



THE LIBRARIAN'S **GUIDE TO HOMELESSNESS**

Reduce problems/conflict AND be inclusive

TRAINING HANDOUT

By Ryan J. Dowd

www.HomelessLibrary.com

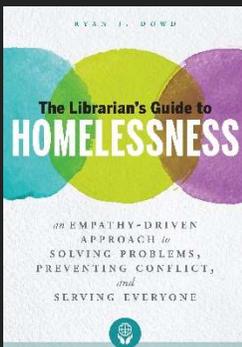
Introduction

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% =

“Dimensions of difference”

Differences between individuals

1. Age
2. Socio-economic status
3. Trauma
4. Country of origin
5. Disabilities
6. Gender
7. Etc. . . .

Areas that those difference manifest themselves:

1. Communication style
2. Life Experiences
3. Worldview
4. Triggers

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.

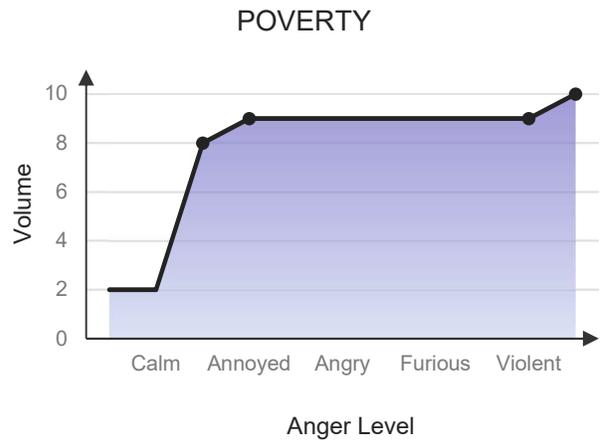
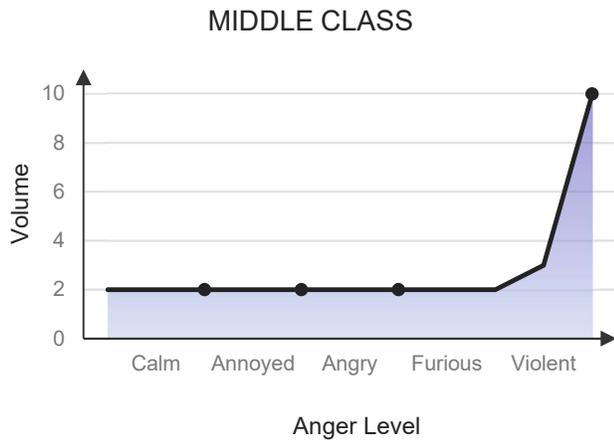
» Homeless individuals have a different communication style:

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 respect differently than you.

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

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

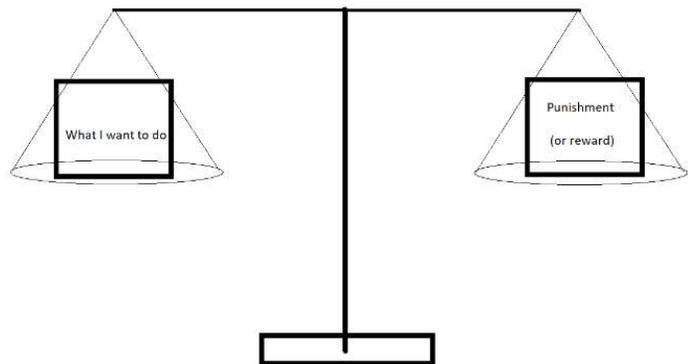
Punishment & Limitations

What is Punishment?

How Punishment Works.

Two "levers" of punishment:

- 1) _____ of harm.
- 2) _____ of harm.
 - a. Ability to punish.
 - b. Willingness to punish.
 - c. Likelihood of getting caught.



Problem #1 with Punishment: Your control over the levers

Problem #2 with Punishment: Punishment-immune populations

Homeless individuals are immune to punishment.

In fact, it oftentimes has the _____ effect of what you intended.

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

PUNISHMENT-DRIVEN ENFORCEMENT™ **EMPATHY-DRIVEN ENFORCEMENT™**

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

Increase Voluntary Cooperation and Compliance	Decrease Voluntary Cooperation and Compliance

Psychology of Conflict



Increase Voluntary Cooperation and Compliance	Decrease Voluntary Cooperation and Compliance

Reciprocity

Two caveats:

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

Increase Voluntary Cooperation and Compliance	Decrease Voluntary Cooperation and Compliance

Psychology of a Relationship

5:1 Ratio:

4 building blocks of relationship

- 1.
- 2.
- 3.
- 4.

4 relationship destroyers

- 1.
- 2.
- 3.
- 4.

