# To ensure the merger is a success

Structogram makes living together easier




## Anja Marowsky, a Structogram trainer and coach, is supporting the merger process at her bank, VR Bank Oldenburg Land eG

“If, as two cooperative banks, we want to merge to form VR Bank Oldenburg Land eG whilst retaining our different mission statements and management approaches, then training with Structogram and Triogram is a vital piece of the jigsaw in the bigger picture,” says Anja Marowsky, explaining her recommendation to the bank’s board and head of human resources. More than a year has passed since then.

Anja Marowsky has since completed her training as a Structogram trainer and has trained more than half of the 180 colleagues at the merged bank. The feedback has been entirely positive: “It’s been a huge benefit for me personally; I now understand myself better, and I now know why certain things work out with my colleagues,” read the anonymised comments on an evaluation portal. “Structogram makes working together easier,” explains Anja Marowsky: “Colleagues get on better with themselves and with others, and the number of conflicts decreases over time.”

## An agile bank manager is making a career as a trainer in the financial world

Anja Marowsky is an agile, open-minded woman in her early 50s. Even as a child, she says, she was regarded as inquisitive, lively and creative. Together with her two brothers, she grew up in an entrepreneurial household. Her parents instilled values in their children: politeness and respect for others were just as much a part of this as the desire to shape and make a difference.

In the mid-1980s, she “stumbled into” a banking apprenticeship, says the now-trainer. At the time, such training was seen as the start of a successful career. Looking back, Anja Marowsky admits, “I could have imagined something a bit more creative, but that’s not how people thought back then
’.” Yet she went on to combine her creativity with the entrepreneurial spirit she’d absorbed at home in her subsequent career.

After four years at Volksbank Visbek eG, she moved to Commerzbank in Bremen, where she received support and further training, and after five years as a customer adviser, she began training as a trainer. She worked as a coach, supporting colleagues in the workplace, and expanded her portfolio to include communication and public
. Towards the end of the 1990s, she had two children. Time for her family in Wildeshausen and her job in Bremen became very limited, and another move was on the cards.

Frank Ostertag, Chairman of the Board of Volksbank Wildeshauser Geest eG, asked Anja Marowsky if she would like to join him as a trainer and public relations specialist. Another decade passed before two cooperative banks in the Oldenburg region finally merged into one, and Anja Marowsky successfully proposed incorporating Structogram and Triogram training into the bank’s in-house training programme, following her own additional qualification.

## “A relatively simple analysis to learn more about yourself”

Anja Marowsky first came into contact with Structogram training around 2010 at the cooperative banks’ training centre in Rastede, and she was very enthusiastic that there was a relatively simple analysis which, with the help of a few questions to answer, allowed you to learn a great deal about yourself: “What I read about myself in the interpretation and description after answering the questions largely applied to me.” Anja Marowsky is predominantly green-red. She is open-minded and approachable. But thanks to Structogram
, she also knows where her limits lie: “If I burst into the office in a dynamic, active manner to see a colleague with a predominantly blue component and surprise him with a suggestion, he might feel taken by surprise, because he
likes to plan his appointments and prepare for them.”

## With Structogram, so much in life suddenly becomes clearer

Even ten years after her own biostructure analysis, Anja Marowsky still finds herself smiling during training sessions when participants have answered the questions, leaf through the book and read the description of their personality.

"It's like being caught out – reading such an accurate description of yourself. And all of a sudden it becomes clear to everyone: why do I get on well with this person, and why do things keep going wrong with that one?" reports the trainer: "Getting along with others becomes easier, because I also realise that the person I keep having problems with doesn't mean any harm. They're just different."

## A colourful picture of strengths and weaknesses

In a training session with around ten participants, Anja Marowsky forms working groups and gets them to discuss the strengths and weaknesses arising from the dominance of the various components in their personality structures.

People with a strong blue component like to plan their projects; they organise things and prepare thoroughly. They crave independence, are forward-looking and visionary. But if such a person overplays their own strength, they come across to others as aloof and cold, are seen as a withdrawn lone wolf and may even seem arrogant.

People with a strong red component live in the present; they possess a natural authority, are dynamic, want to drive things forward, improvise, make quick decisions and inspire others. But they also run the risk of coming across as chaotic and hot-tempered to others. They tend to 'run roughshod over' others.

People with a dominant green component are sociable and usually well-liked. They are imaginative and tactful in their dealings with others. However, if they overdo it, they come across as out of touch with reality. They want to have a say in everything, drive others up the wall by repeating everything that has already been said, live in the past and are often seen as hostile to innovation.

## A guide to self-help for better understanding of oneself and others

"We discuss these kinds of things in the training," reports Anja Marowsky. Once all colleagues have familiarised themselves with the Structogram, the Triogram training follows. After all, once I have recognised my own personality, it becomes easier to understand the personality structure of the person I'm dealing with.

"I can apply this knowledge anywhere to better understand others when interacting with people, to treat them fairly and to achieve better results together," says the trainer, whether when putting teams together or when dealing with customers. "What I offer with Structogram and Triogram is a guide to self-help, to better recognise and understand myself and other people."

The Structogram training has so far proved its worth on the path to a successful merger of the two formerly independent banks: “The training is just a small contribution to the success of the merger. A merger like this takes time, because it
is more than just a technical change process. We’re on this journey with all its twists and turns, its highs and lows. I think it’s brilliant that I’m able to contribute my knowledge and skills to this process. I ask the managers: ‘How have you put your team together?’ And the people at the bank are talking about my training. It’s a topic of conversation over meals. That’s a good first indication that it’s having an impact.”

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