

# Sony's Servant Leadership Journey

## From Adversity To Advantage



**Nadya Ichinomiya**

Executive Director / Head, Agile Center of Excellence  
Sony Pictures Entertainment

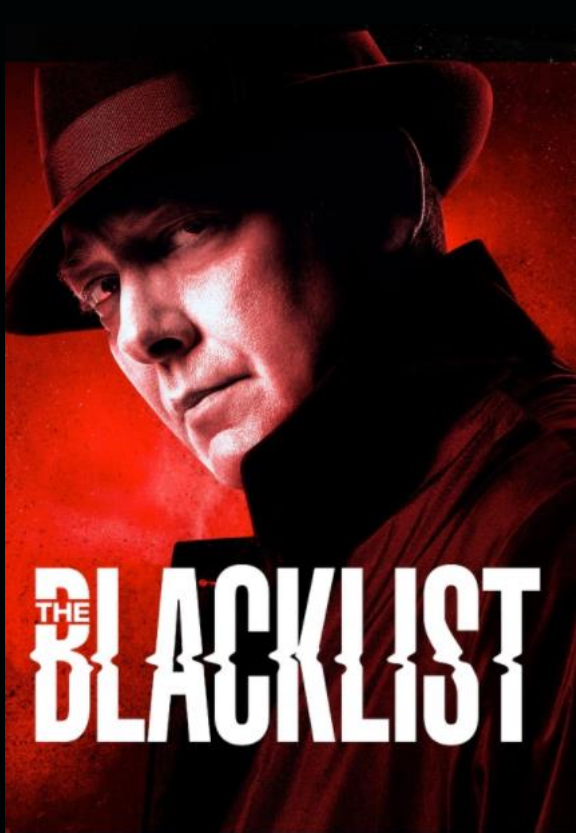
*March 23, 2022*

# Sony Pictures Entertainment

MARVEL STUDIOS  
**SPIDER-MAN**  
*No Way Home*



# Sony Pictures Entertainment



# Sony Pictures Entertainment

**Employees**

**9000**

**Revenues**

**\$10B**

# Liberating Conversations



- **Space to Fail**
- **More Development Opportunities**
- **More Strategic Focus**
- **Impact is Multiplied**



**Darren Hopgood**

VP, Stat & Tax  
Global Finance Operations

# David Marquet

Retired US Naval Captain,  
Author, Speaker

- Author of “Turn This Ship Around”
- Prepared to captain nuclear submarine USS Olympia, ended up with the USS Santa Fe – a different technology and design.





