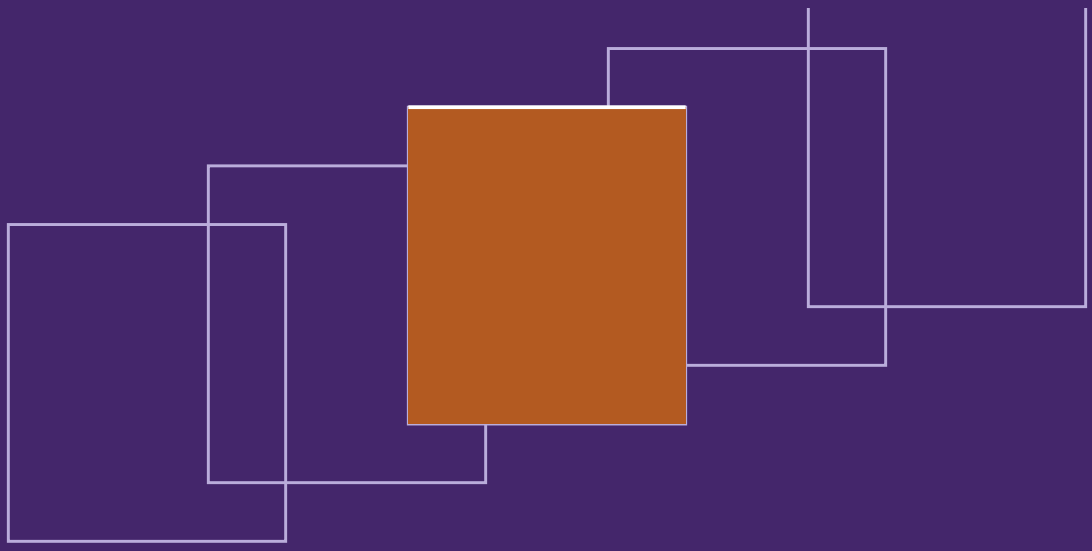
THE PURPLE TEAM

BOOK 02

BUSINESS & LEADERSHIP

BUILD A BUSINESS THAT WORKS

A practical guide to customers, people, and repeatable operations.



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FIRST EDITION / OCTOBER 2026

START HERE

Build something people can depend on.

This book is for a salesperson who wants to think like a business owner and for a developing leader who wants a team to perform well without constant improvisation. It applies David Chao's business perspective to the practical work of building a dependable operation.

The central idea is straightforward: an organization becomes stronger when customer value, clear responsibilities, sound commercial decisions, and repeatable work support one another. Growth exposes the weak links between them.

What you will learn

Define a useful offer. Choose accounts carefully. Understand the difference between revenue and economic contribution. Build a visible pipeline. Delegate with boundaries. Coach people through actual work. Expand only when the operating evidence supports it.

How to use this book

Read the chapters in order, then choose one process to improve. Use the worksheets to make a decision visible. Revisit that decision after a period of real work. A simple process used consistently is more helpful than an elaborate system nobody maintains.

Publication note

First edition | October 2026. David Chao / The Purple Team. Scenarios and financial examples are fictional teaching tools, not COI results, forecasts, or earnings illustrations.

The Purple Team is a developing program. This book does not establish a contract, rank, territory, account ownership, fee, or compensation entitlement. Current written COI agreements and policies govern actual participation. Proposed capabilities should not be described as available before they are implemented and authorized.

Completed worksheets may contain business information. Keep them in approved systems and share them only with authorized people. The blank learning tools may be printed for personal or team instruction.

YOUR ROUTE THROUGH THIS BOOK

Make the work clearer as the business grows.

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Read. Practice. Review. The worksheets are designed to be printed and used more than once.

A LETTER FROM DAVID

The company must become stronger than my attention.

My path through industrial rubber sales eventually brought me to the responsibility of leading COI, acquiring full ownership, and purchasing our Pomona office and warehouse property. Each step changed the questions I had to ask.

