

The general purpose of this study was to determine whether there is a difference in self-perception between male and female leaders. The sample group included male and female leaders in a few companies (e.g Warid, World Call, Telenor, Habib Bank Ltd. etc) companies. Each manager's self-perception was tested against the way in which others (managers, peers, sub-ordinates) perceive him or her. The difference between the self-rating and that of the others was measured to establish the difference in perception between self and others.

The results showed that men were slightly more self-aware than the females. It is recommended that it would be beneficial to find ways in which the environment can be prepared to limit the impact of gender differences on the implementation of the 360 feedback system (or any other performance management system) and to investigate variables such as cultural differences, age and the concept of self-perception.