



THE LIBRARIAN'S  
**GUIDE TO HOMELESSNESS**

Reduce problems/conflict AND be inclusive

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TRAINING HANDOUT

By Ryan J. Dowd

[www.HomelessLibrary.com](http://www.HomelessLibrary.com)

# Introduction

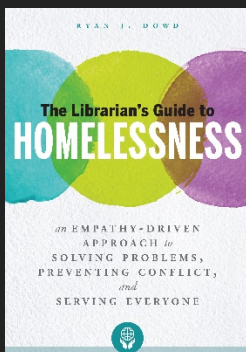
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## Four goals of this training:

- » 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

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### 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.

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» Homeless individuals have a different communication style:

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1. Homeless individuals speak differently than you.

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**Formal Register:**  
**Casual Register:**

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

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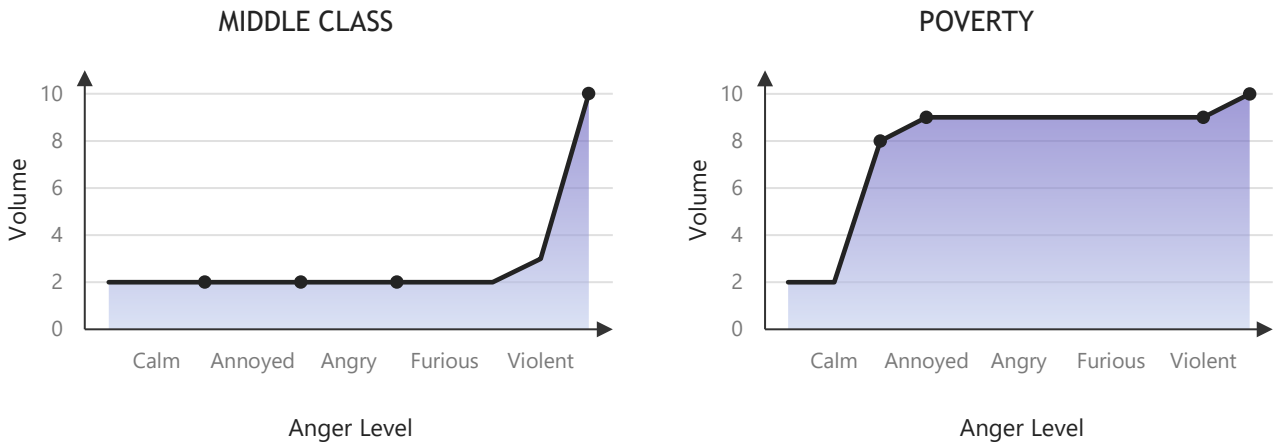
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3. Homeless individuals have a different orientation to volume.

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» **Homeless individuals have different life experiences than you.**

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1. Homeless individuals have experienced more trauma than you.

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**People with trauma:**

1. Misperceive \_\_\_\_\_ stimuli.
2. Have difficulty regulating their \_\_\_\_\_.
3. More \_\_\_\_\_.

2. Homeless individuals have experienced more violence and danger than you.

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3. Homeless individuals have experienced more punishment than you.

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**“Habituated to Punishment”:**

» **Homeless individuals have a different worldview than you:**

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1. Homeless individuals look at time differently than you.

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

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

» **Homeless individuals have different triggers than you:**

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1. Uninvited touch

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2. Differential treatment (unfairness)

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3. Being treated as "lesser"

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4. People enjoying their misfortune

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# Part II

## Punishment & Limitations

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### What is Punishment?

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### How Punishment Works.

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### Punishment-immune populations

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### 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

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**PUNISHMENT-DRIVEN  
ENFORCEMENT™**

**EMPATHY-DRIVEN  
ENFORCEMENT™**

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## **TOOLS**

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## **BENEFITS**

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It is not about \_\_\_\_\_ you enforce the rules. It is about \_\_\_\_\_ you  
enforce the rules.

