

# Just Behaving Mentorship Structure Planning Guide

## Introduction

This guide is designed for veterinary behavior residents (DACVB), behavioral researchers, and clinical collaborators who are implementing or observing the Just Behaving mentorship model in an academic or clinical setting. It provides a comprehensive framework for planning and maintaining fidelity to the Just Behaving philosophy – a methodology focused on raising calm, balanced canine companions through mentorship, structured guidance, and prevention-first strategies. The content here is deeply grounded in the Just Behaving core documents (e.g. *Foundations 1.1*, *Pillars 1.1*, *What Just Behaving Is (And Isn't)*, *Beyond the Basics 1.1*) and public resources. It translates those principles into practical planning tools for use in clinical case studies or trials. Throughout this guide, we'll contrast the mentorship-based behavior development approach with conventional training methods to highlight key differences and ensure fidelity to the model in your implementation. The tone is professional and research-oriented, with clear instructions and examples to support academic use.

## Overview of the Just Behaving Mentorship Model

Just Behaving is a unique approach to canine behavioral development that emphasizes *raising* a well-mannered dog rather than *training* one through commands or treats. At its core, the model rests on **Five Pillars – Mentorship, Calmness, Indirect Correction, Structured Leadership, and Prevention** – which work together to nurture a dog's emotional stability and natural good behavior. Unlike mainstream training (which often relies on cue-command-reward routines or correction after problems arise), Just Behaving focuses on creating an environment and social structure where desirable behaviors emerge intrinsically. Below is a brief overview of each pillar and its role in a research or clinical implementation context:

- **Mentorship:** *Learning through natural social interaction.* Puppies or young dogs learn appropriate behavior by observing and interacting with well-balanced adult role models – both canine and human. Instead of formal obedience classes, the mentor (e.g. a calm adult dog or a handler embodying calm leadership) provides gentle guidance and immediate feedback in everyday situations. In practice, this means your study design should incorporate mentor figures for the subject dogs – for example, pairing a subject puppy with a stable adult dog, or ensuring human handlers consistently model the behaviors expected of the dog. This pillar leverages social learning and is crucial for a “learning by example” approach rather than training by explicit commands.

- **Calmness:** *Establishing emotional stability as the default state.* Just Behaving dogs are raised in an atmosphere where calm behavior is consistently modeled, reinforced, and regarded as the norm  
. High excitement and arousal are not encouraged; instead, the dog learns to find contentment in relaxation and gentle activities. Research implementation of this pillar involves designing a low-arousal environment and routine: minimize chaotic stimuli, encourage quiet companionship (e.g. relaxed walking, resting together) and ensure that any play or exercise is followed by a smooth return to calm. The goal is an emotionally regulated dog that can handle stress and excitement without tipping into anxiety or hyperactivity. For instance, rather than measuring success by the number of tricks a dog can perform, a Just Behaving trial might measure latency to settle after a stimulating event as an outcome of interest.
- **Indirect Correction:** *Subtle guidance without punishment.* This pillar uses mild, instructive feedback to discourage unwanted behaviors, similar to how a polite older dog might correct a puppy. Indirect corrections are calm, immediate, and proportionate – for example, a gentle body block if a puppy tries to bolt out a door, a brief withdrawal of attention for mouthing, or a soft verbal “uh-uh” to interrupt jumping. In your protocol, indirect correction techniques should be defined and standardized so all handlers respond to missteps consistently within 1–3 seconds. No harsh reprimands or physical punishments are used, as these would undermine trust and potentially skew the dog’s emotional outcomes. A fidelity plan (discussed later) will ensure that corrections remain aligned with Just Behaving’s low-intensity, instructive style across the study.
- **Structured Leadership:** *Being a guide and parent figure rather than a playmate.* Handlers or owners provide calm, consistent leadership, setting clear boundaries in a nurturing way. The dog is not indulged with constant entertainment or permissiveness; instead, it thrives under predictable rules and routines. For implementation, this means establishing the handler’s role as a consistent leader in all interactions – e.g. feeding times, greeting rituals, and playtime are all initiated or controlled by the handler in a calm manner. This pillar might require training study participants (owners/handlers) to maintain consistency: no switching between strict and lenient responses, and no giving in to behaviors that break rules. True structured leadership in research ensures each dog experiences a uniform set of expectations that provide security and reduce confusion. By planning this structure, you prevent the dog from receiving mixed signals that could affect behavioral data.
- **Prevention:** *Addressing behaviors before they start.* Perhaps the most distinctive pillar, prevention focuses on proactively managing the dog’s experiences so that unwanted behaviors never get rehearsed in the first place. Instead of waiting for

a problem (jumping, barking, leash pulling, etc.) to occur and then correcting it, Just Behaving sets the dog up such that those behaviors are unlikely to arise. In practice, this means your study or case plan should include careful control of the dog's environment and interactions from the outset: for example, not allowing a puppy in the study to jump on people at all (even when small and "cute"), thereby eliminating jumping from their repertoire. Likewise, play that would encourage mouthing or excessive excitement is avoided, so those habits never form. Prevention aligns closely with the study's environmental management plan – by removing triggers and pre-empting misbehaviors, you aim to reduce the need for any corrections and ensure the subject dogs develop only desirable patterns. This proactive approach is more humane and effective long-term, and it requires that all collaborators stick to the plan (for instance, everyone must agree not to "sneak" the puppy a rough tug-of-war game, since that would introduce behaviors the protocol is trying to avoid).

**How the Five Pillars Work Together:** It's important to note that these pillars are interconnected and mutually reinforcing. In a Just Behaving framework, you would rarely emphasize one pillar in isolation. For example, maintaining calmness supports effective mentorship and makes gentle corrections easier; structured leadership by humans helps prevent unwanted behavior and creates opportunities for mentorship; prevention strategies (like managing the environment) uphold calmness and reduce the need for correction, and so on. This synergy is what leads to the model's notable outcomes – dogs that "just behave" naturally. When planning a research protocol, ensure each pillar is represented in your methodology. A fragmented application (e.g. trying only calmness and ignoring prevention) could undermine the balance and reduce the effectiveness of the approach. In summary, the overview of Just Behaving for your planning purposes is: set the dog's world up like a guided apprenticeship in good behavior. Use mentorship and leadership to show the way, keep things calm, prevent mistakes, and gently guide the dog from day one, so that over time, you have a reliable companion whose behavior is second nature.

*A calm adult dog can serve as a mentor for a younger dog, modeling appropriate behavior in everyday situations. In the Just Behaving model, older "mentor" dogs or human handlers guide puppies through gentle social learning, rather than formal training sessions.*

### **Background Theory: Mentorship-Based Development vs. Conventional Training**

To implement Just Behaving in a study or clinical case, it's critical to understand how its mentorship-based philosophy differs from conventional dog training methods – both in theory and practice. This section provides that background, ensuring collaborators

appreciate the scientific and theoretical rationale for the approach and can plan their protocol to maintain fidelity.

