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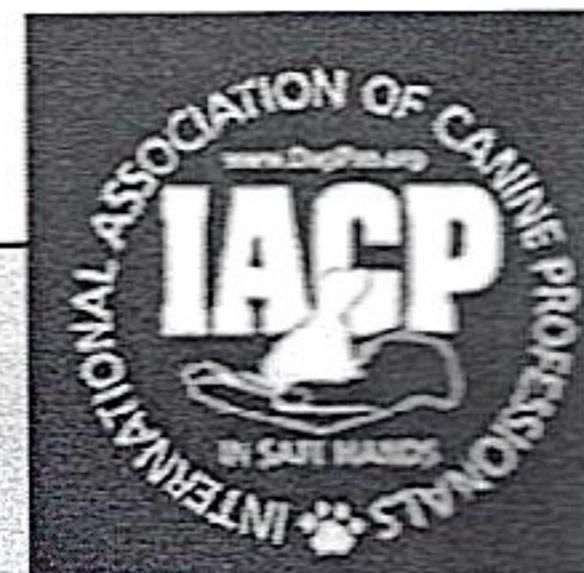
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The International Association of Canine Professionals' commitment is to develop professional recognition, communication, education, understanding and cooperation across the wide diversity of canine expertise and knowledge.

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IN THIS ISSUE

President's Letter.....	Marc Goldberg.....	4
Let's Talk Punishment.....	Sarah Wilson.....	5
Websites Part 1 - Welcome to the 21st Century.....	Guy Kantak.....	9
How to Have Superman Strength with Your Pet Business.....	Susan Thixton.....	14
Head Halters: Management or Training?.....	Marc Goldberg.....	17
A View to Equilibrium.....	Mary Mazzeri.....	20
Bloat Happens!.....	Aleksandra Hayden.....	23

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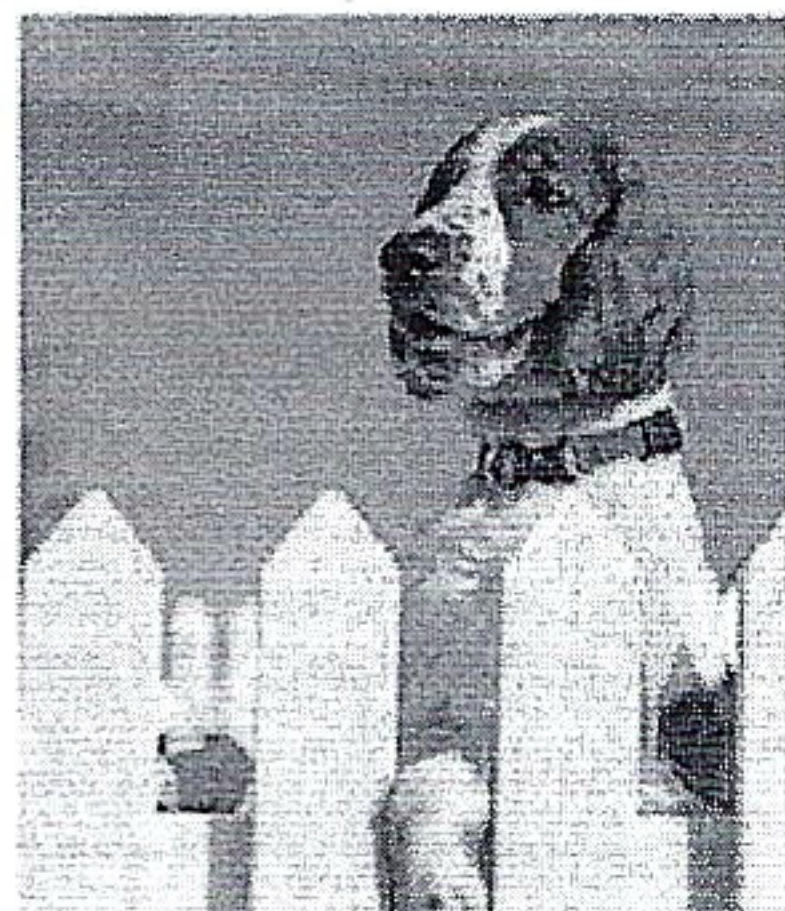
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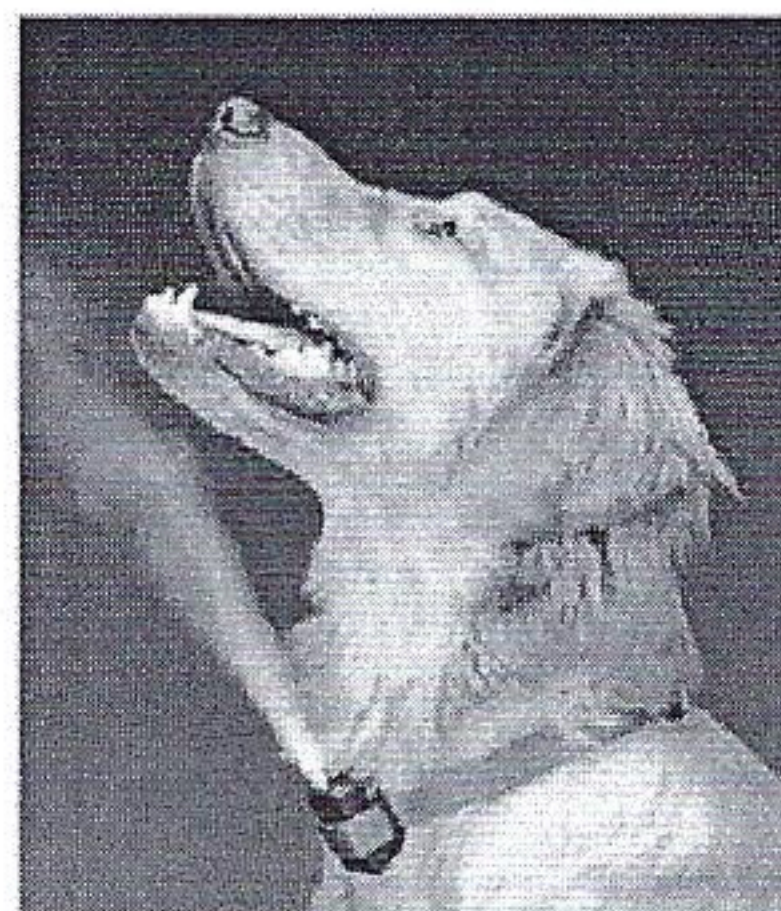
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From the President

Let Clients Make the Tough Calls

by Marc Goldberg, CDT

Courtney is one of those clients you have to love. She's blunt and has a great sense of humor. She first called me a couple of years ago about her Puggle, Wrigley. "He's like a flying monkey," she said, "help!"

I trained little Wrigley, put my standard lifetime training guarantee on him, gave Courtney her orientation and didn't hear back from her for two years. But then Wrigley bit her eight year old daughter in the face when she crawled into his crate with him. He left a mark, but he didn't cause much damage. Nonetheless, Courtney was rightly concerned and brought him to me for some touch up training and an evaluation.

Wrigley had become a tough minded somewhat intolerant adult dog, the kind who put down rules for the family. As in so many cases, the people kept missing the clues that Wrigley was about to melt down, but after that face bite was reported to me, I alerted Courtney to the reality that she had to train him more, revoke many of his privileges and supervise her daughter's choices better.

Our touch up training session went well. Probably too well. Wrigley got so good so fast that the owner dropped her guard, and failed to keep up with all the boundaries I had suggested for his life. Long story short, he was resting on the couch, tucked up against Courtney's boyfriend, when she decided to lean over and kiss him on the nose.

Wrigley bit her in the nose and lips and clamped down. His jaws had to be pried open. Courtney's nose was hanging on by a flap of skin but was reattached by the surgeon. Courtney is confused, sad and feels guilty. Wow, that's a lot for a dog trainer to deal with.

I slowly walked her through the reasons why Wrigley bit her, neither blaming her nor the dog. I just

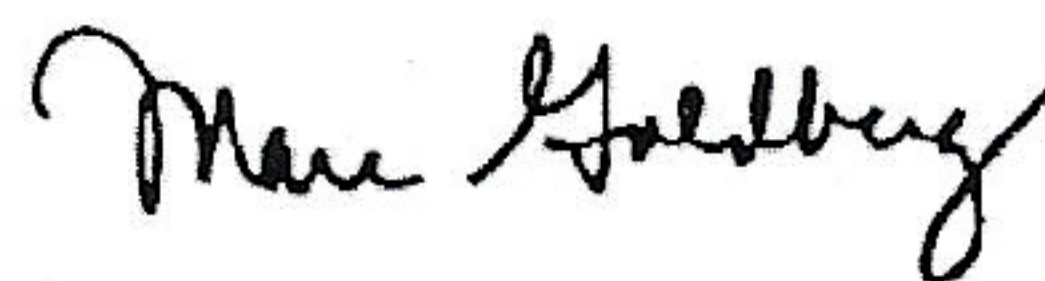
relayed why a dog would guard its space, and why it is capable of biting a family member. We talked a lot about leadership and what would now be required for Wrigley's life if she decides to keep him.

Those guidelines for his life which they didn't stick to before have just increased a thousandfold, and for the rest of his life. No furniture. No human beds or bedrooms. No more taking a bath with Wrigley in the tub too. No more mindless stroking. No more kisses. No more hugging. No more unsupervised time with children.

All of the above are to be replaced with management and training. Drag line or remote collar in the house at all times. Frequent focused walks. Regular crating between periods of mental and physical stimulation. All human interactions to be purposeful and gently authoritative.

I don't think she can do it. I don't think this family can possibly make this dog safe for the long haul. So I did what we do in these cases. I told her everything she'll have to do to make him not safe, but safer. Then I put her other options on the table too and let her choose. Above all, I hope she will choose to make the environment safe for her daughter.

These situations used to be wrenching for me to deal with. Because of that, I sometimes became passionate with the owner, trying to push for whatever solution I thought best. These days, I lay out all the options, make a recommendation, and let clients do what they do...make their own decisions. I now view my role as presenting information so that the owner is able to make an informed decision, not necessarily my preferred option. It's still difficult, but I agonize much less now. How do you handle these situations?





Let's Talk Punishment

By Sarah Wilson

The term "punishment" is possibly the most misused, confusing, and inflammatory word in our profession today. As a scientific term, it is a useful part of understanding what we do and why we do it, but it seems nearly impossible for people to use the term scientifically. The frequently used non-scientific definition usually is: Something horrible, very possibly abusive.

Untangling the term begins with understanding the scientific definition: Anything that lessens the likelihood of a behavior being repeated is a punishment. That's it. Punishment lessens the likelihood of a behavior being repeated, reinforcement increases it.

