



A practitioner success story

with Nathan Cook,
Merlin Entertainments



How I embedded Insights Discovery after my accreditation

L&D professionals in all kinds of organisations often face the same challenges: how do I engage stakeholders; how can I make sure the learning sticks; how can I make this programme impactful in a sustainable way?

Our Insights Discovery practitioners ask us these questions too, which is why application and embedding are big priorities for us. There's no better way to learn than from other practitioners facing the same challenges, which is why we love bringing you stories from our global practitioner community that can help you in your own journey.

We spoke to Nathan Cook, Learning and Development Manager at Merlin Entertainments, about his journey from accreditation to mastery. Here's what he told us:

How did you start delivering sessions after your accreditation?

I'd witnessed a few sessions being delivered before my accreditation, so I'd already experienced the material and the conversations that happen. I actually found it quite an easy transition moving to delivery because, as a trainer, I'm used to getting to know a new subject quickly and adjusting to new concepts and terminology. My main worry was not using the language properly and making sure I was giving balanced descriptions of the colour energies. I made sure I was correcting myself in the first few sessions until it became natural.

How do you keep the language of colour alive at Merlin?

We use **visual aids** across the whole workforce. Everyone who's had their profile displays their lead colour energy using a unique badge on their lanyard, but all employees get all four colours, so they can change them depending

on which colour energy they are feeling most that day. Three quarters of our management and leadership team have already been through it, so their teams see their managers displaying their colours and it starts dialogues. Our managers even have their colour energy blocks on their desks, so approaching teams and visitors can see what behaviours each manager is dialling up. That's particularly helpful for two of our directors who are creative types; their teams know if they're in a Sunshine Yellow space and open to spontaneous conversation, or if they're in their Cool Blue concentration space.

How are you supporting individuals to apply their learning?

After the Insights Discovery sessions I follow up with **1:1 coaching**. It's a big time investment but it's very valuable for the individuals. I help people explore their colours, how they show up for them and where they've applied them at work. This really opens up their minds to how they behave and expands their emotional intelligence, giving them the opportunity for personal growth.

How have you secured leader and stakeholder buy-in?

We had a lot of new leaders who had experience with other tools and were resistant to Insights Discovery at first. Their teams had been through it though and were talking about it, which started to get their attention. I held a session just for the leaders and after going through the methodology I introduced a **team wheel of the entire company**. This really struck a chord with them. They were able to quickly and easily see, after just a short introduction to the model, that the majority of the company were at the bottom of the wheel, and recognise that this had implications for them as leaders. The leaders were also largely in that Feeling space so the discussion after that was about how they needed to provide more steer to their teams and help them move past

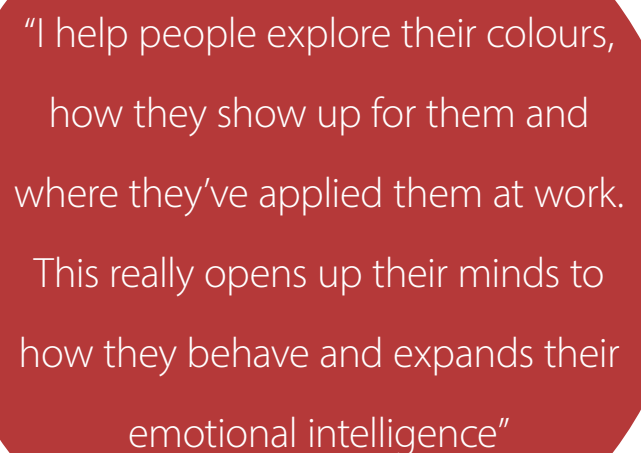
conversations into action, even though it wasn't the most comfortable behaviour for them either.

Something additional they learned during this exploration was that they were tending to recruit people very similar to themselves. They identified themselves that they needed to encourage more **diversity of personality** in order to create more well-rounded teams and a more diverse workforce overall.

So the leaders learned that Insights Discovery could be helpful for them in more than just adjusting their behaviours: it has extra value for them at an organisational level, and this was an application that really helped me get buy-in after their initial scepticism.

Nathan has had such success with his first year of delivering Insights Discovery that teams in other units are reaching out for their own experiences. His role is expanding as demand increases but he manages this by giving teams self-led activities to help keep their learning alive. He says that it's been a rewarding experience for him to see his efforts come to life in such a meaningful way for Merlin's people, and he's excited about what he can do next!

For more success stories and supporting resources like this, visit [Connections](#).



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