Increase Voluntary Cooperation and Compliance	Decrease Voluntary Cooperation and Compliance

Psychological Inertia

Increase Voluntary Cooperation and Compliance	Decrease Voluntary Cooperation and Compliance

Neurochemical chemistry of aggression and empathy

Chemicals	What they do	How you get them
Serotonin	Reduce _____ behavior;	
Dopamine	Reduce _____; Increase _____	
Oxytocin		
Cortisol	Increase _____	

Increase Voluntary Cooperation and Compliance	Decrease Voluntary Cooperation and Compliance

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:

Increase Voluntary Cooperation and Compliance	Decrease Voluntary Cooperation and Compliance

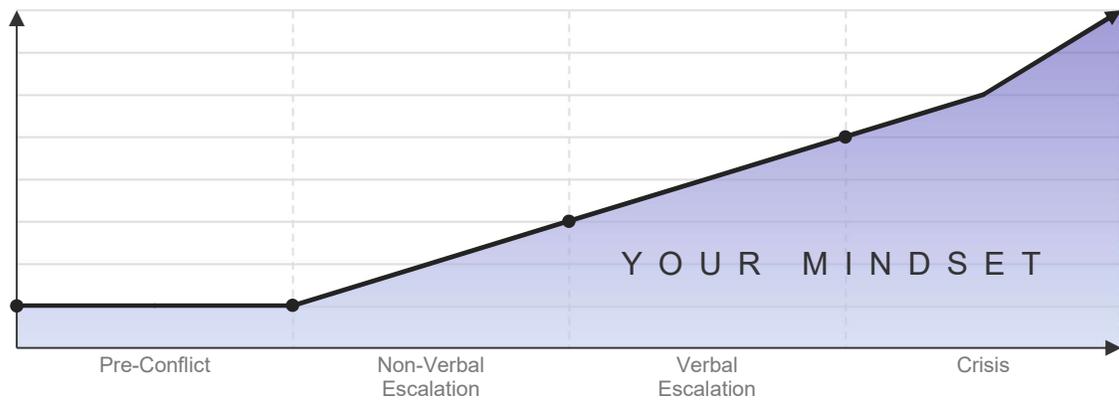
Part IV

Tools of Empathy and Psychology

1. Prepare for problems

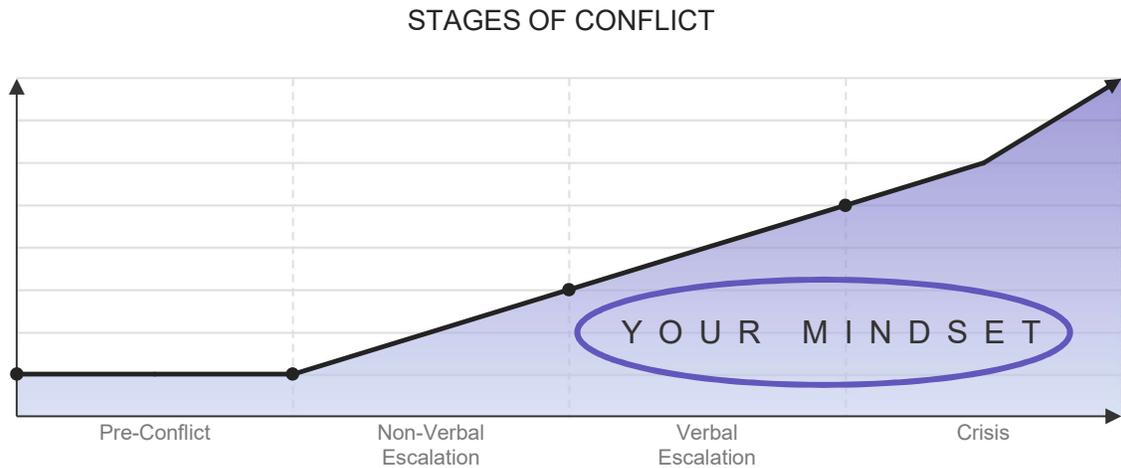
2. Solve problems as early as possible

STAGES OF CONFLICT



3. You have a lot of tools (use empathy-driven tools first)

Mindset Tools



» **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.
4. Except in a Bruce Willis Movie, you don't fight fire with _____. You fight it with _____.

