
<th>PUNISHMENT-DRIVEN ENFORCEMENT</th>
<th>EMPATHY-DRIVEN ENFORCEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>BENEFITS</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Librarian's Guide to Homelessness™ | Training Handout | 8
Part III
Empathy-Driven Enforcement™

Part III-A: Psychology of Voluntary Compliance

Emotional Contagion

Mirror Neurons:

People are more likely to voluntarily comply if you share ______________ emotions.
Psychology of Conflict

People are more likely to voluntarily comply if you _______ the level of conflict.

Reciprocity

Two caveats:

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

People are more likely to voluntarily comply if they owe you a ______ instead of 5x _______.
Psychology of a Relationship

5:1 Ratio:

4 building blocks of relationship | 4 relationship destroyers
---|---
1. | 1.
2. | 2.
3. | 3.
4. | 4.

People are more likely to voluntarily comply if you do five ____________ things before you ask.

Psychological Inertia

People are more likely to voluntarily comply if you get their emotions moving in a ____________ direction instead of a ____________ direction.
Neurochemical chemistry of aggression and empathy

<table>
<thead>
<tr>
<th>Chemicals</th>
<th>What they do</th>
<th>How you get them</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serotonin</td>
<td>Reduce _______ behavior; Reduce _______; Increase _______</td>
<td></td>
</tr>
<tr>
<td>Dopamine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oxytocin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cortisol</td>
<td>Increase _______</td>
<td></td>
</tr>
</tbody>
</table>

People are more likely to voluntarily comply if you help them have the proper brain ________.

Likeability

People are more likely to voluntarily comply if they ______ you, which you can accomplish by showing that you _______ them and let them _______ you.
Legitimacy

Three requirements for authority figure to be viewed as legitimate:

1. 
2. 
3. 

What is not required for legitimacy:

1. 
2. 
3. 

**Problem with rigid consistency:**

People are more likely to voluntarily comply if they view you as ____________.
Part III-B:

Three Additional Concepts

1. Prepare for problems

2. Solve problems as early as possible

3. You have a lot of tools (use empathy-driven tools first)
Part III-C: Mindset Tools

» Tool: You have ENORMOUS influence over patron behavior

» Tool: Lead, don’t follow

Whoever controls the ________________ of the conversation, controls the ________________.

» Tool: Know your goal

The only legitimate goal:

Focus on what your patrons ________________, not what they ________________.
» **Tool: Don’t judge**

2 tools for stopping judgment:
1.
2.

» **Tool: Be calm**

» **Tool: Be respectful**

Especially:
1. When you ____________ meet someone.
2. During ____________.

The three times when it is helpful to be disrespectful:
1.
2.
3.

» **Tool: Slow down**
Part III-D: Pre-Conflict Tools

STAGES OF CONFLICT

- Tool: Cup of Pennies
- Tool: Use names
  Use __________ name and __________ name.
  Ask patrons to call you by your __________ name
- Tool: Small talk
- Tool: Be Walmart
Tool: Shaking hands

5 Tips:

1. The handshake should be ____________. Both hands should be ____________.
2. The handshake should be ____________ between us.
3. Your left hand should be kept out of your ____________.
4. How many shakes? ____________.
5. How hard should you squeeze? You should squeeze the same pounds per square inch as checking a ____________ for ripeness. Then buy the ____________!
Part III-E:
Non-Verbal Tools

» Tool: Where to stand

» Tool: Body “Language”

» Tool: How to stand

Don’t:
1.
2.

Instead:
1.
» **Tools: Your hands**

• **Tool: Don’t do this with your hands**

  Don’t:
  
  1.  
  2.  
  3.  
  4.  

• **Tool: Do this instead**

  When not in danger:
  
  1.  
  2.  

  When in danger:
  
  1.  
  2.  

• **Tool: Don’t touch**
» **Tools: Your face**

* Tool: Smile

Your smile is equivalent to ___________ pounds of chocolate.

* Tool: Eye contact
Part III-F: Verbal Tools

» Tool: Talk quieter

» Tool: Be calmer

Do this:
1.
2.
3.

» Tool: Listen

Reflective/Active Listening:
Tool: Be sad

Tool: Six phrases never to use

1.
2.
3.
4.
5.
6.


Debate:
Dictate:
Explain:

Tool: Blame the rules

Tool: The Staff Switch
Part III-G:
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: Have a code name for 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. 
3. 

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:

» **Tool: How to ask someone to leave**

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

1. Take a minute to ___________.
2. Make it clear that you don't think ___________ of the person.
3. Offer a ___________.

© 2018 Homeless Training Institute, LLC. All rights reserved | www.homelesslibrary.com | 25
4. Be _____________ about it.
5. Take ______________ steps.
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...”
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: ______________________________________________________________________________
    ____________________________________________________________

© 2018 Homeless Training Institute, LLC. All rights reserved | www.homelesslibrary.com | 29
14. A non-homeless patron is being nosy.
   
   » “It would really not be appropriate for me to talk about other patrons.”
   
   » Your own: _____________________________________________________________

15. Other: _____________________________________________________________
   
   » Your own: _____________________________________________________________

16. Other: _____________________________________________________________
   
   » Your own: _____________________________________________________________

17. Other: _____________________________________________________________
   
   » Your own: _____________________________________________________________