

2025 STATE OF OPERATIONS

Insights from our Operations Executive Community to help you stay ahead of the curve in an ever-changing business landscape.



Methodology

COO Forum's 2025 State of Operations report draws from a wide-ranging survey of our members, partners and Operations Executives, enriched by insights from industry thought leaders and experts. Conducted both online and in person, the survey combined quantitative and qualitative questions to capture a well-rounded view of today's operational challenges and opportunities.

Participants shared perspectives on their current operations strategies, views on the broader business environment and the key trends shaping the future of operations. They also highlighted their top challenges and priorities for the year ahead, offering a real-world snapshot of what's driving operational decision-making in 2025.

Beyond the survey, we conducted in-depth interviews with select thought leaders and experts, uncovering emerging trends, best practices and innovative approaches to operations strategy and execution. These conversations provided a deeper layer of insight into how top organizations are adapting and evolving.

Bringing together input from a diverse group of stakeholders, along with the latest research and analysis, COO Forum's 2025 State of Operations report delivers a comprehensive and forward-looking perspective on the state of operations today—and where it's headed next.

Executive Summary

COO Forum's 2025 State of Operations offers key insights into the trends shaping the role of Operations Executives today. Grounded in member perspectives and the broader economic landscape, the report identifies the most pressing challenges facing leaders and provides practical, actionable strategies to navigate them effectively.

CURRENT TRENDS

In 2025, Operations Executives are navigating rapid AI adoption, economic shifts and workforce evolution. While AI streamlines processes, aligning it with business goals and strategies remains a challenge. Rising costs, supply chain resilience and technology investments demand smarter resource allocation. Companies are also refining hybrid work models and investing in upskilling to stay competitive. Success hinges on adaptability, strategic tech integration and workforce engagement.

TOP THREE CHALLENGES FOR 2025

Operations Executives in 2025 must navigate AI integration, change leadership and scaling operations. Developing effective AI strategies will place a large burden on Operations Executives who find themselves navigating implementation. Leading change in an uncertain landscape requires agility, communication and structured change management to overcome resistance. Meanwhile, scaling operations—whether through organic growth or M&A—demands balancing efficiency, financial stability and cultural alignment for sustainable success.

LOOKING AHEAD

The COO role has tacked on a number of new initiatives post COVID-19 to now include developing AI strategies. AI and automation are reshaping workflows, making innovation and agility essential. COOs must drive cross-functional alignment, data-driven decisions and workforce engagement to ensure long-term success in a rapidly evolving landscape.

ABOUT COO FORUM

Inspiring Operations Executives to invest in themselves and their organizations.



Founded in 2004 in Silicon Valley, COO Forum® became the first-ever peer network dedicated to Operations Executives. While we take great pride in what we've built, we're even more excited about the future.

Our mission has always been to empower Operations Executives to enhance performance, exceed goals and ACHIEVE MORE. We do this by providing a trusted peer community that deeply understands the challenges they face and equips them with the insights, connections and resources they need to be successful.

With 20 years of experience and thousands of conversations with top Operations Executives, our community continues to learn, share and grow together. Members gain fresh perspectives and actionable takeaways to navigate their biggest challenges and drive meaningful impact in their organizations.



"Throughout my tenure as a COO Forum Member, I've forged meaningful connections, shared challenges in a confidential setting and received valuable peer feedback. Additionally, I've contributed my own experiences and success stories to assist others. This collective exchange has become an indispensable resource for me, underscoring my continuous membership in COO Forum for the past 10 years."

-Jude O'Sullivan, COO Forum member
Chief Customer Officer at Carolina West Wireless

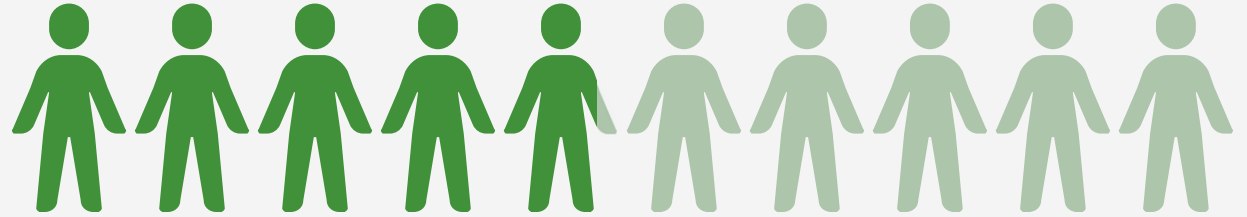
INSIDE COO FORUM

Operations Executives from across the globe and various industries are coming together in our community.



COO Forum has a 49% ratio of executive female members, far outpacing what is represented in the C-suite overall.

