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Individual responses to hybrid professionalism: a systematic literature review and proposal for future research

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Hybrid professionalism involves integrating the managerial logic of standardization and fiscal efficiency into professional practices that have traditionally valued autonomy, quality, and commitment to the public good. Hybrid professionals among the established professions (e.g. law, medicine, accounting, and engineering) studied in this review are involved in hybrid professional-managerial roles, such as legal directors, nurse managers, clinical directors, or audit managers. They combine both professional and managerial responsibilities. Although research of hybrid professionalism spans over three decades, an integrated understanding of how and why individual professionals respond to working in hybrid roles is lacking. This limits our understanding of how individual professionals contribute to the transformation of professional practice. To address this gap, we conducted this systematic literature review of sixty-four articles exploring how professionals respond to work in hybrid professional-managerial roles and why. Thematic analysis of these articles identified three responses and their underlying reasons: not taking on hybrid roles, passive hybridizing, and active hybridizing. The review further conceptualizes *collaborative control*, *adaptive autonomy*, and *integrative competence* as the individual-level dynamics underpinning hybrid professionalism. This conceptualization offers theoretical scaffolding for studying the role of individual professionals in fostering hybrid professionalism. Implications and avenues for future research are discussed.

Keywords hybrid professionalism, hybrid professional-managerial roles, organizing professionalism, professionalism

INTRODUCTION

Hybrid professional-managerial roles among established professions (Waring 2014) such as nurse managers (Bresnen et al. 2019), clinical directors (McGivern et al. 2015), engineer managers (Adams 2020), or audit managers (Kornberger et al. 2011) have emerged in the wake of transformation that professions experienced from the late 1970s and early 1980s onwards (Brock et al. 1999; Scott et al. 2000; Leicht and Fennell 2008).

During that time, traditional professionalism characterized by autonomy, low levels of control, and collegial decision making (Greenwood et al. 1990) begun to transform. Under the weight of economic and political pressures, professional practice gradually begun to adapt more commercial (Hanlon 1998) or managerial approach focused on increased control, standardization, managerial hierarchies, and the pursuit of profits (Hinings et al. 1999; Evetts 2009). In both the public

and private sectors, hybrid professional-managerial roles, hereafter referred to as 'hybrid roles', emerged to facilitate the integration of traditional professional practice with managerially oriented goals. The introduction of professional hybrid roles marks a departure from established professionalism (Evetts 2009; Muzio and Kirkpatrick 2011; Waring 2014) towards the emergence of hybrid professionalism (Noordegraaf 2007). This marks a significant development in an institutional environment where individual professionals have traditionally played a key role in providing services such as healthcare, legal, or financial advice (Scott 2008; Muzio et al. 2013).

Despite some claiming that professionalism is in decline (Suskind and Suskind 2015), the impact of professions on modern society remains strong. Medicine has gradually evolved to ensure cost-efficient service provision (Leicht and Fennell 2008), while addressing the modern concerns with risk management and the need to deliver solutions for increasingly complex cases (Noordegraaf 2011). Lawyers, auditors, consultants, or engineers employed in large international professional services firms (PSFs, Malhotra and Morris 2009; Muzio et al. 2013; Fu et al. 2016) became powerful players in the global economy, which continues to depend on their expertise (Hinings et al. 2015). While professionalism transforms, it continues to appeal to an ever-increasing number of occupational groups who strive to professionalize and ensure occupational closure through the formation of associations and obtaining state-mandated licensing and certification (Muzio et al. 2019). Considering the continued importance of professionalism in modern society, the study explores how professionals respond and adapt to the work environment where professional and managerial values need to be integrated.

Research on hybrid professionalism spans approximately forty years (Abbott 1988; Alvesson 1993; Cooper et al. 1996; Giacomelli 2020; Hodgson et al. 2025). Based on the extensive research, two notable review articles examined the literature on the work of professional hybrids. They identified the importance of institutional theory in research on hybrid professionalism in the public service (Giacomelli 2020) and explored the conditions that help professionals to perform in hybrid roles in healthcare (Sartirana and Giacomelli 2024). Existing research also examined the main managerial principles and practices for hybrid managers in people management in professional service firms (PSFs) such as accounting (Fu et al. 2015; Fu et al. 2017; Fu et al. 2019) and management consulting firms (Fu et al. 2017; Fu et al. 2020). These articles provide a wealth of valuable information about the work of hybrid professionals but they do not

seek to offer theoretical guidance on the role of individual professionals in sustaining hybrid professionalism. Despite the long-standing focus, we lack an integrated understanding of how individual professionals experience and respond to working in hybrid roles and why. Given the importance of individual-level analysis in understanding institutional dynamics (Battilana and D'Aunno 2009; Smets et al. 2012), this constitutes a gap in our knowledge about the role of individual professional hybrids in sustaining and fostering hybrid professionalism, which this review seeks to address.

Professionals have traditionally been recognized for having the authority in a specific area, grounded in 'technical competence' in a specific field (Parsons 1939: 460). Outsiders had very little input or oversight in how professionals developed and applied their expertise to the cases they were treating within their jurisdictions (Abbott 1988). The rise of hybrid professionalism challenges this advantageous position by requiring professionals to make decisions collectively with various stakeholders representative of the broader social context (Noordegraaf 2007; Leicht and Fennell 2008). Considering that institutional interests often misalign (Kraatz and Block 2008; Greenwood et al. 2011), examining how professional hybrids connect (Noordegraaf and Brock 2021) and integrate these broader interests while retaining their status (Adams 2010) and jurisdiction is essential for understanding their contribution to fostering hybrid professionalism.

In addition, the research recognized the alignment between managerial and professional domains in professional organizations (Faulconbridge and Muzio 2008; Muzio and Kirkpatrick 2011; Kirkpatrick and Noordegraaf 2015; Noordegraaf 2015). In such context, professional hybrids have been found to act as 'two-way' windows between managerial and professional domains (Llewellyn 2001), that is, *developing* professional and managerial competencies (Giacomelli et al. 2019), and *communicating* between professionals and managers (Prenestini et al. 2021). By taking on hybrid roles, however, professionals become part of a bureaucratic and organizational environment where the organization, rather than the profession, dictates the scope of their roles (Ashforth 2001). An important question is how professionals come to position themselves in these roles, and thereby enact hybrid professionalism in practice.

Lastly, hybrid professionalism requires expanding one's knowledge beyond professional competence to include managerial tools used to support organizational and commercial goals (Evetts 2009). Professional knowledge constitutes one of the pillars of traditional professionalism (Noordegraaf 2007; Malhotra and Morris 2009). It is fundamental for maintaining professional legitimacy

(Fournier 1999), and jurisdiction (Abbott 1988). Professional practice entails a complex process of diagnosis (classification of a problem), inference (reasoning about a problem), and treatment (Abbott 1988) that is based on discretionary application of knowledge to individual cases (Freidson 2001). This combination of complex knowledge and the discretion to meet clients' specific needs is a hallmark of traditional professionalism. Existing research recognizes that hybrid professionalism entails framing professional practice with managerial principles (McGivern et al. 2015) and developing new ways of thinking and working (Sartirana et al. 2019; Sofritti 2020). It is important to extend current debates on the importance of learning managerial knowledge (Carvalho 2014; Bresnen et al. 2017; Giacomelli et al. 2019) and explore how learning contributes to the development of the aforementioned new hybrid ways of working.

To understand how individual professionals respond to hybrid professionalism and why, we conducted a thematic analysis (Braun and Clarke 2006) of sixty-four articles on hybrid professionalism. In particular, we focused on exploring the behaviours exhibited by individuals in the established professions (such as law, medicine, accounting, and engineering) in response to hybrid roles and the underlying reasons for these behaviours. The review identified three topics associated with behaviours: *not hybridizing*, *passive hybridizing*, and *active hybridizing*. Several reasons underpinning each behaviour were also identified. While reflecting on the findings, we examined their connection to the underlying theoretical assumptions driving current research and considered alternative theoretical interpretations (Alvesson and Sandberg 2020) derived from that reflection. We integrated the findings into three theoretical perspectives that highlight how hybrid professionalism unfolds at an individual level: *collaborative control*, *adaptive autonomy*, *integrative competence*.

The review makes three contributions. First, we demonstrate how hybrid professionalism emerges through the ability of hybrid professionals to engage in *collaborative control*. This entails confident assertion of control over their practice while respecting the interests of other institutional actors through collaboration. As professional hybrids become managerially oriented, they connect with a diverse range of institutional stakeholders. On the one hand, this resembles institutional work of maintenance (Lawrence and Suddaby 2006; Suddaby and Viale 2011) that ensures professionals retain control over their areas of practice. On the other hand, this entails a collaborative (Adler et al. 2008) or connective (Noordegraaf 2020) effort in which hybrids,

along with other institutional stakeholders, mutually adapt their working environment to meet their needs. Hybrid forms of professionalism imply close collaboration and engagement with other stakeholders to produce more effective solutions to complex problems. In this regard, professions as services are increasingly multidisciplinary. For examples, global accounting firms added legal services to offer a full range of professional services (Brock and Powell 2005; Brock 2006). In healthcare, physicians need to work with multidisciplinary, sometimes, spatially separated network of specialists (Shortell et al. 1996). Professionals also need to engage with various stakeholders, for example, patients, other healthcare professionals, insurers, technology providers, policymakers, and regulators for doctors. Many issues and solutions are specific to individuals and individual organizations and require coproduction between professionals and end users, that is, the connected professionalism (Eyal 2013; Adams et al., 2020a,b). This review advances existing research on collaborative control by showcasing how individual professionals manage such complexities.

Second, we demonstrate how hybrid professionalism emerges from the ability of hybrid professionals to display *adaptive autonomy* in hybrid roles. The review shows that professionals aspiring to become hybrids remain autonomous and fully responsible for developing a sense of self that aligns with the goals and values of hybrid work (Kornberger et al. 2011; McGivern et al. 2015). Equally important is, however, recognizing that hybrid work creates an environment of occupational ambiguity (Meyerson 1991; Alvesson 1993). In this environment, no clear role models (Ibarra 1999) exist, and professionals need to be flexible and adaptive in deciding who they want to become. This highlights that responses to work in hybrid roles are influenced by organizational contingencies (Currie et al. 2016) that effectively arise from the partially prescriptive nature of any managerial tools deployed to control professional activities (Visser et al. 2018). The perspective of *adaptive autonomy* clarifies how this indeterminate nature of managerial techniques coupled with personal initiative enables the emergence of hybrid professionalism and advocates for a better understanding of the dynamics involved in the mutual adaptation of hybrid roles and professionals' sense of self in hybrid work.