» **Tool: Know your goal**

The only legitimate goal:

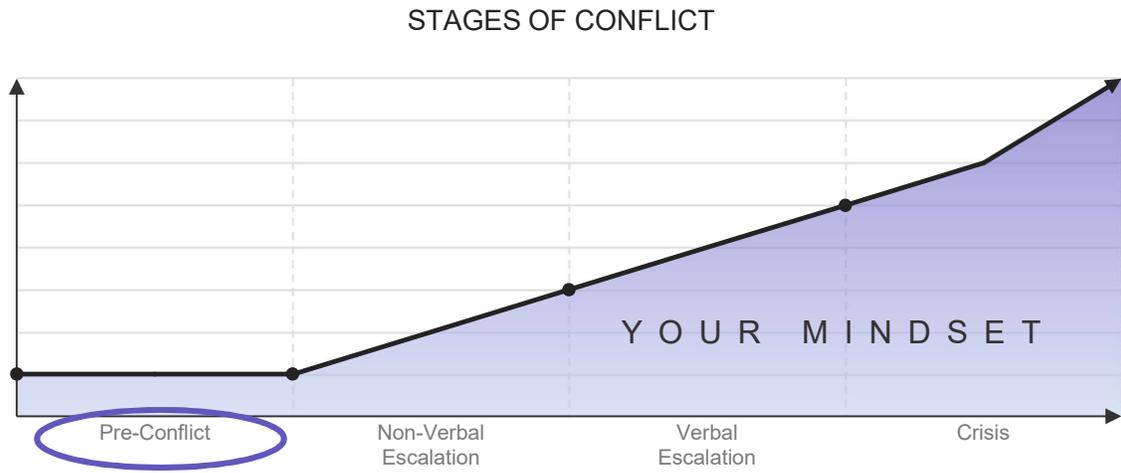
Focus on what your patrons _____, not what they _____.

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

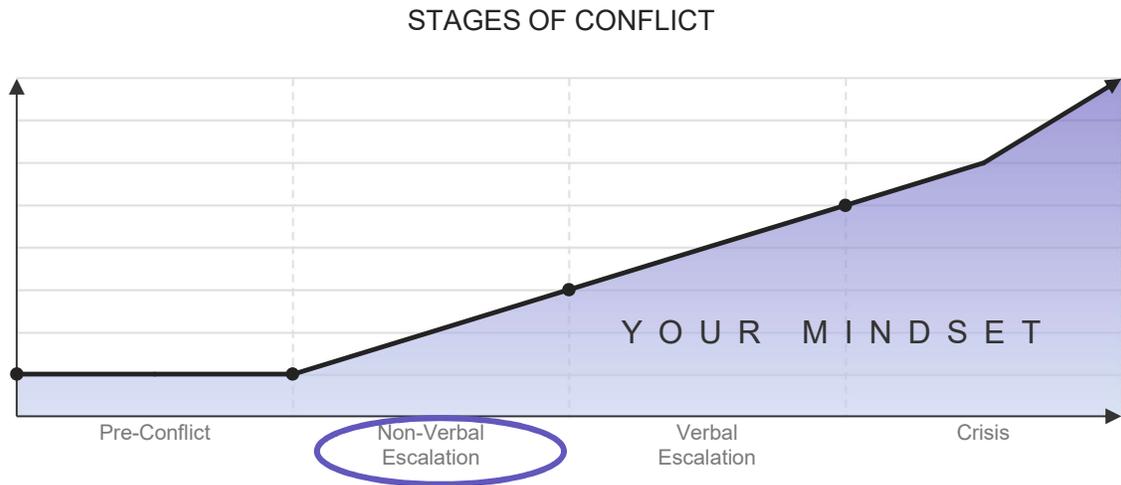


» **Tool: Cup of Pennies**

» **Tool: Use names**

» **Tool: Be Walmart**

Non-Verbal Tools



» **Tool: Body "Language"**

» **Tool: How to stand**

Don't:

- 1.
- 2.

Instead:

- 1.

» **Tools: Your Hands**

Don't:

- 1.
- 2.
- 3.
- 4.

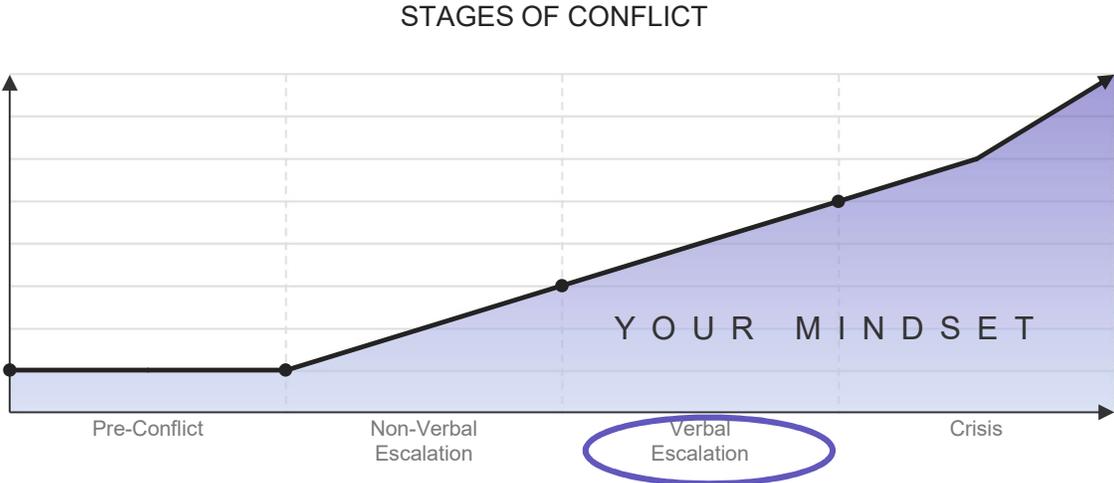
Instead:

