

REVIEWER'S REPORT

Manuscript No.: JNCS-053

Title: Leadership Governance Dashboards: Designing Scorecards, Heat Maps and Data-Ethics Protocols for Executive Behavioural Risk Monitoring

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision ...yes.....

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality			Y	
Techn. Quality			y	
Clarity			Y	
Significance			Y	

Reviewer's ID: JPR-Dr.Shaweta Sachdeva

Detailed Reviewer's Report

1. The manuscript addresses a relevant and emerging topic by integrating leadership governance, analytics, dashboards, and ethical monitoring into a unified conceptual framework.
2. The objective of the paper is clearly stated; however, the novelty of the proposed Leadership Governance Dashboard should be more explicitly differentiated from existing leadership analytics and balanced scorecard frameworks.
3. The literature review should be strengthened by incorporating more recent studies (2023–2026) on AI-enabled HR analytics, executive dashboards, behavioral governance, and organizational analytics published in high-impact journals.
4. Since the manuscript is conceptual, a stronger theoretical justification for the proposed Total Leadership Index (TLI) framework is needed, including its relationship to established leadership theories.
5. The methodology section should explain more clearly how the dashboard architecture was synthesized from previous research and why the selected design-science approach is appropriate.
6. The manuscript would benefit from including a comparative analysis showing how the proposed framework differs from existing governance dashboards and leadership assessment models.
7. The proposed dashboard architecture should be supported with at least one illustrative case study or hypothetical organizational scenario demonstrating its practical implementation.
8. The weighting mechanism used for the scorecards should be explained in greater detail, including the rationale behind assigning weights to different leadership dimensions.
9. More discussion is needed regarding the reliability and validity of multi-rater assessments, particularly strategies to minimize evaluator bias and inconsistencies.
10. The paper should discuss potential challenges in implementing the framework across different organizational sizes, industries, and cultural contexts.
11. Although ethical considerations are discussed, additional attention should be given to algorithmic fairness, transparency, explainability, and compliance with modern data protection regulations.
12. The proposed heat maps and RAG indicators would be more convincing if accompanied by sample dashboard screenshots or simulated outputs.

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13. The manuscript should clarify how missing, inconsistent, or conflicting leadership assessment data would be handled within the dashboard.
14. The empirical testing agenda could be expanded by proposing measurable hypotheses, validation metrics, and appropriate statistical techniques for future studies.
15. Some sections are descriptive and repetitive; concise presentation would improve readability without reducing the contribution.
16. The limitations section could be expanded by discussing possible organizational resistance, respondent fatigue, and risks associated with leadership surveillance.
17. Several references are authored by the same researcher and based on the associated book series. The manuscript should incorporate a broader range of independent, peer-reviewed sources to improve scholarly balance.
18. The practical implications section would be strengthened by outlining a phased implementation roadmap, including organizational readiness assessment, pilot testing, and performance evaluation.
19. Figures and hybrid tables should be presented with higher graphical quality, consistent formatting, and more informative captions.
- 20.** The manuscript is well organized and has practical significance, but it would be considerably strengthened through empirical validation, broader literature integration, and more detailed implementation guidance before publication.