Lastly, while it is known that extending knowledge beyond one's specialty is a key aspect of hybrid professionalism (Llewellyn 2001; Blomgren and Waks 2015), understanding exactly how that knowledge becomes incorporated into professional work has been lacking. The review found that learning about management and its

integration into professional practice constitutes the development of *integrative competence*. This includes integrating managerial principles into the fabric of professional competence constituted by professionals' understanding of self, their work, and people and tools involved in service delivery (Sandberg and Pinnington 2009). From this perspective, as individual professionals integrate managerial thinking into their work, their whole approach to 'being' a competent professional transforms. The lens of *integrative competence* reframes our understanding of hybrid professionalism, viewing it as a multidimensional phenomenon emerging from the interplay between the self, others, and available managerial tools.

METHODOLOGY

The review advanced systematically through the following stages: identification of literature for inclusion, data cleaning, data analysis and synthesis, presentation of results (Linnenluecke et al. 2020) and the discussion.

Data collection

The authors gained an initial understanding of the concept of professional hybridity by reviewing several papers familiar to them (Croft et al. 2015; McGivern et al. 2015; Adams 2020) that are related to the topic. The backward search (Harari et al. 2020) of that paper facilitated the identification of papers that provided the authors with an initial overview of theories and conceptual frameworks employed in the research of professional hybridity. Following that scoping process (Arksey and O'Malley 2005) the authors selected the following keywords and search operators: 'professional manager*' OR 'professional hybrid*' OR 'professional hybrid manager*' OR 'hybrid profession*' OR 'hybrid manager*' OR 'organizing profession*' OR 'organized profession*' OR 'organizational profession*'. This review shows an overlap of fourteen papers with Giacomelli (2020) review. We attribute the extent of that overlap to variations in the keywords used. For instance, unlike Giacomelli (2020), we did not include keywords relating to public service, public administration, boundary spanning or knowledge brokering. Our focus was not primarily on professionals in the public service, nor did we intend to suggest any specific behaviours in which professional hybrids may be engaged.

We searched for these terms in either of the three areas: titles, abstracts, or keywords. Following Harari et al. (2020), in November 2021, we conducted the searched in three databases including ABI/Inform,

PsycINFO and Business Source Complete. Following Crossan and Apydin (2010) we also researched Web of Science but we extended our search to all available databases beyond the ISI Web of Knowledge's Social Sciences Citation Index (SSCI) that they relied on (Fig. 1 demonstrates the search flowchart). The search criteria applied were: academic journals, peer reviewed, English language.

The search returned 2,022 papers. The data files were first collated in Mendeley and moved to Covidence. After removing duplicates in both systems, 1,285 articles remained for the initial screening of titles and abstracts. The first author screened the titles and abstracts to exclude any papers that clearly were not related to the researched topic, such as hybrid funds. As a result, 140 articles were included for full-text paper review. The inclusion criteria during the next step were further defined to focus (1) on professions such as healthcare workers (nurses, doctors), lawyers, accountants, or engineers; and (2) on hybrid work that involved combining managerial and professional work. The definition of professions covers an increasingly broader circle of occupations (Evetts 2013). We focused on professionals belonging to classic or independent liberal professions (Reed 1996; Malhotra and Morris 2009), as they benefit more from the traditional features of professionalism. It is noted that we included both medical doctors and nurses in the selection criteria. While conventional hierarchies often position doctors as higher-status professionals than nurses, in practice, the nature of their work increasingly converges. Both groups balance professional and managerial logics, navigating similar organizational demands and forms of accountability. Furthermore, the boundaries between their roles are narrowing, as nurses take on advanced clinical responsibilities. For example, Maier and Aiken (2016) found that nurses in 27 countries globally had increasingly taken on responsibilities historically performed by physicians, including prescribing and diagnostic decision-making. Given the strong presence of characteristics such as occupational closure, a sense of identity, and claims to expert knowledge in these professions (Wilensky 1964; Abbott 1988), the effects of hybrid professionalism within this group are likely to be most pronounced.

Both empirical as well as theoretical papers have been included. After both authors reviewed and discussed all papers, fifty-four were included for the final coding in NVivo. Seven additional articles were included based on cross-references, leading to the final sample of sixty-one articles. An additional search using the same keywords and databases was conducted in September 2024 to cover studies published from January 2021 onward. The search

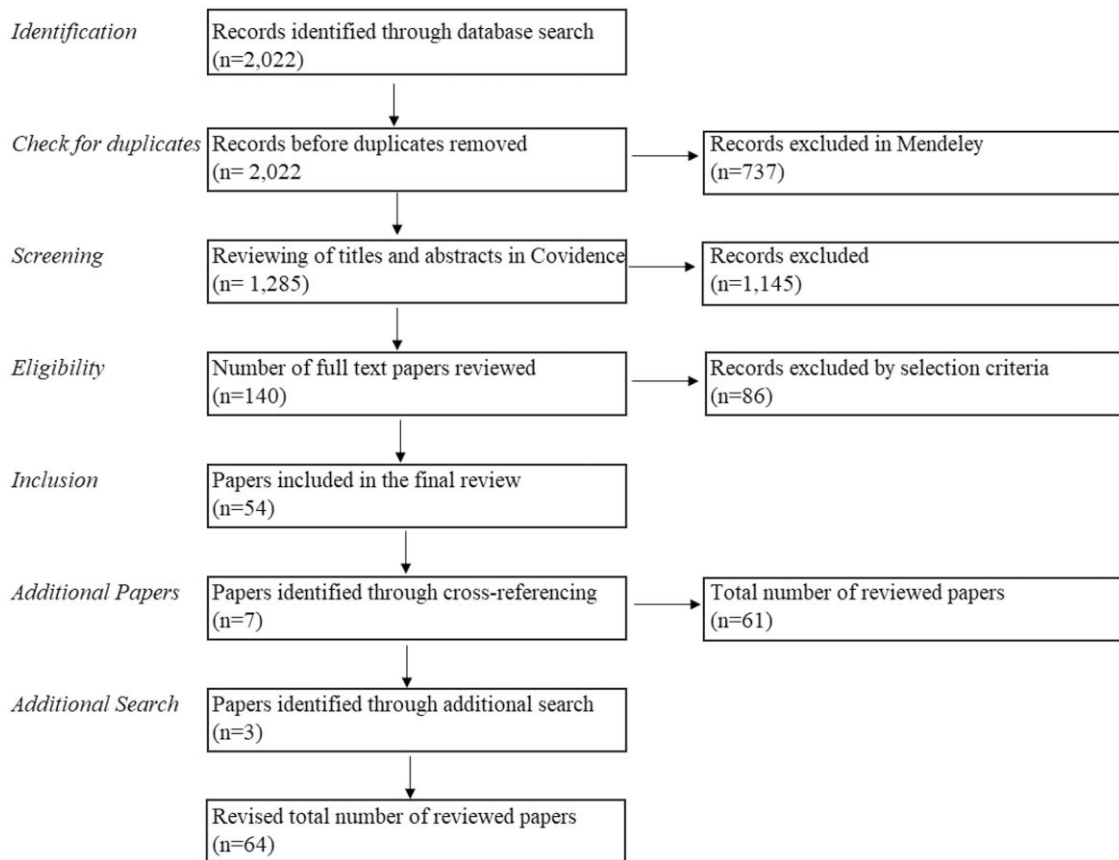


Figure 1 Systematic literature search flowchart.

initially identified 298 papers for title and abstract review. Of these, four papers had already been included in the original sample of sixty-one articles. Nine were selected for full-text review. Finally, three additional papers were included, resulting in a final sample of sixty-four articles. Among the selected articles, 71 per cent focused on healthcare in the European context, primarily in the UK. Papers looking at PSFs (engineers, lawyers, accountants) account for 20 per cent of the sample. The rest (8 per cent) included theoretical and review papers. The sample is derived from thirty-three academic journals in organization studies, healthcare management, sociology, and public management.

Data analysis

In this step, we focused on identifying the behaviours and experiences demonstrated by professionals in response to the hybrid work, as well as their underlying reasons. This focus was driven by an interest in understanding what hybrid professionalism entails from the perspective of

individual professionals, the work activities they engage in, and the factors that influence these activities. To ensure both the rigour of the review and the clarity of the argument, we coded the papers following the method of thematic analysis (Braun and Clarke 2006). The method was chosen for its reflexive approach to data analysis, which recognizes that themes emerge through an open-ended, iterative process of reading the text to understand, interpret, and conceptualize its meaning. Importantly, from this perspective, researchers recognize that their interests and theoretical and ideological assumptions influence the process, and they actively engage in questioning their choices and decisions as the development of themes progresses (Braun et al. 2018: 6).

The thematic analysis approach ensures that researchers do not reject their existing preunderstanding (Alvesson and Sandberg, 2020) of a given area but instead use it as a starting point to build a more nuanced interpretation of data. We were aware of the strong reliance on institutional theory in studies of hybrid professionalism (Giacomelli 2020), and thematic analysis enabled us to

Table 1 The summary of themes identified in the review.

	Behaviours	Reasons
Not hybridizing	Rejecting managerial work	Having a strong sense of professional identity Having a strong sense of inspiration for professional work Being sceptical about the managerial roles and responsibilities Facing excessive workload demands An uncooperative work context
	Transitioning fully into managerial roles	Low identification with professional identity Personal interest and ambition to make organizational impact
Passive hybridizing	Prioritizing professional work Superficial implementation of managerial practices (ticking the boxes)	Being an incidental hybrid Organizational bureaucracy The lack of role description The lack of managerial training Being powerless
Active hybridizing	Translating and communicating Engaging with varied stakeholders Adapting management to professional context Engaging in politics for professional benefit Leveraging professional experience in management Organizing professionalism	Identity transition and transformation Experiencing no conflict between professional and managerial identities Having the confidence to be a hybrid Having the motivation to hybridize Participation in management training Being able to integrate competing logics Having a broad managerial skillset An ability to reconstruct the meaning of professional work Recognizing the need for interdisciplinary knowledge Managerial knowledge gained through peer-to-peer learning Having an ability to maintain professional respect Legitimacy and recognition of hybrid role An awareness of organizational context

incorporate and build on this preunderstanding during this review. The process of generating codes required multiple readings of data (Alhojailan 2012) and discussion among the authors as the work progressed. This stage of analysis is heavily reliant on authors’ ‘judgement and insights’, difficult to describe, and potentially open to controversy (Thomas and Harden 2008). To ensure clarity, we attempted to maintain semantic consistency (Braun and Clarke 2006) between theme names and underlying code names where possible. Following Braun et al. (2018), we refrain from claiming any clear-cut amount of papers reviewed to achieve saturation.

