The Visibility Gap

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Good Work Happened. The Story Never Traveled.

Every organization has it.

The employee who quietly keeps projects moving.

The team member who solves problems before they become crises.

The leader who removes obstacles so others can succeed.

The colleague everyone relies on but few people fully understand.

Their work creates tremendous value.

Yet much of it remains invisible.

I call this the Invisibility Gap™: the space between the value people create and the visibility that value receives.

The challenge is that work today is increasingly difficult to see.

Teams are distributed.

Projects span departments.

Collaboration happens across functions and geographies.

Many of the most important contributions happen behind the scenes.

Ironically, some of the highest-value work is measured by what didn't happen:

- The deadline that wasn't missed.
- The customer issue that never escalated.
- The risk that never materialized.
- The crisis that never occurred.

When success looks like "nothing happened," recognition becomes difficult.

People cannot appreciate contributions they don't know exist.

This doesn't mean people need to become louder, more self-promotional, or someone they're not.

It simply means helping others understand what happened, why it mattered, and the value that was created.

Because the Invisibility Gap isn't a performance problem.

It's a visibility problem.

And when good work becomes visible, recognition, trust, influence, and opportunity often follow.

Visibility is not vanity. It's how good work gets seen, understood, and appreciated.

Continue the Conversation

I'm Stephanie Marcus, founder of CanterPointe. I write about visibility, leadership, change, recognition, and organizational culture.

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