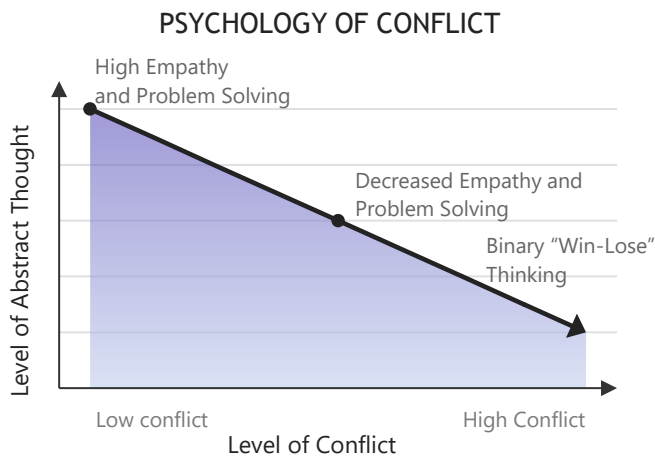
# Part III

## Psychology of Voluntary Compliance

### Emotional Contagion

| Increase Voluntary Cooperation and Compliance | Decrease Voluntary Cooperation and Compliance |
|-----------------------------------------------|-----------------------------------------------|
|                                               |                                               |

### Psychology of Conflict



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| Increase Voluntary Cooperation and Compliance | Decrease Voluntary Cooperation and Compliance |
|-----------------------------------------------|-----------------------------------------------|
|                                               |                                               |

# Reciprocity

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## 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

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## 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

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| Increase Voluntary Cooperation and Compliance | Decrease Voluntary Cooperation and Compliance |
|-----------------------------------------------|-----------------------------------------------|
|                                               |                                               |

# Neurochemical chemistry of aggression and empathy

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| Chemicals | What they do                    | How you get them |
|-----------|---------------------------------|------------------|
| Serotonin | Reduce _____<br>behavior;       |                  |
| Dopamine  | Reduce _____;<br>Increase _____ |                  |
| Oxytocin  |                                 |                  |
| Cortisol  | Increase _____                  |                  |

| Increase Voluntary Cooperation and Compliance | Decrease Voluntary Cooperation and Compliance |
|-----------------------------------------------|-----------------------------------------------|
|                                               |                                               |

# Legitimacy of Authority

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Three requirements for authority figure to be viewed as legitimate:

- 1.
- 2.
- 3.

What is not required for legitimacy:

- 1.
- 2.
- 3.

| <b>Increase Voluntary Cooperation and Compliance</b> | <b>Decrease Voluntary Cooperation and Compliance</b> |
|------------------------------------------------------|------------------------------------------------------|
|                                                      |                                                      |

**Problem with rigid consistency:**

# Part IV

## Tools of Empathy and Psychology

1. Prepare for problems

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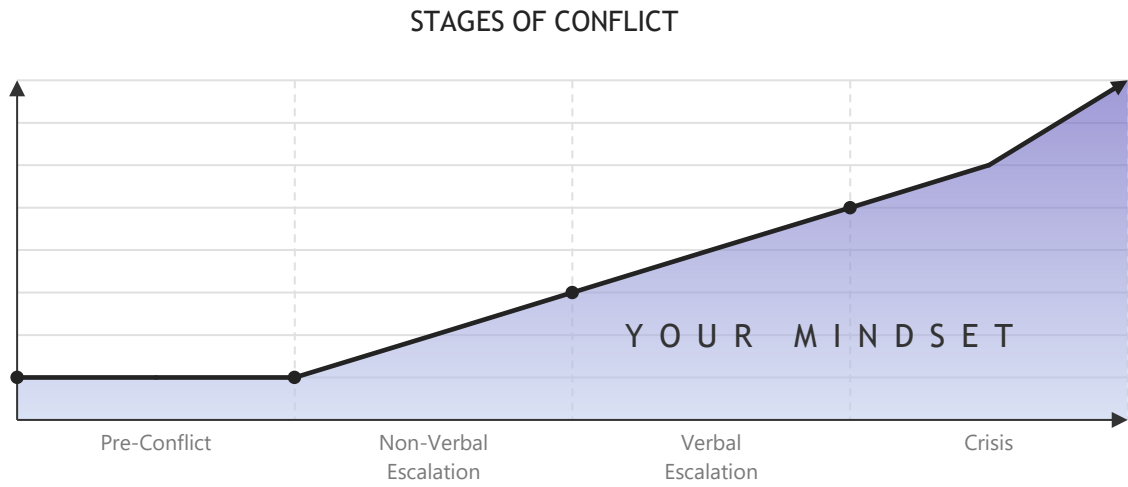
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2. Solve problems as early as possible