In the next phase, we synthesized the findings into three groups based on themes related to behavioural

patterns identified in response to hybrid roles and the reasons underlying these behaviours. The first group demonstrates themes related to professionals who did not adopt hybrid work. This was either because they did not take on hybrid roles or because they transitioned into fully managerial work. The second includes themes related to professionals who hybridized passively. The third includes themes related to professionals who engaged actively in the process (refer to Table 1 for a summary of the findings).

In the findings section, we present a detailed analysis of illustrative quotes that support each theme and explain the reasoning behind our interpretation. In the next step, we reflected further on the findings by exploring

their connection to the underlying theoretical assumptions that drive current research and by exploring alternative theoretical interpretations (Alvesson and Sandberg 2020). Academic theorizing provides concepts and vocabularies that help conceptualize a given topic, which are used to explain, reinterpret, or expose the limitations in current understanding of these topics (Cornelissen et al. 2021). The integration section outlines how various themes related to behaviours and their underlying reasons prompted interpretations through different theoretical lenses and their conceptual frameworks.

The reflexive approach adopted in this research (Braun and Clarke 2006; Alvesson and Sandberg 2020) remains difficult to capture a clear cut framework. In this context, interpreting data and developing understanding is rarely a straightforward, linear process. Philosophically aligned with phenomenology and hermeneutics, this approach recognizes that phenomena are constructed through an iterative process. This entails interpreting the findings against one's preunderstanding of phenomena while remaining open to developing this understanding through an ongoing dialogue with the findings (Koch 1996; Grondin 2015). The framework presented in this review illustrates how we developed our understanding of hybrid work as we reflected on the findings of this research.

FINDINGS

Through thematic analysis of the selected articles, three key topics were identified regarding the behaviour of individual professionals in response to work in hybrid roles. They are: not hybridizing (not engaging in hybridizing at all), passive hybridizing (taking on a hybrid role without actively engaging in managing), and active hybridizing (engaging in hybridizing deliberately). Respective behaviours and reasons for these behaviours related to hybridizing were identified.

Not hybridizing

Two types of behaviours related to not hybridizing were identified. One is that professionals reject managerial work, and the other is that they transition fully into managerial roles. Five reasons for rejecting managerial work include (1) having a strong sense of professional identity, (2) having a strong sense of inspiration for professional work, (3) being sceptical about the managerial roles and responsibilities, (4) facing excessive workload demands, (5) an uncooperative work context. Two reasons were identified for transitioning fully into managerial role, including (1) low identification with professional

identity, and (2) personal interest and ambition to make organizational impact. Table 2 presents the illustrative quotes, subthemes, and themes for behaviours of not hybridizing and their respective reasons.

Behaviours of not hybridizing

Two themes related to this topic are: *rejecting managerial work* (McGivern et al. 2015; Sartirana 2019; Sartirana et al. 2019) and *transitioning fully into managerial work* (Dent et al. 2004; Hallier and Forbes 2005; Croft et al. 2015; Duffield et al. 2019; Pettersen, 2025). In the case of the former, professionals see managerial work as 'something to be resisted [...]' (Adams 2020: 112; Sofritti 2020: 96) and as 'a fundamental betrayal of their primary profession' (Jacobs 2005: 140). In contrast, professionals may also fully commit to managerial work when by becoming absorbed by managerial duties (Sirris 2019: 11), their focus on professional duties is 'diminished' (Rautiainen et al. 2022: 875). As shown in Wong (1998), 'Their [new professional-managerial class of nurses] labour production is mainly mental work such as planning, attending meetings, conceiving new policies and projects. They do not provide direct care' (p. 349).

Reasons for not hybridizing—rejecting managerial work

Having a strong sense of professional identity is associated with situations where professionals maintain a strong sense of professional self (McGivern et al. 2015; Sartirana, Currie, and Noordegraaf 2019; Sofritti 2020). Consequently, such professionals 'feel no need' to have their identity transformed into a 'management self' (Forbes and Hallier 2006: 36). This was explained that '[...] nurse hybrids did not show any indication of identity transition. Perhaps this was due to their enduring professional identities, and a reluctance to adapt their professional identities [...]' (Croft et al. 2015: 391). Another reason for rejection of hybrid work is *having a strong sense of inspiration for professional work*. Professionals who struggle or refuse to hybridize exhibit a deep, emotional connection to their practice (Croft et al. 2015; Sartirana, Currie, and Noordegraaf 2019; Sofritti 2020). For example, 'To these professionals, the main values sustaining their professionalism are based on altruistic narratives [...] These nurses interpret their work as especially fulfilling in emotional terms' (Carvalho 2014: 182). Lastly, *being sceptical about the managerial roles and responsibilities* has a major impact on the willingness to become successful hybrid (Sofritti 2020; Rautiainen et al. 2022). Some professionals view

Table 2 Illustrative quotes, subthemes, and themes for the topic of not hybridizing.

Illustrative quotes	Subthemes	Themes
“Many professionals were indeed not motivated to take up a relevant management role.” (Sartirana et al. 2019: 1,204)	Rejecting managerial work	Behaviours of not hybridizing
“We also find that nurses, to a large extent, become full-time managers.” (Pettersen, 2025: 7)	Transitioning fully into managerial role	Reasons for rejecting managerial work
“Many hybrids in Clinical Director roles chose not to advance in their careers as hybrids because they did not want to lose their professional identity.” (McGivern et al. 2015: 426)	Having a strong sense of professional identity	
“From this perspective [of a traditional doctor], being a physician is a ‘mission’: the doctor-patient relationship is its cornerstone and the pursuit of health is the main and only goal.” (Sofritti 2020: 96)	Having a strong sense of inspiration for professional work	
“Further, the accounting numbers were not trusted by the medical professionals.” (Rautiainen et al. 2022: 873)	Being sceptical attitude about the management	
“Reluctant hybrids feared additional responsibility and considered managerial duties an added burden.” (Nzinga et al. 2019: 179)	Facing excessive workload demands	Reasons for transitioning fully into managerial roles
“Respondents [...] were members of the profession, yet not seen as such by other members of the profession; they were managers, yet not seen as managers by others.” (Croft et al. 2015: 391)	An uncooperative work context	
“Professional identity came second, even if they were health personnel with extensive experience as medical doctors or nurses.” (Sirris 2019: 5)	Low identification with professional identity	
“About half the nurse hybrid managers interviewed either started with aspirations of moving into management or decided it was a career path that would help them have a greater impact on patient care. For these aspirational nurse hybrid managers (including former matrons), only a move into management could provide them with the opportunity to exert greater influence.” (Bresnen et al. 2019: 1,351)	Personal interest and ambition to make organizational impact	

managing disparagingly as getting ‘dirty with money’ (Sartirana 2019: 7), while others simply see ‘managerialism as oppositional to professionalism’ (Adams 2020: 108).

In contrast to themes that focus on the individual level of analysis, two themes, *facing excessive workload demands* and *an uncooperative work context*, related to an organizational context. In the first case, managerial work is resisted because it creates ‘a lot of work and stress’ (Rautiainen et al. 2022: 876). As the managerial work comes on the top of already busy professional schedules (Croft et al. 2015; Duffield et al. 2019;

Nzinga et al. 2019), increased workload leaves professionals ‘agnostic’ towards management (Bresnen et al. 2019: 1,360). An *uncooperative work context* may be characterized by ‘a lack of guidance’ to support staff regarding professional needs (Llewellyn 2001: 614), bullying behaviours (Hallier and Forbes 2005), insufficient support from both peers and managers (Croft et al. 2015), and the imposition of managerial responsibilities on professionals (Rautiainen et al. 2022). Attempts to hybridize may also be unsuccessful when conflicts with peers take precedence over fulfilling actual hybrid tasks, e.g. ‘[...] in this group of

hybrid clinician managers, much time was wasted resolving interpersonal conflicts' (Kippist and Fitzgerald 2009: 651).

Reasons for not hybridizing—transition into full managerial roles

Two reasons were found that explain the behaviour of not hybridizing. One reason refers to the *low identification with professional identity* (Hallier and Forbes 2005; Croft et al. 2015). For example, '[t]hey [nurses in managerial roles] [...] considered themselves as members of a new professional group: managers with a nursing background' (Croft et al. 2015: 391). Another reason refers to the *personal interest and ambition to make an organizational impact* (Hallier and Forbes 2005; Currie et al. 2016; Bresnen et al. 2019). Some professionals focus solely on managerial work due to their strong interest in organizational dynamics, e.g. '[a]t quite a young age I wasn't just doing doctoring, I had to make the system work' (McGivern et al. 2015: 421).

Passive hybridizing

In the topic of passive hybridizing, two types of behaviour have been identified, i.e., (1) prioritizing professional work where professionals take on managerial roles but continue prioritizing professional goals; and (2) *superficial implementation of managerial practices (ticking the boxes)* where they engage in managing but only superficially. The five following reasons for these behaviours were found: (1) being an incidental hybrid, (2) organizational bureaucracy, (3) the lack of role description, (4) the lack of managerial training, and (5) being powerless. Table 3 presents the illustrative quotes, subthemes, and themes for behaviours of passive hybridity and their respective reasons.

Behaviours of passive hybridizing

Despite occupying hybrid positions, some professionals *prioritize professional work* over attempting to balance it with managerial responsibilities (Forbes and Hallier 2006; McGivern et al. 2015; Nzinga et al. 2019; Conroy et al. 2024). As the quote explains: 'Most doctors in this second group [incidental hybrids] preferred clinical practice to management activities' (Sartirana 2019: 6). If pressured to make a choice between managerial and professional duties, these passive hybrids prioritize the latter (Kippist and Fitzgerald 2009: 651). Passive hybrids see 'managing merely as a way to represent clinical values and local service interests' (Hallier and Forbes 2005: 59).

Coupled with that is *superficial implementation of managerial practices (ticking the boxes)* when passive hybrids

employ managerial techniques but not implement them effectively (Young 1999; Forbes and Hallier 2006; McGivern et al. 2015). This was shown in the following quote: 'Annual performance appraisals are like a ritual [...] people do not look at it as something that can help them [...]' (Nzinga et al. 2019: 181). This also may lead some to 'distancing from professional conscientiousness' through 'cutting corners' and reducing professional judgment to merely complying with the rules (Kosmala and Herrbach 2006: 1,417). Passive hybridity can preserve a managerial façade. In reality, there is a lack of genuine commitment to bring about systemic organizational change. Instead, managers organize symbolic weekly meetings and call out members to share their thoughts where majority are not committed in the organization's change (Dent 2003).

