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LIBRARY SECURITY

**Better Communication,
Safer Facilities**

STEVE ALBRECHT



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PREFACE

I like libraries now and I loved them as a kid. And I'm a "book guy"; reading and writing (sixteen books so far) have been important parts of my entire life. I was also a cop, and for the past fifteen years, I have taught a program called "The Challenging Patron" for dozens of libraries. If you're like me, you may have thought library work was about books and research and study and information management. I quickly learned that it's really about people. And on some days, it can be about eccentric, idiosyncratic, needy, odd, charming, or kind—as well as challenging—people.

Looking back on a career that includes law enforcement, human resources, security consulting, writing, seminar training, and university classroom teaching, I have found my work in threat assessment to be the most useful for libraries. In 1994, I coauthored the book *Ticking Bombs: Defusing Violence in the Workplace* (Irwin), which was one of the first titles on that subject. Ever since, I have devoted much of my thinking and actions to keeping people safe at work. Despite the book's national attention—even an *Oprah* appearance for my coauthor—my pitch for training services was usually declined. Workplace violence was connected to a theme that still exists today: The phenomenon of armed and angry people coming into offices, factories, malls, churches, restaurants, movie theaters, and government agencies. Statistics bear out that the now-familiar "active shooter" (an odd term of art used mostly by law enforcement and taught to our culture by the news media) still is rare enough to be an anomaly, not something for a business owner or manager to worry about. In April 1999, however, a toggle switch for our national consciousness was thrown at a high school in Jefferson County, Colorado. The school shootings at Columbine High School changed the game for all of us: Cops, security practitioners, human

resources (HR) administrators, school district officials, and business owners and operators. Soon after, people were calling me and my “early arriving” colleagues with requests for training and site security assessments of their facilities or to assess the risk posed by a bitter, terminated employee, an employee’s domestic violence situation, a troubled student on a K–12 or college campus, or a threatening taxpayer, visitor, vendor, or customer. Conversations with HR directors and managers in public-sector city and county agencies often included concerns about the library. I was surprised. What could possibly go on at the library? Isn’t it a place for people to read books and magazines? Who’s bothering people at the library?

In 2000, Cheryl Gould and the folks at Infopeople in California asked me to design a program to help library staff members deal with challenging patrons. I soon found myself standing in front of the staffs of public libraries, law libraries, and university libraries in big and small cities, urban environments, and rural locales. Even as a child, I knew the library drew some odd people, and I stayed away from them in the stacks. As a patrol officer with the San Diego Police Department, I had escorted from the library a few obnoxious street people and several dozen drug and alcohol enthusiasts, and I had written up a few theft reports for personal property, books, or videos. Only when I started presenting library workshops, however, did I begin to see the rest of the iceberg.

Some libraries seem to attract the poor and the bewildered, the opportunistic crook and the sneak thief, gang members, abandoned or runaway kids, people who can’t control their Axis II disorders or maintain sobriety, the sexual predator who prefers children, or the pornography enthusiast who, for some unknown reason, doesn’t have his own computer or access to the Internet. I was discouraged hearing one library worker after another tell me that he or she had been flashed by a guy in an overcoat or asked to help print out color photos of bestiality porn. Younger female staff members complained of being stalked by male library patrons who read their name tags or employee ID badges with their first and last names and job titles and used library computers to get personal information on them. Gang members came to the library to vandalize the building or tag the books with their graffiti, recruit other kids or shake them down for money, sell drugs, or steal purses, phones, and tablets. Teenagers have sex in the secluded areas. Neglectful parents drop off too-young kids for twelve hours. Alleged caregivers roll their wheelchair-bound or elderly patients to a table,

give them a book, and then leave for ten hours. The homeless eat, sleep, and panhandle in the library and take sink showers in the restrooms. People bring into the branches “comfort animals,” not trained dogs for the blind or disabled, but snakes, ferrets, parrots, turtles, and rats. In the San Francisco Civic Center branch and the main downtown City of Los Angeles libraries, the uniformed security staff members post pictures in their guard offices of the worst offenders, thieves, and sexual predators.

I have heard your stories. The common thread is that these patrons and the situations they create make your working lives miserable, bother other library customers, and raise liability concerns.