**Foundational Differences:** Traditional training often centers on *external control* of the dog's behavior – using cues (commands), rewards (treats, clickers), and sometimes corrections after misbehavior. In contrast, Just Behaving centers on *intrinsic development* of the dog's behavior – using social learning, environmental management, and developmental timing so the dog internalizes good behavior as a habit. The model emerged from observations that mainstream techniques frequently “fell short” in producing truly stable, emotionally secure dogs. Dogs trained via high-energy reward-based methods or harsh corrections often develop inconsistent behaviors and poor emotional regulation, needing constant cues or incentives to behave. Just Behaving addresses this by aligning with natural canine learning: puppies learn *from adults and context* much like they would in a wild or family group, which leads to more generalized, reliable behavior. Researchers should note that this philosophy posits long-term behavioral outcomes (like calmness and self-regulation) as more important than short-term performance of obedience tasks.

**Mentorship vs Training:** In mentorship-based development, the human's role shifts from instructor to guide/parent figure. Rather than actively “programming” the dog with commands, the human arranges scenarios for the dog to experience and learn from. For example, instead of teaching a sit-stay with treats, a mentor might calmly reinforce a puppy's choice to settle down by offering quiet companionship. Instead of operant conditioning loops (cue-behavior-reward), the focus is on social feedback loops (the puppy does something, the mentor dog or human immediately responds in a way that encourages or discourages it, and the puppy adapts). This aligns with developmental and behavioral science showing that animals (including dogs) are adept at learning through observation and reinforcement from others in their social group. For a researcher, this means the intervention is less about training sessions and more about controlling the *social environment*. Success is measured in how well the dog integrates into a family setting calmly, rather than how many cues it knows.

**Emotional Regulation and Calmness:** A cornerstone of Just Behaving is that a *calm dog is a happy dog*, contrary to the common notion that a happy dog is always hyper or excited. The model is built on the idea that frequent high arousal (even if not “negative”) can lead to anxiety and unstable behavior. By modeling calmness and not indulging excitable antics, mentors teach dogs to default to a relaxed state. Over time, this develops the dog's emotional regulation capacity – the ability to experience stimuli (visitors at the door, squirrels outside, etc.) without overreacting. Conventional training often doesn't prioritize this baseline emotional state; a dog might perform a perfect sit when asked, but still quiver with excitement or frustration internally, leading to issues when not under command. In a Just Behaving implementation, you aim for the dog to

*voluntarily remain calm* because that's what feels normal to them. Research fidelity here means not inadvertently introducing excitement-based exercises that could contradict the calmness pillar. For instance, typical puppy classes with chaotic playtimes would not be included for a Just Behaving group; instead, controlled play or structured walks would be the mode of exercise.

**Timing and Prevention vs. Reaction:** Traditional behavior modification often addresses problems after they arise (e.g., teaching a “leave it” command once a dog has developed a habit of grabbing things, or using time-outs after a puppy has started nipping). The Just Behaving model invests heavily in the prevention of such problems by managing what the puppy is allowed to do from the very start. The background theory here is that neural pathways for behaviors are formed early and quickly – every repetition of a behavior (wanted or unwanted) makes it more likely the dog will do it again. Therefore, preventing even the first occurrences of undesirable actions (jumping, biting hands, incessant barking) removes the need for corrective training later and spares the dog confusion. As an example, a conventional approach might tolerate puppy jumping until adolescence and then use training collars or cues to stop it; the Just Behaving approach would never reward or encourage jumping at any age, and might use a calm body block or lack of attention at the very first attempt. In planning your study, fidelity to this preventive ethos is crucial – all team members must be on board with strictly avoiding the reinforcement of unwanted behaviors from day one. This may require detailed orientation so that even well-meaning volunteers don't, say, pet a puppy that is pawing or whining (which would reinforce those behaviors contrary to the protocol).

**Integration of Scientific Insights:** The Just Behaving philosophy aligns with emerging insights in canine science and developmental psychology. It recognizes, for instance, that consistent routines and gentle early challenges build resilience, and that puppies benefit from learning frustration tolerance (like having to wait calmly) as much as they do from learning commands. The model also highlights that extreme ends of the training spectrum (purely permissive vs. dominance-based) both fail in different ways – a point supported by mainstream literature noting issues with each extreme. By blending structure with kindness, Just Behaving proposes a middle path that may result in better stress outcomes for dogs (e.g., lower cortisol spikes in novel situations due to their confidence and calm). As a researcher, you might appreciate that this approach offers a *testable hypothesis* that a mentorship/prevention-based upbringing yields measurably more stable behavior than a conventional training regimen. Accordingly, in study design, you might include measures of stress (heart rate, cortisol) or observational scores of calmness to quantitatively compare outcomes.

In summary, the background theory establishes that Just Behaving is not simply a training program but a developmental model. It's akin to a behavioral enrichment

protocol where the puppy's environment and social exposure are engineered to produce an ideal companion. When planning your project, ensure that everyone involved understands these principles and the reasons behind them – this will help maintain fidelity. The next sections will provide concrete planning tools (worksheets and templates) to put these ideas into action.

## Planning Templates and Worksheets

The following sections break down key planning components of a Just Behaving implementation. For each, we provide background guidance (the “why” and “how” according to the JB model) and a template of points or questions to fill in. These can be used as **printable worksheets** for your team to plan a case or study protocol. By completing these templates, you'll create a comprehensive plan that aligns with all five pillars and addresses practical details of the environment, daily routine, and data collection fidelity.

### Environment Setup Planning

A well-designed environment is the foundation of the Just Behaving approach. Environment setup means arranging the dog's living and interaction spaces such that calm behavior is encouraged and opportunities for misbehavior or overstimulation are minimized. In a research context, this is crucial for standardizing conditions across subjects and ensuring that any behavioral changes observed are due to the mentorship model, not random environmental factors. Use the following prompts to plan the environment:

- **Calm Zones & Rest Areas:** Identify safe, quiet areas where the dog can relax undisturbed. These could be a crate or playpen (used positively, not as punishment), a dog bed in a low-traffic corner, or a designated “den” space. The JB philosophy encourages providing a puppy with a consistent spot where they feel secure and can reliably settle. *Worksheet prompt: List the designated rest areas or calm zones for the dog (e.g. “Crate in office with cover for naps,” “Dog bed in family room for evenings”).* Ensure these areas are available whenever the dog needs downtime, and communicate to all family or team members that these are off-limits for play or excitement. Remember, a calm environment *promotes better rest and emotional recovery* for the dog.
- **Spatial Management & Layout:** Plan the physical layout to prevent common issues. This includes clear boundaries or baby gates to manage access (for example, blocking off a formal dining room to prevent accidental chewing of furniture, or using gates to create a boundary at the front door). “Create clear zones, rest areas, and pathways” is advised for effective management. *Worksheet prompt: Note any barriers or spatial arrangements (gates, closed*

doors, etc.) and what behaviors they are preventing (e.g. “Gate across kitchen to prevent roaming during cooking,” “Fence in yard to allow off-leash exercise safely”). Proactively removing temptations (like picking up shoes or toys that you don’t want chewed) is a form of environmental prevention. The goal is an environment where it’s easy for the puppy to do well and hard to get in trouble.

