

Peer Review

Review of: "When the Mind Falters: Managing CEO Cognitive Decline in Leadership"

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Extending professional activity – whether through reluctance to retire or through a lack of desire to leave the organization that was created – opens up a challenge for researchers in the field of management sciences and management staff of enterprises in the field of managing elderly people who act as CEOs. On the one hand, we see in such people experience, competences, knowledge of the industry, and relations with customers, and on the other hand, dysfunctions appear more or less with the ageing of the employee. Hence, this article presents a fresh perspective on this issue, which is not only important from the point of view of the efficiency of enterprises, but also from the creation of standards for showing respect for elderly people and creating conditions for them so that (1) they do not lose the prestige of work (authority), and (2) by changing the position, they do not lose the previous level of remuneration. This article also opens up possibilities for further research in the field of good practices implemented by enterprises "moving/transfer" elderly CEOs to another position. Looking also from the business practice perspective, this article can also be explored in the direction of family businesses – where the "founding father" wants to supervise the company for as long as possible, and yet he also has problems of old age – just like the physiological changes described by the author, it is also worth remembering biochemical aspects such as the level of cortisol and testosterone, which not only affects decision-making, but also relations with contractors (and in private life, why our fathers as grandfathers are much more understanding and funny to their grandchildren than to us when we were children).

What should be emphasized is the fact that the paper encourages the creation of further studies in this direction, which is also due to the rather modest review of the literature, where out of 38 items, only 1

article is from the last five years. It is worth using bibliometric tools such as VOSviewer for this (literature review).

To sum up, this paper constitutes a systematization of the current state of knowledge in the field of managing senior leaders, and the structure of the text encourages scientists to undertake further research in this direction, and business practitioners to diagnose the possibility of such a situation occurring in their enterprises.

Declarations

Potential competing interests: No potential competing interests to declare.