In order to really talk about punishment in dog training, we have to go one operant step further and talk about positive and negative punishment. Many people are puzzled by these terms – isn't all punishment negative? How can a punishment be positive? Again, we are confusing common use with science. In science, positive and negative are used like math terms. A "positive" (or +) is something you add, a "negative" (or -) is something you subtract.

Now, hang with me for one more paragraph of science chatter: In real world use, positive reinforcement pals around with negative punishment, and negative reinforcement goes nowhere without positive punishment by its side.

If you put a cookie to a dog's nose and say, "sit" and the dog sits, you deliver the cookie to increase the sitting behavior (positive reinforcement, R+). If you do the same sequence and the dog remains standing, you take the cookie away to lessen the standing behavior (negative punishment, P-).

Since negative punishment is generally perceived as passive and a completely unavoidable part of using positive reinforcement, it is often presented as "no big deal" – at least when it isn't being dismissed or overlooked entirely.

Positive punishment (P+) is adding something to the process that dog wishes to avoid and is treated as persona non grata by some – often being labeled as a) the "real" punishment and b) tantamount to abuse.

The problem is that, from a scientific perspective, every pet dog trainer uses it all the time. If you clip a leash to a training tool of any kind – head halter, front clip harness, prong collar – you are using positive punishment. Each tool creates some degree of physical discomfort with the goal of lessening pulling (positive punishment) and increasing loose lead walking (negative reinforcement).

This is a very uncomfortable truth for some trainers. To avoid this truth an alternative label – an aversive – is used. An aversive is presented as the unpleasant things that happen to dogs in their daily lives, these things are not – and this is key to these trainers – done to them, they simply happen. The trainer does not actively apply the aversive, therefore the trainer is not "punishing" the dog.

But this confuses trainer intent with the dog's experience. Operant terms describe how an event impacts an animal's behavior. They are not moral terms. They do not wade into politics or reflect on a trainer's beliefs or emotions.

This confusion has muddled matters. One trainer came to my class with her head-haltered dog leaping – repeatedly and full-force – against

the end of the leash. I pointed out how uncomfortable this made me and offered to show her how to create softness to the head-halter. Her response to my suggestion that she actively teach her dog what she wanted from him was, "Oh no, I could never do that. Then I would be doing it to him; if he does it to himself that's okay."

Really? Does the dog's vertebrae care what the trainer's intentions are? Have we gotten to the point where trainer comfort is more important than dog safety?

Just this week I watched another professional, one I admire in many ways, let a dog fling against its head halter repeatedly in a manner that, again, made me wince. I suspect that if she had seen another trainer deliver a correction with a prong collar even half that hard she would have called the authorities, but because it was a head halter and the dog was "doing it to himself," it was somehow acceptable.

To me, this is abdication of professional responsibility. If you put a piece of equipment on a dog – any sort of equipment – it is your obligation to actively teach the dog what the sensations it creates mean and how you want him or her to respond to those sensations. For me, the purpose of any training tool is to create rewardable behavior. Done with skill, no dog would ever flip himself around even once, never mind repeatedly, as the trainer looks. But if a dog is doing something violent to itself and you could help it but you elect to do nothing that sure looks like a slide to the darkside to me.

And it's not just leash work. In another youtube clip, I watched a trainer – who is loudly anti-punishment – counsel owners to be ready to "slam the door quickly" if the dog attempts to rush out during doorway training.

Now, I have no issue with that advice (although I would not use the word "slam" myself). But it is positive punishment, no matter what else you call it. Nothing to be ashamed of, works magnificently when done well especially when the desired behavior is quickly reinforced.

And that is what is so confusing both within the profession and for people seeking professional assistance. "All positive" training simply does not exist, not by any scientific definition, though it often seems as if the trainers who focus on the science most intently are the ones who make this most unscientific of claims. What the term seems to be intended to mean is no positive punishment is used but, as above, that is not true either.

It troubles me that people who know better repeat this untruth regularly. It also troubles me how quickly discussions about punishment become emotional and unproductive. This silencing of exchange about an inevitable part of our work is both unfortunate and unhelpful to the very animals we all spend our lives attempting to help.

So, in order to get past this roadblock, let's take the theoretical bull by the horns and define what punishment gone wrong is, so we can get to what it isn't. Let's start with a decent definition. How about the one from Steve Lindsay's *Handbook of Dog Behavior and Training, Volume 1: Adaptation and Learning*:

"... four specific conditions that are necessary for punishment to result in maladaptive behavior: (1) the stimulation generates vigorous and sustained emotional arousal, (2) the stimulation is unpredictable, (3) the stimulation is uncontrollable, and (4) the stimulation is inescapable." (page 303)

By this definition we can clearly see that "slam the door quickly" is not "bad" punishment. It does not, in most dogs, generate a vigorous or sustained emotional arousal, it is completely predictable, completely controllable, and totally escapable.

It is just a well-used negative reinforcement/positive punishment combo that reinforces not rushing the door and punishes rushing it.

Having definitions for terms and sticking to those definitions during discussion makes it easier to talk amongst ourselves and to sort out what is a personal reaction to or dislike of a certain tool or method and what actually crosses the line toward abuse.

But one thing is certain: Punishment – in the scientific sense – is not abuse. Punishment is



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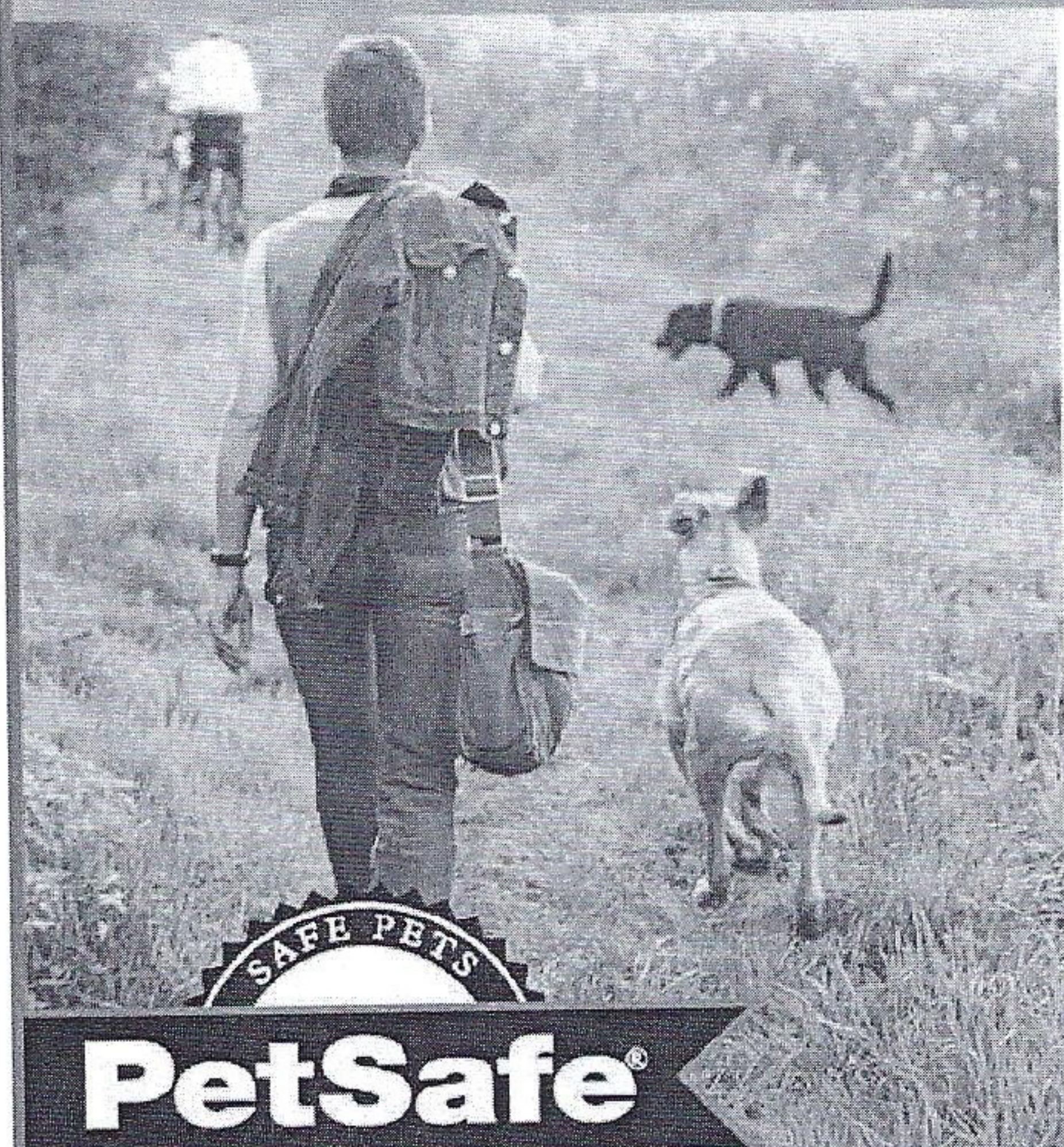
just the flipside of reinforcement, and you cannot have one without the other anymore than you can just take the head of a penny. Being able to calmly discuss all aspects of training will help to move the profession forward and that is a worthy goal.

For over twenty years, Sarah Wilson has taught people how to have fun while training their pets. Her television work includes PBS' Nature Why We Love Cats and Dogs, Comcast's Pets On Demand <http://www.selectondemand.com/channel.php?cid=28>, New England Cable News Secret life of Animals and Nick Jr's. A Pup Grows Up <http://www.nickjr.com/shows/pup/index.jhtml>. Her books on animal training and behavior include Dogology; My Smart Puppy; Good Owners, Great Dogs; Tails from the Bark-side and Childproofing Your Dog. Sarah and her husband, fellow-trainer Brian Kilcommons, have written more than a dozen articles for Parade

Magazine including two cover stories, Make that Tail Wag! & Adopt Me-Ow, which were nominated for the HSUS Genesis Award. Her print list includes The Oprah Magazine (most recently February, 2009), The Boston Globe, Philadelphia Inquirer, Cosmopolitan, Trends, W, New York Newsday, Parenting, Woman's Day, The Healthy Dog and Prevention Magazine and she is a regular contributor to WagReflex.com, Amazon's pet blog. A sought after lecturer for pet owners and professionals alike, her credits include: Tufts University School of Veterinary Medicine, Groomer's Expo, Guiding Eyes for the Blind, Inc., Pet Sitters International, American Council for the Blind, International Association of Canine Professionals. She is on the Advisory Committee for the Animal Rescue League's Center for Shelter Animals located in Boston.

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HAPPY OWNERS

Websites Part 1 - Welcome to the 21st Century

by Guy Kantak

The World Wide Web has become a tremendous force in today's world. The vast majority of homes in the USA are connected, the majority with hi-speed broadband. In one short decade the internet has grown from something relatively new and unfamiliar, to something considered a necessity by many households. Individuals continue to become more skilled in using "the web" to find desired information, services, and products. As a canine professional offering information, services, or products, establishing a web identity should be an important part of your business plan.

