



INSTITUTIONAL WORK: THE CONTRIBUTIONS OF OLD AND NEW INSTITUTIONALISM

MARCUS VINÍCIUS P. GOMES
EAESP – FGV, FEI
mvpgomes@gmail.com

MÁRIO AQUINO ALVES
EAESP – FGV
mario.alves@fgv.br

MARIA PAOLA OMETTO
EAESP – FGV
paolaometto@hotmail.com

Abstract: In its history, institutional theory privileged the analysis of how institutions shape and constrain agency (Scott, 2008; Battiliana, 2006; Meyer, R., 2008), that led for some authors to construct the paradox of embedded agency that questions how will transformation take place if the agents are constrained and limited by institutions? To try to overcome this paradox two institutional approaches have gained emphasis in recent years, institutional entrepreneurship and institutional work

The institutional entrepreneur is one actor who engages in the process of transforming existing institutions or creating new ones (Maguire, Hardy and Lawrence, 2004; Mendonca, Alves and Campos, 2010). The dominant actors in the field, despite having the power to implement change, usually are not interested in taking this struggle, since they already have advantages in the field. But they can engage in this process if they are intended to ensure or maintain their power in the face of any threat of change (Sculy and Levy, 2007; Suddaby and Greenwood, 2006). Some authors (Lawrence, Suddaby and Leca, 2011; Battiliana and D'anno, 2009) suggest that institutional entrepreneur is often characterized in a heroic and powerful way to overcome immersion of shared values (embedded), ignoring the fact that even the institutional entrepreneurs are part share these values.

The approach of institutional work seeks to highlight the purposeful action of individuals and organizations aiming to maintain, create or disrupt institutions (Lawrence, Suddaby and Leca, 2011; Kaghan and Lounsbury, 2011). In this approach the action is the centre stage. The concept of intentional action encompasses a complex relationship with institutional elements. On one hand, the organization / individual may be aware that his agency ruptures a certain institutional field, but implements it intentionally. On the other, due to its embeddedness the institutional entrepreneur action may have an institutional impact, but it is not perceived as intentional (Lawrence and Suddaby Leca, 2011; Battiliana and D'anno, 2009).

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These approaches make use of some concepts of the old and new institutionalism. From the early work of organizational institutionalism, we have the notion of organizing, as pointed out by Selznick (1966), in which when actors act it reinforces shared values (“*actors enact as much as they act*”) (Meyer, R., 2008) and the role of language as an element that involves both the agency and the construction of reality (Meyer, R. 2008, Suddaby and Greenwood, 2009), causing the importance of discourse to understand institutional change (Lawrence, Suddaby and Leca, 2011; Fairclough, 2005; Fairclough, Jessop and Sayer, 2002, Maguire and Hardy, 2009; Hardy, 2001).

From the neo-institutionalism, influenced by the works of Schutz and Goffmann, and from the idea that reality is socially constructed (Berger and Luckmann, 1990), the cognitive elements and the construction of meanings that permeate institutions are discussed. Thus, the work of neoinstitucional perspective, in its first moment, attribute great importance to cultural and cognitive processes that influence the behavior of organizations / individuals, and the agency ends up in the background, being understood as a reaction to institutional processes (Scott, 2008; Battiliana, 2006, Lawrence, and Leca Suddaby, 2011).

Considering the exposed, this article aims to understand how the ideas of the new institutionalism and the old institutionalism contribute for the concept of institutional work. More specifically, our goal is to answer these questions: what is the role of discourse in institutional work? How the discourse/language unites agency and institutions through institutional work? How the cultural and cognitive frames of actors shape their understanding of the world and how they act as agents? How institutional work is able to change culture?

To accomplish this goal we propose to do a literature review listing the main contributions of each perspective in accordance with the questions discussed above. The research will search for articles about institutional work in the main international journals since 2006, year that marks the seminal book chapter about the theme by Lawrence and Suddaby. As a result we believe that the paper will identify new possibilities for researches in institutional work relating with the elements discusses above. Also, we possibly will show how the two perspectives can be complementary as argument by Paul Hirsch and Michael Lounsbury (1997).

Keywords: Institutional work, institutional entrepreneurship, agency,



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In its history, institutional theory privileged the analysis of how institutions shape and constrain agency (Scott, 2008), that led for some authors to construct the paradox of embedded agency that questions how will transformation take place if the agents are constrained and limited by institutions? To try to overcome this paradox two institutional approaches have gained emphasis in recent years, institutional entrepreneurship and institutional work.

