THE RELUCTANT SELLER

The Business Is Ready. *The Founder Isn't.*

A keynote for advisors, conferences, and executive audiences on why financially ready founders cannot pull the trigger on a sale — and what is actually underneath it.

45-MINUTE KEYNOTE · INTERACTIVE ADD-ON AVAILABLE · IN PERSON OR VIRTUAL · BASED IN ALAMEDA, CALIFORNIA

THE THRESHOLD BENEATH THE TRANSACTION

When the numbers make sense but a founder still cannot sell, the obstacle may not be the business. Tina Greenbaum has spent over 40 years working with leaders at exactly this threshold — the moment a deal is ready, the advisors agree, and the founder still cannot sign.

This is not a valuation problem or a deal-structure problem. It is a threshold problem: the sale threatens identity, belonging, relevance, and the familiar role the founder has inhabited for years. Tina gives that experience a name, a pattern, and a practical way through it.

> *"You may not have a business problem. You may have a threshold problem. The question is not whether you can sell the company. The question is what the sale means to the person who built it."*

WHAT THE TALK ACTUALLY COVERS

Seven turns in the conversation.

01	The founder's dilemma	Why a business can be financially ready while the person who built it is not. Tina separates the commercial decision from the human transition hiding inside it.
02	The signal before the story	The body often registers a threshold before the conscious mind can explain it. Audiences learn to recognize the physical and emotional signals that precede delay, over-analysis, and withdrawal.
03	Why capable people override themselves	Intelligence and achievement can become sophisticated tools for avoidance. Tina shows how founders reason past their clearest information — and how trusted advisors can notice without diagnosing or pushing.
04	Fear or knowing?	Not every hesitation means stop, and not every uneasy feeling is mere fear. Tina offers a grounded way to distinguish protective fear from meaningful inner knowledge.
05	The cost of ignoring the signal	Unexamined resistance does not disappear. It shows up as stalled deals, changing conditions, strained relationships, depleted energy, or regret after closing.
06	The other side of the decision	A clear decision is not the absence of emotion. It is the capacity to move while honoring what the transition represents — and to build an identity larger than the company.
07	The question that leaves with them	Audiences leave with a direct question: What would need to become true about who I am after the sale for me to be ready to let go?

WHAT YOUR AUDIENCE WALKS AWAY WITH

Practical language and tools for the conversations that numbers alone cannot resolve.

- A shared vocabulary for the difference between transaction readiness and founder readiness.
- A way to recognize when delay is carrying information rather than simply creating resistance.
- Questions advisors can ask without becoming therapists or forcing a premature answer.
- A framework for distinguishing fear that accompanies change from a signal that deserves attention.
- A clearer view of the personal cost of indefinite postponement — and of rushing past what matters.
- One concrete question to use in the next high-stakes decision conversation.

WHO THIS IS FOR

- Exit planning and M&A advisor audiences — CEPAs, business brokers, and investment bankers
- Family business and wealth advisory conferences
- Executive and founder peer groups, including Vistage, EO, and YPO-style audiences
- Any room where “financially ready, not yet ready” appears more often than anyone admits

WHY THIS TOPIC, WHY NOW

A generation of founders is approaching transition while unprecedented business value and family wealth are poised to change hands. Yet plans built around tax, valuation, and deal structure often leave the founder's inner transition unnamed. For advisors and organizers, this keynote makes the invisible obstacle discussable — before hesitation becomes a broken process, a missed window, or a regretted decision.

READY-MADE HOST INTRODUCTION

How to introduce Tina.

> *"Our speaker has spent over 40 years helping leaders navigate the moments when the facts are clear but the decision still is not. Tina Greenbaum is a TEDx speaker, GRI-certified practitioner, and C-Suite Network Advisor. Her work brings uncommon depth to the human side of leadership and transition. Today, she will show us why a founder can be financially ready to sell and still be unable to move — and what becomes possible when we understand the threshold underneath the transaction. Please welcome Tina Greenbaum."*

FORMAT OPTIONS

45-Minute Keynote
A focused stage presentation for advisor, founder, and executive audiences.

Interactive Add-On
An interactive follow-through for applying the keynote's distinctions to live cases, client conversations, or personal decisions.

In Person or Virtual
Tina is based in Alameda, California and is available for in-person and virtual engagements.

TINA GREENBAUM
Over 40 years advising leaders in transition · TEDx Speaker · GRI Certified · C-Suite Network Advisor
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