I've been doing web authoring and management for about 5 years, so I'm by no means an expert. It's something I find interesting and challenging. I read a lot of articles on this topic, experiment on several personal sites I've developed, work for a few folks designing and managing sites, and generally have a lot of fun with it. Web authoring is a skill and service in itself, so I obviously can't teach you to be a webmaster in a few pages. The web's dynamic (gotta love it!), so

all of this will probably be obsolete someday. Today I thought I'd share some basic to intermediate information and practices I've found useful after a lot of sweat equity. While I've tried to keep jargon to a minimum, you may need to search online for more information regarding any unfamiliar terms or items.

Newbie Basics - Getting Started

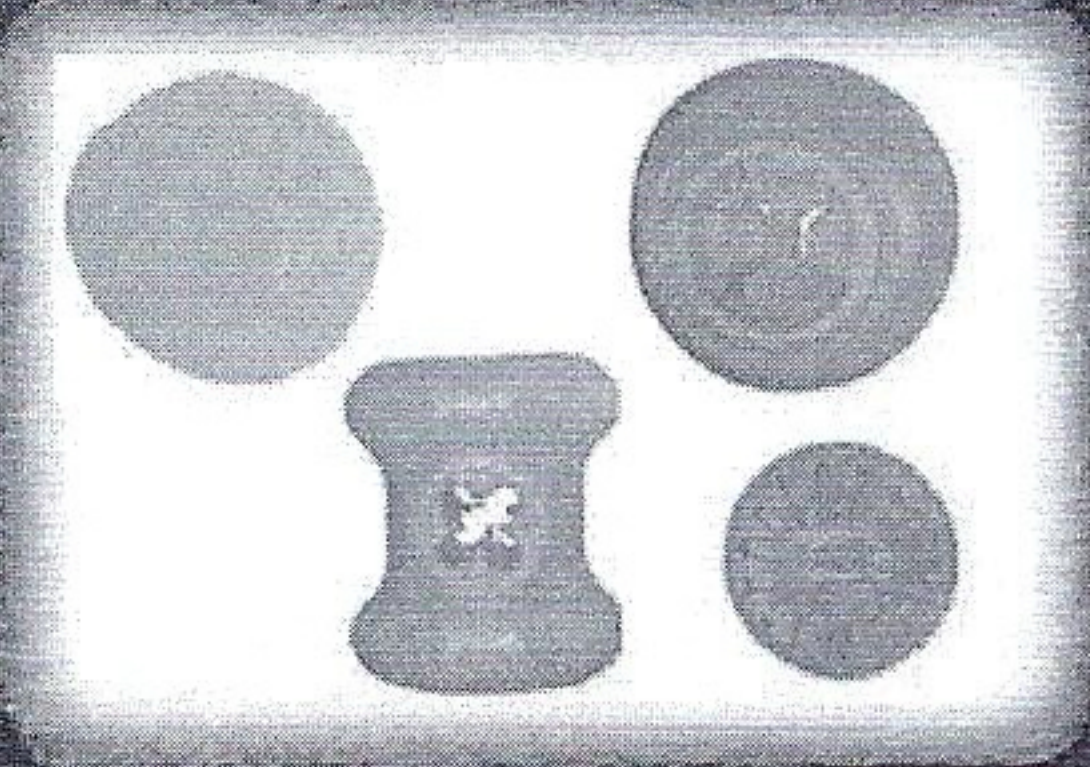
For those that have no idea about websites, here are some basics...

There are several ongoing costs associated with a website. First you will need to determine a name for your website (your domain name). Names that are short and descriptive are always best - something you can easily say to clients, something they will remember, and with a spelling that will be clear or easily explained. You can search many sites (www.register.com, for example) to see if the name you want is available. "Dot com" (.com) endings (tld's) are usually best as they're most prevalent. Once you find a name

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you like you will need to register (buy) that domain name through a registrar, my preference being Go-Daddy.com for pricing and service.

Domain registration fees are charged per year and you can choose the number of years you desire. You can also purchase privacy for your registration if desired, which prevents visitors from seeing your personal information (name, address, tele) should they do a "WHOIS lookup" of your site. If you have a brick and mortar establishment the privacy probably isn't important as you can use your business credentials, but privacy may be important if you do in home visits and work out of your home. I recommend doing your own registration because this is your web identity and you should always control it! If you don't know where your domain is registered or don't know when that registry expires you could find someone else owning YOUR name down the road. Costs for domain names with privacy generally run about \$20.00/year. Whichever domain registrar you use, do a search for discount coupon codes for that registrar (eg: "Go-Daddy discount coupon codes") before you sign up - you may be able to save some money. Some folks think buying longer domain registrations (5+ years) can positively influence your site's ranking on search engines. Nobody knows for sure, but if you know you'll have your site for quite some time you may wish to register it for several years at a time. I believe the maximum number of years you can register is 20.

Once your name is registered, you can decide how you want to create content for your site. Again, the scope of this article does not allow me to go into detail regarding this, but you will generally have 4 choices. 1) You can take some time to learn code writing and do it yourself with a simple text editor (free). 2) You can buy software that requires no code knowledge and creates web pages for you (probably \$50.00-\$500.00). 3) You can use a script (a program that lives on the internet and which you use on the internet - minimal costs). or 4) You can hire someone to do everything for you (cost varies but expect to pay at least several hundred to several thousand dollars).

If you choose to hunker down for a few weeks or months and learn how to do this yourself, you will find a world of information online. Do some simple searches for topics like "learn HTML" and "learn CSS". HTML is "Hyper-Text-Markup-Language" and serves as the backbone of the internet. CSS is short for "Cascading Style Sheets" which can be used to build modular sites that make revisions and additions a breeze. There are many sites offering help in these areas

and most are very good. Some folks have an aptitude for this and learn fairly quickly, but you will definitely need to enjoy detail oriented work to succeed.

Alternately you can use software to build your site. This is a fairly economical solution that many find acceptable because they don't have to learn HTML, only the program. Be aware that this option still has a learning curve (how to use the software) and is generally limited in what you're able to do and how your site will look. More expensive software improves flexibility, but it's usually designed for web designers and can take months of using the software daily to become proficient. Also, this option is notorious for generating sloppy and bloated code. Bad coding can make troubleshooting problems difficult, or leave you helpless if your software ever fails.

Like software for your computer, many web hosts (discussed later) now offer scripts for creating a web site right on the internet (using only your browser - Internet Explorer, FireFox, etc.). The advantages and disadvantages of this method are the same as buying your own software. However, you do not need to install anything on your own computer, and the costs can often be bundled or included in your hosting fees (*see below*).

Finally you can always hire someone to do everything for you. This will be the easiest but most costly solution. If you do hire someone, I would have a long discussion with them about your specific needs so everyone's clear on what work lies ahead. The more detailed you can be with your webmaster, the easier his/her life will be and the less you'll be charged for services. I would also recommend using someone who does a lot of coding rather than who uses a program only. Their sites are generally much better designed, organized, and easily updated/revised down the road should that be necessary. Also, if your webmaster ever falls off the face of the earth and you need to hire someone else, a hand coded site will generally be much easier for a new webmaster to adopt and therefore less expensive for you.

Intermediate Stuff - Hosting and Optimizing Your Site

Once your content's together it's time to publish your site to the web. This is done by buying space on a "web-server" through a "web-host" where your site will live in the cyber-world. If someone's doing things for you, this will likely be pre-determined. If you're doing things yourself I recommend HostGator.

com for their pricing, reliability, service and speed. I've used them for many years, on many sites, with absolutely no complaints and many accolades. There are certainly other good web-hosts as well. Be aware a bad webhost (I've had a few of those too) will cause you more headaches than you could ever imagine. So choose one based on trusted references and a suitable plan, not on pricing alone. Web-hosts typically charge per month or year based on things like space allotments, and/or bandwidth requirements. Unless you're getting thousands of hits a day or serving large amounts of video, basic plans are often more than adequate. You should still ask about the ease and costs associated with upgrading your plan, since you may require additional features or bandwidth later. Moving sites because a webhost can't economically provide additional services can be a frustrating and costly project.

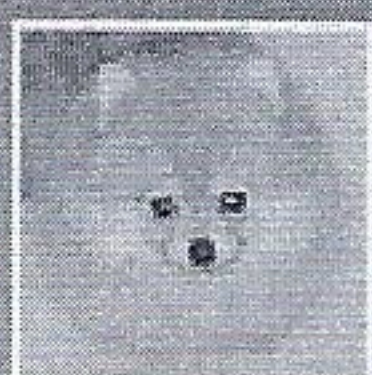
Once you have a webhost you'll need to move files to their designated webserver. To do this you will need to download and install an FTP client (File Transfer Pro-

tol) on your computer. I recommend FileZilla which is free, open source software. Very robust and pretty self explanatory - look online if you need a step-by-step how to for FTP. Once your files are loaded on the webserver, you'll need to point your registration name (in your GoDaddy control panel) to that server. Your webhost will provide this DNS (Domain Name Server) information which is usually a combination of numbers (NS10.HOSTGATOR.com for example).

