

For the Pet Professionals
Veterinarians ~ Groomers ~ Trainers

*How to Use the Do No Harm Handbook
in Practice and Business*



LINDA MICHAELS, M.A., PSYCHOLOGY

Excerpt from

THE DO NO HARM
DOG TRAINING
AND BEHAVIOR HANDBOOK

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Hierarchy of Dog Needs®

Standards of Care and Best Force-free Practices

There is never a justification to use pain, fear, dominance devices or training methods with our dogs.

~ Linda Michaels,
M.A. Psychology

Dogs, like us, need to feel safe, at peace and loved. They depend on us to fill these needs and we are obligated to do so.

~ Dr. Marc Bekoff,
PhD - Animal Behavior

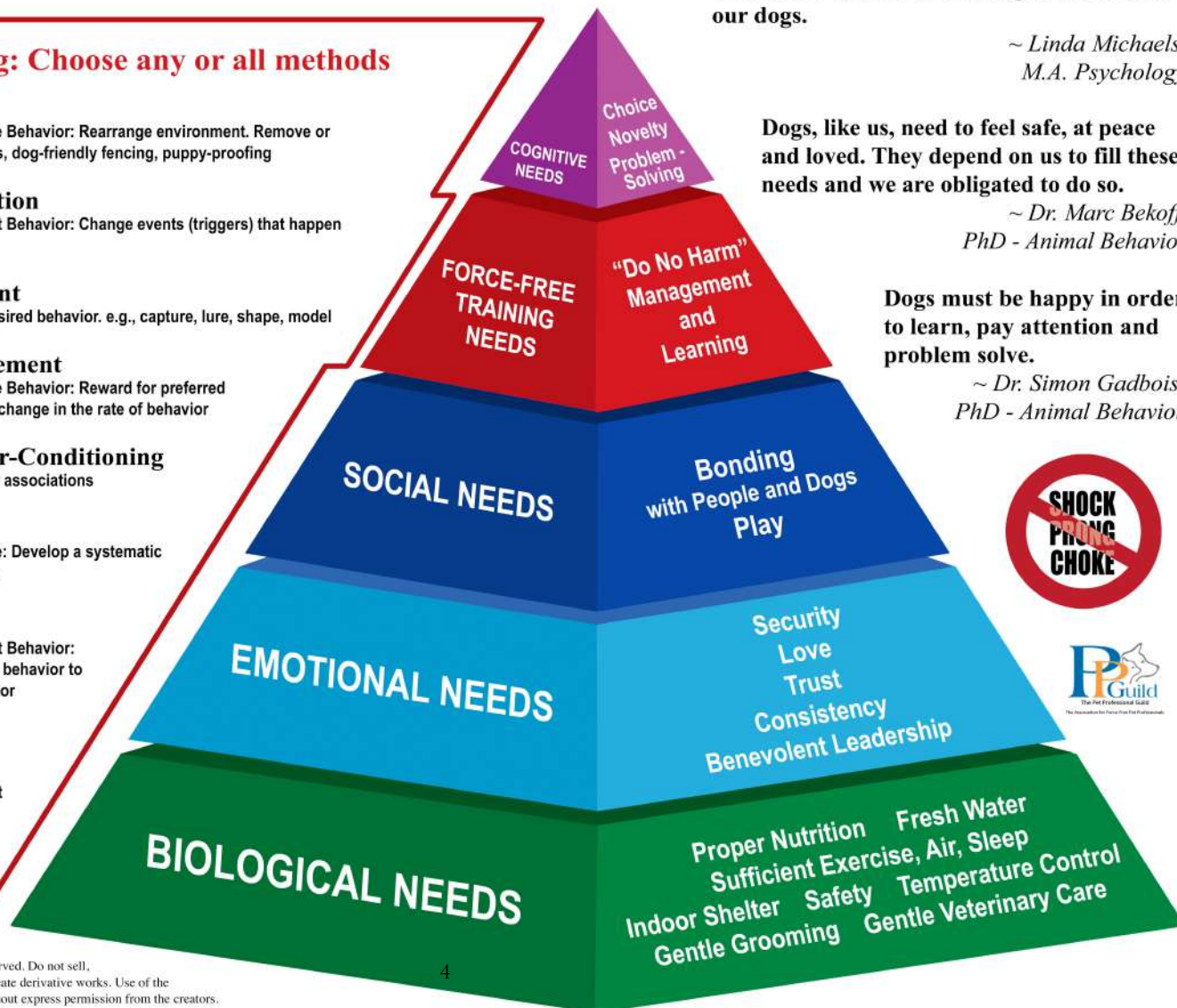
Dogs must be happy in order to learn, pay attention and problem solve.