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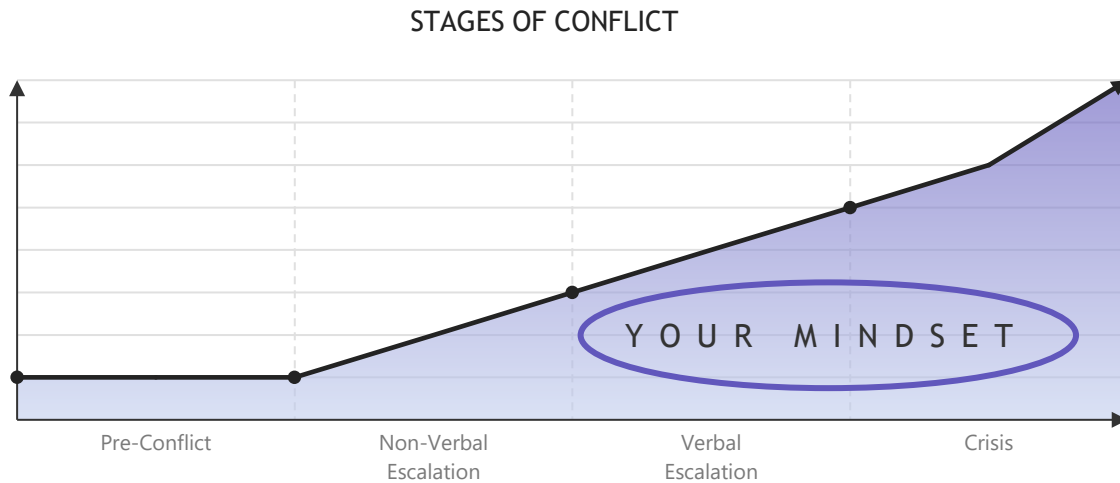
3. You have a lot of tools (use empathy-driven tools first)

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# Mindset Tools



» **Tool: Lead, don't follow**

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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**

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**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  
\_\_\_\_\_"

