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INTERNATIONAL ASSOCIATION OF CANINE PROFESSIONALS



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The INTERNATIONAL ASSOCIATION OF CANINE PROFESSIONALS' commitment is to develop professional recognition, communication, education, understanding and co-operation across the wide diversity of canine expertise and knowledge.

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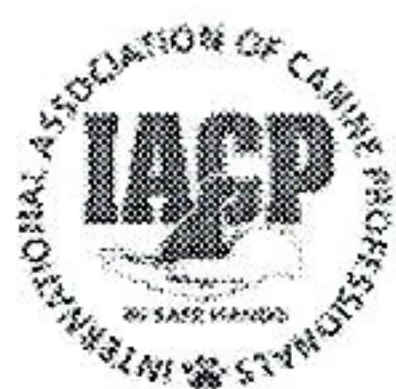
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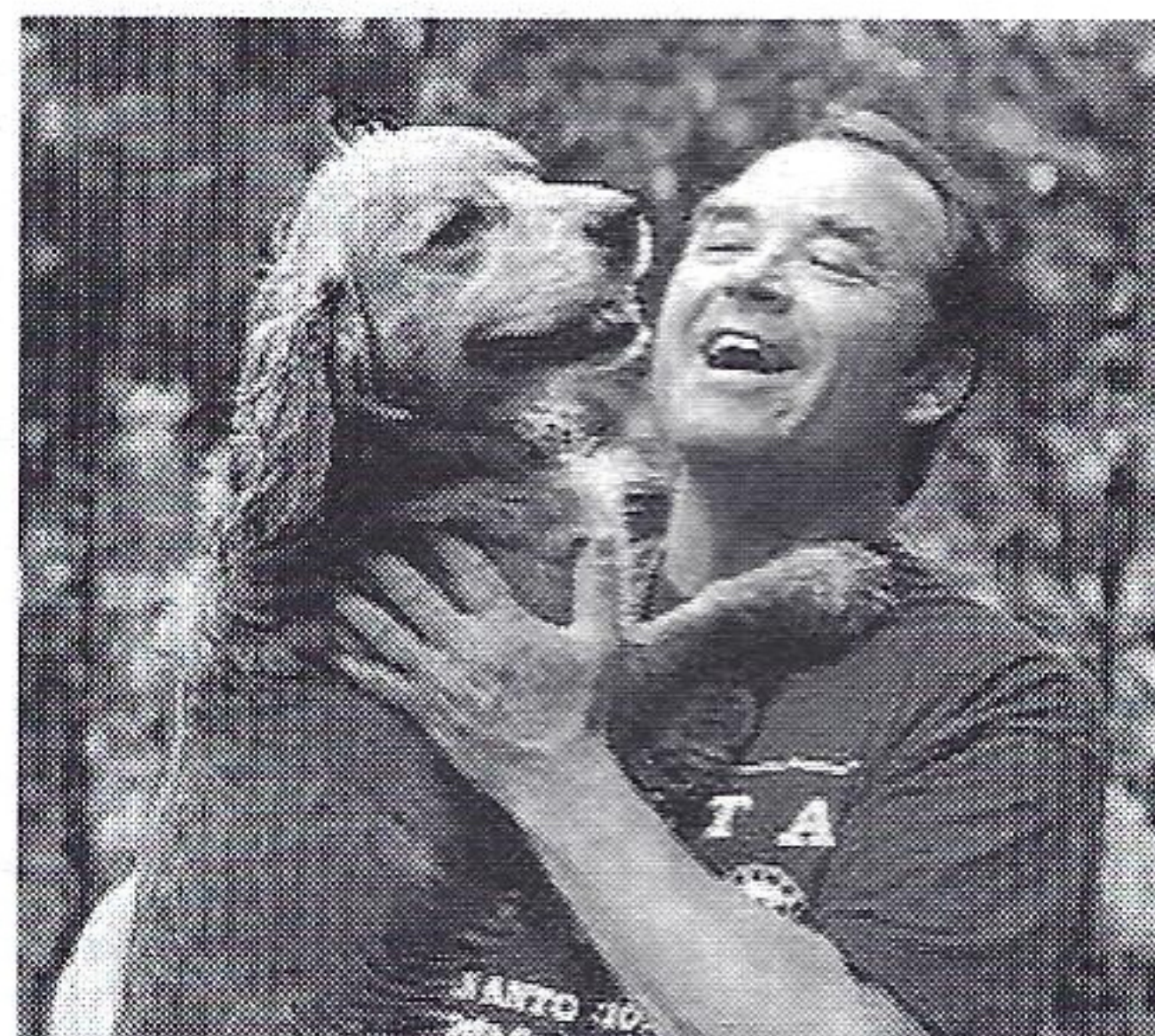
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FROM THE PRESIDENT

Wow, another wonderful Conference has happened and another year is upon us. Where does the time go. Time is such a valuable resource and goes all too quickly. Yet so many changes occur in that time and happen in little ways every day that we sometimes do not even realize that we have grown and changed. It is only when someone mentions how much you and your business has changed and grown that you really take stock of what has happened. If we want our business to grow, our time has to be planned and priorities set for work that has to be done. By attacking and working on the priorities so many other aspects of business fall into place. This has been the case with the IACP and SafeHands Journal. We often are impatient to move forward yet when we look at where we are compared to only a year or two back, we have moved forward dynamically. One of the issues when we first started was to gain membership from all sectors of the dog world. We now have members from all sectors which includes a rapid growth in membership from boundary fence installers.



This year we are determined to increase the number of Veterinarians within our ranks of membership. To this end we have formed a relationship with behavior and training Chapters of Universities offering courses in veterinary medicine. National K-9 hosted the first meeting between IACP and students from the local Chapter in Ohio which I am delighted to hear went extremely well. Is there a Veterinarian University in your Region?

In addition we would like all members to make a real concerted effort to introduce their own veterinarian contacts to the IACP. To this end I have presented my own veterinarian with a membership and will do similar with other vets that refer our business. It is a thank you, it is a joining together and it is a way of bringing to their attention the value of the work we do both as an Association and as individual members. We have always stated that we need to work together in the dog world, to have confidence in each other's skills and ability to assist dogs and their owners. This is one way in which we can show we are working together and gain understanding of each others roles.

Our hope is that members will also see the value of doing this with their own veterinarians and those who refer them. In this way the IACP will become the roof under which we can all work with trust and confidence together.

Martin Deeley

President IACP

The Client Complains - Now What?

Shirley Greene

Some rules of business are fairly straight forward: Grow your business, maintain or decrease your debt, and you will profit. Another good rule is that businesses selling a product cannot be managed the same as those offering a service. If you deal in tangibles, you are "market" driven. And, if you provide a service, you are "customer" driven. To me, that means a customer doesn't make contact until there is a problem. How many of us call a plumber to report the toilet DID flush? And, how many of your clients made an initial call to report their pup didn't need any training - it was perfectly behaved? Problems are what drive people to service businesses. No problem - no need for a trainer. Doesn't that make us LOVE problems? You might say that problems fuel the bottom line profits. And, that's correct, except when the "problem" is an unhappy client.

The number of satisfied clients leading to referrals and repeat business is universally important. Most business consultants offer up pages of information and yards of lists on how to make your clients happy. We understand that happy clients increase our business, and our profits, by repeat spending, purchasing additional goods or services and sending us those all-important referrals. It is easy to treat these people well.

However, an area often overlooked, and equally influential, is how unhappy clients are treated. The outcome of conflict resolution with complaining customers has the potential to decrease profits, sales and referrals. An unhappy customer, on average, repeats (and embellishes) their "tale of woe" to at least 11 people, while a satisfied customer many only brag 3 or 4 times. There is a large opportunity for every trainer to increase business revenues through appropriate management of client complaints.

I was a "secret shopper"/"buck stopper"

For several years, I was a secret shopper. Hired by companies large and small I went into a store and made a purchase from a targeted department. Then, I returned home and completed a lengthy checklist of positives and negatives to help the store evaluate its level of customer service. I soon grew to realize that evaluating customer contact through purchasing a product wasn't reality - as testing. What separated the "Chihuahuas from the Mastiffs" would more likely occur when an employee had to handle a product return or a customer complaint.

I have a theory: almost any employee can make a customer happy by selling them the product or service they've already come to buy. Perhaps raises should be based upon how well employees resolve customers' complaints. Promotions, on the other hand, should be earned by employees who not only resolve the complaint, but also retain the client and, therefore, generate repeated business opportunities. Bravo to those wise souls who can look upon a complainer as a potential profit center!



In addition to "secret shopping," I spent almost nine years of my life as the "buck stopper" in a large medical school/clinic atmosphere. Before a complaint or a lawsuit stopped at the executive offices of the President or Board of Directors, it came through me. So, if I didn't want to be Swiss cheese, I had to handle the situation and convert the dissatisfied into happy campers. Think I wasn't motivated to learn the art of negotiation?

Houston...we have a problem (client)

The real moment of "customer service" truth for any trainer comes when that unhappy client walks onto the field or their message is retrieved from your answering machine or e-mail. What you do next determines the futures for all 3 sides of the training triangle: the client, their dog and YOU. So before we "engage the enraged," let's take a look at the psychology behind our upcoming "close encounter with the mad mind."

Product -vs- Service: Psyche 101

When a customer buys a product that doesn't work, it's returned to the store. "Hey, this VCR won't record." No one person is blamed - the "IT" didn't work.

Jackie Chan Does Agility

Christine Mainini

In my opinion, Border Collies are the world's smartest dog. Having the brainpower equivalent to a 4-year-old child allows these tireless dogs to be very obedient, and incredibly attentive. These extraordinary dogs also make great family pets, while showing you the real meaning of "pushing it to the limit".

I can attest to the above because I own a Border Collie. She is three years old and is still going strong. My family and I named her Jackie after the famous 50-year-old Karate master Jackie Chan. Some people say that between the ages of three and four, Border Collies begin to slow down, meaning their energy level decreases. My family and I have yet to see that in Jackie. She really enjoys being told what to do, especially if it involves running, swimming, or being outside... with anyone.

Jackie really enjoys pleasing. Since Jackie was a puppy, I have worked with her. I have taught her all the basic obedience commands and some interesting tricks. Being amazingly smart, Jackie was able to learn the tricks and commands quickly. Teaching Jackie to roll over was overall the hardest trick to accomplish. Border Collies don't like to take their eyes off of their master for a second. They don't want to miss a command because they are so focused on every movement or gesture you make.

With Jackie learning the tricks and commands so quickly, I ran out of ideas of what to teach her next. This became frustrating for me AND for Jackie. Of course we kept on playing together but I felt like she was not gaining any more knowledge than what I had taught her in the past. I knew Jackie was an amazing dog and I felt like a failure to her because we were doing the same tricks and commands over and over. I confronted my father about the dilemma. My father, Chris Mainini, works for Radio Systems, a company that manufactures dog and cat products. He recommended that I see Mr. Mann. Just recently, Radio Systems built a kennel, Petsafe Village, for cats and dogs across the street from the company headquarters. The manager at PetSafe Village, Richard Mann, informed me of the classes that were being offered at the Village. When I looked over the classes, one grabbed my attention... an agility class.

I had heard of agility and I had watched the sport on the television but I had never given it much thought beyond what I had already known about it. But when the opportunity came about I jumped at it. I knew that it would be exercise for Jackie and for me too! Plus, it would also be a great learning experience for both of us. I signed up for the class and we started two weeks later.

Overall, Jackie is very happy to meet new *people*. About a year ago, a much larger dog attacked Jackie. Since then Jackie has "smiled" and barked at any dog that ever came near her, making her look like a very mean dog. A lot of people never gave her a

chance. So when entering the class, I knew this would also be a great way to get Jackie back on the social scale. So far, agility was looking to be a great investment.

Two weeks after applying for the class, Jackie and I began the Level One Agility Training Class. In the class, there were about four other classmates, each very interested in the sport. The teacher of the class, Donna, brought one of her championship dogs to the class. A Dalmatian named Sassy. She and Sassy have been competing for over seven years so I really looked forward to being trained by a professional.



Christine and Jackie ready for the 'stunts'.

The other classmates and I introduced our dogs and ourselves and we all quickly got to know each other. Of course, Jackie was excited to meet the people but not thrilled about the other dogs sniffing her. She was a little skittish with the other dogs at first but after a few assuring "It's okay," and "good girl" comments she was confident that the other dogs were not there to hurt her.

The first class was very educational, for the dogs and their owners. Most of us were there out of curiosity for the sport but also for the exercise. Donna did a great job introducing the new equipment and the correct command words. She demonstrated with Sassy. We didn't start on the equipment that night.

The class was from 7:30pm to 9:00pm. A good hour and a half of running, directing, treats, and water. Jackie loved it right from the start because she was constantly doing something and, as a bonus, she was gaining more vocabulary. Every new piece of equipment was a new word and a new challenge. Jackie is a very disciplined dog; she is very patient with me and always waits for my commands. Everyone was

Jackie Chan Does Agility Cont'd

impressed with that, especially when I told her to slow down on the dog walk or the A frame, because I needed to catch up!