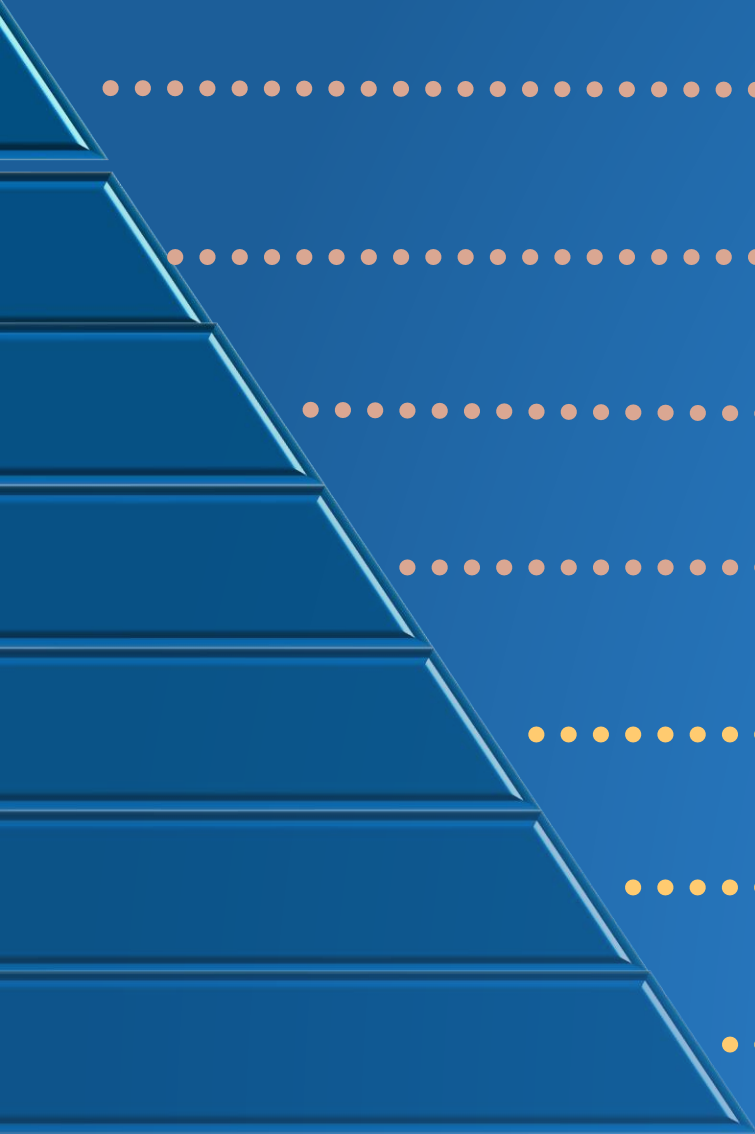
Photo by [Brian Lee](#) on [Unsplash](#)



[Edgar Chaparro](#) on [Unsplash](#)

