

## **The Career Risk Executives Rarely See Coming**

Many career risks appear suddenly.

A restructuring. A leadership change. A merger.

But one of the most common career risks develops slowly and often goes unnoticed.

It is the risk of becoming professionally invisible.

## **Long Tenures Create Hidden Vulnerability**

Executives who spend many years inside one organization often develop deep institutional knowledge and strong internal reputations. Inside the company, their value is well understood.

Outside the company, however, their work may be largely invisible.

Recruiters and decision makers outside the organization may have little context for the executive's leadership contributions.

When change occurs, those leaders may suddenly find themselves needing to explain a career that the market has never fully observed.

## **Market Awareness Matters**

Professionals who maintain awareness of how their careers appear externally are often better prepared for unexpected transitions.

They periodically evaluate how their leadership scope is perceived, how their industry understands their role, and how their achievements translate outside their organization.

This does not mean constantly seeking new opportunities.

It means ensuring that if change occurs, the market will understand the value they bring.

Careers are not evaluated only when people decide to move.

They are evaluated whenever the market begins to look.