

From: Cooke, Michelle  
Sent: 1/6/2012 8:47:08 AM  
To: Horner, Trina (/O=PG&E/OU=CORPORATE/CN=RECIPIENTS/CN=TNHC)  
Cc:  
Bcc:  
Subject: RE: Feedback

Thanks for asking. I think that Shilpa has performed very well. I find myself having conversations with her that are very much like how I would talk with you, quite open and candid from both of us, while still recognizing who we represent. (For what it is worth, I definitely don't talk with Laura Doll in the same way, not even close.) I feel that Shilpa has done a good job in pushing folks at PG&E to deliver needed information on time, especially when I send a priority request, and letting me know in a timely manner when that goal won't be met. She communicates clearly and is effective in reading between the lines of the words of my requests to the actual need that I have in asking for particular information. She knows when to talk and when to let the experts field the questions even if they are struggling a little bit, so she doesn't inject herself into a conversation unnecessarily (that was a problem with Jennifer Dowdell in my opinion), which is a pretty hard skill to master in my opinion, but a really important one for someone in her type of position. Because of that, I feel good that the conversations that I have with the experts she brings isn't being steered or managed to avoid anything sensitive to the company, and so information that she or the experts deliver feels more credible. (I used to always be suspicious of that when Jennifer was in the same types of meetings with me, not that I think she actually was, it was just her style.)

I hope that helps and this was still timely, I was a little bit busy the last two days reviewing a long report...

Michelle

**From:** Horner, Trina [mailto:TNHc@pge.com]  
**Sent:** Wednesday, January 04, 2012 9:34 AM  
**To:** Cooke, Michelle  
**Subject:** Feedback

Michelle, we are doing our end of year assessments here and I don't normally do this but I'm asking for your feedback on Shilpa's performance. If you have any opinions you want to share

with me about what you've seen that she does well or what she can improve on, I'd appreciate hearing it. I have an opinion about it but I suspect it is biased (gratitude at her taking over the day to day stuff from me may be clouding my vision!). Appreciate your more un-biased thoughts. Thanks,

Trina