

**Professionals as
institutional agents (**)**

Forms of Institutional Work (*)

A. Creating Institutions

B. Maintaining Institutions

**1. Professionals postulate
new space with new actors**

- *defining*: the construction of rule systems that confer status or identity, define boundaries of membership or create status hierarchies within a field
- *constructing identities*: defining the relationship between an actor and the field in which that actor operates

- *policing*: ensuring compliance through enforcement, auditing and monitoring

- *valourizing and demonizing*: providing for public consumption positive and negative examples that illustrates the normative foundations of an institution

**2. Professionals define a
new uncontested space**

- *mimicry*: associating new practices with existing sets of taken-for-granted practices, technologies and rules in order to ease adoption
- *educating*: the educating of actors in skills and knowledge necessary to support the new institution

- *detering*: establishing coercive barriers to institutional change

**3. Professionals promulgate
new rule systems that
redefine the boundaries of
organizational fields**

- *vesting*: the creation of rule structures that confer property rights
- *changing normative associations*: re-making the connections between sets of practices and the moral and cultural foundations for those practices
- *constructing normative networks*: constructing of inter-organizational connections through which practices become normatively sanctioned and which form the relevant peer group with respect to compliance, monitoring and evaluation

- *enabling work*: the creation of rules that facilitate, supplement and support institutions, such as the creation of authorizing agents or diverting resources

- *embedding and routinizing*: actively infusing the normative foundations of an institution into the participants' day to day routines and organizational practices

**4. Professionals manage the
reproduction of professional
capital (rhetoric and
categorization)**

- *advocacy*: the mobilization of political and regulatory support through direct and deliberate techniques and social suasion
- *theorizing*: the development and specification of abstract categories and the elaboration of chains of cause and effect

- *mythologizing*: preserving the normative underpinnings of an institution by creating and sustaining myth regarding its history