Reasons for passive hybridizing

Being an incidental hybrid occurs when professionals take on managerial roles incidentally with no intention to work as hybrids permanently. As a result, they never identify as hybrids (Forbes and Hallier 2006; Bévort and Suddaby 2016; Bresnen et al. 2017, 2019; Nzinga et al. 2019; Sartirana 2019). 'Incidental hybrids maintain their personal and social professional identity and traditional professional norms [...]' (McGivern et al. 2015: 425). Such professionals remain 'clinicians at heart and they will do it because somebody has to do it at the time', but they will do it for a length of time, and they will say "'that's my bit [...]"' (Hallier and Forbes 2005: 59). *Organizational bureaucracy* can also have a detrimental effect on professional hybrids (Bresnen et al. 2017; Wadmann et al. 2019; Rautiainen et al. 2022). 'One hybrid manager admitted that, 'a lot of stuff we do has nothing to do with safety or risk. [...] This was a consequence of, 'a bureaucratic process that sits around' (Currie et al. 2016: 146). Bureaucracy also discourages professionals from hybridizing by introducing 'too many micro managers' (Kippist and Fitzgerald 2009: 651) who disrupt decision-making process.

Some potential hybrids were found to be left uncertain about their future work due to *the lack of role description* for their hybrid positions (Young 1999; McGivern et al. 2015; Nzinga et al. 2019). 'The truth was that nobody really knew what it would involve. All I [clinical director] knew was that I would become involved in management but what this role would be [...] was not really defined at the time' (Hallier and Forbes 2005: 56). Without a clarity about the content of their hybrid roles, some felt '[t]hrown into the deep end' and 'unable to adopt an organizing role as it was not clear what that would entail

Table 3 Illustrative quotes, subthemes, and themes for the topic of passive hybridizing.

Illustrative quotes	Subthemes	Themes
'[hybrid middle manager] manages do the work that he believes is important—clinical care for patients and responsible management for his employees—but avoids the bureaucratic paperwork associated with the new programme initiative that he believes to be unimportant.' (Conroy et al. 2024: 734)	Prioritizing professional work	Behaviours of passive hybridity
'The organization needs you to tick their boxes ... to understand their must-dos and their must-haves and their givens.' (Bresnen et al. 2017: 603)	Superficial implementation of managerial practices (ticking the boxes)	Reasons for passive hybridity
““incidental” hybrids were mostly bound to the traditional professional mindset and values, they were not motivated or capable enough to fully take up the decision making responsibilities over finance and hospital-wide planning [...].’ (Sartirana 2019:8)	Being an incidental hybrid	
‘He [a hospital director] turned to the computer and retrieved a local patient pathway protocol of eight pages with links to around 50 pages of relevant guidelines [...] and asked ironically: “Do you think a physician in residency training will read eight pages in an emergency situation?”. A hospital director summed up: “We also contribute to creating our own bureaucracy [...] It’s just the way it unfolds. And it’s highly unfortunate”.’ (Wadmann et al. 2019: 24)	Organizational bureaucracy	
‘Further, when asked, the hybrid clinician managers said they did not have a job description for the dual role.’ (Kippist and Fitzgerald 2009: 649)	The lack of role description	
‘nurses in both cases were given the space to develop a nursing organizing role, yet soon felt lost doing this as it required knowledge and skills about organizing care they did not own yet.’ (van Roekel et al. 2020: 291)	The lack of managerial training	Being powerless
‘we note organizational contingencies [...] hybrid managers are pushed towards compliance with regulatory demands, and simultaneously squeezed by powerful professionals [...] in the poorer performing organization.’ (Currie et al. 2016:147)		

[...]’ (van Roekel et al. 2020: 289). In addition, *the lack of managerial training* (Kippist and Fitzgerald 2009; van Roekel et al. 2020) was a reason why some professionals felt ‘unprepared and untrained’ to work in hybrid roles (Nzinga et al. 2019: 178). The lack of sufficient training in finance left some stakeholders frustrated when dealing with hybrids who did not know what the financial ‘numbers’ meant (Rautiainen et al. 2022: 873) or could not ‘pick up on’ the provided financial information (Llewellyn 2001: 614). Being a good practitioner does not guarantee a success in hybrid work either. ‘It also depends on the competence of clinical directors, who often

is a good doctor or surgeon but may not have the preparation, or the skills [...] to effectively perform as a director’ (Prenestini et al. 2021: 6). Having control over one’s work is important, and some passive hybrids were found to feel *powerless* (Hallier and Forbes 2005; Currie et al. 2016; Nzinga et al. 2019; van Roekel et al. 2020). Despite voicing their concerns, nothing had been improved in practice and hybrids lacked the necessary influence to change anything (Kosmala and Herrbach 2006). For example, in Rautiainen et al. (2022), a hybrid manager said ‘I do not have any power; I only have responsibilities [...]’ (p. 876).

Additionally, 'not being consulted' about managerial decisions and being 'told' what to do, without the opportunity to contribute, leaves hybrids feeling that decisions are being 'imposed' on them (Dent 2003: 116).

Active hybridizing

Most papers focused on the topic of active hybridizing. The review identified six types of behaviours pertaining to this topic: (1) translating and communicating between managerial and professional domains, (2) engaging with varied stakeholders, (3) adapting management to professional context (4) engaging in politics for professional benefit, (5) leveraging professional experience in management, and (6) organizing professionalism. The reasons for active hybridity include thirteen factors such as: (1) identity transition and transformation, (2) experiencing no conflict between professional and managerial identities, (3) having the confidence to be hybrid, (4) having the motivation to hybridize, (5) participation in management training, (6) having a broad managerial skillset, (7) recognizing the need for interdisciplinary knowledge, (8) managerial knowledge gained through peer-to-peer learning, (9) being able to integrate competing logics, (10) being able to reconstruct the meaning of professional work, (11) having an ability to maintain professional respect, (12) legitimacy and recognition of hybrid role, (13) an awareness of organizational context. Table 4 presents the illustrative quotes, subthemes, and themes for behaviours of active hybridizing and their respective reasons.

Behaviours of active hybridizing

Hybrid professionals were involved in *translating and communicating* between managerial and professional domains (Llewellyn 2001; Blomgren and Waks 2015). Sometimes this happens literally while '[...] explaining to clinical colleagues the meaning of management language' (Fitzgerald et al. 2000: 725). Professional hybrids facilitated the exchange between professionalism and managerialism through interpreting (Golden et al. 2000: 1,178), 'bringing an understanding' (Kippist and Fitzgerald 2009: 652), acting as epistemic 'boundary spanners' (Fitzgerald et al. 2013: 236), 'combining the interests of people' and '[k]eeping everybody on board' (Sartirana et al. 2019: 1,201).

Hybrid work of *engaging with varied stakeholders* involves interacting with a complex network of different organizational and institutional interest groups (Croft et al. 2015), not only to ensure smooth service delivery (Kornberger et al. 2011), but also to sustain reputation and control over one's practice (Carvalho 2014: 188).

This entails liaising with 'other professionals' who may not 'automatically accept the authority' of hybrids (Postma et al. 2015: 72), and 'crafting boundaries' and 'on-going discussions [...] with other disciplines and management' (van Roekel et al. 2020: 293). This is true especially in contexts where the 'jurisdiction of management' is 'contested' by many specialties (Kirkpatrick et al. 2021: 5).

Professional hybrids also achieved their goals through *adapting management to professional context* (Fitzgerald and Ferlie 2000; Kornberger et al. 2011; Mueller et al. 2011). In this case, managing is 'a process of ideas bubbling up' and 'consultation coming down' (Faulconbridge and Muzio 2008: 16). Professional hybrids facilitated the convergence of professional and managerial interests by recalibrating the focus of managerial responsibilities towards strategic issues 'with operational issues being taken care of by nonmedical management' (Llewellyn 2001: 612), through '[p]ersuasion, rather than direction' (Dent 2003: 111), or by organizing their operations as they see fit (Kurunmaki 2004).

Engaging in politics for professional benefit (Young 1999; Llewellyn 2001; Dent 2003; McGivern et al. 2015; Noordegraaf 2015; Ernst 2019) constituted another aspect of hybrid work. Hybrid professionalism is political in nature because professionals need to satisfy the 'intangible' side of services inclusive of 'collective or social purposes' and 'ideological values' (Noordegraaf 2011: 1,364). Politics created a tangible 'reality in the manager's world' that they need to navigate carefully (Kornberger et al. 2011). 'The chairs [professional hybrids] of the expert groups would also meet local officials and politicians [...] In these forums, different topics that required both medical and managerial expertise were discussed, prepared, and agreed on' (Blomgren and Waks 2015: 90).

Professional hybrids also played an active role in reconciling professional and managerial viewpoints by *leveraging professional experience in management* (Bresnen et al. 2017; Ernst 2019; Sirris 2019). For instance, in Fitzgerald and Ferlie (2000), '[the Medical Director] was deferred to and his opinion carried greater weight on occasions, because of his professional expertise' (p.724). Hybrids are 'two-way windows' who 'can demonstrate the consequences [...] in management terms [...]' (Llewellyn 2001: 609). They also have 'the freedom' to inform managerial decision making at their 'level' (Kurunmaki 2004: 335).

Professional hybridizing leads to the development of *organizing professionalism* (Fitzgerald et al. 2013; Noordegraaf 2015; Noordegraaf et al. 2016; Giacomelli 2020) where 'the traditional values, objectives and rewards connected with professionalization projects are

Table 4 Illustrative quotes, subthemes, and themes for the topic of active hybridizing.