Nevertheless, challenging people need your best efforts to serve their needs. This book will help you feel more comfortable around uncomfortable people. It discusses creative patron communication methods and what I define as “high-risk customer service tools” for behaviors that raise the stakes. In law enforcement, we used the Rule of Three to get compliance from uncooperative people: Ask. Tell. Make. You have the ability to use the first two. A challenging patron’s interaction with you, another staff member, or another patron may become so problematic that you need to call the cops for the third. This book will help you decide if you’ve reached that point.

I wrote this book with every library worker in mind as a potential reader. If you’re a frontline library employee, then you can use this book to make suggestions to your coworkers and bosses in staff meetings, training discussions, and other formal or informal conversations about how to keep things safe.

Courage is a learned skill, and one I admire. I like library directors with the courage to do the right thing, and I have seen many examples of this. They take ownership and defend their right to create a safe, functioning, peaceful place to work and visit. If you’re in charge of people or facilities, use this book as a road map to make the changes your experience, intuition, contextual circumstances, and interactions between patrons and employees at your branch have been telling you to initiate. This book will help you create and maintain the kind of security-driven environment that will improve employee morale, enhance employee retention, and polish employee interactions with all patrons.

Admittedly, I still think like a cop. I tend to view things in the library as either safe or not safe, secure or not secure. I realize there are gray areas when it comes to human behavior, but I’m perhaps less forgiving of the rude,

angry, eccentric, entitled, or threatening patron than you might be. What you are willing to tolerate, because of librarianship's principles of access or simply because you see these same people day after day, may be different. Differing perspectives aside, my goal for this book is to encourage you in all situations to enforce your codes of conduct, policies, and standards for all people using the library in a way that is firm, fair, consistent, and assertive.

I've included some additional material in appendixes at the end of the book, including a checklist for conducting a security assessment of your facility, several staff training exercises you can do as part of ongoing staff development or just as a way to spice up a staff meeting, and a helpful primer on employee stress management.

Most libraries call me to set up a training workshop or to consult on a dangerous or threatening patron issue only when the situation has become unbearable. My knowledge of the context and history of a patron's past behaviors is limited. My objective is to guide you in getting the patron to cooperate, to leave quietly or noisily, but without hurting anybody. I may suggest some tools, approaches, or solutions that seem unusual, outside the box, and even manipulative. I ask that you keep an open mind and try every conversational or positional tool (e.g., space, distance, barriers). Apply the best ideas to the patrons and situations that you face, evaluate your successes, and keep on keeping on.

I often ask workshop participants if our goal when dealing with problematic patrons should be Peace or Justice. I usually get the right answer: Peace. Justice is rare, hard to define, and not always possible. Peace is possible. Use your best customer service skills, treat the person with respect even when it's difficult, consider your best actions for the safety and security of everyone in the room, and help the person leave feeling relatively satisfied that you did the best you could for him or her. Go for Peace.

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City of Santa Cruz (CA) Library
City of Poway (CA) Library
City of Woodland (CA) Library
City of Buena Park (CA) Library

The New Library Workplace

Not So Quiet

A patron has been occupying an Internet computer for several hours and is pulling up one adult site after another; patrons with nearby children are starting to complain. An angry woman comes in with her fourteen-year-old son to ask you why he was kicked out of the library yesterday (which was your day off). An elderly man has a lot of fines and missing materials; he wants to check out too many items and he gets upset when he is told he cannot. Two teenagers are making out in the library; other patrons are uncomfortable. A seven-year-old seems lost in the library; it looks like one of his erstwhile parents may have dropped him off for the whole day. A homeless man, one of your regulars, is asking highly personal questions of the female staff and female patrons, including young girls. A man is talking loudly on his cell phone, while eating a greasy sandwich at the periodicals table; when you come over, he starts with, “Don’t you dare bother me! My taxes pay your salary!”

And so begins another working day at your library. Large or small facility, rural or urban location, law or university or city or county library, lots of branches or one, many employees on-site or only a few—these situations are common, distracting, and potentially troubling.

You thought this job was about the great books, history on the page, and having the time to review the periodicals and publications that interest you. In reality, it’s really about people, and sometimes those people are odd, demanding, entitled, angry, or even threatening. The nature of the beast in many libraries is having to deal with, on an occasional or a regular basis, eccentric people.

