
HOW NOT TO FUCK UP A SALE

69 STORIES OF AN IMPERFECT SALESMAN

Blunt stories about selling, judgment and the mistakes
that teach you something useful

03

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STORY 01

Three Postures and No Excuses

Three postures. Zero Kama Sutra. Not skill levels Just postures

45 degrees Reclined Comfortable Always “available” Always “helpful” Always “nice”

And somehow... never accountable They're the workplace golden retriever: great vibes, zero bite

Busy all day. Progress never 90 degrees Back straight

Shows up. Delivers No drama. No excuses

They keep the machine running And they quietly resent everyone who turned “being chill” into a job title. 120 degrees. Leaning in

Eyes on the work A little intense Not always pleasant But they make things move

Here's the part people hate hearing: Most cultures say they want 120 But what they actually reward is 45

Because 45-degree people are easy. They don't challenge.

They don't raise standards. They don't create friction.

They just... take oxygen. And the 90s? They burn out carrying the weight. Or they leave

Then leadership calls it “a talent problem.” No. It's a tolerance problem. So be honest:

When nobody's watching, when there's no meeting, no applause, no LinkedIn post... What angle are you working at, really?

STORY 02

The Reunion Nobody Put in the CRM

the other night several former colleagues from a company where we all grew professionally got together we no longer share an office. The same manager. The same targets. Or even the same company But we still share something far more valuable: trust

In sales, this matters more than most people are willing to admit You can change roles, change companies, lose key accounts or start over but you never really start from zero if you've built strong relationships along the way

because the market remembers... who delivered who stepped up who answered the phone when things went wrong

who created value even when there wasn't an immediate deal on the table Many salespeople build pipelines The best ones build reputations

And a strong reputation comes back years later as opportunities, referrals, clients, partnerships, and conversations like this one Yesterday wasn't about looking back It was about seeing the return on years of doing the right things, with the right people

Your greatest sales asset isn't always in your CRM sometimes it's sitting around a table with you

STORY 03

The Price of Feeling Special

“For someone to feel special, one indispensable condition must be met: they have to be especially foolish” Toni Nadal

That’s the face I make when a seller says: “I crushed the meeting”

Because I know what usually happened They talked 80% of time.
They impressed nobody

They avoided the one question that matters: “What happens if you don’t fix this?” Two days later: “Loved the chat, not a priority”

If you walk out feeling like a rockstar, you probably performed If the buyer walks out feeling slightly uncomfortable, you probably sold

So yeah, this photo isn’t “intensity”, it’s my reaction to ego disguised as confidence

Are you selling... or just trying to feel special?

STORY 04 | ROIBOS REFERENCE

The Grey-Hair Requirement

"I'm just looking for gray hair." That's how it started.

A few months ago, I was in a moment many execs will recognize. The teams were growing, fast. We had the ambition, the projects, the pressure, everything. What I didn't have was enough headspace.

I needed someone who could help lead. Not just support, but step in with judgment, presence, and quiet authority. Someone who could cut through the noise and bring common sense. During the interview, she looked me in the eye and asked:

"What exactly are you looking for?" And I said, almost without thinking:

"Gray hair." I didn't mean it literally. I meant: I was looking for experience. For someone who had seen things, solved problems, made mistakes, and knew how to keep things moving without panic. She didn't have gray hair. But she had everything else.

Today, she's my right hand. I trust her completely. The teams trust her. She leads without ego, works relentlessly, and never needs the spotlight to make an impact. Bringing her on board was one of the best decisions I've made. Sometimes what you're really looking for isn't a CV or a checklist.

It's judgment. Presence. Maturity. Not the loudest person in the room, but the one who actually gets things done.

At Roibos, that's the kind of leadership we look for. People who move with clarity, lead with calm, and bring momentum where others bring noise. We don't hire based on noise, we hire based on signal.

And when we find someone who gets it? We make space for them to thrive. Want to hear the full story?

Or how we're building the kind of team that keeps Roibos moving differently? Just ask. I'd be happy to share 😊

STORY 05

Closing Time Is Not a Strategy

People often say that business is about closing deals

I think they're wrong Business is about building relationships that are still worth celebrating years later Last night, after years of working together, we finally had the chance to slow down

We looked back at where it all started. The tough negotiations. The late-night calls. The wins we celebrated. The setbacks that, in hindsight, taught us the most Time has a funny way of putting everything into perspective

Contracts expire Trust doesn't, if you keep investing in it

Thank you, Germán José Pérez, for the partnership, the honesty, and for proving that the best business relationships are built long before they are measured in revenue And here is the sales lesson I keep coming back to: A great salesperson does not just create movement in a pipeline

They create history with people

That is the real difference between winning an account and becoming part of someone's journey The first can happen in a quarter

The second takes years And it is worth far more



STORY 06 | ROIBOS REFERENCE

When the Fee Makes Them Blink

A client flinched when they saw our tech fee. Not because of us, of course. But because they'd been financially burned by legacy distributors one too many times.

Years of fuzzy pricing. Markups on top of markups. "Value-adds" that added no value. They weren't reacting to the number—they were reacting to the trauma. And fair enough. So I told them, clearly and calmly, like someone who's also been blindsided by a spreadsheet that bites:

Roibos doesn't sell price. We sell control. Let's be honest: Nobody actually wants the cheapest option.

You don't book the sketchy hotel with flickering lights just to save a few bucks. You want value. You want to know what you're paying for. You want confidence that you're building something smart, not just cutting corners. That's what we offer.

Our fee isn't just a number, it's the key to unfiltered, direct access. No resellers. No hidden layers. No mysterious line items on page seven of your invoice.

If the final price feels off, the issue likely isn't the tech fee. It's the hotel rate. And if that rate isn't competitive, then we have a shared problem.

(Spoiler: we're already working on it.) Here's the real truth: Collaboration does not mean shrinking.

Flexibility does not mean folding. And cheap is not the same as smart. Roibos was built to end the distribution games.

No mystery margins. No triple-stacked spreadsheets. No ghost commissions. Just clear tech, built to give hotels and distributors real control. Yes, there's a fee.

But what you're actually paying for? Clarity. Confidence. And a future where you're no longer at the mercy of bloated systems that never worked for you.

We're not here to babysit your bookings. We're here to help you wean off legacy dependency and walk on your own commercial feet.

You've been coddled long enough. It's time to walk on your own margins.



STORY 07

Perfection: The Most Elegant Excuse

What if chasing perfection is the most efficient way to never move forward? If perfection had a face, it wouldn't look anything like mine. It would look nothing like yours either.

In fact, it would look absolutely nothing like Superlópez... which is exactly why he taught me more than any flawless hero ever could. When I was a kid, I didn't read Superlópez.

I consumed it. Like oxygen. Like candy. Like the only manual available for kids destined to grow up imperfect — which is basically all of us. Because while the world worshipped Superman, I was obsessed with the guy who couldn't even fly in a straight line.

Superlópez didn't save the world with elegance. He didn't deliver grand speeches.

He didn't have abs, swagger, or emotional stability. He had something better: He kept showing up,

even when he looked ridiculous, even when he screwed up the mission, even when the cape betrayed him and gravity reminded him of his place.

And that's the lesson no teacher, no coach, no adult ever managed to explain to me: Perfection is overrated. Persistence is not.

Flaws don't weaken you. Pretending you don't have them does. As adults, we build these polished LinkedIn versions of ourselves —

the ones that always win, always smile, always “deliver outstanding results with cross-functional excellence.” Bullshit. Life isn't Marvel.

Life is Superlópez. You fly crooked. You land worse.

You fix one problem and accidentally create three more. And somehow, hilariously, wonderfully, you still move forward. And here's the twist:

People don't trust perfection. People trust honesty wrapped in courage.

People trust someone who falls in frame one and stands up in frame two

like it's part of the plan. So here's the truth I learned from that clumsy hero with the oversized nose: A wrinkled cape still flies.

And the world needs far more imperfect heroes who show up anyway.

Be more Superlópez. Less polished, more real.

Less invincible, more unstoppable.

STORY 08

Mediocrity Needs a Throne

“Power is how mediocrity masturbates” Facundo Cabral

A while ago, I found myself in a meeting room where this played out in real time. It was one of those corporate rooms that all smell the same. Stale air. Cheap coffee that had been sitting too long. A long oval table, slightly scratched, surrounded by identical black chairs.

Glass walls, half-covered with those pointless frosted stripes that pretend to give privacy but don't. A screen glowing at one end, untouched. Slides ready, but irrelevant.

There were eight of us in the room. Seven trying to move something forward. One making sure it didn't. He barely spoke at the beginning. Didn't ask questions.

Didn't show any real understanding of what was being discussed. But he had the highest title in the room. And slowly, that started to matter.

Every time the conversation gained momentum, he interrupted. Every time someone proposed a solid idea, he pushed back, vaguely, without substance.

Every time the technical team got close to a workable solution, he derailed it. Not to improve it. To remind everyone he was there.

At one point, one of his own team members, younger but clearly sharper, tried to walk him through the logic. Data. Structure. Clarity. Silence.

He leaned back in his chair, crossed his arms, and said: “Here, I decide what makes sense.” That was the moment the meeting died.

Not because a decision was made. Because it became obvious he couldn't make one. He didn't have better judgment.

He didn't have a stronger perspective. He just had power. And that's when the line hits:

Power is how incompetence gets off. Because when someone lacks substance, they reach for control. When they can't build, they block. When they can't lead, they dominate.

