


A small white square containing a yellow plus sign, followed by the text "case study" in a white, lowercase, sans-serif font.

case study

client

A small white square containing a yellow plus sign, followed by the text "Sony Pictures Entertainment was looking for a scalable solution to drive culture change across the company and fuel higher levels of engagement." in a white, lowercase, sans-serif font.

Sony Pictures Entertainment was looking for a scalable solution to drive culture change across the company and fuel higher levels of engagement.

A blue graphic element consisting of a triangle pointing to the right, followed by the text "approach" in a lowercase, sans-serif font.

approach

Initially, Tony worked with co-CEOs Michael Lynton and Amy Pascal, along with their team of 17 direct reports. The initial focus was on how they managed their own energy individually, and as an intact team. This senior group found our curriculum sufficiently valuable that they asked to bring it to the top 500 executives, all vice president or above.

We created a three-day version of our curriculum that included a "renewal" day that provided participants with specific techniques to improve the quality, quantity and focus of their energy. This day featured individual consults with a nutritionist, exercise physiologist and massage therapist as well as group circuit training, yoga and meditation.

Group coaching was offered during the three-day sessions and then twice more in the month following the session in order to support the participants in successfully



"There's no question that this investment we've made in our employees has energized and motivated them and helped us as a company to stay strong even in the midst of very tough times in our industry."



Amy Pascal, Co-Chairman
Sony Pictures Entertainment

launching and sustaining the rituals they built, after returning to the challenges of their daily life.

The Energy Project continued to work with Pascal and Lynton's senior team on a quarterly basis throughout 2008 to help them model the behaviors they learned and to drive the work down through their own teams.

 case study

client



results

The participant feedback was extremely positive. To an overwhelming degree, participants reported that the program provided them with specific tools and techniques to sustain their performance. The follow-up coaching offered by The Energy Project™ played a large role in supporting the leaders in identifying, implementing and ritualizing behaviors that served them well as individuals and as leaders, across all four dimensions.

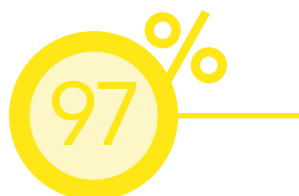
The majority of the leaders shared their experiences and the key takeaways with their teams, prompting a wide array of divisional changes designed to improve overall energy management. As a result of their experience with the curriculum, some leaders empowered their teams to take breaks during the day, including mid-day workouts at the new onsite gym Sony recently built. Many created a "No-email-Friday" to encourage more face-to-face communication or limited meetings to no more than 90 minutes, while others implemented an "8-to-8" rule under which people are not expected to respond to emails received between 8 p.m. and 8 a.m.

The curriculum was so well received that Pascal and Lynton decided to roll it out to the rest of the company through our train-the-trainer program. Ultimately, we certified 12 trainers to deliver our curriculum.

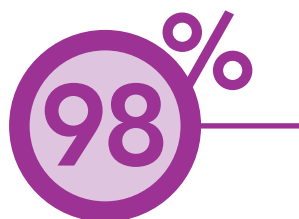
Sony Pictures has continued to develop various initiatives to create a new kind of workplace. Examples of their employee-focused efforts include healthier vending machine snacks; nutritional seminars; increased physical activity options through the onsite gymnasium; and opportunities available to volunteer in the community through an organizationally-sponsored program.



I found the coaching session to be valuable and time well spent



I designed individual rituals that I feel confident I can implement and sustain



What I learned will help me be more focused and productive

I believe the program will make SPE a more engaging and positive place to work



What I learned in this course will make me better able to manage the demands at work

What I learned will help me increase the energy I bring to work

What I learned will help me to increase my sense of positive engagement at work