The approach of institutional work seeks to highlight the purposeful action of individuals and organizations aiming to maintain, create or disrupt institutions (Lawrence, Suddaby and Leca, 2011; Kaghan and Lounsbury, 2011). In this approach the action is the centre stage. The concept of intentional action encompasses a complex relationship with institutional elements. On one hand, the actor may be aware that his agency ruptures a certain institutional field, but implements it intentionally. On the other, due to its embeddedness, the institutional entrepreneur action may have an institutional impact, but it is not perceived as intentional (Battiliana and D'auanno, 2009).

The institutional entrepreneur is an actor who engages in the process of transforming existing institutions or creating new ones (Maguire, Hardy and Lawrence, 2004; Mendonca, Alves and Campos, 2010) and, thus, do institutional work related to change. Some authors (Lawrence, Suddaby and Leca, 2011; Battiliana and D'auanno, 2009) suggest that institutional entrepreneur is often characterized in a heroic and powerful way to overcome immersion of shared values (embeddedness), ignoring the fact that even the institutional entrepreneurs share these values.

These approaches make use of some concepts of the old and new institutionalism. From the early work of organizational institutionalism, we have the notion of organizing, as pointed out by Selznick (1966), in which “*actors enact as much as they act*” (Meyer, R., 2008) and the role of language as an element that involves both the agency and the construction of reality (Suddaby and Greenwood, 2009), what causes the importance of discourse to understand institutional change (Fairclough, 2005; Maguire and Hardy, 2009).

From the neo-institutionalism, perspective influenced by the works of Schutz and Goffmann, and from the idea that reality is socially constructed (Berger and Luckmann, 1990), the cognitive elements and the construction of meanings that permeate institutions are discussed. Thus, the work of neoinstitucional perspective, in its first moment, attribute great importance to cultural and cognitive processes that influence the behavior of organizations/individuals, and the agency ends up in the background, being understood as a reaction to institutional processes (Battiliana, 2006).



Considering the exposed, this article aims to understand how the ideas of the new and the old institutionalism contribute for the concept of institutional work. More specifically, our goal is to answer these questions: what is the role of discourse in institutional work? How language unites agency and institutions through institutional work? How the cultural and cognitive frames of actors shape their understanding of the world and how they act as agents? How institutional work is able to change culture?

To accomplish this goal, we propose to do a literature review listing the main contributions of each perspective in accordance with the questions discussed above. The research will search for articles about institutional work in the main international journals since 2006, year that marks the book chapter by Lawrence and Suddaby that brought attention to the topic. As a result we believe that the paper will identify new possibilities for researches in institutional work relating with the elements discussed above. Also, we possibly will show how the two perspectives have been complementary as argument by Paul Hirsch and Michael Lounsbury (1997).

The paper proceeds as follows. We first narrate institutional theory history and Old and New Institutionalism debate. Then, we outline the methodology for our bibliographical review followed by our data analysis. In the final part we present some conclude remarks, showing that institutional work was able to promote researches that integrate change, maintenance and disruption.

The Old and the New Institutionalism

The sociological study of institutions dates back to Spencer's work in the 19th century. Since him, many sociologists, such as Durkheim, Marx, Parsons, Weber, and more recently Berger and Luckmann, have studied the subject. However, when organization theory began, researchers paid little attention to institutions (Scott, 2008).

It was in the 1940 that institutional arguments begun to appear in organization theory's studies, mainly in United States. According to Scott (2008) there were three major strings of institutionalism conducted by the following theorists: Merton and Selznick, Talcott Parsons and Hebert Simon. At Columbia University, Merton and Selznick were stimulated by the English translation of Weber's work on bureaucracy. Merton's research showed how forces within bureaucracy produced a normative order that actors would follow.

However, it was Selznick that transformed organizations into institutions. Selznick suggested that organizations became institutionalized when achieved an established status. He elaborated on institutionalization as a process, which value is infused beyond technical requirements. He proposed institutionalization as a variable, so organizations could be more or less institutionalized. Overall, Selznick's school "tends to produce an "expose" view of organizations: Organizations are not the rational creatures they pretend to be, but vehicle for embodying values" (Scott, 2008, p.23). In the TVA study case, Selznick (1966) approached analysis politically, studying group conflicts and alliances in organizations.

Parsons studied how a company is legitimized by having its values aligned with relevant institutional patterns related to the company's sector. Also, different sector of society have different values, which are stratified in society. The company that serves more highly values is



expected to be more legitimized and have more resources. Simon studied how the possible paths and outcomes created mentally by an actor are limited by the environment and organizational features. He and March showed “the ways in which organizations shape the behavior of participants by developing “performance programs” to guide routine behavior and “search programs” to follow when confronting unusual tasks” (Scott, 2008, p. 25).

