

+ case study

client

SONY

+ Sony was experiencing challenging times and was looking to drive significantly higher levels of energy and performance, as well as reduce sick time and turnover.

// "The Energy Project™ curriculum has made a major impact on our leadership. In the future, it will be a key component of what great leadership looks like in Sony Europe" **//**

Roy White Vice President,
Human Resources, Sony Europe

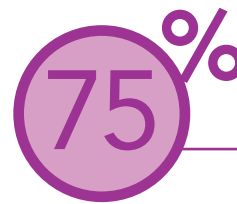
the approach

In 2005, Sony was experiencing a tougher and more aggressive environment than ever before. It was under attack from new competitors from all angles and employees were doing their best to respond. However, people were using the same tactics and tools they always used. The Energy Project™ tailored its four-module core curriculum to integrate with the revitalization efforts of Sony's leadership development and cultural change programs.

In collaboration with senior executives in London, we created a four-day retreat version of our curriculum for the top leaders in Sony Europe. The program was delivered in two-day segments, with a month between meetings. The response from leaders was so enthusiastic that we next designed a three-day version of the program for their direct reports. Now over 3,000 Sony employees have attended one of these three-day versions.

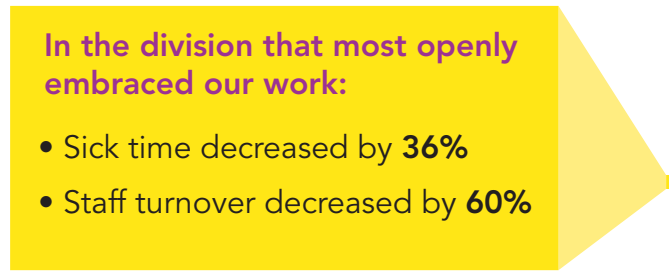
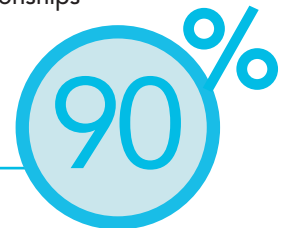
the results

Sony Europe employees have shown significantly higher engagement levels in the annual employee surveys conducted since we did our work there. Across the company, senior leaders, led by president Fujio Nishida, have reported making significant personal changes based on our work that have increased their energy levels, their ability to manage demand and their approach to leadership.



75% report that the program had a positive impact on their business relationships

say both their energy and performance have increased significantly

In the division that most openly embraced our work:

- Sick time decreased by **36%**
- Staff turnover decreased by **60%**

With our guidance, Sony Europe has also instituted a number of organizational changes designed to support a new way of working. These include restructuring meetings to include regular breaks; banning the use of email during meetings to increase focus and productivity; providing healthy snacks during the day; building on-site gym facilities and renewal rooms; and creating a web portal that provides detailed information about different aspects of the curriculum.