Email Lens – COO

How COOs read email

Practically, sceptically, looking for **real operational signal**.

What a COO email should do

Help them decide:

> "Is this a real constraint or just noise?"

Example intent patterns

Pattern 1 – Operational pattern

> "We work with operations teams where staff are busy, but throughput doesn't improve. Often the constraint isn't staffing, but a hidden bottleneck in [process]. Curious if that rings true in your environment."

Pattern 2 – Capacity pressure

> "As volumes increase, we're seeing [process] become a silent limiter before leadership realises it. Some teams address it early; others wait until service levels drop."

Pattern 3 – Re-entry

> "We previously spoke about [ops issue], but momentum faded. In similar environments, that issue tends to resurface under [condition]. Wanted to check if it's still off the table."

What to avoid with COOs

- abstract efficiency claims

- tech-led language

- "transformation" talk

- long explanations

If it doesn't feel grounded in reality, it won't land.