Jackie and I did a great job in the Level One Agility Training Class. We received certificates and we were also invited to move onto the Level Two class. Now, feeling comfortable and confident with the new sport, Jackie and I happily accepted the offer. Of course, this meant a harder work out and advanced courses and training, but I really felt like Jackie was ready for it. She had made tremendous achievement with her social status. Although, she still didn't enjoy the sniffing, but she wasn't as conscious about the other dogs being there with her.

Like everyone had ever said, "You can't have too much of a good thing." This agility class was a good thing, and Jackie listening to every word I said was a good thing. We were getting constant compliments. We were a good team! Jackie pieced it together that every time we entered the building, it meant a fun time was about to take place. But on the agility course Jackie, became very cocky! She was good for the first two classes of the Level Two class but after that she was like, "I know this, let's do something else." She became easily distracted with the people who were watching outside the class. She would all of a sudden wonder on over to the exit doors, look out, and then look back at me, basically saying, "Let's get outta here!" By doing this, she was not listening to me and constantly disobeying me. I became frustrated and soon hated going to the classes because I felt inadequate as a trainer for not having complete control over my dog. Donna would show me certain maneuvers to do to Jackie that would simply let her know that I was STILL in charge. This worked for a total of ten minutes, then Jackie would wonder off again.

After complaining to my mother she decided to take me to a pet super store, in order to find something that would bring Jackie back to me, I decided on a short leash. This leash also allowed me to control Jackie through several of the obstacles in the course. Hoping this would change Jackie's cockiness, I looked forward to the next Agility class.

Donna congratulated me for taking the action towards Jackie's behavior and we began the class. Having the leash on Jackie was annoying. I felt like an overprotective mother because I was grabbing Jackie after she completed every course to avoid having to chase after her or to yell at her for leaving me in the middle of the class of the course to go and stare out the glass exit doors.

Becoming frustrated again, I confronted my father this time. Being the VP of Product Development, he had a training product for me to test out on Jackie. It consisted of a collar with a training receiver and a hand-held remote control with an adjustable level control.

Jackie wears a similar collar for her underground fence. She was trained according to the warning beep that sounded before she crossed over into the correction zone. The underground

fence keeps her in our yard; since she is so sensitive to the beeping sound that is all she needs to be reminded of her boundaries.

The remote and collar training system that my father recommended is very similar to the underground fence, except I am in control of when Jackie needs to be beeped. I would simply clip the transmitter onto my pant waist. If Jackie would feel the urge to leave my side in the middle of the Agility class, I would press the warning button on the hand-held control, and a beeping sound would be heard.

Excited about testing the product out in the real Agility environment, I had a better attitude about going to the class than I did with the short leash experiment. The next class rolled around and it was experiment time! As usual, Jackie was randomly walking around eventually making it over to the exit doors. After a very strong command, she returned to me and continued the Agility course. When the course completed, a water break was suggested so Donna could move around some equipment to provide us with a new course to run through. When Donna was done rearranging, we were to walk through the new course with our dogs. Jackie seemed distracted but came along with me when I called. Three quarters of the way through walking the course, she decided it was time to go home. Fed up with this behavior I pressed the warning button and a beeping sound caught Jackie by surprise. She came running back to me and lay down at my feet. Talk about service! It worked! I got Jackie's attention immediately!! For the rest of the night, I was less hesitant to use the remote control. After I had warned Jackie, she would follow me closer and listen to me more obediently for a good twenty minutes than she would need to be reminded again. That night she had to be reminded a total of three or four times! But she knew I meant business.

Each new Agility class, Jackie needed less and less reminders. By the end of the season, Jackie had really become more attentive and in my eyes- the top Agility dog! I am very happy with our success in using the Radio Systems' product. I still use it from time to time. Only when Jackie gets so caught up in the moment that she needs to be reminded who is in control.

Jackie is amazing and will never stop leaving us speechless. We are very proud of her and her Agility experience. It has definitely given her some new vocabulary words and it had given her more confidence. We are currently taking a break from the sport (High School calls) but intend to go back with our heads held high and with the remote training product of course!

Christine Mainini is 16, a sophomore at Farragut High School in Knoxville, Tennessee. She is an avid reader and plays a mean game of soccer (both indoor and field). She plans on becoming a doctor in the future and possibly authoring a series of fiction novels.

Ooops wrong dog

Mary Mazzeri

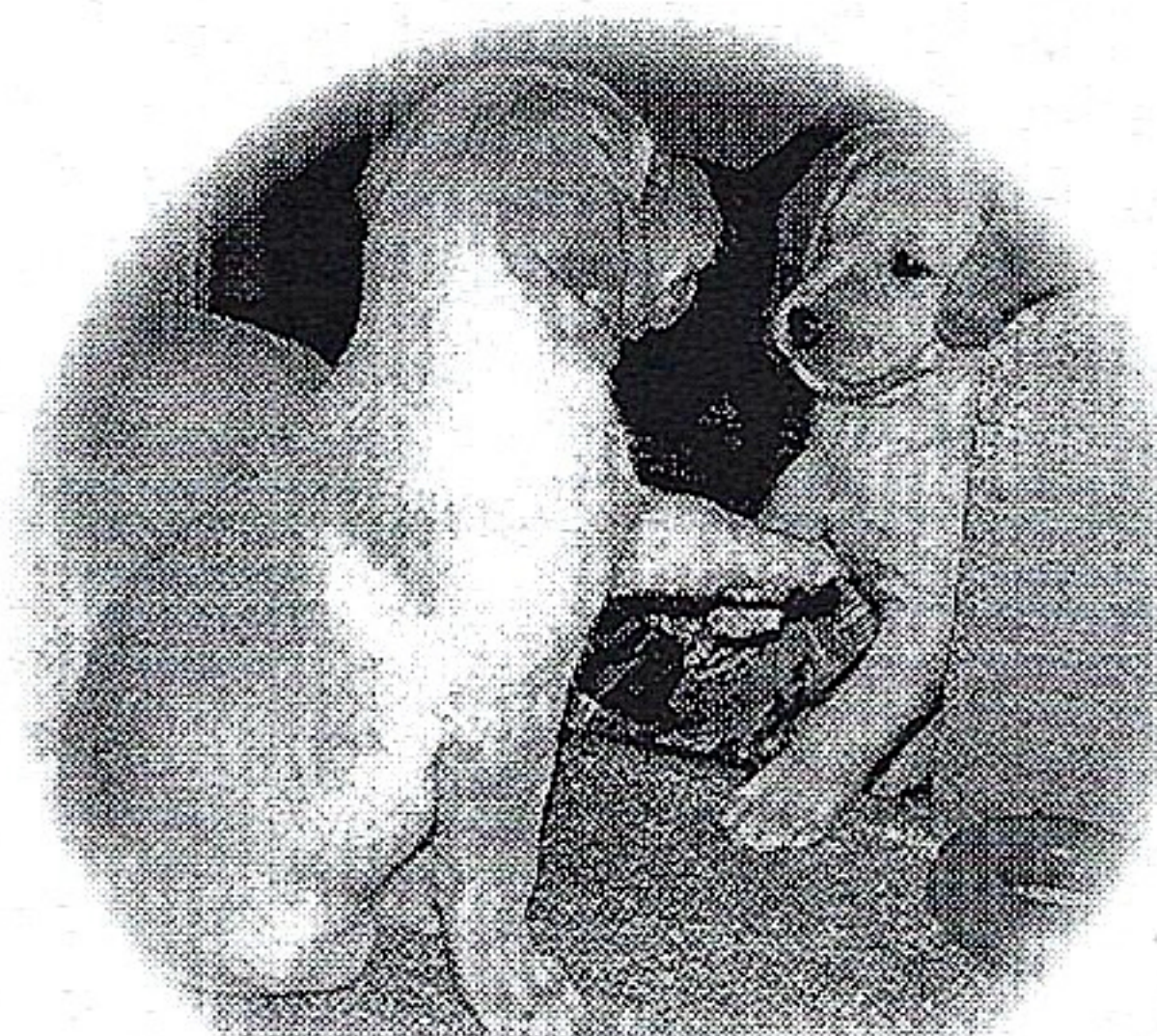
I don't know why I haven't shared this story before. Kind of funny ...

I do a lot of puppy classes and last year I had a class of 9 pups, one an Australian shepherd and eight Labs (four blacks, three yellow and one chocolate) which were all about the same size. Even a pair of lab littermates, although the owners didn't know they were littermates until they arrived at class and asked the usual 'Where did you get your puppy' questions. As you can imagine, the kinetic energy level was particularly high at this class.

In the second week of class we let the pups socialize and then call them out of play for a treat and then let them go back in -once they've acknowledged the person who called them. Among other exercises they were passed around, petted and treated by fellow classmates. By the end of class the wee 'ums were pretty

well spent so we brought them in, worked a few restraint and body handling exercises and relaxed them with a bit of T touch.

A couple of hours later I got a troubled call from one of my students. "I don't know what's wrong with Megan, she's been acting very nervous and whiney.



"Now listen, we could have some fun here. You be Megan

Do you think maybe someone gave her a treat that is upsetting her stomach?"

"Has she had diarrhea or vomiting?"

"No, she just seems very upset."

"Well, check her temp rectally. She should be at around 101.5-102 degrees. If its higher or she has any other symptom show up you



Smeeled one Lab you have smelled them all."



"These labs all look the same to me"

may want to call your vet. Labs usually have cast iron stomachs. It might be something else."

We hung up the phones and I hoped it wasn't anything serious.

Not 5 minutes later a second student with another of the black labs called to express similar complaints, "Daisy is very restless. She keeps whining, pacing and panting. She seems distressed. She will not come when I call her."

Now I was alarmed as thoughts of puppies being given treats that were perhaps rancid or toxic passed through my mind. Then it hit me. "Try calling Daisy "Megan". After a few moments, my student was back on the phone. "Well that's funny, she did respond to.... oh no! I brought home the wrong dog!!!"

"Yes, I believe you did" as I told her about the other phone call I'd received. It turned out that their owners had accidentally switched the two litter sisters during class. Arrangements were made to return the pups to the right homes and they agreed to buy two different colored collars. I tell that story in every puppy class now. I have a new one starting tomorrow with 4 different kinds of bulldogs...

Mary Mazzeri, PDTI

Mary is an IACP Professional Member from Carpentersville, IL

www.caredogtraining.com

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CYNDY DOUAN ELECTED IACP MEMBER OF THE YEAR

Er Cyndy Douan of Kingston Kennels, Kingston, Georgia was elected and presented with the International Association of Canine Professionals prestigious Dick Russell WOW Member of the Year Award at this years IACP Annual Conference in Texas. Mrs. Douan is not only a gifted trainer but also a dedicated worker for everything dog. "It is her dedication, hard work and determination to do the right thing by dogs that has won Cyndy this award." said Martin Deeley IACP President.

Mrs. Douan as Education Director of the IACP, has developed and promoted Certifications for dog trainers and instructors which are aimed at raising the standards for dog training. Too often dogs are abandoned or sent to shelters because of their behaviors. Trainers can help and support owners to ensure that their dog will become the family companion they dream of.

Mrs. Douan's aim is to create a greater awareness of the importance of training and trainers and the high standards required from the profession. To this end the Certification demands that a trainer demonstrate the ability to train dogs through a practical examination of their skills in addition to theoretical knowledge. President Martin Deeley believes that these Certifications are the only ones of their type set and



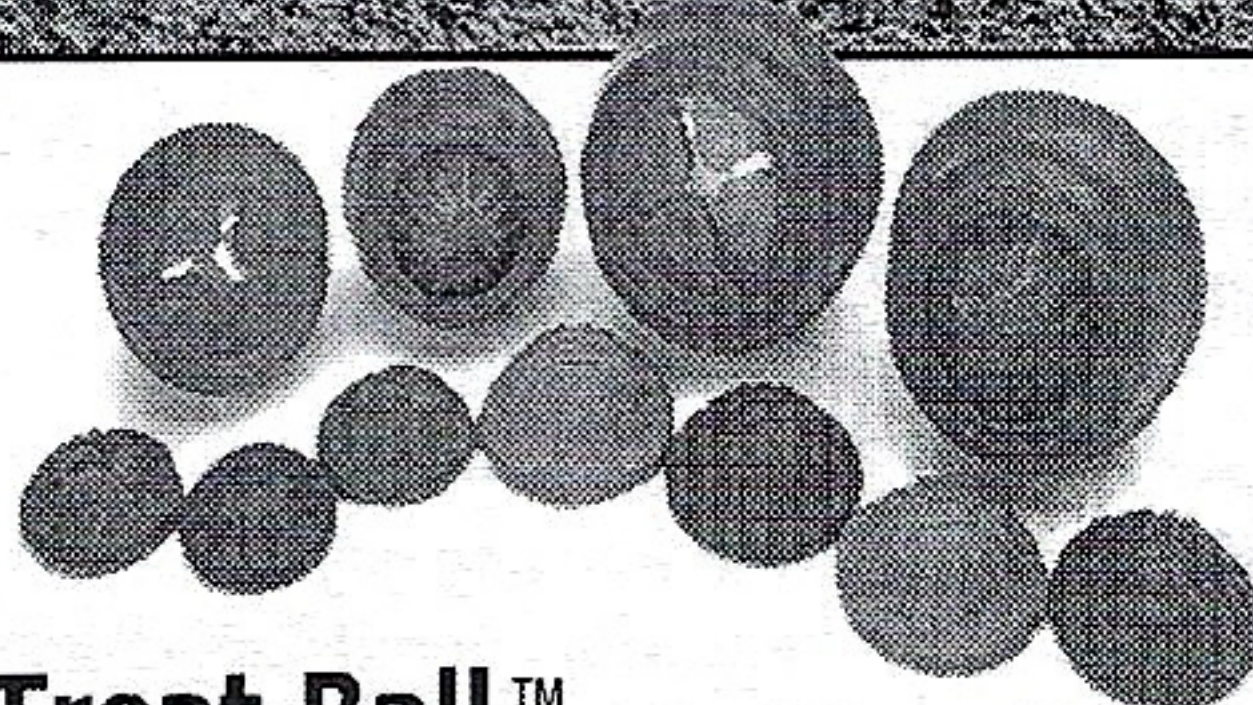
Cyndy and a proud top agility dog, Riff

awarded by an independent body for trainers. "Cyndy is a pioneer in setting standards for trainers, standards which will enable the professionals gaining these Certificates to be recognized for the quality of service they can provide. It is her determination and dedication to this that has brought admiration among her peers resulting in this award."