When you sell, you want to move the opportunity forward. When you lead a business, you also have to ask whether the company can serve that opportunity well, whether the work makes commercial sense, and whether the team can repeat the result.

Ownership is a meaningful milestone. It does not eliminate the daily responsibility of making the organization dependable. A building can provide a place for the team to work. A clear operating system helps the team know what to do when they get there.

That is what I want this book to emphasize. I want people to develop the judgment to identify a good account, the discipline to record what matters, and the confidence to take responsibility within clear boundaries. Those qualities make opportunity more useful.

I also want leadership to create capable people. If every routine question must come back to the founder, the organization has not yet learned how to carry its own responsibilities. My role should include direction and major decisions. It should not require becoming the permanent answer to every small uncertainty.

The Purple Team gives us a reason to teach these habits deliberately. The ambition can be large, but the proof has to be practical: suitable customers, complete information, accepted business, reliable service, and people who become more capable through the work.

As you read, choose one area where a clearer process would improve your week. Write it down. Assign responsibility. Try it. Learn from what happens. The business you want is built through these decisions.

> *I want growth that strengthens the company and improves the lives of the people doing the work.*

01 / CUSTOMER VALUE

Begin with a customer worth serving.

A business needs a reason for a customer to choose it. That reason should be specific enough to guide action. "We want to grow" describes our desire. It says very little about the work a customer needs done.

In industrial sales, begin with the application, the buying process, and the service the customer requires. A company may need help evaluating a custom component, coordinating a quote, qualifying a source, or supporting repeat production. The opportunity becomes clearer when we know the actual requirement.

Write a useful business focus

Use four elements: the customer you intend to serve, the problem worth understanding, the capabilities you can responsibly bring, and the process by which the customer evaluates the result. Keep each element grounded in evidence.

For a representative, a starting focus might be: "Develop relationships with equipment manufacturers that use custom rubber components, identify relevant sourcing requirements, and coordinate those opportunities through COI's authorized review process." It is a working direction, not a promise that every account will qualify.

Choose what you will not pursue

Every team has limited time and capacity. An account can be large and still be unsuitable. A requirement may fall outside capabilities, lack essential documentation, or demand terms that the company cannot accept. Declining or pausing work can be a responsible business decision.

Keep the offer honest

Explain what the customer can expect next. A conversation may lead to a document review. A complete requirement may lead to a quotation. An accepted order may lead to a defined service process. Do not collapse those stages into a promise of an outcome you cannot control.

I want people to understand that a business is a series of responsibilities exchanged with other people. The clearer those responsibilities are, the better the chance that both sides will find the relationship worthwhile.

> *A useful business focus tells your team which customer, which problem, and which next step deserve attention.*

01 / PUT IT TO WORK

Draw the boundaries of your offer.

An independent representative can build relationships and commercial skills within the scope of an agreement. That does not automatically confer ownership of a customer, a territory, company equity, or authority over the supplier's commitments.

At COI, representatives develop relationships, gather requirements, and support customer communication. Authorized company teams handle quotation, pricing, technical commitments, supplier coordination, order acceptance, and collections. Current written agreements define the actual scope.

Make the handoffs visible

Work	Representative's contribution	Company decision
New inquiry	Identify fit and gather facts	Accept or decline review
RFQ	Collect documents and open questions	Evaluate and quote
Commercial request	Explain customer concern	Approve or reject terms
Order	Coordinate communication	Review and accept
Account issue	Gather evidence and follow up	Direct technical and commercial response

Keep three categories separate

Available means a capability is operating and authorized for use. Planned means someone intends to develop it. Proposed means it is still being considered. A public statement should make those differences clear.

For example, a training idea is not a functioning academy. A dashboard mockup is not a tested account system. A proposed leadership pathway is not an earned rank with established compensation. Good leadership protects people from confusing an aspiration with a current entitlement.