Patron behavior problems are not new to libraries, but there are certainly new solutions, ranging from bringing in liaison partners like homeless advocates, police task forces, or adult or child protective services officials, to the use of temporary restraining orders (TROs), regular staff meetings about security issues, better door locks, and restroom redesigns. You can have the library you want to work in and patrons want to visit. However, what you want and what you might get can be quite different.

The December 13, 2010, edition of *USA Today* ran a front-page headline story (by staff writer Judy Keen), below the fold, that either struck fear in the hearts of library people or, more likely, caused them to shake their heads at another sign of the times: “Libraries welcome the homeless. Some start book clubs or show movies for patrons.” This short article verified what most library supervisors and their employees already knew (and what some taxpayers and library patrons know too): While some libraries continue to fight the good daily fight by trying to minimize the negative impact of disruptive homeless people, others have thrown in the towel.

Some facilities have adopted the coping philosophy espoused by San Francisco City Librarian Luis Herrera: “Libraries are becoming our community living rooms.” His facility employs a psychiatric social worker, who helps the homeless who enter the San Francisco Civic Center branch with referrals to city resources. (As a side note, that branch has a beautiful rotunda near the entrance. Staffers who see the mentally ill homeless congregate underneath this dome day after day, week after week, and year after year have dubbed it “Area 51.”)

When library employees get frustrated with their patrons and vice versa, two common themes emerge, one from the patrons and one from the staffers. From the patrons: “I miss the ‘old’ library. Where’s the card catalog?” “How come people can eat and talk on their phones here? I miss the quiet.” “It wasn’t like this in the good old days.” When I teach my library safety and security workshops around the country, these are the three most common complaints from library staffers: “This would be a great place to work if it weren’t for all these entitled patrons.” “This would be a great place to work if we didn’t have patrons misusing or fighting over the Internet here.” “This would be a great place to work if people respected library staff like they did when I was a kid.” Sound familiar? Even the most positive library people—and I’ve met many in my travels—have to admit that it ain’t your mom and dad’s library anymore.

Have libraries had to reposition themselves to stay relevant? Of course. Will libraries have to continue to offer new approaches, to attract newer patrons, beyond just students, the elderly—who see the library as a community necessity—and those adults who have always used and liked libraries, and their children? Yes again.

And in terms of patron behavior problems, has the library gotten worse, has it always been bad, or is it mostly tolerable, with a few challenging people on an irregular basis? Of course, this depends on who you ask. Some staffers work in libraries located in tough, gritty, high-crime neighborhoods, where the facility draws some scary or dangerous people on a daily basis. Others work in similar cities where the library is seen as a neutral zone, so the bad guys tend to stay out. Other library people work in more remote or rural libraries and are fearful of certain patrons because they may be the only person on duty in a tiny branch. These patrons are scary, intimidating, and frequently have no place else to go in that small town, so they hold court at the library and act out regularly. Police response to these locations is spotty or from a distance, or both. At least those staff members who work in big cities with lots of crime have the advantage of having lots of cops nearby (even if they don't ever come by unless they're called for a real emergency).

Regardless of where you work, you will have to deal with the changing nature of patrons today, which means more mental illness with some of them, more substance abuse, more kids with behavior problems—left alone in the library by parents who leave them for hours—and plenty of boundary-pushing behaviors by the entitled, who don't believe your rules or codes of conduct ever apply to them.

This book exists to make you feel confident about going to work each day, more empowered to make good decisions on behalf of your facility, your boss, and your colleagues, and to help you help those patrons who have a sense of respect for you and the function of a library. Throughout this book, you're encouraged to use your intuition in those situations where you need to make immediate decisions as to what to say or do and, just as important, what not to say or do. By saying, "Listen, pal, if I have to tell you one more time to stop doing that, there's going to be trouble" and then not enforcing any consequences, you've just made the situation worse.

You have the right to question my methods or suggestions in this book. Some of them will work for you, in your facility, and for the situations you're facing. You may have to try some of them more than once because the people

you're encountering just don't listen or hear you or care to comply. You have the right to try, try, try, and then disengage and get help. You have the right to work in the safest environment you and your colleagues can create.

Comments from Library Staffers around the Nation

Here's what your Brothers and Sisters of the Book are saying about the difficulty of their work environments and problematic patrons.