A keen agility competitor with her border collie Riff, and much sought after companion dog trainer, Mrs. Douan through her work is raising the bar for dog trainers and instructors, and in doing so creating confidence in the profession from the dog owning public.



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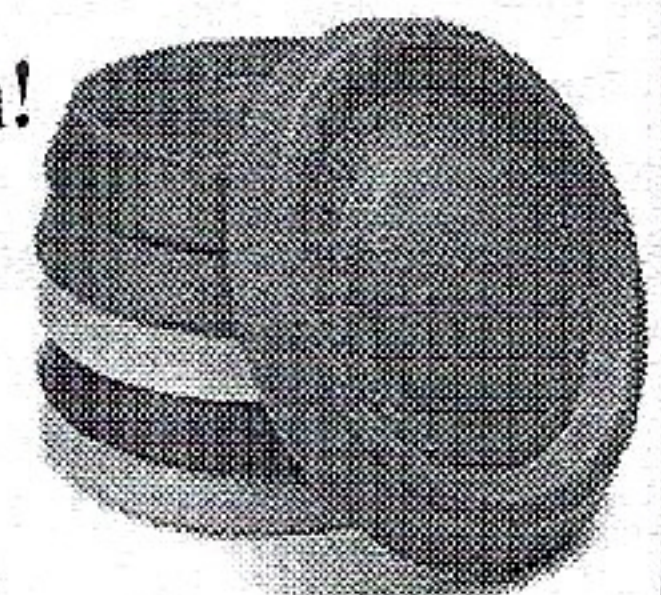
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NEW

Bobbi...Free!

Marc Goldberg

I loaded Bobbi in the van and I was afraid.

She was three years old, 77 pounds of freshly retired racing Greyhound, and she was tall. Seriously tall. And long in the body. And heavily muscled. I sat down in the driver's seat while this Arnold Schwarzenegger of dogs simply stood in the back.

I know now that she had never ridden in a vehicle without being enclosed in a cage. But at the time I didn't understand why she stood stock still where I loaded her in the rear of the van, unmoving. Frankly she scared me. Was she placid? Or were those massive muscles bunched and coiled for some form of action?

She stood, swaying for the entire two hour ride home.

When we got there, I turned her loose into the house. She explored everything as you would expect, but with a calmness that wasn't quite normal for other dogs. The stress was missing. I didn't understand, but her calmness began to relax my own tension.

Over time I came to comprehend many things about Bobbi, and she many things about me. Nobody had ever loved Bobbi before. This was the first and most important thing I ever understood about her. She was polite for it was her nature. But she did not expect love or comfort because neither had ever been offered her.

Over the following weeks Bobbi settled into life in a real home, and she thrived on it. Her body postures opened up. She began to wave her tail at the sight of me. And soon I became accustomed to a long pointy face thrusting through the morning paper to demand the touch of my hand.

I'd never had a dog stare at me so. If I was too busy to touch her, Bobbi would find a place with a direct line of vision to me. And she would lay there for hours, simply watching me. If I got up, she followed. Content, if need be, not with the touch, but with the mere sight of me.

Within a couple of months I understood that I would need to train this dog who was so unlike any other with whom I had ever shared home and hearth. I had been out of the dog training game for some years. I was very experienced, but several year's hiatus had come to an end and we enrolled in training class. A reliable recall was all I really wanted to achieve with this mighty dog.

But as fate would have it, I was bitten once again with the dog bug as Bobbi proved to be a very compliant, if not soft subject. We showed in Novice, and at our first leg, my knees quaked

after a long absence in the ring. We qualified, and subsequently placed for our next two legs.

Reluctant to quit, we moved on to Open and took the CDX. But by now it was quite clear. Bobbi loved me. Quietly and magnificently. But she did not love obedience competition. She began her Utility work merely because I asked her to. But she displayed none of the joy for the work which motivates me to continue on with a dog. She virtually begged to be retired.

My dog had become something of a local ambassador for retired Greyhounds. Seeing her under such control and so loving, other local families began to adopt the dogs. I started seeing more and more in classes and on the street. Local TV news interviewed us and showed a segment on living with the loving couch potato.

Bobbi's real talent was not so much with obedience, but with people. In her calm, loving way she usually convinced even non dog lovers to touch her. She had a particularly favorite trick that melted many a heart.

We pretended to be faith healer and patient.

"Life has got you down..." I'd intone, pointing to the ground. And being a Greyhound, most of whom spend all day conserving energy, she immediately took the opportunity to play dead dog. The I'd do my healing magic and tell her that, "now the healing has set you Free!"

On the word "free," her release command, this apparently dead dog would leap far into the air happy to have completed her down stay. People were delighted and this only fueled Bobbi to jump ever higher each time she performed her little trick.

Leaving competition behind, Bobbi certified easily as a Therapy Dog. We visited nursing homes, psychiatric hospitals, schools, and many people along the way. Two occasions come to mind among all those times we shared with the elderly and the lonely.

Our first nursing home visit began in a room with an old woman who had not moved in many days. She was laying on the far side of her hospital bed, with the rails up, connected to many tubes and machines.

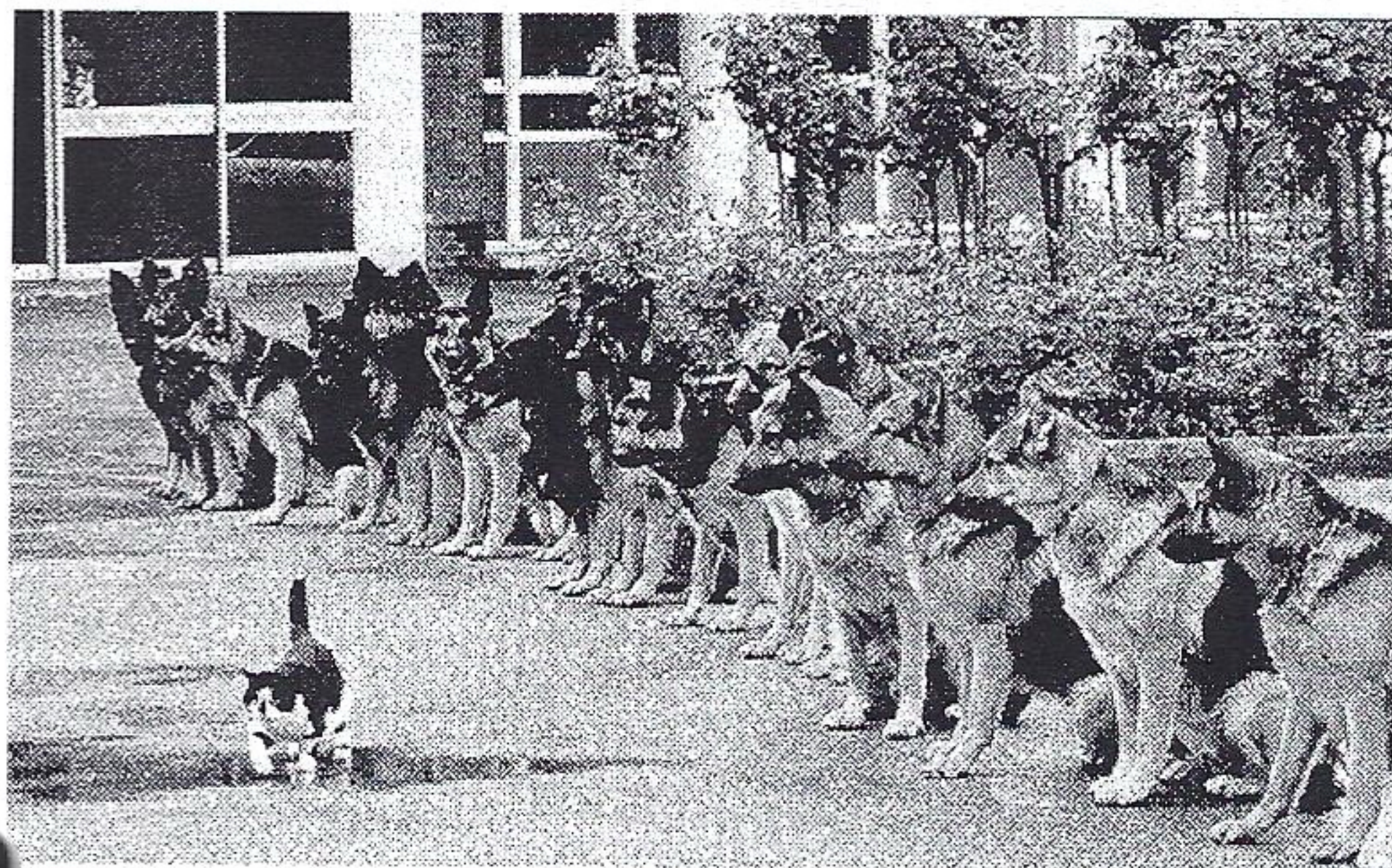
I was mystified when of her own accord, Bobbi put her feet up on the rails, and craned her neck to reach this woman. Sliding her head under a still and crabbed hand, Bobbi just stood there, straining to lean forward to maintain that fragile touch.

I thought about removing her and going on to the next room, hoping to find a conscious person to visit. And just as that thought was crossing my mind, I watched as the unconscious lady's crabbed

RULES of LEADERSHIP

George K. Hobson

Canine relationships are of only two types: the leader and the follower. In order to prevent having to challenge the dog for leadership at a future date, you must be your dog's leader from the moment you acquire it. If you don't take charge the dog will, from its perspective, and in no uncertain terms. This will often occur through behaviors that are inappropriate in human society. In the worst case the dog that takes charge may instinctively attempt to enforce its position the way it would in the canine world: by the use of its teeth.



Rule 1. Leaders are confident.

Dogs instinctively read body language and energy levels better than human vocal communication. If the leader is filled with tension, uncertainty, or fear, the dog knows this instantly. It doesn't matter if we need to lead one dog or a pack, we must project a confident bearing and tone of voice to those we wish to voluntarily follow us. Walk confidently, chin up, and smile. Whether your dog is dominant, shy, or submissive, failure to be a calm and confident leader will make the dog's problems worse, and may cause those undesirable traits to become a way the dog comes to dominate you. Leaders must be possessed of inner calm and conviction, and when they achieve that state it can be transferred to the dog. Learning and self control by the dog will best occur when it has achieved a calm state.

Rule 2. No teeth on human skin.

Puppies have needle sharp teeth and wounds are easily acquired. So we start at day one and teach the dog that it will be unpleasant for him to use its teeth on any part of the human anatomy. Our part in this consists of not doing things that encourage the dog to bite, and immediate action at the appropriate level to render a bite situation memorably unpleasant, the first time, when it does happen. Finger flick to the nose, or cuff under the chin. For older dogs, these same two tactics will work unless the dog has been allowed to develop into one that has achieved its goals of dominance over humans by aggressive actions. In these cases the guidance of a professional trainer

must be sought.

Rule 3. The leader controls space.

a. A canine leader does not share its space, and subordinates always yield their space to the leader. Your bed and furniture are people-space, and allowing your dog to share them sends mixed signals to the dog that is always seeking to raise its social level. If you are determined to have this happen it must be under control that will only come when the dog clearly demonstrates that it has accepted a subordinate role to all humans. When the dog has become an adult at about age three, its role should be clearly enough defined to know if you are able to indulge your need to have the dog in your bed. Just because your dog may move from the sofa for you, does not mean it will move for your friends or even other family members. Remember that its way of saying no to your family and friends may well be with its teeth.

b. Dogs tend to lie in places that are frequented by humans, such as in front of the sink or in door ways. They must learn to move out of the way as you approach, and to teach this you will shuffle through the dog with your chin up and a confident bearing. If you are tentative it encourages the dog to challenge you for the space, and in dominant dogs that challenge is most often aggressive actions.