# KNOWLEDGE RETENTION RATES

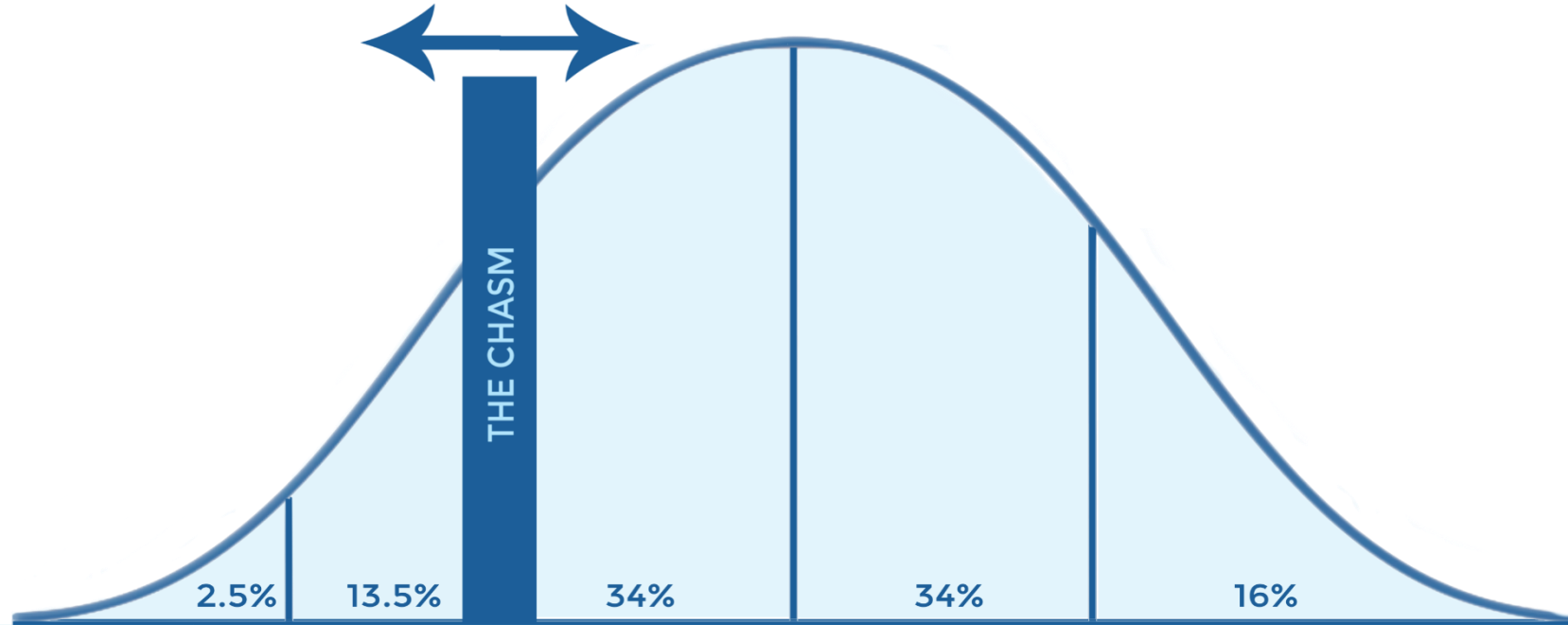
## THE LEARNING PYRAMID



.....	<b>5% Lecture</b>
.....	<b>10% Reading</b>
.....	<b>20% Audio / Visual</b>
.....	<b>30% Demonstration</b>
.....	<b>50% Discussion Group</b>
.....	<b>75% Practice By Doing</b>
.....	<b>90% Teach Others</b>




# Accelerating the *Law of Diffusion of Innovation*



<b>Adoption Profile</b>	Innovators	Early Adopters	Early Majority	Late Majority	Late Mass
<b>Psychographic</b>	Technologies	Visionaries	Pragmatists	Conservatives	Skeptics
<b>Social Technographic</b>	Creators		Critics & Collectors	Joiners & Spectators	Inactive

IN DEPTH | POLITICS

# The '3.5% rule': How a small minority can change the world



Nonviolent protests are twice as likely to succeed as armed conflicts – and those engaging a threshold of 3.5% of the population have never failed to bring about change.



