

SEATO MEDICAL RESEARCH STUDY ON NEUROPSYCHIATRY

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Principal Investigators: Harry C. Holloway, Major, MC.
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Associate Investigator: Supoch Khwanmitra, Colonel.

Period of Report: 1 April 65-31 March 66

General Information

The first neuropsychiatric studies were initiated during the period of this report. These studies are being conducted by military social psychiatrists and a social anthropologist and are directed toward the collection of data concerning the social, and cultural determinates of human behavior.

In addition to research reported herein, Clark Cunningham Ph.D., of Yale University and Gertrude W. Marlowe, Ph.D., M.S. Hyg., of the University of Pennsylvania, whose studies are supported Army R & D contracts, have an informal working relationship with the neuro-psychiatric activities at SEATO Medical Laboratory. Dr. Cunningham has completed a one-year ethnographic study emphasizing health and medical practice in the Central Thai village of Lao Khuan. He is now writing up this data and making preparations for a similar study in a Lissu hill tribe village north of Chiangmai. His preliminary report contains valuable information concerning the organization of indigenous and modern health practices in Thailand. This will be made available to the professional staff of SEATO Medical Research Laboratory. His projected study in a Lissu village will be an extension of his work in the Central Thai village.

In January, 1966 Dr. Gertrude Marlowe initiated the data gathering phase of an ethnographic study in Mubaan Ton Kwen, Tambon Noy Kwai Amphur Hang Dong, near Chiangmai, Thailand. She is performing a total analysis of this culture with emphasis on health behavior in a village noted for its public health problems. This village is particularly noted for its high incidence of goitre, beri-beri, and leprosy. So far, the village has been mapped, a census completed, and a considerable amount of data collected concerning health practices and other behavior of the villagers.

The social anthropologists working in or associated with the Department of Neuropsychiatry are attempting to collect their data in terms of compatible formats to permit later comparisons.

Preliminary plans have been initiated by David H. Marlowe, Ph.D., to hold a seminar at Chiangmai in FY 67 of 12 to 18 social anthropologists and other behavior scientist who are carrying out field studies in South East Asia; this meeting will permit investigators and interested administrators to exchange information of mutual interest. The theme suggested for this meeting is, "The Context of Change: Medical, Social, Economic, and Technical." The details of the sponsorship and agenda of this meeting remain to be determined.

During the next fiscal year in the area of social psychiatry it is anticipated that a study will be initiated to investigate the adaptation of American families (especially military families) while living in a non-western culture.

1. Chief of Professional Division, Army Medical Department, Royal Thai Army.

STUDY REPORTS

1. Title: Advisor/Counterpart relationships:
An Organizational Analysis

Principal Investigator: Harry C. Holloway, Major, MC.

Associate Investigator: Supoch Khwanmitra, Colonel,
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Period of Report: 1 January 66-31 March 66

Objective: This study will describe the relationships between the formal and informal organization of the Army Advisory Group of MACTHAI, the mission of this unit, and the transactions between advisors and their counterparts.

Description: This study will take as its point of embarkation an analysis of the Army Advisory Group (TAAG), MACTHAI, the immediate unit to which U.S. Army advisors are assigned. TAAG is commanded by a Colonel who is directly responsible to the Commanding General of MACTHAI/JUSMAG. At present, this unit is staffed by more than eighty (80) officers, of whom more than seventy-five per cent have some formally assigned advisory function. This unit and its leadership is directly responsible for giving the advisor direction, sanction, and support in his work with his counterpart.

TAAG will be analyzed as an open system; i.e., a system capable of accepting an import from its environment¹, transforming this import into a product, and returning this product to the environment. In the process, energy is expended and work is accomplished². The goal of such work is definable in terms of the unit's mission or missions. In the terms of this model, one function of unit leadership (or command) is to maintain contact with those portions of the environment that are relevant to the accomplishment of the unit's mission, (e.g., Commanding General of MACTHAI and certain units of the Royal Thai Army;) the other function is to control the internal structure of TAAG so that its various sections relate to each other and perform so that the mission of the unit is accomplished. Generally stated the unit leadership has the function of regulating the interaction between the relevant elements in the external environment and the internal structure of the unit may be regulated so the unit accomplishes its proper mission. Some of the implications of this line of reasoning may be clarified by the introduction of the concept of constraint. A constraint is any factor which modifies the choices available to a unit.

The way in which a unit accomplishes its mission is limited by internal and external constraints; e.g., the availability of personnel, the existence of an adequate technology, the financial resources available, the definition of the unit's mission. Clearly, these constraints can change. For instance, a new technology may be developed or higher command may re-define the mission. Since new constraints arise and old ones disappear, the leadership must constantly re-examine the reality of these constraints.

