

The Market Does Not Evaluate Careers the Way Executives Do

Executives often evaluate their careers through the lens of effort and experience.

Years of leadership responsibility.

Complex projects.

Operational success.

These elements are meaningful within organizations where colleagues understand the context behind the work.

The external market, however, rarely sees that full context.

Decision Makers Interpret Signals

Recruiters and boards often evaluate executive candidates quickly.

Instead of reconstructing every detail of a career, they look for signals that indicate leadership capability.

These signals may include:

- scope of authority
- strategic influence
- business impact
- industry reputation

When these signals are unclear, even accomplished executives may appear less experienced than they truly are.

Internal Reputation Does Not Always Translate

Professionals who have spent long periods inside one organization often develop strong internal reputations.

Their colleagues understand their expertise and influence.

Externally, however, decision makers may see only job titles and timelines.

Without additional context, they may underestimate the complexity of the executive's work.

Strategic Positioning Bridges the Gap

Executives who understand how the market interprets careers often make deliberate efforts to communicate leadership scope clearly.

They emphasize decisions they made rather than simply responsibilities they held. They highlight outcomes and influence rather than activity.

These signals help decision makers interpret their experience accurately.

Careers are not evaluated only on what leaders have done.

They are evaluated on how that work is understood.