Rule 3. Nothing in life is free (NILIF).

Leaders are respected, and in canine terms that means you must be valued for what you provide in its life. If it is able to control you, and make no mistake it will try in many subtle ways to do so, you will become its follower without even realizing it. Actions such as pulling on the leash, uncontrollable barking, refusing to give up a toy, protecting its food, nipping at your shoes while walking, and growling to warn you away will become real problems and must not be permitted. Canine subordination (not punishment) comes first in your relationship so that you have a dog you can love, and which will show you respectful attention and affection in return. This means that the dog has to consistently earn everything it gets from you for its entire life. If you allow the dog to demand and receive petting when it lays its head on your knee one time, and then not the next, your actions are confusing and encourage other attempts to test and dominate you that may not be so benign. Petting is done only on top of the head, top of the back or across the back to the opposite side. Petting under the chin is a subservient gesture. Make no mistake about the head on the knee, or leaning against you with one paw on your foot. Those are not actions of affection: they are actions of dominance by the dog. You should not permit them if you

Winning Attitudes - Mental Aspects of Training

Roger Hild

One of my greatest pleasures as a dog trainer comes from seeing a dog owner succeed in the training of their canine companion. Over the many years spent studying, working on, and improving my craft, I have read hundreds of books, attended countless dog training seminars and learned from some of the best. Many fine authors have written on the subject and the list of my favorites has become too long for my bookshelves to bear.

While studying the various methodologies and techniques, I began to wonder why ordinary dog owners often don't achieve the same results as those of the experts. After all, it seems logical to assume that if one were to "follow the recipe," i.e. follow the technique as described, they should get the same results as the author. Why then have so many different methods evolved and why do so many people continue to search for "the method," which will work for them? It is because what training involves is as much an art as a method (scientific or otherwise). Training is much more than just learning to apply certain technical skills, it has a very personal aspect which includes the attitudes, personality style and communication abilities of the owner.

Training is essentially a special kind of conversation. This conversation includes much more than words and will, in fact, depend much more on actions. The conversation involves getting to know each other, letting each other know what is needed and/or expected from the other, and what limits will define the emerging relationship. For example: You may be one who has a lot of people over. You would like to include your dog in this social activity and you don't want your dog jumping on your guests plus you have other expectations on how your dog is to behave. The method of conveying this to your dog will be a part of the "conversation" you have. You may notice how much the dog enjoys meeting your guests but in return for this "reward" you will make it clear what the limits are and what the consequences will be if he disregards those limits. How you make your point is "the method." One does not have a conversation with a "method," one uses a method to converse.

A conversation is a personal thing. One must look past "the method," to the human element in the equation; this is where the answers lie. Even though the author of any given method does his best to describe what steps to take in order to achieve the desired result, the formula will be incomplete unless the "individual factor," is considered. Every trainer has something intangible within their method, a little bit of themselves. They get the best results using their own method because they understand "the conversation" they are having and this conversation is consistent with everything else the dog has come to know about them.

In order to effectively train their dog, one needs to learn how to have this conversation. This conversation needs to contain all the important pieces. What you want. What you do NOT want. What is acceptable and what is NOT. A failure to communicate is responsible for many of the problems we have with all of our relationships. Effective communicators do not withhold in-

formation. They do not say or do what they think the other wants to hear. They don't make empty threats. They are honest about expectations and are genuine in their appreciation and praise. They are honest about consequences. With them, you know exactly where you stand. They say what they think and mean, regardless of how they may be perceived.

Those who may not recognize the importance of this conversation and the role it plays in the personal relationship between dog and owner, may be tempted to substitute "conditioning" for training. Used in conjunction with other training tools, conditioning can contribute favorably to the overall outcome as it is one of many tools which can be used in a good program. A

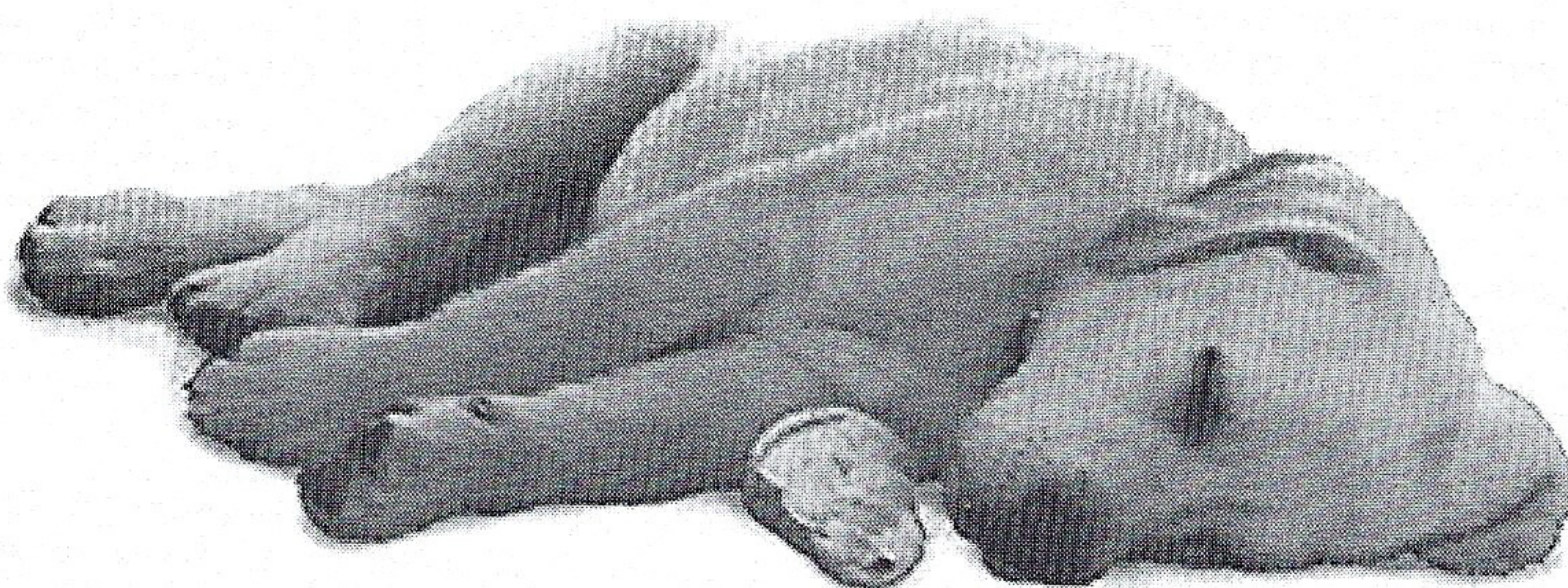


program which depends exclusively on conditioning however, will be lacking in some essential element.

"Conditioning" is the theory that all one needs to do is find the right "motivation," combine it with the right "schedule of reinforcement," and provide it often enough until the desired behavior is simply a conditioned response. Used alone, it is often inefficient and produces results that are not as effective or reliable but when used jointly with other training techniques, those deficiencies can be minimized. Among some, the oft times touted idea of "100% hands off, touch free training," has a certain appeal, however, I personally view this development with a degree of sadness.

If you are looking for remote and distant laboratory type training, this is not the book for you. To me training your dog, learning the conversation, is a hands on intimate experience and not a hands off, cold, clinical experience. If you are looking for a means to understand each other and from there go on to develop a sound reliable and solid relationship with your dog, read on.

Part of the reason that I believe there is such confusion is that



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Rules of Leadership Cont'd

Rule 4. Every thing belongs to humans.

In the canine world any object that is not in the immediate possession of a higher ranking individual is open to acquisition by any dog that can get and keep it. To gain and keep your place as leader that means that everything must belong to you, and that you must imbue in the dog that you do not have to be in immediate possession for that to hold true.

a. Toys. The dog is never to have more than one at time. All toys are to be given at the start of the day from your hand, and at the end of the day are to be taken away while the dog sees you doing so. Try and determine if there is a favorite toy, and reserve it for times when you are directly interacting with the dog. Remove and replace the favorite toy when you stop the interaction.

b. Human furniture is for human use only. Employ the yes environment (where you use every negative situation to teach a positive outcome) to teach a command of "off" instead of punishing the dog for being on the furniture.

c. Food and treats are allowed only after they are earned, and never in response to a request initiated by the dog. At feeding time require the dog to be calm, and remain at sit before releasing it to eat. Treats are given sparingly, in very small bits, and only after calm, proper response to a command: sit is a good command to start with for this purpose. There is no begging for food allowed, and the dog is not permitted in your eating area. Food and treats are to be moistened with your saliva, and with dogs that have already assumed a position of dominance this may lead to rejection of the proffered item. If the dog rejects a regular meal simply walk away and take the item with you. Try again in about fifteen minutes, and if the item is again rejected wait until the next scheduled meal. Whether it is a scheduled meal or a treat, the dog gets no food item until it accepts the item with your saliva on it. Don't worry if this takes two or three days since the canine hunger cycle is thirty six hours. Your dog is not going to starve itself, and all food is controlled.

d. Every thing belonging to humans. This includes physical locations, and it is your responsibility to make the dog yield them to you. Shuffle through the dog if it is in your path and does not move at your approach.

e. Marking is a dog's way to control territory, and both male and female dogs will do this. It should not be permitted as it may lead to the same action in your home, and territorial guarding. The act of marking is different from the elimination due to need, and you must learn to recognize your dog's body language to stop marking incidents before they happen. You should have your dog eliminate at "the place" in your own yard before starting on walks.

f. Everything belongs to humans to include your dog, and it must come to accept that fact. Communicating your leadership

in dog terms will be most effective by touch in specific ways and places. With dominant dogs this must be done slowly and with good judgment, but with confidence and a clear goal of gaining the dog's acceptance. When the dog is in a calm state, take the opportunity to put your hand over its muzzle, on top of its head, pat it on the side by reaching over its back in a non challenging manner. Never have the dog in your lap, nor allow it to place its paws on you. With submissive dogs the tenor of these actions must be especially gentle, but don't make them a babying action, and be careful not to do them when it will reinforce the shy or fearful state. With dogs that show aggression, and especially if a bite has occurred, it is a wise course to seek professional advice.

Rule 5. Every dog must have a safe place.

This is where it goes when it needs peace and quite. The dog must still be trained to yield this location as it is only on loan from you. The safe place can be its "own" rug, or best of all its own crate.

Rule 6. Never chase the dog.

Leaders are in front, and a chase will reinforce your role as a follower. If the dog is not reliable to your recall, it must always have a line attached to the collar. The length of the line depends on how fast you are because you must be able to get to it and step on it to stop the dog. Walk down the line, and at about the three foot length use it like a leash to regain control.

Rule 7. You must be in charge of every situation.

Leaders are able to protect their followers, and are in control of every situation. When you are able to do this to the dog's satisfaction it will not feel the need to attempt to do so on its own. In a time of stress a tight leash is an indicator to the dog that you are not in control, and an indicator to you that the dog has not given you its confidence. Obedience training is part of the solution to controlling the dog, and building the relationship of your being in charge from the dog's viewpoint commands are only given once after the dog has demonstrated its understanding of the task. As a general guideline, never give a command you are not prepared to enforce within four seconds.

Rule 8. Leaders make their expectations a black-or-white situation for the dog. Dogs function best in a situation where the world has no shades of gray concerning their actions in human society. This boils down in its simplest form to human consistency in communication to the dog. Consistency means giving a command only once, and enforcement of the appropriate level of performance of the command -- every time. Allowing the dog to pull on the leash and precede you to the car from the front door, and then becoming frustrated when the dog fails to heel properly at the subsequent training session, is an all too common example of owner inconsistency.

Rule 9. There are no favorites. In households of multiple dogs the eight rules still apply, but the dynamics change dramatically with every additional dog. One of the most common mistakes is allowing one of the dogs to become the assistant leader. This automatically sets up potential conflict as the subordinate dogs seek to raise

It's A Two Way Street

Martin Deeley

In any business, referrals from trusted people can often be the lifeblood of an operation, providing growth and financial stability for you. Referrals by previous clients are always a good source of new ones but one of the most trusted sources for dog owners is their Veterinarians. Owner's problems, regarding their dog, are poured out over the veterinarian's table and it begins the moment they take their puppy in for a check up and his first shots.

How do we housebreak him? Should we crate him? Is it worth taking him to training classes? Do you know a good kennels where he will be happy when we go on holiday? Who can we trust to be nice to him when he needs bathing and grooming? Do you know who installs boundary fences? You know the questions and the vets get them asked regularly. So who does the Vet recommend? He will recommend those he knows have done a good job with previous clients. He will recommend those who have provided a good service to himself and been professional in their approach. He will recommend first those he also likes and recognize his support. Ask yourself, who you refer your clients to.