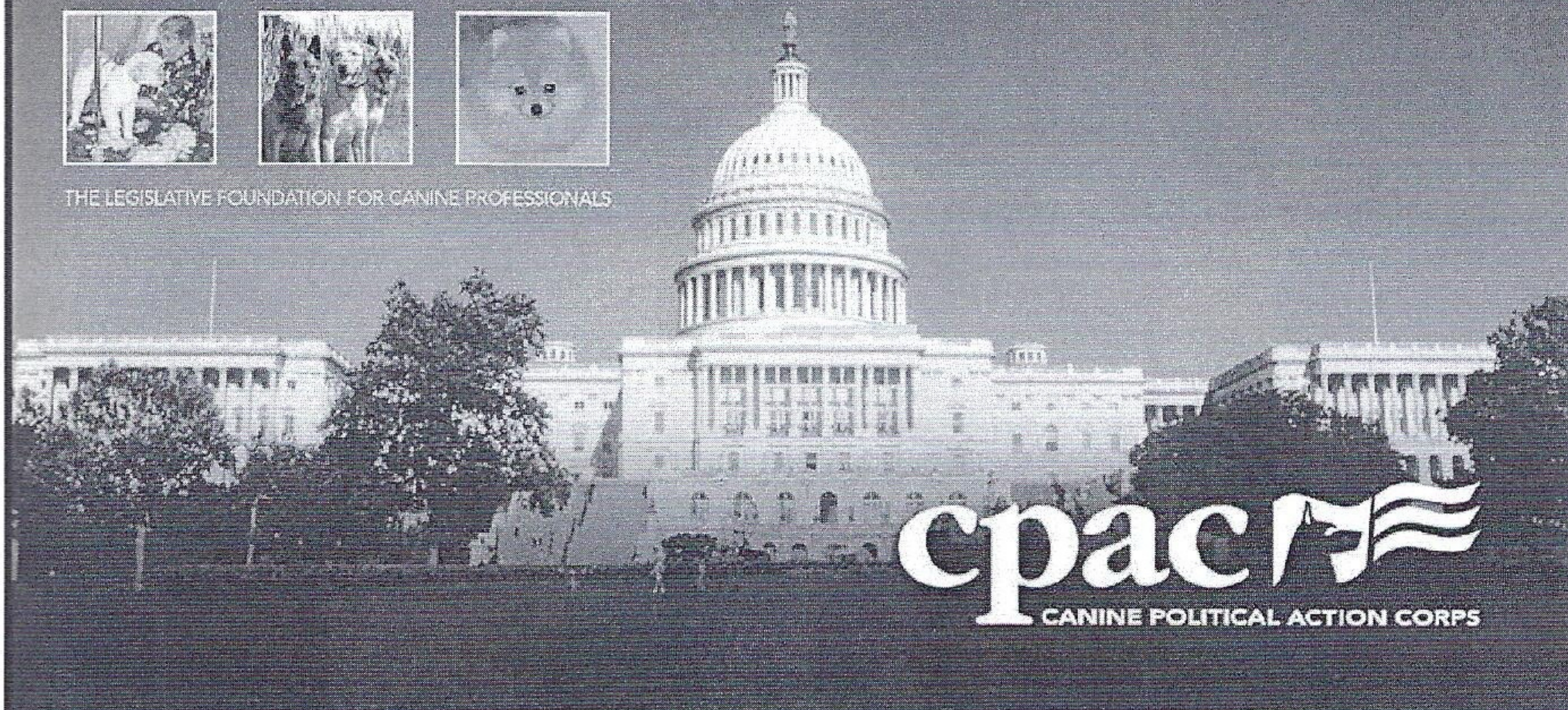
Once your site is online submit it to Google or a few other major search engines once. After a week or two try searching for your site by name. If you can find it doing a search on one of the major search engines (Google, ??? is there any other???) there's no need to be submitting it over and over. Typically the longer you have had your site on line and the longer your domain registration has been in effect the better your ranking.

It's fine if you decided to hire out most of your web work. But if you want your site to do well with rankings

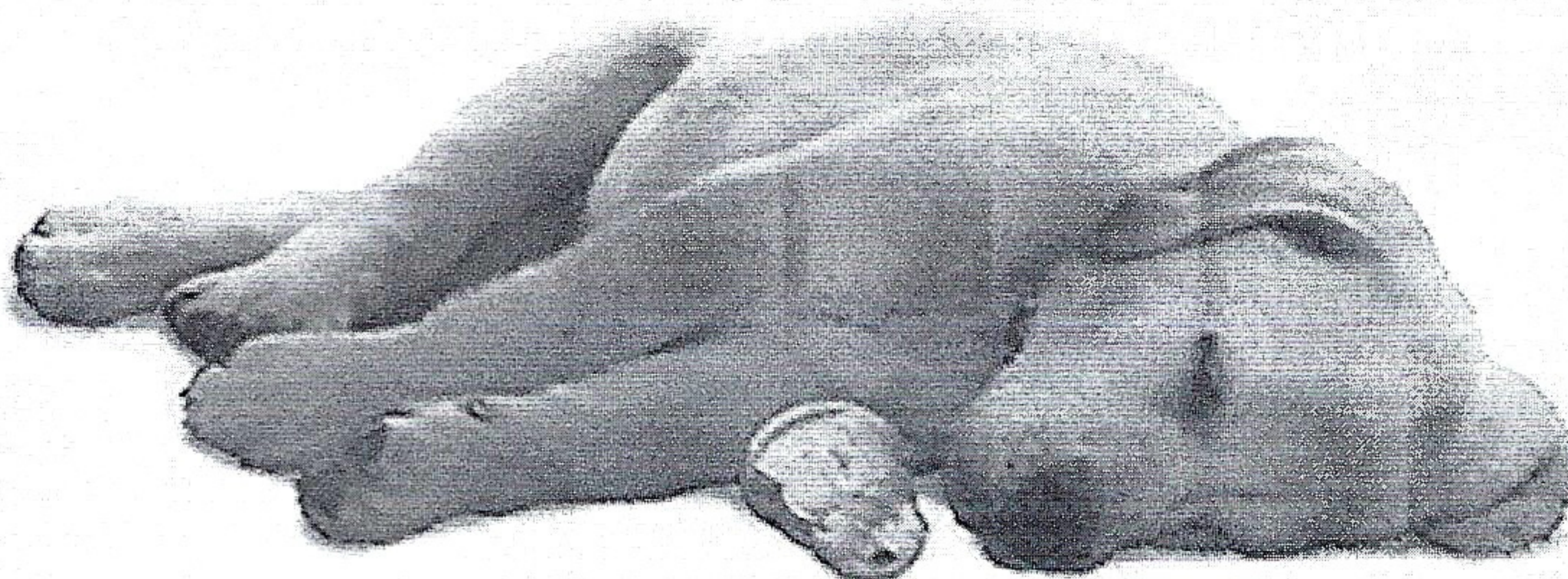
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on search engines, sometimes called search engine optimization (or SEO), you need to think of your website as a living, breathing entity. Search engines like sites that have a lot of unique content, well placed keywords (more later), and that seem dynamic and growing. For a variety of reasons, you'll find it beneficial to add or revise content periodically. There are many options for achieving this even if you don't know anything about HTML. If you have hired a webmaster, discuss these options so that YOU can do as much as possible on your own.

Once you have a way to update your site from time to time, just do it! Got a slow training day? Go write an article about your favorite dog breed, rescue, command, food (or whatever) and add it to your site. As you make additions to your site, make certain they are pertinent to your site visitors. Margarita recipes on a dog training site probably wouldn't be helpful for your ranking (although I'd read it).

Try to include "keywords" throughout your entire site's text. Keywords are words that may be search terms potential visitors (or clients) use to find you. If you're a trainer in Atlanta, Ga, examples may include strings of keywords like "Atlanta, GA dog trainer", or "Dog Obedience Training and Boarding Atlanta, GA", or just "dog trainer". The best practice with keywords is to use them as you would in normal dialog. The trick is to find strings of words that your visitor may use during searches to find you, and to incorporate those strings in your site naturally. Don't overdo it! Using different keywords on different pages, in headings, and in some links on your pages is helpful. You should visit sites ranking higher than yours in various searches. Comparing their content versus your own can be very helpful and informative.

Summary

I hope this article was informative for IACP members. There's a great deal that goes into a website, and the more time you invest, the more rewards you can reap. Stay tuned for more advanced topics at a future date. I always enjoy hearing from other IACP members. I can be reached through my website if you have any comments, suggestions, or questions.

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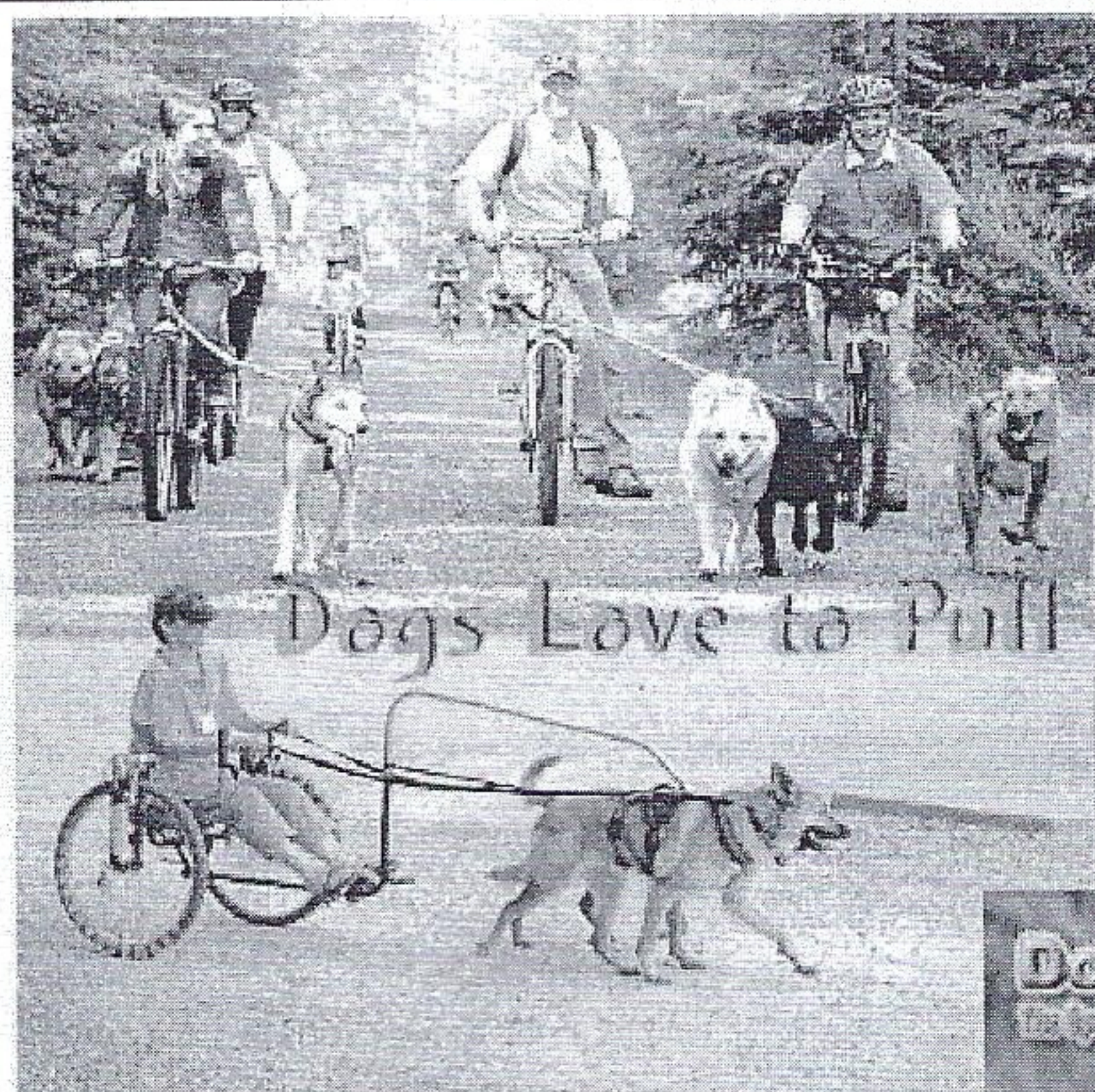
by Susan Thixton

Pet Pro Champions • Independent Pet Professional Coach and Consultant

As strange as it might seem, being the absolute best at your job – the best Groomer, the best Trainer, the best Day Care provider, the best Veterinarian, and on and on – does not guarantee success in our Industry. It really is unfair! It used to be that you could provide a quality service, open your business door with a smile, and you'd have people from all over your area anxious to purchase your services. Word seemed to get around. Your Customers told their neighbors and their relatives. Referrals just naturally hap-

pened. You didn't have to do a thing but provide a quality service for a fair price.