It works, for a while. Until the room stops trying.

Until the smart people disengage. Until results quietly collapse. And then what's left isn't power. Just noise.

STORY 09

Market Research, Served With a Beer

Spain has more bars than hospital beds And somehow, we also have one of the highest life expectancies in the world Correlation? Maybe

Causation? I wouldn't bet my liver on it But there's something behind the statistic.

Starbucks built much of its brand around the idea of the "third place": Not home. Not work. A third space where people meet, talk and simply spend time together In Spain, we invented that long before anyone gave it a name

We called it the bar A place to argue about football, complain about work, meet someone unexpectedly or spend 45 minutes discussing absolutely nothing And that matters in sales too

We've become obsessed with making every interaction productive What's the objective? What's the next step? Is the opportunity qualified? When do we close? But some of the best commercial relationships start in a third place

No presentation. No agenda. No CRM stage. Just two people talking

Because trust often appears before there is anything to sell Maybe that's the real power of the third place. It creates conversations that produce nothing... until one day they produce everything

And if someone asks for the ROI of the second beer, change tables

STORY 10

Netflix and the Appetite for Everything

A few weeks ago, Netflix swallowed Warner Bros. whole. Yes, you read that right. The digital newborn devoured the century-old giant.

The disruptor ate the legacy. And while half the industry is debating price tags, synergies, and flywheels...

I got stuck on something else: the deadly risk of not disrupting yourself. Warner had a hundred years of history, iconic franchises, world-class talent, and an IP vault that could fill several lifetimes. And yet a company built on algorithms, binge-watching, and Skip Intro showed up and decided the best way to compete was simply to buy the entire house.

There's a lesson there so sharp it should come with a warning label: If you don't challenge yourself, someone younger will. And they won't ask for permission, just the invoice.

In sales and business, the same rule applies. Your real enemy isn't the competitor, the market, or the price.

Your real enemy is the most dangerous sentence of the 21st century: "Because that's how we've always done it."

While you're polishing the pitch you wrote in 2019, someone out there is closing deals on WhatsApp, running demos on Loom, and creating content that sells while they sleep.

While you protect your old playbook, someone else is writing a new one from scratch, no nostalgia, no fear, no attachment to the past. Netflix buying Warner isn't just a corporate move.

It's a violent reminder: either you update yourself, or you get updated. So next time you feel too tired to rethink your process, refine your strategy, or kill that idea that was brilliant... in 2018, remember this:

If the world's biggest IP library wasn't safe, why would your comfort zone be? Disruption isn't an event. It's a habit. And like any habit, either you train it...

or the market trains you the hard way.

STORY 11

Startup Therapy, Billable by the Hour

This week in the US, I met a founder who spends his days building his startup... and his nights driving for Uber to keep it alive His wife works in the business. His brother-in-law too. Everyone is betting on the same dream

Watching him took me back years. I once walked that road myself. I borrowed money, chased ideas that didn't work out, and experienced the frustration of seeing big dreams fade before they finally taught me something bigger

That's why I know success rarely looks like success while you're living it. It looks like uncertainty. It looks like sacrifice. It looks like doing whatever it takes to earn one more day Sales isn't any different

People celebrate the signed contract

They don't see the hundreds of conversations, the flights, the rejections, the follow-ups, the moments you wonder if it's all worth it

Behind almost every great entrepreneur, and every great salesperson, there's a chapter no one applauds Sometimes... it's an Uber shift at midnight 😊

STORY 12

The Child Who Won Before the Race

At school, there was always that one kid who seemed built to win Top grades. Fast answers. Hand up before the question was even finished Annoying? A little. Impressive? Definitely

Then life did what life does Years later, some of the “best” were still living off old applause

And some of the quieter ones, the ones nobody would have bet on, had become exceptional

Not because they were the most gifted Because they kept improving

That's the part we underestimate

Not everyone can be the best. But everyone can get better And in the long run, getting better beats looking brilliant

Every single time

What's one thing you've got better at lately, not perfect, just better? 😊

STORY 13

Jesus, the Original Sales Lesson

My father's name is Jesus. Which means I grew up with someone who could walk on water... and still expected me to swim on my own

My father, sharp as hell, used to tell me something that stuck: "Do things... but above all, do them fast. So if you screw up, you've got time to do them twice."

At the time, I could've taken it the wrong way. "Wow, thanks for the confidence, Dad. You already assume I'll mess it up." But that's not how it felt. What I remember is something very different.

A kind of urgency. A weird, almost addictive drive to move. To act. To get things done at full speed, like only a pre-teen with zero fear and too much energy can.

Years later, I see it clearly. He wasn't doubting me. He was engineering me. He knew I hated failing.

So instead of protecting me from mistakes, he made speed my ally. Because speed does something most people ignore: It compresses learning.

You don't fail less. You fail sooner.

And that changes everything. Most people drag decisions, overthink, polish, wait for "the right moment"... What they're really doing is stretching a single mistake over weeks.

While someone faster? They've already made three, learned from two, and fixed the third.

That's the game. Not perfection. Iteration velocity In sales, this is brutal and obvious The rep who waits to send the "perfect email" loses

The one who ships fast, adjusts, tests angles, gets rejected, rewrites, calls again... wins Every time

My father gave me something simple: Don't waste time trying to be right Move fast enough to be wrong early... and correct course before it matters

Because in the end, the people who win aren't the ones who avoid mistakes They're the ones who run through them faster than everyone else

STORY 14

The Competitor Is Usually You

Most deals aren't lost to competitors They're lost to someone who never attended a single meeting A small paint store somewhere in France Paint cans everywhere

Customers comparing shades of white that all somehow look exactly the same And right in the middle of the store, a sign reads: "Important notice: Husbands choosing a paint color must present written authorization signed by their wife"

Funny But also one of the best sales lessons you'll ever find outside a sales book

Because the problem isn't choosing the color. The problem is that the person making the decision isn't always the person approving it And the person approving it isn't always the person paying for it

And the person paying for it isn't always the person living with the consequences Every salesperson who's been around long enough has lived this nightmare Months of meetings Several demos

Countless emails A proposal everyone seems to love

The deal is practically done Then someone appears

The CFO The COO The CEO

A board member A partner Someone you've never met Someone who wasn't in a single meeting

Someone who has one magical superpower: The ability to say "No" And with that single word, six months of work disappear

Most deals aren't lost because the competition was better They're lost because the salesperson confused a contact with a decision-maker Or worse

They confused a decision-maker with a stakeholder Your job isn't finished when your champion says yes Your job is finished when everyone with the power to kill the deal is comfortable saying yes too

Because in sales, just like when choosing the color of a wall... Ignoring the person with veto power is usually a very expensive mistake ☹️

STORY 15 | ROIBOS REFERENCE

Dinner With the Competition

I had dinner with a competitor this week Not a cold, fake-smile, LinkedIn-influencer kind of dinner A real one. With laughs, real talk, and enough mutual respect to make the waiter uncomfortable

We used to work together. We're friends. And now, surprise, we're both building hotel distribution marketplaces that aim to dismantle the same dusty middlemen still clogging the pipes of this industry Our platforms aren't identical, but we're on the same mission:

Kill the opacity. Empower the distributor. Give hotels options that don't involve fax machines and emotional trauma We're not here to own the customer

We're here to guide them, take them by the hand if needed, and help them stand tall in front of hotels, not as passive buyers, but as brands worth paying attention to Because this isn't just about inventory It's about giving distribution partners the credit they deserve

And yes, we're still competitors. But this dinner reminded me: when you're both aiming at the same broken system, it's less about beating each other and more about outrunning the legacy sludge Turns out, you can respect someone's hustle and still want to beat them to the punch, as long as the punch is transparency, clean architecture, and actual ROI

And you can both be right, as long as you're not trying to be "another intermediary," just... shinier At Roibos transparency isn't a buzzword, it's our entire backbone. We give our distribution partners the tools, the access, and yes, the visibility to be seen by hotels as what they truly are:

Essential players in the ecosystem Not just "someone who loaded the rate" And we're not shy about helping you get that credit

We're building a marketplace where the tech steps back, and your brand steps forward If you're ready to stop apologizing for your margins, Tired of playing telephone with hotel content, And hungry to be recognized as more than just "another channel,"

Let's talk We'll bring the transparency

You bring the ambition (And maybe next dinner's on you.)

STORY 16

Impossible, Until It Isn't

What makes the impossible possible I've worked on projects that looked more like controlled chaos than work Smart people. Good intentions. Solid plans

And still... things only moved when one thing was present Trust This photo is with someone who isn't just a friend. He's family

The kind of person I don't need to "manage", align, or over-explain myself to With him, there's no second guessing No politics

No armour We've built things together because we never wasted energy protecting our backs Something went wrong, we fixed it

When a conversation was uncomfortable, we had it When one of us was tired, the other carried more weight. No speeches. No drama That's trust

I've learned something very simple over the years: Every relationship has two contracts. The one you sign, and the one you live The real one says:

"I'll show up. Even when it's messy. Even when it's inconvenient. Even when no one's watching" That's the contract that lets you move fast without fear That turns mistakes into progress instead of blame That makes distance irrelevant, you can be on opposite sides of the world and still feel aligned

I can cross countries to work with people I trust But I won't take three steps with someone who lives in permanent self-defence mode And here's the part most people miss: Trust isn't built in big moments. It's built in the boring ones.

