

provokes. Clinicians who are already loaded with anxiety from the institution are in no state of mind to function in this way. Clinicians who are harassed and frustrated, who are tired and overburdened, and who are forever looking over their shoulder cannot do good work.

It may be a truism, but it is nevertheless a fact of human nature that people tend to treat others akin to the way they are themselves treated. In a persecutory culture clinicians are therefore in danger of passing their own anxieties onto the patient. This is detrimental to good clinical practice and undermines the aims of the service. It is not cost-effective. Managers therefore need to promote a culture in which a real concern for welfare prevails. In such a culture patients, clinicians and managers all feel that their

plight is understood and met with sensitivity. When managers feel cared for they manage more effectively. When clinicians feel cared for their treatment is more effective. The central value of a therapeutic culture is care out of concern – staff can only give this to patients when they receive it themselves from the organisation.

To maintain a therapeutic attitude and thus do good clinical work, clinicians must feel trusted and supported, and need to find in their relationship with managers the care and concern that they are expected to give to patients. The effectiveness of treatment is dependent upon a therapeutic attitude and is seriously undermined in a persecutory culture. Management therefore has a responsibility to ensure that a therapeutic corporate culture prevails.

Lundbeck Teaching Fellowship

Fellows and Members of the Royal College of Psychiatrists, working overseas, are invited to apply for a Teaching Fellow from the UK to come to their country to provide a course of teaching in a designated specialist psychiatric subject. Overseas Fellows and Members may suggest a named teacher, but more importance will be given to the topic of their choice than to any individual.

A sum of £5,000 per year has been provided by Lundbeck Limited to cover the travel, living and incidental expenses of the Teaching Fellow who, it is envisaged, will complete the course over a period of

3–4 weeks. The host centre overseas will not be expected to provide any financial support.

Applications for the academic year 1990–1991 should be sent to the Dean, Royal College of Psychiatrists, 17 Belgrave Square, London SW1X 8PG. The Teaching Fellow will be selected by the Dean in collaboration with the College's Overseas Desk, and his/her appointment ratified by the Court of Electors.

Professor A. C. P. SIMS
Dean