**Rob Pratt**

SVP  
Global Finance Operations

**Shannon Wallace**

Solution Specialist  
Enterprise Content



**Jason Spaltro**

SVP  
Information Security

**Yanting Li**

Manager  
Finance Transformation



**Laurie Elmore**

Director  
Mobility

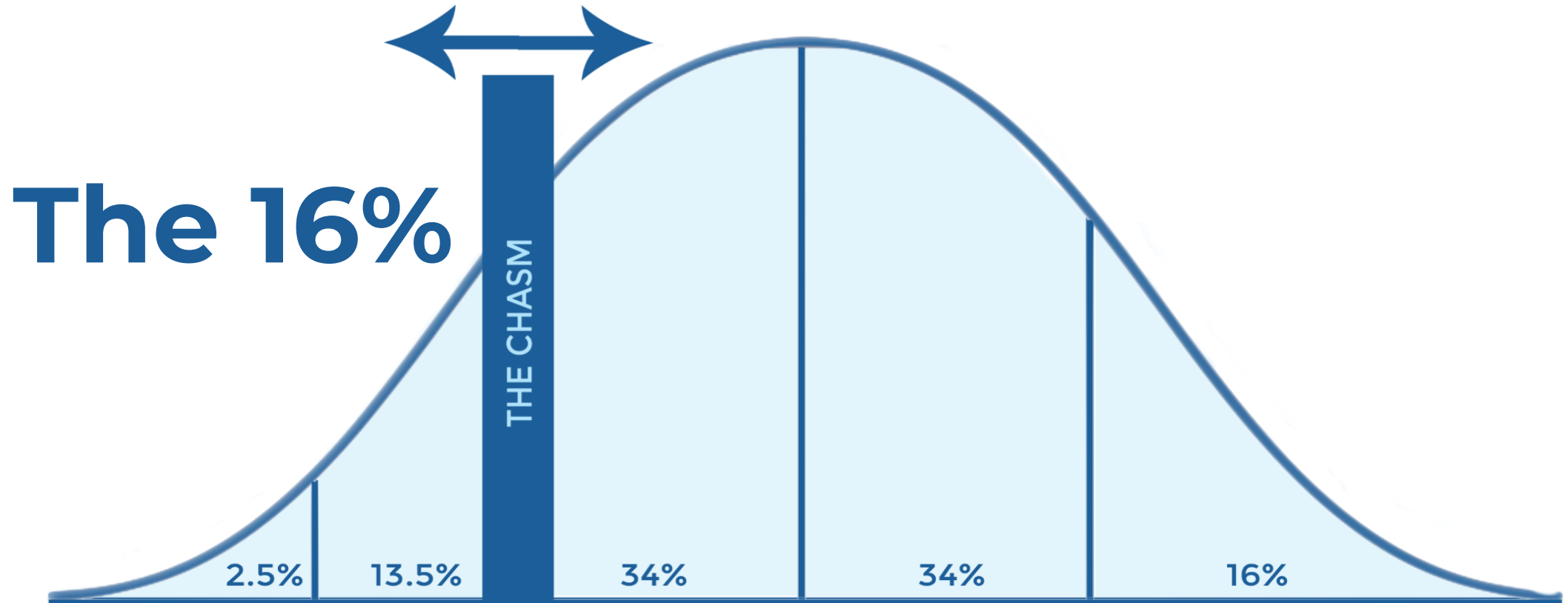


## **Key Guiding Principle 1:**

**Make it inclusive,  
Not exclusive**



# *Law of Diffusion of Innovation*



## **Key Guiding Principle 2:**

**Intentionally invite  
diverse perspectives,  
experiences, and  
levels**



# THE MISSIONS



# Circles of Transformation







## THE SPE SERVANT LEADERSHIP PROGRAM

HEREBY AWARDS THIS

# CERTIFICATION OF COMPLETION

OF THE SERVANT LEADERSHIP CIRCLES PROGRAM TO:

## Cohort 6

**Awarded: March 2022**

We recognize you for your growth mindset, your catalytic curiosity, and your perseverance in going the distance of all 12 Missions of the 10 month program. Thank you for being an architect of our culture, for being a productive change agent, and for your passion in always moving us forward at Sony Pictures Entertainment.

# Circles Program

**10**

**Months**

**12**

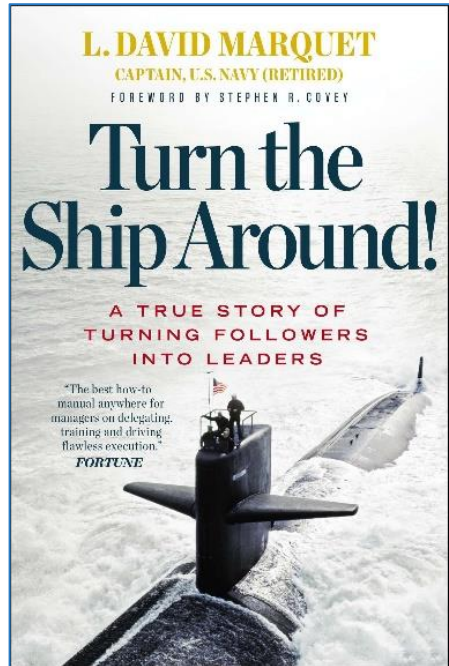
**Missions**

**2**

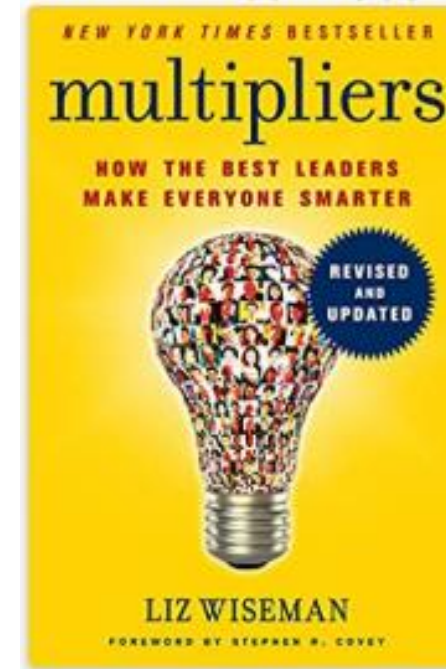
**Hours a month recommended  
time commitment (minimum)**