MEMBER DEMOGRAPHICS



49%

Women

51%

Men

10+ Years

Avg Ops Experience

Start-up to \$200B+

Sizes of Member Companies

21,900+

LinkedIn Group Members

\$50M

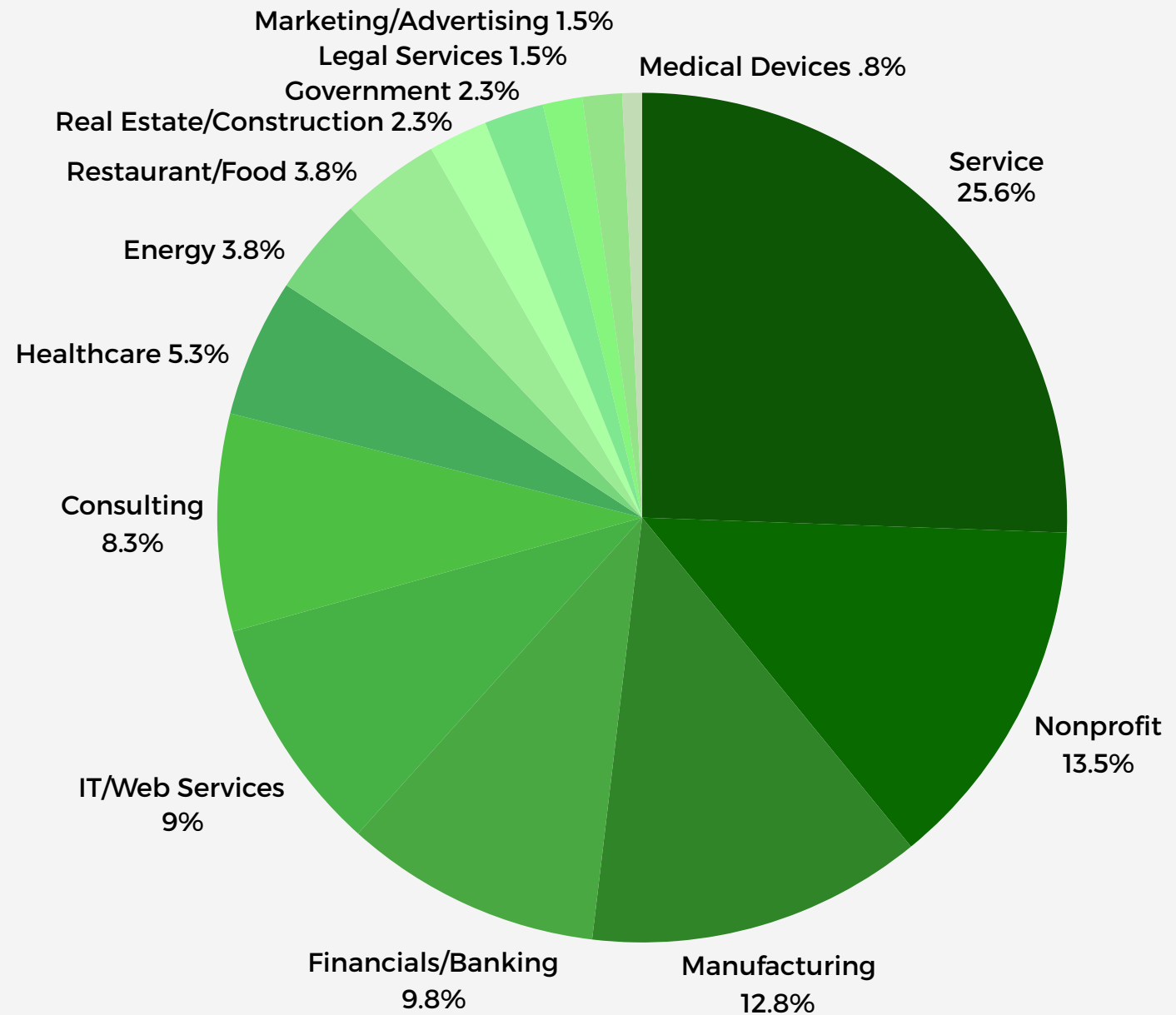
Median Member Organization Size

MEMBER INDUSTRIES

Operating in a variety of industries, our members have shared valuable insights to help improve day-to-day processes and considerations for further success.



“Something that’s common in COO Forum community is that you all are great fixers. That is why you are in the role you’re in today. You are great puzzle makers, people who can make something out of nothing or find a way to do something with what you have.”
-Maria Jones, COO Forum South Director



SPECIAL MESSAGE

Dr. Elliot Bendoly is a member of COO Forum's Advisory Team for Operations and Supply Chain.



Dr. Elliot Bendoly is Fisher College of Business Distinguished Professor at The Ohio State University and Editor-in-Chief of the [Journal of Operations Management](#).

The world is facing a challenging climate, especially for those maintaining and advancing the systems we rely on: our Operations Executives. Artificial Intelligence offers both intriguing opportunities and risks, impacting human agency, accuracy and long-term outcomes. International trade is increasingly uncertain, requiring unprecedented operational agility. Meanwhile, advanced manufacturing techniques and a focus on skilled, organized employees provide hope that innovation and resilience can thrive within companies and across supply chains.

The best leaders recognize the importance of those at the frontier of these changes, balancing awareness of risks and opportunities. Successful leaders lean on their teams, trusting but verifying, understanding that issues aren't black-and-white. Thoughtful research on emerging applications can further support this balance.

