



## Out of the Shadows: Managing Self-employed, Agency and Outsourced Workers (Paperback)

By Patricia Leighton, Peter Holland, Robert Hecker

Taylor Francis Ltd, United Kingdom, 2007. Paperback. Condition: New. Language: English . Brand New Book. Over half of all people working on behalf of any given organization are typically not their own employees. Some are freelance contractors working in their own right. A significant proportion is employed to provide these services by another firm, under agency or outsourcing service agreements. The services they perform under these agreements are often vital in supporting the organization's customer relationships, reputation and brand identity. Yet, remarkably, little attention has been paid to how these non-employees are managed, motivated and meaningfully engaged. Management protocol generally sees them as outside the organization's remit or control. The law paints them as victims. This ground-breaking book challenges both these assumptions. Through a combination of pioneering legal analysis and rigorous case-study research, it demonstrates that non-employees are often the organization's most important hidden resource. Patricia Leighton and her collaborators highlight the limited good practice that is available, based on examples in large corporations, public sector organizations and smaller firms in a variety of countries. More importantly she clearly sets out the issues and imperatives employers should address, supported by new management concepts and models of effective...



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