

who anticipates a detailed chronicling of intervention strategies that I will present less of than he (or I) might wish. Instead, my present purpose is an overview of results from this study's large number of cases and their possibilities for comparative analysis.

At the end of five years, work in some form has been underway in 31 organizations (plants or separate marketing regions) in 15 companies. Data from 23 of these organizations in 10 companies are included in the present analysis. Six organizations, in four companies, were excluded because no repeat measurements have as yet been obtained. One company was excluded because it was primarily involved in an ancillary activity unrelated to organizational research and change of the kind considered here.

The 23 organizations comprise 14,812 persons, in white-collar and blue-collar positions, and constitute a wide array of industries—paper, chemicals, petroleum refining, aluminum, automobiles, household products, and insurance, in the areas of continuous process manufacturing, assembly-line manufacturing, components fabrication, marketing, and research and development.

CHANGE TREATMENTS TO BE COMPARED

Six forms of intervention can be identified as having occurred in one or more of the 23 organizations. For the most part they are not “pure” treatments, since nearly all involved at least some form of return of tabulated survey data. Nevertheless, they are sufficiently different from one another to have been the source of conflicts between the change agents who used them and to have been regarded as different by the client systems who experienced them.

Survey Feedback

No authoritative volume has as yet been written about this development technique, although a number of article-length references exist.¹

Many persons mistakenly believe that survey feedback consists of a rather superficial handing back of tabulated numbers and percentages, and little else.

On the contrary, when employed with skill and experience, it becomes a sophisticated tool for using the data as a springboard to development. In the sites classified as having received *survey feedback* as a change treatment, this treatment formed the principal substance of the interven-

¹ See Bowers and Franklin (1972) for a discussion of the theoretical rationale for this treatment.