- **Overstimulation Triggers:** Identify stimuli in the environment that could cause excessive excitement or anxiety, and plan how to moderate them. This might be frequent visitors, loud appliances, children’s high-energy play, or other pets. *Worksheet prompt: List potential overstimulation triggers in the environment and how you will manage them (e.g. “Doorbell rings – plan: use a soft doorbell sound during training, or have puppy on leash before opening door,” “Children’s play – plan: supervise interactions, provide puppy a chew mat during kid playtime”).* The idea is to minimize sudden or intense stimuli especially in early phases, since a controlled, tranquil environment helps the pup internalize calmness. Later, as the dog matures, exposure can gradually increase, but always in a measured way. Note any desensitization strategies, such as playing low-volume recordings of city sounds if preparing a city-dwelling dog, *without* overwhelming the pup.
- **Entrances and Exits:** Plan how the dog will be managed at key transition points – coming in and out of doors, greeting people, leaving the crate, etc. These are moments that often spark excitement. In a JB model environment, entrances and exits are handled calmly and deliberately to set the tone. *Worksheet prompt: Describe your protocols for doorways and greetings (e.g. “When returning home, handler will ignore the dog until it sits quietly, then calmly greet,” “Use a leash or block to prevent bolting out the front door; teach puppy to wait for release cue”).* If your study involves multiple handlers, standardize this across them. For instance, every handler should know to only pet the puppy when all four paws are on the floor, reinforcing polite greetings consistently. Planning these details ensures that *every interaction entering or leaving spaces reinforces calm behavior* rather than undoing your progress.
- **Enrichment Areas:** While structure is key, the environment should still offer positive outlets for natural behaviors. Plan where and how the dog will get to chew, play, and explore appropriately. *Worksheet prompt: List enrichment stations (e.g. “Toy basket in living room – only gentle play allowed, tug toys removed,” “Backyard digging pit to allow natural digging without ruining flower beds”).* Align these with prevention: e.g., have plenty of appropriate chew toys accessible especially during teething months, so the puppy isn’t tempted to gnaw furniture. Note any supervised play areas (like a backyard) and how you will keep excitement in check there (maybe by structuring fetch games with pauses).

By filling out the Environment Setup worksheet, you create an environmental management plan for your case or study. This plan should reflect JB principles by being proactive and precise. Research has shown that a structured, calm early environment yields more confident, adaptable dogs, and JB explicitly ties effective environmental management to the Prevention pillar and overall freedom the dog gains. In your study documentation, you might even include a sketch or photograph of the layout to illustrate these features (for internal use or publication appendices). A well-structured environment is not about rigidity – it's about making it easy for the dog to succeed. As the *Foundations* document notes, effective management actually leads to greater freedom long-term, because the dog learns boundaries naturally and requires less micromanagement as an adult.

### **Mentor Interaction Planning**

Mentorship is at the heart of Just Behaving, so a detailed plan for mentor interactions is essential. This involves identifying who or what will serve as the mentor figures for the dog, scheduling or arranging those interactions, and defining the nature of the mentorship. In a research setting, this consistency is key – each subject should get adequate mentor guidance to fairly evaluate the model.

- **Human Mentors:** Typically, one or more primary handlers take on the mentorship role, behaving as calm, guiding figures for the dog (much like a parent). *Worksheet prompt: List the individuals who will act as human mentors and describe their role (e.g. “Jane – primary handler, will provide daily care following JB guidelines; John – secondary handler, assists in evenings with calm interactions”).* Ensure these humans are well-versed in JB principles. They should commit to modeling calm behavior – speaking in normal tones (avoiding high-pitched excited voices that can spur arousal), moving deliberately, and showing patience. As a guideline, handlers act as guides rather than constant commanders, meaning they intervene when needed but mostly demonstrate the desired behavior (for instance, staying relaxed when a loud noise happens, so the puppy sees there's no cause for alarm). It's helpful to write a brief “mentor job description” for each human: include tasks like *ensuring puppy follows on leash calmly, redirecting inappropriate behavior gently, praising or petting when the puppy is relaxed*. This clarity will aid fidelity (everyone knows how to act).
- **Canine Mentors:** If available, calm adult dogs can be incredibly effective mentors. They naturally correct and guide puppies with body language and set the tone for acceptable behavior. *Worksheet prompt: Note any adult dog mentors and the schedule/conditions of their interaction (e.g. “Buddy – 5-year-old Golden Retriever, will interact with subject puppy during two supervised play sessions daily and routine family time”).* If your setting has a resident therapy dog or a



stable adult owned by a staff member, plan regular, controlled meetups. The interactions should be monitored to ensure the puppy isn't pestering the adult excessively and that the adult is tolerant and well-behaved. Often, adult dogs will teach puppies things like bite inhibition or respect for space in elegant ways. For example, a mentor dog might give a gentle grunt or turn away when the puppy gets too rough, which teaches the pup boundaries in a language *far more intuitive than human scolding*. Be sure to choose adult dogs that are well-socialized and patient – the mentor dog is effectively part of your “intervention.” If no suitable adult dogs are available, don't worry; humans can fulfill the role, though it may require more active effort from the human to simulate the feedback a dog would give.

- **Interaction Timing and Frequency:** Deliberately schedule mentorship interactions throughout the day. *Worksheet prompt: Outline a tentative daily/weekly schedule for mentor interactions (e.g. “Morning: puppy free time in kitchen with adult dog mentor present for 30 min; Afternoon: training walk with human mentor; Evening: calm cuddle time on sofa with human mentor modeling quiet time”).* By mapping this out, you ensure the puppy isn't left to their own devices too long (which can lead to mischief) and also isn't overstimulated by constant interaction. JB philosophy emphasizes structured companionship – periods where the puppy is actively with a mentor (human or dog) in a calm interactive way. Even simple coexistence counts, such as the puppy lying next to the mentor's desk during work. Aim for a balance: the puppy should regularly observe the mentor in various contexts (around the house, on walks, when visitors come, etc.). In a clinical study, you might standardize that each subject puppy gets X hours of mentor interaction per day, broken into Y sessions, and detail what happens in those sessions.
- **Qualitative Nature of Mentorship:** Define *how* mentors will behave to teach the dog. This overlaps with training humans, but is worth stating in the plan. For humans: behaviors like *consistently reinforcing calm (petting the puppy when it's lying down nicely at your feet)* and *using indirect corrections (like a quiet “nope” and guiding the puppy to sit if it jumps up)* are examples. For dogs: one can't “instruct” the dog, but you can facilitate good interactions (like removing high-value toys if they cause conflict, or only allowing the mentor dog and puppy together when the mentor dog is calm, not when the mentor is overly excited). *Worksheet prompt: List a few key mentorship techniques to be used (e.g. “Human mentors will respond to whining with a calm ‘not now’ and only give attention when puppy is quiet,” “If puppy jumps on adult dog's tail, adult dog usually stands up and walks away – let this happen to teach puppy boundaries”).* Essentially, you're recording the mentorship rules of engagement. This can later

serve as a checklist to ensure consistency (for instance, all handlers use the same key phrases or non-verbal signals).

- **Opportunities for Observation and Emulation:** Mentorship works because the mentee can observe the mentor. Plan scenarios where the puppy can watch and learn. *Worksheet prompt: Identify situations for passive learning (e.g. “Puppy will sit behind a baby gate and watch the mentor dog greet a visitor politely before the puppy is allowed to greet,” “During a training class (if attending), puppy will watch the mentor dog remain calm around other dogs”).* In research terms, these are controlled exposures. They help the puppy learn appropriate reactions by seeing another dog do it. You might also plan field trips where the puppy is taken along with an adult dog (e.g. a park walk with a mentor dog present to model ignoring joggers or bikes).