Whatever canine profession you are in, often we are a little nervous of visiting other professionals and 'Marketing' our services or goods. We are trainer, groomers, pet sitters, kennel owners not salesmen. But unless we can make our business succeed we will not be able to do the job we enjoy. Unless we can pay the bills from the income we receive we will go out of the business we so much wanted to create. Veterinarians can be difficult to reach due to their work load and the fact they are being constantly approached by representatives of companies within the pharmaceutical world. They and their front office staff can build barriers to visits as they could otherwise spend too much of their time doing just this. But these closed doors can be opened and to the benefit of both. Veterinarians have problems that other dog professional can help solve. Their busi-

ness can also benefit from association with related professional services and by building a trusting professional relationship it becomes a win-win for both parties.

In your own profession consider what you do that will benefit the veterinarian – these are your selling points. These are what will open doors, that and your personality and approach. Let's consider some of them.



Martin getting a referral from one of his students

1. Time is in short supply for veterinarians. Advice and talk about non- medical matters such as behavioural and training problems is not on their

Copnt'd Page 21

Rules Of Leadership Contd.

their social standing to number two in the order. It may not happen for years, but it will surely happen as age overtakes the vitality of the second in command. When the human leadership is strong and sufficient to maintain order and discipline, is it not necessary to have the assistance of a canine pack member in doing so.

Maintaining the good order and discipline in a multi-dog home consists of many single issues, and the often complex interrelations of those that are seemingly unrelated. Breed type, mix of sexes, mix of breeds, adequate space for each dog to have a place of its own, obedience training, and human fallibility are but a few of the issues that influence the leader's decisions and actions on every occasion. Implementation of the rules will do much to gain for you the voluntary acceptance of your leadership, but doing so

is not and automatic guarantee of success. However, failing to implement them will certainly jeopardize your chance to become your dog's chosen leader. Start with them as soon as the puppy or older dog is acquired, and you will have a solid foundation for a happy and cooperative companion. You can not be selective about implementing them, and it is important that everyone in the family to do them all, and be consistent in their application.

George Hobson is a Professional Member of IACP. He trains pointing dogs in addition to companion dogs and is active in developing a strong relationship between the IACP and Veterinarians.

hand began to open and close on my dog's head, stroking her rhythmically. I am sure she could have lived only a brief time after our visit. But I remember it still and I hope that she had visions of some long lost pet of her own coming in her final moments to offer solace and love.

Another visit that was to occur much later also impacted me greatly. We went to a school for profoundly disabled children. One little boy, a beautiful child of seven or eight, needed the full assistance of a nurse at all times. He was almost vegetative, but could sit up if she cradled him.

The nurse asked if he could visit with Bobbi. So she sat on the floor, holding the little boy. He could not move his arms or legs or even communicate. So I expected Bobbi to solicit attention from the nurse instead of the patient. But she did not. She nosed at the small patient for a moment, and to my eyes he did not respond.

Then Bobbi did something strange. She did not solicit from the nurse who was entwined with the boy. My dog simply lay down on the floor with the little boy, and lay her head on his lap. She had never done this before. I was a bit flummoxed and unsure of what to do. Instinctively I followed her lead and merely stood there, silently. The nurse was lost in her own world, and we all stayed there unmoving for ten full minutes. After that, Bobbi got up and pulled me toward the next patient.

Later, as we were leaving the school, that nurse came up to thank me. She had tears in her eyes.

"He smiled," she said. "Thank you so much."

I didn't see him smile at all. In fact I didn't believe he was in any way aware of the dog's presence. So I asked the nurse to tell me about this child, and what she knew. She wiped her tears as she told me.

"I was a nurse," she said, "but I had retired. This boy was my next door neighbor, a bright, happy normal child. And one day he ran into the garage for his bike as the door was closing. The door hit him in the head, and caused severe brain damage. So now he

goes to school here."

She continued, "I renewed my nursing license to be near him. And I have known this child all his life. Trust me. He smiled right before your dog lay down on him. And he hadn't smiled for six months before that. I was beginning to think he'd never smile again."

The nurse and I both cried some that day. And I still don't know how Bobbi knew. But she did. Somehow she knew that he was glad she was there even though he had no way to show her. So she stayed with him.

Some years later Bobbi was old and retired from even Therapy Dogs. She still enjoyed her walks, her rubs, and above all, seeing me close. As she became sick, I was reluctant to face the fact that she would not be getting well. In my selfishness I kept her alive by my own will.

But the point came where I could no longer be selfish. Her pain was my responsibility and it was time to put her needs above my own. We made that last ride in the van much like we had made the first. Bobbi stood the entire way, but trembling. This time it was not because she thought she was not allowed to lie down. It was because it hurt too much to move.

I got her to the office, and as the vet left the room to prepare the injection, I held her and I silently begged him to hurry. As she began to fall asleep, I watched Bobbi fighting off the drug. I don't know how else to describe it, but she looked to me for some form of direction.

I leaned my face in close to her ear, and put my hand to her nose. She smelled my scent as I released her with a final whisper.

"Bobbi, you're free."

Marc Goldberg trains dogs in the Chicagoland area and is a proud professional member of the IACP. His experience with Greyhounds taught him a great deal about how to work with soft dogs. www.ChicagoDogTrainer.com

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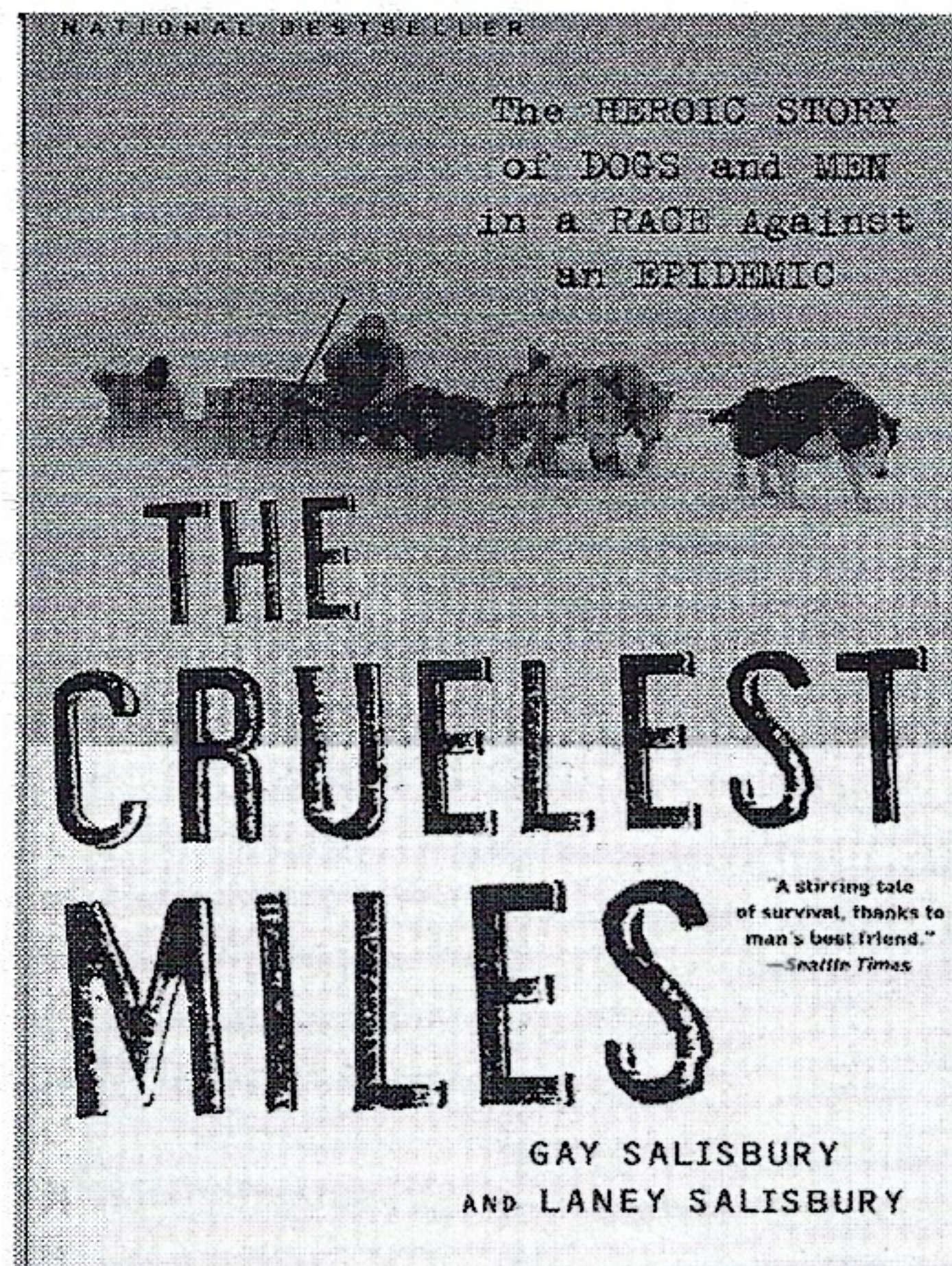
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BOOK REVIEW: The Cruellest Miles

By Gay Salisbury and Laney Salisbury

HERO – IT'S JUST A WORD!

This book will introduce you to a small group of real heroes, both dog and man. You are taken back to 1925 in Alaska. A diphtheria outbreak occurs in the coastal city of Nome. The serum that can help stop this killer disease is far away. To make matters worse, it's winter where temperatures can reach -40 degrees below zero. The options are few and all are risky. It is decided to use MUSH-ERS. This is an Alaskan term for men who drive sleds pulled by dogs. You will learn to know these 20 men and their dog teams. The bond and love between men and dog is felt all through this story. One cannot survive without the other and they will earn your respect. A relay is established much like the Pony Express. The teams must navigate 674 miles in the bitter cold and over terrain that can only be called, rough.

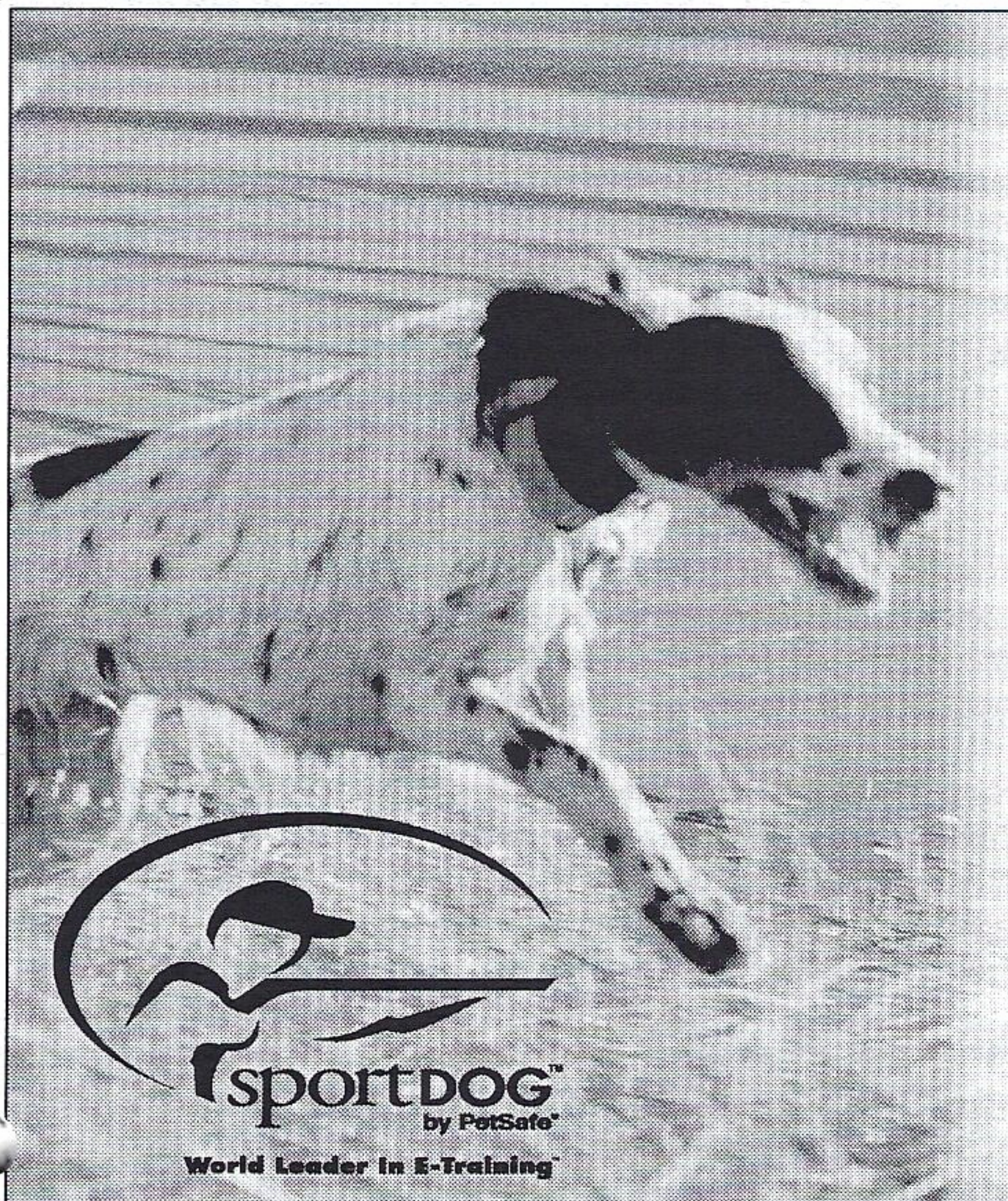


come alive and like an old friend. They also give the reader the big picture of what is happening in Nome; what government officials in Alaska and the US are doing to help. This was big story in the lower states and you feel the fear and concerns of the citizens who follow the progress of this race for life.