1. In this context, environment means everything outside of the unit boundaries of the Army Advisory Group. MACTHAI is, in this context, a portion of the TAAG's environment.
2. A.K. Rice, The Enterprise and Its Environment. Tavistock. London, 1962

In the analysis of the Army Advisory Group, this study will collect information which will permit the formulation of the mission of the Army Advisory Group. The sub-tasks required if the unit mission is to be accomplished will be defined and the inter-relation of these sub-tasks to each other established. The inter-relationships of such sub-tasks constitutes one potential source of constraint upon unit performance. For instance, if the number of man-hours available for work is kept constant and there is an increased demand for staff reports from higher headquarters, there may be less time available for personnel to carry out advisory work, unless there is an increase in work output per man-hour. Other constraints upon the unit's activities will be identified and the reality of such constraints will be examined.

The technique which will be utilized in carrying out this phase of the study will be repeated interviews with those who have command or leadership roles within TAAG and with those individuals who fill other roles within the organization. These interviews will aim at collecting information about the work these individuals perform and its relevance to the unit mission. Data from this source will be supplemented by direct observations of work behavior. In order to test the validity of the researcher's formulation of the functional relationships within the organization, these formulations will be presented in form of working papers to appropriate representatives of the unit for critique. Perhaps the most important function of these working papers will be to elicit further information about the unit organization.

The purpose of the unit analysis is to establish a clear picture of the work group of the advisor. It is anticipated that this will provide information about: the formal aspects of the definition of the advisor's job, the rewards he receives the constraints upon him, and his contribution to the unit mission. In this context, the advisors and the unit's formulation of the advisory role will be examined.

The study of advisor-counterpart relationship extends this project beyond the boundaries of the unit and beyond cultural boundaries into the area of cross-cultural research. Most simply and altruistically stated, the goal of the advisor and the counterpart is to enter into a cooperative relationship in which the advisor renders advice and assistance to his counterpart which will be used to increase the efficiency of the Royal Thai Army. Even if this goal is accepted by both participants, the task which faces the advisor and his counterpart is still formidable.

The advisor and his counterpart were reared speaking different languages, and they have learned to place different values on certain classes of behavior (e.g., respect for authority.) Their concepts of what constitutes cooperation versus obsequiousness, advice versus criticism, and modern versus non-modern may be quite different. Their usual techniques for evaluating their own personal impact upon others may be invalid in their transactions with each other since such techniques are frequently based upon implicit, culturally-shaped assumptions about the meaning of a given bit of behavior: the difficulty of interpreting a smile is a classic example of this problem. In a more general sense, the styles of information collection and evaluation may be quite different for the advisor and his counterpart.

In addition, the behaviors of the advisor and the counterpart are influenced by their individual needs, such as their need for social advancement, sensual gratification, friends, and familiar surroundings. The way in which an individual chooses to gratify his needs as well as his response to what he perceives as his counterpart's needs may be important in determining the character of the advisor-counterpart transaction.

In order to describe the behavior relevant to these issues, one of the investigators will act as a participant observer at selected field Advisory Detachments of TAAG. Advisors and counterparts will also be interviewed, using a semi-structured interview format. These interviews will be conducted by the principal investigator (a U.S. psychiatrist) and the associate investigator (a Thai psychiatrist.) Data concerning the advisors' and counterparts' perception of each other and their perception of their accomplishments vis-a-vis their relationship will be investigated. Personal data about advisors and counterparts will be held in strictest confidence.

Data collected will be recorded in field notes and on magnetic tape. these data will be used to describe the organizational structure of TAAG and the relevance of the structure to the performance of the advisor's task, and to assess the significance of the transcultural transactions between advisor and counterpart as a potential constraint on the performance of TAAG's mission. The collection of raw data will be carried out between 1 January 1966 and 1 July 1967. Further reduction of data and write-up will be accomplished between 1 July 1967 and 1 January 1968.

Progress: The initiation of this study was preceeded by a preliminary survey of Army field advisors by Richard G. Morrill, Captain, MC., SEATO Medical Research Laboratory who provided the principal investigator with written reports of his impression of these units. In November 1965, Major General Richard Stilwell, Commander MACTHAI/JUSMAG, granted permission for the initiation of this advisor/ counterpart study and designated the MACTHAI Surgeon as action officer. Through him, a working relationship was established with Colonel Moore, Chief of TAAG, and with Colonel White, Chief of the Operations Division TAAG, who was designated as action officer for TAAG. Data collection for the present study was initiated during the first week in January 1966.

Since that date, the officers within the Operations Division of TAAG have been interviewed in order to collect information about the organizational relationships. Those officers assigned explicit advisory functions have been re-interviewed on several occasions with the goal of discerning their perception of their task as the advisor. In addition, initial interviews of the staff of the Military Aid Programing Division TAAG have been carried out. From these limited interviews, some aspects of the "informal" organization and of some constraints upon advisory task performance are beginning to emerge. With further data collection over the next six weeks it should be possible to formulate an initial working paper for submission to and critique by TAAG.

Date collection from the Field Detachments of TAAG using the technique of participant observation and interview will be initiated during the next quarter.

Summary: The design of an investigation of advisor/counterpart relationships within the context of an organizational analysis has been developed. Major General Stilwell, Commander of MACTHAI, has granted permission for this study to proceed within MACTHAI. Data collection began in January 1966.