I talk to many Pet Professionals. All too often I come across Business Owners with the attitude of deserving appreciation from their Customers simply because they are the best at what they do. 'Hey, I'm the best in this town. Word will spread about how good I am. Even if I lose a Customer, they'll be back – I'm the best'. They are counting on Customer Loyalty based on the skill of their trade. Betting their futures on it.



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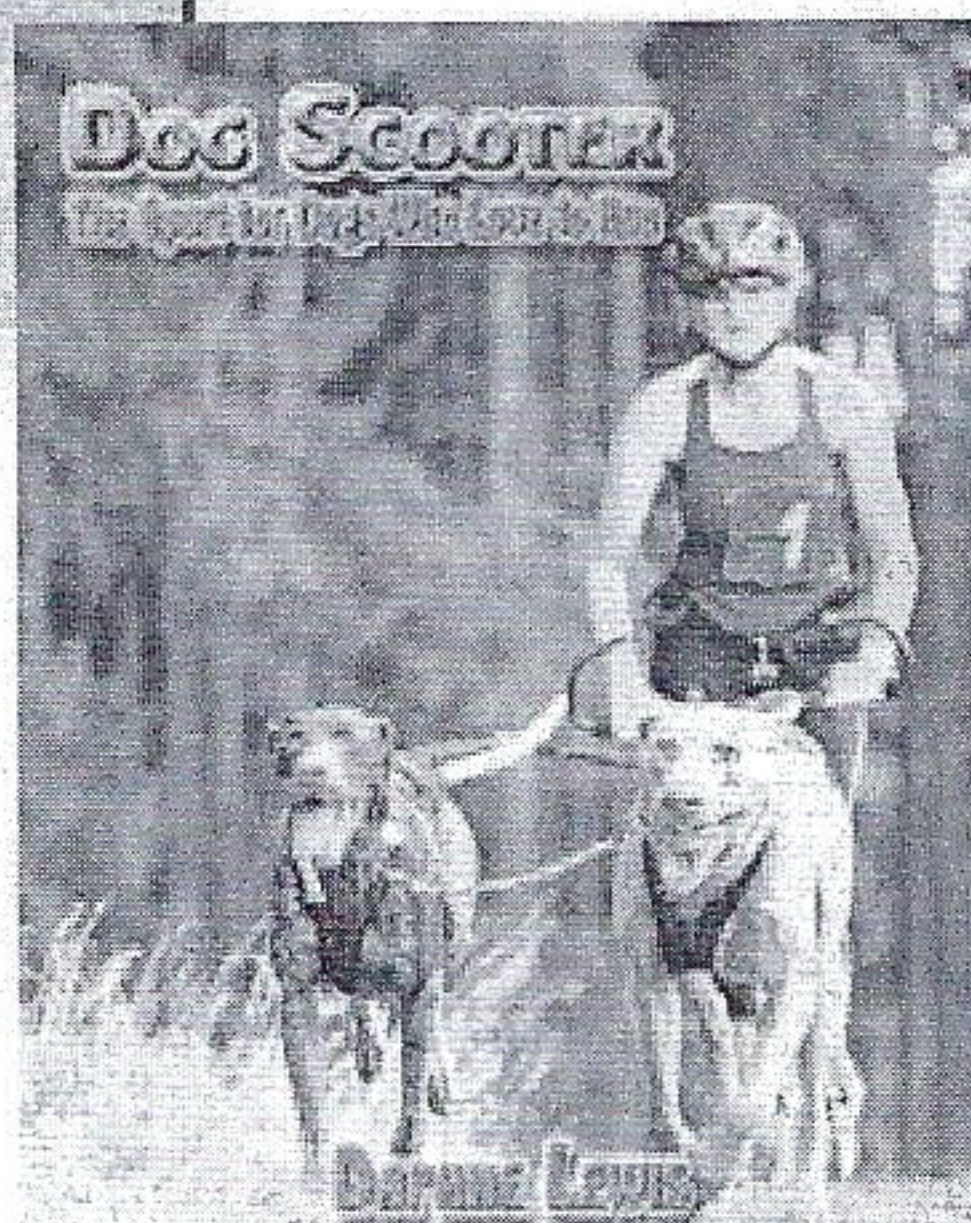
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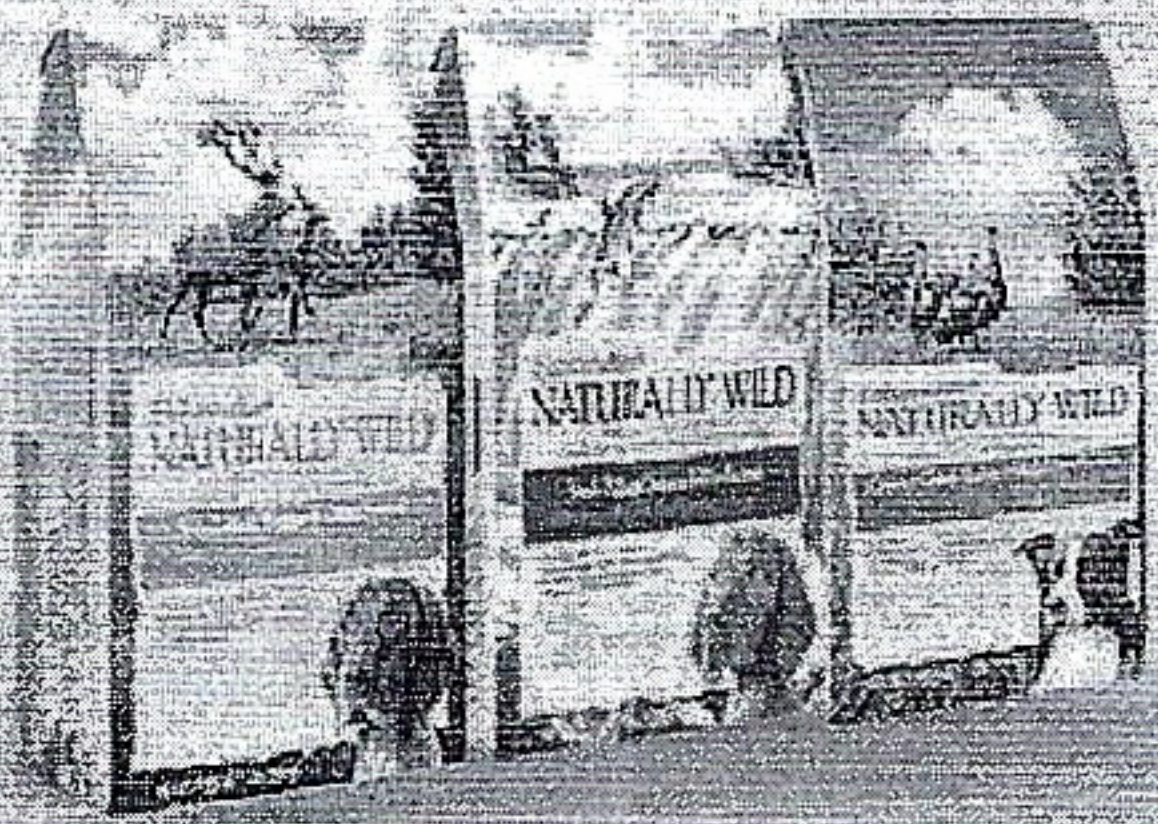
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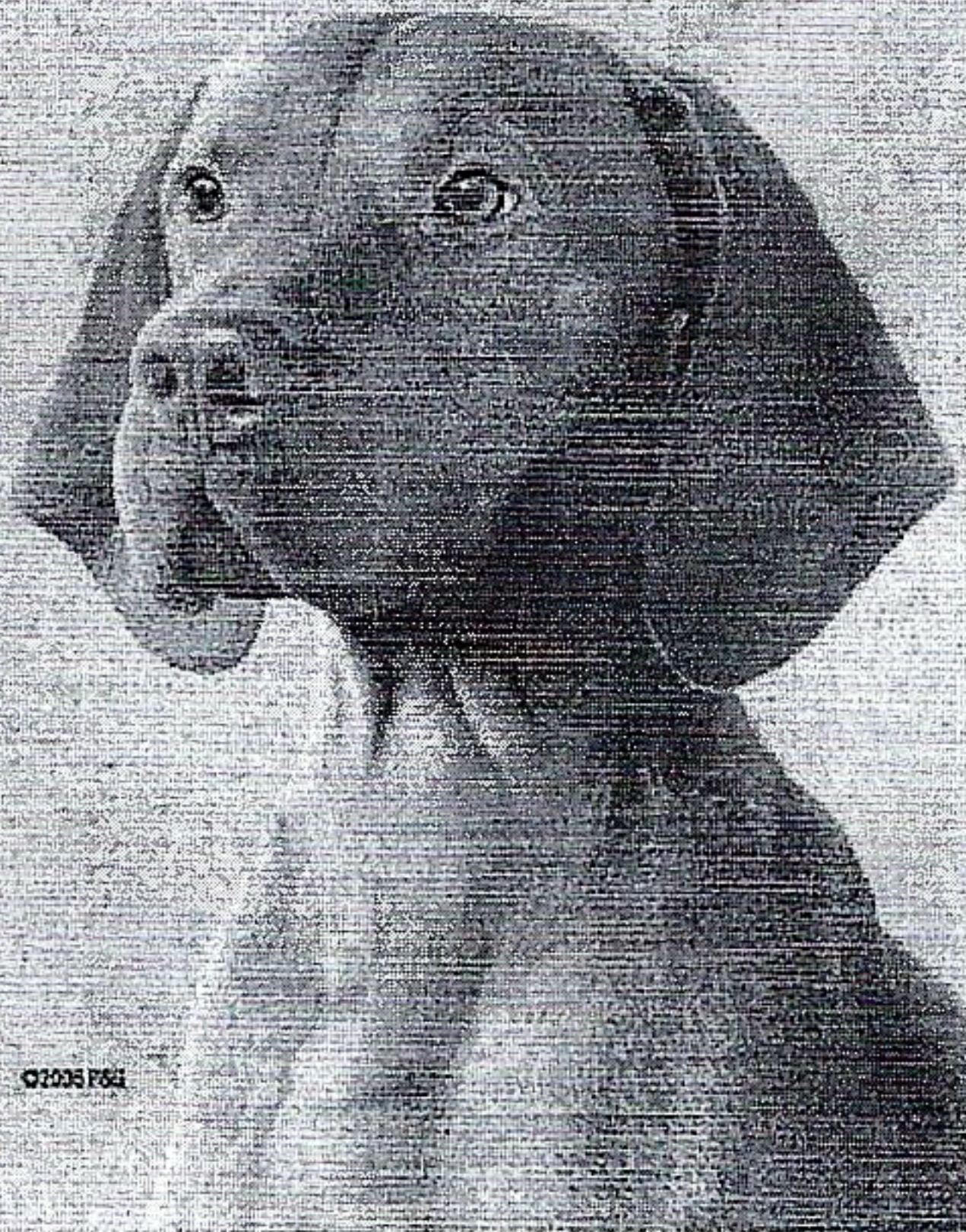
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The reality of it is - Customer Loyalty is hard earned. There used to be a day when generations of families purchased only Fords or only Chevy's. They were steadfast Customers, generation after generation. But today, well, let Ford or Chevrolet tell you about their hard earned lessons in Customer Loyalty.