~ Dr. Simon Gadbois,
PhD - Animal Behavior



Force-free Training: Choose any or all methods

- **Management**
To Increase, Redirect or Decrease Behavior: Rearrange environment. Remove or distance triggers. e.g., baby gates, dog-friendly fencing, puppy-proofing
- **Antecedent Modification**
To Increase, Decrease or Redirect Behavior: Change events (triggers) that happen before the behavior
- **Positive Reinforcement**
To Increase Behavior: Reward desired behavior. e.g., capture, lure, shape, model
- **Differential Reinforcement**
To Redirect, Decrease or Increase Behavior: Reward for preferred incompatible, alternate, other, or change in the rate of behavior
- **Classical and Counter-Conditioning**
To Change Emotions: Create new associations
- **Desensitization**
To Decrease Emotional Response: Develop a systematic graduated exposure therapy plan
- **Premack Principle**
To Increase, Decrease or Redirect Behavior: Use a high probability (preferred) behavior to reinforce a low probability behavior
- **Social Learning/ Observational**
To Increase, Decrease or Redirect Behavior: Use a dog or human model as sample behavior. e.g., imitation, emulation, contagion



PRAISE FOR THE *DO NO HARM* DOG TRAINING® AND BEHAVIOR HANDBOOK

This book is a champion for the ethical and respectful care all dogs deserve. Whether just curious, or a professional, if your life touches a dog's life, this book provides comprehensive and essential information to ensure the needs of dogs are met, backed up by the latest scientific knowledge. From diet to behaviour problems, and everything in-between, this is an excellent resource, in fact it should be compulsory reading! Those of us on the front line, dealing directly with clients and their dogs, spend a lot of energy dispelling training myths and rectifying the harm that certain techniques can cause to dog-human relationships. To have this resource, which applies psychology that is not harmful to the individual dog's mental or physical well-being, is extremely useful.

~ **Katrina Ward, DVM**, Member of the Australia and New Zealand College of Veterinary Scientists (veterinary behavior)

Linda has created an amazingly comprehensive, scientifically accurate, ethical and compassionate gift to the world of dogs and the humans who love them. The *Do No Harm* contribution to the unregulated dog training profession will give much-needed support to the training and behavior professionals who already practice force-free protocols, invaluable guidance to dog owners who want the best relationships possible with their dogs, and, hopefully, a hefty leg up to those animal care professionals who are still on the path to dog-friendly handling, care and training methods.

~ **Pat Miller**, Training Editor for *The Whole Dog Journal*, author of seven force free dog training and behavior books, earned a Lifetime Achievement Award from The Association of Professional Dog Trainers, named "One of the People Who Have Changed the Dog World" by *Dog Fancy Magazine*

The dedication at the beginning of this book speaks to its entire content and relevance to the world of pets and the progression we must strive for. This book has an abundance of knowledge to support any and all who want to journey into the practice of force-free pet training and care. Set with realistic boundaries and easy to follow guidelines it is a fabulous resource for anyone that interacts with dogs. Whether you are a pet professional, pet owner or one who works in or around the pet owner community, this book provides the much-needed tools and resources to help you and your canine community thrive together.

~ **Niki Tudge, MBA, PCBC-A, CDBC, CDT**, Founder and president of The Pet Professional Guild, principal author of *A Model for Raising the Bar to Protect Professionals*, Founder and president of DogSmith and DogNostics Career Center

Linda Michaels' *Hierarchy of Dog Needs*, adapted from Abraham Maslow's *Hierarchy of Needs*, is the single most important modern guide to ensuring that every aspect of our dogs' lives is the best it can be. This ground-breaking book describes in detail how to meet all needs, how to teach dogs using force-free, science-based methods, and how to deal with any behavior issues that may arise. *Do No Harm* is a must-read for every dog caregiver.

