



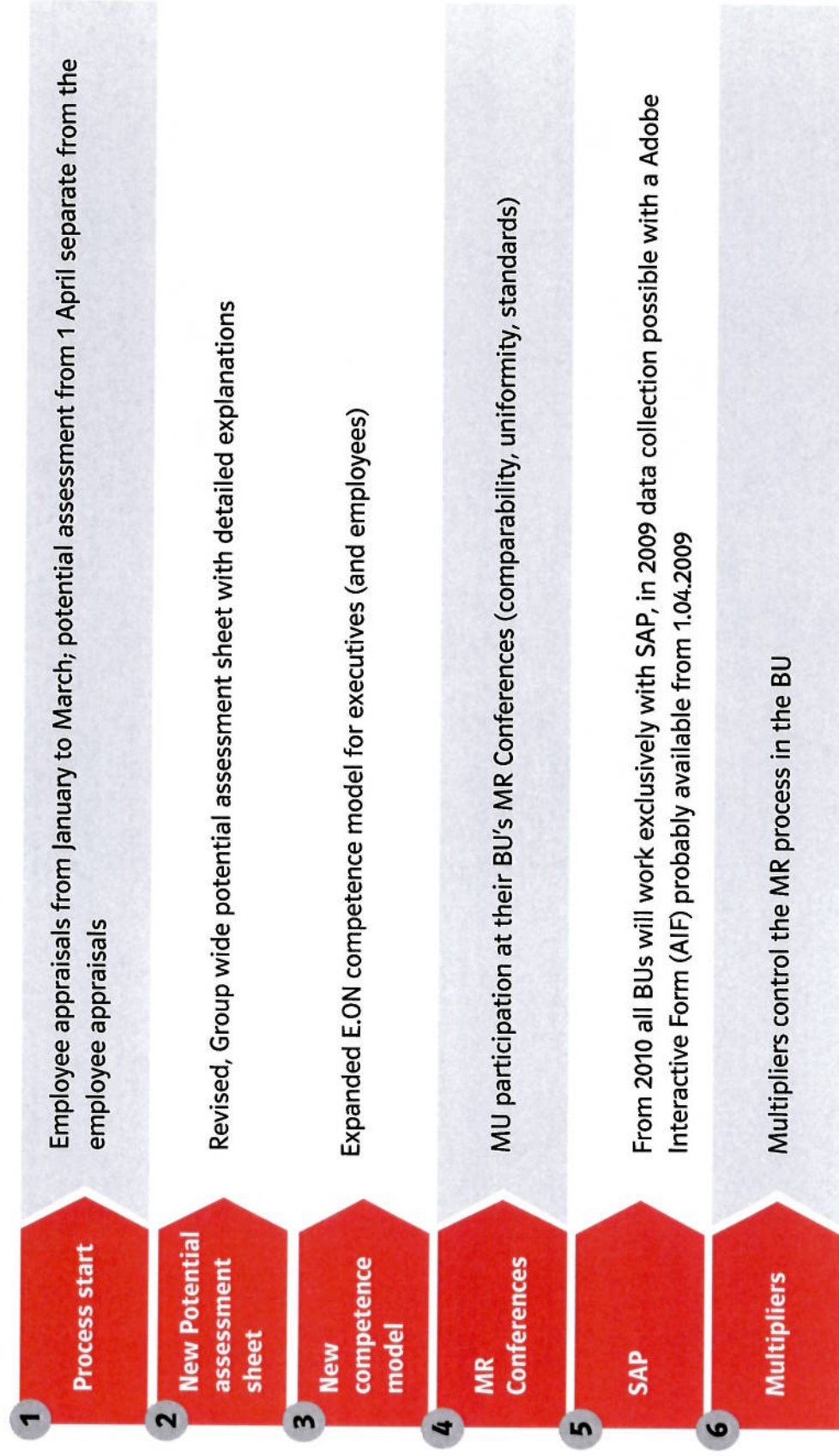
Management Review 2009

Status: 21 January 2009
Human Resources Development

Corporate Center guidelines at the end of the year change the general conditions of our approach

