

# Strategic Visibility

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Part of the **Focused Perspectives** series exploring how leadership capability becomes visible and influential at the executive level.

One pattern I see repeatedly among high-performing leaders is the belief that strong work will eventually speak for itself. Early in a career, that assumption often holds true. Teams are smaller, leaders are closer to the work, and results are visible.

At senior levels, however, that dynamic changes. Executives operate at a distance from day-to-day operations. They rely on indicators like reputation, perspective, and strategic framing to understand where leadership capability exists across the organization.

When your work is only visible within your immediate team, the people making promotion decisions may never fully understand the scope of your impact.

Visibility in this context is not about self-promotion. It is about ensuring that decision-makers understand how you think about the business, not just what your team delivers.

Leaders who advance consistently do one thing differently: **they make their thinking visible**. They connect outcomes to tradeoffs, strategic choices, and enterprise implications. The conversation shifts from execution to leadership perspective.

## Where to Start

In your next leadership update, go beyond reporting results.

🗨️ Explain the decision behind the result and the broader business implications it created.

*Competence gets you in the room. Positioning determines what happens next.*

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