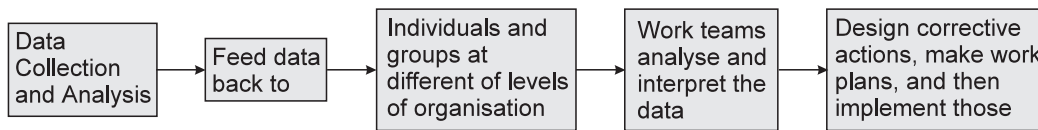


- (a) Raise the consciousness of participants.
- (b) Bring awareness of the gaps between reality and ideals.
- (c) Provide a common platform to articulate shared problems and difficulties.
- (d) Generate ideas for change.
- (e) Create greater awareness of change.

Training must be followed up with appropriate management actions and initiatives to make the desired change in reality.

**4. Survey Feedback:** Survey feedback is an OD method whereby employee attitudes are surveyed using a questionnaire. As shown in Fig. 9.7, data are then analysed, feedback to employees, and follow up actions are planned to improve the functioning of the organisation and ease change attempt.



**Fig. 9.7** Steps in survey feedback

For survey feedback to be effective, the following guidelines are important to follow:

- (a) Employees must be assured that their responses to the questionnaire will be confidential and anonymous. Unless this assurance is given, feedback may not be honest.
- (b) Feedback should be reported in a group format.
- (c) The work group must accept the data as valid.
- (d) The purpose of survey has to be disclosed to the employees.
- (e) Effective follow up on the survey results is important. Without appropriate follow-up actions, employees may not take the survey process seriously the next time any such survey is undertaken. Nilakant and Ramnarayan (1998) quote the following example of Ballarpur Industries which used survey feedback to improve effectiveness (see Box 9.4 below).

#### Box 9.4

##### Climate Survey at BILT

After initiating a number of changes in the organisation, Ballarpur Industries Limited (BILT) undertook a climate survey in 1995. The survey covered 1390 management staff spread across 19 sites. The survey covered a number of dimensions such as quality focus, customer orientation, structure, innovation and risk taking, communication, decision-making, team work, performance measurement, work environment, and innovation.

The survey produced positive scores on dimensions in which employee expectations were met and negative scores on dimensions in which expectations were not met. For example, the scores were very positive in the area of cost consciousness, customer focus, quality focus, and so on. But, the scores were negative in the area of communication, personal development, team work, and so on.

(Contd.)