A clear Mentor Interaction plan ensures the social component of Just Behaving is delivered with fidelity. Remember, the mentorship pillar in JB replaces much of what typical training would do – so it’s not an “optional” or casual part of the model; it’s essential. If you’re documenting a case study, you might write a narrative of how the mentor(s) will integrate with the puppy’s daily life. If you’re running a trial comparing methods, you will specify the mentor interaction protocol for the JB group in detail so it can be replicated. Consistency across mentors is also crucial: if multiple people are involved, make sure everyone is aligned on the approach (this is where the next section, fidelity, ties in).

**Example:** In a pilot study, you might assign each subject puppy a “mentor team” composed of one experienced adult dog and one human handler. The mentor team spends at least 4–6 hours per day with the puppy, including feeding times, play, rest, and outings. Over several weeks, you would track the puppy’s behavior changes, attributing improvements in manners or confidence to these mentor-guided experiences. This structured plan mirrors how Just Behaving puppies are raised “alongside calm, balanced adult dogs who model appropriate behaviors” in a family setting – a practice your research adapts in a controlled way.

*Consistent mentorship from a calm adult dog can greatly accelerate a puppy’s learning. In the Just Behaving model, an older dog’s gentle corrections and composed demeanor teach a young dog boundaries and self-control in a natural, stress-free manner. A planning guide should schedule regular mentor-mentee interactions to harness this effect.*

## Daily Structure Mapping

Just Behaving places heavy emphasis on a structured daily routine, which provides predictability and security for the dog. In practice, this means outlining a typical day’s

flow of activities, ensuring a healthy balance of physical activity, mental stimulation, social time, and rest – all executed in line with the pillars (especially calmness and structured leadership). A consistent daily structure is not only beneficial for the dog's development; in a study, it also standardizes exposure and makes your intervention more reproducible. Use this section to draft sample schedules and identify key components of each day.

- **Predictable Routine:** Dogs thrive on routine. Plan regular times for feeding, toileting, walks, play, and rest. *Worksheet prompt: Draft a daily schedule with time blocks for each major activity (e.g. “7:00 AM – Wake up & morning potty; 7:15 AM – Calm morning cuddle/mentorship; 7:30 AM – Breakfast (with puppy waiting calmly before eating); 8:00–9:00 AM – Supervised free play in yard with adult dog; 9:30 AM – Nap in crate,” etc.).* The exact times can be adjusted, but the idea is the puppy can begin to anticipate what comes next, which reduces anxiety and excitement spikes. For example, if the puppy knows that after a short play period there is always a nap, it will be easier to settle them down. Include at least 3–4 substantial rest periods in the day for a young puppy; for an adult dog in rehab, include quiet breaks as well. Regularity in routine supports emotional stability, so try to keep meal times and bed times consistent. In a research log, you might have all participants follow a similar schedule or at least log any deviations.
- **Structured Companionship vs. Free Time:** In your schedule, differentiate between periods of **active mentorship/structured activity** and periods of rest or low-key free time. JB philosophy advocates for *structured companionship* – for instance, a walk or play session that is supervised and kept at an appropriate energy level. After that, the puppy might get free time to self-entertain with a chew toy or simply nap. *Worksheet prompt: Mark which parts of the day are “mentorship/active” blocks and which are “downtime” blocks. Ensure a balance.* For example, morning might have an active block (walk, training, play) followed by downtime (in a playpen with a chewy while you work), then another active session midday, etc. The goal is to avoid long stretches of boredom (which lead to trouble) but also avoid nonstop excitement. A sample template: 3-4 hours of active engagement spread through the day, and the rest quieter time. **Sample schedule snippet:** Mid-afternoon could be a *Social Exposure Outing* (like a calm trip to a pet-friendly store, if in scope, where the puppy practices calmness in public) followed by quiet time back home.
- **Mentorship and Training Moments:** On a daily chart, highlight when key mentorship or training interactions occur. This ties into the earlier Mentor Planning but here you schedule them. *Worksheet prompt: Insert mentor interactions into the daily timeline (e.g. “5:30 PM – Handler returns from work,*

*practices calm greeting ritual (5 min), then a short leash walk with loose-leash practice and indirect corrections as needed (15 min)”).* By scheduling these, you ensure the puppy’s day includes planned “lessons” without calling them formal training. They could be as simple as enforced calm during family dinner (puppy on a mat nearby learning to settle while humans eat). Write those in the schedule (e.g. “6:00 PM – Dinner time, puppy on mat learning to stay calm”). These predictable scenarios each day will reinforce learning. Over the weeks, you can note improvements (initially maybe the puppy can’t sit still for 5 minutes, by end of study maybe calmly waits through entire meal).

- **Exercise and Play:** Decide when and how the dog will get physical exercise. JB encourages plenty of natural exercise but always with an easy transition back to calm. *Worksheet prompt: Plan daily exercise outlets and how they’ll be structured (e.g. “Morning walk – 20 minutes, practicing calm walking and sniffing; Afternoon backyard play – 15 minutes fetch with pauses every few throws to avoid frenzy; Evening brief training game – 10 minutes of hide-and-seek to engage mind and body calmly”).* Keep in mind the age-appropriate needs: puppies have short bursts of energy; adolescent dogs might need more vigorous exercise but you might channel that into a hike or controlled play with breaks. Crucially, schedule a wind-down period after exercise. For example, immediately after a play session, have the puppy come inside and spend 5-10 minutes in a quiet cooldown (on leash at your side or in their rest area) to normalize the idea that after excitement comes calm. Documenting these patterns helps show that the JB group isn’t lacking exercise – they get it, but in a moderated way. In fact, JB dogs often enjoy *more* freedom and play because they can handle it responsibly.
- **Socialization & Novel Exposures:** Plan if and when the dog will be gently exposed to new people, animals, or environments. In JB, socialization is done thoughtfully, not randomly (“controlled exposure” is listed as an actionable guideline). *Worksheet prompt: Include any scheduled socialization outings or visitors (e.g. “Tues/Thurs: short car ride to pick up kids from school – puppy sits in car observing kids with mentor present,” “Weekends: new visitor comes to house, puppy practices calm greeting routine”).* Tie these to the pillars: for instance, any new person meeting the puppy must adhere to calm interaction (perhaps even briefed beforehand not to squeal or overexcite the pup). By scheduling and noting these events, you can ensure each new experience is a learning opportunity, not an overwhelming surprise.
- **Sample Day Template:** Here’s a condensed example of what a **Daily Structure Worksheet** might look like (assuming a young puppy for illustration):
  - **7:00 AM:** Quiet wake-up, carry puppy outside to potty calmly.

