



POST · 02 JULY 2026

The quiet ones

Some of the best talent I have worked with was nominated to a CI project because nobody thought it mattered enough to send someone important.

Usually, it happened in the beginning of deployment. The logic was simple: CI was unfamiliar, slightly uncomfortable, and the department was not sure it wanted to participate. So, they sent the quiet one. The one unlikely to push back, unlikely to cause friction, unlikely to say no. What they did not anticipate, and neither did I the first time, was that quiet is sometimes just the wrong word for **someone who has not been given a chance yet.**

I remember the first and second sessions with these people. The moment you realise you are not working with reluctance. You are working with hunger. Hunger to contribute, to apply knowledge, to do something beyond the daily routine. The quality they bring, the extra mile they go – it is visible. It is measurable. And it is exciting in a way that never gets old. **Watching someone find their voice, then use it, then own it** – there is nothing more rewarding in this work.

What is harder to watch is what comes next. The recognition does not follow. Delivered results, visible effort, genuine growth – and the organisation still does not invest more. Not promotion. **Just more opportunity, more development, a little more attention from the people who could make a difference.** The loud voice tends to get there first. And when that voice turns out to be off-key, everyone hears it and everyone feels it. The quiet talent who was ready, and was not backed, notices too...

Easiest thing in the world, to overlook someone who is not fighting for the spotlight. I have made it my business not to.