

## REMAKING AN ORGANIZATION

DEAR SIR,

Dr. Watt, in reviewing my book *Remaking an Organization* (*Journal*, October, 1970, pp. 462-3), has misled your readers in a number of respects.

He reports: 'Unsurprisingly the number and success of innovations are proportional to the prestige and authority of their proposers.' Actually, the larger part of the book is devoted to a discussion of conditions under which this common-sense proposition does not hold.

Watt obviously does not think much of (a) ethological or sociological descriptions of psychiatric hospitals or (b) studies whose conclusions reiterate the cliché that social factors make a difference in human behaviour or (c) studies which suggest that social factors outweigh psychological factors in the equation of human behaviour, without offering credible evidence for the weights attributed. Neither do I.

Accordingly, my book is not, as Watt implies, a conglomeration of (a), (b), and (c), but an analysis of

how both social and psychological factors influence the initiation and outcome of structural innovation, with what effects, in two psychiatric settings.

The problems of demonstrating validity and reliability in a case study are legion. This is even more so of a case study like mine in which I interweave information gleaned from observation, interviews, records, and a survey into both the narrative and the analysis. I agree with Dr. Watt that I did not fully succeed in integrating my different types of information into either the narrative or the analysis. But I doubt that a poorly contrived question or table warrants the charge that the study is a 'parody of scientific method and argument.' I will leave it to those of your readers who have been involved in innovation in similar or equivalent settings to judge the validity of the study.

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## FORTHCOMING CONFERENCES

We have been asked to draw the attention of readers to the following forthcoming conferences:

*Sixth International Congress for Psychodrama*

The Sixth International Congress for Psychodrama and Sociodrama, under the auspices of the World Centre for Psychodrama, Sociometry, Group Psychotherapy and Sociodrama, will be held in Amsterdam from 22-27 August, 1971. Detailed information is available from the Secretariat of the Congress, c/o Holland Organizing Centre, 16 Lange Voorhout, The Hague, The Netherlands.

*Third Panamerican Congress of Neurology*

The Third Panamerican Congress of Neurology, promoted by the Brazilian Academy of Neurology,

under the auspices of the World Federation of Neurology, will be held in São Paulo, Brazil, from 10-14 October, 1971. Further information is obtainable from Terceiro Congresso Pan-Americano de Neurologia, Caixa Postal 5496, São Paulo, SP, Brazil.

*Eleventh Colombian Psychiatry Congress*

The Eleventh Colombian Psychiatry Congress will be held in Medellin, Colombia, from 19-23 November, 1971, immediately preceding the World Congress of Psychiatry in Mexico. Further information may be obtained from Dr. Pedro Luis Sánchez Gaviria, Congress Secretary, P.O. Box 50292, Medellín, Colombia, South America.

EDITOR.