

Letters

To The Editor:

David Lewis, in "An Organizational Paradigm for Effective Academic Libraries" (*C&RL*, 47:4, July 1986), does a really good job of melding some contemporary organizational structure theory into a compound that might work for libraries. But it will probably take a lot of research to make the connection between structure and library effectiveness. Furthermore, as I have suggested elsewhere, structure *alone* has little demonstrated effect on organizational effectiveness. It is structure *and* contingency factors that impact on organizational outcomes, apparently.

I hope that the research I now have underway, examining the organizational-level effectiveness of academic libraries in six U.S. Eastern states will help us begin to map out the library organizational effectiveness construct territory. Structure may emerge as a key variable. In a small way, perhaps, this may also help to vindicate librarians who, after Charles Perrow, have felt that designing and managing the structure of the (library) organizational change and problem solving. As Perrow states, "This enormous potential for changing behavior can be utilized without substantial outside resources or time taken from productive activity, without invasion of privacy and without discontinuity between what is preached and what is actually allowed to be practiced" (*Organizational Analysis: A Sociological View*, 1970, p.176). "Touchy-feely" approaches may be needed where conditions are truly bad. But, I suspect, most people would much rather respond and adjust to a rational structure intelligently erected than to psychological manipulation ineptly applied (or, to be blunt, to library bosses and ARPT committees who really don't know what they are doing, but are willing to mess around with my psyche, anyway).

Finally, Henry Mintzberg's name is, unfortunately, given as Mitzberg throughout Lewis's paper.

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To the Editor:

The article by Dale Montanelli and Patricia Stenstrom (*C&RL* September, 1986) on the benefits of research for academic librarians did not fire me up to do research. It did, though, explain what is wrong with much academic research. Personal advancement and recognition are not acceptable motives for engaging in research. What should fire people up is a burning desire to expand knowledge or produce something useful to mankind. If personal promotion is what drives most academics, no wonder so much drivel is produced.

JOHN H. WILDE
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