

Telling your people

The shape, not the script. Every business is different.

BEFORE CLOSE: ALMOST NOBODY

The two or three people you'd need to keep the deal quiet and the business running — usually your number two and whoever does the books. They hear it from you, with a reason and a timeline, and they hear that their jobs are part of what makes the business worth buying.

AT CLOSE: EVERYONE, THE SAME DAY, FROM YOU

Not a memo. Say what changes — an owner who reads the numbers, a bank that returns calls, money for the truck or the hire you've been putting off. Say what doesn't — their jobs, the name, the way work gets done. Answer the question they're actually asking, which is "am I okay," plainly.

AFTER: CUSTOMERS AND VENDORS HEAR IT FROM THE PEOPLE THEY ALREADY KNOW

Not a press release. The person who's always answered the phone still answers the phone.

WHAT FELLWATER DOES

We don't contact your team, your customers or your competitors before close without your permission. We work out the day and the words with you. We're in the room if you want us there and out of it if you don't.