~ **Lisa Tenzin-Dolma**, Founder and Director of The International School for Canine Psychology & Behaviour Ltd. (ISCP)

It's not just that we love our dogs, but that our dogs Need our love. Combining compassion and science, Linda Michaels offers a roadmap into our dogs' fundamental needs. This book is a how-to choose, care, and train your dog with respect and love. Get ready to be enlightened by this thoughtful read.

~ **Jennifer Cattet, PhD, Psychology**, Author of *Selecting and Training Your Service Dog*, specializing in Animal Behavior (Ethology), research contributor to ongoing studies in the field of medical detection of diabetes, seizures, and cancer in dogs.

Complimenting the gold standards in animal welfare, the Freedoms, Five Domains and Five Needs, the *Do No Harm* ethic precedent, adapted from Maslow's work, adds freedom from abuse in dog training. In this breakthrough volume, an easy-to-follow training roadmap demonstrates how to fill our dogs' essential needs while ensuring mental well-being and positive experience. Bravo!

~ **Denise O'Moore, Adip CBM**, Chair of the Association of INTODogs, Certified Animal and Canine Behaviourist, Director of *Mighty Dog Graphics*

The Do No Harm Dog Training and Behaviour Handbook by Linda Michaels, MA, Psychology, covers some of the most important Five Needs with regard to the Welfare of Canines as outlined in the United Kingdom's "Codes of Practice for the Welfare of Dogs." It is a pleasure to see both force-free training and the welfare needs of a dog combined in one book.

~ **Jan E. Eachus**, Royal Society for the Prevention of Cruelty to Animals (RSPCA, UK) Chief Inspector (Retired).

Linda Michaels' new book provides a comprehensive science-backed guide to meeting your dog's needs from nutrition to training. Linda draws on her education in psychology and expertise in training dogs and wolfdogs to help you prevent behavior problems or solve existing issues using effective and humane methods. A great read for any dog lover.

~ **Rebekah Hudson, MPH, Public Health Biostatistics**, Founder of Canine Research Studies and cofounder of *Force Free Oregon*

DEDICATION

To our passionate and unfailingly devoted force-free dog trainers, pet professionals, and pet parents who have worked so hard to meet the challenge of the day to make this a better world for our dogs.

We tried to look away but couldn't. We saw the frightened, emotionally abandoned dogs who had been shocked, choked, pronged, and beaten down . . . some by cruelty and some with domination in the name of training. And in their eyes we saw bewilderment, fear, and an unspeakable sadness. We felt a deep sense of helplessness and cried out to the universe, "God, why don't you do something?" And god responded reminding us, "I did do something. I sent you . . . and you . . . and you."

- Linda Michaels, MA, Psychology



FOREWORD

by Marc Bekoff, PhD

Written from a passionate and compassionate point of view, this compelling teaching tool shows readers how to use force-free training to lovingly teach the heartbeats at our feet. The author's notable background in academia and research, and her practice in the area of emotional and behavioral modification, shaped by her years of experience in the shelter world that fueled her drive, provide the platform for a distinctive contribution to our field to improve the welfare of our beloved dogs.

Seizing the moment to embed the professional *Do No Harm* ethic into dog training makes this book uniquely important in helping us to meet the physical and the emotional needs of dogs. My extensive studying and writing about animal emotions, both in my books and for *Psychology Today* where I interviewed the author, hint at our mutual understanding of how imperative it is to fully recognize and respect the emotional lives of dogs. One of the powerful messages of this book is how similar we are across species, yet how dogs are separate and singularly rare unto themselves. Each dog must be viewed and treated as the unique individual they are. This training compendium supports *The Hierarchy of Dog Needs* with scientific evidence highlighting standards of care and best force-free practices and includes actionable steps for teaching our four-legged companions. As an ethologist devoted to the better understanding and treatment of dogs, I was more than happy to add my name and endorsement to *The Hierarchy of Dog Needs* and to this accompanying handbook.

In an unregulated dog training industry, this volume provides a timely and much needed alternative to existing teaching paradigms. It is written for all dog lovers. It may be used to train and solve problems with your own dog at home, or as a framework of principles and practices to present to pet professionals. This is how our dogs would choose to interact with us, and what most dog lovers would choose to practice . . . if they only knew how.

LINDA MICHAELS

Learning to understand dogs through their body language fosters a style of communication that gives rise to and honors the human-animal bond. As more and more animal lovers have become aware, to truly thrive dogs not only need to have their biological requirements and primary needs fully met, but they also need to feel safe and secure in our relationships with them.

