

was one of the editors' goals, they have been successful with me and I suspect they will be with others. If their intentions were to shape my views in this direction (which I doubt), they have been successful regarding another goal they set for themselves. I am not sure that I have been any better educated about OD as an instrument for organization improvement. Clearly, *the belief* is there! Though I share the need to believe, I have not been convinced by the authors that the belief is any more valid than an information-system consultant's belief that computer systems improve organizational effectiveness, or a management consultant's belief that a new job evaluation system will increase organizational effectiveness, or an industrial-relations consultant's belief that union-busting techniques will increase organizational effectiveness. It is hoped that the editors have provided an impetus to useful research in the field so that these beliefs can be more soundly supported.

BOOKS IN BRIEF

Organization Design for Primary Health Care: The Case of the Dr. Martin Luther King, Jr. Health Center

By Noel M. Tichy

Praeger Publishing Co., New York, 1978, 424 pages, \$19.95

Reviewed by Robert L. Kahn, Professor of Psychology and Program Director in the Institute of Social Research, University of Michigan

This is an unusual and useful monograph. It addresses problems of considerable difficulty and magnitude in a field of great importance. It does so in ways that are rare in social science, and in the process it teaches us a good deal about development and innovation in organizations generally. I expect that it will more than fulfill the author's modest hope that it may "serve as a basis for developing hypotheses that may eventually be shown to have wider application" (p. 147).

The Dr. Martin Luther King, Jr. Health Center, (MLK) was one of 14 neighborhood health organizations sponsored originally by the Office of Economic Opportunity (OEO) as demonstration projects in the delivery of medical care. It was established in the South Bronx of New York City with a grant of funds from the OEO, and in the early years of its existence was almost completely dependent on funds from OEO and its successor offices in the Department of Health, Education, and Welfare.

The effort of MLK was to invent an organization to provide care for the poor, and to make it increasingly an organization governed by the community that it served and responsive to the special needs of that community. Whether it was originally designed to become economically self-supporting

is unclear. There is no doubt, however, that the necessity to become self-supporting was borne in upon MLK with increasing urgency after the first few years and has been an important element in a continuing organizational crisis.

Noel Tichy, an associate professor in Columbia University's Graduate School of Business, was involved in the MLK Center as consultant and research worker, for much of its 10-year history. My impression from the monograph is that he was an important influence on the development of MLK, and that the influence was reciprocated. At the time that he wrote the preface to the MLK book, he had already committed himself to a companion study in the Appalachian region, which he refers to as "the rural counterpart to the MLK case."

This is an unusual case study in that it persists over a long period of time and includes survey data and quantitative analyses as well as observation and external information. It also reflects a persistent effort to relate the case experience to other research findings and theories of large-scale organization. It is a case study in the tradition of Selnick's *TVA and the Grass Roots*.

The intellectual excitement of a good organizational case study and the intellectual frustration that it typically generates come from the same core characteristics—real-life movement and complexity. Conditions change, various efforts at coping go on simultaneously, internal growth and development occur, old leaders leave and new ones develop or are recruited, consultants come and go. Tichy has introduced some conceptual order into the description of this complexity by dividing the decade of organizational life into three main phases—Entrepreneurial (1966-70), Planning (1970-74), and Adaptation (1974-76)—and describing the organization during each of these phases in terms of its handling of a set of continuing dilemmas or "trade-offs requiring balancing." The trade-offs are numerous, specific, and wide-ranging: community control versus internal management, rational planning versus muddling through, disease-oriented versus preventive medical practice, quantity versus quality, and the like. The 28 or 30 specific trade-offs are grouped into major categories, which are treated in successive chapters. Thus there is a chapter on the management of trade-offs involving mission, strategy, and objectives, a chapter on community relations and the community board, two chapters on organization designs, and another on organizational processes.

Readers who want the reassurance of numbers will not be satisfied with the description of how the handling of these trade-off dilemmas changed during 10 years of organizational life. We are told, for example, that faith in the organizational mission changed from high to moderate, strategy from flexible to moderately rigid, control from external to internal, dependence on outside professionals from high to moderate (indigenous), and investment in people (personal development) from high to zero. Information of this kind is presented in tabular form, but with words rather than num-

bers. It is not clear to what extent these descriptive phrases summarize the quantitative findings of questionnaires and interviews that Tichy and his colleagues conducted, and to what extent they are simply his interpretations and judgments. The scales and questions used are included as appendices, but the data are not. The monograph would be longer if such quantitative data were used more explicitly. It would also be more valuable.

I have asked myself what a reader might learn from the complicated and strenuous history of the MLK Health Center, as Tichy has presented it. The answer to that question, as he suggests, is best given in terms of hypotheses to be tested or questions to be posed and answered in other research. Some of those questions would have to do with the centrifugal forces that seem to be at work in matrix organizations, and the apparent tendency of matrix organizations to move toward other forms—"to decompose," as Tichy puts it. Other questions would involve the effect of status differences in small units engaged in team effort. The health care teams (internist, pediatrician, public health nurse, and family health worker) instituted at MLK seem to have had status-related difficulties. In any case, they were plagued by the kind of separation tendencies that Herbert Simon once characterized as the oil-and-water problem. Such examples of testable questions could be greatly extended; the history of MLK is rich with them.

The question of internal and external validity, however, cannot be answered definitively. The internal question—what *really* happened at MLK—involves so many events, so many forces and counter-forces, that we cannot be confident about specific cause-and-effect sequences. The answer to the question of external validity—will the MLK event-sequence be repeated elsewhere and will it have the same effects if it does occur elsewhere—is even more uncertain. And yet, I would expect an organizational researcher or practitioner to do better work for having pondered the case—a praiseworthy outcome for any case study.

Matrix

By Stanley M. Davis and Paul R. Lawrence
Addison-Wesley, Reading, Mass., 1977. 235 pages, \$5.95

Reviewed by Charles Fombrun and Michael L. Tushman, Graduate School of Business, Columbia University

Ever since the late 60s, "going matrix" has become an ever more popular solution to the ills plaguing corporations in both the private and public sectors. This book is compulsory reading for any manager distraught enough to advocate "matrixing" as the ultimate panacea.

Going matrix, the authors stress, is a complex affair. It calls for changes