

MS(HR) 552- Survey Feedback

Lecture 11



Recap from last lecture

In the last lecture, we discussed:

- Process Consultation
- Goal of process consultation
- Kinds of interventions a process consultant should make
- Likert systems

Topics to be covered today:

- Survey Feedback
- Steps for an optimally useful survey
- Process of goal seeking
- Limitations of Survey Feedback

Survey feedback

- It's the process of systematically collecting data about the system and feeding back the data for individuals and groups at all levels of the organization to analyze, interpret meanings and design corrective action steps.
- The approach is based on Systems 1-4T management system.

Steps for an optimally useful survey

1. Organization members at the top of the hierarchy are involved in the preliminary planning
2. Data is collected from all organizational members.
3. Data is fed back to the top executive team and then down through the hierarchy in functional teams.
4. Each superior presides at a meeting with his/her subordinates in which:
 - Subordinates are asked to help interpret the data
 - Plans are made for making constructive changes
 - Plans are made for the introduction of the data at the next lower level.
5. Most feedback meetings include a consultant who has helped prepare the superior for the meeting and who serves as a resource person.

How the goal seeking process works?

1. A model

- Mental picture of the surrounding world including structural as well as cause and effect relations
- It is built by past accumulations of information, stored in memory.

2. A goal

- From the workings of the model and from the modeling process, alternative possible future states are generated, of which one is selected as a goal.

3. Activities

- Activities are initiated to attain a goal

4. Feedback

- Feedback is used to compare, confirm, adjust and correct responses by signaling departures from what was expected.

Limitations of Survey Feedback

1. Ambiguity of purpose
2. Distrust
3. Unacceptable topics
4. Organizational disturbance

Summary

In today's lecture, we discussed:

- Survey Feedback
- Steps for an optimally useful survey
- Process of goal seeking
- Limitations of Survey Feedback

Thank you

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