As shown above, the earlier institutional theorists were concerned with actors inside organization, the role of values and norms in the institutionalization process, the focus on micro or local environments, the elements constraining organization being political tradeoffs and alliances (Scott, 2008; DiMaggio and Powell, 1991). Both old and new institutionalism emphasizes “the ways in which action is structured and order made possible by shared systems of rules that both constrain the inclination and capacity of actors to optimize as well as privilege some groups whose interests are secured by prevailing rewards and sanctions.” (DiMaggio and Powell, 1991, p. 11). They also share similarities: skepticism toward rational-actor models of organizations, institutionalization as a state-dependent process that makes organizations less instrumentally rational by limiting their options, relationship btw organizations and their environments, stresses the role of culture in shaping organizational reality. However, new institutionalism diverges it focuses from earlier institutionalism.

The new institutionalists draw on ethnomethodology, cognitive, and cultural theory to focus on different elements in institutional theory. Cognitive theory revised the more behavioral psychology theories and demonstrated how someone, in responding for a stimulus, access mental models (cognitive frames). The cognitive psychologists pointed that social and cultural aspects shaped these frames. So, they “recognized that individuals actively participate in perceiving, interpreting and making sense of their world” (Scott, 2008, p.37).

Culture theory emerged in United States with Franz Boas and one of its main contributions was to broaden the culture’s concept to the structures of meaning constructed in society, which was important in the ordering of social life. They also recognized the role of emotions in the meaning structures.

Because of that, new institutionalists shift the attention from the normative to the cultural-cognitive aspect, focusing on how meaning is shared constructed. It also gave little attention to agency, being more concerned about how organizations adapted because of the common understanding (Scott, 2008; DiMaggio and Powell, 1991).

The beginning of New Institutionalism can be assign to 1977 when Meyer published two seminal articles: “The Effects Of Education As An Institution” and “Institutionalized Organizations: Formal Structure As Myth And Ceremony” (with Brian Rowan). In 1983, Meyer and W Richard Scott developed institutional principles. By 1985, Zucker proposed a conference to discuss the “effect of culture, ritual, ceremony, and higher level structures on organizations” (DiMaggio and Powell, 1991, p. 12)

The initial concern of this work was to explain the structures and practices organization that could not be explained by the competitiveness and efficiency (Lawrence, Suddaby and Leca, 2011; Meyer, R. 2008, Scott, 2008). Organizations appear as a tangle of beliefs rationalized, this is formulated in such a way that they are perceived as procedures objectives in pursuit of efficiency (Meyer and Rowan, 1977; Scott, 2008), and organizational isomorphism (similarity of the organizations) is the result of three mechanisms - coercive, mimetic and



normative - which broadcast certain processes and structures in a particular group of organizations (Powell and DiMaggio, 1991, Scott, 2008).

This change in priority of analysis brings the prominence of communicative processes and language, as discourse is an element fundamental to cognition (Scott, 2008; Meyer, R. 2008). Early work from the neoinstitutionalist perspective end up assigning a great importance to the cultural and cognitive processes that influence behavior of organizations / individuals, the agency ends up in background, being understood as a reaction to institutional processes (are perceived as adoption processes, decoupling and ceremonial behavior) (Scott, 2008; Battiliana, 2006; Lawrence, Suddaby and Leca, 2011)

Although the division between Old and New institutionalism is common used, some authors criticized this distinction. For instance, Selznick (1996) believed that all the elements should be studied in a whole. For him, for example, to focus on cognitive elements and not including normative ones in research would not allow for a more comprehensive theory. According to him,

“Most important, perhaps, is a failure to integrate the old and new by taking full account of theoretical and empirical continuities. This outcome is exacerbated when theorists of the new institutionalism (for reasons that may be understandable rhetorically) embrace potentially pernicious dichotomies. (...) these and other contrasts may well describe some (possibly transient) differences in focus, but institutional theory should encompass them all and trace their connections” (Selznick, 1996, p. 276).

Not only Selznick, but Hirsch and Lounsbury (1997) supported the reconciliation of old and new institutionalism. The authors criticized DiMaggio and Powell essay about Old and New Institutionalism for not addressing the two perspectives advantages and disadvantages, for being a little pejorative about Old Institutionalism concepts and for not showing how both strings are complimentary.