The Do No Harm Dog Training and Behavior Handbook belongs in the library of every dog lover, on the top shelf, thumb-worn from regular use. It shows us how to easily nurture and enrich our dog's lives, returning the love and acceptance our dogs so readily provide to us. The author fascinates the reader with many little-known facts about our dogs that serve to enhance the bond we all seek with our beloved, yet mysterious family companions. It engenders trust and love with those who speak to us through these pages.

Marc Bekoff, PhD
marcbekoff.com

Dr. Marc Bekoff is Professor Emeritus of Ecology and Evolutionary Biology at the University of Colorado, Boulder. He is also the co-founder with Jane Goodall of the *Ethologists for the Ethical Treatment of Animals*. In 2000 he was awarded the Exemplar Award from the Animal Behavior Society for major long-term contributions to the field of animal behavior. Dr. Bekoff is the author of more than 1000 scientific and popular essays and 30 books about many different aspects of animal behavior, behavioral ecology, cognitive ethology (the study of animal minds), and compassionate conservation. His two latest books are *Canine Confidential: Why Dogs Do What They Do* and *Unleashing Your Dog: A Field Guide to Giving Your Canine Companion the Best Life Possible*, Marc Bekoff and Jessica Pierce.

FOR THE PET PROFESSIONAL



HOW TO USE THE *DO NO HARM DOG TRAINING AND BEHAVIOR HANDBOOK* IN PRACTICE AND BUSINESS

There is a cry for help from shelter facilities to veterinary offices for a new framework to successfully modify behaviors without causing physical or psychological harm to our dogs. *The Do No Harm Training and Behavior Handbook* answers that call. This handbook illustrates how specific needs and force-free training methods are inherently connected, opening the door for conversations with other pet professionals and with clients. In addition, it elucidates how to

inspire professionals to invest in a total program of care and training. By design, this handbook encourages collaboration between force-free pet professionals to refer to and support other force-free professionals to achieve optimal well-being for the whole dog. The Hierarchy of Dog Needs (HDN) graphic is used in speaker presentations at veterinary conferences and lectures at local humane societies and pet expositions.

Developing Training Plans

The *Do No Harm* handbook identifies primary, secondary, and other problems affecting dogs and guides the reader on the assessment, treatment, and training path. It accounts for both dog and client needs, helping the pet professionals or pet parents to create a comprehensive training plan. This training handbook also provides an outline for class and private consulting.

Increasing Workflow

Review The Hierarchy of Dog Needs infographic with your client and take notes about problem areas; this will assist in uncovering additional training needs. Creating a *to-do list* helps the professional to set the training focus on the specific needs of their client and dog, providing a comprehensive plan for both.

When working up the pyramid, identify unmet and under-met needs and areas of particular interest or concern. Working down the list of training methods on the left side of the pyramid outlines how to address behavioral issues. Details explaining each method are also discussed in Part 1. The remainder of the handbook contains information regarding the application of these methods, which may be used in any order or combination. In this manner, pet professionals may establish the required number of sessions needed for a comprehensive approach to address the underlying motivations of problem behaviors and identify the various contexts where such behaviors occur.

Using The Hierarchy of Dog Needs

The *Do No Harm* handbook is designed for use in media and the development of professional treatment plans. Consider the following uses:

Media

- Speaking engagements
- Social media groups
- Virtual training
- Blogs
- Websites
- Television spots
- Webinars
- Podcasts

Pet Professionals

- Veterinary behaviorists
 - Allopathic, progressive, integrative, and holistic veterinarians
 - Veterinary technicians and assistants
 - Pet chiropractic and acupuncture specialists
 - Manners trainers
 - Agility trainers
 - Working dog trainers
 - Service dog trainers
 - Therapy dog trainers
 - T-touch practitioners
 - Pet therapists
 - Dog walkers
 - Pet sitters
 - Gentle groomers
 - Rescue group directors, staff, and volunteers
 - Animal shelter management and employees
 - Foster pet parents
 - Responsible breeders
 - Dog daycare operators
 - Pet store owners
 - Pet food manufacturers and distributors
 - Pet photographers
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EXAMPLES FOR THE PET PROFESSIONAL

What follows are examples of the many ways various professionals can use the *Do No Harm Dog Training* handbook.