Build a small offer you can deliver

Choose one service process to describe precisely. Who starts it? What information is required? Who reviews it? What response can reasonably be expected? What happens if the requirement is incomplete? Answer those questions before adding more promises.

Clarity is commercially useful. A customer or prospective representative can make a better decision when the offer is specific. The team can also support the offer without having to guess what the founder intended.

> *Every promise should have an owner, a process, and a realistic capacity behind it.*

02 / BUSINESS ECONOMICS

Understand the economics of the work.

Revenue matters, but revenue alone does not tell you whether a business relationship is healthy. An account consumes materials, services, time, attention, and sometimes cash before the work is complete. A useful review considers those demands together.

I want a developing leader to ask what remains after the direct costs of serving the business and what obligations still need to be covered. A large order that requires excessive rework or repeated emergency handling can create less value than its headline suggests.

Distinguish the measures

Revenue describes sales recognized under the company's accounting policies. Cash collected describes money received. Gross profit generally reflects revenue less the costs classified as cost of goods sold. Operating profit also considers operating expenses. Use your finance team's definitions consistently.

An opportunity in the pipeline is none of these. An estimated annual requirement is not collected cash. A quotation is not an accepted order. Keeping those distinctions clear prevents optimistic activity reports from becoming misleading financial expectations.

Understand the cost of complexity

A small account with repeated undocumented changes may require more support than a larger account with clear requirements. Track where time goes. Missing information, rushed quotations, repeated handoffs, and unresolved ownership all create work that someone has to absorb.

Review cash timing

Ask when the customer is expected to pay, when suppliers and other obligations must be paid, and what could change those dates. Your role may be to provide accurate operating information rather than make financing decisions. Bring material questions to the responsible financial and commercial leaders.

The purpose of understanding economics is to improve judgment. It helps you decide which opportunities to pursue, which terms need review, and which process improvements could make service more efficient.

> *Sales volume describes how much work enters the business. Economics helps explain what that work contributes.*

02 / PUT IT TO WORK

Use a simple contribution example.

The figures below are fictional, not COI's margins, expenses, or a forecast. Actual accounting classifications and compensation terms may differ.

Illustrative account period	Amount
Revenue	$20,000
Illustrative product and landed costs	$14,000
Amount remaining after those costs	$6,000
Illustrative additional account support costs	$1,500
Contribution before other overhead and taxes	$4,500

The arithmetic is $20,000 minus $14,000 minus $1,500, leaving $4,500. This is not net profit; other costs remain. Another $1,000 of support would reduce the contribution to $3,500 without changing revenue.

Ask better questions

Which costs are included or excluded? Does the support estimate reflect actual work? Are rework, freight differences, or payment delays relevant? Who can verify the figures? A model is only useful when its inputs are understood.

Connect operations to economics

If incomplete RFQs require repeated reviews, improve collection. If revisions arrive through several channels, establish one controlled handoff. If the service burden is unusual, review it before assuming the account can expand unchanged.

Review the decision, not just the total

An account may still be worth serving for strategic reasons. That decision should be explicit and authorized. A temporary investment in a relationship should not be represented as a permanently attractive margin.

Use this example to ask informed questions. Finance and commercial leaders should supply the actual definitions and figures used in company decisions.

> *A clear explanation of what a number includes is part of the number's value.*

03 / OPERATING RHYTHM

Build a rhythm the team can maintain.

A process should make it easier to know what happens next. If a team needs a meeting to discover who owns each routine task, the work is not visible enough yet.

Start with a small set of operating records: an account, its current requirement, the evidence supporting its stage, the next action, an owner, and a review date. The software matters less than whether those fields are consistently maintained and appropriately protected.

Give each stage a meaning

A contact is someone you have identified. A qualified opportunity has enough relevant information to justify further review. An RFQ is a request supported by whatever documents are currently available. A quote has been issued by an authorized person. An accepted order has passed the company's order-review process.

Your team may use different labels. Agree on them and define what evidence is required to move between them. A stage should describe reality, not reward enthusiasm.