The message sent when you said you'd send it. The uncomfortable truth said early The "I've got it" followed by action. The silence that doesn't feel threatening That's why friendships like this matter so much to me

They remind me what real collaboration feels like When trust is there, work feels lighter. Ideas flow. Risk feels manageable

When it's not... the theatre begins. Emails as shields. Slides as armour. Everyone "just in case" So I either trust you, or I don't And without trust, nothing meaningful gets built

The real question isn't whether you're talented, experienced, or smart. It's this: Can people build with you without wearing armour? Because in a world obsessed with metrics and KPIs, the real engine of performance is still invisible.

And it's called trust.

STORY 17

Professionalism, After the Costume Change

At some point, “professional” stopped meaning credible and started meaning pre-apologetic Modern B2B writing doesn’t speak anymore

It asks for permission to exist Every sentence arrives already begging to be pardoned Sorry to bother you

Sorry if this isn’t relevant Sorry for taking your time Sorry for having an opinion Before the idea even shows up, it’s on its knees

So the language bends Statements turn into suggestions Convictions dissolve into “just wanted to share.” Everything is wrapped in politeness, caution, and legal-grade padding

Nothing is claimed. Everything is proposed Nothing is asserted. Everything is humbly submitted for consideration Nothing is confident. Everything is open to alignment

The result isn’t respect It’s submission

Because buyers don’t trust messages that ask to be forgiven for existing They trust messages that sound like they belong in the room But B2B keeps choosing safety over strength

Permission over presence Apology over clarity And then wonders why the inbox stays silent

Very professional

STORY 18

Sweat, Deadlines and Other Sales Methodologies

By 9:30 in the morning, I was already sweating Madrid. May 2003. An office somewhere in the city

In a few minutes, I was about to sit for the GMAT, the exam that could open the door to an Executive MBA that meant much more to me than a degree. It meant professional growth.

It meant ambition. It meant the promise, perhaps a naive one, of a better future. I was 29 years old.

And I had a very specific problem: English. I had spent almost ten years working in finance, in companies where English had never really been necessary. My second language was French. In fact, French had helped me get into multinational environments much earlier than many of my peers. But that day, French was pretty useless.

The challenge spoke a different language. Today it sounds easy. You open YouTube, a language app, a podcast, an online course, ChatGPT, and half the English-speaking world fits in your pocket. Back in 2003, it wasn't like that. The tools were different.

More limited. Slower. Less convenient.

So I did the only thing I could do. I surrounded myself with English. Books. Magazines. Movies. Radio.

Anything that could move me one inch closer to the goal. I didn't have a brilliant method. I didn't have a natural gift.

I didn't have any magic formula. What I had was determination.

And when you don't have much else, that's actually quite a lot. Determination isn't being certain you'll succeed.

That's confidence. Determination is continuing when you're still not sure, but you've already decided you're not turning back.

And that applies brutally well to sales. Many sales teams believe their limitations are the market, the product, the pricing, the competition, or the CRM.

Sometimes that's true. Many times it isn't. Many times the real limitation is the call that never gets made.

The client who never gets challenged. The message written with too much fear. The meeting that never gets requested.

The "we're not big enough for that opportunity" before anyone has even tried. Strategy matters. Tools matter. Planning matters.

But without self-determination, all of that becomes corporate decoration. Because great salespeople are not the ones who never face limitations.

They are the ones who learn how to push through them. That exam didn't teach me English. It taught me something far more valuable: a weakness can become a strength if you're willing to work on it long enough. And now you know why my English is still crap.

☺

STORY 19

Feedback: The Mirror with Teeth

I used to think I was great at handling feedback. Until someone actually gave me some.” A few years ago, I asked a client for “honest feedback.”

You know, the classic “please, be totally open with me” lie we all tell when what we really mean is: “Tell me I’m amazing, but make it sound constructive.” And then... they did. They told me exactly what they didn’t like.

It stung. Like lemon juice on an open wound. For a few minutes, my ego drafted a 12-slide PowerPoint titled:

“Why they’re wrong (and probably ungrateful).” But once the sting faded, something else showed up, clarity. They weren’t being cruel. They were being right.

We fixed the problem, reworked our delivery, and guess what? They renewed the contract. Twice. That day I learned something I wish someone had told me earlier:

Feedback that flatters your ego changes nothing. Feedback that bruises it changes everything. Your ego loves applause.

Growth? Growth loves punches.

So here’s my question for you: When was the last time you asked for the truth... and were actually ready to hear it?

STORY 20

Advice Is Cheap. Listening Isn't.

Everyone loves advice Almost nobody audits where it comes from

Customers tell you how to sell to them, and somehow the advice always ends with you cheaper, slower, easier to squeeze Recruiters tell you how to stand out, by blending perfectly into their template Experts tell you how to “do it right”, in a way that conveniently removes all risk... for them

This isn't incompetence It's alignment Most advice isn't designed to make you win

It's designed to make you managaeble Here's the real trap: people mistake information for instruction They hear feedback and turn it into a rulebook

They outsource judgment. Then wonder why their ceiling feels low “Lower the price” “Don't push back” “Play it safe”

“Do what everyone else does”

Translation: make yourself smaller so I feel comfortable

the underlying truth: not every piece of advice is a trap, but almost every trap arrives as advice Listen to everything

Follow very little Decode incentives Choose consciously

Pay the price of your own decisions Because progress doesn't belong to the most advised, but to the ones who know exactly which advice to ignore

STORY 21

Course Collector, Execution Avoider

"You don't lack knowledge, you lack the nerve, every course you take without executing is just fear dressed up as progress"

Isra Bravo (Arrogante) Am I saying you should stop learning? No, hell no, learning has to be constant. But you learn, then you implement; you learn, then you implement... that's the path of continuous improvement. If you stay at home watching series, no one is going to walk into your living room and teach you any of this.

So where does real learning come from? It comes from action. That's why saying you don't act because you don't know enough is stupid. It's a contradiction. It's like refusing to jump into the water because you don't know how to swim. If you launch your business, your idea, your improvement, or even work on your clients' businesses, in one year you'll learn more than from all the books, courses, universities, and websites you've been consuming.

STORY 22

The Real Pain Point Is You

Sometimes the biggest pain point in sales isn't the budget, the tech, or the timing... it's ego management Years ago, I pitched to a guy who, halfway through the meeting, leaned in and whispered like he was confessing a state secret: "I don't really care if this works... as long as my boss thinks it was my idea."

There it was. The real KPI. Not ROI. Not cost savings. Nope. The metric was 'applause from upper management.'

From that moment on, every question he asked made sense: —"Will it make us look innovative?" (Translation: Will my boss call me visionary?) —"Can we launch this fast?" (Translation: Can I brag about it on Monday?)

—"What if it fails?" (Translation: Will I look like an idiot in the next meeting?) And honestly, it's not rare. So much of corporate decision-making has nothing to do with spreadsheets... and everything to do with human theater.

People want to survive, to shine, to protect their status, sometimes more than they want the actual solution. The funny (and tragic) part? If you don't spot it, you end up selling the wrong thing: logic, features, numbers...

when what they're really buying is the chance to look like a hero. So here's the uncomfortable reflection: How many of our "business pains" are really just ego pains wearing a suit?

STORY 23

Listening: A Suspicious Activity

The day listening made me look like a weirdo I shut up for 10 minutes at work yesterday. People thought I was sick

That's how rare listening has become. One colleague literally asked: "What's wrong with you? You're so quiet." Funny thing?

In that silence, two real problems surfaced and one brilliant idea that had been suffocated by constant interruptions Embarrassing thing? I realized I usually "listen" only to reload my own arguments

In a noisy world, silence looks like a bug. But it's actually the hidden feature. When was the last time you shocked people by simply... listening?

STORY 24

The Small Stuff That Actually Counts

Those little things

People often believe that success is built on big, life-changing decisions

But in reality, it's the small, consistent choices that shape who we become

The five minutes you spend reading instead of scrolling The quick "thank you" you send to a colleague The choice to listen instead of argue

These moments don't seem important at first They don't make headlines or break records.

But over time, they compound, just like interest, into habits, relationships, and trust Think about it: no one wakes up one day suddenly confident, kind, or wise Those qualities are built in the quiet moments, when no one's watching

That's why I believe greatness isn't about luck or genius It's about intention.

So next time you feel like what you do doesn't matter,

remember: the small things are the big things

STORY 25

Friendship Without a Maintenance Plan

Some friendships don't need maintenance. They just need truth. The other day, after years without seeing each other, I ended up having a couple of beers in Bangkok with a friend I hadn't spoken to in forever. You know the type, someone you don't see for ages, yet the moment you sit down, it feels like the last conversation was yesterday.

No warm-up. No awkwardness. No "sorry I've been busy."

And it hit me: Trust doesn't age. We do. Trust doesn't need monthly catch-ups.

It doesn't demand explanations. It doesn't get offended by silence. It doesn't measure "engagement" like a social media algorithm.

Real trust matures quietly. Like a good whisky, not like supermarket fruit. Years can go by, and when life finally aligns, say, in a random bar in Bangkok, the connection appears exactly where you left it.

Effortless. Uncomplicated. Unshaken.

In a world obsessed with staying constantly connected, this kind of relationship feels almost rebellious. Because if a friendship requires daily maintenance not to fall apart... that's not trust, that's upkeep.