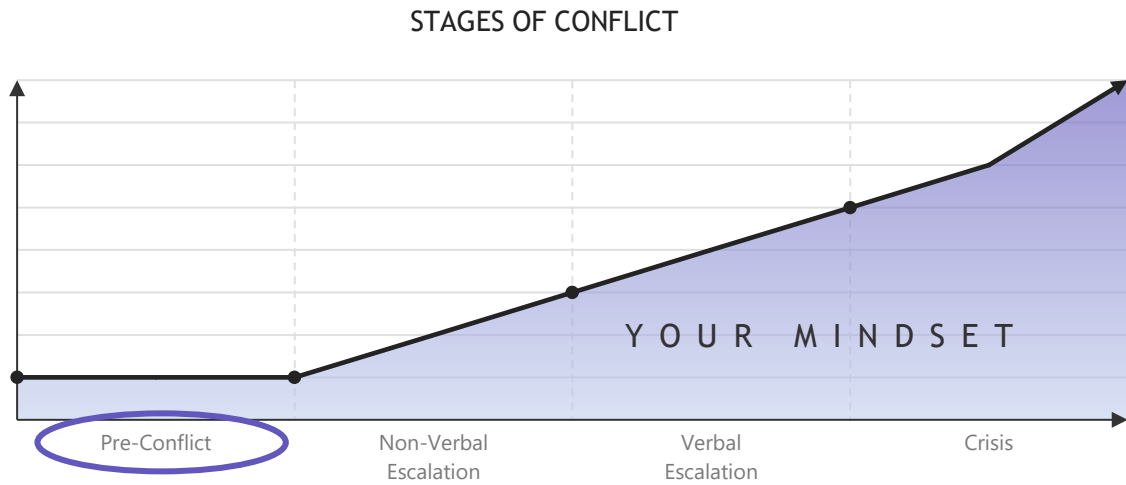
» **Tool: Slow down**

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# Pre-Conflict Tools



» **Tool: Cup of Pennies**

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» **Tool: Use names**

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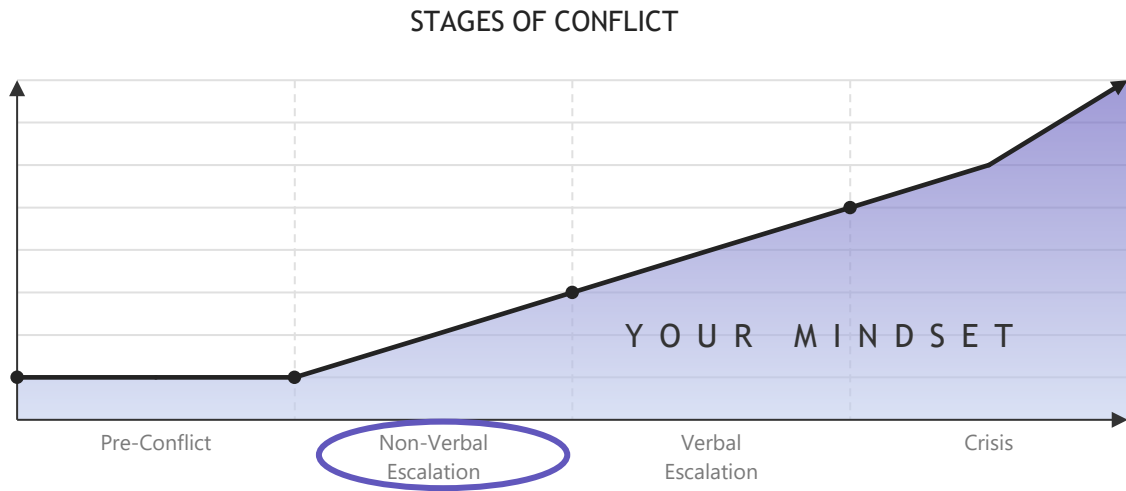
» **Tool: Be Walmart**

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# Non-Verbal Tools



## » Tool: Body "Language"

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## » Tool: How to stand

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Don't:

- 1.
- 2.

Instead:

- 1.

» **Tools: Your Hands**

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Don't:

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

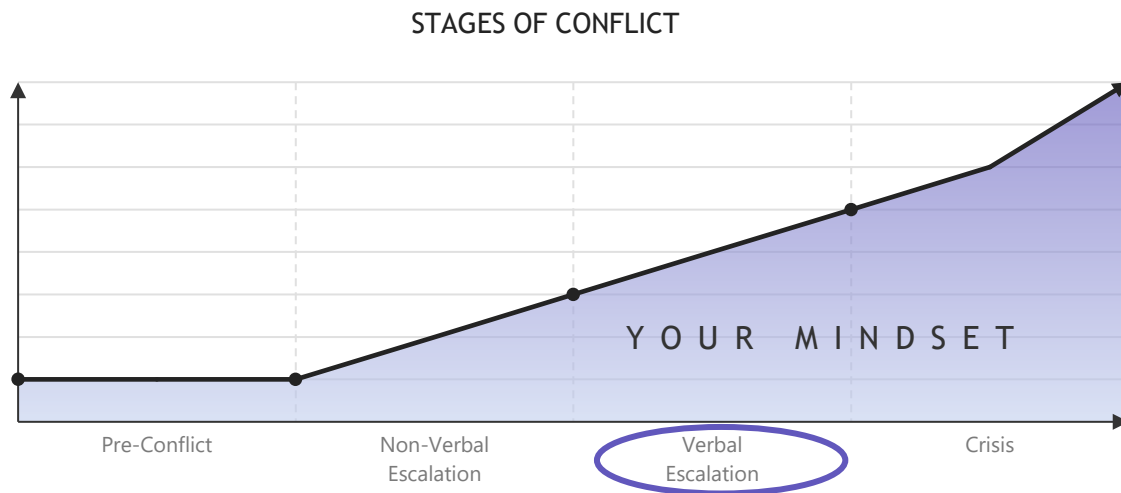
Instead:

- 1.
- 2.