Examples for Speakers

Use this handbook as a guide for explaining either very specific issues identified in the hierarchy's pyramid, force-free training methods, or both, during speaker, lecture, or other formats of presentation. Each section can also serve as a standalone topic for a presentation tailored to the interest of a sub-population of dog lovers. For example, one topic of interest is the need for proper temperature control and how to avoid hyperthermia in the summer, and hypothermia in winter. Or a speaker for a breed rescue group might create a presentation on brachycephalic airway obstruction from the section of the handbook devoted to the need for air.

Examples for Pet Bloggers and Television Interviews

The topics in this handbook and *The Hierarchy of Dog Needs* make excellent blog material. Force-free advocates can easily use the HDN to explain dog needs and force-free training during television spot presentations.

Examples for Classes

Do No Harm Management and Best Force-free Practices methods illustrated by The Hierarchy of Dog Needs are a great segue laying a foundation for force-free training.

Consider developing a lesson guide of basic skills using the *Do No Harm Dog Training Handbook* as a foundation, using The Hierarchy of Dog Needs infographic as a handout for discussion during class. Use the training techniques and trainer “secrets,” such as capturing, luring, shaping, linking, and real-life reinforcement to teach force-free best practices in the context of teaching name response, sit, down, wait/stay, come, and leash-walking. Trainers who teach classes may rearrange the topic material and teach a basic skill in each class. Referencing the HDN throughout lessons with clients helps to emphasize the importance of meeting needs and learning force-free methods. The goal for any class is empowering clients to use force-free methods for problem-solving when training issues arise when you are not there in class to guide them. Include a copy of the HDN in take-home training packets.

Examples for Private Consultations

Review the HDN infographic with your client during the first consulting session. Assess training needs and identify the methods you will use from the force-free training methods chart on the left side of the handout. Help address unwanted behavior with explanations of differential reinforcement, counterconditioning, and desensitization methods. Take notes on a master copy. Private consultants can identify behavioral problems needing attention and lead to the development of a treatment plan to determine which basic skills are missing from a family’s repertoire to help the troubled dog and client. Address the needs and topics you feel most competent and comfortable teaching. For example, the client may want recommendations on nutrition and exercise. A conversation on *Emotional Needs* and trust often reveals fearful or aggressive behavior only a qualified behavior consultant can safely and adequately address. A discussion on *Social Needs* and attachment may uncover a separation/attachment issue or disorder associated with pet parents, or with other dogs in the family.

Another idea is to create a poster of the HDN for your facility or classroom wall. Have a print company create an unaltered, uncropped (as is) poster from a print-ready file available to force-free advocates from the author.

Examples for Veterinarians

The Hierarchy of Dog Needs (HDN) includes gentle veterinary care as an essential biological health need. As the primary contact professionals, veterinarians are in a position to make the greatest impact on the physical and psychological well-being of the dogs under their loving care. Veterinarians can take a leadership role with pet parents and other pet-related professionals in the animal welfare and force-free



movement by using The Hierarchy of Dog Needs and the accompanying *Do No Harm Dog Training and Behavior Handbook*. They are encouraged to share The Hierarchy of Dog Needs with colleagues, patients, trainers, and at speaking engagements, such as in seminar presentations for veterinary conferences. Veterinarians are encouraged to refer only to force-free/*Do No Harm* dog trainers and consultants. (See Chapters 1 and 8, Gentle Veterinary Care.)

Examples for Rescues and Shelters

Make your rescue or shelter truly force-free by adding a copy of the HDN infographic to the take-home packet with each newly adopted dog. Post a laminated copy on the gate to each dog's kennel as a reminder to everyone who enters of how to use force-free handling and training techniques with the focus on meeting emotional needs and decreasing stress. Ensure that all management, staff, volunteers, and foster parents have access to a copy of the infographic as a means to educate everyone connected to your adoption agency. Post a copy on your website and Facebook page.

Examples for Groomers

Groomers may blog or offer presentations on the benefits of gentle grooming, the importance of proper hygiene, removal of fur nests that may serve as havens for bacteria, and proper nail clipping to prevent long nails from impeding a dog's natural walking gait or the structural functions of the spine. Use the handbook to develop a training packet that includes information about pet grooming provided in the gentle grooming sections to help the client's dog learn to tolerate and even enjoy grooming.