- **7:15 AM: Mentorship moment:** Inside for breakfast – puppy sits before food, handler gives release to eat (teaching patience). Calm praise when done.
- **7:30 – 8:00 AM:** Supervised indoor play with handler (tug and fetch in hallway, but with rules: if puppy gets too excited or nippy, handler does a brief timeout per indirect correction guidelines). End with cuddles when puppy is settled.
- **8:00 – 10:00 AM: Downtime:** Puppy in quiet area while handler works; chew toys provided. Handler intermittently rewards calm quiet behavior with a gentle pet.
- **10:00 AM: Activity:** Short leash walk around block with handler modeling loose leash and doing calm stops to sit and watch the environment. Any pulling is gently halted (indirect correction).
- **10:30 AM:** Potty break and water, then back to rest – nap time in crate or bed until noon.
- **12:00 PM:** Lunch feeding, same calm routine as breakfast.
- **12:30 – 1:00 PM: Mentor play:** Adult mentor dog joins puppy in yard for play. Researcher observes puppy mimic appropriate play bows and take breaks when the adult dog does. Intervene only if needed.
- **1:00 – 3:00 PM: Downtime:** Indoor rest (maybe crate time for a young pup).
- **3:00 PM: Social exposure:** Take puppy in car to drive-through pharmacy – puppy stays in car with handler, sees strangers through window, gets used to car ride calmly (no getting out this time).
- **4:00 PM: Exercise:** Backyard training game – hide treats in snuffle mat, let puppy sniff and find (mental exercise to tire calmly).
- **5:30 PM:** Another walk or backyard play with family, similar structure as morning.
- **6:00 PM:** Family dinner – puppy on leash near table, gets chew toy. If stays calm, praise; if whines/jumps, a gentle correction and reset.
- **7:30 PM: Calm bonding:** Puppy on couch with family for TV time, learns to just chill. This is structured companionship – togetherness without ruckus.
- **9:00 PM:** Final potty and bedtime routine (calm petting, into crate with soft music).

This is just an example – your plan might differ by case specifics – but writing it out in a worksheet helps ensure **all pillars are represented each day** (you see mentorship moments, calm enforcements, indirect corrections, leadership in routines, and prevention by avoiding wild play). Additionally, it ensures the dog's needs are met (exercise, socialization) in a way consistent with JB. Research teams could use such a template to compare planned vs. actual activities (as a fidelity check) or to communicate to owners in a field study what a JB day should look like.

### **Fidelity Checklist (Alignment with Just Behaving Principles)**

Maintaining *fidelity* means ensuring that the implementation stays true to the Just Behaving model throughout the study or intervention. This is especially important in academic research, where deviations could confound results, and in multi-collaborator projects, where different people might inadvertently introduce other training methods. A **Fidelity Checklist** is a tool for periodically reviewing whether the plan is being followed as designed and whether all interactions are aligned with JB philosophy. It acts as quality control for your project. Below is a template for a fidelity checklist, which you can customize:

**Fidelity Audit Intervals:** Decide how often you'll review fidelity (e.g. daily logs, weekly team meetings, midpoint assessment). It could be helpful to assign a person (or the PI in a study) to be the "fidelity monitor."

- **Environment Consistency:** *Check that the environment setup guidelines are being maintained.* For example:
  - Are the designated rest areas being used and respected (the dog is indeed napping or relaxing there without disturbance, and people aren't allowing play in those spots)?
  - Are gates and barriers in place as planned (no one left the kitchen gate open leading the puppy to sneak in and steal shoes)?
  - Have there been any incidents of overstimulation in the environment (e.g. unplanned parties or chaos)? If so, note what happened and how it was addressed.
  - Is the home (or lab) environment still arranged to prevent unwanted behaviors (no new clutter or chew hazards left within puppy reach)?
- **Handler/Owner Adherence:** *Check that all human participants are using JB-consistent behavior.* This can be done via self-report or observation:
  - Tone of voice remains calm, even during excitement (no yelling or squeaky baby talk undermining calmness).

- No use of treat bribery or clickers unless those were intentionally part of the plan (typically, JB avoids treat-dependency for core behavior, focusing on social reward instead). If treats are used (for example, in a training exercise), ensure it's done in a way that doesn't create frenzy (perhaps treating only when the dog is calm).
- Indirect correction methods used exclusively for discipline – confirm that no one resorted to shouting “No!” loudly, leash yanking, or other harsh corrections out of habit. If any slip-ups occurred, note them and remind the team of the proper technique.
- Consistent commands or cues: Everyone should use the same simple cues for consistency. For instance, if “uh-uh” is the chosen verbal marker for unwanted behavior, check that all handlers use that instead of one person saying “no” and another saying “hey!” etc. Consistency builds clarity for the dog.
- **Mentorship Delivery:** *Check that mentorship interactions are happening as planned and quality is maintained.*
  - Are the scheduled mentor sessions being kept? (e.g. Adult dog came over for playdates as planned, or handler spent the expected time each day with puppy). If a mentor dog was suddenly unavailable (in heat, perhaps), was a substitute plan implemented?
  - Quality of interactions: Ensure mentors are indeed modeling calm and not inadvertently triggering excitement. For example, a handler might forget and start a rambunctious game; the checklist is a chance to recall “play should remain structured, not chaotic”.
  - If using multiple mentors, is their approach consistent? (All family members on board with ignoring jumping, etc. – “*Family Coordination: Ensure consistent application across all family members*” is critical.)
  - Are mentor dogs (if any) behaving appropriately? (If the adult dog got grumpy or too playful, was that managed? Perhaps the puppy needs slower introductions – adjust environment or timing as needed.)
- **Routine and Schedule:** *Check if the daily structure is being followed and effective.*
  - Have major routine elements (feeding times, walks, quiet times) been consistent each day? Document any significant changes (e.g. one day had to skip a walk due to weather – note how puppy was managed indoors calmly instead).

- Is the puppy getting enough rest? (Young dogs can become overtired and then paradoxically hyper – ensure the schedule gives downtime. If the puppy seems constantly wired, it might mean the environment or schedule isn't enforcing the calmness pillar enough.)
- Are transitions in the routine (from play to rest, from indoors to outdoors) happening with appropriate guidance? (For example, do handlers use a short calming routine before crating the pup after play, etc. If not, remind them to add that.)
- Predictability: Over the weeks, the dog should seem to settle into the routine. If the dog appears frequently anxious at certain times, examine if the routine needs tweaking for that context.
- **Prevention Measures:** *Assess if preventive strategies are truly preventing issues or if any unwanted behaviors are creeping in.*
  - If any new undesirable behavior appears, ask “Did our plan miss something that allowed this to happen?” For instance, if the puppy started chewing table legs, check if adequate chew toys were provided and whether someone might have accidentally encouraged it (or not noticed early signs to redirect).
  - Check that no one is *knowingly* allowing a “little bit” of a forbidden behavior. Sometimes, participants might think a small exception is harmless (e.g. letting the puppy jump up “just this once because she’s so excited to see me”). The checklist should catch and correct these – remind that consistency is key, and one lapse can set back training by confusing the pup.
  - Ensure new people who interact with the dog are briefed on the rules too (prevention includes managing human behavior!). For example, if a guest came over, did they adhere to calm greeting rules or unknowingly rev the puppy up?
- **Data Collection Integrity:** (For research trials) *Check that observational methods or measurements aren't influencing the behavior contrary to JB principles.*
  - For example, if you are doing a behavioral test like a simulated stranger approaching, make sure the test protocol can accommodate JB style (maybe your handler can still use a calm mentor presence during the test, rather than having the dog isolated suddenly, unless isolation is part of measure).



