

Gurus, Hired Guns, and Warm Bodies

ITINERANT EXPERTS IN
A KNOWLEDGE ECONOMY

*Stephen R. Barley and
Gideon Kunda*

PRINCETON UNIVERSITY PRESS
PRINCETON AND OXFORD

CONTENTS

<i>Preface</i>	ix
----------------	----

CHAPTER 1

Unlikely Rebels	1
<i>Itinerant Experts</i>	1
<i>The Unraveling of Permanent Employment</i>	9
<i>The Legal Context of Contingent Work</i>	12
<i>Estimating the Size of the Contingent Workforce</i>	16
<i>Making Sense of Contingent Work</i>	18
<i>The Study</i>	26
<i>Organization of the Book</i>	30

PART I: *Setting the Stage*

CHAPTER 2

Clients	37
<i>Why Do Clients Hire Contractors?</i>	38
<i>How Do Clients Hire Contractors?</i>	49
<i>Conclusion</i>	51

CHAPTER 3

Contractors	53
<i>Why Do Contractors Become Contractors?</i>	55
<i>What Kinds of Contractors Are There?</i>	64
<i>The Roles Contractors Play for Clients</i>	67
<i>Conclusion</i>	72

CHAPTER 4

Agencies	73
<i>Sales Culture and Technical Culture</i>	74
<i>What Types of Staffing Agencies Are There?</i>	84
<i>Conclusion</i>	91

PART II: *Life in the Market*

CHAPTER 5

The Information Game: Finding Deals	98
<i>What Contractors Do</i>	99
<i>What Clients Do</i>	108

<i>What Staffing Agencies Do</i>	114
<i>Conclusion</i>	133
CHAPTER 6	
Making the Deal	136
<i>Hiring Manager Evaluations</i>	138
<i>Negotiating the Terms of Employment</i>	144
<i>Closing Deals</i>	161
<i>Conclusion</i>	166
PART III: <i>Life on the Job</i>	
CHAPTER 7	
Contractors as Commodities	177
<i>Maintaining a Task Orientation</i>	177
<i>Delegating Management Responsibilities</i>	180
<i>Creating Outsiders</i>	183
<i>Conclusion</i>	187
CHAPTER 8	
Contractors as Experts	188
<i>Integration: Creating Team Members</i>	188
<i>Dependence</i>	193
<i>Conclusion</i>	198
CHAPTER 9	
Navigating between Respect and Resentment	199
<i>Tales of Respect</i>	199
<i>Tales of Resentment</i>	204
<i>Forming an Identity</i>	214
PART IV: <i>Living the Cycle</i>	
CHAPTER 10	
Temporal Capital	223
<i>The Temporal Patterns of Contracting</i>	225
<i>The Rhetoric and Reality of Flexibility</i>	241
CHAPTER 11	
Building and Maintaining Human Capital	244
<i>The Danger of Obsolescence</i>	244
<i>The Risks of Learning</i>	248
<i>Strategies for Remaining Current</i>	251
<i>Conclusion</i>	263

CHAPTER 12	
Building and Maintaining Social Capital	264
<i>Reach</i>	266
<i>Reputation and Occupational Circles</i>	269
<i>Reciprocity and Referral Cliques</i>	273
<i>Networking: Building and Maintaining Networks</i>	276
CHAPTER 13	
Itinerant Professionals in a Knowledge Economy	285
<i>Itinerant Experts: The Contracting Life</i>	286
<i>The Ambiguities of Self-Reliance</i>	289
<i>Itinerant Experts and the Social Order</i>	292
<i>The Occupational Dimension</i>	302
<i>Supporting Itinerant Professionalism</i>	311
<i>Epilogue</i>	317
<i>References</i>	321
<i>Appendix: Cast of Characters</i>	333
<i>Index</i>	337