Examples for Responsible Breeders

Provide a copy of The Hierarchy of Dog Needs infographic in the educational and guidance packets of each new pet parent and discuss the needs and do no harm training practices you want to guarantee to your adoptees.

Note: The reproduction, use, or modification of the Hierarchy of Dog Needs ® is strictly prohibited in any product sold for profit where the primary value of the product is the reproduction itself, such as on t-shirts or coffee mugs.

FUTURE DIRECTIONS IN RESEARCH, LAW, AND THE ROLE OF CELEBRITIES

The time has come to chart a new course. *Do No Harm* principles and ethics are fast becoming the gold standard of care throughout the dog training profession. Scientists, legislators, and celebrities are urged to take a clear and unwavering position against the physical and psychological harm our dogs suffer, pioneering the cultural change

essential in creating truly dog-friendly societies. Worldwide, progressive zoos and sanctuaries have moved away entirely from using punitive and other aversive methods, even when working with large and potentially dangerous animals.



Dog bites are a serious and growing public safety issue and it is well-documented in scientific literature that inflicting pain is frequently a cause of aggressive behavior. Bite incidents may result from the direct administration of shock (Polsky, 2000). Aggression is not the only emotional disturbance stemming from punitive and aversive training methods. According to an article in the *Journal of Veterinary Behavior*, “Good Trainers: How to Identify One” (Overall et al., 2006), investigators placed shock collars, prong collars, and choke collars at the top of the list of equipment that causes anxiety, fear, and arousal, which often contributes to an increase in aggression. A growing number of governments in progressive animal-welfare sensitive nations ban the use of these devices on pet dogs.

Canine research scientists are encouraged to take a leadership role in the ethical treatment of companion animals. Evidence illustrates there is no place for shock, prong, choke, or other aversive variables in companion animal research. The rationale against the use of shock and positive punishment is well established in scientific literature. Dr. Karen Weigle (2019), clinical psychologist, affiliated with the University of New Hampshire spoke out on shock saying, “This has gone on for this long because this is a population who cannot adequately speak for themselves.” Who will speak for the dogs? If not us, who? If not now, when? Professional positions opposing the use of aversives in dog training are based on both a sophisticated academic grasp

of the neurochemical and behavioral mechanisms at play, and a desire to promote animal welfare in a civilized world (Michaels, 2015d). The hallmarks of leadership in science highlight the detrimental effects that painful devices and practices have on our companion animals. The advent of the Pet Professional Guild (PPG) gives medical professionals, research scientists, and other pet professionals a clear option for affiliation with an international, science-oriented organization. PPG members subscribe to No Shock, No Pain, No Choke, No Fear, No Pain and No Physical Force in dog training. It is understood that science cannot take a stand—but scientists can.

Scientists can easily design research studies that *do no harm*, thus supporting the instrumental and necessary steps leading to a ban on shock devices used with pet dogs. A survey using the extensive Canine Behavioral Assessment and Research Questionnaire (C-BARQ) database (Serpell, 2020), or a separately designed survey, exploring the co-relational relationship between shock training and bites would be of practical value to scientists, animal welfare advocates, trainers, and the public. A survey study based upon a collection of statistics from veterinarians on the injuries and deaths from choke and prong collars would inform and illustrate the true extent of the problem using these devices.

Scientific presentations have real world impact on audiences, and moreover, on our companion animals. Pet professionals from an array of dog-related fields often incorporate these scientific interpretations into their practices and hold them up as a gold standard. New evidence-based practices are the driving force in social commitment to animal welfare policy legislation and the subsequent enforcement of sanctions prohibiting intentional harm to dogs. Scientists who adopt a clear and ethical stand on dog handling and training can help drive social change and shape laws governing animal welfare legislation. Governmental representatives will look closely at what scientists have to say about shock, prong, choke, and dominance training practices. The adaptation of ethics driven science into law puts to rest the unwarranted justification of the use of painful devices and training methods.

Celebrity impact on cultural change is also a powerful and a much-needed force for good. The dog-loving celebrity community can be leading spokespersons for *Do No Harm* training methods. Celebrities can affect the well-being of dogs across the globe with just a few, clear, and well-spoken words about dog training methods. Employing force-free dog trainers and encouraging the production of truly dog-friendly television shows and films will further endear fans to stars and their pets.