True trust is knowing that when you show up, whether it's in Madrid, Mallorca, or over beers in Bangkok, the relationship will recognise you. No explanations needed. And those friendships... those are the ones that remind you you're not walking alone, no matter how many years or miles get in the way

STORY 26

Being Number One Is a Full-Time Job

World number one Third round of the Miami ATP Masters 1000

33°C

93.8% humidity 13,677 people watching every move And then he breaks

"I can't take it anymore. I want to leave." Right there Not in training

Not in private On stage

That's the moment nobody talks about Because everyone loves discipline Mindset High performance

Until this shows up The real moment

When your body shuts down Your mind spirals And everything inside you tells yu to walk away

That's where everything splits Not talent Not skill

Endurance Here's the uncomfortable part:

You have that moment too Every week When the lead doesn't reply When the deal goes cold.

When you know what to do... and you don't do it And then you tell yourself: "I'm just not motivated today."

No You're just not built for that moment yet Because motivation doesn't survive there. It disappears. Only structure remains

The people who win aren't the most motivated They're the ones who stay 30 seconds longer when everything inside says leave That's it Simple. Brutal. True

So decide: When it hits you... Will you walk away or will you stay?

STORY 27

The Free Ride Economy

Millions of people were riding trains without a ticket So Indian Railways had two obvious options: Option 1:

Hire Bollywood stars Big faces. Big speeches “Pay your ticket. It’s the right thing to do” Option 2:

Actually understand the passenger. They chose the second one.

Instead of more control or moral lessons, they changed one thing: the meaning of the ticket. With Lucky Yatra, every valid ticket became a lottery entry Same price Same journey

Different psychology Paying stopped feeling like a cost you could avoid and started feeling like an opportunity you might miss That’s why it worked

Not because it was creative But because it was empathetic! They didn’t try to impress people

They tried to think like them Here’s the uncomfortable learning:

When behavior looks irrational, it’s usually the system that’s poorly designed If you need celebrities, rules, or threats to force compliance, you’re already late

The best ideas don’t shout louder They align better They don’t ask people to change They change the incentive

And that lesson applies far beyond trains Sales

Leadership Products Culture

You can always choose the obvious Or you can choose to step into the shoes of the person on the other side Only one of those actually changes behavior

Thanks to Isra Bravo and Fernando Miralles Coll for their inspiration

STORY 28

Transparency, but Make It Awkward

They have officially taken transparency too far On a road trip through the Nordics, I walked into a public bathroom and found this

Two toilets Side by side

No divider

Apparently, even going to the bathroom is a team sport here

But think about it No Presentation No CRM

No "let me circle back internal" No hiding behind procurement Just two people, sitting down, discussing business with absolutely nothing left to hide

Maybe this is what sales teams mean when they talk about radical transparency. Personally, I'm still not convinced There are some relationships I'm happy to keep strictly professional



STORY 29

Leadership, According to a Seven-Year-Old

The day my 7-year-old taught me more about determination than any leadership book I once found this whiteboard in my son's room. Handwriting crooked, spelling questionable, authority absolute

1. Finish Catalan reading. 2. Have breakfast (in my room). 3. Start studying now.

And then, in capital letters, the manifesto:

NOTHING ABOUT PLAYING.

He was seven. Seven... writing his own to-do list, banning himself from the PlayStation, and reminding himself of narrative, description, dialogue, exposition, argumentation, instruction, as if he was preparing for the GRE, not second grade

No one asked him to do it No one supervised it

No one rewarded it That's why it hit me so hard. Because determination isn't loud. It isn't motivational quotes, early-morning selfies, or "rise and grind" speeches

Determination is a kid who decides, on a random Tuesday, that he wants to do better, and quietly organizes his world around that decision. And here's the uncomfortable truth we forget as adults We don't lose determination because life gets harder

We lose it because we outsource it To managers To deadlines To pressure

To circumstance Somewhere along the way, the seven-year-old who set his own rules becomes the adult waiting for someone else to set them That whiteboard reminded me of something simple and inconvenient:

Success, in work, in sales, in leadership, in anything, still belongs to the people who create their own structure when nobody is watching Determination isn't a personality trait It's a choice

One that a child understood better than I did at the time So here's the question I've been asking myself since that day:

Where in my life am I waiting for discipline... when I could simply decide?

STORY 30 | ROIBOS REFERENCE

Travel Tech's Dirty Little Secret

There's a dirty little secret in travel tech. Most companies are terrified of showing you something that's not "perfect." They hide behind roadmaps, committees, and endless polish... until it's too late and the market has moved on.

At Roibos, we learned early that perfect kills speed. So we embraced shit prototyping.

We'll launch a feature before it's pretty.

Before the animations glide.

Before the fonts match. Why? Because the only opinion that matters is yours, and we want it now, not after 9 months of internal navel-gazing. We throw our "ugly babies" into the real world and let clients break them, love them, or ignore them.

That feedback is our oxygen.

It's how we kill the wrong ideas fast and double down on the right ones. Roibos moves faster not because we're reckless, but because we know the travel market punishes hesitation harder than imperfection. So yeah... we ship ugly.

Because ugly today beats obsolete tomorrow

Be honest: would you rather ship ugly and win... or stay pretty and invisible? Tell me in the comments, and don't hold back.

STORY 31

Madrid Is Not a Sales Funnel

Madrid Friday, 5 PM The smell of torrijas (the traditional Spanish Easter dessert) filling the house

A TV playing somewhere in the background. And an eleven-year-old kid slowly climbing the stairs to the storage room with a report card shaking in his hands Three failed subjects I don't even remember which ones. I only remember the fear

That very specific kind of fear you feel when you know you've disappointed someone who still believes in you My mother was downstairs. And I couldn't bear the thought of seeing her face when she opened that report card So I did what any terrified and not particularly intelligent kid would do: I hid the grades in the storage room, walked back downstairs, and lied

"They're giving the report cards afterwards Easter this year." My mother believed me And that's when the real punishment started.

Because the problem was never the bad grades The problem was carrying the lie While everyone else enjoyed Easter break, I lived mentally hijacked. Every meal felt uncomfortable Every conversation put me on alert. Every time my mother looked at me, I felt a knot in my stomach

I wasn't living. I was managing a ticking bomb Until it exploded My mother found the report card hidden in the storage room

And I still remember the feeling perfectly. It wasn't fear. It wasn't even the scolding It was shame The shame of breaking trust Years later, I realized something: sales works exactly the same way

Most salespeople don't lose deals because of the problem. They lose them because they try to hide it Fake pipelines. Fantasy forecasts. Dead deals being kept alive on CRM life support. Prospects who are supposedly "still interested." Excuses disguised as strategy

And meanwhile, the entire company is making decisions based on fiction The best salespeople I've ever met do the exact opposite: bad news travels fast

Because they understand something fundamental: a problem discovered early can still be fixed. A hidden one eventually explodes. Trust is not destroyed when you fail. It's destroyed when people discover the failure on their own I learned that lesson at 11 years old, in a storage room, during Easter break in Madrid

STORY 32

How to Lose a Customer Before the Menu

A few days ago, I watched a waiter kill a sale in under three minutes Not because the food was bad. Because he couldn't stop talking A couple had just sat down at this beautiful little restaurant. Simple menu. Good atmosphere The guy asked a very normal question:

"What would you recommend?" The waiter took a deep breath like he'd been waiting his whole life for this moment And suddenly dinner became a TED Talk

The tomatoes came from some tiny organic farm. The fish had a special aging process. The sauce was inspired by "a modern reinterpretation of Mediterranean tradition." Every dish came with a backstory nobody had asked for You could literally see the couple shutting down in real time At one point, the guy interrupted him:

"Can you just bring us a beer while we decide?" Translated into normal human language: "Please give our brains a break" And honestly?

A lot of salespeople do exactly the same thing A client shows a bit of interest and they panic So they unload everything: features, integrations, case studies, roadmaps, technical details, company history, future vision...

As if the goal was to prove how smart they are. But here's the problem:

The right information at the wrong moment is still the wrong information People don't buy when they receive the most information They buy when things finally feel clear

And many sales die not because the product is weak... ...but because the customer got mentally exhausted trying to process it all

STORY 33

Same Words, Different Planet

Two people could understand each other perfectly Then the political correctness police showed up. Press room

Cameras on Microphones ready A journalist raises his hand and asks a question in Spanish

And then someone decides that's a problem. Not the question

Not the answer The language Brilliant

We can translate in real time, launch reusable rockets, and ask AI to write a business plan before breakfast But two people speaking a language they both understand? Careful Civilization might collapse

The problem isn't the language The problem is this strange obsession with controlling how people communicate Communication was not invented to satisfy protocol

It was invented so humans could understand each other And the same disease infects business

Executives hiding behind corporate jargon Salespeople vomiting features

Companies forcing customers to learn their internal language before they can understand the value That is not communication That is ego wearing a tie

Great salespeople don't make the customer translate them They enter the customer's world first

They speak the customer's language Then, and only then, they help the customer see something differently Because sales isn't won when you've said everything

Sales is won when the customer says: "Now I get it" If two people understand each other, the mission is accomplished

Everything else is theatre

STORY 34

USP: Unidentified Selling Proposition

Stop pretending you have a fucking USP I've spent years selling products in travel distribution, long enough to know the dirty little secret: Most companies are selling roughly the same shlt

Same hotels. Same destinations. Same connectivity Same promises about service, rates and technology

Yet some sell brilliantly Others struggle like hell For years, we were taught to obsess over one question: What makes us unique?

Sometimes the truthful answer is: Not much. And that's not the disaster marketers want you to believe Because customers don't always buy what is unique

They buy what is easier to understand Easier to trust Easier to implement Easier to reach when something goes wrong

I've seen average products outsell better ones because somebody answered faster, explained things better and stayed closer to the customer That taught me something uncomfortable: Your competitive advantage may simply be doing the boring shlt much better than everyone else

So while your competitors are still locked in a room trying to discover their USP... pick up the phone and steal their fæcking customer

STORY 35

Scarcity Is the Sales Department's Favourite Lie

Scarcity isn't a problem It's a gym for intelligence When everything's abundant, no one thinks

When something's missing, the magic shows up

In India, they call it jugaad, the art of improvising with what you have, of building a solution with empty hands, of making it work when it shouldn't. I read a brilliant article by Gabriel García de Oro about this idea, how creativity doesn't come from excess, but from limits, and I couldn't stop thinking how perfectly it describes sales

Because selling isn't about repeating scripts, it's about reinventing them when the world shifts While half of LinkedIn obsesses over artificial intelligence, the best sellers are mastering a different kind of intelligence: the human one The one that kicks in when a meeting gets canceled and you find a side door

The one that rewrites a proposal when the budget disappears The one that turns scarcity into a competitive edge

That's who real salespeople are: the ones who turn a "we can't" into a "just watch me." So the next time someone tells you there are no resources, don't complain

Smile Because that's when the brain's most powerful workout begins:

Thinking better

STORY 36

Networking with a Backbone

Stop kissing ass It's fuckeeng pathetic

Friday, Andratx. A bit of a chill in the air, overpriced terrace, drinks nobody pays for, egos everyone does A German old guy who's already won the game. In front of him, a guy trying way too hard to impress. "Disruptive projects," inflated numbers, forced smile

Translation: "please notice me."

The German nodded. But he wasn't there. Neither was I I didn't pitch him anything I leaned in and said:

"Hans, when you started, you were a nobody. No one believed in you. Not even your family. And you still kept going." Silence

The uncomfortable kind The kind that clears the room

He relaxed. Dropped the guard. Started talking for real That's the part most people avoid: you don't connect through success, you connect through the shit that came before it The Rolex says nothing

The doubt, the pressure, the feeling you might fail... that's what lands But that take balls to touch

So most people keep embarrassing themselves, flattering the obvious If you want to be liked, keep kissing ass

If you want to close, respect what it took to get there Becuase people who've made it don't need more admiration

They want someone who actually understands the cost And almost nobody dares to go there

Do you?

STORY 37

The Concert You Missed Was the Point

Some nights you don't go to a concert
You go to watch half the world eat its own opinion
Sat, 8:15 pm

Outside a packed stadium
Thousands of people moving slowly towards the gates. T-shirts,
phones in the air, groups of friends, parents with kids, overpriced drinks, bad parking, pure
chaos
Somewhere in that crowd, a good friend of mine

He had been waiting months to see Bad Bunny live
And as I pictured him walking into that
human wave, I thought about something uncomfortable. Not long ago, mocking Bad Bunny was
almost a social sport

"He can't sing" "It's not music" "It's just a trend"

People said it with confidence
Because when enough people repeat the same opinion, we
confuse noise with truth
And yet, there he is

An artist criticized for not fitting the traditional rules of singing
An artist who chose Spanish in a
market obsessed with English

An artist who did the exact opposite of what the "serious people" would have advised
And still
became the star of the most watched show in America

The biggest stage on the planet
In Spanish
No permission requested
No costume borrowed

No desperate attempt to look acceptable
You don't have to like Bad Bunny

You won't find me losing my mind in the front row either
But the lesson is hard to ignore

We don't reject ideas because they are bad. Very often, we reject them because they are early
Because they feel weird
Because they don't look like the things we already know how to
approve

And in sales, this kills opportunities every single day
The prospect who "doesn't fit" the perfect
ICP.

The channel nobody tests because "our industry doesn't work like that"
The message we kill
because it doesn't sound like everyone else's corporate wallpaper
The salesperson who makes
people uncomfortable because they don't recite the official pitch like a hostage video

Sometimes the problem is not the idea. The problem is that it requires judgement before
consensus
The herd is excellent at recognizing trends. Once they are already obvious

But the people who create the future usually look ridiculous before they look brilliant
So next
time everyone in the room agrees too quickly, be careful
You may not be witnessing intelligence
you may just be hearing sheep in surround sound

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STORY 38

The Message Nobody Wants to Send

Today, I share one of those messages you hope you never have to write

Fernando, our dear colleague, and truly one of my closest friends, has passed away far too soon. It's hard to find words that do justice to someone as genuine, kind, and effortlessly real as he was. Fernando had that rare gift of making every room lighter, every conversation meaningful, and every project better simply by being himself.

Losing him reminds us how fragile and unpredictable life can be. Life is too short, sometimes unfairly short. And his departure has left a silence that weighs heavily on all of us who were lucky enough to walk part of the journey by his side. I will always carry with me his authenticity, his humor, and his way of showing up for others without ever expecting anything in return. He leaves us too soon, but he leaves us better than he found us, and that is the legacy of people who truly matter.

Gracias amigo por todo. We will miss you more than words can express.

STORY 39

The People Who Keep an Industry Human

Some colleagues are not just part of the industry, they become part of the energy that moves it forward. A few days ago our industry lost someone truly special. We weren't close friends, but we crossed paths often enough for me to feel his presence and remember it vividly.

He had something rare: a status of mind that was contagious. He walked into a meeting, a stage, or even just a casual conversation, and you instantly felt the lift. His charisma wasn't loud, it wasn't forced, it was natural, genuine, and disarmingly human. In a business where we often get lost in numbers, contracts, and negotiations, he reminded us that the real fuel is energy, attitude, and how you make others feel.

His passing made me pause. It made me reflect. Because beyond the strategies and the KPIs, what stays is the way we touch the people around us.

That was his gift to our industry: an enviable mindset that lit up rooms and made us believe a little more in what we do.

Today I want this post to be my small tribute. To say thank you, for the example, for the spark, for showing us that leadership is also about warmth and humanity.

We will miss you amigo Peter Moore

STORY 40

Corporate Dignity Has Left the Chat

Stop acting like an employee, It's so embarrassing Yesterday I watched a guy cling to his "scope" in a meeting while the business was bleeding out in front of him "Not my responsibility" Clean. Polite. Completely spineless

He doesn't work. He follows instructions. He's overhead with good posture And you're probably closer to him than you think alented people... playing safe

Waiting for permission like trained pets Guarding their little box like it's sacred... while risking nothing Then crying about "growth"

Here's the reality you're avoiding: You don't work for your boss You work for your market value And market value doesn't give a shit about effort

It pays for impact The top 3% don't ask. They don't check boundaries. They don't hide behind job descriptions They see a problem and they take it personally

That's it Everything else is corporate cosplay, for people addicted to comfort and approval

Now answer this without lying to your self: If the company were yours tomorrow, would you still operate like this?

If not, you're not misunderstood, you're just playing small And while you're busy staying comfortable, someone hungrier, sharper, and less polite

is getting closer to your seat And when they take it, no one's going to miss you 😊

STORY 41

A Minor Intervention in My Own Ego

The Day I Learned to Take Myself Just a Little Less Seriously There I was On stage. In Germany In front of 300 people

And yes, mid-jump Because sometimes the only way to survive corporate seriousness is to make fun of it, literally, by jumping

We spend half our careers trying to look composed, strategic, and “professional.” But the truth? The best ideas (and the best moments) usually show up when you stop performing professionalism and start enjoying the chaos.

So here’s my rule: Take your work seriously. Take your craft seriously.

Take your people seriously. But don’t take yourself too seriously. The day I jumped, I didn’t lose credibility. I gained connection.

Because people don’t remember the perfectly polished speaker, they remember the human one who dared to laugh at himself. So next time you catch yourself “doing the ridiculous,” remember: that’s often the moment you’re being the most real. How much of your energy goes into looking serious... instead of actually doing something worth smiling about?



STORY 42

Beauty Is a Terrible Sales Strategy

The advantages of being ugly ☹️ Being ugly has one great advantage in sales: you learn very early that packaging won't save you

Imagine two salespeople walking into a meeting One looks like he just stepped out of a Hugo Boss ad The other... has clearly invested more heavily in personality

The first gets attention for free The second has to earn it

So he learns to listen To read the room To ask better questions To use humor

To become interesting And eventually he discovers something important: getting attention and creating interest are not the same thing

Sales is full of impressive people who, after 45 minutes, leave you wondering what they actually wanted And others who make you think after five. Because selling is not about being liked.

It's about being relevant Looks may get you the first meeting Value gets you the second

And if you happen to have both... try not to make the rest of us look completely under-equipped



STORY 43

The Suit Was Never the Credibility

Remember when we all thought a suit made us credible? We'd walk into meetings looking like bankers on loan from Wall Street...

...only to sit through 80 slides of "blah blah synergy blah blah market share." Everyone pretended to follow. Nobody actually did.

Then one rebel, the only guy without cufflinks, grabs a napkin. Doodles three circles and two arrows.

BOOM. Suddenly, we all get it. That's the Pictorial Superiority Effect.

Not the tie. Not the Armani jacket. Not the endless bullet points. A doodle. On a napkin.

And here's the embarrassing truth:

The only thing we truly remember from those days is how ridiculous we looked sweating in polyester suits while genius was being drawn in ink stains. Lesson?

Strategy doesn't need a suit. But it does need a sketch.

What's the funniest "corporate uniform" you've ever worn... and the smartest idea you ever saw born on the back of a napkin?

STORY 44

Non-Refundable, Apparently

When is “non-refundable” not really non-refundable? Apparently... when B.com decides it’s time to test how much “flexibility” your guests are willing to pay for. Starting this year, they’ve been experimenting with things like Smart Flex Reservations and “flexibility for a fee.” In practice, that means:

Non-refundable bookings might not be as ironclad as hosts think. Guests may get the chance to cancel if they pay a little extra. Hosts? You keep the uncertainty, while B.com keeps the fee.

Let’s be clear: this isn’t (yet) a universal, published policy. But it’s a clear signal of where OTAs are heading: monetizing flexibility psychology. They know travelers will pay to sleep better at night, and they know most hosts aren’t moving fast enough to create their own smart policies.

So here’s the uncomfortable question: Why are we letting OTAs control the definition of “flexibility”, and profit from it, instead of designing our own?

Because if “non-refundable” stops meaning what it says... what’s next?

STORY 45

Experience: The Expensive Blind Spot

Your experience is screwing up your sales ☹️ Henry Ford reportedly hated experts. According to Richard Snow, Ford once said:

"None of our men is an expert" His point was simple: The moment you believe you know, you stop looking. Salespeople are particularly good at falling into that trap After enough years, enough customers and enough negotiations, you start seeing patterns everywhere.

"I know this type of client" "I know what Procurement will say"

"I know why they're not buying" "I've seen this before" And slowly, something changes

You stop discovering You start confirming

You don't listen to understand anymore You listen to prove yourself right

That's when experience stops being an asset and starts becoming baggage A rookie asks because they don't know A great salesperson asks because they know how much they still don't know. Experience should sharpen your questions

Never replace them The most dangerous salesperson isn't the one who knows nothing, It's the one who thinks there's nothing left to learn

STORY 46

Value Has No Price Tag

Value doesn't exist Perception does! Put two identical products on the table

Same specs. Same price. Same everything Now wrap one in urgency, trust, prestige
And leave the other one naked, alone, silent Watch what happens

The dressed-up one feels premium The other? Feels... wrong. Cheap. Forgettable
Funny, isn't it? That's not product failure.

That's context at work. When I started selling, I thought people bought logic. The better
features. The better price. The better deck.

Until I saw someone close a deal with the same offer I'd just pitched. Only difference?
He sold it after a silence.

After a killer question. After painting a world where not acting had a cost. Same product.

Different context. Very different outcome. It's called the Ebbinghaus illusion: Two
identical circles look bigger or smaller depending on what surrounds them.

That's your offer. That's your price.

That's your value. What surrounds it, emotion, tension, urgency, relevance, changes
everything. And if you don't control the context, the client will.

And trust me, they won't be kind. Because people don't say no to your product. They
say no to how it feels.

You're not selling truth. You're selling perspective. And that's not cheating.

That's the game. So...

When's the last time you lost a deal, not because your offer wasn't good enough, but
because it didn't look like it was?

STORY 47

Let's Talk About the Thing Sales Is Really About

Salespeople should talk more about sex Not to be edgy But because it exposes why most of them fail Sex works when both people want to be there

Sales works exactly the same way If you have to push, chase, pressure or “handle objections”... you’ve already broken the mood Seduction is timing

Reading signals Knowing when to move forward... and when to shut up Ignore the other person’s cues and it stops being attraction

It becomes uncomfortable Great lovers don’t follow scripts Great sellers shouldn’t either They listen more than they talk

They don’t rush the climax They care obsessively about the other person’s experience And here’s the truth most sales teams avoid: If the other person isn’t enjoying the process,

the outcome is irrelevant You might close once by force But you won’t be desired again The best sales conversations don’t feel like persuasion. They feel like chemistry

If selling felt like sex, would anyone want a second round with you?

STORY 48

Summit Fever

One minute you're chasing the mountain The next, you're bargaining with your own fragility In the first picture, I had spent weeks thinking about that run. Backpack ready. Route chosen. Energy high. I was going to disappear into the mountain and give everything In the second, I was on my way to the hospital

Nothing serious, thankfully But enough to remind me of something we conveniently forget

We live as if tomorrow had already signed a contract with us The next quarter The next race

The next trip The next opportunity Planning matters. Of course it does

But life has a nasty little habit: it does not check your calendar first In a matter of minutes, I went from thinking about elevation, pace and kilometres to caring about something far more basic: being okay We talk a lot about strategy, vision and long-term plans

Fair But there is something even more important: the ability to deal with the reality that shows up uninvited Because plans are hypotheses

Reality has voting rights Maybe real strength is not controlling what comes next Maybe it is knowing how to respond when life ignores the plan

In the end, life is less like an Excel sheet and more like a mountain trail You can study the route But you still don't know what is waiting after the next bend

♀➡

STORY 49 | ROIBOS REFERENCE

Permission Pending

Waiting for permission? You might as well ask for directions from a map you don't believe in. In 2017, a friend launched his own consulting business.

First thing he did? Sent a carefully crafted announcement email... to his old boss. The guy who'd once told him he "wasn't strategic enough." He said it was to "keep in touch,"

But let's be honest, it was bait. He wanted him to say: "You proved me wrong." He didn't reply.

Six years later, he's thriving. His business is strong. Still no email. Turns out, he didn't need it. Not then, not now.

That's the trap: We say we want feedback,

But often we want applause from the people who never clapped to begin with. We wait for green lights from folks who were never on the road with us. Here's the truth:

The only person who knows when you're ready is you. The rest catch up later, or they don't. Because not asking for validation is kind of how we operate at Roibos

We didn't wait for legacy players to "endorse" our model. We didn't seek a blessing from systems built to preserve their own margins. We just built what we knew the industry needed:

Clarity, control, and direct relationships that don't need anyone's permission to thrive. Validation is nice. But transformation doesn't wait for it.

Be honest: Have you ever chased validation from someone you secretly wanted to prove wrong? If you've ever built something without permission, comment 'UNBOTHERED.'

STORY 50

Intuition at Full Speed

“Intuition is the top speed of intelligence” Jorge Valdano Many people distrust intuition because it can’t explain itself very well

It doesn’t bring a PowerPoint It doesn’t quote sources It doesn’t ask for permission to speak

It just shows up... and gets it right Intuition is not magic

It’s compressed experience It’s pattern recognition at brutal speed It’s your brain saying “I’ve been here before” without bothering to justify it

The real problem isn’t intuition The problem is confusing intuition with a random impulse

Impulses are born from ego Intuition is born from prior work, repeated mistakes, from having looked at the same problem enough times to recognize it from behind

That’s why juniors ask for more data And seniors ask for silence That’s why some people decide fast and decide well, not because they’re reckless, but because they’ve already paid the price of deciding wrong before

In business, leadership, sales, in life, intuition is what remains after you’ve studied, tested, failed, and learned, and no longer need to overthink It’s not about being faster than others It’s about arriving earlier because you already know the road And maybe that’s why intuition can’t be taught.

It can only be cultivated It’s built in silence, through hours, doubt, uncomfortable decisions, and mistakes no one applauds

One day, you can’t explain why you know. But you know And in that moment, you realize intuition isn’t a shortcut

It’s intelligence, at full speed, quietly saying: the work is done

STORY 51

Talent's Long-Term Substitute

“Perseverance is the talent of those who have no talent.” Luis Monge Malo Nice line

Almost too comfortable Because it sounds like a classy excuse to avoid a harsher truth: talent is overrated

Talent is sexy Perseverance is inconvenient Talent gets applause on day one Perseverance gets silence on day 300, when no one is watching anymore

Talent waits for inspiration Perseverance just shows up, even when today isn't special Most people don't lose because they're not good enough

They lose because they get bored Because they get tired Because they confuse “this is hard” with “this isn't for me.”

Perseverance isn't stubborn stupidity It's waking up knowing today won't be epic... and doing the work anyway So no, perseverance isn't the talent of the untalented

It's the unfair advantage of those who understood one simple thing: the world doesn't reward the brightest, it rewards the ones who stayed after the bright ones left

STORY 52

VUCA: A Fine Excuse for Not Thinking

The VUCA Illusion A few years ago, a CEO told me something I've never forgotten:
“Running a company today feels like steering a plane in turbulence... without knowing if you're the pilot or the passenger”

That sentence captures the essence of VUCA, the world we manage in today Volatile

Uncertain Complex

Ambiguous. Once, strategy meant prediction Now, it means adaptation

Once, leaders controlled Now, they navigate The old playbooks assumed stability, logic, and time to plan.

The new reality rewards speed, curiosity, and resilience. But here's the twist: VUCA isn't the enemy. It's the mirror. It shows us what leadership really is when the script disappears, the ability to act with clarity when everything else is unclear

I've seen teams freeze when faced with uncertainty... and others improvise, collaborate, and grow stronger precisely because of it The difference isn't knowledge. It's mindset In a VUCA world, your job as a leader isn't to remove chaos

It's to create meaning inside it Because the storm isn't going away But the way we fly through it, that's what defines us

Special thanks to Javier Rueda Martínez, whose brilliant concept “The VUCA Illusion” sparked many of these reflections and reminded me that turbulence isn't a threat, it's a test of awareness. What about you?

Are you still trying to fight the turbulence... or learning to dance with it? 😊

Photo courtesy of my very good friend, Dr Catalán José Miguel Catalán Larracoechea

STORY 53

The Decision That Looked Like a Mistake

15 years ago I made a decision that, from the outside, looked stupid I left a six-figure salary

And got into a hair salon Yes, a hair salon No contacts No experience

No clue what I was doing I went from PowerPoints and air-conditioned meetings to sweeping hair off the floor and fighting for every euro to pay self-employed taxes From “everything under control” to “let’s see if I make it to the end of the month”

And out there, it’s cold. Phakeeng cold The kind of cold nobody talks about on Lnkdn Because outside the corporate world there’s no brand protecting you No bonus

No excuses Just the market, and you I lasted 2 years

Failure No filters But here’s the uncomfortable part:

It was one of the best decisions I’ve ever made Because I came back different More dangerous

Less naive And a lot less stupid I learned things no multinational will ever teach you:

– That money is much harder to earn than it looks – That the customer is king... but pays late – That managing people is easy... until it isn’t – That ego is expensive

– That surviving is already winning And above all: Talking about “risk” from a comfortable chair is a joke

Many say they want to grow Not true They want to improve without feeling cold

Without losing Without feeling small That’s not growth, that’s posturing

If you’ve never stepped out of your comfort zone, don’t fool yourself: You don’t know what you’re capable of You don’t know what you’re worth You don’t know what this really costs

If you haven’t made a serious mistake lately, you’re playing too small.

STORY 54

The Photograph That Refused to Behave

Last night I looked at a photo a friend took of me mid-jump, arms up, face somewhere between joy and mild existential crisis One of those pictures where you look exactly like yourself, no filters, no polishing, no “executive presence”... just you, suspended in mid-air under a moon that didn’t care how you landed

And funny enough, it reminded me of a post I once wrote that sounded... perfect Polished. Elegant. Structurally divine

The kind of text your English teacher would laminate and hang next to “Outstanding Students From a Parallel Universe.” Then I showed it to a friend He read it, looked at me, and said: “Bro... you don’t talk like this.”

That hurt Because he was right It was one of those moments where reality slaps you gently but leaves fingerprints

That’s when I realized the mistake most people make: They write to impress, not to connect They write like lawyers giving closing statements, not like humans jumping awkwardly in someone’s garden at midnight Copywriting is spoken language written down, not written language spoken out loud.

If you wouldn’t say it while laughing with friends under the moon, don’t write it on a post If you need to rehearse the sentence before reading it out loud, delete it If your message requires a glossary, congratulations: you’ve written corporate poetry nobody asked for

The best copy doesn’t perform. It talks Just like that friend who calls you out Just like that colleague who tells you the truth you didn’t want to hear

Just like that photo that catches you with your guard down Ever since that day, I use one test before hitting “Post”: I read it out loud If I sound like myself, it stays

If I sound like a Harvard professor possessed by a chatbot, it dies on the spot Write like you speak. Write with breath, not ego Write like you’re talking to one real person, not preaching to the algorithm

Because people don’t connect with perfect sentences They connect with you, especially the unfiltered, mid-air, slightly ridiculous version

STORY 55

Saturday, Without KPI

Saturday 11:26 in the morning

Santa Catalina Market, Palma The sound of boxes hitting the floor Knives against wooden boards

Vendors shouting orders across the aisles The smell of fresh fish, ground coffee, ripe fruit and warm bread colliding in the air A woman in her sixties stops in front of a tomato stand

She stares at them Touches them carefully Even smells one

"How much?" "Four ninety a kilo," the vendor replies

She pulls back slightly "Wow... they're much cheaper at the supermarket" And then something interesting happens The vendor doesn't defend himself

Doesn't talk about quality Doesn't start listing benefits He looks up and says:

"Sure. Frozen meals are cheaper too. Until your body sends you the invoice" Silence

The woman looks back at the tomatoes Then the vendor lands the punch: "We've trained ourselves to compare prices...

without comparing consequences." She bought two kilos

And I walked away thinking about how badly most people understand sales Most salespeople try to create desire The best ones create urgency

Because human beings are not wired primarily to chase pleasure We are wired to avoid loss

That's why fear moves markets faster than opportunity. Why a company reacts faster to falling revenue than to future growth

Why clients stay asleep for years... until the pain becomes expensive enough People don't move because the future looks exciting They move when the present becomes unacceptable

That's the uncomfortable truth behind almost every sale, every negotiation, every transformation The best salespeople in the world don't sell products They hold up a mirror

And for one brutal second, the client sees the real cost of doing nothing That's when the sale actually starts.

STORY 56

Fifteen Years of Unpaid Sales Training

How 15 years with my son taught me more about sales than any book For 15 years, I thought I knew my son I mean, I helped create him, how hard could it be to understand him, right?

And yet, we kept clashing He'd get quiet when I got intense

I'd push harder when he needed space He'd say "it's fine" when it clearly wasn't And I'd think: "Why is he so complicated?"

Then one day, while studying the DISC methodology for work, I saw it. There, hidden in the slides about client behavior, was my kid.

Not a client. Not a case study. Just a calm, steady, empathetic Green soul...

trying to survive a very Red father who thought speed solved everything. That was the punchline life had been waiting to deliver: It wasn't him who was complicated.

It was me who was speaking the wrong language. Since then, DISC has stopped being a "sales tool" for me. It became a mirror.

For my clients. For my colleagues. For my family. For myself. Because once you learn to see people in colors, you stop judging, and start translating And that's why I wrote this:

The DISC Sales Playbook, How to Sell Smarter by Reading People It's not just for sellers.

It's for anyone tired of being misunderstood, or of misunderstanding others. To my community of crazy sellers (and crazy-about-sales humans), this one's for you. Grab it, read it, and tell me! Which color are you really... when the meeting ends and the real you shows up?

STORY 57 | ROIBOS REFERENCE

Nobody Buys What You Made

Nobody pays for what things are.

We all pay for what they mean. A glass of wine at home: €3.

The same wine at a trendy rooftop: €15.

The same wine in a hotel minibar: €30, because it whispers “luxury.”

The product doesn't change. The meaning does. Travel is no different. A hotel room is four walls and a bed.

But in the hands of the right story, it becomes “a once-in-a-lifetime experience.”

Here's the problem: if distribution is messy, opaque, and chaotic... the story breaks. The guest feels tricked. The hotel loses credibility.

That's where Roibos comes in. We don't just connect hotels with B2B partners. We enable them to control their story, with transparent, direct, and safe distribution. Because only when hotels own the meaning behind their rates, they can truly own their market.

So the question is... are you still selling beds and rates... or are you shaping meanings that make people choose you?

STORY 58

The Desperation Discount

You desperately need the deal, and they can fæcking smell it I walked into one of those government-controlled alcohol stores you find in some countries You can't buy it everywhere

You can't buy it whenever you want There are restrictions And people still queue to get in

That made me think about sales Because most salespeople behave like a 24/7 convenience store "Of course I can move the meeting"

"Sure, I can improve the price" "No problem, I'll call you again" "Whatever you need"

Translation:

Please buy from me. I need this more than you do And buyers can smell desperation from fucking miles away Scarcity works because limited access increases perceived value. Cialdini built an entire principle of persuasion around it

That doesn't mean manufacturing fake scarcity It means having some fucking standards

Not every prospect deserves another follow-up Not every client deserves a discount Not every deal deserves to survive

And sometimes the sexiest sentence in sales is: "Actually, I don't think we're a fit."

Stop behaving like you're permanently on sale Nobody lusts after the desperate guy at the end of the bar

STORY 59

The Little Boy Who Saw the Pipeline

Yesterday, I had a conversation with my son. He has always wanted to grow abroad. He is now studying in the Netherlands. Nordics are next. And next year, most likely, Asia. I love his ambition.

But I reminded him of something I have learned over the years: Don't use all your energy to build your own future. Save some of it to help build someone else's.

I experienced this while supporting startups. It was not always paid work. But it never felt unpaid. The return came through gratitude, relationships, learning, and the quiet satisfaction of knowing that something I shared helped someone move forward.

And this is true in sales too. Average salespeople focus on what they can get. The best ones focus on what they can give.

Advice. Access. Perspective. A useful introduction. Not every contribution needs an immediate return.

Sometimes the most valuable things you create cannot be measured on a spreadsheet. Ambition may take you far. Generosity makes the journey worth it.

STORY 60 | ROIBOS REFERENCE

The Dream Came With Terms and Conditions

You bought the dream. The manual came later Nobody walks into IKEA dreaming of Allen keys, torn cardboard, and 74 parts labeled “C4.”

They fall in love with the dream: The cute kitchen. The serene bedroom.

The perfectly chaotic kid’s room. IKEA doesn’t pitch complexity. They pitch possibility.

And by the time you’re chasing a rogue screw under your sofa, you’re already emotionally invested. That’s the IKEA effect. You build it, you love it more, because it’s yours.

Same goes for travel distribution. Hotels don’t want another faceless tech partner full of settings and dashboards and “synergies.”

They want something they can make theirs. A setup they control. A channel they build. They want to walk into a sweet space where their brand actually lives, not somewhere it gets buried under layers of middlemen.

Roibos isn’t about pushing complexity. We show what it could look like. A direct channel. A branded experience. Real margins, real partners, zero hidden screws. We help hotels build something that feels like home, and yes, they fall in love with it too.

