

Limited Article Series

The 10 Invisible Reasons Business Owners
Don't Hire an M&A Advisor (Until It's Too Late)

**PART VI: TOO EARLY, TOO
LATE, OR TOO TIRED:
THE TIMING MYTH
THAT KILLS LEVERAGE**

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Owners don't choose bad timing on purpose. They just don't see timing as a strategic asset, until it's gone.

Sixth: **timing blindness.**

Owners often wait until they *need* to sell - burnout or growth stall. At that point, they think hiring a banker will slow things down or surface uncomfortable truths. The irony: this is exactly when professional positioning matters most.

Part 6 of 'The 10 Invisible Reasons Business Owners Don't Hire an M&A Advisor (Until It's Too Late)'





P6.1

Too Early, Too Late, or Too Tired: The Timing Myth That Kills Leverage

Ask founders when the *right time* to think about selling is, and you'll hear a familiar refrain:

“Not yet.”

The business needs to grow a bit more. The market might improve. There's a product launch coming. A key hire isn't settled. Next year will be cleaner.

This isn't procrastination. It's optimism dressed up as prudence.

The sixth invisible reason owners delay hiring an M&A advisor is timing blindness. The failure to see timing not as a background condition, but as a strategic asset that can be shaped, protected, and exploited.

By the time timing becomes obvious, it's usually already working against them.

P6.2

Why bad timing rarely looks like bad timing

Founders don't wake up and decide to sell at the wrong moment. They sell when circumstances force the question.

Burnout creeps in. Growth flattens. A partner wants out. A health issue intrudes. A geopolitical shock rattles confidence. Capital markets shift. Competition intensifies.

At that point, selling feels reactive but necessary.

Ironically, this is when founders are most likely to think hiring an advisor will slow things down, complicate matters, or introduce uncomfortable truths they don't have time to deal with.

So they push ahead alone, hoping to move quickly and quietly.

Speed becomes the goal. Leverage quietly disappears.



P6.3

The myth of “we’ll call someone when we’re ready”

Many founders believe advisors are a later-stage input. Something you bring in once the decision is made, the buyer is known, and the path feels clear.

This logic treats advisors as transaction mechanics rather than strategic partners.

In reality, the most valuable advisory work happens **before urgency sets in**, when positioning can be refined, weaknesses addressed, narratives shaped, and optionality preserved.

Once urgency arrives, advisors don’t create leverage. They triage its absence.

P6.4

Timing as a force multiplier

In M&A, timing affects everything:

- Buyer appetite
- Valuation multiples
- Deal structure
- Risk tolerance
- Competitive dynamics

Good timing amplifies strengths and softens flaws. Bad timing does the opposite.

Founders who don’t think of timing strategically tend to treat it as fate, something the market hands them rather than something they can influence.

But timing is not binary. It’s a spectrum. And expose yourself to it too late, and the spectrum collapses into a single, narrow window.



P6.5

The “too early” fallacy

Some founders avoid early advisory conversations because they fear wasting time or money.

“We’re not there yet.”

What they miss is that early engagement doesn’t commit you to selling. It commits you to *understanding your position*.

Advisors can help identify:

- What buyers would care about today
- What risks would get priced
- What improvements would materially change outcomes
- How long those changes would realistically take

This is not premature selling. It’s preparation.

Calling this “too early” is like refusing a map because you haven’t started driving yet.

P6.6

The “too late” reality

By contrast, “too late” rarely announces itself clearly.

It looks like:

- A buyer sensing fatigue
- A rushed process justified by “focus”
- Concessions made to keep momentum
- A founder rationalising compromises as pragmatism

Founders often think they’re being decisive. Buyers see urgency and urgency is always priced.

When advisors are brought in at this stage, their role shifts from architect to firefighter. They can still help, but the range of possible outcomes has already narrowed.

P6.7

**Fatigue is the silent
timing killer**

There's a third timing problem founders rarely account for: exhaustion.

Running a sale process while running a business is draining. Doing it while emotionally ready to move on is harder still.

Fatigue changes behavior. It lowers resistance. It makes short-term relief more attractive than long-term optimisation.

Buyers don't have to do this on purpose, it's built into the system.

Founders who delay until they are "ready" often discover that readiness comes bundled with tiredness and tired founders do not negotiate from strength.

P6.8

**Why uncomfortable
truths get avoided**

One reason founders hesitate to engage advisors early is fear of what they'll hear.

Advisors surface risks. They name gaps. They quantify weaknesses. They talk about timing in ways that challenge optimistic narratives.

When the business is still a source of pride and momentum, this can feel premature or threatening.

So founders wait for certainty.

But certainty rarely arrives without cost. By the time the truths are unavoidable, the opportunity to act on them has passed.

P6.9

**Timing and leverage are
inseparable**

Leverage is not something you switch on during negotiations. It's something you accumulate quietly beforehand.

Strong timing creates leverage because it allows patience. Weak timing destroys it because it creates pressure.

Founders who treat timing as external often find themselves negotiating against invisible deadlines they didn't realise they'd set.

The sale may still happen. The price may still be respectable. But the range of outcomes shrinks.



P6.10

**The irony at the center of
this pain point**

The irony is sharp: the moment founders most need professional positioning is the moment they are least inclined to seek it.

They want things to move quickly. Advisors feel like friction. They fear being slowed down when time feels scarce.

But speed without structure rarely produces control. It produces concessions.

The founders who extract the best outcomes are rarely the ones who sold at the perfect market peak. They're the ones who treated timing as something to manage - not endure.

In Part 7, we'll explore how **overconfidence born of past success** becomes its own blind spot and why founders who built extraordinary businesses often underestimate how differently M&A rewards experience.

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Amanda Simmons is the Founder & CEO of Advisiom Global M&A, an AI-enabled cross-border M&A advisory network connecting elite boutique firms worldwide. Holding an MSc and bringing extensive experience in international collaboration and advisory networks, Amanda founded Advisiom after observing first-hand the structural gaps that prevent boutique M&A firms from scaling their cross-border capabilities and capturing the deal flow their expertise deserves.

Her vision was clear: build a network defined not by volume, but by values, where integrity, entrepreneurship, and excellence are the price of entry. Under her leadership, the Advisiom strategy is to grow to represent professionals spanning 14 core industries across the Americas, EMEA, and APAC.

Amanda's approach blends cutting-edge AI-driven dealmaking tools with the trusted human relationships that have always sat at the heart of successful M&A. Based in Europe, she works directly with senior partners at boutique firms worldwide, focused on one outcome: helping members close more deals, faster.



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Advisiom Global is an AI-enabled M&A network built to combine smart technology with trusted human relationships - because deals don't close on platforms alone. The purpose is simple: to help our worldwide partners generate mandates, collaborate effectively across borders, share best practice, and ultimately close more deals faster.



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March 2026

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