Illustrative quotes	Subthemes	Themes
‘We have also shown that medically trained individuals in managerial and staff functions—‘hybrid professionals’—were assigned to interpret, communicate, and translate data in the reports, to get ‘doctors on board’, and to induce changes in work practices and routines when it was found appropriate.’ (Blomgren and Waks 2015: 94)	Translating and communicating	Behaviours of active hybridity
‘Professional hybrids are situated between managerial and professional groups, potentially enabling them to move between different organizational groups.’ (Croft et al. 2015: 380)	Engaging with varied stakeholders	
‘Many of the most experienced [Clinical Directors] clearly recognized that the management of a professional group could not be successfully achieved by autocracy or delegation, but had to be done through negotiation and be based on principles of reciprocation.’ (Fitzgerald and Ferlie 2000: 730)	Adapting management to professional context	Reasons for active hybridity
‘[nurse manager] was able to use her financial power to persuade the management board to set the rules aside in this instance.’ (Young 1999: 5).	Engaging in politics for professional benefit	
‘This combination of clinical or healthcare qualifications, combined with often considerable clinical experience, provided many hybrid general managers with understanding that enabled them not only to communicate well with their teams but also to engage authoritatively and effectively with clinicians.’ (Bresnen et al. 2017: 605)	Leveraging professional experience in management	
‘Modern, organizing professionals are able to work together [...] work across disciplines and learn from people and practices elsewhere. They adjust their ways of viewing the world.’ (Noordegraaf 2015: 203)	Organizing professionalism	
‘In essence, evident in the studies cited above, academic commentary increasingly highlights that moving from a purely professional role towards a hybrid managerial role in a healthcare setting is a matter of identity transition.’ (Currie and Croft 2015: 856)	Identity transition and transformation	
‘Our study further shows that an auditor could maintain two identities and hold both organizational and professional values, where the latter are not necessarily in conflict with those of the commercial orientation of the firm.’ (Broberg et al. 2018: 393)	Experiencing no conflict between professional and managerial identities	Reasons for active hybridity
‘[...] medical managers’ beliefs in their capabilities to carry on managerial roles contribute to their effective behavior as managers.’ (Macinati et al. 2016: 1,025)	Having the confidence to be hybrid	
‘The motivation for many professionals to take on a management role is the desire to make improvements in the services offered.’ (Fitzgerald and Ferlie 2000: 729)	Having the motivation to hybridize	

(continued)

Table 4 Continued

Illustrative quotes	Subthemes	Themes
'management training provides participants [clinical directors] with crucial organizational and performance-based information and, thus enhances their ability to capitalize on this information in order to play a role in top management decision making.' (Giacomelli 2020: 174)	Participation in management training	Reasons for active hybridity (cont.) Reasons for active hybridity (cont.)
'But hybridisation was not a matter of turning doctors into accountants [...] The traditional skills of the clinician were complemented by a new set of techniques that enabled them to prepare budgets, calculate costs, and set prices.' (Kurunmaki 2004: 336)	Having a broad managerial skillset	
'the diffusion of multidisciplinary teams is likely to lead to the emergence of 'hybrid professionals' (who develop a relational capability vis-à-vis expertise in other areas)' (Armour and Sako 2020: 32)	Recognizing the need for interdisciplinary knowledge	
'An important aspect of experience was also the social learning that occurred. Formally, mentoring and coaching relationships with senior colleagues were important.' (Bresnen et al. 2017: 609)	Managerial knowledge gained through peer-to-peer learning	
'I identified strikingly similar strategies of logics prioritizing, by which hybrid professional managers unlock the dichotomy of professionalism and managerialism. Importantly, prioritizing did not represent a problem for the managers.' (Sirris 2019: 8)	Being able to integrate competing logics	
'This hybridized professionalism results from attempts made by nurses to incorporate new organizational values in their discourses without abandoning the traditional values and beliefs of the profession. The traditional values are reconfigured to allow some continuity.' (Carvalho 2014, p 187)	Being able to reconstruct the meaning of professional work	
'Clinical directors have considerable management responsibility, but the problem is that doctors respect clinical clout and they want clinical respect.' (Llewellyn 2001: 604)	Having an ability to maintain professional respect	
'another key element in the construction of the new identity turned out to be the progressive development of organizational legitimacy, or social acceptability outside the clinical domain.' (Sartirana et al. 2019: 1,202)	Legitimacy and recognition of hybrid role	
'Organization is not perceived as an intrusive issue, but it is considered part of professional ethics.' (Sofritti 2020: 99)	An awareness of organizational context	

increasingly achieved and secured through the support of appropriate organizational systems, structures and procedures' (Faulconbridge and Muzio 2008: 20). As a result, 'organizational' (Postma et al. 2015: 60) or 'managerial' (Adams 2020: 108) tasks become part of

professional work. The emergence of organizing professionalism emphasizes the natural merging of professional and managerial work in the activities of professional hybrids whose work is increasingly associated with large organizations (Broberg et al. 2018: 392).

Reasons for active hybridizing

Developing a hybrid identity or 're-identification' (Kornberger et al. 2011: 530) was a necessary step towards transforming into professional hybrid capable of serving organizational interests. The *identity transition and transformation* (Croft et al. 2015; Currie and Croft 2015; McGivern et al. 2015; Bévort and Suddaby 2016; Bresnen et al. 2019) included a phase of 'rationalizing' that refers to 'increasing the understanding of the hybrid identity, elaborating new meanings given to the professional self [...]' (Sartirana et al. 2019: 1,204). Interestingly, some professionals felt no discomfort in taking on managerial responsibilities and experience *no conflict between professional and managerial identities* (Faulconbridge and Muzio 2008; Carvalho 2014; Correia and Denis 2016; Broberg et al. 2018; Sartirana 2019; Sirris 2019). As the quote shows: 'Kevin, in contrast was clearly comfortable with his new managerial script [...]' (Bévort and Suddaby 2016: 29). For those with managerial aspirations, taking on hybrid duties seems like 'a natural progression [...]' (Bresnen et al. 2019: 1,355).

Another factor supporting the emergence of active hybridizing consist of *having the confidence to be hybrid* (Jacobs 2005; Bévort and Suddaby 2016; Macinati et al. 2016). This quote shows such confidence: '[...] they [hybrids] showed confidence in using managerial tools, in talking about directorate planning, and contributing to strategy making [...]' (Sartirana 2019: 6). Professionals in hybrid roles became 'tougher' (Forbes and Prime 1999: 110) as they learned to make difficult decisions typical of their roles and more resilient (Bryce et al. 2018: 103). *Having the motivation to hybridize* is also an important factor in becoming a successful hybrid (Fitzgerald and Ferlie 2000; McGivern et al. 2015; Bresnen et al. 2017, 2019). Motivation to become hybrid could be based on understanding the need for the profession to develop and evolve in line with societal expectations. 'Most of the hybrids we studied understood new societal demands and in order to maintain credibility in front of society they accepted the challenge to co-evolve and reconfigure traditional identities [...]' (Sartirana et al. 2019: 1,206).

Participation in management training provided hybrids with insights and understanding of managerial issues (Fitzgerald and Ferlie 2000; Llewellyn 2001; Giacomelli et al. 2019; Sartirana 2019). Through managerial training, professional hybrids 'become more understanding of the problems faced by management [...]' (Fitzgerald et al. 2000: 729). Such training may include pursuing academic degrees or participating in

programmes organized by employing organizations (Carvalho 2014; Teig 2015; Sirris 2019: 4). The provision of training was important as hybrid managers require *having a broad managerial skillset* (Kurunmaki 2004; Jacobs 2005; Tureta and Castelo Júnior 2020). This included communication skills (Adams 2000), 'people-management skills, building and developing client relationships [...]' (Kornberger et al. 2010: 781), an ability to draft 'bids' proposals (Bresnen et al. 2017: 604), 'budgets and forecasts [...]' people skills [...] and lobbying and political skills' (Kippist and Fitzgerald 2009: 650). Coupled with that was *recognizing the need for interdisciplinary knowledge* (Golden et al. 2000; Postma et al. 2015; Armour and Sako 2020; Prentestini et al. 2021). Professional hybrids 'know how to operate in organized, interdisciplinary settings [...]' (Noordegraaf 2007: 774), and realize that some problems may be too 'massive' for one person to tackle alone (Bryce et al. 2018: 103). This proved to be particularly helpful 'when cases involve outside areas of expertise [...]' (Tureta and Castelo Júnior 2020: 1,436).

In addition to managerial training, *peer-to-peer learning* played an important role in hybridization (McGivern et al. 2015; Nzinga et al. 2019). Various casual social interactions could become occasions where hybrids were found to have 'familiarized themselves with the new management role' (Sartirana et al. 2019: 1,200). There was no single best group within an organization from which to learn, and even 'the administrative staff' could offer support to hybrid professionals (Jacobs 2005: 147). Through '[d]rawing recurrently upon strong social ties and personal knowledge bases' professional hybrids could learn to 'deal, in very practical ways, with the problems and issues they faced' (Bresnen et al. 2017: 610).

Acquiring multiple managerial skills was essential in helping hybrids *to integrate competing logics* of professionalism and managerialism (Llewellyn 2001; Blomgren and Waks 2015; Noordegraaf 2015; Bresnen et al. 2019; Sartirana 2019; Sirris 2019). Hybridity became 'a liminal condition' that enabled professionals to experience their practice as represented by professional and organizational logics (Sofritti 2020, p.101). Active hybrids understood professional and managerial 'discourses' (Kippist and Fitzgerald 2009: 650), which helps them to balance 'professional and managerial logics with a foot in both camps [...]' (Adams 2020: 103). This was coupled with developing an *ability to reconstruct the meaning of professional work* (Faulconbridge and Muzio 2008; Carvalho 2014; McGivern et al. 2015; Sartirana 2019; Sartirana et al. 2019) which

entailed knowing how to make ‘trade-offs’ that help to align different interests (Noordegraaf 2007: 779) and involved ‘a gradual change of ways of thinking and working’ (Sofritti 2020: 101). As hybrids ‘reconceptualize’ the meaning of professional work (Giacomelli et al. 2019: 176), they could go beyond experiencing hybridity as an ‘unnatural juxtaposition of two clashing sets of practices and values [...]’ (Sartirana et al. 2019: 1,205).

Professional hybrids were at risk of losing respect from professional peers who might see them as absent and unable to understand day to day problems because they no longer ‘go out and work in the general area’ (Forbes and Prime 1999: 111). Consequently, *having an ability to maintain professional respect* (Fitzgerald et al. 2013; McGivern et al. 2015) was an important factor underpinning professional hybridity. Despite moving into hybrid roles, professionals’ legitimacy in these roles was ‘heavily dependent on their professional background’ (Pettersen, 2025: 5) and hybrids needed to know how to ‘retain leadership influence within their professional group’ (Croft et al. 2015: 381). The need for respect was coupled with the need to establish the *legitimacy and recognition of hybrid roles* (Blomgren and Waks 2015; Prenestini et al. 2021). Hybrid managers needed to ‘produce evidence of the benefit’ and ‘document the legitimacy of these hybrid roles and systems in the eyes of professionals’ (Prenestini et al. 2021: 9). They also needed to build ‘visibility’ within the broader society (Sartirana 2019: 7). Maintaining respect of professional peers and gaining legitimacy pointed to the importance of others in the process of hybridization. The personal efforts of individual hybrids needed to be acknowledged and supported by professionals and nonprofessionals alike.