- If you use video recording, ensure the equipment or presence of cameras isn't introducing stress (some dogs might be distracted by a tripod – perhaps you needed to acclimate them to it as part of environment setup).
- Make sure any control group or comparison doesn't inadvertently bleed into the JB group (e.g. participants of different groups sharing tips – in a blind trial, maintain separation to avoid someone in JB group trying a clicker because they heard it from someone else).

The Fidelity Checklist can be formatted as a simple list of questions or items like above that you tick off or comment on at regular intervals. In a collaborative project, you might have each handler fill a weekly survey addressing these points, or a supervisor observe a session and fill it out. The key is to **catch drifts in protocol early** and reinforce them. Research even in human interventions often uses such checklists to ensure the treatment is delivered as designed – the same applies here.

By systematically using this checklist, you maintain a high level of alignment with the Just Behaving model. This not only lends credibility to your results (if you're researching outcomes) but also ensures that the dog(s) involved truly get the intended benefits of the approach. Remember, *"consistent application across all members...for maximum effectiveness"*

is emphasized in JB – the more consistent and faithful you are, the more pronounced and clear the behavior outcomes should be.

### Goal Tracking Framework

Implementing the Just Behaving model in a clinical case or study isn't just about following a process; it's ultimately about achieving **behavioral and emotional outcomes**. A Goal Tracking Framework helps define what success looks like and how to measure progress toward it. In academic terms, these goals might align with your hypotheses or outcome measures. In a clinical scenario, they align with client goals (e.g. "dog is calmer around guests"). The framework should break down broad goals into specific, observable milestones related to behavior and emotional regulation. Use this to plan what data to collect or what checkpoints to hit.

First, define a few **primary goals** of the intervention (these should reflect improvements in behavior or wellbeing, not just completion of tasks). For example:

- *Goal 1: The subject dog will demonstrate increased calmness and self-regulation in stimulating situations.*

- *Goal 2: The dog will form a healthy bond with mentors and show pro-social behaviors (reduced nipping, polite greetings).*
- *Goal 3: Undesirable behaviors present at baseline (if any) will decrease in frequency or not appear at all (for puppies, “none acquired”).*
- *Goal 4: The daily routine will be integrated into the dog’s life such that the dog appears secure and predictable in its habits (e.g. sleeps through the night, is crate-trained calmly, etc.).*

Once goals are set, outline **milestones** or sub-goals and a way to track each. Here’s how you might structure it:

- **Behavioral Calmness Milestones:** Identify concrete signs of improved calmness. *Examples: “By week 2, puppy can settle on their bed for at least 10 minutes while family has dinner, with at most one indirect correction needed”, or “By end of study, dog can handle the doorbell ringing without excessive barking (may show alert but then self-soothes in under 30 seconds).”* You can use a simple log to track these: every time the doorbell rings, record dog’s reaction duration. Another milestone could be *“Duration of calm resting per day”* – e.g., aim that by month’s end, the dog spends X cumulative hours calmly lounging (not demanding attention). This might be measured via direct observation or even an activity tracker on the dog if available. The *What We Look for in a Family Dog* summary from JB includes things like remaining calm when guests arrive, not charging doors, etc., which can inspire your milestones.
- **Social Behavior and Mentorship Milestones:** Track improvements in how the dog interacts with people and other dogs. *Examples: “By week 3, puppy greets primary handler with all four paws on the ground (no jumping) consistently”, “By week 4, puppy engages in play with adult mentor dog without biting hard – improved bite inhibition”.* If you had baseline issues like play-biting, set a goal for reduction (e.g. *less frequent mouthing of hands, and gentle pressure when it happens*). You might use a rating scale for greetings, etc., during periodic assessments (e.g. rate excitement from 1 = calm to 5 = very hyper; goal to move from 5 down to 2). Another metric: *time to calm down* after an exciting event – measure at start and end of intervention to see if it shortens. Mentorship success can also be anecdotal: “puppy seeks guidance from handler when unsure (instead of reacting impulsively)” – you’d note instances qualitatively.
- **Obedience/Skill Milestones (if relevant):** While JB isn’t focused on obedience commands, you might still track basic manners as a goal. For example, *“Puppy will automatically sit (without command) when approaching people by week 4”* – this shows the dog has generalized a polite behavior from mentorship and

structured leadership. Or *“Dog has solid recall off-leash in a low-distraction area by end of program”* (since JB dogs often earn off-leash freedom through trust). If your study measured a formal skill, note how JB approach taught it (e.g. recall might be taught by having the mentor dog come when called and puppy follows).

- **Emotional Regulation Milestones:** These are a bit abstract but important. You want to see that the dog can handle frustration or changes without meltdown. *Examples: “When handler leaves the room, puppy does not cry or panic – by week 2 can handle 5 minutes alone calmly”* (a sign of secure attachment and confidence). *“By end of program, dog can be calmly redirected from a high-interest stimulus (like seeing a squirrel) with minimal effort”* (shows impulse control). Perhaps use standardized behavior assessments like a SNAP test or C-BARQ before and after, if in a study, to quantify changes in areas like trainability or anxiety.
- **Health/Wellness Milestones (if tracking holistic outcomes):** JB often ties into overall wellness (calmness can affect health). Not mandatory, but if relevant: *“Dog maintains normal weight and gut health (no stress diarrhea, etc.), presumably aided by lower stress lifestyle.”* If you are collecting any physiological data (heart rate variability, cortisol levels), those could be tied to goals like *“Reduced physiological indicators of stress at post-intervention.”*

For each milestone, decide on a measurement method (observation log, owner report, video analysis, physiological measure, etc.) and a target criterion (the definition of success). Put these into a table or checklist that can be filled out over time.

Example **Goal Tracking Worksheet** entry:

- Goal: *Puppy develops ability to self-calm.*  
**Milestone A:** After a play session, puppy lies down calmly within 5 minutes.
  - Baseline (Week 0): puppy took 20+ minutes and needed intervention to calm.
  - Week 2: puppy settles in ~10 minutes with minimal pacing.
  - Week 4: puppy settles in ~3 minutes on own (Goal met).**Milestone B:** At least twice a day, puppy chooses to go to their rest area by themselves (not always needing to be crated by handler).
  - Track via daily diary: record any voluntary “settle” behavior.
  - Aim: by end of study, this happens routinely (Yes/No).
- Goal: *No development of aggression or severe misbehaviors.*  
**Milestone:** Puppy remains friendly/non-fearful with strangers; no incidents of growling or snapping over resources.
  - Ongoing: keep incident log (should be empty; if something occurs, that’s a red flag to address immediately in protocol).

- If at baseline puppy was nipping when taking away a toy, by end this should be gone (monitored by staged tests like offering a trade for a toy calmly).
- Goal: *Owners/handlers gain confidence in the mentorship approach.* (This might be a goal in a resident training context – i.e., the people learn the method well.)  
**Milestone:** Handler can correctly describe and demonstrate an indirect correction by week 1 (check via a training review session).  
**Milestone:** By project end, handlers report high satisfaction and note they feel dog's good behavior is "second nature" rather than requiring constant commands (perhaps measured by a short questionnaire)

While the last one is more subjective, it's worth noting because JB success often reflects in owner perception of ease – "the dog behaves because it was raised to, not because I'm constantly on alert". In a residency or academic setting, capturing participant feedback can be valuable.