Hirsch and Lounsbury (1997) also highlights that the main lacuna in New Institutionalism is agency and draws from Selznick works to propose that new institutionalists should analyze how interests are constructed and how the actor's field position might influence his actions. According to them “It is important to understand how a field operates in a dynamic sense. Cognitive structuring is only part of the story; purposive action fleshes out an institutional explanation” (p. 412). The authors conclude that the two strings should collaborate intellectually and, most important, empirically.

Institutional entrepreneurship, the process of transforming existing institutions or creating new ones by interested agents, addressed some of this issue. However, later, a new concept focused on practice also aimed to bridges elements of both strings: institutional work. Lawrence and Suddaby's concept (2006) regards Selznick's importance of actors, agency and acting and neo institutionalism's culture and cognitive elements,

Institutional work

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Institutional work is not new. As highlighted by Wilmott (2011), Berger and Luckmann already discussed about it, in *The Construction of Reality's*, they argument that: “the reality of day-to-day life is maintained by routines” (2001, p.198).

Nevertheless, Lawrence and Suddaby (2006) were the first authors to propose the concept of institutional work – “the purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions” (p. 215).

In this approach the action stands out. The theorists understand intentional action as a complex relationship with the institutional elements. On one hand, the organization / individual may be aware that his agency represents a rupture to a certain institutional field and he implements it intentionally. On the other, due to their immersion (embedded) he actions has an institutional impact, but is not intentional (Lawrence, Suddaby and Leca, 2011; Battiliana and D'ainno, 2009).

Some critics (Willmott, 2011) believe that the approach to institutional work does not propose to analyze how agency relates to institutions. For him, the institutional approach of agency has the character of a "switch", when the agency is interesting in the analysis, it is study, when the institution are more important, it is prioritized, which not necessarily highlights the interconnectivity between them.

Meyer (R, 2008) suggests that neoinstitutionalism still has elements to contribute to the discussion about the role of the agency. Because action is fraught with meaning, since that action is also taken by discursive elements and language.

In addition, the old institutionalism's notion of organization as an adaptative system, which assigns socially shared values of organizational points to an important role for production of meaning. In this sense, the "old institutionalism" may also contribute to this discussion (Kaghan and Lounsbury, 2011).

Despite his critics to institutional work, Wilmott highlights that institutional work brings a contribution to institutional theory, since it goes beyond the new and old strings and recently "entrepreneur". Institutional work draws on elements of the three perspectives as well as indicates the boundary of each.

Finally it is still necessary to highlight that institutional change is a contradictory and dialectical process (Hargrave and Van de Ven, 2009). Inherent to institutional field's conflicts, are those who defend and those who challenge, since the prospect of institutional work brings out the intentionality of action, both supporters and challengers promote actions that promote stability as well as institutional change. At the same time, advocates seek to not only to maintain and strengthen existing institutions as also break the legitimacy of challengers' actions. In turn, the challengers seek not only to propose new institutions, but also preserve parts of existing institutions (Hargrave and Van de Ven, 2009). Each of them is recognizes the other and identifies his “opponent” strategy.

This is a dialectical process of interactions and conflicts between new institutional arrangements and current ones, in which the new arrangements will replace the partially current institutional settings (Hargrave and Van de Ven, 2009). This conflictual and dialectic process between new institutional arrangements and between challengers and defenders relates to the dominance process, in which the conflict by political predominance is emphasized. That said,



institutional work opens up the possibility to understand institutions creation, disrupt and maintenance in a political analysis.

Methodology

Our bibliographical review began with the search for articles that studied institutional work since 2006, when Lawrence and Suddaby’s seminal book chapter of the Handbook of Organizational Studies was published. Throughout the process, we read each article to ensure that the concept was studied within institutional theory, as sometimes institutional work might represent the work related to institutional matters (like mission, vision and others).

To identify relevant articles, we searched the term “institutional work” in the title and abstract of relevant academic journals. We utilized only “institutional work” and not other related forms as institutions and work, institutional and work, because our goal is to understand how, specifically, the concept created by Lawrence and Suddaby (2006) has been studied. The search included seven major management journals that returned eight articles. The journals searched were: Organization Studies (2), Academy of Management Journal (2), Academy of Management Review (1), Organization (1), Administrative Science Quarterly (1), Organization Science (1) and Journal of Management Studies (0).

The Academy of Management Review’s article was a theoretical piece and was not used. We only utilized empirical studies, due to our aim of understand how aspects of the old and the new institutionalism are being used in empirical research about institutional work. Although the concept was proposed in 2006, only in 2009 an article was published. Since then, two articles have been published per year.