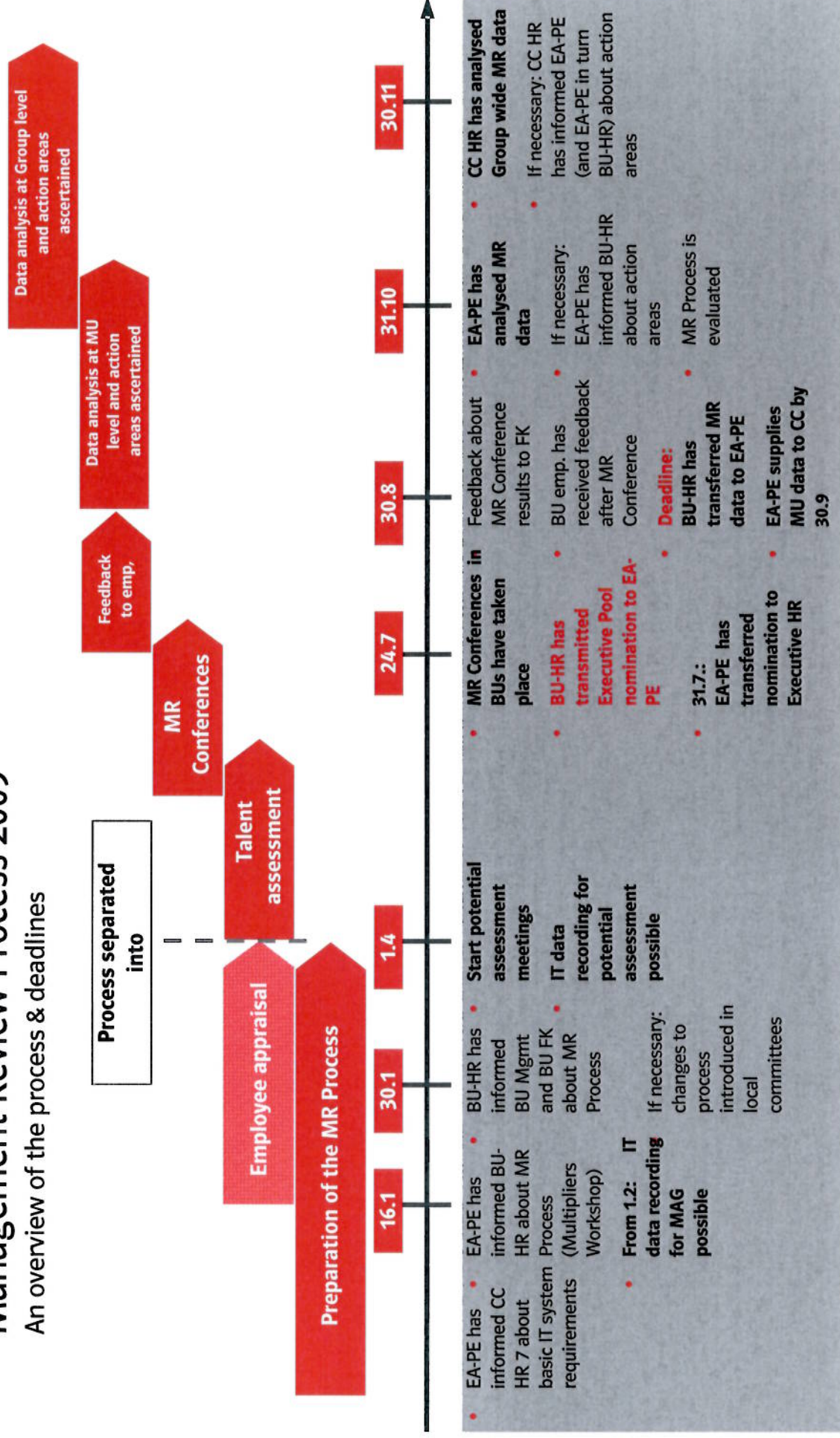
1. Revised, uniform talent assessment form for all Market Units
2. Integrating the revised competence models in the sheets
3. Separation of the employee appraisal and potential assessment
 - Employee appraisal (target achievement, target agreement and performance evaluation) from January to March (start IT data recording in 2009: 1 February)
 - Talent assessment from April to July (start IT data recording in 2009: 1 April)
4. MR Conferences in the BUs with MU participation

Changes in the MR Process 2009 at E.ON Energie



Management Review Process 2009

An overview of the process & deadlines



Back-ups

E.ON Competency Model for Leaders

Significantly below expectations Below expectations Meets expectations Above expectations Significantly above expectations

1 2 3 4 5

Dimensions

Competencies

Leading the Business

Demonstrate Market and customer orientation
Think and act as an Entrepreneur
Actively collaborate across boundaries