There has been a huge shift in Consumers and Consumer spending. More competition, million dollar marketing campaigns, feel good advertising, and the access to media all contribute to the shift.

Consider the following...The average individual gets bombarded with advertising at every turn. Television commercials, radio commercials, print ads, billboards, the Internet, and now even cell phones provide us with advertising. Statistics have shown that consumers are touched by some type of marketing every waking minute of every day. Think about it, unless you live on a deserted island (which I'm considering), every turn of your day involves some type of marketing.

The Pet Industry is no exception to this. In fact, with the mega corporations that are now deeply planted in our industry, their million dollar 'feel good' marketing campaigns have contributed to the shift. So what is a Independent Pet Professional to do? Go back to school? Get a marketing degree? Attempt to copy the marketing of the corporations?

No, No, and definitely No. First off, attempting to copy the marketing of the Pet Super Stores is a big mistake. Yes, it works for a large corporation - but unless you've got billions of dollars to invest in branding your business, don't try it. In my opinion, the Independent Pet Professional has untapped strengths that the large corporations can never buy. One on one, true, first name basis, genuine appreciation for every single one of our Customers!

It's time to build a fortress. Build a fortress around our hard sought after Customers. That is our strength - Customer Appreciation. We have a 10 fold better opportunity to provide genuine appreciation for each and every Customer. That should be the #1 priority for Independent Pet Professionals - showing Customer Appreciation.

If you haven't wandered into a Pet Super Store lately, I suggest you go. Play customer. Look around, talk to them about their grooming, or their training. What I have found is that it is 'boxed'. Very corporate. Don't get me wrong, it's effective - for them. With any large corporation, there has to be a congruency with all their stores. In other words, every store has to treat every Customer the same. (Are you seeing your strength?) Same information, same style, regardless of the particular circumstances.

With hundreds of stores under one corporate name - there must be consistency with each location. Their million dollar marketing campaigns provide the 'feel good' - 'you are special to us' - 'we really care about you' attitude that they need. But the Customer Appreciation they show - is 'boxed'. I've never read any training manual for one of the super stores, but my guess is that they have set standards that each and every store employee must follow. Set standards to provide to each and every Customer that walks through their door. Please take note that even at this huge corporate level, they show Customer Appreciation. Ah, but the Independent Pet Professional can actually offer, face to face, day in and day out, genuine Customer Appreciation. Personal, sincere, specific to each Customer, appreciation. This gives the Independent Superman strength!

The #1 reason any business loses a Customer is **thru** the lack of feeling appreciated. This is especially true with a Service Provider. Survey after survey has shown that a Customer will try a new business because they **felt** unappreciated with their previous provider. Key words there, they felt unappreciated. Everyone treats a new Customer as something special. But how about the **ones** that have been around a while? What special appreciation do you show for all your long term Customers?

When is the last time you sent a personal thank you note to a Customer? When is the last time that you **cut** an article out of the paper or a magazine and mailed it to a Customer because you knew they would appreciate the story? When was the last time you made a quick **phone** call to see how the pet fared with a new treatment? **How** often do you do something, totally unexpected, totally out of the blue, to show your Customers how much you appreciate them? Put your thinking cap on - every **single** day - and keep in sharp focus ways to show your Customers appreciation for doing business with you.

It is a lot less expensive to keep your current Customers than it is to advertise to find new ones. And remember, there are those million dollar 'you are special to us' marketing campaigns that are seeking to steal every one of your hard earned Customers. Make them feel genuinely appreciated - then they are yours. They are inside of your fortress. Your competition won't be able to touch them.

Do you see my point? I hope so. Independent Pet Professionals have great strengths that need to be dusted off, cleaned up, and prominently placed forward. We have **far** more power than the 'Big Dogs' are aware of. Let's show 'em who's really the Champ!

iacp

Head Halters: Management or Training?

by Marc Goldberg

Training enables a dog to follow our wishes and to collaborate with the human. A training tool is any prop used by the trainer to inform the dog what is desired, and help him achieve the correct behavior. A training tool can be faded out when the dog understands the behavior, and finds pleasure and utility in delivering it.

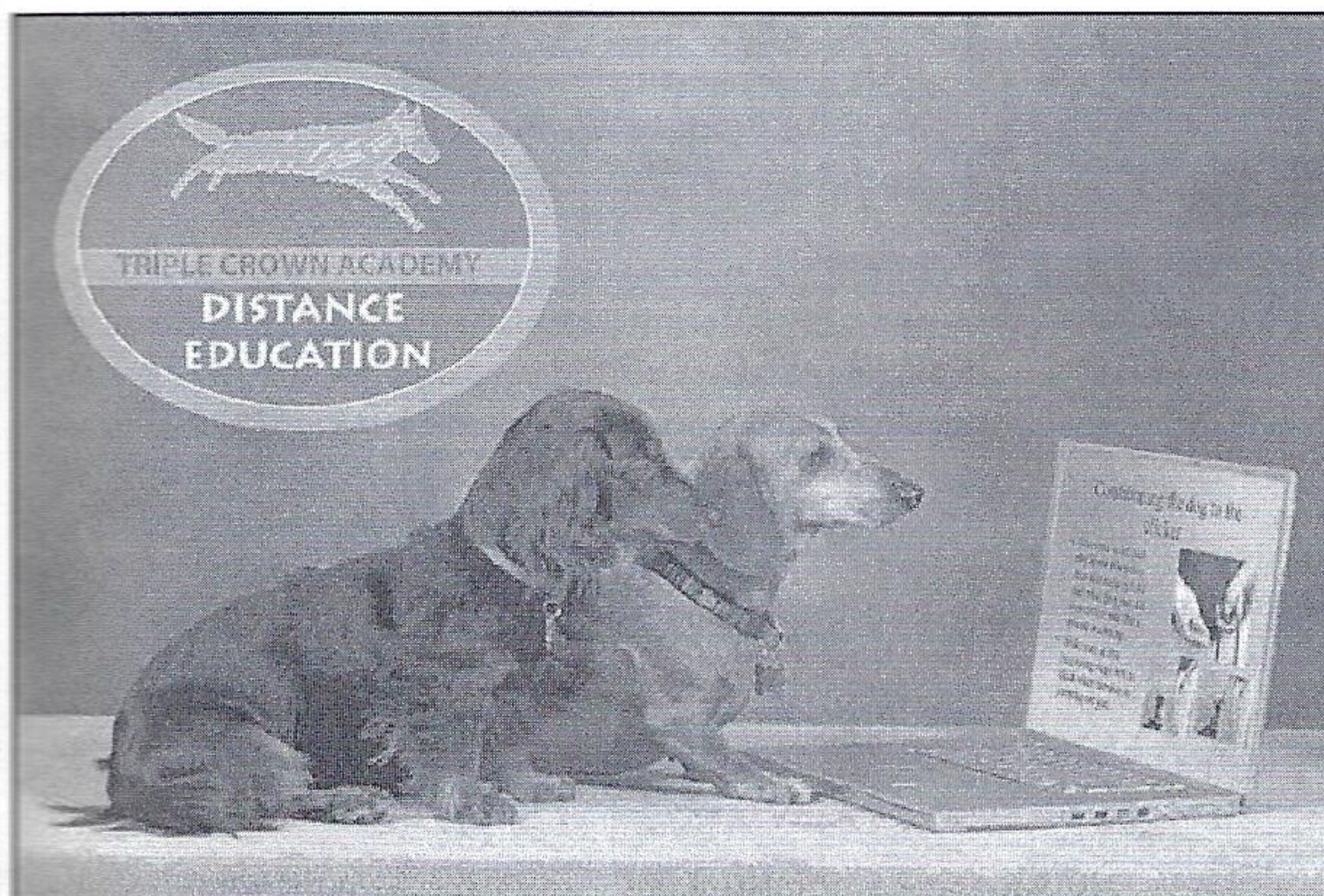
For example, a pinch collar, used gently and correctly, can show a dog that it is possible, and desirable to walk nicely on leash without pulling. Used as a training tool, one can fade the pinch collar out, but retain the polite leash walking. One can also use the pinch collar as a management tool, rather than as a teaching device. If the trainer fails to show the dog how to avoid the collar, the dog will pull when the collar is off, and walk nicely only when it is applied. Other dogs pull despite the presence of a pinch collar because they learn to tune it out. In that case, you have achieved neither training nor management.

Management is the act of making it impossible for a dog to do the wrong behavior. (Example: put

the dog in a crate where he cannot chew the furniture.) Training is a process during which you give the dog opportunity to do the wrong behavior, but teach him to offer a desired action instead. (Example: leave the dog out of the crate, but teach him to chew only his toys.)

Both training and management are useful techniques. Most dog trainers tend to use them both, sometimes simultaneously. Take housebreaking. We crate the dog as a management device. We watch the dog closely when loose, take her outside at the appropriate moment, calmly praise while she is going, and assign the behavior a name. "Good potty." The name then becomes the command. This is training. So housebreaking consists of both techniques.

I believe strongly in management. But training is the essential component which actually changes the relationship between dog and owner. It is not enough for us to stop the dog from doing a naughty behavior. Ideally, we stop the dog from *wanting* to



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do that behavior. If I have to confess a bias or a preference for one versus the other, I would have to own up to preferring training over management.

Too often I hear of dog trainers who declare that a given dog will never be off leash reliable, so they simply recommend the dog never be taken off leash. I have worked with clients who were told by previous trainers that their dog would never get over dog aggression so the dog should never be taken off their own property. To my way of thinking, this is simply recommending management when we don't know how to do the training.

Some time ago I changed my view of a particular tool. A few years ago, I would have called the head halter a management tool. I knew that dogs stopped pulling when wearing it. But I did not believe that dogs could generalize the behavior and continue walking politely once the head halter was removed.

I was wrong.