The articles were analyzed to understand how main ideas of Old and New Institutionalism were used (see Appendix). For that, we listed the relevant aspects regarding each one of Institutionalism’s phases as shown below:

Table 1: Elements of Old and New Institutionalism

Old Institutionalism	New Institutionalism
Political analysis	Culture elements (mimicry, taken for grandness’, knowledge systems)
Interested agents	Cognition
Norms and values	Discourse and language

Font: DiMaggio, Powell, 1991; Lawrence, Suddaby, 2006; Wilmott, 2011; Scott, 2008

Data analysis

Political Analysis

Two distinct political analyses could be identified. In one hand, many researches showed the different positions regarding a subject; in the other a more deep analysis were made showing action building alliances, protests and conflicts.



The financial crisis is analyzed by the different actor's positions (academics, business, regulation agencies, and others) on the maintenance and creation of practices, policies, regulation and recovery regarding the financial crisis. Also, Maguire and Hardy (2009) showed how different texts were published to support Rachel Carson's book *Silent Spring* and the disuse of DDT and others to maintain its uses and delegitimized Rachel's book. Because finally DDT is banned by the government, it also shows how public opinion and society's pressure might influence government actions.

The other type, a deep political analysis was conducted, for instance, by Currie, Lockett, Rinn, Maring and Waring (2012) who explained how medical elite professionals did institutional work – theorizing, defining, educating, policing and embedding - to maintain institutional settings that confine their power. In their study, they identified the actions taken by elite professionals that with the current power relations allowed the status quo maintenance. The focus was only on the defender group.

In a broader analysis, Zietsma and Lawrence (2010) discussed the conflict and power arrangements to disrupt, create and maintain forest harvesting practices in BC. They did not identify types of institutional work related to this process, but created the conflictual and dialectical process proposed by Hargrave and Van de Ven (2009).

Interested agents

Interested agents are not so common in the literature. Three out of the seven texts explained the interests of actors for doing institutional work. San Francisco State University's president acted in the interest of gaining power and stopping students' protests, as described by Rojas (2010):

Faced with severe limits on what he could accomplish with his powers as college president in December 1968, Hayakawa tried to acquire powers that would allow him to force a settlement of the strike. He lobbied for new rules that would give him or his allies the power to directly punish students. (p. 1272)

Zietsma and Lawrence (2010) highlighted the interests of the different actors and how it changed over time. For instance, in the beginning of the protests against clearcutting practice, the leading forest business was resisting to change, however with time "MacMillan Bloedel, the chief target of protests, was suffering greater economic and reputational harm than other firms and was motivated to seek solutions" (p. 706).

Norms and values

Moral and values are used by actors to get groups' support, make alliances to create (Rojas, 2010; Slager et al, 2012; Tracey et al, 2011), maintain (Currie et al, 2012; Maguire, Hardy, 2009; Zietsma, Lawrence, 2010) or disrupt institutions (Maguire, Hardy, 2009). Values also motivate institutional work. The two institutional entrepreneurs of Aspire, a business aimed



at helping homeless people to be employed, were motivated by their values to create the hybrid organization.

Culture elements

All studies discuss knowledge/belief system, culture aspect, taken for grandness and mimicry. These concepts are introduced in research to point the institution that an actor or organizations aims to change or how actors and organizations used it to maintain institutions. But it also appeared as a form of institutional work proposed by Lawrence and Suddaby (2006): mimicry which is "associating new practices with existing sets of taken-for-granted practices, technologies and rules in order to ease adoption (p. 221).

Harrod and Richardson used mimicry to legitimize the hybrid organizational form (a for profit organization that aimed a social objective – social enterprise) in United Kingdom. They did so by using a macrolevel discourse,

a "third way" discourse in the United Kingdom that advocated a role for the market in addressing social issues, which was central to the philosophy of the then recently elected "New Labour" government. Although Aspire's emergence coincided with a sharp increase in consumer awareness and confidence in ethically marketed products (Nicholls and Opal 2005), it was the Blair government's decision to invest considerable resources in developing an environment conducive to social enterprise that formed the focus of the entrepreneurs' institutional work in this regard (Tracey et al, 2010, p.73)

The actors involved in the creation of the FTSE4Good Index used FSTE's traditional indices concerning governance structures, regales regarding liquidity of the equities and market capitalization so that FTSE4Good would be more understandable and used (Slager et al, 2012).

Cognition

In institutional work, frames are used to make alliances, initiate action and it can be also an institutional work. Identifying actors with similar frames helped San Francisco State California College to build alliances and promote changes in college's norms (Rojas, 2010).

