

Peer Review

Review of: "When Ambition Overshadows Patients: Reflections on Three Pharmaceutical Leadership Personas and the Role of Integrity"

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In the commentary When Ambition Overshadows Patients: Reflections on Three Pharmaceutical Leadership Personas and the Role of Integrity the author theoretically informed and reflective commentary on the role of leadership archetypes within the pharmaceutical industry is represented. The leadership theory, organisational behaviour, healthcare ethics, and professional experience have been combined in the manuscript to offer three recurring leadership personas and develop the conceptual model of the patient score as the patient-centred assessment of leadership effectiveness. The article is clear, informative and is practically applicable to the development of leadership and organisational culture in healthcare and pharmaceutical settings. Nonetheless, being a commentary that is extensive in reflection synthesis, the manuscript could use more analytical consolidation, better conceptualization, and more systematic routes towards empirical validation.

1. Inadequate Analytical Differentiating Personas. Even though the three archetypes are defined very well, there is: Some conceptual overlap Different persona repetition of similar behavioural consequences. 👉 Recommendation: Make more explicit comparative synthesis, e.g. with: A summary comparison table Clear behavioural distinction standards. Individual causal processes between each persona and patient outcomes.
2. High Reliance in Reflective and Autoethnographic Interpretation. Although it is useful, the methodology is mostly interpretive. 👉 Recommendation: Enhance transparency in methodology by: Elucidation of archetypes analytical selection. Extended restrictions of experiential bias. Provision of structured research agenda on how to empirically test it.
3. Confusion of Concepts of the Patient Score. Patient score is a great conceptual innovation but it is broad in nature. 👉 Recommendation: Give more definite dimensions of operation. Recommend initial indicators of measurement. Sketch validation schemes or prototype

marking models. 4. Repetition and Density of Narrative. Some of the themes are recurrent, especially: Ambition versus integrity Burnout and psychological safety. The significance of patient-centred leadership.

Declarations

Potential competing interests: No potential competing interests to declare.