



## **“In small organizations it’s easier to have a big impact with a coaching program”**

### **Nick Martin Interview**

Following a first stage as a chartered accountant with one of the major accounting firms, Nick Martin works in training and development since 1994 with leaders from small organizations to multinationals. Nick is accredited to use a range of psychometric instruments in his courses.

Nick Martin leads Co-Active Coaching programs offered by Augere.

**Nick, as a trainer working for small companies and multinationals, which needs do leaders of each type of organization have?**

What I really enjoy about working with small companies is that it is really easy to touch almost the whole organization with one intervention, whereas with a multinational you could be working with an organization that has 300,000 or 400,000 people and you're doing a program with 24 participants and it takes a long time for the impact to the program to spread throughout the whole organization. Whereas with a small organization, the whole organization may only be 24 people, so it's much easier to have a big impact more immediately.

In most of my work with multinationals I work as an associate for other training companies, which means that I'm delivering programs that other people have designed, which is great. I just have to adapt what I'm doing to the particular group that happens to be there in the week that I'm working with them, whereas what I enjoy with small organizations is that I have more of a relationship with the people in charge of the organization and I'm really designing the program that they want and need. So it is much more personal to the small organization.

**Your training and accreditation lets you use psychometric instruments in your courses. What is the use and objectives of these tools?**

I start with a questionnaire and the objective is that it gives you some data, some information and some measurements of your personality, your way of working, your way of being, and your preferences in the way you interact with other people, for example. So one tool that I use very often in my programs is Myers-Briggs Type Indicator (MBTI). It looks at where we take the energy from, how we take information, how we make decisions without an information, and it looks to organize ourselves in the world around us. I think the real benefit of it is that it helps not only understand ourselves better but it also makes us realize other people are different. And I think very often in life and in organizations we tell ourselves other people to change.

Actually, by using something like Myers-Briggs, it makes the point that we have to understand that other people are different, that not everybody is like me, therefore sometimes it's appropriate for me to adapt myself to how other people work. I still remain completely and fully myself, and I can adapt to the way other people prefer to work. The way Myers-Briggs works... it is simply a questionnaire that the participant completes online, and then there's a report that is generated which gives a lot of information about how the individuals prefer to work and organize his or her life. It is a starting point for coaching, because it just gives some really good information about preferences, about how we prefer to operate and how that may or may not fit in with the demands of the organization that we work for.

**Your training includes a Master of Science, Management Development and Training from the University of Bristol. What can coaching take from science?**

This is an interesting question, because I did a Master in Science (MSC) in England and the subject was management, development and training. So it wasn't really about science as such. I've been working in training and development already for maybe six years and doing this Master's degree gave me a more academic foundation, background, understanding and theory to the work that I was already doing.

For science itself and coaching, I am not sure I'm the best person to answer that question. But I do know there's one of the CTI supervisors on the certification program is doing some research into coaching and the brain. And she is looking quite deeply at how coaching can actually change the way the brain functions, it has an impact on the connections in the brain. I think the value of that is that it gives some solid scientific proof to the fact that people are able to change their behaviours and their beliefs through coaching. I know it from myself... I've changed all sorts of things about my life in the way I operate thanks to coaching. By using science a little bit more, I think it gives some evidence and some proofs to people who need it that coaching really works.

### **Let's talk about the Co-Active Coaching program. What is the added value of this program?**

One of the things that really strikes me with these programs is that at the end of every course we have what is called 'the completion circle', every participant has the opportunity to say whatever he or she wants to say at the end of the experience, at the end of the weekend, before leaving. Something that people very often says is: "I came to this course expecting to learn coaching tools and actually I've learned some much more than simply that. I've learned about myself, I've learned about what holds me back, I've learned about my talents and my skills... and it's been a deep personal experience about myself, just as much as it has been learning about coaching". So I think the added value is that people come to this program and yes, absolutely, they learn coaching skills and how to be a coach. And also there are clients doing the program... they learn a huge amount about themselves as well.

### **The Co-Active Coaching program consists on different levels. What is each level about?**

The face-to-face part of the program, there are 5 courses, 3 days each. The first one is called Fundamentals and it gives an overview of the whole co-active model.

The next three modules are fulfillment, balance and process. And these are the three principles of co-active coaching. Each of these three modules looks at one of those principles in that. In the case of fulfillment it is all about the meaning that we want from our lives, it is about creating the life that we want, and knowing that actually fulfillment is a journey rather than a destination. So we can have fulfillment in any moment, rather than try to look for it. Balance, which is the second principle and the third module, is all about living life from conscious powerful choice rather than being stuck in the circumstances of life. So fulfillment is about what we want and balance is how to get there. And the third principle is process, which is all about connecting with being in the moment and connecting with our emotions. It is about being as much as doing, in coaching and in life.

Then finally, the fifth module is synergy and that really brings the whole module back together. It puts fulfillment, balance and process all together. And also it gives participants the chance to regain some of the things that they already know from other areas of their lives as well.

### **What would you say to people to encourage them to participate in a Co-Active Coaching program?**

Do it, it will change your life! Your life will never be the same again, in a good way obviously!