The research of this book is outstanding as the source notes in the back of the book will validate. While reading this book, if you feel a chill or shiver, it's because the authors make you believe you are on the trail with these teams. I know, after reading this book, you will really know what HERO means. IT'S NOT JUST A WORD!!

*Review by: Darryl Rapp.
Darryl is an avid dog lover and Enthusiast. He recently retired as Retail Manager of a Dog Shelter Group.*

The authors, Gay and Laney Salisbury make the characters



New Tools for your Box!

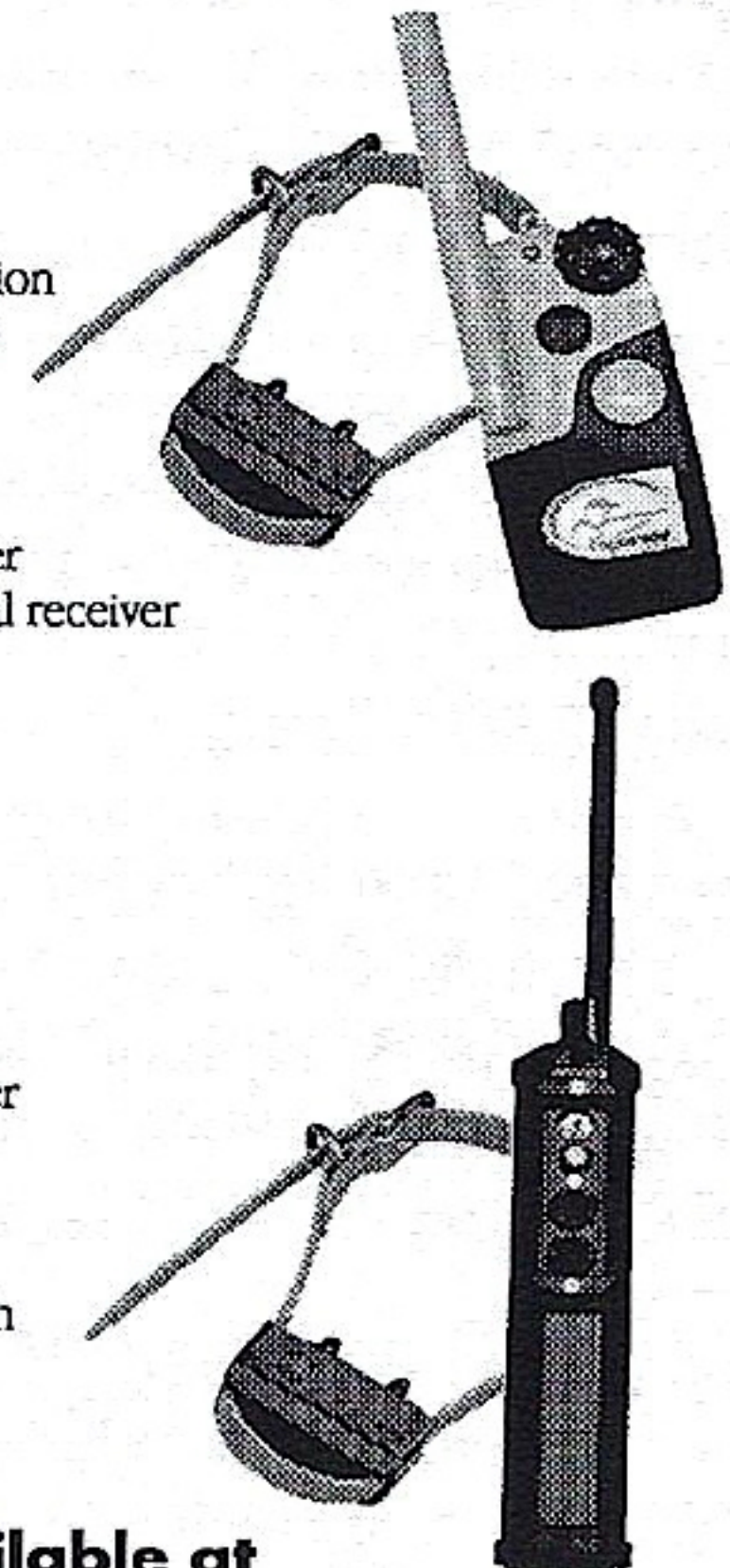
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The Client Complains—cont'd

But, when a "service" is the product and the promise of solving the customer's problem is broken, the focus of the client is squarely on the PERSON. "YOU made a noon appointment for my dog's first lesson. YOU never showed up and another dog came by and I was pulled across the grass in my work pants." Yep, it's pretty clear: YOU are to blame for everything else that happened with that dog, and their person, that entire day - - or maybe for the rest of their week. At least, that's how the client perceives the situation and, unfortunately, perception is reality.

STOP Before You Start

Dogs have taught me that in any "tussle," only one of those involved can be in charge for the tussle to find a resolution. The same applies to complaining clients. Before you open your mouth to respond to the client's complaint, **stop**. Find "higher mental ground." I don't mean Alpha posturing and growling out your response. After all, you wouldn't attempt to correct an unruly dog without the proper tools, i.e. collar, leash and a training plan. So get your mental tools in order and follow a game plan that will leave you, and your client, winners.

They Want To See You Sweat

Eric Hoffer, in *The True Believer*, says: "You can tell the novice from the journeyman carpenter not so much by the finished cabinet but by the sweat on their brows. One works so much harder to accomplish the same end than does the other." (Like me teaching "running downs in motion" across a field. The dog isn't panting and I am sweat soaked!) As long as both cabinets look the same, the effort doesn't matter to the buyer. But, when you are dealing with a service, effort does matter, especially to the unhappy client. They want to watch your effort at solving their problem and they want to see you sweat!

With a game plan, you will be in charge. You understand that perception is reality and know about working smarter to accomplish "damage" control. Things are looking up - - for YOU, your profits and that client.

Battle Plan

Just as you have a plan of action should a trainer call in sick an hour before group class, you need a battle plan for handling complaints. As you develop one that feels natural for your business, keep mine handy.

Step One - Be Mentally Prepared

Take a moment and clear your mind of problems - even the one facing you. If you are physically in the presence of the "problem," ask for a 5-minute break. You don't want to begin "engagement" until you are mentally prepared to take control.

Of course, privacy is required. If you can't obtain it at the confrontation location, offer to call the client as soon as you get home or meet them at another time or place. You don't need an upset client's perceptions becoming contagious! Begin the encounter when you are certain that your head is clear and you have the ability to be calm. If you feel angry, the anger is in control - - not YOU.

Being angry when trying to do damage control is like taking poison and expecting someone else to die.

Step Two - Stay Quiet (Listen)

When you are composed, begin the encounter. You are already in control because you began a process of "customer recovery" and have a compass pointing to resolution - your game plan. The best opening line for me is: "Tell me what happened." Then, by listening to the customer, and NOT INTERRUPTING, you will find out if the client feels annoyed or victimized. There is a HUGE difference between the two and how you'll need to make amends. Listen so that you can accurately diagnose the problem and retain control.

Annoyed -vs- Victimized

Ron Zemke, in *The Service Edge*, first referred to the concept of annoyed -vs- victimized. Here are some of my examples:

- When both lines on your phone are out of order, you are annoyed. When both lines on your phone are out of order and ran a new add for dog training that lists your phone number in 14-point type, you feel victimized.
- When your flight arrives home late, you are annoyed. When your flight arrives late and you miss the last connecting plane to home, you feel victimized.
- When your trainer arrives late, you are annoyed. When your trainer arrives late and you've just been dragged down the street by your dog and need 2 stitches in your lip, you feel _____ - - - you fill in that blank!

Let the client talk until they've run out of wind. This is their chance to get it ALL out -- to vent. If they stop talking and their body language, or heavy breathing on the phone, tells you more is just under the surface, use a detective's trick. KEEP QUIET. In person, tilt your head and raise your brows - - that should get them emptied out. Don't engage or defend yourself; that is only counterproductive. This isn't a debate; it's damage control.

Now, I'm not saying let them abuse you. I am saying that as the one on the wrong end of the perceived "wrong doing," they get to talk FIRST. You have to LISTEN until they are all talked out if you are going to "win."

Step Three - Repeat After Me: "I'm Sorry."

Initially, no other comment is needed. Just say, "I'm sorry." You aren't making an apology for your acts. You aren't agreeing with their statements. You are removing the fuse from the powder keg.

What if the client says: "Well, what do you mean you are sorry?" Personally, I say: "I'm sorry that you feel this way and have had such a bad day."

If you remember you are in CONTROL and are leading the

The Client Complains—cont'd

unhappy client down the pathway towards satisfaction recovery, it is much easier to disengage from their words. Speak calmly and with sincerity. As with dogs, your excitement increases the volatility of the encounter.

Step Four - Express Empathy

Expressing empathy - not sympathy - is evidence of your compassion. It says: "I know how you feel; I've been listening; I understand." It doesn't say: "You are right; I am wrong." Expressing empathy is essential for a customer who feels victimized. In many instances, you can't get to the next stages of fixing the problem until you express empathy. Actually, the client will let you know if you haven't properly expressed it - they'll go back to telling their story and complaining.

A simple repeating of the major highlights of their story can begin to convince the customer that you were, in fact, listening. Adding: "I understand how you must feel and why you are so upset," takes the wind out of their sails. Most will then have no emotional need to keep repeating or escalating their complaint. If you understand the problem, surely the next step must be that you are going to do something for them. And, trust me, they are waiting to hear just what it will be.

I have a mentor who recommends you ask the customer: "What can I do for you?" He swears that they usually ask for less than he was willing to give. He's very successful; but personally, I'm chicken!

Step Five - Offer Them A Freebie

Anything "extra" can serve as a symbol that you are, in fact, ready to repent and acknowledge a blip in the radar screen. From free "upsizing" of the fries or drink with the hamburger that proved "fast food" was an oxymoron, to picking up the dry cleaning tab for the client whose dog dragged them down the field; it all serves the purpose - something tangible that says "I owe you and the debt is paid." The freebie needs to be in proportion to the PERCEIVED wrongdoing. Had the client required stitches in his lip for having been dragged behind his dog, free dry cleaning for his pants will not be viewed as enough retribution.

Follow Up.

Once your offer of amends is accepted, the immediate battle is over and the client should be satisfied with the outcome. Of course, having been in control all along, you secretly knew YOU were destined to be victorious. After all, you've defused the situation, kept it from spreading and retained the client.

Now, comes your biggest opportunity. Give the client an appropriate period of time and then "follow up." **Inspect what you expect.** You expect that everything is fine; call and find out. Make sure the dry cleaners did remove the grass stain from the work pants or that those stitches are heal-

ing nicely. Once again, you've made the customer feel that their complaint was heard and that they are important to YOU. Even if you never see their dog again, I doubt this individual will have anything negative to say if your name comes up at the next trial or match.

The Real World

Ah. If only every problem were so easily solved in the real world. Of course, you will hear from clients whose complaints are petty and mean-spirited. And, you may hear from clients who are clearly out of line. And, like all of us, you may have to face the fact that you should never have agreed to work with that "problem waiting to happen." Period. And, we all live and learn. Mistakes are what make us "experienced."

If you are inclined to put some of my suggestions to use, here are a few additional pointers to keep in mind:

- If you are angry - it WILL show in person or be heard on the phone.
- If you are sarcastic - the customer will know it and the problem will GROW.
- If you can't feel empathy for what your client has endured, this approach won't work. No approach is better than an insincere one.
- If the item offered as a "freebie" is measurably smaller than the perceived wrong doing, you have INSULTED the client, which is a HUGE problem.
- If you did not follow up and the problem wasn't completely solved, you have damaged your relationship with that customer - probably permanently. They now see you as insincere.
- If the customer smiles after the freebie and is pleased during the follow up, you've really WON the battle and, most likely, the WAR of client retention against your competitors.

And remember:

The PERSON is more important than the PROBLEM. Make them happy through conflict resolution and then go back and work on why the problem happened, talk with the "responsible" employee, do paperwork involving a refund or credit, etc. Take care of the PERSON first.

Finding out who is at fault is NOT the customer's concern. Blame doesn't solve the problem. If you own or manage the business, take full responsibility. RESOLVE the situation and then look back to determine what, if anything, can be done to keep the same problem from happening to another client. NEVER point fingers at others in front of the client and never draw anyone else into the conflict resolution process.