What's next? Dialogue. It's essential to bridge the gaps between practice and research, domestic and international players. Complacency or relying solely on chatbots won't suffice, despite their allure in chaotic times. Innovation is crucial, but we must engage with those making tough decisions on the ground and in the labs, fully aware of the systemic implications of change. In an era of rapid technological advancement, **it's more important than ever to connect with those doing the work, face-to-face, without shortcuts.**

- Dr. Elliot Bendoly



The Journal of Operations Management, in partnership with top journals, highlights that cost-benefit considerations remain central to Operations (e.g., our AI policies: <https://www.jom-hub.com/submissions/ai-policies>).

Current Trends

Impacting Operations and
Operations Executives

CURRENT TRENDS ECONOMIC

Operations Executives today face an increasingly complex economic landscape, with high costs of labor, resources, materials and more.



COO Forum members remain prepared by accessing our partner's **Armada Corporate Intelligence** weekly brief and annual presentations (delivered by Armada's Chief Economist, Dr. Chris Kuehl).

KEY ECONOMIC FORCES OPERATIONS EXECUTIVES ARE FACING

High Interest Rates for Capital

High interest rates make it more expensive for companies to borrow money, limiting their ability to invest in new technologies, expand their operations or make necessary upgrades.

Cost reductions

As cost reductions driven through federal policy shift, these reductions will drive short-term pressures on companies with ties to federal spending. Nonprofit and non-governmental organizations (NGOs) are particularly vulnerable.

Elevated Labor Costs

Elevated labor costs can make it difficult for companies to remain competitive, particularly in industries with high labor content.

NAVIGATING ECONOMIC UNCERTAINTY: WHAT OPERATIONS EXECUTIVES NEED TO KNOW

Operations Executives are facing an increasingly complex economic landscape shaped by federal policy shifts, inflationary pressures and corporate austerity measures. The Federal Reserve's ongoing efforts to balance inflation and interest rates continue to impact capital investments, supply chains and workforce planning. While interest rate hikes have slowed inflation, they have also led to higher borrowing costs, making expansion and capital-intensive projects more challenging. **For Operations Executives, this means optimizing cash flow, reassessing vendor contracts and ensuring financial resilience in an environment where access to credit is tighter.**

CURRENT TRENDS

ECONOMIC

Operations Executives today face an increasingly complex economic landscape, with high costs of labor, resources, materials and more.



George Sample, Founder at [Blue Streak Consultants](#) and former Vice President of Strategy and Bank Performance at the Federal Reserve Bank of Cleveland

Austerity measures are becoming common as companies focus on cost containment and operational efficiency. This creates opportunities for AI-driven cost reduction, workforce planning and supply chain optimization. Operations Executives who adapt by improving forecasting, renegotiating supplier terms and leveraging digital transformation will navigate economic uncertainty. Companies that balance financial discipline with strategic investment will ensure long-term stability in an unpredictable market.

Key Takeaways for Operations Executives:

- **Reassess Capital Expenditures:** With rising interest rates, be strategic about investments—prioritize initiatives with clear ROI and explore cost-effective automation solutions.
- **Optimize Supply Chain Resilience:** Diversify supplier relationships, secure pricing agreements and leverage predictive analytics to minimize disruptions and cost volatility.
- **Enhance Workforce Efficiency:** Balance cost-cutting with talent retention by investing in AI-driven workforce management, upskilling employees and maintaining flexibility in hiring strategies.

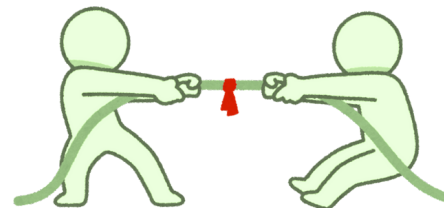
How to increase employee retention:

by George Sample

1. **Get creative with benefits** such as mental health, well-being and family caregiving support.
2. Engage your employees to **seek creative flexibility** in work schedules.
3. Create an environment of **inclusion and belonging**.
4. **Upskill your workforce.**
5. Create **internal mobility programs.**
6. Create an engaging **employee value proposition.**

CURRENT TRENDS

WORKFORCE FLEXIBILITY

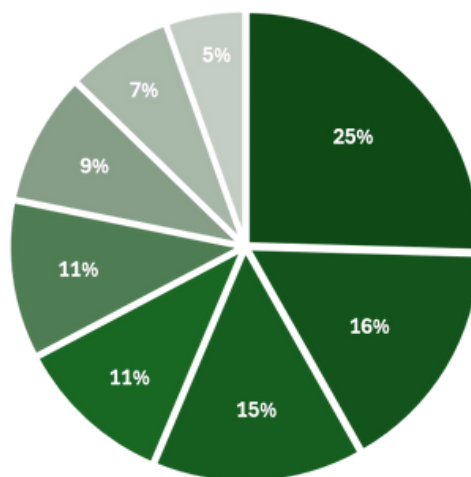


A great tug-of-war is being played out across our workplaces as companies are debating return to office versus remote work options for employees.

