



Chevron

**Chevron Real Estate
Management Company**
A Division of Chevron U.S.A. Inc.
575 Market Street
San Francisco, CA 94105

D. D. Kauffman
Manager, Business & Information Solutions

Dear Sir or Madam:

I have had the pleasure of working with Mr. Rod Waddell for the past ten years. I have the deepest respect for his business knowledge and facilitation skills. Our primary contact over the years has been around building teams. This includes strengthening the effectiveness of management teams and cross-functional, high-performance project teams. Mr. Waddell has primarily been hired by Chevron to either facilitate new start-up teams or work intensely with teams that are dysfunctional in some way. It is here that his years of business experience and relevant insights make his interventions particularly potent.

I have had the opportunity to work with Mr. Waddell in a wide range of start-up teams over the years. Each time I am always amazed at how quickly he facilitates the creation of team, mission statements, implementation strategies and decision matrices. His masterful use of quality and team technology enables him to cut through diverse opinions and agendas, and quickly create team collaboration. My first choice has been Rod Waddell to facilitate new team start-ups.

Over the past 20 years with Chevron I have had the challenge of working with a number of poor performing teams. When possible, I asked Mr. Waddell to help sort out the problems. Rod has a marvelous talent for making people feel comfortable while extracting the burning issues. I have complete confidence in Mr. Waddell's ability to surface, solve, and facilitate interventions that maintain lasting improvements in team performance. Rod Waddell has earned my respect.

I highly recommend Rod Waddell in all areas of organizational development and team building. He is a trusted ally I can count on to get the job done.

Sincerely,

Dan Kauffman