With professional work becoming increasingly ‘dependent on organizational processes’ (Correia and Denis 2016: 81), developing *an awareness of organizational context* become necessary. This entailed aligning professional and organizational ‘values and priorities’ (Macinati et al. 2020: 299) for hybrids. They needed to be reconciled with the idea that professional autonomy ‘is questioned in terms of ‘cost’ and ‘benefit’ (Dent et al. 2004: 736), understand the importance of being ‘afforded within the guidelines set by the strategic plan’ of the firm (Faulconbridge and Muzio 2008: 19). By realizing that the managerial parameters governed their work, professionals were ‘produced as managers’ (Teig 2015: 17).

INTEGRATION OF FINDINGS

In this review we conducted a thematic analysis of literature on hybrid professionalism to explore how

professionals respond to working in hybrid roles and the reasons behind their responses. This analysis aims to improve our understanding of hybrid professionalism at an individual level, which is vital for expanding our understanding of that phenomenon at organizational and institutional levels. Three types of responses have been identified: not hybridizing, passive, and active hybridizing, each with its corresponding reasons. Building on this analysis, we reflected on the findings, examined their theoretical underpinnings, and considered alternative interpretations to broaden our understanding (Alvesson and Sandberg 2020) of hybrid professionalism. We found that these responses are not merely positional or situational, but grounded in how professionals exercise *control*, *autonomy*, and *competence* in their work. Thus, we conceptualized these responses and derived three perspectives that shed light on how hybrid professionalism unfolds at the individual level: *collaborative control*, *adaptive autonomy*, *integrative competence*. The framework illustrates how the respective themes contribute to each perspective, see Fig. 2.

The *collaborative control* perspective emerged from reflecting on the behaviours associated with active hybridizing coupled with the need for legitimacy and respect. It refers that hybrid professionals confidently exercising control over one’s professional practice, while respecting the interests of other institutional actors via collaboration.

The *adaptive autonomy* perspective stems from reflecting on themes related to the importance of identity transformation. By bringing these insights into dialogue with themes associated with active hybridizing, we saw the need to recognize the ambiguous nature of hybrid work. This prompted us to consider the significance of individual adaptivity in navigating this complex environment successfully. In other words, hybrid professionals remain autonomous when taking full responsibility for shaping their professional identity, which aligns with the goals and values of hybrid work.

The *integrative competence* perspective is rooted in our reflections on the themes related to integrating managerial and professional knowledge, as well as the themes associated with the role of professional competence that extends beyond the focus on purely theoretical learning. The themes related to not hybridizing and passive hybridizing provided a useful context for our reflections by highlighting how professionals respond to hybrid roles when the work environment or personal attitude are not aligned with the goals and values of hybrid professionalism. *Integrative competence* develops through learning about management and embedding it in professional practice. Below, we provide an explanation of these findings in detail.

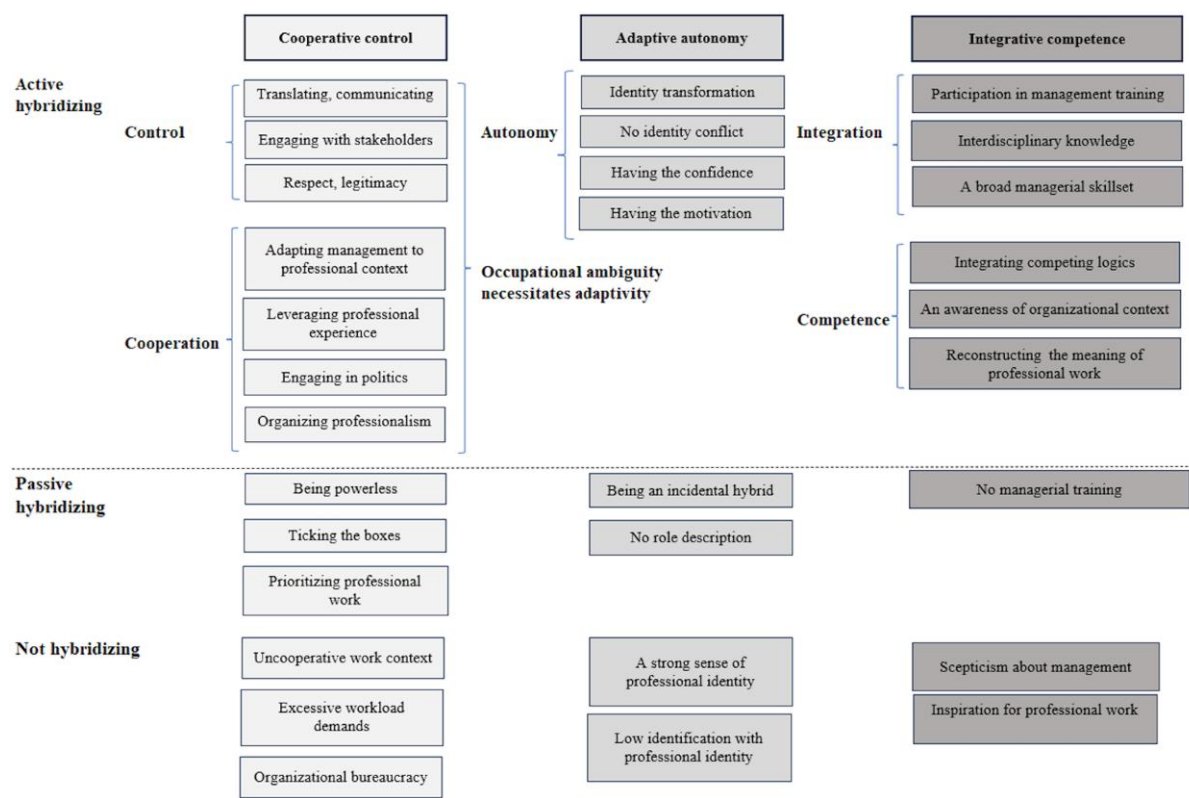


Figure 2 Integrative framework of professional hybridization.

Collaborative control

The behaviours of active hybrids including *translating and communicating*, *leveraging professional experience in management*, and *engaging with varied stakeholders* align with a traditional understanding of hybrid work of ‘bridging’ (Fitzgerald et al. 2013: 234), ‘linking’ (Blomgren and Waks 2015: 92), and connecting competing spheres of professionalism and managerialism (Correia and Denis 2016; Adams 2020). In this context, professional hybridization involves establishing rapport with a broad range of professional and nonprofessional peers while maintaining control over one’s professional domain. The value of hybrids lies in their ability to *leverage* their expertise and contribute their knowledge, not in compromising it. This resembles engaging in institutional work that involves creating, disrupting, and maintaining institutions endogenously, from within the boundaries of the existing institutional framework (Lawrence and Suddaby 2006; Suddaby and Viale 2011). Maintaining institutions relies on the ability of social actors to ensure continuity amidst ‘upheaval and change’ (Lawrence and Suddaby 2006: 234). Seen from this perspective, hybrid professionals do not disrupt the

existing system of relations suddenly but gain footing within the broader institutional and organizational environment. This explains why *having an ability to maintain professional respect*, and *legitimacy and recognition of hybrid role* were identified in the review as reasons supporting active hybrid behaviours. Individual efforts of professional hybrids to integrate professional and managerial domains represent a skilful adaption that ensures professionals become integral contributors to institutional transformation (Suddaby and Viale 2011).

Professionals who succeed at hybridizing clearly take initiative at reaching out within and beyond their peer group. However, it is important to avoid viewing them as dominant institutional players (Scott 2008) whose attempts at retaining control never fails. As the review showed, *being powerless* to other institutional players was one of the reasons underpinning passive hybridizing. These professionals either adopted a superficial approach to management, reducing it to *ticking the boxes*, or remained committed to prioritizing their professional duties. Professionals who experienced an *uncooperative work context*, *excessive workload demands*, or *organizational bureaucracy* rejected taking on hybrid

positions. This highlights that the work environment needs to align with the goals and values of hybrid professionalism. Professionals cannot hybridize unless other institutional actors, including their peers within employing organizations, provide support.

With its primary focus on the work of hybrids, the reviewed literature pays less attention to examining how other stakeholders influence hybrid professionalism. However, the behaviours of *adapting management to professional context*, *engaging in politics for professional benefit*, and *organizing professionalism* signal the need to recognize their importance. These behaviours arise from more than the exchange of information and require the involvement of others who are willing to allow a certain level of transformation of their own work environment. One approach to understanding how professional hybrids manage to achieve such engagement from others is through the lens of Adler's collaborative model of professionalism (Adler et al. 2008). Adler stressed the importance of collaboration as a means of navigating through the complexities inherent in working environments characterized by bureaucratic hierarchies and commitment to market logic. He noted that while organizational structures and market logic impact professional practice, tackling modern problems requires a collaborative approach, which involves working towards a shared goal, reciprocally with others. Another related approach is the concept of connective professionalism (Adams 2020; Noordegraaf 2020; Noordegraaf and Brock 2021). This views professionals and their work as embedded in rather than detached from their broader social context and connected to other stakeholders, such as clients, employers or regulators, on which it depends for its successful delivery (see also Eyal 2013). In this context, professional work to be effective is not only hybrid, that is, it incorporates more managerial and commercial practices and values, but also connected as it is co-produced in a complex web of relations with other stakeholders.

Collaboration and, more broadly, inter-connection with other stakeholders facilitate the emergence of trust, mutual adjustment and 'shared mental models' (Bedwell et al. 2012: 138), leading to the co-production of more holistic solutions to specific problems (Crossan et al. 1999). Consequently, all parties involved in collaboration and other forms of connectivity undergo some degree of transformation while maintaining autonomy within their respective areas of expertise.

Adaptive autonomy

The review identified a strong relationship between actively engaging in hybrid work and experiencing an

identity transition and transformation. It also demonstrates how *being an incidental hybrid* can result in some professionals becoming passive hybrids, while *having a strong sense of professional identity* can lead others to reject hybrid work. In addition, the review also demonstrates how becoming a successful hybrid entails emotional engagement, including *having a motivation to hybridize* and *having confidence to perform hybrid work*. Professionals who do not hybridize also avoid it for emotional reasons, including *having a strong sense of inspiration for professional work*, or *personal interest and ambition to make organizational impact* in the case of those who choose to move into fully managerial work.