It turns out that the halter is either a training tool or a management tool depending on how you use it, just like the pinch collar. It is simple to use the Gentle Leader or Halti as a mere management device. Desensitize the dog to the halter using treats. Then walk the dog on the halter, simply being careful not to wrench his neck by yanking hard or by letting him lunge. It's that easy. When the dog begins to forge, his head is turned to the side and he finds himself unable to pull. If we let the dog constantly try and fail to pull, we might be satisfied. After all, we wanted to stop the pulling, and we did. But in this example, when we remove the halter we also remove the good behavior. Take off the halter and the dog pulls.

Why? Because the dog has not learned his owner *prefers* him walking at side with no tension on the leash. He has merely learned that it is either uncomfortable or impossible for him to do anything else. As soon as it is possible to pull, he will.

I discovered actual training with the head halter quite by accident. Some of you may chuckle and find that my discovery is no revelation to you. But it was a bit of a surprise to me. Before Frank the Labrador came into my life, I used halters only occasionally. When the elderly lady with no money for lessons came with the wild

adolescent St. Bernard, I taught the dog to tolerate a Gentle Leader and sent them on their way. I congratulated myself on giving her a good management tool, and warned her she'd have to use it for life. The client was thrilled.

Then Frank came along. I nicknamed him The Pirhana. Four months old. Razor sharp baby teeth. Zero bite inhibition. Major leash puller. He didn't feel in the least bit uncomfortable strangling himself on a flat collar, as he dragged his owners down the street. They put a pinch collar on him and Frank didn't notice or care. In other words, this adorable little Labrador puppy didn't much feel connected to humans. He was insensitive to their needs, didn't want to be petted, and didn't respond to their form of training.

I took Frank in to train him and just like his owners, I found that Frank didn't respond very much to me either. This is unusual for me because most often, using good Pack Leadership, treats, toys and motivational body language, dogs quickly enjoy and respect me. I then pass that relationship back to the owners and show them how to grow it further. But Frank was different. Frank didn't care.

In sheer desperation I put a head halter on the little booger. But I didn't use it the way many owners do. Many owners use it passively rather than actively. To use it passively, as I described earlier, merely put the halter on the dog, and he quickly discovers he can't pull. He will spend much of his time ahead of the owner, hitting the end of the leash and self correcting due to the presence of the halter. You get better walking, but only in the form of management, not training because when you take off the equipment, inevitably, the pulling resumes immediately.

I used the halter actively, as a training tool. Each time Frank attempted to pass me and go as far as the leash/head halter combination would allow, I gently guided him back to my side with a gentle and smooth rearward motion of my hand. The instant Frank was at my side, I dropped my hand an inch or two.

In other words, when the pup was out of position, I applied pressure with the halter, simultaneously guiding him back into position, and then released the pressure. Pressure on. Pressure off. (Think Karate Kid: Wax on. Wax off.)

As a result, the instant Frank was by my side, the slight pressure of the halter on his muzzle faded away.

Of course, Frank was a headstrong little booger and I had to make that adjustment a hundred times the first day. But we make gentle, micro-adjustments thousands of times a day when we drive a car. Even driving straight, we must make many small adjustments of the wheel to continue steering on our path. The same is true of the halter. Neither Frank nor I viewed these adjustments as corrections because nothing about them suggested that he couldn't immediately try the same behavior of pulling. And he did. Many times that day.

The second day I noticed that I was still compelled to gently guide Frank back to my side many times, but not as often as on the first day. I never let him get more than six inches out of position before making the adjustment. What Frank felt was mild pressure on his face when attempting to pull ahead, and an instant relief of this pressure when walking at side.

A halter is so light weight that if the dog does not pull, he hardly knows it is there. Unlike a Gentle Leader, the Halti does not put a constant flow of pressure behind the skull. The Gentle Leader is a wonderful tool when we want that constant, gentle pressure behind the head. It really is a calmer for reactive, nervous dogs. But Frank wasn't nervous, he was simply oblivious to human concerns.

Here's what happened. I walked Frank multiple times daily on the halter. Every day I noticed that he needed fewer and fewer reminders to walk at my side on a loose leash. He got used to it. Although he never minded the huge leash corrections his owners gave him on a pinch collar, he did mind the feeling of pressure on his face the halter delivered. Therefore, the puppy decided he'd rather avoid that. Constant small experiences showed him that if he tightened the leash, pressure turned on. If he loosened the leash by walking at side, the pressure turned off. During that week, he further figured out that if he never tightened the leash, the Halti never pressured him at all. So by week's end, Frank walked at side with hardly a reminder adjustment at all.

Management, as we said, simply makes it impossible for the dog to do a behavior we don't like. Training helps the dog not want to do the behavior we don't like. I still wasn't sure whether I had trained Frank or whether I had managed him.

So I took the halter off, attached the leash to his flat collar, and went for a walk.

Frank walked like a dream. He had generalized the behavior of walking nicely on the head halter, to walking nicely without it. Frankly, this was a surprise to me because I had viewed the halter with preconceived notions: I thought it was only useful as a management tool. But in this instance, I had actually trained with it because I was able to fade out the tool, and retain the behavior.

But something even more profound occurred during this process. Remember that Frank was also an uninhibited biter and that he didn't much care about human contact? With this equipment and training technique, Frank began to realize that I was relevant and important to his life. As a result, he stopped biting me, and even began to solicit and earn affection.

Being a curious sort of person, I used this same technique with the next five or six terribly pulling dogs I trained. In each case, I showed the dog that forging ahead turned the mild halter pressure on and walking right next to my left leg turned the pressure off. Each dog, within a few days, was able to walk nicely without the halter.

There are two morals to the story. First, head halters are not just a management tool. You can train with them, and if you do as I describe, you should be able to discontinue use of the tool, and keep the new good behavior. Second, a management tool can become a training tool if you open your eyes to the possibilities. I know I did, and it has placed one more valuable tool in my toolbox.

Marc Goldberg, CDT is President of IACP. Visit him on the web at www.ChicagoDogTrainer.com.

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A View to Equilibrium

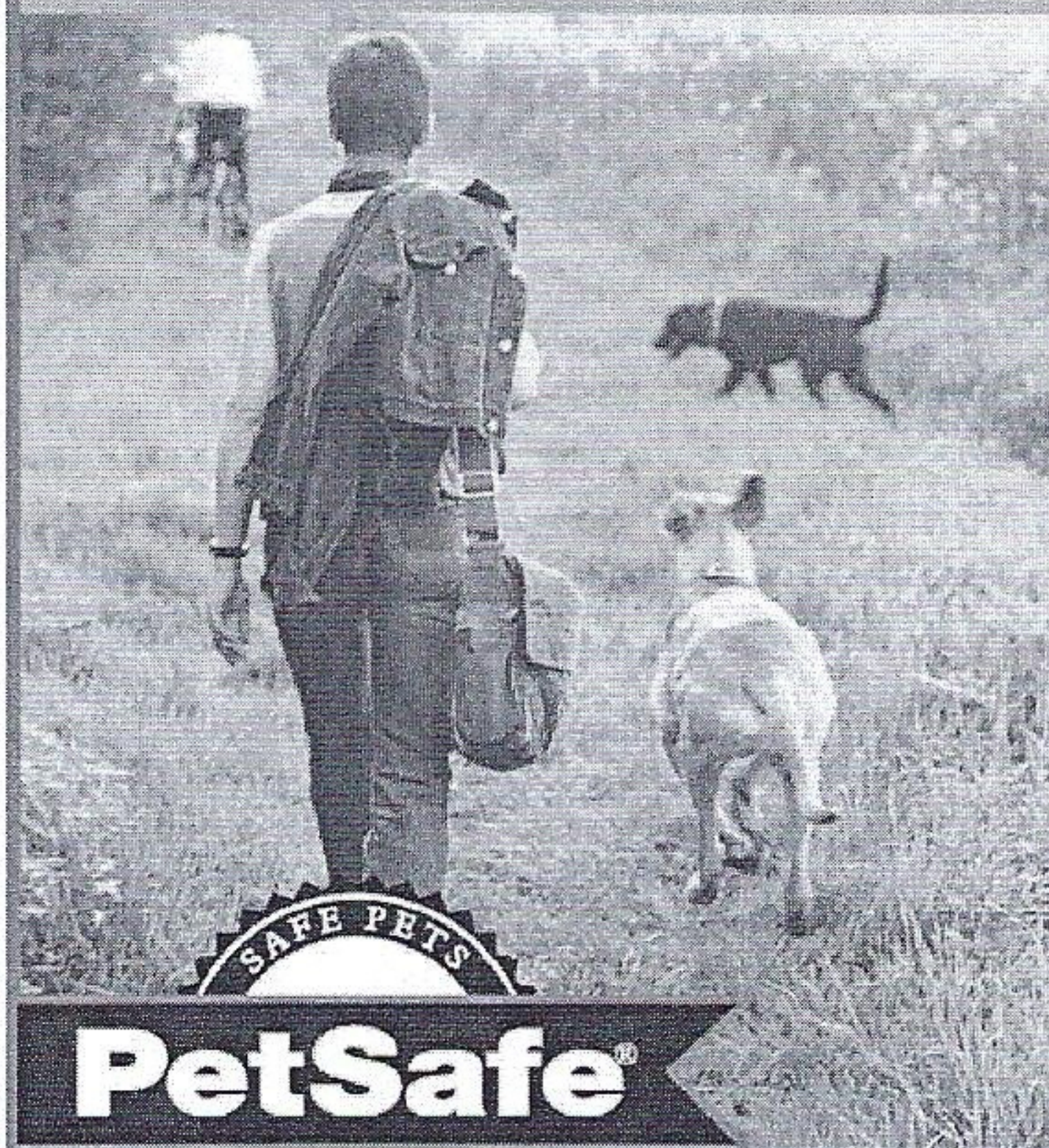
by Mary Mazzeri

When interacting with a pup, people think like people. It is 'only human' to impose our 'human thought processes' on our dogs and interpret dog behavior through 'human perspective'. Unless a dog's owner makes some effort to understand their dog's behavior and instincts, there is a good probability that a dog will develop behavior problems. Some pet owners assume their pooch is 'pre-programmed' to understand all that is required of it. Many pups grow up like Topsy, without any 'fetching up'. They are expected to figure things out on their own and understand the subtleties of human linguistics and society.

Dogs do come pre-programmed –to act like dogs. Dogs want to know who is in charge. They crave

enjoyable, understandable relationships, and consistent 'rules'. It is the leadership that sets the relational rules of order. Wise owners teach their pups what is acceptable play: e.g. retrieving puppy toys and what is not: e.g. knocking down the 3 yr. old. They teach the pup to sit patiently while its food bowl is placed. In the pup's mind, those who control resources are the leaders. Leaders teach the pup to accept gentle restraint. In the pup's mind those who control personal space are the leaders. Leaders teach the puppy where to sleep, where it is and is not allowed, and to 'move out of the way' when the leader walks by. In the pup's mind those who control territory are the leaders. These simple rules establish healthy relationships within the perceived 'pack'. Such a relationship is fun, safe and secure.