Review exceptions on a schedule

A short weekly review can focus on missing information, blocked decisions, late commitments, customer concerns, and workload. Ask which item needs attention and what action will resolve it. Routine updates can live in the record rather than consuming the entire meeting.

Close the loop

When a decision is made, record it where the work is tracked. A decision trapped in a private conversation is not yet an operating improvement. The next person should be able to see what changed, who approved it, and which action is now required.

I want a rhythm that people can sustain during an ordinary busy week. If the process is too complicated to maintain, simplify it. If nobody trusts the information, improve the definitions and review habits before adding more reports.

> *A dependable operating rhythm turns unfinished work into visible decisions instead of recurring surprises.*

03 / PUT IT TO WORK

Run a meeting that changes the work.

Use this sample 20-minute review as a starting point. It is a suggested learning practice, not a newly announced COI meeting requirement.

Minutes 0-4: check the commitments

Review the actions agreed at the last meeting. Which were completed? Which are late? What changed? Avoid spending the time reconstructing a week of activity. The record should already contain the basic facts.

Minutes 4-10: inspect the exceptions

Choose the few items that need decisions: an incomplete RFQ, a stalled quote, an order mismatch, an unresolved concern, or a capacity problem. Explain the consequence of leaving each item unresolved.

Minutes 10-16: decide and assign

For each selected item, identify the next action and one accountable owner. Confirm what that owner can decide and what requires escalation. Set a review date that reflects the work involved. An assignment without the authority or resources to carry it out is incomplete.

Minutes 16-20: capture one improvement

Ask what repeatedly made the work harder. Select one process change to try. It might be a clearer RFQ checklist, a revised handoff, or an agreed place to store a current document. Record who will test the change and how the team will know whether it helped.

Keep the record short

Item	Decision needed	Owner	Next action	Review date
Incomplete requirement	Which facts are missing?	Assigned lead	Request specific documents	Agreed date
Stalled quote	Proceed, nurture, or close?	Account owner	Confirm customer decision timing	Agreed date

Do not use the meeting to embarrass people. Ask for accurate status, then solve the operating problem. An environment that punishes bad news can train people to hide the information leadership needs most.

> *The meeting has value when the work is clearer afterward.*

04 / PEOPLE DEVELOPMENT

Develop people through real work.

Recruiting introduces a person to an opportunity. Development helps that person become capable of doing useful work. A growing organization needs to understand the difference.

I want the Purple Team to be a place where people learn to identify suitable customers, gather requirements, communicate honestly, and follow through. Those skills cannot be replaced by a title or a motivational meeting. They need practice, feedback, and opportunities to demonstrate progress.

Begin with a truthful introduction

Explain what the work involves, what is currently available, what is still planned, and which written terms govern participation. Ask about the person's interests, experience, time, and willingness to learn. Do not suggest that joining alone creates a business result.

Teach one behavior at a time

A new representative may first need to identify an appropriate buyer or summarize a requirement accurately. Give an example, let the person practice, and review the result. Add complexity when the foundational behavior is reliable.

Observe before assuming competence

Attendance is not the same as demonstrated skill. Ask the learner to explain an account, prepare a handoff, or conduct a rehearsal. Look at the work. A person may understand a lesson intellectually and still need practice applying it under pressure.

Recognize useful progress

Celebrate a complete RFQ, an honest correction, a well-handled customer question, or a reliable account handoff. These behaviors make the team stronger. Recognition should not require inventing income stories or suggesting that everyone will achieve the same outcome.

Development also means being willing to identify a poor fit. A person may need a different role, more preparation, or a decision not to proceed. Treat that conversation with respect and accuracy.

> *A capable team grows when learning becomes visible in the quality of the work.*

04 / PUT IT TO WORK

Coach with evidence and a next attempt.

A useful coaching conversation is specific enough that the learner knows what to try next. "Be more professional" is a judgment. "Confirm the drawing revision before requesting a quote" is a behavior someone can practice.