The need for such a transformative and personal experience is understandable considering the traditional view of professionals, which posits that a strong sense of professional identity is formed through a lengthy process of socialization (Becker et al. 1961; Pratt et al. 2006). How professionals recognize who they are remains closely aligned with professional work (Greenwood 1957). Transitioning into any new roles requires learning new skills and altering existing relationships with others (Van Maanen 1978). For professionals, due to the close alignment between their practice and their sense of identity, any work-related changes may trigger an internal conflict (Pratt et al. 2006; Reay et al. 2017). The focus on identity is grounded in institutional theory, which views all social roles as social constructs rooted in the institutional environment (Berger and Luckmann 1966). Through providing collective identities (Thornton and Ocasio 2008: 111), institutions have a major impact on how institutional actors come to identify themselves (Creed et al. 2010; Lok 2010). By finding that personal motivation, confidence, or ambition play a part in becoming hybrids, the review affirms that professionals, like all social actors, are not merely 'carriers of institutions' but 'persons, with affective commitments and emotional stakes' (Creed et al. 2014: 293). This emphasizes that professionals vary on a personal level, making identity transition a matter of personal effort and expression of individual autonomy.

While the review confirms the need for an identity transition when taking on hybrid roles, the findings also suggest exercising caution when exploring this process and its importance for hybrid professionalism. For instance, *the lack of a role description* as a reason for passive hybridity showed that, in some cases, it was not even clear what hybrid work entailed. In addition, we found that some active hybrids have not experienced identity conflict. Similarly, professionals who moved into fully managerial roles also have not experienced identity conflict albeit for different reasons, as

they displayed *low identification with professional identity*. In addition, the broad range of hybrid behaviours identified in this review, both passive and active, implies having a significant degree of freedom and personal initiative. This aligns with the findings that, although institutionalized, social roles are only partially prescriptive (Bévort and Suddaby 2016), and social actors can be selective about their compliance with institutional principles (Lok 2010; Pache and Santos 2013b). Examples of professionals who did not hybridize or who became passive hybrids demonstrate resistance to institutional change and provide a way for these individuals to assert their agency in a context that challenges their deeply held assumptions about their practice (Malhotra et al., 2021).

Considering this, we need to acknowledge the importance of occupational ambiguity in understanding hybrid professionalism. The idea of occupational ambiguity (Meyerson 1991) recognizes that members of the same profession may have very different interpretations of one's purpose, identity, or authority. Social roles remain dependent on cultural discourse (Watson 2008) and open to negotiations (Van Maanen 2010). While understanding of professional work continually evolves (Jeacle 2008; Reay et al. 2017; Goto 2021), the concept of a manager remains 'contested' in management studies (Morrell and Learmonth 2015: 528), and its scope contingent on historical context (Du Gay et al. 1996). Moreover, in the knowledge-intensive, professional work environment, goals are often achieved through rhetoric, persuasion (Alvesson 1993), and maintaining appearances (Anderson-Gough et al. 1998). Everyone's sense of identity remains flexible and open to validation and recognition from peers and clients (Alvesson 2001; Vough et al. 2013). Given these circumstances, a large availability of potential role models (Ibarra 1999) exists, which leaves many opportunities for ambiguity that aspiring hybrids need to navigate if they are to succeed in their work.

This suggests that successful hybrids need to demonstrate a high level of adaptivity in their roles. The concept of organizing professionalism (Faulconbridge and Muzio 2008; Noordegraaf 2015) implies that professionals and the organizations in which they work mutually adapt to each other. However, the coexistence of multiple interpretations of professional and managerial work makes such clarity difficult to achieve. Consequently, the ambiguous nature of organizing itself necessitates that professionals maintain an adaptive attitude to their work. The diverse behaviours displayed by both active and passive hybrids identified in this review attest to this. Taking ownership of implementing a new accounting system (Kurunmaki 2004), liaising with institutional

stakeholders such as politicians or regulators (Blomgren and Waks 2015), participating in creating new hybrid roles (van Roekel et al. 2020), and introducing new technologies (Armour and Sako 2020) all require hybrids to be highly adaptive. There is no definitive way to accomplish these tasks, so professionals can only partially rely on the scripts provided by their roles (Bévort and Suddaby 2016). In this context, while autonomy is reflected in professionals taking responsibility for who they become, ambiguity manifests in the broad range of interpretations of what hybrid roles entail.

Integrative competence

The review identified *participation in management training, recognizing the need for interdisciplinary knowledge, having a broad managerial skillset* as factors supporting active hybridization. In this context, it is no surprise that the *lack of managerial training* is associated with passive hybridizing and *scepticism about management* with not taking on hybrid roles. From the perspective of institutional theory, professional knowledge is an important component of professional logic that serves to provide 'cognitive frames' (Fligstein 2001: 108) and knowledge structures (Thornton et al. 2012). While professionalism is guided by the logic of autonomy and commitment to quality, the logic of managerialism (e.g. commercialism and the noncommercial Weberian logic of bureaucracy) emphasizes commitment to serving the market (Freidson 2001). The two encompass different values and ways of conducting professional work. As familiarity with logics influences the degree of adherence to their premises (Pache and Santos 2013a), learning about management helps professionals develop their understanding of managerial logic and improves their readiness to apply it in practice (Cholakova and Ravasi 2019). From this perspective, integrating managerial goals into professional work relies on professionals being able to learn its techniques and skills. The growing complexity of problems that professionals face (Noordegraaf 2011) is associated with the need for increased teamworking (Tureta and Castelo Júnior 2020) and explains the importance of *interdisciplinary knowledge*.

Interestingly, the factors contributing to successful hybridizing, including *integrating competing logics*, *developing an awareness of organizational context*, and *reconstructing the meaning of professional work*, require an interpretation that captures their transformative and nature, which extends beyond the integration of theoretical learning. The growing reliance on large organizations as the 'sites' of professional practice (Muzio and Kirkpatrick 2011) makes the need for these factors clear, yet the question of how they unfold at an

individual level remains unanswered. Another important site for further hybridization is the professional association. This is evident in particular in the case of new corporate professions such as project management, management consultancy or executive search (Muzio et al. 2011) which although outside the scope of this review, are still relevant to some of the trends we observe. In particular, the literature on corporate professionalism (Paton et al. 2013; Hodgson, Paton, and Muzio 2015; Reed 2018; Kirkpatrick et al. 2021) shows how may new occupations blend managerial, commercial and professional logics as part of their occupational projects. Whilst these occupations may retain some traditional professional features and aspirations (development of formal body of knowledge, pursuit of a Royal Charter) they increasingly 'structure themselves so as to accommodate corporate patterns' (Tina Dacin et al. 2002: 49) by offering corporate membership schemes or by delegating skill certification processes to employers. The literature on corporate professionalism is largely located as the occupational level (see Reed 2018), but this clearly has implications for individual professionals and their identities and acts as another source of hybridization. For instance, in their focus towards competence-based qualifications, professional associations emphasize commercial awareness and managerial competencies as well as technical expertise. While corporate professions were outside our search parameters, some of these trends are also relevant to healthcare professions. For instance, the UK Royal Medical Colleges have been promoting management and leadership education through their Faculty of Medical Leadership and Management (Kyratsis et al. 2016). Yet as the causal relationships between all these elements are not well understood (Suddaby 2010; Zilber 2017; Alvesson and Spicer, 2019; Alvesson et al. 2019), it remains unclear how professionals balance the prescriptions of different logics in every day practice and how they incorporate managerial knowledge to reconstruct the meaning of their work.

A possible alternative for integrating these factors underpinning hybrid professionalism could be to view them as the emergence of reconfigured professional competence. Seen from an existential ontological perspective, professional competence encompasses professionals' sense of self and their work, the tools they use, and the people they interact with (Sandberg and Pinnington 2009). In this context, practicing competently entails a way of being in the world with other people and things that practitioners rely on at work. It captures all the elements identified in this review important for hybrid professionalism, including the development of sense of self, relations with

others, and understanding of managerial techniques. From this perspective, *peer-to-peer learning* can be interpreted as emerging from the need to learn not only how to integrate managerial knowledge with their professional work but also how to do it in the particular context within a given community of practice (Wenger 2000). The perspective of *integrative competence* captures the multidimensional nature of hybrid professionalism, where managerial knowledge becomes integrated into professional work through informing professional's sense of competent practice. This entails shaping professionals' understanding of who they are, what their work entails, and which stakeholders and tools are important in their practice.

DISCUSSION OF FINDINGS

The research has long recognized the transformation of professionalism from its traditional focus on autonomy, collegiality, and quality of service to the client (Evetts 2013) to a more managerially oriented hybrid professionalism driven by the logic of 'efficiency' (Adler and Kwon 2013: 930). Despite growing recognition that individual professions have adapted to working within organizational and managerially oriented environments (Muzio et al. 2013; Kirkpatrick and Noordegraaf 2015), it is important to understand how individual practitioners respond to and drive these adaptations. This review demonstrates three types of responses to hybrid work, including no involvement in hybrid work, passive and active hybridizing, along with the factors underlying each behaviour. This analysis led us to develop three perspectives that highlight the dynamics characteristic of individual efforts underpinning adapting to hybrid professionalism: *collaborative control*, *adaptive autonomy*, and *integrative competence*. *Collaborative control* refers to that hybrid professionals confidently exercise control over one's professional practice while respecting the interests of other institutional actors via collaboration. *Adaptive autonomy* indicates that hybrid professionals remain autonomous where they take full responsibility for shaping a professional identity that aligns with the goals and values of both professional and managerial roles. *Integrative competence* involves incorporating managerial principles into professional work, which shapes how professionals understand themselves, their tasks, and the people and tools in service delivery.

Collaborative control: integrating both control and collaboration

The existing research on hybrid professionalism recognizes that hybrids bridge various institutional interests, yet the institutional actors affected by these efforts remain

largely overlooked. This may stem from understanding professionals as powerful institutional players (Scott 2008), rather than recognizing their connection and reliance on the broader societal context (Noordegraaf and Brock 2021). The perspective of *collaborative control* brings two ideas together. Hybrid professionalism relies on the ability of professionals to bring various interests together in the collaborative effort (Adler et al. 2008) while remaining in control of their status and jurisdiction. The focus on the collaborative nature of professional hybridization informs recent debates around newly emerging types of professionalism characterized by their connective or protective nature (Noordegraaf 2020; Adams et al. 2020a,b; Noordegraaf and Brock 2021). Both collaboration and control are important, as they lie at the core of theorizing about professionalism, particularly in relation to authority and power over professional expertise (Larson 2018). The perspective of *collaborative control* highlights an important aspect of hybrid professionalism, which involves balancing inclusion and control. This becomes important when professionals interact with increasingly knowledgeable counterparts (Leicht and Fennell 2008; Smets et al. 2017), who can both inform and exert undue pressure on professional practice.

