

Matthias Ehrhardt

The Ugly Duckling Is a Swan

On Turnaround Stories



Herbert Utz Verlag · München

AUTORIS academics

herausgegeben von Dr. Dr. Matthias Ehrhardt

Band 2



Bibliografische Information der Deutschen Nationalbibliothek: Die Deutsche Nationalbibliothek verzeichnet diese Publikation in der Deutschen Nationalbibliografie; detaillierte bibliografische Daten sind im Internet über <http://dnb.d-nb.de> abrufbar.

Dieses Werk ist urheberrechtlich geschützt. Die dadurch begründeten Rechte, insbesondere die der Übersetzung, des Nachdrucks, der Entnahme von Abbildungen, der Wiedergabe auf fotomechanischem oder ähnlichem Wege und der Speicherung in Datenverarbeitungsanlagen bleiben – auch bei nur auszugsweiser Verwendung – vorbehalten.

Copyright © Herbert Utz Verlag GmbH · 2014

ISBN 978-3-8316-4359-2

Printed in EC
Herbert Utz Verlag GmbH, München
089-277791-00 · www.utzverlag.de

Inhaltsverzeichnis

The Ugly Duckling Is a Swan On Turnaround Stories	7
Posttraumatic Growth A Narrative Perspective	35
Turnaround Stories and Advertising Some Observations on the Basis of Positive Psychology	47
Turnarounds and Tales Contexts, Functions and Visualizations of Turnaround Narratives: Initial Exploration and Proposals for Further Research	63

The Ugly Duckling Is a Swan

On Turnaround Stories

Introduction

The ugly duckling is a swan. Thus ends the fairy tale of The Ugly Duckling by Hans Christian Andersen. However, until that beautiful day when it met its fellow swans, the little bird had to go through some tough times. As Andersen recounts, it had to bear many sorrows, was rejected, and, at one point, even wanted to kill itself (Andersen et al., 2003). It had to search high and low, its journey involved so many twists and turns (in current management literature this is called *change*), but, eventually, it realized an impressive, as we would say today, *turnaround*. And the ugly duckling is not the only protagonist that had to face tough times before seeing a happy ending. There are countless fairy tales such as *Cinderella* and *Haensel and Gretel*, just to name a few. *Rags-to-riches plots* (Booker, 2004) have been used by leaders and societies at all times throughout history to recount their own stories and are being increasingly applied in marketing and entertainment. Apparently, we seem to like protagonists which successfully make their way through troubled times. But why? Is it because they might inspire or encourage us and give us hope for a good ending? Or is there anything else we can learn from the ugly duckling, Cinderella, and their fellow protagonists? Interestingly, turnaround stories have gained more and more *scientific interest*, also in *marketing* (e.g. Olson & Zaltman, 2012), and, most recently, even as a *leadership tool* (Craven, 2013). Since there is reason to believe that a closer examination of turnaround stories could be very promising in many regards, the four essays in this book will

1. Show, based on a variety of examples, where turnaround stories occur and describe their theoretical foundations and features
2. Give an overview of their central functions and raise the question of whether and under what conditions turnaround stories can give us concrete help in tough times.
3. Outline how we could make use of new media to gather such stories and help entrepreneurs and leaders optimally learn from others' turnaround experiences.
4. Propose some ideas on further research in the area of turnaround stories.

AUTORIS academics

herausgegeben von Dr. Dr. Matthias Ehrhardt

Band 2: Matthias Ehrhardt: **The Ugly Duckling Is a Swan** · On Turnaround Stories
2014 · 98 Seiten · ISBN 978-3-8316-4359-2

Band 1: Matthias Ehrhardt: **Freiheit im Bild** · Zu den Herrscherbildern unter Roger II. von Sizilien und ihren
Auftraggebern
2012 · 218 Seiten · ISBN 978-3-8316-4113-0

Erhältlich im Buchhandel oder direkt beim Verlag:

Herbert Utz Verlag GmbH, München

089-277791-00 · info@utzverlag.de

Gesamtverzeichnis mit mehr als 3000 lieferbaren Titeln: www.utzverlag.de