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## Client List

### ***Faith-Based Nonprofit Organizations***

American Bible Society  
Christian Conciliation Service (Michigan)  
FamilyLife, Campus Crusade for Christ  
National Religious Broadcasters  
Taylor University Board  
Young Life (Great Lakes Region)

### ***Judicial System Organizations***

American Bar Association, Appellate Division  
California Judicial Education/Research Center  
Canadian Provincial Courts in British Columbia,  
Calgary, Manitoba, Nova Scotia and Ontario  
Federal Judicial Center (Board of Directors)  
Federal Judicial Center (District and  
Bankruptcy Courts)  
General/Limited Jurisdiction Courts (all 50 states)  
Institute for Court Management  
Michigan Judicial Institute  
Michigan Appellate Court  
Michigan District Judges Association  
Minnesota Appellate Court  
Mohave County Probation (Arizona)  
National Association of Court Managers  
National Center for State Courts  
National District Attorneys Association  
National Drug Court Institute  
National Judicial College  
State Bar of Arizona  
State Bar of Michigan  
Supreme Courts of Arizona, California, Idaho,  
Michigan, Minnesota, Nevada, Utah and Wisconsin

### ***Health System Organizations***

Bon Secours Hospital (Michigan)  
Community and Family Medicine,  
Tufts University School of Medicine  
Fairview Hospital (Ohio)  
New Jersey Hospital  
Oakwood Hospital (Michigan)  
Southwestern Medical Clinic (Michigan)  
Michigan State University Medical School

### ***Other Nonprofit and Business Organizations***

Bowne Business Services (New York)  
Governor's Task Force on Children's Justice  
(Michigan)  
Governor's Crime Commission (North Carolina)  
National Kidney Foundation of Michigan  
Plastech Automotive Supply (Michigan)  
Perry Nursery School Board (Michigan)  
State of New Jersey Department of Insurance  
United States Soccer Federation, World Cup  
United States Soccer Federation Foundation

*References for these clients, as well as others with whom Dr. Lefever has worked, are readily available upon request.*

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## Contact Information

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***Faculty, Michigan State University***

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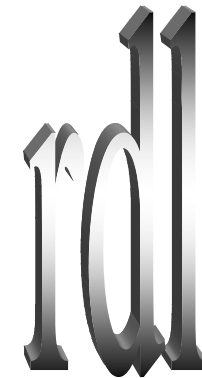
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**A Commitment to  
Excellence  
in Execution**

**R. Dale Lefever, Ph.D.**  
***Management Consultant***



***Over 30 years of consultation and  
training experience preparing  
leaders and managers to  
achieve excellence in  
planning and execution.***

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## Focus of Consultation and Training Services

### **Leadership Development**

Work with leaders to focus their thinking and energies on the process of leadership (i.e., what leaders do) rather than on their position as leaders (i.e., their status in the organization). These sessions are built around the four themes of developing: a passion for purpose, a bias for results, an understanding of systems and a commitment to innovation. Three leadership models, and their implications for the organization, are presented, along with a leadership style assessment using the Myers-Briggs Type Indicator (MBTI).

### **Team Management**

Work in this area addresses the characteristics of effective executive leadership and work teams, and a team's need for: a clear and meaningful goal, a results-driven structure, competent and committed team members and a climate of mutual trust and support. The model developed by Patrick Lencioni, and presented in his book [The Five Dysfunctions of a Team](#), is used as the theoretical structure for these sessions. The premise in team management, as presented in these sessions, is that team management is a functional necessity and not a social nicety. The focus is on productivity and how the structure and the dynamics of teams enhance or limit their effectiveness.

### **Strategic Planning**

Work with senior leaders, and staff when appropriate, to develop a meaningful mission, assess the external environment with respect to emerging trends and the changing expectations of their primary stakeholders, select the strategic issues and define the organization's strategic intent in addressing them, translate these into measurable goals and develop an action plan for implementation and continuous evaluation.

### **Change Management**

Work with organizations at all levels to translate their goals, often stemming from their strategic plan, into reality within their existing culture. The focus is on integrating the content of the change with the organizational dynamics of change. The model works from the point of establishing the need for change (intellectual and emotional), to implementing the change (relative advantage and organizational readiness) and then, finally, to institutionalizing the change (reengineering and rewards) over time.

### **Organization and Board Governance**

Work with leaders to establish internal boards and governance structures and with external governing boards. The first is a special application within professional organizations (physicians and judges) where the primary providers of the services also are the leaders in the organization. The latter is the more traditional board governance area where the CEO works with and for an external board of directors. In both areas, the focus is on policy development and decision-making.

*The above training and consultation services can be provided through speaking engagements, one to three-day training programs, facilitated retreats and/or short-term consultations and retainers.*

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## Professional Fees

Professional fees range from \$2,500 to \$3,500 per day depending upon the amount of preparation and travel time required from the Detroit area. Travel expenses are additional and include coach fares and client per diem rates for lodging, meals and ground transportation. All costs for staff support, office supplies, etc. are included in the professional fee rate. The costs for commercially produced surveys (e.g., the MBTI) represent an additional cost and are billed separately.

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## Biographical Information

Dr. Lefever is an organizational development consultant and trainer, who works primarily with leaders and leadership teams in the nonprofit sector. Since 1973, he has completed over 1,300 engagements in the areas of leadership development, strategic planning, nonprofit board governance and the management of organizational change.

Dr. Lefever completed his doctorate in Higher Education Administration and Labor and Industrial Relations at Michigan State University in 1972 and his Master's degree in 1967. Prior to this, Dr. Lefever received his Bachelor's degree from Wheaton College (Illinois) in 1965. From 1972-1975, he was the Assistant Director of the Office of Medical Education, Research and Development at Michigan State University; from 1975-1978, he was the Associate Director of Faculty Development for the Association of American Medical Colleges in Washington, D.C.; from 1978-1982, he was the Director of Educational Development in the Department of Family Medicine at the University of Michigan Medical School; and, from 1982-2006, he served as the Assistant Chair for Planning and Program Development in the Department of Family Medicine at the University of Michigan Medical School.

Dr. Lefever is a member of the World Future Society, the Association of Psychological Type and BoardSource, an organization committed to excellence in board governance. In addition, he serves on the board of CEO Dialogues, Inc. and is a partner in The Andringa Group, a network of five senior consultants.

Dr. Lefever retired from the University of Michigan in June 2006 and was honored with an emeritus faculty appointment. He also holds a faculty appointment with Michigan State University through the School of Criminal Justice.