In the disuse of DDT process, first, discourses changed people's frames related to the harm DDT provoke in human and animals, its use efficacy and necessity. Because of that, DDT use decreased and government banned it (Maguire, Hardy, 2009)

Finally, framing can be an institutional work. In Aspite's creation, Harrod and Richardson's frames about the solutions to homeless people were different than the approaches at the time. Because of that, they proposed a new form to address the problem a social



enterprise. Tracey, Slager, Phillips and Jarvis (2010) named this institutional work problem framing. According to them, problem framing

involves the identification and expression of a novel understanding of the problem at hand and may involve refocusing attention on alternative aspects of a complex issue. Central to this form of institutional work is the articulation of the newly framed problem in a way that is likely to resonate with the interests of other actors (p.70)

Discourse

Discourse changes actor's frames and culture. Silent Spring (a book), together with many scientific papers, newspapers articles, didactical books, a documentary and people's letters; changed DDT's meanings to society. From a pesticide that helped grow food to a pesticide that harms humans and animals. Discourses also influenced United States government action to ban DDT (Maguire, Hardy, 2009). Riaz, Buchanan and Bapuji (2011) analyze discourses to analyze actors' position concerning the 2007 financial crisis.

Discourse is part of macrolevel institutional work, as we can see in Arise creation. It was through this work that the Arise's founders were able to accumulate legitimacy for the new hybrid organizational form. The entrepreneurs gave many interviews aligned with the macro discourse (that social and business objectives can be complimentary). So, the process of linguistic management allows actors to disseminate message and legitimate it.

Conclusion

All the articles reviewed combined elements of Old and New Institutions. However, the elements didn't have the same importance. Some, focused aspects of discourse and cognition to explain change (Maguire, Hardy, 2009), or to identify positions (Riaz et al, 2011). Others studied mainly political aspects to explain maintenance (Currie et al, 2012) and creation (Rojas, 2010). For example, as Wilmott suggested, agency in institutional work could be a switch. Few articles analyzed a long process that we could understand both agency and institutions working (Rojas, 2010; Zietsma, Lawrence, 2010)

The purposive of Lawrence and Suddaby (2006) institutional work concept was to shed light and promote more research about institution's maintenance, what might be happening as we found three articles briefly discussing it, one focused on institutional maintenance and three divided evenly. The researches points that institutional work can integrate change, maintenance and disruption analysis in research.

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Article	Journal	Title	Year	Authors	Institutional work	Brief research's object description	Old
							Norms and values
1	AMJ	Power Through Institutional Work: Acquiring Academic Authority in the 1968 Third World Strike	2010	Fabio Rojas	Change. The article briefly describes the resistance by students.	The Third World Strike movement in San Francisco State California is studied to show how a new dean formed alliances and changed the College's norms and rules to have more power and thus be able to "control" activists protests.	"(...) he employed resources that were based on shared moral understandings of the organization to obtain additional authority to eject students and sanction them" (p. 1272).
2	AMJ	Discourse and Deinstitutionalization: the Decline of DDT	2009	Steve Maguire and Cynthia Hardy	Disruption	Discussion about the role of discourse in the discontinuity use of DDT.	"NGOs also produced texts questioning the appropriateness of using DDT on moral grounds." (p. 160)
3	Org	Institutional work amidst the financial crisis: emerging positions of elite actors	2011	Suhaib Riaz, Sean Buchanan, and Hari Bapuji	Change and Maintenance	Analysis of the rhetoric use by different actors regarding their position on the 2007 financial crisis.	-
4	Org Studies	Institutional Work to Maintain Professional Power: Recreating the Model of Medical Professionalism	2012	Graeme Currie, Andy Lockett, Rachael Finn, Graham Martin, and Justin Waring	Maintenance	The piece points how elite medical professionals did institutional work to maintain institutional settings	"Responding to the intra-professional hierarchy outlined in CGA, the clinical geneticist lead ensured that adjustments were made to the original plan so that the pilot was compatible with cancer genetics nurses' established norms and practices. In doing so, both the jurisdiction and resources for services delivered by cancer genetics nurses were protected" (p. 953)
5	Org Studies	Standardization as Institutional Work: The Regulatory Power of a Responsible Investment Standard	2012	Rieneke Slager, Jean-Pascal Gond, and Jeremy Moon	Creation	The institutional work used to create and maintain the FTSE4Good Index.	"This infusion of value, which we capture here under the label 'valorizing', forms an important dynamic in the co-construction of the legitimacy of the FTSE4Good index" (p. 779)
6	OrgScience	Bridging Institutional Entrepreneurship and the creation of new organizational forms: a multilevel model	2011	Paul Tracey, Nelson Phillips, Owen Jarvis	Creation and maintenance	Creation of a hybrid organization combining for-profit logics and non profit homeless logics.	Value to help homeless people. Value of projects that are self maintained.
7	ASQ	Institutional work in the transformation of an organizational field: the interplay of boundary work and practice work	2010	Charlene Zietsma, Thomas B Lawrence	Disruption, creation and maintenance	Relation between practice work and boundary work in the disruption creation and maintenance of harvesting practices in BC	"Second, the ministry and forest companies participated in and supported professional and undergraduate education for foresters, and this education reinforced the legitimacy, efficiency, and ubiquity of clearcutting in line with the core values of "maximizing the growth and yield" of the forest and not wasting "merchantable timber."" (p. 204)