The Goal Tracking Framework not only guides the team on what to aim for, but it also provides data points to evaluate the effectiveness of the mentorship model. If doing a formal study, these become your outcome measures. If a clinical case series, they become the success stories you can report (e.g. "3 out of 3 dogs achieved the goal of calm greeting of visitors within one month"). This framework ensures the project stays outcome-focused, which is important in research and behavior modification work alike.

## Case Implementation Planning Worksheet

This section is a template for outlining a specific case or study protocol using the Just Behaving model. It prompts you to fill in key details – from research objectives down to observation strategies – ensuring that all elements of planning come together. It essentially combines information from the previous sections into a coherent plan for one case or an experimental group. You can treat it as the final worksheet to complete once you've thought through everything above.

### 1. Research or Intervention Objectives:

Clearly state what you aim to accomplish or learn. For a clinical case, this might be the behavior issues to resolve or skills to instill (e.g. "Help a rescue dog overcome anxiety and become a calm companion using JB model"). For a research trial, this is your hypothesis (e.g. "To evaluate whether puppies raised under the JB mentorship model show better impulse control and sociability at 6 months old compared to puppies raised with conventional training"). Having this front and center ensures the plan aligns with the goal. *Prompt: Write your primary objective and any secondary objectives.* Example: "Primary: Puppy will be a well-mannered family dog with no major behavior problems by 10 months. Secondary: Document the process as a model for future implementations."

## 2. Subject Profile(s):

Describe the dog(s) involved: breed, age, sex, baseline behavior or temperament, any notable issues or traits. If multiple subjects, you might have a table. Include any relevant history (e.g. “5 Golden Retriever puppies, 8 weeks old at project start, from similar genetic lines” or “1 adult shelter dog, approx. 2 years old, moderate separation anxiety”). This context is vital, as starting temperament can influence outcomes and certain JB strategies (like how much prevention vs rehabilitation is needed). *Prompt: Detail the subject’s profile and initial assessment.* Example entry: “Subject A: 4-month-old Labrador mix, excitable temperament, jumps and mouths a lot, no significant fear issues. Owner reports difficulty calming him in the evening (witching hour).”

## 3. Setting and Context Description:

Outline the environment in which this is happening. Is it a home setting, a lab simulation of a home, an animal hospital ward, etc.? How many people in the household? Other animals? This is where you set the stage. *Prompt: Describe the context (physical and social) for implementation.* For research, also note if this is single-case or group design, any blinding, etc. Example: “The implementation takes place in a foster home setting with one primary caretaker and two resident adult dogs (potential mentors). The home has a fenced yard and a quiet neighborhood (suburban environment). Collaborators include a veterinary behaviorist overseeing and two vet students assisting with observations.”

## 4. Intervention Plan (Just Behaving Protocol):

This is a summary of how exactly you will apply the JB model, essentially narrating the plan. It can be written as a series of steps or paragraphs:

- *Environment:* Summarize the key points of environment setup from your earlier worksheet (e.g. “Will maintain a calm home environment with designated rest spaces, limit visitors for first 2 weeks to avoid overstimulation, gradually increase exposure”).
- *Daily Routine:* A brief overview (e.g. “Follow a consistent daily routine with scheduled mentor interactions in morning and evening, two short training walks per day, and ample rest periods. Avoid excessive crate time; puppy will be around humans or mentor dog much of the day for social learning.”).
- *Mentorship:* How mentors are utilized (e.g. “Adult dog Maggie will mentor puppy during supervised play sessions twice daily; primary handler will mentor at feeding times, walks, and during any new exposure. All interactions will prioritize calmness and indirect guidance.”).

- *Training/Corrections:* (e.g. “No formal obedience training with commands will be done initially; focus is on capturing good behaviors and discouraging unwanted ones via indirect corrections (body blocks, low-toned verbal interrupt, redirection). Clicker/treats will be reserved only for teaching a recall later, in a calm manner, to compare methods.” If any conventional training element is integrated, specify how to keep it congruent with JB – e.g. a leash training class might be adapted to JB style.)
- *Prevention Tactics:* (e.g. “Never allow jumping up, even at greetings – puppy will either be gently held or asked to sit before being greeted. No rough tug games introduced. Visitors will be coached to interact calmly. House is puppy-proofed to prevent chewing mishaps. All family members instructed not to inadvertently reward whining or barking.”).

Essentially, this is the narrative that someone else could read and understand how you’re executing the Just Behaving model in this case. It may overlap with earlier sections but is now consolidated. *Prompt: Write out the step-by-step or key components of the intervention.* Think of it like the “Methods” section of a paper or the protocol instructions for the owner.

## **5. Observation and Data Collection Strategy:**

Describe how you will observe and document the process and outcomes. This aligns with the Goal Tracking but focuses on methods:

- Will you use video recordings of certain tests (e.g. a stranger at the door test at baseline and after 8 weeks)?
- Will you have a journal for daily notes by the handler?
- Are you using any standardized behavior forms (like a weekly C-BARQ or a checklist of behaviors seen each day)?
- If multiple observers, do they have a rubric to ensure consistent behavior ratings?
- Any physiological measures (optional, e.g. heart rate monitor during a walk to gauge stress)?
- How often will formal evaluations occur (midpoint evaluation by a behaviorist, final evaluation, etc.)?

*Prompt: Detail your observation plan.* Example: “Primary handler will keep a daily diary logging the puppy’s activities, behavior incidents, and any corrections needed. Each week, the research team will administer a short behavior assessment (scoring ease of handling, reaction to common triggers, etc.). Key sessions (like first meeting with a

visitor, first vet visit) will be video recorded for analysis. Success on milestones will be checked off in a progress chart (as per Goal Framework). Data will be collected at baseline, 4 weeks, and 8 weeks for comparison.”

## **6. Contingency Plans:** (It’s wise to include this.)

Note how you’ll handle any challenges: “If the puppy displays a significant behavior issue not covered by the plan, we will consult the behaviorist and adjust the plan without violating JB principles (for instance, if severe mouthing persists, ensure even more mentor feedback and perhaps temporarily use a gentle deterrent like a taste spray on clothes – but avoiding any punishment that causes fear).” Or “If the subject falls ill and cannot do normal activities, we will pause the active training and focus on calm bonding until recovery.” This prevents panicked deviations if something goes off script.

## **7. Team Roles and Communication:** (Especially for research collaborations.)

List who is responsible for what (e.g. “Owner – implement daily routine; Vet resident – weekly coaching and check-ins; Research assistant – filming and data logging; Faculty mentor – oversight and mid/end evaluations.”). Also decide how the team will communicate progress or issues (group chat, weekly calls, etc.). Consistent communication ensures fidelity and allows troubleshooting collaboratively.

## **8. Ethical Considerations and Approvals:** (if academic)

Just to be thorough, mention any consent needed, IACUC or IRB if applicable (for example, owner consent to use data, etc.), and ensure humane treatment (JB is generally low-risk ethically because it’s very dog-friendly, but if a control group is under another method, ensure they’re not treated aversively either beyond normal pet care standards).