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These relational skills help mold the pup's 'world view'. Dogs learn these things through both intentional and unintentional training.

An essential element of learning is 'management'. Management means controlling the learning experiences to direct the outcomes. Examples of management would be placing barriers to confine a pup to keep it safe and to keep it from developing bad habits or causing damage. Fenced yards, gated doorways, and cages are examples of managed barriers. Other types of management involve keeping items out of reach that might harm a pup or that a pup might damage. It is providing the pup with safe toys, healthy food, and good health care. The ultimate managing principle is supervision where all behavior can be rewarded, redirected or corrected in a timely way. When a pup can't be supervised, it should be safely confined.

Initially, training is imposed or induced. Once a pup learns a behavior however, the behavior can either be maintained through external management, internalized motivation, or a combination of both. Initially training relies, to some degree, on setting up or controlling learning experiences. Outcomes are orchestrated to teach the dog how to respond appropriately. This is Training Management and it is a good place to start. Some dogs, however, never get past being managed and don't, by themselves, develop intrinsic reliability. This higher level of training requires that the dog understands and act on what is desirable and what is not desirable in its behavior. It reaches beyond management to a certain level of personal accountability. You can see this admirably demonstrated by thousands of working military, police, Seeing Eye and service dogs, who 'take responsibility' for learned behaviors. This level of training requires a balanced approach covering all aspects of behavioral reinforcement and punishment.

Positive reinforcement (reward) is essential for the teaching of a new behavior, but positive reinforcement does not effectively stand alone to produce reliability in real world situations. When using only positive reinforcement (no punishment) training, the trainer

is permanently cast in the role of the manager. When a dog is expecting a reward and doesn't get it, it becomes disappointed. Disappointment leads to extinction*. (*The trained behaviors tend to disappear if the reinforcement is not continued.)

In a balanced approach, (rewarding wanted behavior and 'unrewarding' unwanted behavior), as soon as any behavior has been established, it is tested by applying positive or negative consequences based on the dog's behavior. This allows the reward for performing the behavior to be internalized -to become self-rewarding. Self-rewarding behaviors tend more strongly to continue throughout the dog's life. A 'correction' occurs when a dog fails to respond to a known cue. Responding to a cue prevents the correction. This results in what psychologists refer to as relief, which is the opposite of disappointment. For instance, the trained dog understands that failure to "Stay" on command results in punishment (e.g. a snap on a training collar =correction) whereas compliance brings a sense of completion. It knows it has avoided a correction. The dog is empowered to choose the consequences. Since the dog's underlying motivation for doing an act is to move toward comfort, anything that causes relief has the effect of making performance rewarding 'in and of itself'. It removes a trainer from the role of manager and it insures long term continuation of the behavior. When the dog moves into this role, you have a reliably trained dog.

A trained dog is one that gives behaviors long term -without external reward. The dog has 'internalized' the reasons for doing things. They offer the behaviors long term. When something is positively reinforced from within, it keeps on happening. Management is a good place to start. Self motivation is a great place to get to. It comes through balancing both sides of the reward and punishment equation.

Mary Mazzeri is a Co-founder of the IACP has owner operated CareDogTraining.com in the Chicago area since 1970.

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Sarah recently appeared on PBS Nature's *Why We Love Cats and Dogs*, writes for Amazon's pet blog: WagReflex and specializes in working with shy/deficit dogs.

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Bloat Happens!

by Aleksandra Hayden

Bloat happens. Just like another common expression that might have come to your mind, bloat happens unexpectedly and can bring negativity, pain, sadness, panic and despair. However, this article is about the power of love, hope and a positive attitude in the face of danger and has a happy ending.

According to Dr. John J. Rutherford III, D.V.M., "(...)Bloat is actually two conditions that come under the heading of one syndrome. First there is "simple" bloat or gastric dilatation; second is bloat with twisting of the stomach or gastric dilatation and volvulus."

Hopefully, my dog, Shakti's, bloat experience can teach others to understand the symptoms of bloat, ways to prevent it and, in case of emergency, how to act fast and successfully to save their dog's life.

The symptoms began in the evening, fast and out of the blue. First she had difficulty in sitting or lying down. Then she started acting as if she was trying to hide from an "invisible monster" and was trying to get as close to me as possible. Next she started having dry heaves.

I drove 20 minutes to get to the clinic in a race to save Shakti's life. Bloat can kill a dog within a few hours. X-rays confirmed bloat. Untreated bloat leads to a slow and painful death so surgery had to begin quickly. Surgery was done late in the early hours of February 27 and went well. Shakti had gastroplexy (stomach stapling) done to prevent her stomach from twisting again. Within a month Shakti was almost back to normal and she had started exercising again and doing agility.

Here are some key points that may help you in a bloat emergency.

- Educate yourself about bloat. Keep up with the scientific research.
- Make sure that anyone who handles the dog sticks to the rules that help prevent bloat.
- Print out information about bloat symptoms and put it in a place where you can find it easily.

- Ask your vet questions about bloat, bloat prevention and what to do in an emergency situation.
- Make sure that in case of emergency you know what to do and where to go. Check the location of the nearest emergency clinic and write down the phone number and address in advance. Print out the driving directions.
- Know your dog, listen to him/her, be empathic and keep in mind that your dog's awkward behavior, for example refusing to do something that you tell them to do, MIGHT not be because the dog is defiant but because he or she is UNABLE to comply due to physical and emotional distress and pain.
- If your dog starts showing bloat symptoms, get to the vet without delay. Don't wait to see if it gets better on its own.

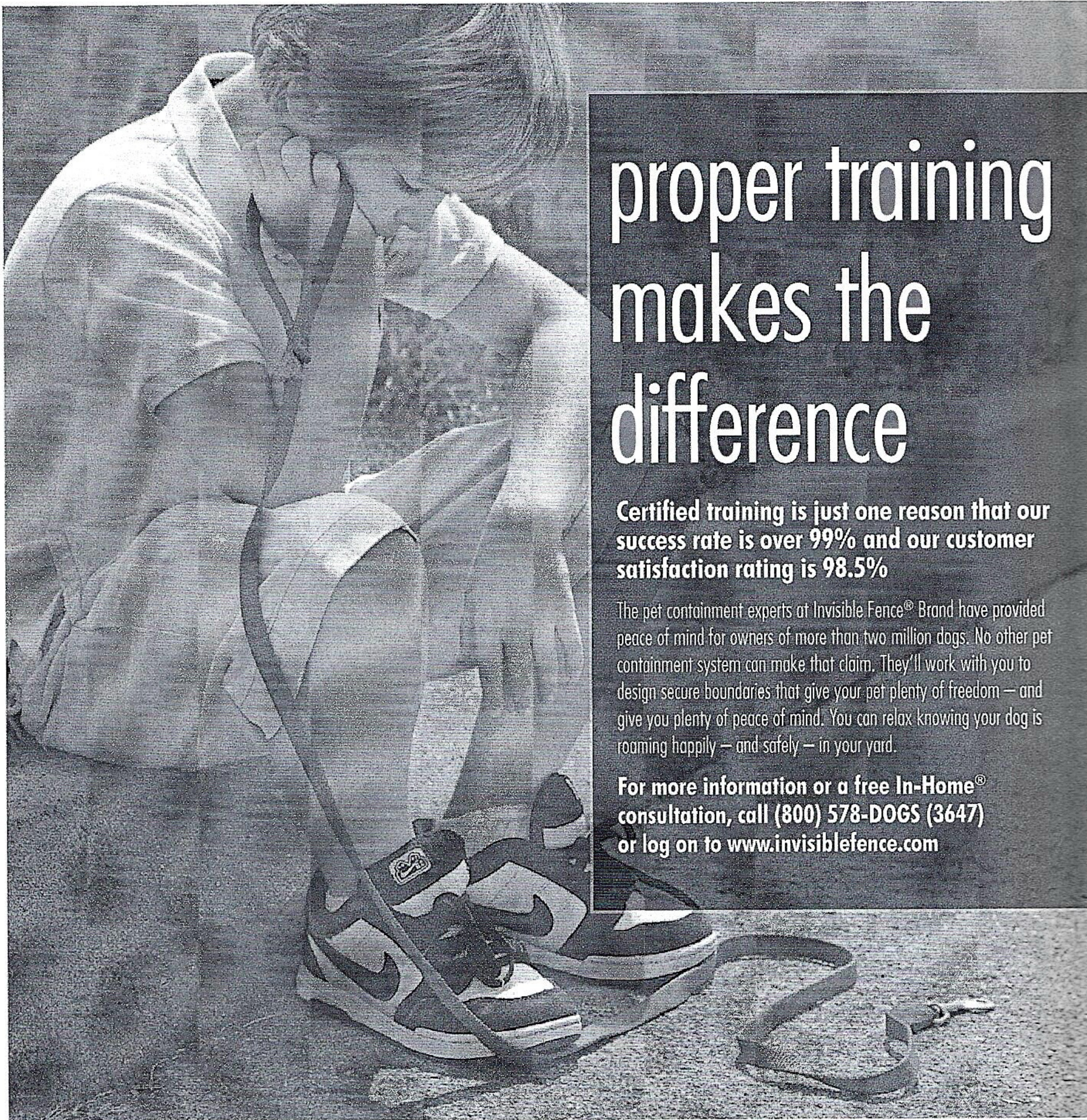
Some bloat symptoms come and go.. Therefore, even if some of the symptoms stop happening for a few minutes, it doesn't mean that the dog is ok.

I've always believed in the many benefits of training dogs. A dog that is in good physical condition has more stamina to go through emergency situations like bloat. Lifelong training has made Shakti a strong dog both physically and psychologically. After the surgery, very short training sessions gave her a huge lift and made her feel positive. There's healing in heeling...

Shakti gained a lot of positive energy from slowly getting back into her training routine. Training brings peace, a feeling of being safe, and can create a calm state. Training fosters serenity. We believe that Shakti should live her life to the fullest, continuing the routines, discipline, training sessions, physical exercise and mental stimulation that made her strong in the first place.

The author and Shakti received another trick dog performance title, The Intermediate Trick Dog Title, from the Trick Dog Trainers Association and Kyra Sundance. Here is a link to an article with symptoms and prevention suggestions: <http://www.globalspan.net/bloat.htm#Symptoms>.

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proper training makes the difference

Certified training is just one reason that our success rate is over 99% and our customer satisfaction rating is 98.5%

The pet containment experts at Invisible Fence® Brand have provided peace of mind for owners of more than two million dogs. No other pet containment system can make that claim. They'll work with you to design secure boundaries that give your pet plenty of freedom — and give you plenty of peace of mind. You can relax knowing your dog is roaming happily — and safely — in your yard.

For more information or a free In-Home® consultation, call (800) 578-DOGS (3647) or log on to www.invisiblefence.com



Invisible Fence®

Brand by PetSafe®

The Brand Vets Recommend Most
For Dog Safety and Freedom