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Article	Old	Old
	Political analysis (trade offs, alliances, conflicts, power)	Interest of actors
1	"A fight broke out between the BSU members and the newspaper staff. The administration initially delayed any action, then suspended the black students; then the college's president reversed the suspensions. The result was that the BSU members were allowed to remain on campus throughout the 1967–68 school year" (p. 1269).	"Faced with severe limits on what he could accomplish with his powers as college president in December 1968, Hayakawa tried to acquire powers that would allow him to force a settlement of the strike. He lobbied for new rules that would give him or his allies the power to directly punish students" (p. 1272)
2	The conflict is showed by understanding the texts against DDT (mainly by scientists, NGOs and society in general) and pro DDT (National Agricultural Chemicals Association, Monsanto)	Not discussed deeply.
3	Because the article aims to understand actor's position regarding the financial crisis, it can be said that a political analysis was conducted.	"Rather, actor quotes in The Economist reflect a complex interaction between actors, who use rhetorical techniques to achieve their individual purposes, and The Economist, as it performs its own institutional work related to the crisis" (p. 189)
4	"In SDA, at the outset, the new service was defined in ways that placed the clinical geneticist as lead, with ultimate control over defining the roles, remits and practices of new genetic nurses and mainstream clinicians remaining under the control of genetics. (...) Furthermore, the conflicts and jurisdictional negotiations with mainstream clinicians experienced in the other two cases, associated with the need to secure their essential engagement for the success of new services, were avoided" (p. 947) "n this more subtle way, they were able to co-opt other professionals, such as GPSIs that might benefit from the MG intervention, towards accepting a degree of supervision from 'experts' (i.e. clinical geneticists)." (p. 954)	The interest of all professionals were discussed and how that affected their institutional work .
5	"not without criticism from some NGOs claiming the inclusion criteria were too weak" (p. 776) "In our context convening work aims to create loose alliances with external third party experts. In order to achieve its objective to raise the responsible business bar by introducing new criteria, FTSE actors increasingly consulted third party experts in the criteria development process" (p. 777)	Not discussed deeply.
6	It it not explained about conflicts with other groups in the business model proposed. Although it is strated some "alliances" (government, venture capital). "which involved building relationships with highly legitimate actors." 74. Also, it may not be needed in this case because they bridged many ideas, their organization was difficult to someone to go against.	It is not clear why the institutional entrepreneurs decided to create the social enterprise. We know why they decided that type but not their interest in doing so (what they would gain from it?). Maybe they wanted to change the world "We want to help people here in England, but not if it's at the expense of producers in Africa or Asia That would undermine what we are trying to achieve."
7	The paper explains how alliances were made to maintain an institution (BC government and business) as well as to challenge them (NGOs and foreste products bueyrs). It is also exposed the conflicts between the two groups. It is explained how power constrained (when BC government and forest business when the government could veto law against the business) and made able to change (when buyers request products that didn't do clearcutting)the forest practices and boundaries. "In contrast, if the boundary around forestry decision making had been less powerful, and forestry firms and government agencies consequently expected greater influence from others on forestry decisions, there might have been more room for First Nations, environmentalists, and fish farmers to work together at the outset." (p. 209)	The interested are clear when the conflict and motivations of the different actors are explained. "MacMillan Bloedel, the chief target of protests, was suffering greater economic and reputational harm than other fi rms and was motivated to seek solutions." (p. 706) "" The practices incorporated the interests of environmentalists, effectively co-opting them to accept the boundary, just as forest workers, communities, and others were co-opted in cycle 1." (p. 207)