The return to office vs. remote work debate remains a critical challenge for Operations Executives as organizations strive to balance productivity, culture and employee expectations. While some leaders push for a return to in-person work to foster collaboration, others recognize that hybrid and remote models have proven successful in driving efficiency and attracting top talent. **The reality is that a one-size-fits-all approach no longer works**—employees now expect flexibility, yet companies must maintain operational effectiveness and a strong workplace culture. **The challenge for Operations Executives is to design a model that supports both business needs and workforce engagement**, ensuring teams remain productive while fostering innovation and collaboration.

89% of our members surveyed offer some sort of workforce flexibility in their organizations.

Member Survey Results: What is your current workforce policy?



Responses	% of responses
100% remote	25%
Remote two days per week	16%
Managers determine flexibility	15%
100% in the office	11%
Remote one day per week	11%
Remote three days per week	9%
Hybrid Mix	7%
Remote four days per week	5%

CURRENT TRENDS

WORKFORCE FLEXIBILITY

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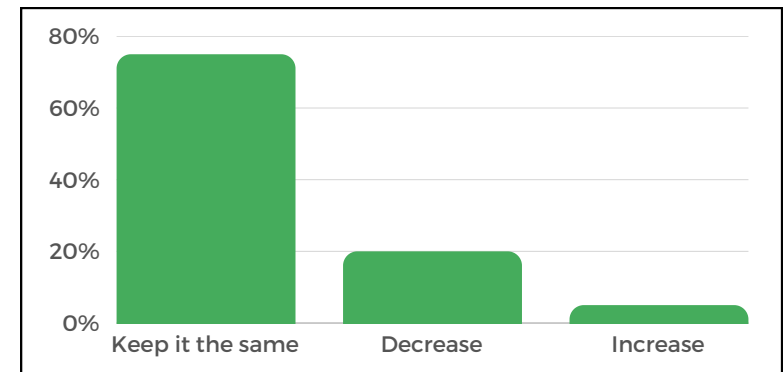
“While remote work offers flexibility and efficiency, in-office interactions foster culture, innovation and team cohesion. Organizations should aim to select a policy that aligns to their culture and creates the best environment to achieve results.”
-Ra'Chel Ford, COO Forum member
Deputy CEO at KIPP Atlanta Schools

To solve this, **Operations Executives must take a data-driven and people-centric approach.** Survey employees and analyze productivity metrics to understand where remote work excels and where in-office time adds value. Reframe the office as a strategic hub, focusing on purpose-driven, in-person time rather than rigid mandates. Implement core collaboration days, where teams align in person while keeping deep-focus tasks remote. For hybrid teams, invest in asynchronous communication and cloud-based workflows to eliminate silos. **Finally, prioritize leadership training to ensure managers can effectively engage, develop and support teams regardless of location.** The companies that thrive won't be those that force a return to outdated models, but those that adapt, listen and build work environments that balance flexibility with strategic impact.

Member Survey

Results:

How will you change your workforce flexibility in 2025?



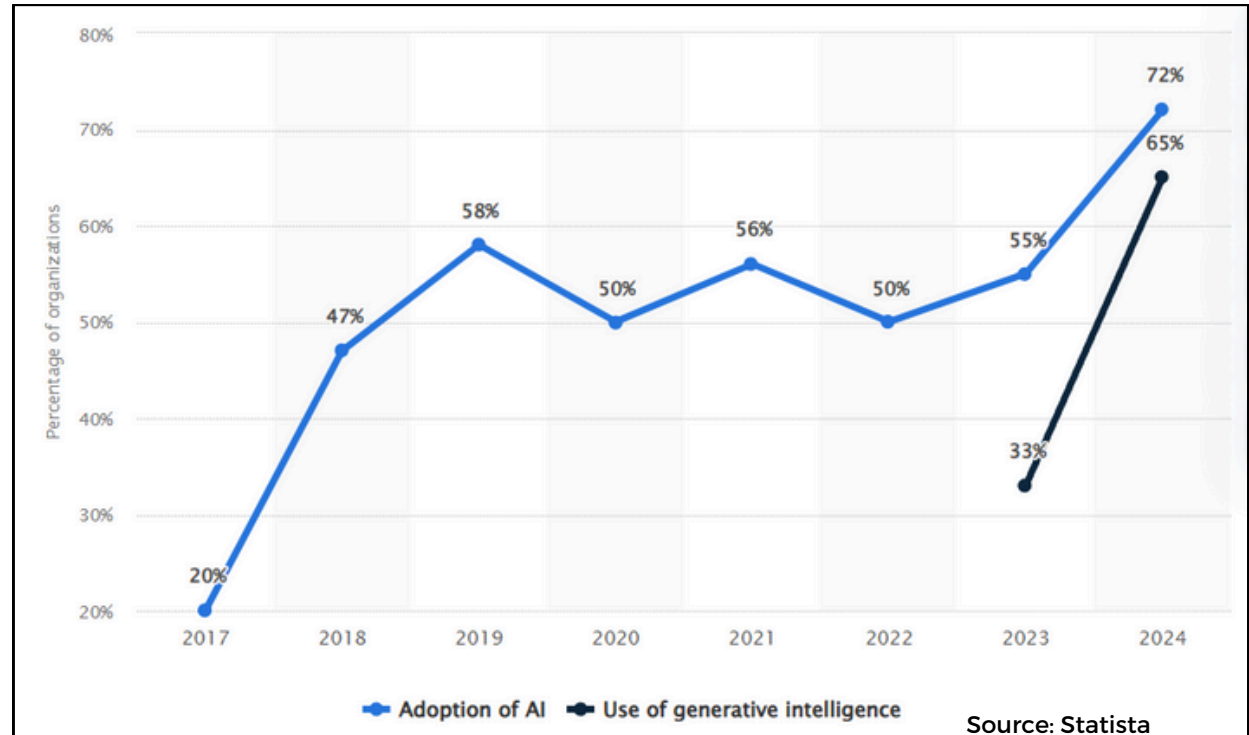
The debate between remote work and return to office presents both pros and cons. Remote work offers flexibility, cost savings and access to a broader talent pool, with increased productivity and improved work-life balance. However, return to office advocates stress in-person collaboration, innovation and stronger company culture, highlighting the challenges of isolation and reduced career visibility in remote settings. **The key challenge for organizations is not choosing one model,** but finding a hybrid approach that balances productivity with the cultural benefits of in-person interactions, fostering both efficiency and a strong company identity.

