

## Outsider Leadership

“The genius of this book is in picking apart a taken-for-granted category in leadership research—‘the outsider’—and mapping the terrain that comes with it. For ‘succession professionals’ such as Board Chairs, owners, private equity partners and the like, this book provides an invaluable tool in the form of a ready-reckoner of upsides and downsides that come with an outsider candidate.”

—Anand Narasimhan, *Shell Professor of Global Leadership & Dean of Faculty and Research, IMD*

“The perspective of the outsider has generated great literature throughout the ages. It is rarely a comfortable position but it is one that has motivated great achievement in academia, the military and public life. In *Outsider Leadership—Insights and Interviews from Business Leaders*, Felicity Kelliher and her colleagues cleverly apply the perspective to the business world with a series of fascinating case studies.”

—Louise Richardson, *Vice-Chancellor, University of Oxford*

“Standing outside, never being quite part of what’s going on, always looking in, observing, and trying to figure things out, can have many advantages. Outsiders are more likely to question what others would take for granted. As a first, Patrick C. Flood and his associates have looked at the question of outsider leadership, demonstrating how an outsider’s eye on things can turn into a competitive advantage. Anyone interested in this topic would be wise to pick up this book.”

—Manfred F. R. Kets de Vries, *Distinguished Clinical Professor of Leadership Development and Organizational Change; The Raoul de Vitry d’Avaucourt Chaired Professor of Leadership Development, Emeritus, INSEAD*

“Leadership is widely studied, as is outsidership. But surprisingly, we know relatively little about *Outsider Leadership*. How do they lead? What are the advantages and disadvantages of feeling like an outsider? Being seen as an outsider by followers? The world is seeing a resurgence of outsider leaders in recent years and Patrick C. Flood and his associates are doing us all a great service by helping us learn more about what is happening around us. Anyone interested in understanding more about leadership is best advised to read this book.”

—Randall S. Peterson, *Academic Director of the Leadership Institute and Professor of Organisational Behaviour, London Business School*

Chris O’Riordan • Felicity Kelliher  
Patrick C. Flood • Malcolm Higgs

# Outsider Leadership

Insights and Interviews from Business  
Leaders

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macmillan

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*Chris: To Fiona, Cillian, Tara and Richard. Thank you for your love, support and patience.*

*Felicity: To the current and new generations of thought leaders—come on in to the outside.*

*Patrick: To Professor Stephen J. Carroll—my late, great friend and role model at the University of Maryland.*

*Malcolm: To Karen. Thank you for your constant support and encouragement.*

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# Acronyms

AIB	Allied Irish Bank
AIM	Alternative Investment Market
B2B	Business-to-Business
B Comm	Bachelor of Commerce
BES	Business Expansion Scheme
CDU	Christian Democratic Union
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CV	Curriculum Vitae
DBA	Doctorate in Business Administration
DCU	Dublin City University
EGM	Extraordinary General Meeting
EMEAI	Europe, Middle East, Africa, India
ENTJ	Extroversion, Intuition, Thinking and Judgement
ESB	Electricity Supply Board
ESF	European Social Fund
EU	European Union
FDI	Foreign Direct Investment
FTSE	Financial Times Stock Exchange
GM	General Manager
GPMU	Graphic Print and Media Union
HR	Human Resources
HRM	Human Resource Management
IBEC	Irish Business and Employers Confederation

ICT	Information Communications Technology
IDA	Industrial Development Authority
IDG	Irish Distillers Group
IFSC	International Financial Services Centre
IMI	Irish Management Institute
ISO	International Organization for Standardization
IT	Information Technology
IWP	Irish Wire Products
KPI	Key Performance Indicator
KSG	Kylemore Services Group
LMI	Landmark Media Investments
MBA	Master of Business Administration
MBTI	Myers-Briggs Type Indicator
MD	Managing Director
NAV	Net-Net Assets Value
NCI	National College of Ireland
NIHE	National Institute of Higher Education
NUJ	National Union of Journalists
ODC	On Demand Communication
PA	Press Association
PC	Personal Computer
PESTEL	Political, Economic, Social, Environmental and Legal
Plc	Public Limited Company
PR	Public Relations
RTE	Raidió Teilifís Éireann
SCA	Speciality Coffee Associate of Europe
SE	Societas Europaea
SME	Small to Medium Enterprise
STEM	Science, Technology, Engineering and Mathematics
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCH	Thomas Crosbie Holdings
THEA	Technological Higher Education Association
UCC	University College Cork
UCD	University College Dublin
UK	United Kingdom
USA	United States
VP	Vice President
WIT	Waterford Institute of Technology
WLR	Waterford Local Radio

# Biographies

## Author Biographies

**Chris O’Riordan** BA, FCA, MBA, PhD, Lecturer in Accounting, Head of Centre for Management Research in Healthcare & Healthcare Economics, Waterford Institute of Technology (WIT).

Chris previously co-edited a book entitled *Managerial Challenges in Irish Organisations: A Case Study Collection* and has co-authored cases in other books. He is a two-time winner in the European Foundation for Management Development case writing competition, and publishes on topics including leadership, healthcare management and entrepreneurship.

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**Patrick C. Flood** BComm, MBS, PhD (LSE), Professor of Organisational Behaviour, Dublin City University (DCU).

A former Fulbright scholar, Patrick holds the DCU President's award for both teaching and research. His 12 previous books include *Change Lessons from the CEO: Real People, Real Change* and *Persuasive Leadership: Lessons from the Arts*.

**Malcolm Higgs** DBA, MPhil, CPsych, AssFellowBPS, Fellow of the Chartered Institute of Personnel and Development (FCIPD), Professor of Organisation Behaviour and Human Resource Management at Hull University Business School having formerly been Professor of HRM and OB at the Business School, University of Southampton.

Prior to joining Southampton, Malcolm held posts at Henley Business School including Academic Dean, Director of the Leadership Group and Research Director. He has published a number of books and over 120 academic journal papers on topics related to leadership, emotional intelligence, change management and team behaviour, and is co-author of psychometric tests relating to Emotional Intelligence and Leadership.

## **Interviewee Biographies**

**Anthony Dinan** Former MD of the Thomas Crosbie Holdings Group of family companies, which owned the *Irish Examiner*, *Sunday Business Post* and *Irish Post* newspapers and a number of regional newspapers and radio stations.

**Roland Koch** Former Minister President of the German State of Hesse, former President of the German Bundesrat and former CEO of Bilfinger SE. He is a non-executive director of UBS Europe (chairman), Dussmann Group (chairman) and Vodafone Germany. He is Professor of Management Practice in Regulated Environments at Frankfurt School of Finance and Management.

**Regina Moran** Former CEO of Fujitsu UK and Ireland, and Vice President and Head of Industries EMEAI at Fujitsu. She is a previous President of Engineers Ireland.

**Fiacra Nagle** Former CEO of O'Briens Sandwich Bars (which had outlets in Ireland, the UK, Europe and Asia) and former MD of Compass Group Ireland, part of the global Compass Group.

**Grace O'Shaughnessy** MD of Java Republic, a founder-led Irish coffee roaster. She was previously Bakery Manager at Kylemore and Operations Manager of Lir Chocolates.

**John Teeling** Renowned entrepreneur and founder of Kenmare Resources, Connemara Mining, Cooley Distillery and Teeling Whiskey. Before this, he was an academic at UCD.

**Dennis Van Booma** CEO and co-founder of Procentec, a Netherlands-based SME and a key player in the network solutions market.