Good luck with your next problem client!

Shirley Green from Idaho writes regularly for breed and national dog magazines plus SafeHands Journal. She is a member of IACP

Winning Attitudes Contd.

the concept of "motivation" is so poorly understood. Largely as the result of "Behaviorism," motivation has come to be generally viewed as something external that the animal will work for, rather than the internal process which I believe it to be. "Behaviorism" came in vogue under B. F. Skinner as a theory to explain and modify behavior. Part of this theory holds that all behavior is caused/shaped by its consequences and that external events were all that need be studied or understood. The motivation or motivator was simply seen as that "something" that caused the behavior to be repeated. In training with treats (for example) the food is seen as supplying the motivation for the behavior. One of the problems with this is that our dogs are not simply some rat in a laboratory maze. Animals that live in severely restricted environments with very little stimulation or opportunity for healthy relationships, might view the tidbit or "motivator" as the highlight of their day. Their choices are limited, their social contact is very restricted and their behavior patterns are not normal - hardly good subjects for studying learning theory.

The following is from Pamela J. Reid - "Excel-erated Learning" pg.15: "The acceptance of behaviorism went hand in hand with the rejection of the study of the mind. B. F. Skinner believed that we could understand behavior by studying the things that happen to animals. There was no need to study what was happening inside the animal's head. Understanding the laws of behavior and how events affect an animal's behavior do not necessitate understanding the mind. In fact Skinner's form of "radical behaviorism" even rejected the notion that thoughts, feelings, and emotions could cause behavior."

Psychology (not behaviorism) has undergone a major shift in focus over the past twenty plus years toward a "Cognitive" revolution. However, while psychology is undergoing shifts in focus, behaviorism remains fixed on the stimulus-response model and thus has been relegated to the academic ghettos of its own creation while the rest of the discipline moves forward.

With this in mind, I believe that motivation is nothing more than information and is an internal event. Cookies contain calories and leashes are made from material, neither of them contain motivation!! It is what the cookie or leash come to represent (the recognition of the object and the memory it elicits) that provides the motivation!! Both recognition and memory are cognitive events and are used in the formation of decisions. A teaching history that contains all the necessary information, including what consequences to expect (both positive and negative) serves as motivation for all future decisions. In life, there is a continuous interplay between internal and external events, between cognitive and behavioral. It would seem that any approach that balances both will have the best chance of success.

The training conversation begins in the mind of the trainer and it will continue "any" time you and your dog are together. Something in the trainer sparks a question: "How can I...?", "Why does this happen?", "Is it possible...?" Questions provide the motivation to look for answers and in the process, beliefs and possibilities are entertained. Once one believes something is in fact possible, more questions are generated as one starts to consider what they want to converse about. As a picture begins to emerge, pur-

poseful action can be started to make it happen. The trainer must now find the way to share this picture with his dog and will now need to employ certain mental attributes which, when combined with the training exercises, will lead to much greater results. Those attributes will include, Attitudes, Focus, Energy, Priority setting and Outcome evaluation.

Attitude - The best attitude to maintain is a positive mental attitude. A firm belief that is shared with the dog and which conveys, "We can do this," will carry you through the times when misunderstandings may temporarily cloud the picture. The ability to notice and appreciate each small gain will contribute to the completion of the overall picture. When you do feel negative (and we all do sometimes), leave your dog alone and get yourself back on track first. A negative attitude can spoil your dogs attitude.

Focus is closely related to attitude. Keep your eye on the goal and don't allow minor distractions to derail you. As an example, suppose you are training your dog how to meet and greet people. You set up a number of scenarios and arrange for friends to help you. In the process of meeting one of your friends you haven't seen for awhile, you get caught up in a conversation with him and lose track of what your dog is doing. You'd be better off to keep your eye on the dog, say a brief hello to your friend and arrange to meet later for that long overdue chat. You want your dog to learn how to deal with distractions - show him. Each goal that was focused on and achieved becomes its' own reward.

Enthusiastic, focused energy yields positive results. When you and your dog combine your energies in pursuit of a common goal, it will have a synergistic effect. Often far more can be accomplished than was ever imagined and this will help re-energize the both of you. This will happen because the interplay between you becomes enjoyable and rewarding causing you both to look forward to further activity and the energy seems contagious.

Once you know what you want, you need to decide where to begin. The expression is to plan your work and then work your plan. Set priorities starting with anything urgent. Work on one goal at a time. Work with focus and attention. Your reward will be a predictable and satisfying result.

The results you are achieving together must be constantly evaluated to assess the direction you are going together. If the conversation has stopped, if either (or both) of you are getting distracted, take a look at where you might have gotten sidetracked and reset your goals. Self evaluation allows you to acknowledge your gains as well as ensuring you are still on track.

As you and your dog converse, you will teach your dog many new things, in the process you WILL also learn a lot about yourself.

Roger Hild is a Professional Member of IACP and the New Chairman of the Canadian Association of Pet Dog Trainers

Sit.
Stay.
Kennel...
Fetch?
Roll over, please?
Okay, now what?



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It's a Two Way Street Cont'd

charge sheet. When they have an experienced professional to refer a client to or a handout which deals with the problem, this reduces the consultancy time allowing them deal with a greater number of clients in a day. In other words increased income.

2. Often when handling and working with a client's dog we notice a problem that could be health related or the client may ask our opinion. From experience we can recommend a visit to the vet and be able to provide them with a clear picture of what is occurring so they can explain it better to the Vet.
3. Trainers can assist clients in familiarising their dog to being handled, examined and groomed, especially nail clipping. Again this reduces examination and handling time.
4. Through crate training a dog will become more accepting of being kennelled and crated. Teaching them to remain quiet while crated reduces stress on both dogs and humans.
5. Through socialization and human interaction accidents, dog fights and bite situations are minimized.
6. By building a good relationship through associated professional services the reputation of the veterinarian

increases.

7. Together with the veterinarian a professional can help as part of a team to determine and resolve a problem which could involve medical treatment and behaviour modification through training.
8. Working with other professionals a veterinarian can provide a more comprehensive service to clients and be competitive with large group pet services.
9. By working together all the professionals can build a caring and understanding reputation for each other and cross refer with confidence.
10. Cross marketing of each others services.
11. By working together with a comprehensive service the potential for complaints is minimized and the potential for keeping dogs within a family, reducing euthanasia, maximized.
12. The relationship can maintain a strong and loyal client base.
13. The veterinarian can provide specialized services reinforcing his reputation as a result of confidence and satisfaction from clients in those recommended.
14. Where a relationship with the veterinarian results in

It's a Two Way Street Cont'd

training classes, and/or grooming being carried out in the practice, this provides a central resource for clients.

15. Veterinarians can be invited to give a presentation at a trainer's establishment for such as puppy classes. This not only shows confidence in the vet but creates more visibility for him and is a source for potential clients.

These are what you as a professional can offer a veterinarian, so never think that you are going into a vet begging for business. You are offering a service he needs as much as his clients. Sometimes however he does not realize this and without preaching you have to bring it to his attention. The front office staff are a way in to his inner sanctum. They, quite rightly protect him, as his time is limited and his clients are the most important people in his business. The front office staff are also very influential in making recommendations to the clients who visit their practice. Your card or flier may be on the front desk but its position and whether yours is the one they hand out among the others there, is dependent upon the staff.

Front office staff are extremely important in the marketing of you and your business. They need to know what you do and, if you specialize, what it is you specialize in. Do you visit homes? Do you have an establishment? Do you specialize in certain



Vet and Trauer working together

breeds, sports or activities? Give them information so they know more about you and what you can do and have achieved. Front office staff nearly always have pets – they work in a vets because they love animals. Show an interest and bring out their likes, dislikes and even problems they may have with their pet. Offer to help. Give them a non fee paying consultation or service. Show them how good you are. If the vet has a new puppy, offer to help or provide your service at no cost. And there is nothing that wins people over more than showing your appre-

ciation for a recommendation than a box of donuts, a thank you card, a small gift at Christmas and a report back to them of what you did for their client. Ask clients, referred by the clinic, to write a letter of thanks for the referral to the vet if they are pleased with what you have done for them. In this way you show togetherness, a common concern for the client and their dog. It highlights a successful 'partnership' and appreciation for their support of yourself.

In the members section of the IACP web site there are handouts which can be copied by members and given to veterinarians to provide information and education for their clients. They can be easily printed from a computer, photocopied or even printed commercially. Stamped with your own logo and business information together with the veterinarian, these handouts provide a means for the clinic to provide experienced information on a variety of subjects dog owners require regularly and need to know. You do not have to be an expert writer, these are available for you to use. Even better staple your business card to each handout. The writers name may be on the handout but that writer is a member of your Association – the IACP. This indicates you are also a member of the premier Association for canine professionals. Now when asked about a housebreaking problem or other dog related matters, the vet or front office staff can give the owner a concise piece of information which will help them. This saves them time and shows a professional approach from their business. Your name will then be in front of these owners and their family who will be able to refer to it when they require services or support which you can provide.

There are so many ways you can show your referring clinics that you are professional and wanting to help them and support them. Do not miss opportunities. Have the veterinarian's card on display when they visit your establishment. Call in on a regular basis to say "Hi" or take in a dog to familiarize with the smells and atmosphere of the clinic. You should not be demanding of their time but show understanding and take a back seat at these visits. Your dress, your attitude and personality will be noted. If you take a dog, the way you work with it will be observed and they will make the decision, based on this, whether they will refer clients to you. Success lies in your hands and the professional approach you have with a fellow professional. As mentioned at the beginning, referrals are the life blood of our business. Build bridges, create relationships, show professional respect and understanding, become a business 'friend' and the 'blood' begins to flow freely both ways—it is a two way street.

Martin Deeley is President of the IACP. He trains people and their dogs at his Florida home and runs E-Touch and Gundog workshops throughout America and Europe. For 18 years he was a Professor in Management and Business and a Management Consultant to leading companies in Britain and North Africa.

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www.martindeeley.com

ROGER HILD CHAIRS CAPPDT

IACP Member Roger Hild from Ontario, Canada has recently stepped into the Chair of the Canadian Association of Professional Pet Dog Trainers. Roger will be in office until Spring 2006.

Roger started his training career with Oshawa Obedience Association where he began honing his skills. In 1989, he started "Tsuro Dog Training," which he owns and operates to this day. Over the years, he and his wife Sue have bred and shown Lhasa Apsos and Samoyeds. In addition, to working with these breeds, Roger has owned several other breeds which he also worked in competitive obedience. He has had the privilege of achieving "High in Trial" honors with a variety of breeds including the Samoyed, Lhasa Apso and Australian Shepherd. He is a founding member of the Canadian Association of Professional Pet Dog Trainers and is a valued and highly respected member of the IACP especially recognized for his very knowledgeable posts to the SafeHands Lists and experienced contributions to the SafeHands Journal. Roger is a man of firm convictions and dedicated to the profession.

The Board and all IACP Members congratulate Roger on his Chairmanship and look forward to creating closer relationships.



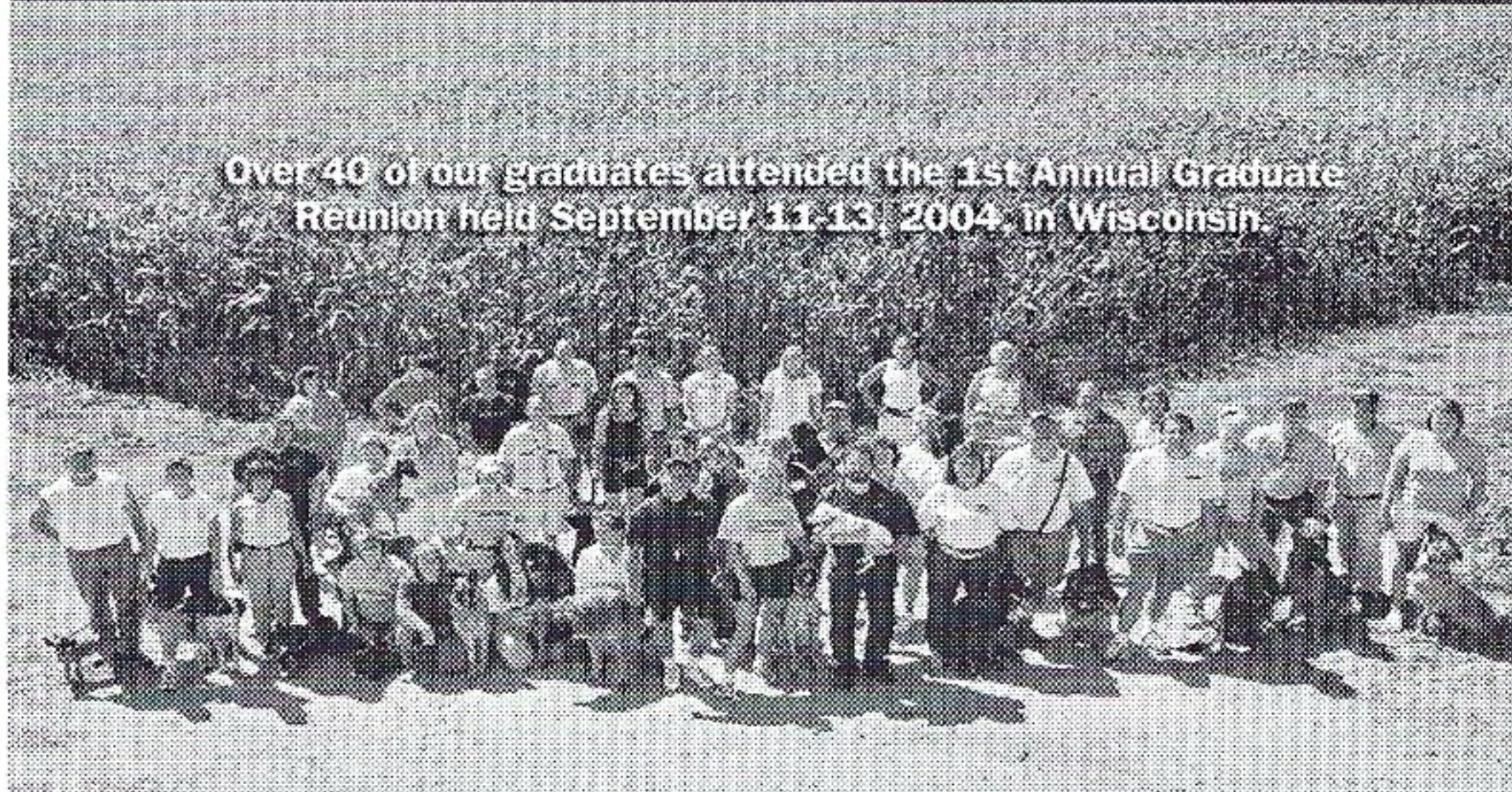
Roger Hild Chairman of CAPDT receives congratulations from his dog Zoe

