What If Organizations Don't Have a Talent Shortage, but a Visibility Shortage?

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Organizations everywhere are searching for talent.

They are investing in recruiting, retention, development, and succession planning. They are competing for skilled employees, concerned about workforce shortages, and preparing for the future of work.



But what if the issue isn't always a lack of talent?

What if organizations already have more talent than they realize?

What if the real challenge is that they can't fully see the **value** their people create?

This is where The Visibility Gap begins.

The Hidden Challenge

Every day, people solve problems, reduce risk, strengthen relationships, remove obstacles, share knowledge, and create value throughout an organization.

Much of that work happens behind the scenes.

The project stays on track.

The customer remains satisfied.

The team avoids a conflict.

The risk never becomes an issue.

The new process gains adoption.

The crisis never occurs.

Because these outcomes often look like "business as usual," the value behind them can be difficult to see.

And when value is difficult to see, it becomes difficult to understand, recognize, develop, and replicate.

This is what I call **The Visibility Gap™**: the space between value created and value recognized.

Visibility and Value Are Not the Same Thing

Many organizations unintentionally assume that visibility and value go hand in hand.

They don't.

Some highly visible work creates tremendous value.

Some does not.

Likewise, some of the most valuable contributions in an organization happen quietly and receive little attention.

The employee who prevents a costly mistake.

The leader who builds trust across teams.

The project manager who removes barriers before they slow progress.

The colleague who shares knowledge and helps others succeed.

The change champion who drives adoption without ever appearing on a dashboard.

These contributions matter.

But they are often harder to measure than a report, a metric, or a presentation.

As a result, organizations may believe they are evaluating work when, in reality, they are evaluating what effort is most visible.

And visible effort is not always where the greatest value lives.

The Opportunity

The real opportunity isn't better recognition.

The real opportunity is better understanding.

When value becomes visible:

- Leaders are able to make better decisions.
- Hidden strengths emerge.
- Teams better understand their impact.
- Valuable practices can be replicated and scaled.
- Recognition becomes more meaningful because it is connected to actual contribution, not effort.
- Organizations gain a clearer understanding of where success truly comes from.

Making Value Visible™ is not about giving people more attention.

It's about helping organizations better understand the value they already possess.

Why This Matters Now

As organizations navigate rapid change, workforce transformation, and artificial intelligence, understanding value has never been more important.

Decisions about talent, investment, automation, AI, leadership, and organizational strategy are only as effective as the information behind them. If organizations cannot clearly see the value people create today, they may use AI to optimize for what is most visible rather than what is most valuable.

When value remains invisible, leaders risk making decisions based on an incomplete picture.

When value becomes visible, organizations gain insight that can drive stronger performance, resilience, and growth.

Closing the Gap

Perhaps the organizations with the greatest potential aren't the ones with the most talent.

Perhaps they are the ones that can see, understand, and amplify the talent they already have.

That's why I believe:

The Visibility Gap is the problem.

Making Value Visible™ is the opportunity.

Because before organizations can fully develop talent, they must first understand where value already exists.

And that begins with visibility.

Continue the Conversation

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

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