When in danger:

- 1.
- 2.
- 3.

# Verbal Tools



» **Tool: Talk quieter**

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» **Tool: Listen**

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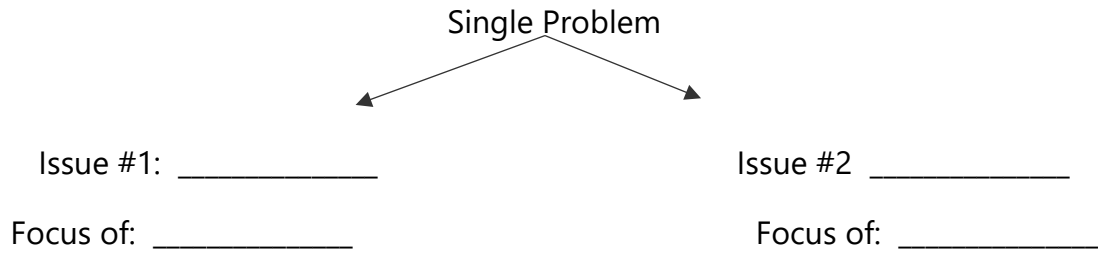
**Reflective/Active Listening:**

» **Tool: One Problem, Two Issues**

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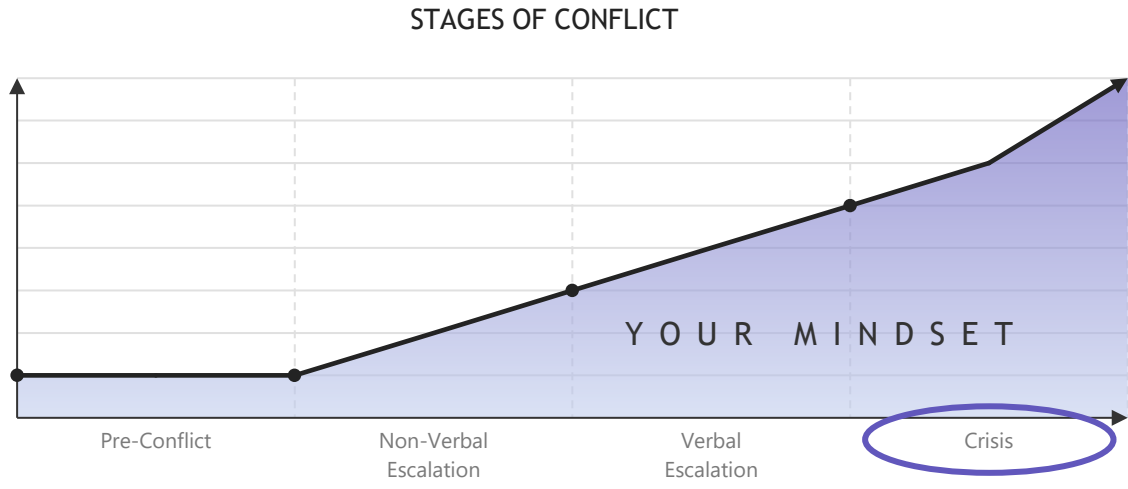
» **Tool: Be sad**

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# Crisis Tools



## » Tool: When to call the police

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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**

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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**

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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**

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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

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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:

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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:

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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:

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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:

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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:

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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:

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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:

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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:

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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:

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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:

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11. Someone is panhandling in the library.

- » "Sir, you can't do that."
- » Your own:

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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:

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14. A non-homeless patron is being nosy.

- » "It would really not be appropriate for me to talk about other patrons."
- » Your own:

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