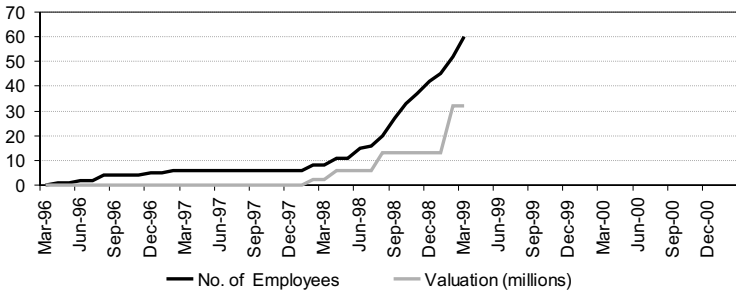


March 1999



Neoforma, Inc., the online leader in the business-to-business global electronic healthcare marketplace, today announced it has completed a \$12 million third round of equity funding led by Delphi Ventures. The round also included investments by TCW/ICICI Investment Partners, Venrock Associates, Amerindo Investment Advisors, MedVenture Associates, TTC Ventures, and Comdisco Ventures.

*Neoforma Press Release
March 9, 1999*

The Coup



I was feeling much better about things. Experience should have warned me that this was a bad sign.

The website had steadily improved over the previous couple of months. I still wasn't happy with it as a whole, but I was very happy with parts of it.

I focused most of my time on the capital equipment planning portion of the website. I was glad to have the luxury of having my hands on the product again. I was helping to create something *and* I was able to attend trade shows and meet with the customers who were benefiting from our work.

I was getting better at releasing things, without letting go, and at subtly guiding others, without infringing upon their need to control their own outcomes. I was getting better at accepting the choices of others, even when I disagreed with them. I was learning that I could trust others to get it right—if not the first time, then at least by the second or third.

In other words, I was backing off, giving everyone else—and myself—a break. My drive to do more and better, *right now*, was dissipating into a desire to do more and better, *eventually*. My newly relaxed work style provided me with a better perspective on what a pain-in-the-butt I could be.

And now, only the capital planning group had to deal with my fussy side. But even there, I had delegated much of my authority to someone I trusted. So I would only irritate people here and there, now and then.

I was becoming an active observer rather than a central force and the break was nice. It gave me the opportunity to release some of the last three years' stress.

When I'd stare out of my office window at the cubicles beyond, I'd