Together a commitment to strengthening animal welfare laws and regulations based upon dog-friendly ethics will bring about a transformation—a sea change in dog training that is long overdue. Increasing penalties for dog abuse and neglect, and developing regulation in the field of dog training ensures trainer competency and a *do no harm* ethic for dog-related activities. This will accomplish our collective goal. It is incumbent upon each of us to take a clear and unwavering stand on these issues by adopting a force-free ideology concerning the care and welfare of our dogs.

ABOUT THE AUTHOR

Linda Michaels, MA, Psychology, creator of the Hierarchy of Dog Needs® is rated one of the top ten dog trainers in the United States by *Top Ten Magazine* and other acclaimed reviewers. Linda holds a master's degree in Experimental Psychology (with Honors) and conducted laboratory research in behavioral neurobiology, earning the merit-based University Scholar Award from the Psychology Department of San Diego State University. Her unique combination of scientific training and hands-on experience with dogs, wolfdogs, and foxes, creates a bridge between the worlds of research, dog trainers and pet parents, as demonstrated in her presentation at the Pet Professional Guild (PPG) inaugural summit: “Understanding Research: Making the Case for Force-free Training” (Michaels, 2015a).

Linda is a staunch advocate for force-free, dog-friendly dog training. She worked with some of the most difficult behavior cases at the progressive San Diego Humane Society and SPCA for five years. Before becoming a private practitioner and pioneer for positive force-free training and non-aversive collars, Linda was the behavioral consultant and lead trainer for an upscale pet store in Del Mar, California. She was the first professional behavioral advisor for the *Wolf Education Project* in Julian, California, and has helped train some of the famed Russian Belyaev foxes at the *Judith A. Bassett Canid Education and Conservation Center* in Santa Ysabel, California. Working with aggressive domesticated dogs and typically people-shy wolfdogs convinced Linda that using punitive behavior modification methods are outdated and counterproductive to treating aggression with potentially dangerous animals. Linda is an outspoken animal welfare advocate opposing dominance-based dog training methods and aversive “training” collars that have been shown to be principally ineffective, unsafe, and inhumane. Collar devices designed to cause pain and harsh training methods are often a cause, not a cure of aggression.

The carefully crafted *Hierarchy of Dog Needs* (HDN)—*Standards of Care and Best Force-free Practices*, targeting wellness and force-free emotional and behavioral modification guidance, catapulted Linda into a leadership role in the dog training

field. The HDN closes the door on the perceived need and advisability of using punitive or aversive methods to train our dogs, offering clear, easy-to-use, and *Do No Harm*/force-free guidance. The Hierarchy of Dog Needs has been translated into ten languages. Linda pioneered her emotional and behavioral modification *Do No Harm* practice onto social media platforms by grounding The Hierarchy of Dog Needs as the ethical and progressive standard in dog care and training.

Linda is a sought-after speaker, certified veterinary assistant and served as the flagship Southern California Victoria Stilwell Positively Dog Training (VSPDT) licensed behavior consultant. She is published in *BARKS from the Guild*, the Pet Professional Guild (PPG) international trade magazine, and has authored numerous articles and behavior columns which are included in *The Do No Harm Dog Training® and Behavior Handbook*. Linda appears as a featured expert on Huffington Post Live, Wolf Dog Radio (Michaels, 2015b), and as a special guest on the Pet Professional Guild World Services podcast. She served on the advisory board for the Art for Barks charity, in Rancho Santa Fe, California. As founder and head administrator of the wildly popular *Do No Harm Dog Training* Facebook group, force-free advocates from around the world gather to share resources, solve dog behavior problems, and promote animal welfare. She is an affiliate expert of the International School of Canine Psychology (ISCP). Linda is a certified fear, aggression, and reactivity consultant with FAR Beyond Dog Training, focusing on both the behavioral and psychological aspects of dog behavior that often mirror human psychological conditions, such as fear, separation/attachment disorders, and aggression. She is also a Pet Professional Guild Certified Professional Canine Trainer—Accredited (PCT-A). Her private practice serves select clients in Southern California from La Jolla to Beverly Hills helping dogs learn, recover, and thrive.

Linda is currently planning speaking events and international tours based upon the *Do No Harm Dog Training and Behavior Handbook*.

Author, Speaker, Creator of The Hierarchy of Dog Needs® www.DoNoHarmDogTraining.com