CURRENT TRENDS

RAPID AI ADOPTION

The use of AI is rapidly proliferating across organizations and industries alike. AI and, more specifically, Generative AI is already becoming ubiquitous in software applications and every day services.

Adoption of Artificial Intelligence Among Organizations Worldwide from 2017 to 2024



Did you know?

The term “artificial intelligence” was first used by John McCarthy during a workshop at Dartmouth in 1955.

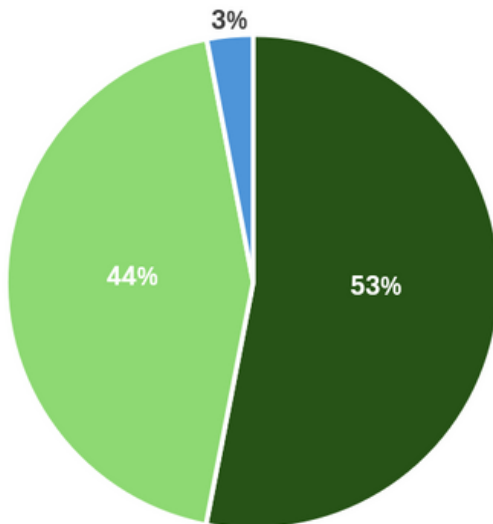
AI adoption in organizations is no longer a future trend – it’s a present-day reality reshaping how businesses operate. From automating repetitive tasks to enhancing strategic decision-making, AI is driving efficiency, reducing costs and unlocking new competitive advantages. Companies that fail to embrace AI risk falling behind as their more agile competitors leverage machine learning, predictive analytics and intelligent automation to optimize operations, improve forecasting and enhance customer experiences. **The speed of adoption is accelerating**, with AI no longer confined to tech giants; small and mid-sized businesses and even traditional industries are integrating AI to streamline workflows, personalize services and mitigate risk.

CURRENT TRENDS

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For Operations Executives, this rapid shift presents both opportunities and challenges. While AI can enhance productivity and reduce inefficiencies, its successful implementation requires strong leadership, change management and an adaptable workforce. **The key is aligning AI initiatives with core business objectives, ensuring they support—not disrupt—existing processes.** Investing in AI literacy among teams, selecting the right tools and balancing automation with human oversight will be crucial. Organizations that strategically integrate AI now will gain a first-mover advantage, while those that hesitate risk inefficiency, missed insights and lagging performance in an increasingly data-driven world. **The question isn't whether to adopt AI—it's how quickly and effectively Operations Executives can implement it to drive measurable impact.**



Member Survey Results:

What is the current use of AI in your organization?

Responses	% of responses
We do not have a formal AI strategy	53%
We have implemented AI strategies in targeted areas	44%
We have implemented an AI strategy across all areas	3%

Top Three Challenges For Operations Executives in 2025

TOP CHALLENGES LEVERAGING AI

It will be imperative for Operations Executives to quickly determine how to properly leverage AI in their businesses as other organizations, including their competitors, accelerate adoption.

1%

According to a McKinsey & Company study, only 1% of companies believe their AI investments have reached maturity.

UNDERSTANDING HOW TO LEVERAGE AI IS STILL A CHALLENGE FOR OPERATIONS EXECUTIVES

Leveraging AI for operational improvement and professional development sounds like a game-changer—until you hit the real-world challenges that come with it. **For many Operations Executives, the biggest hurdle isn't just adopting AI tools—it's ensuring they actually drive measurable improvements** without disrupting workflows. AI promises efficiency, but integrating it into existing processes, aligning it with business goals and getting teams to embrace it can be a struggle. Data quality, compatibility with legacy systems and security concerns often slow down AI adoption, making it difficult to see immediate ROI. Without a clear implementation strategy, **AI can become just another shiny object rather than a true driver of efficiency.**

Beyond operations, using AI for professional development presents its own set of challenges. AI can provide personalized learning, leadership insights and automated coaching, but many organizations lack the infrastructure to use it effectively. **Operations Executives are responsible for upskilling teams, fostering adaptability and ensuring AI enhances—not replaces—human decision-making.** There's also the cultural resistance to consider; employees and leaders alike may fear AI replacing roles rather than augmenting them.

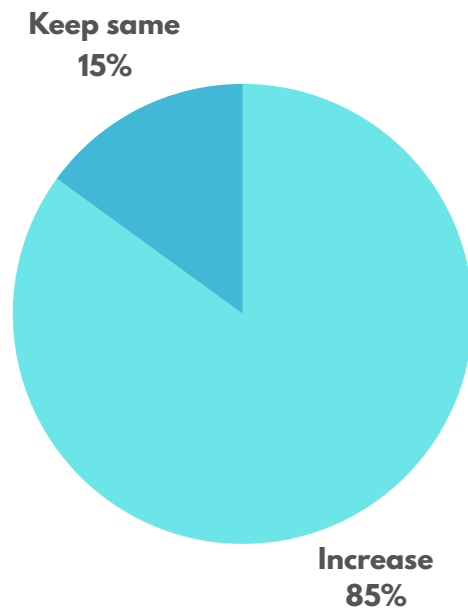
As quickly as AI is evolving, how are you and your organization preparing? There is little doubt that your competitors are challenged with the same questions. How quickly and how effectively you respond could be a difference maker.

TOP CHALLENGES LEVERAGING AI

It will be imperative for Operations Executives to quickly determine how to properly leverage AI in their businesses as other organizations, including their competitors, accelerate adoption.

Member Survey Results:

Will you increase or decrease the use of AI in 2025?



STRATEGIES TO LEVERAGE AI

1. Define Clear Objectives and Use Cases

Establish clear business goals for AI adoption. Identify specific use cases where AI can drive measurable improvements in efficiency, cost reduction or customer experience, such as supply chain optimization or predictive maintenance.

2. Invest in Data Infrastructure

Ensure the organization has robust data management practices in place. Invest in cleaning, organizing and centralizing data so AI systems can access the accurate, high-quality data necessary for effective functioning.

3. Start with Pilot Projects

Begin with pilot AI projects that are smaller in scope but provide tangible results. Use these initial successes to build momentum and showcase the value of AI within the organization.

4. Monitor and Measure Impact

Set clear KPIs to track the success of AI initiatives, including operational efficiency, cost savings or revenue generation. Continuously monitor AI systems and make necessary adjustments based on performance data.

5. Focus on Scalability

Ensure that AI initiatives are designed to scale across the organization. Implement flexible systems and frameworks that can handle growth and adapt to changing business needs.

6. Encourage Innovation and Experimentation

Encourage an environment of innovation, where teams can experiment with AI-driven solutions and continuously explore new applications of AI across various business functions.

TOP CHALLENGES CHANGE LEADERSHIP

In a VUCA environment, Operations Executives face significant challenges when implementing change, including managing uncertainty, resistance to change and aligning initiatives with strategic goals.

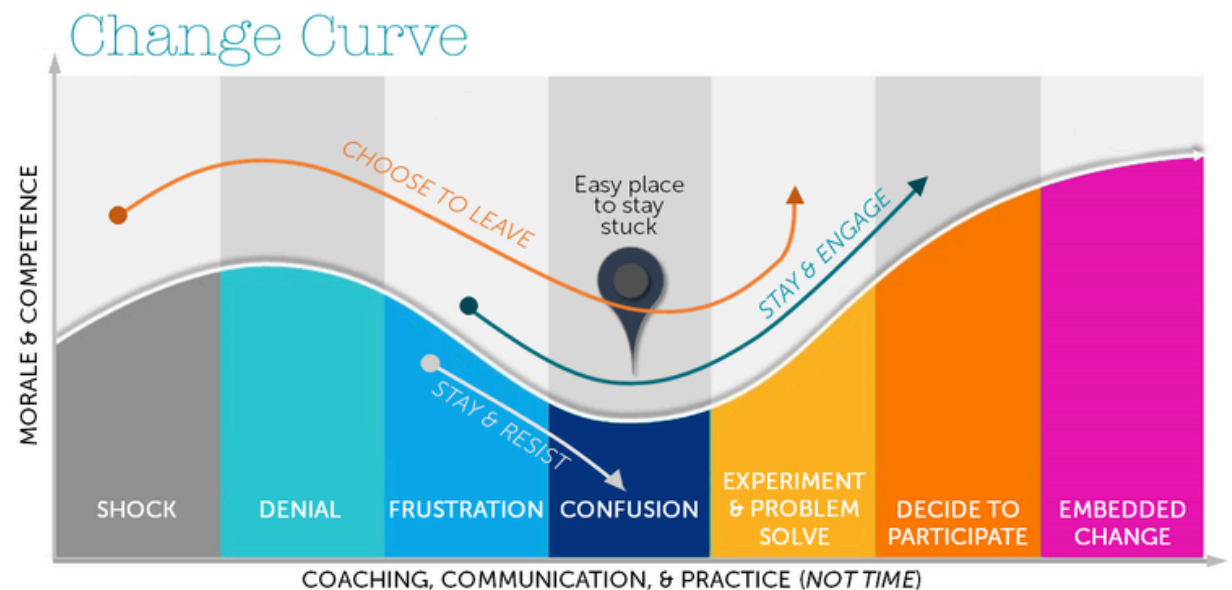
What does “VUCA” mean?

- Volatility
- Uncertainty
- Complexity
- Ambiguity

ADAPTING CHANGE LEADERSHIP STRATEGIES IN A VUCA BUSINESS ENVIRONMENT

In a VUCA environment, **Operations Executives face significant challenges when implementing change**, including managing uncertainty, resistance to change and aligning initiatives with strategic goals. The unpredictability of the market and shifting regulations can make it difficult to anticipate the outcomes of change. Employees often resist change, especially when it feels uncertain, and the complexity of coordinating across departments further complicates the implementation process. Additionally, maintaining clarity and direction in the face of ambiguity is a challenge, as is managing resource constraints when financial or human capital is limited.

Adapting change leadership strategies requires a strong understanding of the Change Curve. The Change Curve was originally presented by Dr. Elisabeth Kübler-Ross to describe the five emotional reactions to change.



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Stefanie Krievins, founder at The Change Architects, has delivered [Executive Change Leadership](#) training for COO Forum members.

STRATEGIES FOR OPERATIONS EXECUTIVES LEADING CHANGE

1. Evaluate organizational readiness

Identify any gaps in skills and resources needed to achieve your change objectives. Understanding and addressing these gaps are critical to forming the environment for change to be successful.

2. Create metrics, intervals and commitment levels

Measuring progress in change efforts helps provide necessary feedback loops to address issues before they grow.

3. Demonstrate facilitation and coaching skills

Overcoming resistance requires listening effectively and coaching for behaviors and performance. Leaders across the organization will need to effectively coach their teams for change to take hold.

4. Create a communications plan

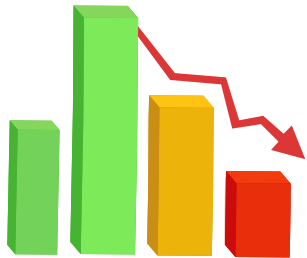
Construct and schedule a stakeholder- and target audience-focused communications plan. You will need a variety of communication styles/formats to provide needed information in order to move teams to action .

5. Plan for conflict

Identify any obstacles, conflicts and power dynamics that might impact change efforts. Remember that resistance is often rooted in misunderstanding and inadequate communication. This can be easily course-corrected. However, planning for team members that refuse to engage will require particular attention.

TOP CHALLENGES SCALING OPERATIONS

Scaling a business requires efficiency, leadership and strategic foresight to sustain growth, quality and financial stability.



According to research from Harvard Business Review, a significant portion of startups, estimated to be between 70-90%, fail within their first five years, with a large portion of these failures attributed to scaling too rapidly without a solid foundation.

SCALING OPERATIONS HAS IMPACTS ON ALL FACETS OF THE BUSINESS

Scaling a business is an exciting but complex challenge, requiring operational efficiency, strong leadership and strategic foresight. While growth presents opportunities for increased market share and profitability, it also brings new complexities in processes, technology, workforce management and culture. **For Operations Executives, the challenge is not just about expanding** but scaling in a way that maintains efficiency, quality and financial stability. Whether through organic growth or mergers and acquisitions, companies that scale successfully have one thing in common—strong operational leadership with a proactive approach to managing change.

For companies scaling through M&A, the challenge is even greater. Integrating multiple business units, aligning different corporate cultures and standardizing systems can create friction, resistance and inefficiencies. **Many M&A deals fail to reach their full potential** because of misaligned operational strategies. Successful integration requires early alignment on technology, processes and leadership expectations to ensure a seamless transition.

Finally, whether you are in a product- or service-related industry, a nonprofit, academic or government agency, operations are driven by people and processes. This is coupled with technology, supply chains, partners and more. Scaling operations is imperative for growth. Addressing the connectiveness of operations to all facets of the business is required.

TOP CHALLENGES SCALING OPERATIONS

Scaling a business requires efficiency, leadership and strategic foresight to sustain growth, quality and financial stability.



Adam Kaplan, EOS Implementer,
former COO Forum Detroit Director
and regular presenter

STRATEGIES FOR OPERATIONS EXECUTIVES TO SUCCESSFULLY SCALE OPERATIONS

1. Create a growth vision early

You have to know where you want to go if you ever expect to get there. Planning for growth after you are knee deep in a growth phase is too late. Your growth plan should include phases that are determined by revenue and organizational size.

2. Build your team for growth

Determine what roles you will need in advance of each growth phase and design in growth for your existing team. Hire team members with the capacity and desire for growth. You should regularly evaluate your team's skills to ensure you are prepared to match your growth plans.

3. Build process and systems discipline

It is never too early to build a process- and system-driven culture. Build processes and systems that are scalable at the start. Resist the urge to put this off until "things calm down". Things never calm down during growth.

Over **25%** of COO Forum member companies run on formal business operating systems such as **Ninety.io, EOS, Scaling Up** and others.