- 1.
- 2.

When in danger:

- 1.
- 2.
- 3.

Verbal Tools

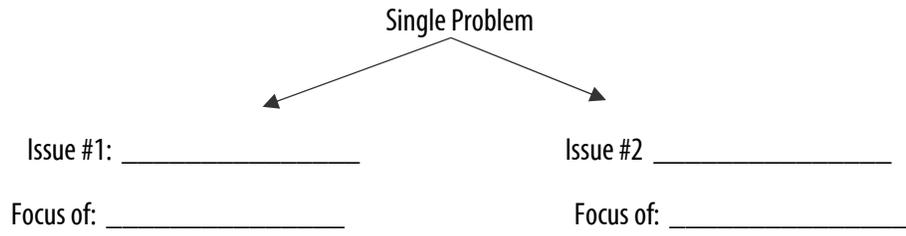


» **Tool: Talk quieter**

» **Tool: Listen**

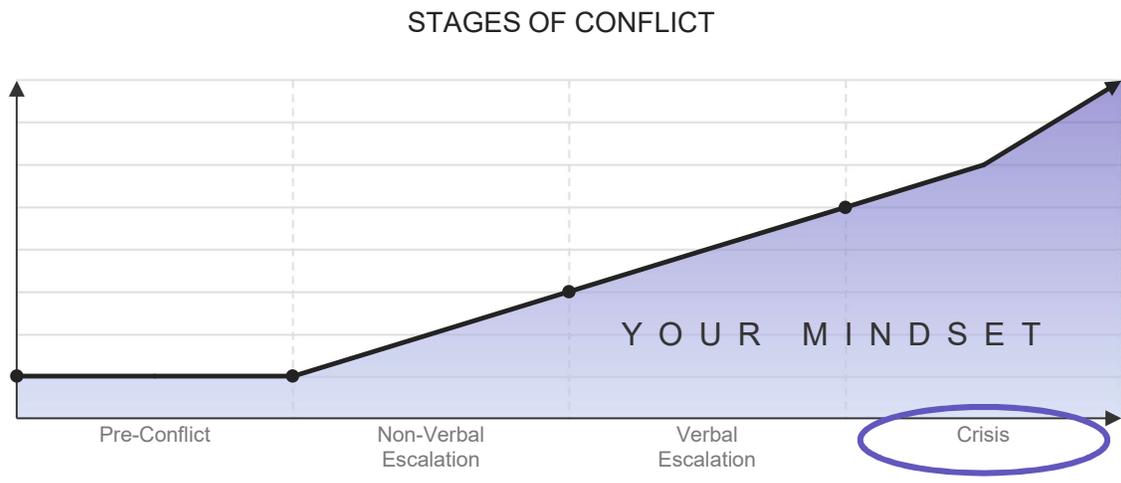
Reflective/Active Listening:

» **Tool: One Problem, Two Issues**



» **Tool: Be sad**

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.

Extra Tools (if time allows or for longer trainings)

» **Tool: Explain. Don't debate. Don't dictate.**

Debate:

Dictate:

Explain:

» **Tool: Explain. Blame the rules**

» **Tool: Where to stand (somewhere "less public")**

» **Tools: Don't touch**

» **Tool: Don't Judge**

2 tools for stopping judgment:

- 1.
- 2.

» **Tool: Be respectful**

Especially:

1. When you _____ meet someone.
2. During _____.

The three times when it is helpful to be disrespectful:

- 1.
- 2.
- 3.

» **Tools: Eye contact**

» **Tool: Smile & Humor**

» **Tool: Ask, Don't Tell**

» **Tool: Give Options**

» **Tool: Six Phrases to Never Use**

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

» **Tool: Reframing**

» **Tool: The Trade**

» **Tool: The Pivot**

» **Tool: Set Boundaries**

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:

15. Other: _____

- » Your own:

16. Other: _____

- » Your own:

17. Other: _____

- » Your own:
