

Phone Outbound – COO Lens

Typical COO Scenario (Context)

You are usually calling a COO when:

- throughput or capacity is constrained
- staff are busy but output is flat
- operational pain is visible but hard to quantify
- growth is stressing existing processes

COOs live in trade-offs. Their core question is:

“What breaks if we keep operating this way?”

Primary Scenarios for COO Calls

Most COO phone calls fall into one of these:

Scenario A – Capacity or Bottleneck Pressure (Cold but Relevant)

No relationship yet, but clear operational stress.

Goal:

Confirm whether the bottleneck is real and worth attention.

Scenario B – Active Operations Improvement

They are already working on efficiency, throughput, or service levels.

Goal:

Position your conversation as a **constraint removal**, not a new project.

Scenario C – Re-Engaging After a Stalled Ops Discussion

Previous ops initiative paused due to IT, cost, or disruption risk.

Goal:

Reframe the problem and decide whether to re-enter or exit.

COO Lens – What They Optimise For

COOs typically optimise for:

- throughput and flow
- staff utilisation
- service consistency
- operational resilience
- speed to impact with minimal disruption

They are wary of:

- theory without process reality
- tools that add steps
- initiatives that slow staff down before helping
- solutions that depend on perfect behaviour

Respect comes from **operational fluency**, not polish.

Conversation Spine (Not a Script)

Same four movements, different emphasis.

Movement 1 – Operational Relevance Check (Opening)

Purpose:

- ground the conversation in reality
- avoid abstract value claims
- earn permission to continue

Effective openings:

- reference a **recognisable operational pattern**
- anchor to time, flow, or friction
- ask permission to sanity-check

Example patterns:

- “We work with operations teams where staff are busy, but throughput doesn’t move. Worth a quick check if that’s showing up for you?”
- “Quick call to sanity-check whether an operational bottleneck we see elsewhere is relevant in your environment.”

If they don’t recognise the issue:

- acknowledge
- exit cleanly

That’s still a win.

Movement 2 – Constraint Framing (Middle)

Purpose:

- simplify complexity
- avoid tool talk
- focus on flow

Effective framing with COOs:

- describe **where time is being lost**
- contrast **fast relief vs full redesign**
- keep language practical

Pattern:

“What we typically see is a constraint around [admin / waiting / handoffs].
Some teams relieve it quickly to stabilise operations.
Others redesign the workflow when there’s bandwidth.”

This positions choice, not prescription.

Movement 3 – Proof as Operational Validation

Purpose:

- show it works in real environments
- demonstrate staff impact
- avoid disruption fear

Good proof for COOs:

- shows before/after flow
- references staff behaviour
- includes timeline

Avoid:

- abstract efficiency metrics
- over-engineered explanations

One grounded example is enough.

Movement 4 – Decision or Exit (Close)

Purpose:

- reach clarity
- protect operational focus

Good closes:

- propose a **working session**
- specify what will be mapped or reviewed
- make it optional

Pattern:

“If this is worth exploring, the next step is a short working session to map the process and pressure-test where time is actually being lost.
If not, happy to leave it there.”

Clarity beats momentum.

Common COO Objections – How to Interpret Them

Objection

Usually Signals

“We need more staff”

Process inefficiency not yet visible

“IT will block this”

Fear of disruption, not rejection

“Our bottleneck is space”

Waiting vs processing conflated

“Staff won’t adopt it”

Past change fatigue

“This won’t move the needle”

Impact not quantified in flow terms

Treat objections as **process signals**, not pushback.

Quality Check (After the Call)

After a COO call, ask:

- Did I talk in operational terms?
- Did I identify a real constraint?
- Did I respect disruption risk?
- Did we reach clarity?