



PerformtoWin

Change Workshop

Functional empowerment generation

- Results of breakout sessions -

Düsseldorf, May 11, 2009

Content of this document

The following pages summarize the key results of the breakout sessions during the change workshop. They have been aggregated and grouped around the following action items:

- Let's use the momentum for change: key quotes from participants
- Your input to phase II of concept detailing: What should be started, stopped, or continued and which issues need to be addressed
- Your commitment to change management: How participants view their role within the change process
- Enhancing the change process: What the project team can do for you to help you succeed in your role as a change agent

Key quotes show the current momentum for change

„Trust the new organization!“

„We have a lack of rigor!“

„Stop excessive consensus in decision making!“

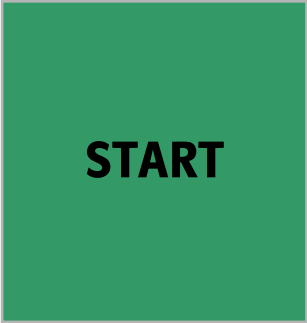
„Let's have a clear communication that nothing will change right tomorrow, keep the business running as usual!“

„Reality will be better than rumors!“

„Let's create a clear generation community!“

„Position Generation change in right context versus other PerformToWin-projects!“

We are aware of what we want and need to change



START

- Generation mgt. should act as "one BU" (generation community)
- Set up the organization as simple as possible with clear accountabilities
- Align KPIs and reporting systems
- Tailored communication with all stakeholders (unions, regulators, analysts and our own employees)



STOP

- Excessive consensus in decision making
- Duplication of processes and reporting



CONTINUE

- Maintain and intensify close collaboration with MUs
- Keep full transparency between financial and operational success (EBIT vs. performance KPIs)
- Deliver 2009 performance targets and new build projects

Some key issues to be addressed in concept detailing

- Communication strategy for stakeholders (own staff, works council, unions, regulators, analysts, companies who work with us)
- Ensure proper engagement of works councils in the project
- Describe future roles of the management
- Explain impact on our own staff
- How to optimize handling of sites with mixed technologies?
- Sort out future R&D setting

Participants commit to their role in change management

- Generation's top management recognizes the new functional setting as next logical step in our organizational development and the necessary mindset towards one generating fleet
- Top management will drive change with strong commitment and positive messages
 - „trust new organization“
 - „Reality will be better than rumours“
 - we are striving for performance improvements, head count not in focus
- Utilize direct reports as multipliers
- Close collaboration of FFM and MUs

Project team will support participants as change agents

- Provide clear guiding principles for phase II of concept detailing
 - detailing the rationale in validation and implementation
 - promoting consistency in the approach with adaptations to meet required local/regional needs
- Provide communicative vision for the identity of the new generation fleet
- Provide strategy for stakeholder communication
- Supporting documentation to explain the new setting