# Recommended Readings



***Turn the Ship Around!: A True story of Turning Followers into Leaders.***  
*By: David Marquet*



***Multipliers: How the Best Leaders Make Everyone Smarter***  
*By: Liz Wiseman*

# Circle Coaches



Nadya Ichinomiya  
Program Lead

Shawn Burch



Yvette Arango



Eric Larsen



Kara Jenkins



Anahit Ashikyan

Andrew Johnson



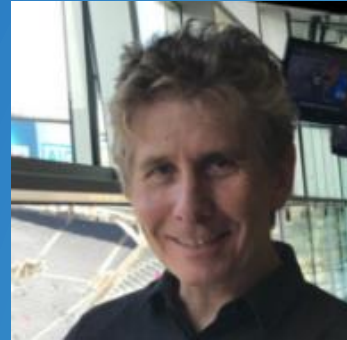
Shannon Wallace



David Kolonics



Mia Cramer



Stuart Brogan



Sam Sinkavich

Jason Humphries



Cristiane Kadooka



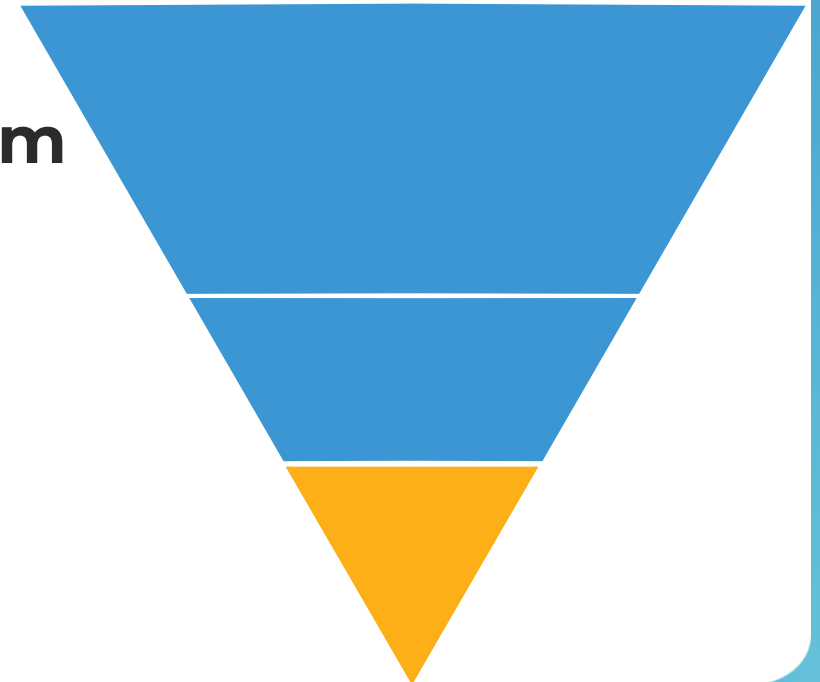
Karla Jeffers - not pictured

# Program Metrics To Date

**1000+** Have completed 2-hour course

**400+** In 10-month Circles Program

**9** Cohorts (3-4 concurrent)



“By applying Servant Leadership,

the team members are more **motivated,**

they feel **empowered,**

and **productivity is increased.**”



**Cristiane Kadooka**

Executive Director  
Regional IT Latam

# Stay in Touch!

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