From a staffer at the US Library of Congress regarding the Internet: "This kind of behavior happens even in our national library. The computer center is a magnet for the homeless, the mentally unstable, and porn addicts, among others. Your tax dollars at work. I've seen homeless men having nearly naked sink baths in the restrooms. There are a great many of these regulars who arrive when the doors open at 8:30 a.m. and don't leave until they're asked to leave at closing time. There have been near fistfights among several competing mentally unstable people and people taken out in handcuffs. Librarians have access to panic buttons that summon squads of police when needed."

According to a library branch manager in San Diego County, "Most people are nice and courteous; however, there is a bit of desperation in patrons trying to get résumés and applications out in a timely manner. Some patrons get upset a little faster than they used to. We have a lot of issues with unsupervised teens pushing the limits."

When asked if the struggling economy in her City of Oakland (CA) library has had an impact on worsening patron behaviors, a longtime staffer said, "I don't think that it has made it any worse. Those who are rude and/or hostile continue to be that way. We do have an increased volume of business, especially those seeking work and applying for unemployment. Many of these people have no computer skills and need more help than we can provide, leading to frustration for them."

From a Baltimore County (MD) library staffer: "The most common security issues we see at our facility are patrons stealing materials, especially CDs and DVDs; fighting over computer access; and inappropriate behavior due to their intoxication. We have had to get temporary restraining orders against patrons who continually harassed staff or other patrons, stared at people, or threatened staff. We try to get support from our law enforcement agencies, but their responses are not always timely."

Do any of these concerns sound familiar to you?

Our Motto

Perhaps it helps to start with a theme that bypasses the *why* of patron behavior problems and focuses more on the *how*.

We can accept the person without having to accept his or her inappropriate behavior.

In my work, I'm often asked if a person who commits an act of violence somehow fits a "profile" of a violent perpetrator. (This is a popular question from those in the media, who keep grasping for the perfect characteristics of active shooters in schools and workplaces, which just don't exist.) The truth is that many angry people, when confronted with a problem they don't know how to solve, can resort to violence—young or old, male or female, any race, any religion, with or without a criminal history. Assuming this is true, and significant and voluminous research from the US Marshals, Federal Bureau of Investigation (FBI), and Secret Service suggests that it is, then we can skip the search for a collection of demographic characteristics and focus our energy and prevention attentions on patron *behaviors*.

Related to the never-ending search for profiles that don't exist is the futility of looking for a motive as to why people act up or act out using violence. There are many reasons why people, even mostly peaceable types, act out with violence, including mental illness, irrational religious beliefs, a broken heart, the chemical imbalances brought on by substance abuse, uncontrollable rage that comes from a frontal lobe brain injury, or a perceived and skewed sense of personal injustice. The bad news in all of this is that we can't always understand these motives or prevent them. Some horribly violent perpetrators took their reasons with them to the grave; others described them in great detail through their notes, blogs, or other social media postings.

The better news is that while we can't control people's behaviors, we can control our perception of them, our responses to them, and, ultimately, our treatment of them. So the rest of this book focuses on behaviors, not profiles, and our responses to those patron behaviors which hurt the library experience for other people and the staff.

The New Library Environment?

It's possible that some patrons feel a bit overwhelmed and even a little powerless in the so-called "new library." To wit: "I miss the 'old library.' Where is the card catalog?" they ask themselves or you. "People can buy coffee and scones here and eat them in the stacks?" they say, looking around as an espresso machine whirs in the background. "How do I look up a book using the computer system? Do they still use the Dewey Decimal System here?" "The library website sure has a lot of stuff on it, but it's a little hard to navigate." "They have this self-service checkout machine that I can't figure out and don't want to. I like talking to the people who work here, but they always seem to want to direct me over to all these new technologies. I miss the human touch." Before you chalk up these complaints to some senior citizens who are deathly fearful of computers, recognize that these comments have come from patrons of all ages, even those who consider themselves tech savvy.

And how about library staffers who miss the "old library"? Here's what they have to say:

"Back in the day, people were quiet. You could hear yourself think. Now we have to listen to people playing videos on their cell phones at full volume without using headphones."

"We are expected to be able to answer a lot of tech questions about how to connect our patrons and their tablets to our Wi-Fi system. Everyone has a different system and it's just as confusing to us as it is to them. They think we should know everything about their devices."

"The homeless population seems more aggressive, more mentally ill, and more entitled than ever before. They quote our policies to us, the Penal Code, and they seem to know a lot better than we do as to when we can or cannot ask them to leave."

