

## CASE STUDY

# SONY® Europe

With over 13,000 employees in over 20 countries, Sony Europe is most well known for being one of the strongest brands across the world. Sony is currently going through a metamorphosis which will ensure they stay ahead of the competition.

In 2005, Howard Stringer became the first American to head the Japanese company. From the start, he focused on reenergizing and re-inspiring Sony's employees around the world.

### **Approach**

The Energy Project™ tailored its four-module core curriculum to integrate with Sony's revitalization efforts and part of its leadership development and cultural change programs. In collaboration with senior executives in London, we created a four-day retreat version of our Firing on All Cylinders™ 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.

### **Results**

Sony Europe employees have expressed significantly higher engagement levels in the two annual employee surveys conducted since we did our work there. Seventy five per cent of employees reported that the program had a positive impact on their business relationships. Some 90 per cent say that building renewal breaks into their days has increased both their energy levels and their performance. In one Sony factory in Wales where the leader most openly embraced our work and made organizational changes to support it, days lost due to sick time decreased by 36 per cent and staff turnover by 60 per cent. By virtue of their increased efficiency, the number of employees working overtime dropped by half.

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.

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.

“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**