After filling out this case implementation worksheet, you should have a comprehensive plan document. It should read somewhat like a mini-protocol. Before finalizing, cross-check that each of the Five Pillars is addressed: **Mentorship** (who/when), **Calmness** (how environment/routine fosters it), **Indirect Correction** (what you’ll do when dog errs), **Structured Leadership** (rules and consistency from humans), **Prevention** (the proactive measures in place). Indeed, the plan likely weaves them throughout, which is exactly the integrated approach we want.

## **Final Protocol Outline and Step-by-Step Summary**

In this last section, we distill everything into a step-by-step guide that collaborators can follow. Think of it as the quick reference or checklist to implement day-to-day. It’s helpful to outline it in chronological order – from pre-implementation preparations to the execution and follow-ups. This can be especially useful for new team members joining or for the primary handler to stick on the fridge as a reminder.

**Step 1: Preparation and Setup** – *Before the dog enters the program (or at Day 0 if already there), make sure everything is ready.* This includes puppy-proofing the environment, setting up crates/gates, briefing all people involved about the rules (perhaps have a short training session with them), arranging the schedule (who will do what when), and gathering any needed supplies (calm-inducing items like chew toys, leash, treat pouch for controlled rewards, etc.). If it's a study with multiple dogs, ensure each home or site has a consistent setup kit and instructions.

**Step 2: Baseline Assessment** – *Document the starting point.* Take note of the dog's current behavior and routine. If it's a trial, perhaps run a baseline behavior test (like how the dog responds to a stranger approach or how long it can sit still). This is not an intervention step per se, but including it in protocol ensures you don't forget to measure initial status. Also, collect any veterinary checks if needed (healthy to proceed, etc.).

**Step 3: Implement Environment Management** – *Immediately establish the managed environment.* Day 1 with the dog, start enforcing the environmental setup: show the dog their rest area, begin the process of discouraging unwanted exploration (e.g. gently redirect if they try to jump on couch if that's not allowed). All family/staff consistently apply the prevention measures from the get-go – don't "wait to see if problem happens," proactively guide the dog to correct behaviors from moment one. Essentially, shape the environment and the dog's habits in tandem from the start. This step is ongoing but is crucial in the first few days to set the tone.

**Step 4: Establish Routine** – *Introduce the daily structure.* In the first couple of days, get the dog used to the new routine. Feed at the planned times using the structured approach (sit, wait, etc.), do the walks and play as scheduled. Dogs learn routines quickly; by repeating the pattern each day, the dog will come to know what to expect (less anxiety) and when to be active vs. calm. You might print out the schedule and literally check off activities until it becomes second nature. This step is basically the execution of the Daily Mapping, and it too is ongoing – but the goal is that after one or two weeks, both humans and dog are in sync with the routine.

**Step 5: Mentorship Engagement** – *Facilitate mentorship interactions.* Early on, actively manage introductions between the puppy and any mentor dog. Let them bond under supervision. Also, the primary human mentor should engage in lots of together time doing low-key activities (working near the puppy, taking puppy along on chores around the house). The first week might focus on building that mentor-mentee trust. Each day, ensure the planned mentor sessions happen. This is more a continuous process than a single step, but it's important to highlight: *every day, the dog should have guided experiences.* As the project continues, mentors can introduce slightly new challenges (like the adult dog mentor shows how to handle stairs, etc.). If writing as steps, you might say "Weeks 1–2: Emphasize bonding and mentorship – follow the



puppy everywhere initially to guide, then gradually allow more independence as it proves reliable.”

**Step 6: Monitor and Adjust** – *Use the Fidelity Checklist regularly.* Perhaps set specific checkpoints (e.g. every Friday, the team reviews the week). At these, go through the checklist: Are we all doing what we said? Is the puppy progressing? Do we need to tweak anything? For example, you might realize the puppy is still getting over-excited in the afternoon play session, so you decide to shorten that play and add a second short walk later to spread out energy. Any adjustments should still align with JB principles (e.g. you don’t introduce treat-based training to fix an issue; you double-down on mentorship or prevention). Document changes for transparency.

**Step 7: Track Progress** – *Fill in the Goal Tracking as you go.* Perhaps every 1-2 weeks, formally evaluate where the dog stands on the milestones. This is akin to interim results. It can be step 7, 9, etc., depending on timeline, but essentially periodically measure outcomes. If a goal is met early, you might set a new advanced goal (e.g. puppy mastered calm greetings, now aim for off-leash recall in fenced area). Likewise, note if any goal seems unattainable and analyze why – maybe the approach needs more time or a different tactic within JB (like involving a different mentor dog, etc.).

**Step 8: Case Conclusion (Evaluation and Transition)** – *When the formal intervention period ends, do a final assessment.* Repeat any tests from baseline, fill out final goal checklist (hopefully many checkmarks!). Gather feedback from owners or team: how do they feel about the dog’s behavior now? For research, compile the data. If this is a client case, this step might be a meeting with the owners to review improvements and give them guidance to continue the approach. The “transition” part: if the study ends but the dog remains with owner, ensure the owner can maintain the progress. Provide them with a simplified version of this guide – basically, *graduation instructions* so the dog doesn’t revert. In JB context, it’s often just “keep living this structured, mentorship lifestyle” which by now is routine. But caution them on common pitfalls (adolescence might bring new tests of boundaries, etc., but stick to the program).

**Step 9: Documentation and Reporting** – (For academic cases) *Document outcomes and any interesting observations.* This is where you prepare case reports or draft your study results. Including it as a protocol step reminds the team to not only implement but also contribute knowledge. Perhaps assign someone to take the lead on writing up the findings, with all the logs and data collected.

By following this step-by-step outline, collaborators can ensure they haven’t missed any phase of the project. Each step reinforces the earlier planning: for example, establishing the routine (Step 4) will only succeed if you did Step 3’s environment prep properly (because a chaotic environment would derail a routine). Likewise, progress tracking

(Step 7) loops back to maybe adjusting routine or mentorship (Step 5 or 6) if needed. It's a dynamic process but with a clear scaffold.

Finally, always keep the *Just Behaving philosophy* in mind as you carry out the plan: every interaction is a learning opportunity, and our role is to guide the dog to make the right choices on its own. By meticulously planning and executing with consistency, the outcome should be a dog who is, as Just Behaving aims, “*easy to integrate into daily life...calm, respectful, and trustworthy*” – and solid data or experiences to support the efficacy of this approach.

**References & Sources:** This guide was developed based on the foundational Just Behaving documents and philosophy, including *Foundations of the JB Philosophy*, *The Five Pillars of JB*, *What JB Is (and Isn't)*, and *Beyond the Basics: JB in Real Life*, as well as publicly available resources from JustBehaving.com. Key principles and direct quotes have been drawn from these materials to ensure fidelity to the original model. For further reading and context, practitioners and researchers are encouraged to review those documents (available through Just Behaving Resources) to deepen their understanding of the theory behind each practical step. By grounding your planning in these principles, you ensure that your mentorship model implementation remains true to the intent and proven practices of Just Behaving, thereby setting the stage for meaningful results – calmer dogs and happier human-canine relationships.