Looking Ahead

The evolving role of
the COO

LOOKING AHEAD

Confronted by ever-growing challenges and uncertainty, COO Forum Operations Executives are proving themselves to be tenacious leaders, focusing on what truly matters.



The seminal article by Nate Bennett and Stephen A. Miles, [Second in Command: The Misunderstood Role of the Chief Operating Officer](#), identifies seven different kinds of COOs.

THE EVOLVING ROLE OF THE COO

We often say that there is no single job description for a COO. And likewise, there is a large variety of scope and responsibilities within the role. Add in differences driven by size of company and industry and some times I wonder if we ever have anything in common!

The reality is, each COO is bound by the primary responsibility for a company's operations. Of course, "operations" can mean many different things. For instance, some COOs have Human Resources report to them while others do not. Software development or IT services may report to the COO while in other organizations, those functions report to the CIO or CTO. We could go on as we compare and contrast typical functional areas across companies.

External forces have made a huge impact on the COO Role

Prior to the 2020s, COOs have dealt with economic booms and busts, the Y2K challenge and global conflicts. These events forced executives to recalibrate spending and investments, operational footprints and more.

Then, seemingly overnight, the role is facing enormous pressures from evolving social, political and environmental factors. The COVID-19 pandemic exploded onto the scene and combined with the other elements, ushered in even more challenges for the COO. Environmental impact reduction, DEI initiatives, supply chain resiliency, new remote and hybrid workforces, increased minimum wage pressures and reshoring are the new lexicon of a COO.

LOOKING AHEAD

Confronted by ever-growing challenges and uncertainty, COO Forum Operations Executives are proving themselves to be tenacious leaders, focusing on what truly matters.



Geoff Woods, [Author of The AI-Driven Leader](#), presented to COO Forum members about leveraging AI as a strategic thought partner.

Enter Artificial Intelligence

If COOs did not already have enough on their plates, new AI technologies hit the stage in a flurry, adding yet another set of challenges. Businesses are quickly trying to “figure out” their AI strategy and often, the COO is in the lead.

Our AI conversation around the table at COO Forum has exploded since 2024; moving from, “What are some AI tools?” to full scale implementation plans across multiple functions of their businesses. This has placed tremendous pressure on COOs to not only scale up their own AI knowledge but to apply it across the organization.

We recently had Geoff Woods present at COO Forum on the topic of using generative AI (think ChatGPT) as a Strategic Thought Partner. This use case goes beyond employing AI to generate marketing content. Instead, he shows how COOs can bring AI’s knowledge base into the conversation in order to develop innovative strategies to tackle their toughest challenges.

Where does this all take the COO role?

Does AI become the “one more thing” added to a COO’s plate? Do some COOs evolve into the Chief AI Officer (CAIO)? Very possibly. Time will tell. One thing is for certain, the speed of change in this arena is very fast. Plan to learn, adapt and pivot quickly. **Just like you always have.**

“The **best leaders** own their development and build strong networks.”

- Chuck Orzechowski, CEO of COO Forum®

INSIGHTS FROM OUR CEO

Chuck Orzechowski
CEO of COO Forum



Prior to joining COO Forum as CEO, Chuck spent over 25 years in operations including multiple stints as an Operations Executive. Chuck also brings over 10 years of experience as a member of both Vistage and Entrepreneurs Organization (EO).

WHAT DOES DEVELOPING YOURSELF LOOK LIKE?

"The best thing you can do is be exceptionally good at something."

This quote from Berkshire Hathaway CEO, Warren Buffet, was his answer to a question about beating inflation at 2022's annual shareholders' meeting. He went on to say, "...**the best investment by far is anything that develops yourself...**".

So, if one of the world's greatest investors is telling us the best investment right now is anything that develops yourself, my question is,

What does "Develop Yourself" look like?

HERE ARE MY RECOMMENDATIONS

- Find a peer group, such as COO Forum, that can provide you with a **ready-made network of problem solvers**.
- Make **meaningful connections** and **share with your peers**. Be available and lend an ear.
- Schedule a few 30-minute '**Learning Sprints**' every week to read, attend a workshop or utilize online learning resources.

SUPPORT FOR OPERATIONS EXECUTIVES

COO Forum offers Operations Executives a community of like-minded colleagues, a library of resources, monthly opportunities to learn from industry-leading experts and more.



"It's kind of lonely at the top. There aren't a lot of people with whom we can be open and share. But I've found that, within COO Forum, even though members are in totally different business arenas, they have a surprising level of commonality and astoundingly similar challenges."

-Sridhar Ramanathan,
COO Forum member
Co-founder and COO at Aventi Group



Members meet each month with a group of peers to discuss business issues, trending topics and whitepapers.



Monthly virtual or in-person, industry-leading presentations and workshops held locally and nationally.



Exclusive access to COO Forum Partner training, including opportunities for organization-wide training.



Access to a variety of resources including articles, recommended books, YouTube videos and our NEW recommended Vendor Directory.

Recent Thought Leaders



Geoff Woods
#1 international
best-selling author
Founder of AI Leadership



Stefanie Krievins
President
The Change Architects



Mallory Vachon
Chief Analytics Officer
LaborIQ

**TRUSTED BY 1000'S
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