So no, we’re not just selling tech. We’re planting ideas. And once that seed’s in your head...

Well, you know how IKEA ends. Ready to build something you actually own? Let’s talk, <https://lnkd.in/djeugMR7>

STORY 61

The Bic Pen MBA

We grew up rewinding tapes with a Bic pen And now they ask us to update the firmware

We're Generation X Too young to be Boomers, too old to be Millennials The generation that learned to live without Wi-Fi, and now panics when the router blinks We were raised to "get a stable job," and then they changed the rules once we finally mastered them

We had bosses who measured hours, and now we lead teams who measure purpose

We were the first to chat with strangers, the first to have an email address, the first to lose our digital innocence We witnessed the birth of the Internet, startups, PowerPoint, and Monday anxiety. And we're still here, stuck between two generations that don't trust each other.

Boomers think we complain too much Millennials think we don't get it And we... we're still paying for both their therapy and their mortgages

We don't look for "our purpose." We look for battery And five quiet minutes before the next update

But we're not tired We're tempered

We're the generation that learned to adapt without a manual, to reinvent ourselves without applause, to survive two crises, three toxic bosses, and a 56k modem. We're still standing

More lucid, more free, and above all, more resilient. Because between those who built the world

and those who question it, we're the ones who keep it running, quietly, without fuss

STORY 62 | ROIBOS REFERENCE

Promote the Firefighter, Not the Form Filler

Don't Promote Task-Takers, Promote Problem-Owners A few months ago, I had to make one of the toughest decisions a leader faces, letting someone go.

She was not meeting expectations, and after several rounds of constructive feedback, there was no real improvement. What stuck with me, though, was something she asked as we parted ways: "But why am I being let go? I was doing exactly what I was told to do." That sentence hit me. Not because it justified her performance, but because it confirmed the root of the issue.

In fast-growing companies, doing "exactly what you're told" isn't enough.

Growth creates complexity. It demands initiative, accountability, and a mindset that goes beyond the job description. Responsibility isn't something you're handed, it's something you take. When teams embrace that, performance becomes ownership. And that's when true progress happens.

Yes, we're scaling really fast at Roibos . But we're not immune to missteps. We get things wrong, we learn, and we move forward, stronger and a little wiser.

To all leaders and teammates out there: never settle for just following instructions. Bring your judgment, your courage, your responsibility. That's where the difference is made.

STORY 63

Price Isn't King, It Just Shouts

If price was the real king... McDonald's would have killed fine dining decades ago And yet, in hotel distribution, we keep acting like we're selling burgers instead of experiences. Push the price down, call it "competitive."

Push it further down, call it "smart revenue strategy." Spoiler: it's not smart, it's lazy.

Here's the truth nobody likes to say out loud: guests don't brag to their friends about saving €7 on Booking.com They brag about the view, the vibe, the feeling.

The system is polluted because too many players confuse value creation with price manipulation. And the result? A race to the bottom where the prize is... bankruptcy, but hey, at least you were "cheaper." Price whispers, Value screams

One evaporates the second someone offers €1 less. The other sticks in memory, Instagram feeds, and repeat bookings. So, are you building a brand people crave... or just a discount people click?

STORY 64

Picture This: Reality

Picture this You're walking down the street and a building is on fire Smoke. Sirens. People shouting

Someone is trapped at a window, screaming for help You're not a firefighter You have no training No gear, no plan

Your brain says, very calmly: "I can't do anything" Now change one detail: It's your child at that window Do you still "can't"? Do you still analyze the risks?

Or does your body move before your fear finishes the sentence? Here's the uncomfortable truth: Most "I can't" statements are actually "I don't need to badly enough" It's not a lack of ability

Not a lack of time Not a lack of resources

It's a lack of something on fire When the stakes are real, you don't wait to feel ready, you don't look for perfect conditions, you don't negotiate with yourself

You act So the real question isn't whether you're capable.

It's this: What would have to be burning for you to stop playing it safe? What are you protecting today that lets you stay comfortable but small?

Because when something truly matters, motivation is irrelevant. Fire does the job

STORY 65 | ROIBOS REFERENCE

From Black Market to Boardroom

They used to be the Black-market heroes of hotel distribution. Now they're the partners hotels actually want to work with. For years, certain tour operators earned a bad reputation. They were seen as the pirates of pricing, breaking rate rules, hiding behind third-party intermediaries, doing whatever it took to survive in the shadow of B .com

And let's be honest: some of them did bend the rules. Because the game was rigged. When your only shot at visibility is undercutting OTA giants, you get creative, or you disappear.

But the market evolved. And so did they. They built closed-user groups. They launched apps, loyalty programs, niche platforms.

They became specialists in high-converting demand and in targeting segments that hotels struggle to reach, without disrupting public pricing. Today, they're not the villains.

They're smart, agile distribution players, with tools, data, and discipline. The ones who once had to hide are now proving to be some of the most strategic partners hotels can have, if there's a framework of trust.

But trust doesn't rebuild itself. It needs transparency. Boundaries. Real control. That's where Roibos comes in.

We help hotels and operators work together in the open, with direct contracts, clear visibility, and zero guesswork. No shadows. No margin stacking. No fear of losing control. Just better partnerships.

If you've ever been burned, by pirates or platforms, let's talk. There's a smarter way to distribute, and we're already building it.

STORY 66

Before Self-Belief Had a Name

No one taught my generation to believe in ourselves. They taught us something far more uncomfortable: to take responsibility. My generation didn't learn locus of control from psychology books.

We learned it quietly, the hard way, over time. We learned it when no one asked how we felt, only whether we'd done the work.

When failing an exam wasn't "the system's fault", it meant you hadn't studied. When being late didn't come with creative excuses, it came with consequences.

We grew up without tutorials, without life coaches, without motivational quotes on Instagram. There was one simple, brutal idea:

What you do matters. And what you don't do matters too. If you trained, you improved.

If you worked, you moved forward. If you didn't... no one came to save you. That's internal locus of control, even if we didn't call it that.

The belief that life isn't fair, but it responds. Today, I see many people confusing well-being with numbness. Responsibility with pressure.

And internal control with harshness. That's the mistake. Internal locus of control isn't about believing you control everything.

It's about stopping negotiations with your excuses. It's accepting you don't control everything, but you do control your next move. My generation couldn't explain it.

But we practiced it every day. And that's why, when everything shakes, we don't ask "Why is this happening to me?"

we ask "What do I do now?" That's not modern psychology.

That's character, learned the old way.

STORY 67

Working Remotely, Performing Locally

The Remote Work Pantomime I'm sitting in a hotel in Chiang Mai On the table: a laptop, an iced coffee, and the silent promise of freedom

The perfect backdrop for remote work And yet... I'm working Answering emails, delivering tasks, postponing others

Exactly as I would in any office in the world They told us remote work was a revolution, that changing the view would change our lives. But the truth is, we only moved the stage, not the script We still measure hours, reply fast,

and mistake productivity for commitment And somewhere along the way, we lost what made work feel human:

the hallway jokes, the shared glances, the awkward silences that built trust.

Because commitment doesn't depend on location, it depends on conviction I've seen people with no office but with purpose, and offices full of people but empty of soul

So no, remote work isn't freedom. It's a test. A test to see who stays committed when no one is watching What about you? Do you think the future of work lies in the distance, or in learning to look each other in the eye again?

STORY 68

Motivation Is Not the Missing File

You don't have a motivation problem You have a standards problem And it's coming from the people around you

Last week I sat at a table where everyone was complaining. Same excuses

Same ceilings Same comfortable mediocrity Two hours later, I caught myself fakeeng agreeing

Not challenging Not pushing back Just... fitting in That's how fast it works

You think you're independent You're not You're a mirror with a pulse

Your ambition adjusts Your standards slide Your discipline negotiates

Every single day Not by what you want... but by what you tolerate Spend enough time with average,

and you'll start defending it Spend time with people who are sharp, demanding, slightly uncomfortable... you'll either grow, or you'll feel exposed trying

Both outcomes are useful But let's be honest: Most people don't pick their environment.

They inherit it Then justify it "Good people"

"Nice vibes" "Comfortable conversations"

Translation:

No pressure No growth So stop asking how to improve

Wrong question Ask this instead: Who am I spending time with...

and what is it costing me to stay there?

STORY 69

Attitude Has No LinkedIn Filter

Attitude doesn't show up in the mirror It shows up in the decisions you make when nobody's watching This morning at the gym, I noticed two guys.

One looked like he'd just signed a sponsorship deal Brand-new shoes Smartwatch

Oversized headphones Perfect outfit

The kind of guy who spends more time choosing a playlist than lifting weights The other looked like he had lost an argument with his alarm clock Old T-shirt No gadgets

No performance-enhancing accessories Just a shirt glued to his back with sweat

Two hours later, the first guy was still checking himself in the mirror The second guy was still working Still sweating

Still grinding through another rep he clearly didn't feel like doing And it reminded me of something I see every day in business We confuse image with attitude

We think attitude is smiling in meetings Posting motivational quotes

Talking about resilience on LinkedIn Saying things like "I'm passionate about excellence" with a straight face But attitude has never lived in words

Attitude is making the difficult call you've been avoiding It's owning your mistakes before someone else points them out It's doing the work when motivation has already left the building

Because motivation is a tourist Discipline pays rent

The mirror can show you how you look Pressure shows who you are And that's where most people discover a painful truth: Looking committed and being committed are two very different sports