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Article	New	New	New
	Cognition	Taken for granted, mimicry, culture	Discourse
1	"A shared moral framework regarding student activism meant that California political elites were less likely to interfere with decisions that could attract criticism from students, the media, or the public. (...) Second, prior to the strike, Hayakawa had developed a personal network of allies who were highly critical of student activists. This coalition is of the sort depicted by Hargrave and Van de Ven (2006) in their description of how actors obtain change by using shared views of the world to develop networks" (p. 1272)	Cultural aspects as an incentive to change. "The federal appeals court agreed with the plaintiffs and used a new cultural template for analyzing student-administrator relations. Rather than view the college as a familial organization, the court used unions as a template because litigation in the 1930s established that unions could not unilaterally expel members without due cause. (...) San Francisco State College was affected by both developments in its institutional environment." (1270)	Not discussed.
2	"Our analysis indicates that Silent Spring provoked a flurry of scientific texts that, collectively and over time, weakened the cognitive pillar as existing "facts" about DDT were increasingly contested by scientists outside the discipline of economic entomology, where DDT had traditionally been researched" (p. 147)	"To summarize, the normative pillar that supported existing DDT practices was undermined, as previously taken-for-granted conclusions regarding the appropriateness and desirability of this chemical were challenged and members of the public, individual NGOs, and politicians made a moral case for its abandonment" (p. 162)	The research shows how discourse disrupt and transforms a practice. It also highlights how discourse lead to action. It is the object of analysis.
3	Not discussed.	It is revealing that the quotes from the elite actors we analysed betrayed little reflexivity in terms of challenging the underlying taken-for-granted cultural assumptions (...) During the initial phase of the crisis, there was a lack of attention to deeper meanings, symbolisms, taken-for-granted mental models, etc. Similarly, recognizing and questioning the role of a consumer culture or the underlying culture of a society of investors (Davis, 2009), considering the temporality of financial success by placing it in a long-term historical context (Ferguson, 2009), and so on, remained elusive." (p. 210)	Discourse is used to understand position regarding 2007 financial crisis.
4	In contrast, in SDC, the clinical geneticist interpreted the MG agenda as one which required services to be jointly owned with mainstream medicine, and significantly to be led and developed from within mainstream medicine (947) "Clinical geneticists viewed their epistemic field as characterized by its breadth and its depth; consequently codification of genetics knowledge inevitably glazed over its subtleties." (p. 954)	"In this understanding, clinical geneticists cast their argument to other professionals that the model of medical professionalism should be retained, as a matter of 'safe' clinical conduct" (p. 954)	Not discussed.
5	-	"Accordingly, the basic principles of the index, including the governance structure, rules regarding liquidity of the equities and market capitalization, were applied akin to FTSE's 'traditional' financial indices. This replication of templates already legitimized in the financial market confirms prior description of emerging institutions in the RI field" (p. 776)	Discourse used to legitimate FTSE4Good Index.
6	"In the case of Aspire, the entrepreneurs were helped in their problem framing by the fact that both had volunteered for charities involved in supporting the homeless. This provided them with sufficient knowledge of the logic of homeless support. At the same time, because their participation was on a part-time basis and limited to the three years that they were at university, they were not "over-embedded" in this logic, allowing them to see more easily that the current institutional arrangements were not working sufficiently well. They were therefore able to think beyond the highly institutionalized assumptions about how to support homeless people that existed at that time." " Although reframing the problem of homelessness was an important step at the micro level, our analysis of the case also revealed that Harrod and Richardson engaged in a particular kind of counterfactual thinking—a set of cognitive processes that allows actors to envision unexpected or unusual approaches (Roese and Olson 1995)—in order to develop a novel solution to the problem of homeless support." (p. 71)	They use the macro discourse (that is taken for granted in society) and align their idea with it. With that, the new organizational form becomes easily legitimated.	Discourse was utilized in institutional work. "Thus our analysis suggests that connecting with a macrolevel discourse through a "skillful and imaginative" (Zott and Huy 2007, p. 83) process of linguistic management is an important form of institutional work that allows bridging institutional entrepreneurs to disseminate their message and to begin to legitimate their new organizational form. In particular, we consider that obtaining the right to voice among a range of different actors provides institutional entrepreneurs with a powerful strategic device that they can leverage to support to their claims." (p. 73)
7	They delegitimated challengers and their framing of field practices, claiming that environmentalists were "loose with the facts," had an "unfinished agenda" (Vancouver Sun , Aug. 3, 1988, p. A3), were "guilty of treason" (Vancouver Sun , Apr. 11, 1991, p. C4), and that their claims were "grossly exaggerated," "irresponsible," "outrageous," and antidemocratic" (p. 204)	Yes, in the institutional stability phase.	It was utilized to disrupt the harvest practice as well as to delegitimize teh actors that were standing up for it.

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