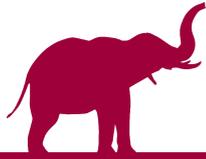


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**ELEPHANT
IN THE ROOM**

Ed.3
Saying **NO**
is
(one of)
the most
important
leadership
skills

Just about two months ahead of the 2016 French Open, Federer made a CRUCIAL decision: He decided to skip Paris! DETAILED analysis, assisted by his team of experts, had shown that, in his PRESENT shape, Federer would stand only a very small chance of playing Paris (played on clay!) successfully. Thus, he used the time to FOCUS on Wimbledon (played on lawn!) in the BEST possible manner instead.

A change of scene: A fictitious, medium-to-large consultancy firm. There is a request for proposal (RfP) from a very important customer. The manager in charge can see at a glance: no point in bidding. The request is not inside the *sweet spot*. Worse: 80 per cent of the deliverables requested are not even at hand. Plus, there is reason to suspect that they themselves are just a *running mate*. So he recommends politely rejecting the request. His partner, head of advisory, however, disagrees and decides to at least '*leave a business card*'. The manager respectfully (well, somewhat) complies, calls a task-force team, investing 27 man-days in creating a proposal, only to receive an immediate rejection by the client – which was to be expected.



Clearly, what prevailed here was the fear of missing out on a great deal, a customer. However, defining a strategy and living by that strategy sometimes means having to say No! Federer was able to. How about you?

DO YOU SUSPECT  IN YOUR (BOARD) ROOM?
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