"A lot of patrons don't know our rules, don't plan to learn them, or ignore our rules, because we seem to have the same conversations about what they can and can't do, every time they come here."

"We seem to get a lot of grief from our elected officials. We ask a patron to comply with a policy or kick them out for bothering

people and they go straight to our library director or to a city council member to complain. We end up getting called on the carpet for trying to do our jobs. I wish our library director would take our side more often. Once an elected official gets involved, you can guarantee the problem patron is coming back here and will feel pretty self-satisfied about it.”

“There is a general lack of respect between people. Patrons are rude to each other and to staff. Staff feel disrespected so they give it right back sometimes. Patrons come in angry and leave that way, especially when we can’t solve their problems the way they think we should.”

“We feel like we have to do more, with less help, and faster than ever before. Budget money is tight. We’re not hiring extra people and we’re not even replacing the employees who retire or leave. Employees are under stress here.”

This is not to suggest that we should post a sign over the staff entrance of every library in the country that reads, “Abandon hope all ye who enter here.” But even the most cheerful library director or the most optimistic and humanistic library employee will have to admit that the library world is becoming a tougher environment.

“When Do I Do What I Know I Should Do?”

At some early point in my library workshops, a participant will approach me in a hesitant and almost sheepish manner. It usually happens on the first break (and when I’m desperately seeking the men’s room). This person will say, “Can I tell you about a situation that happened here? I want to know if I did the right thing.”

He or she will tell me a story about an angry, difficult, entitled, or threatening patron and what he or she did to handle the person. This may involve using what I define as high-risk communication skills, calling over another colleague for help, bringing in a supervisor to take over as a near last resort, completely disengaging from the patron because of a threat, or even calling the police to have the patron escorted out or arrested. (A variation of this question is, “Are you going to talk about when it’s the right

time to get help or get out of there or call the police because of a scary patron?”)

Of course, these employees are looking for validation, support, and even praise from me, all of which I give by the handful because, in the majority of examples they tell me, they did exactly the right thing. I rarely have any argument with how they handled their situations. I offer words of encouragement, suggest some fine-tuning for a similar situation next time, and try to send them back to their chairs feeling empowered.

This leads me to think about the answer to their ultimate question: “When do I do what I know I should do?” (Say that three times fast after you’ve had a few adult beverages.) I think the answer to this question is that there are multiple answers, based on both the content and the context of the situation. Following are some examples of when you need to step in and enforce your code of conduct and behavioral policies, either alone, with one or more colleagues to support you, using help from your boss, or requesting a police response.

When It Hurts Your Business

There are lots of examples of situations in which a patron’s behavior is irritating (like a patron cutting fingernails at a table and sweeping the clippings onto the floor while packing up to leave) but does not necessarily impact the business of being a library in a negative way. A parent changing an infant’s dirty diaper on the tray table on the airplane may be gross, but it doesn’t affect the way the pilot operates the controls. However, when the behavior or antics of a patron disrupt the business of the library, that is your signal to address the problem.

This is a contextual issue, one that has to do with your level of patience for something that a coworker might think is a huge deal while you don’t, or vice versa. There is no perfect answer for whether you should or should not talk to a patron. Some library employees let homeless people sleep in the library as long as they are not blocking the way of wide-awake patrons or snoring loudly enough to be heard outside. For others, this is a major pet peeve, and they spend their days rousing the snoozers. Some library staff members put kids and teens on a very short leash when it comes to disruptive behaviors while others say, “Let kids be kids.”

Other factors will play into your decision, including the current culture at your library; the level of tolerance, as displayed by the director and senior

staff; previous incidents or accidents, especially those which resulted in dollar losses, payouts, or pending litigation; the neighborhood; the level of patience, concern, or apathy exhibited by other patrons; and the influence of a library board, Friends of the Library group, city or county officials, your municipal attorneys, and/or elected officials.

