

Moreover, terms such as business planning, marketing and customer service suggest a culture which is more concerned with maximising income than with providing quality patient care. White addresses these issues and argues that principles of sound business management and responsible medical practice are more akin to each other than their different languages might suggest. Indeed it is as a vehicle for overcoming prejudicial attitudes towards the commercialisation of the NHS that the book succeeds.

Those who have accepted the challenge of a clinical directorship role will feel that the author has placed undue emphasis on such outdated concepts as Griffiths management, clinical budgeting and resource management initiatives at the expense of topics of greater contemporary relevance. For example, the contracting process, which lies at the heart of the NHS reforms, merits just a single paragraph. Thus although the title might suggest a management toolbox for aspiring clinical directors, the contents offer little of a pragmatic nature. The exception here is the outstanding chapter on change management which can be recommended to clinicians and managers alike. Family therapists in particular will relate easily to White's coverage of power politics, second-order change and resistance. Implicit in this discussion is the portrayal of the clinical director as a corporate psychotherapist intent on facilitating attitude change as an alternative role model to that of task-orientated leader.

Despite its failings, this book provides a thoughtful introduction to management issues for clinicians, particularly those who are experiencing difficulty in reconciling their professional values with the demands of the contract culture.

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How Psychiatrists Look at Ageing. Edited by G. H. POLLOCK. Madison, Connecticut: International Universities Press. 1992. 244 pp. US \$32.50.

This is not a textbook, but a collection of essays by 16 notable psychiatrists and psychoanalysts who have practised in the USA. They were invited by the editor, George Pollock, to write their thoughts about their own ageing process and of those around them. One opens the book, therefore, with a sense of anticipation that one will receive the distilled wisdom of many erudite and ancient minds; one is not disappointed.

One is sure to find something of interest and some stimulating thoughts, no matter what one's personal experience is. One quibble would be that the style and layout are uneven, a perhaps inevitable result of having so many authors. However, this is compensated for by

the variety of themes which range from the strictly autobiographical to the rambling accounts of past life; from a negative view of bodily decrepitude to a positive attitude to the necessity for change and readjustment; from those who resent old age to those who welcome it as another life experience. There are also references to the influences of early life, cross-cultural living and literature.

For many of the authors, it was obviously a novel experience to have to write about themselves rather than their observations of others, and the result is an amazing amount of material from different perspectives, from which one is bound to pick one's favourites. I would have wished for more autobiographical details which would have placed the person in context, rather than simply a list of academic appointments.

This is a most stimulating exercise and should encourage us to think more about the psychology of ageing which is going to be essential as our elderly population increases.

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Emotional and Psychological Abuse of Children. By KIERAN O'HAGAN. Buckingham: Open University Press. 1993. 167 pp. £37.50 (h.b.), £12.00 (p.b.).

What makes this book an attractive read is that it is written from a fully engaged and committed perspective. O'Hagan is passionate about what he sees as the neglect or avoidance of the emotional and psychological abuse of children, as child protection workers respond to the greater drama and immediacy of physical and sexual abuse. Certainly, practitioners will testify to the difficulties of offering a persuasive definition and articulation of emotional and psychological abuse, especially in the many cases where the abuser neither intends, nor is aware of, the abuse being inflicted. O'Hagan's own definitions (which acknowledge, but do not trip up on, the overlap between the two concepts) give primacy to *observable* patterns of behaviour, emotional expressivity and psychological functioning. Particularly welcome is his survey of the mental processes and faculties (perception, attention, memory, moral sense, etc.) which are vulnerable in psychological abuse.

Given the complexity of the task of identifying emotional and psychological abuse, it is clear that they always represent serious, long-term problems for child and carers, which require excellent resources and a permanent, well trained and well supervised multi-disciplinary team at *all* stages of assessment and intervention. We are reminded throughout the book that failure to work with such a committed, experienced team can lead to professionals intensifying the abuse which children may already be suffering.