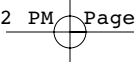


RATIONALE

No one was more surprised about the offer than Kathryn. Although she had known the Chairman for many years on a personal level (Kathryn had actually first met him when her husband coached his oldest son in high school), she could not have imagined that he thought so highly of her as an executive.

Most of their relationship had been social, centering around family, school, and local athletics. Kathryn assumed that the Chairman had little idea about her life outside her role as a mother and coach's wife.

In fact, the Chairman had followed Kathryn's career with interest over the years, amazed at how successful she had become with such relatively modest training. In less than five years, she had become chief operating officer of the Bay Area's only automobile manufacturing plant, a U.S.-Japanese joint venture. She held that job for the better part of a decade and made the plant one of the most successful cooperative enterprises in the country. And while the



The Five Dysfunctions of a Team

Chairman knew little about the car industry, he knew one thing about Kathryn that convinced him she was perfect to fix the problems at DecisionTech.

She had an amazing gift for building teams.