When Your Intuition Kicks In

In his best-selling book *The Gift of Fear: Survival Signals That Protect Us from Violence* (Little, Brown, 1997), Hollywood celebrity security expert Gavin de Becker calls intuition both a powerful force and “a unique form of knowing.” He reminds us that it’s *always* in response to something you see, hear, or, more likely, feel. It *always* acts in your best interests (and we all have examples of when this was true). We all have examples of when following our intuitive feelings worked and of how it hurt when we didn’t follow them. And, as de Becker cautions, human beings are the *only* creatures on the planet who override their intuitive feelings. Animals don’t do this in nature because they know it might lead to their deaths. No smart gazelle continues drinking at the water hole after hearing the crunch of paw steps over his shoulder. If the little voice in your head says, “I wonder if I should walk over there and mention something to that patron?,” then do so. If the little voice says, “Should I go and get my boss for help?,” then do that. If the little voice says, “I think I had better go call the cops,” then don’t ignore your concern; it’s trying to keep you and others safe. (If you hear more than one little voice, seek psychiatric help.)

When Other Patrons Complain or Are Afraid

Some patrons are vocal about what they see as bad things going on in *their* library. They may ask you to address a patron’s behavior problem while standing five feet from that person, almost as if they are challenging you to “do your job” in front of them. This can put added stress on you and create a new, additional conflict between those two patrons. Other patrons may approach you more quietly to point out a situation that is occurring with which they need your help.

When Other Coworkers Complain or Are Afraid

An example of this happens at staff meetings when the behavior of one of your “frequent fliers” comes up yet again. Instead of shrugging your

collective shoulders and saying, “Well, what can we do?” about someone who repeatedly does the same things to disrupt the business, come up with a plan and put it into action the next time he or she does it again. If a patron scares you and/or other coworkers, it’s important to talk about the solution and activate it.

When You Know You Need to Set Limits and Boundaries, Now and for the Future

Problem patrons will try only what they think they can get away with. I preach the need to be consistent throughout this book. If people think they can eat or sleep or pester other people for money and you will not address their actions, then they will continue to behave in these ways. And not only do you need to address this situation; your colleagues need to back your play, when they are on the floor with you and, especially, when you aren’t there. Problem patrons learn quickly which staffers will make them follow the rules and which won’t, and they adjust their library visits accordingly.

When the Situation Fails the “Reasonable Employee” Test

You will see the term *reasonable* pop up in any number of civil court cases or in the descriptions of laws, especially those related to employment or any event involving a strong difference of opinion between two parties: Was the employer reasonable in its response to the issue when it surfaced? Did the employee take reasonable steps to address the situation when he or she encountered it? Did the supervisor respond reasonably? Was the police response necessary and reasonable? You should always ask yourself, “Am I being reasonable in my response to this patron’s behavior? Am I overreacting or underreacting? What would another library professional like me do in a similar situation?”

Are Your Problem Patrons Yes, Maybe, or No People?

In many situations involving patrons, it helps to first assess their perceived levels of cooperation. Are they *yes* people, meaning you always get a good, cooperative response from them when they are asked to comply? Are they *maybe* people who maybe will cooperate and maybe won’t, depending on their mood or, more likely, how you treat them when you ask? Or are they *no* people who won’t cooperate, no matter how nicely you ask?

I used this approach plenty in my policing career, usually making the decision in the first few moments after my arrival. *Yes* people left when I asked and did not scream or yell or argue that they were right and I was dead wrong. *Maybe* people usually cooperated once they realized they were on thin ice in terms of choices. *No* people usually required me to call for backup and would help me get a torn uniform before they finally gave up.

The key to this model is knowing that sometimes, either accidentally or intentionally, you can turn *yes* people into *no* people based on how you treat or mistreat them (at least in their eyes). You can turn a cooperative person into a screaming maniac by being condescending, rude, or officious with him or her.

Don't Rationalize Irrational Behavior

Think of the number of times you have said the following when faced with a difficult, rude, challenging, obnoxious, or even threatening patron who does something on a one-time or continuing basis that puts you and other patrons at risk:

“I’m probably overreacting...”

“I’ll stop it if he or she does *x*, *y*, or *z*...”

“They’ll go away soon, I hope...”

“Maybe if I just wait her out...”

“It’s not really that bad...”

“It’s not my job to handle that...”

“My supervisor is on a break...”

“I’m not a cop, psychologist, or social worker...”

“Asking for help means I can’t do my job...”

“This is not bad enough for me to call the police yet...”

There is no value to rationalizing what you know is the right thing to do. You already know that this conversation in your head goes against your intuitive feelings, and it only delays you from doing what you know you should do.

Nothing that follows in this book about dealing with difficult, challenging, confrontational, or high-risk patrons says you have to deal with them alone. We will talk about maximizing your resources and making it easy for you to have hard conversations as we go forward.

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