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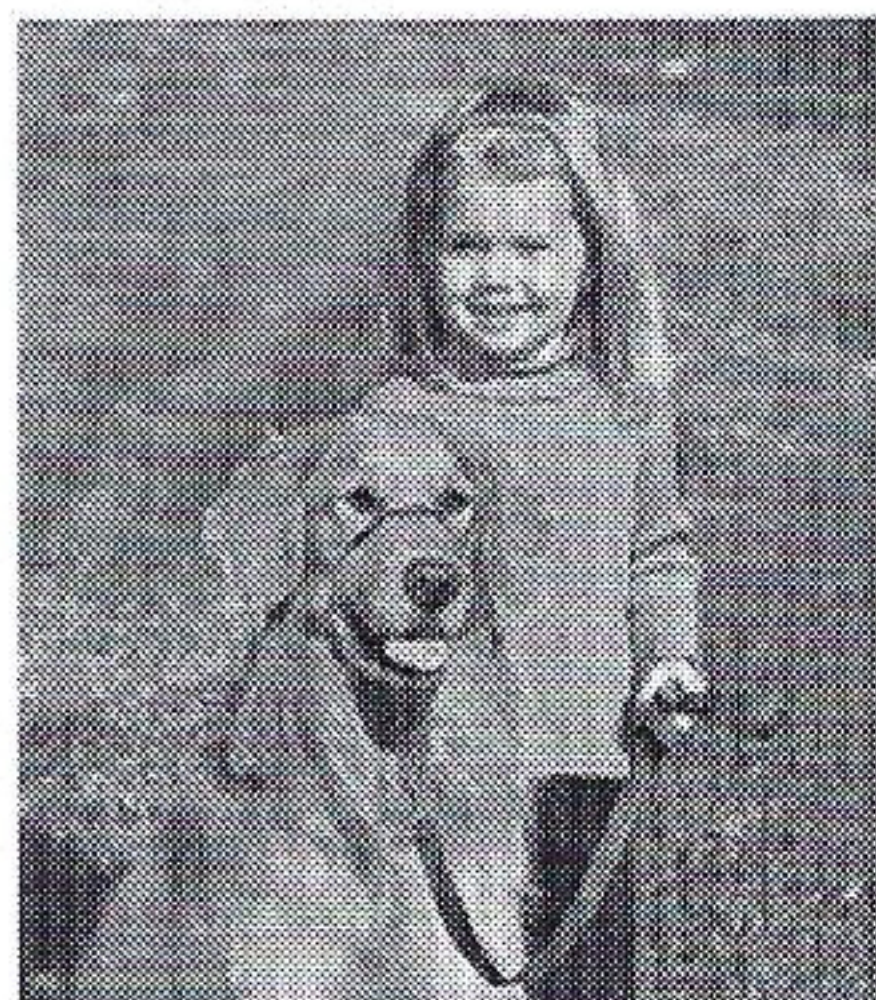
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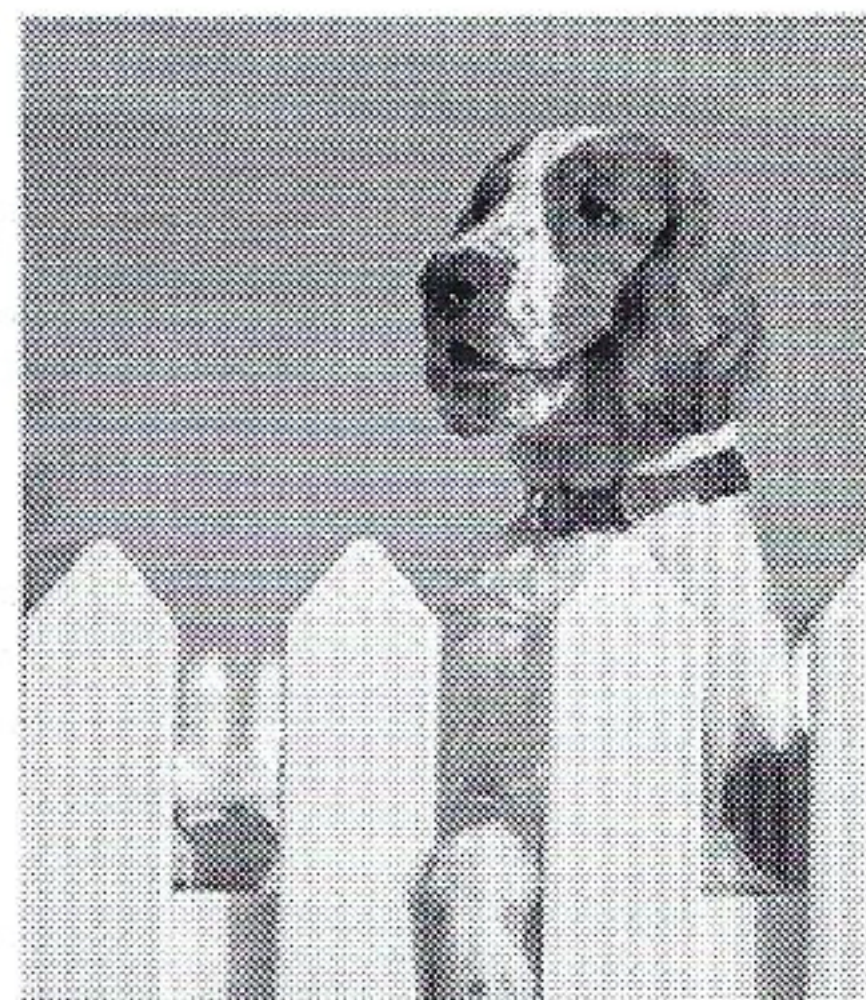
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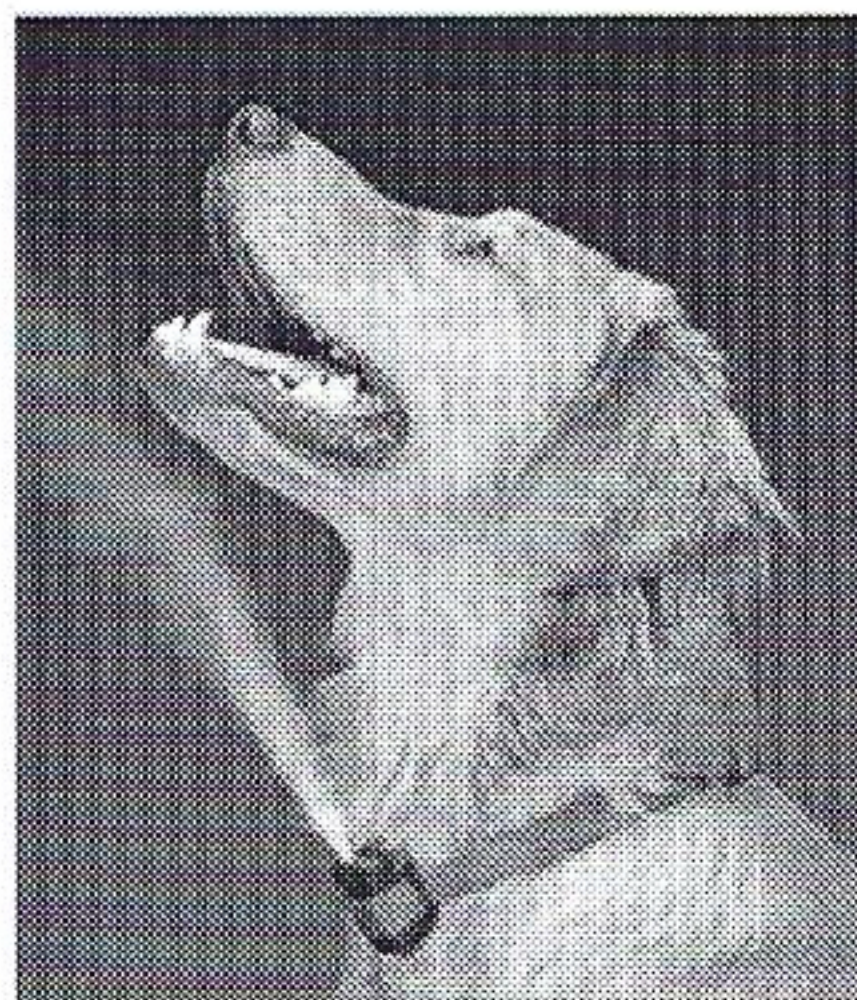
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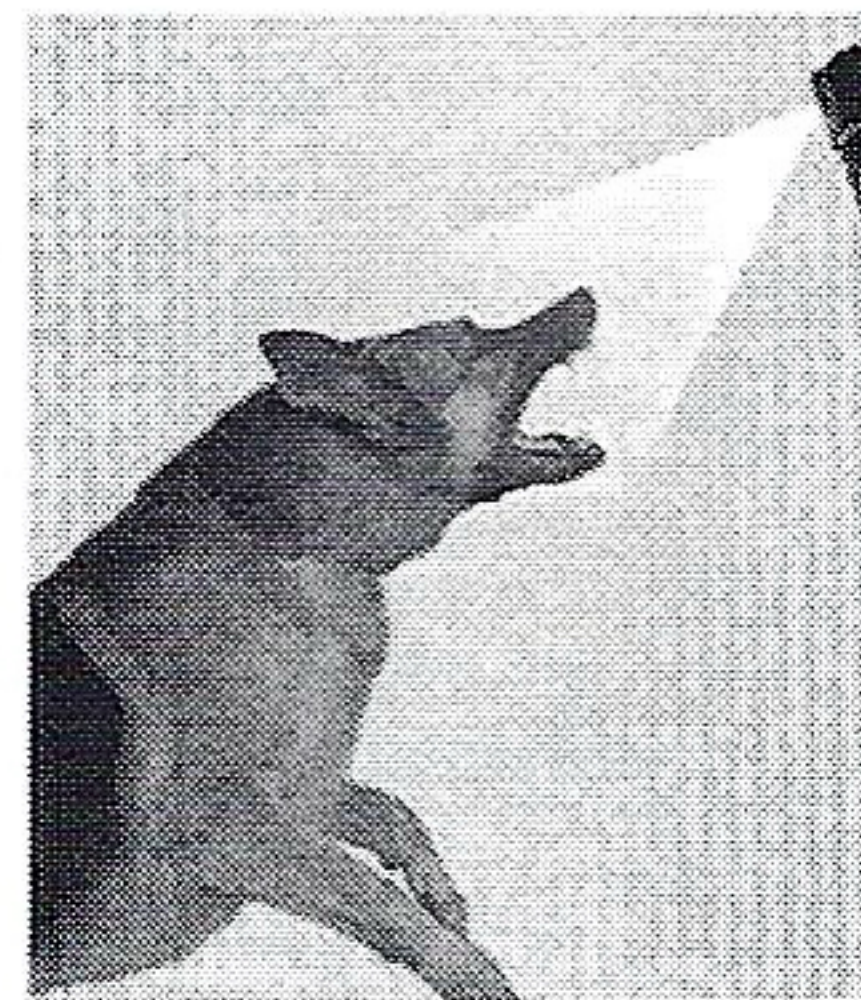
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