Hybrid professionalism introduces new opportunities, along with potential benefits and risks (Noordegraaf 2011). On the one hand, professionals become 'go to' experts who can inform policy decision-making and broker between their colleagues and the public (Blomgren and Waks 2015). In such cases, the public benefits from the input of professional experts, who can build up a profile for themselves and their profession. Expanding the area of professional jurisdiction brings not only increased status but also financial benefits (Greenwood and Suddaby 2006). On the other hand, there is a risk that what began as an opportunity to share their expertise could turn into a situation where professionals effectively lose control over the process. This is concerning, given that professionals are expected to be committed to their role as social trustees serving the public good (Brint 2015). The perspective of *collaborative control* shows that hybrid professionals are most successful when they maintain the ideal of professionalism as 'occupational value' centred on competence (Evetts 2009) while skilfully collaborating with others to achieve common interests and goals.

Adaptive autonomy towards occupational ambiguity: being both autonomous and adaptive

Hybrid professionalism emerged in response to pressures from the state and markets to become more

productive (Leicht and Fennell 2008). The introduction of hybrid roles established a layer of professional elites (Waring 2014) responsible for facilitating this process. How professional hybrids adapt these roles to their personal circumstances is still not well understood (Bévort and Suddaby 2016). By recognizing the importance of occupational ambiguity, this review demonstrates that the enactment of hybrid roles depends on two factors. On the one hand, personal initiative and autonomy to develop one's sense of self are important. On the other hand, professionals need to be able to adapt in environments where clarity about one's work may be lacking (Kornberger et al. 2011; Postma et al. 2015; van Roekel et al. 2020).

The review highlights that hybrid roles, as all social structures, allow for autonomy in how they are enacted, leaving room for multiple interpretations based on individual circumstances, attitudes, and motivations (Sewell 1992; Callero 1994). While research on hybrid professionalism emphasizes the importance of identity transformation, the review also highlighted the existence of many co-existing role models (Ibarra 1999) that professionals can follow. Although this introduces a degree of ambiguity, it also allows professionals to exercise autonomy and facilitate adaptive transformations into hybrid professionalism at both the organizational and institutional levels. The perspective of *adaptive autonomy* highlights that hybrid professionalism is not about turning professionals into corporate clones (Covaleski et al. 1998), incapable of adaptive responses to problems and opportunities at hand. On the contrary, this review shows that despite the increasing surveillance of professional work (Visser et al. 2018), hybrid professionalism requires maintaining a traditional commitment to independence and personal responsibility for one's development. This sheds light on the factors driving the adaptive nature of professions within the institutional ecology (Suddaby and Muzio 2015). The adaptive abilities of hybrid professionalism are rooted in a sense of individual autonomy and initiative, which are afforded by the ambiguity of the professional work environment that structures hybrid roles.

Integrative competence: embedding managerial principles into professional practices

Despite growing recognition that professionals have adapted to working within large, managerially driven professional organizations (Cooper et al. 1996; Scott et al. 2000; Leicht and Fennell 2008), we lack understanding of how professionals achieve this at an

individual level in their daily practice. The perspective of *integrative competence* explains this adaptation as a process in which professional competence, constituted by having a specific understanding of practice, use of tools, and relations with others (Sandberg and Pinnington 2009), becomes infused and integrated with managerial principles. This helps to understand how managerialism becomes integrated in professional practice, and sheds light on individual dynamics underpinning reconfiguration of professional practice into its hybrid form (Noordegraaf 2016). Evetts (2009) noted that while the introduction of management into professional work occurs at the level of organizational structure, the traditional ideals, such as professional identity, collegial relations, or peer support, continue but are relational in nature. Similar findings in Fu (2015) indicate that relational routines developed by professionals positively affect the knowledge acquisition, sharing, and applications, which leads to innovation. The perspective of *integrative competence* can help to understand how these ‘changes’ and ‘continuities’ unfold at an individual level. In this context, integration of any managerial tool or a technique has to satisfy professionals’ ideal of competent practice. Although hybrids are aware of organizational needs, their approach to satisfying them cannot trump professional ideals. As the review showed, professional hybrids need to be respected by the broader professional circle to succeed in their roles. This means that the integration of managerial techniques into professional practice depends on their alignment with the professional peer group’s understanding of themselves and their work. From this perspective, organizations may well be the ‘sites’ of professional work (Muzio and Kirkpatrick 2011), but to ensure the emergence of hybrid professionalism, they need to also become the sites where *integrative competence* can emerge.

IMPLICATIONS FOR FUTURE RESEARCH

Approaching future research from the perspective of *collaborative control* can help in exploring how professionals maintain their standards when working together with other stakeholders. Hybrid professionalism involves working in organizational environment with exposure to dealing with multiple occupations, all of whom can make expert claims to how best manage professional practice (Löfgren et al. 2022). This becomes particularly important given that modern organizations employ individuals who may consider themselves as professionals, even though they may not belong to traditionally recognized professions. The spread of

professionalism as a disciplining tool and ideology (Fournier 1999; Evetts 2013) creates a risk for professionals who are aligned with a traditional model of professionalism. While the former may have expertise in their relevant area, the latter must also consider their roles as social trustees (Brint 2015), with their status closely tied to their responsibility for the public good. Future research could explore how professional hybrids establish and maintain boundaries of responsibility when collaborating with representatives of various occupations; how they learn from other organizational or institutional actors and what impact this learning has on managing working relationships with such actors.

In addition, recipients of professional services are becoming increasingly involved in their delivery. Given the importance of patient feedback in medical practice (Berger et al. 2020) and the influential role that clients have in the context of PSFs (Smets et al. 2017), exploring hybrid professionalism through the lens of collaboration with these stakeholders could provide valuable insights. This review included only a small sample of papers relating to professionals working in PSFs, and none of the articles focused on examining how the relationship with client impacts hybrid practice. Exploring hybridity through the lens of collaboration could extend our understanding of the role that clients play in service delivery (Broschak 2015; Hinings et al. 2015) where, as the review demonstrated, buy-in from all parties involved is essential for success.

Focusing on the ambiguous nature of professional hybridity could be helpful in exploring how hybrid roles are crafted (van Roekel et al. 2020) within the context of modern professional organizations. This becomes particularly important when roles in modern professional firms are shaped by social actors who belong to different professions (Malhotra et al. 2021), further highlighting the relational nature of professional roles and identities (Vough et al. 2013; Reay et al. 2017). For instance, considering the variety of different hybrid professional behaviours, and the exposure to interdisciplinary teams, it remains unclear if and how professionals may adapt their roles to their circumstances. Interestingly, while the articles we reviewed emphasize the role of personal agency (Bévort and Suddaby 2016), the exploration of how professionals develop and maintain a sense of autonomy within hybrid roles has not been extensively addressed. As the review demonstrated, professionals who do not intend on taking on hybrid roles take passive attitude to hybridization. However, less is known about the possibility of hybrids adopting passive attitudes towards only some aspects of their roles. Recognizing the ambiguity of hybrid work highlights the open-ended

manner in which each professional may use their roles (Callero 1994) and the type of role-identity that may emerge as a result. This is an important area to explore as it may inform future research on the consequences of professional stratification. Professional hybrids enjoy more autonomy in their roles (Adams 2020) compared to their 'rank and file' peers (Wong 1998: 349). Their roles enable them to effectively monitor the practice of other professionals while retaining their own elite status (Bryce et al. 2018). Exploring how hybrids choose to 'use' their roles in this context could foster our understanding of how stratification unfolds in hybrid practice and its impact on the identities of hybrids.

Lastly, organizations offer a broad spectrum of cultural environments and despite recognition of the role of culture (Noordegraaf et al. 2016) in emergence of hybrid professionalism there is a need to explore its impact in more detail. Different regional offices may enjoy different cultures (Bévort and Suddaby 2016) as may different departments within one organization and people working within them (Ainsworth et al. 2009). Seen from the perspective of integrative competence, future research could explore how professional hybrids come to develop their sense of competence while paying particular attention to the cultural setting in their work environment. In addition, while peer support and recognition from a wide range of organizational stakeholders are important for hybrids to succeed (van Roekel et al. 2020; Sartirana and Giacomelli 2024), little is known how they maintain that support as they balance their time between managerial responsibilities and professional duties. Another interesting area to explore is to examine how transitioning into a hybrid manager challenges, shapes, and alters professionals' understanding of their practice. From the perspective of integrative competence, changing relationships with peers and colleagues are likely to influence this process.

LIMITATIONS

While we made every attempt to adhere to the best practices for conducting systematic literature review, this research has its limitations. The inclusion of additional databases or minor adjustments in key word selection and truncation might have yielded additional papers that could have informed this analysis. Furthermore, despite the combined efforts of the two researchers, it is important to recognize that thematic analysis is highly subjective. It is likely that different reviewers would identify alternative themes. However, this paper did not aim at providing the inventory style of summary of available knowledge (Alvesson and Sandberg 2020). The goal was to provide a coherent analysis of textual

data that enables readers discern the themes associated with relevant data. No analysis of this type can present all possible interpretations and so the analysis in this review captures the themes that were most relevant to the researchers at the time this review was conducted.

It is also important to note that the majority of reviewed papers contained data collected in the European context. While the framework includes all factors influencing professional hybridization identified in the review, it is important to recognize that different cultures are likely to assign varying importance to the constitutive components of the framework. For example, the emphasis on the importance of personal identity, motivation or the impact of the state and other institutions may vary across different societies (Hofstede 1983; Nisbett et al. 2001). The framework offers a general guidance about factors impacting professional hybridization without informing how their effect vary across cultures or time.

Lastly, the review does not provide an exact mapping between reasons and behaviours. Consequently, we cannot demonstrate the extent to which a particular reason triggers a certain behaviour. Considering the complexities of professional hybridity captured in this review, making such connections would be ill advised. Clearly, a combination of reasons at organizational and personal levels enables or hinders professional hybridization. These reasons, in turn, are interconnected with the broader institutional and social context. While the idea of finding an exact causal link between reasons and behaviours is attractive, this review emphasizes the importance of considering broader organizational and social context when exploring the subject of professional hybridity. Consequently, we argue for caution when making claims about the impact of a single factor on the process of hybridization.

CONCLUSION

This review advances research on hybrid professionalism by shifting attention from organizational structures to the individual professionals who enact hybrid professional-managerial roles. This review explores how professionals respond to hybrid roles and their reasons. By synthesizing prior research, we identify three distinct responses to hybrid work, i.e. not, passive and active hybridizing. These responses are not merely positional or situational, but grounded in how professionals exercise control, autonomy, and competence in their work. Thus, we conceptualize these responses into *collaborative control*, *adaptive autonomy*, and *integrative competence* as the core dynamics underpinning these responses. Together, these concepts provide an integrative framework that reframes hybrid professionalism as an active process shaped by

professional agency, offering a foundation for future research on the transformation of professional work across contexts.

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