

THE  
ART and SCIENCE  
*of*

360°  
Feedback

SECOND EDITION

RICHARD LEPSINGER

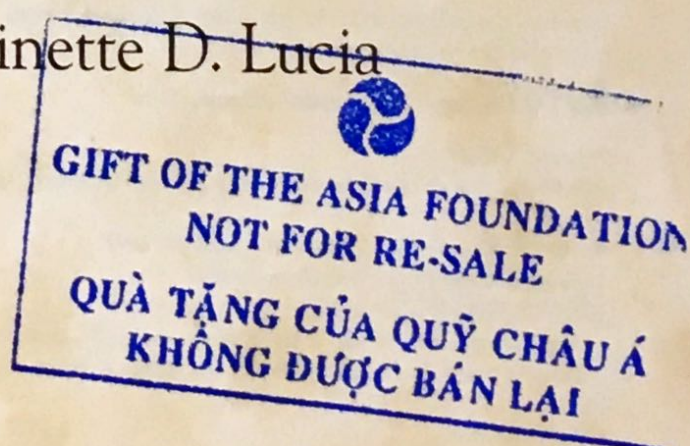
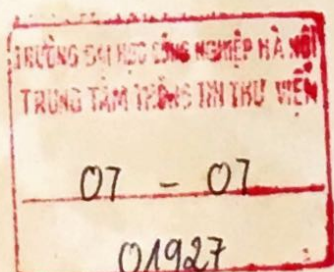
ANNTOINETTE D. LUCIA



# The Art and Science of 360- Degree Feedback

Second Edition

Richard Lepsinger  
Anntoinette D. Lucia



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## Preface

It's hard to believe that it's been more than ten years since we wrote the first edition of *The Art and Science of 360-Degree Feedback*. To our surprise, the book has continued to be in demand, and we are pleased to report that it is considered one of the best and most complete resources on the topic.

Because of that, our editor asked whether we would be interested in writing a second edition. Initially we both hesitated. Would there be anything new to say? We hadn't actually looked closely at the book in several years and we were shocked at how dated the material had become. Some of the companies we used as examples no longer existed, and we never even mentioned the Internet or the use of web-based technology. As it turns out, we found that the book needed a serious refreshing, so in this edition you'll find new examples of companies that are using 360, information on how the Internet has revolutionized the 360 process, and tips for getting the most out of this exciting technology.

But we were still concerned that there might not be a lot new to say about 360. To answer that question we decided to survey both line managers and HR professional as well as our colleagues to see what their experience has been over the last ten years. We were glad to learn that the uses of 360 have expanded as people have become more comfortable with the process and experienced its benefits. We were also glad to learn that, despite the many advances and the increased number of organizations using 360, the questions and client needs on which we based the first book are still relevant today: "How do I go about selecting the best approach