Leading Change

Drive change within organizations
Individually initiate change

Leading People

Enhance people's performance
Develop people

Personal Impact

Foster diversity
Build trust
Develop own skills and competencies

E.ON Competency Model – Dimension Overview

Leaders

Leading the Business

E.ON Leaders create value through aligned performance and entrepreneurship

- **Demonstrate Market and customer orientation**
 - systematically monitor the market, seize relevant business opportunities and win/retain attractive customers
- **Think and act as an Entrepreneur**
 - optimize performance and control risks
 - foster new approaches to add value
- **Actively collaborate across boundaries**
 - collaborate within and across E.ON units to optimize group results

Leading People

E.ON Leaders inspire, engage and value people

- **Enhance people's performance**
 - provide direction and delegate tasks and responsibilities
 - facilitate and evaluate people's performance, give constructive feedback and act accordingly
- **Develop people**
 - recognize talents & align assignments to support people's development
 - build high performing teams & recognize contributions
 - foster dialogue & an energizing atmosphere

Leading Change

E.ON Leaders embrace and shape change

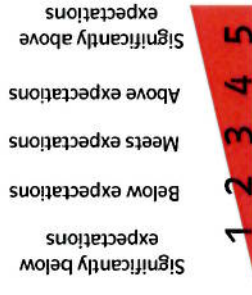
- **Drive change within the organization**
 - explore needs for change to achieve group objectives & evaluate inherent challenges
 - optimize processes and structures – with a pragmatic bias for action
- **Individually initiate change**
 - lead their teams through difficult phases of change - with a positive attitude
 - operate successful also within complex structures and foster change actively
 - foster learning and continuous improvement

Personal Impact

E.ON Leaders reflect their leadership and walk the talk

- **Foster diversity**
 - act and communicate as part of the international E.ON community & with intercultural sensitivity for diversity
- **Build trust**
 - are credible & assume responsibility
 - are role models
- **Develop own skills and competencies**
 - evaluate their behaviour and personal impact
 - strive to learn & develop own leadership skills & personal impact

E.ON Competency Model for Employees



Dimensions

Competencies

Understanding the Business

Demonstrate market and customer orientation
 Improve own business area
 Actively collaborate across boundaries



Embracing Change

Support change within organizations
 Are open for change



Enhance Team work

Build effective relationships
 Demonstrate empathy and support



Personal Impact

Support diversity
 Act reliable
 Develop own skills and competencies



E.ON Competency Model – Dimension Overview

Employees

Understanding the business

E.ON Employees create value through aligned performance and take responsibility

- **Demonstrate Market and customer orientation**
 - know the market environment, identify opportunities / risks and maintain / build customer relationships
- **Improve own business area**
 - recommend process improvements in own working environment
 - explore and support new approaches to add value
- **Actively collaborate across boundaries**
 - collaborate within and across E.ON units and add value

Enhance Team work

E.ON Employees engage others and value people

- **Build effective relationships**
 - build up formal and informal relationships easily and maintain them
 - work effectively with peers and teams in a variety of contexts and situations
 - promote dialogue and show willingness to give up the own standpoint if useful to achieve a compromise
- **Demonstrate empathy and support**
 - show interest in other's opinions, thoughts and feelings, see things from other's perspective and build up trust
 - support colleagues, exchange ideas as well as constructive feedback

Embracing Change

E.ON Employees embrace and support change

- **Support change within organizations**
 - support colleagues, business partners and customers in implementing changes
 - align own working practices to changed processes and point-out opportunities/ risks
- **Are open for change**
 - show a positive attitude even in difficult phases of change
 - face up to complex structures and are ready to learn and change

Personal Impact

E.ON Employees reflect their behavior and walk the talk

- **Support diversity**
 - act and communicate as part of the international E.ON community & with intercultural sensitivity for diversity
- **Act reliable**
 - act credible and assume responsibility
 - are role models for peers, business partners and customers
- **Develop own skills and competencies**
 - invest actively in own personal and professional development and reflect personal impact
 - actively seek feedback

Structure of the Talent Assessment Form

Comparison of the contents of the forms from 2008 and 2009

Contents of the form 2008

- Person and role
- 1. Competence assessment
- 2. Performance assessment
- 3. Potential assessment
- 4. Proposal for participation in development and selection procedures
- 5. Mobility
- 6. Language skills
- 7. Possible successor positions

Contents of the form 2009

- Person and role
- 1. Current position
- 2. Competence assessment
- 3. Assessment of overall performance in current role
- 4. Potential assessment
- 5. Possible successor positions
- 6. Development measures
- 7. Additional information



95% of the contents of the Potential Assessment sheet have also been included in 2009. The sequence of the contents varies slightly.