A four-step coaching loop

Observe: review one real work product or an authorized practice exercise.
Describe: state what happened without exaggeration or a judgment about character.
Practice: rehearse the improved behavior together.
Review: agree on the next opportunity to demonstrate it and how it will be evaluated.

Example: an incomplete handoff

Coach: "The account note explains the application, but the drawing revision and sample-approval contact are missing. The quoting team will need to ask again. Let's revise the handoff so those items are either supplied or clearly marked pending."

Learner: "I thought the buyer would send the rest later."
Coach: "That may happen. Record who will request it and when we will check. The team needs to know that the gap has an owner."

This is a fictional coaching exchange. Its purpose is to show feedback connected to observable work.

Make readiness specific

Before someone coaches others, ask whether they can perform the task, explain why it matters, identify common errors, and help a learner improve without making unauthorized commitments. Leadership development should follow demonstrated capability.

Protect both people's time

End the session with one improvement to practice, one work sample to review, and a date. Resist assigning ten new behaviors at once. A narrow, well-observed change is easier to evaluate than a general promise to do better.

Recruiting alone does not create commission entitlement under the Purple Team's stated model. Any leadership compensation depends on current written terms and qualifying customer business. This educational book does not set those terms.

> *Good coaching leaves a person with a clearer action and a fair chance to improve.*

05 / LEADERSHIP

Lead with clear responsibility.

Delegation is more than handing someone a task. It is an agreement about an outcome, the authority to act, the information required, and the conditions that require help.

If I ask a leader to own an area but keep every decision with me, I create a bottleneck. If I give responsibility without boundaries, I create avoidable uncertainty. The useful middle is explicit authority supported by a visible review process.

Define the outcome

Describe what a successful result looks like. For account follow-up, that might mean accurate records, timely agreed updates, and unresolved questions routed to the correct team. Avoid defining success solely as a number that encourages people to ignore the quality of the work.

Define the boundaries

Identify what the person can decide independently and what must be approved. Pricing, technical commitments, order acceptance, and confidential access may have specific owners. Make those boundaries available where the work occurs.

Define the escalation

Agree on the events that require attention: a customer concern, an unapproved change, a material deadline risk, or an issue beyond the person's authority. The point is to bring problems to the right level early enough to address them.

Stay responsible for the system

A leader should examine repeated breakdowns. If several capable people miss the same handoff, the process may be unclear. If one person needs more practice, coaching may be the answer. Avoid treating every failure as either a character issue or a software problem.

My goal is for routine work to be handled by capable people with clear responsibilities. That frees leadership to make the decisions that actually require it and makes the business less dependent on any one person's constant availability.

> *Delegation becomes real when another person can act responsibly without repeatedly guessing what you would have wanted.*

05 / PUT IT TO WORK

Write a small delegation agreement.

Use a short written agreement to clarify a recurring responsibility. This is an internal operating aid, not an employment or representative contract.

Example: opportunity follow-up

Outcome: each active opportunity has an accurate stage, a responsible owner, and an agreed next action. Customers receive the updates the team has committed to provide.

Authority: the assigned person may request missing information, coordinate approved meetings, and update authorized records. Pricing changes, technical promises, order acceptance, and changes to commercial terms remain with designated company decision-makers.

Resources: access to approved account records, current capability information, and named contacts for technical and commercial questions. Access should be limited to what the role requires.

Escalation: raise a missed commitment, unresolved customer concern, or request outside authority through the agreed channel. Document the facts and the decision needed. Do not simply forward a long email thread without a summary.

Review: inspect a small sample of records at an agreed interval. Look for evidence of complete handoffs, useful follow-up, and accurate status. Adjust the process when recurring problems appear.

Three questions for the owner

Can you explain the outcome? Do you know which decisions are yours? Do you know when and where to ask for help? If any answer is unclear, the assignment needs more work.

Three questions for the leader

Have I provided usable access and information? Am I responding to escalations within a workable rhythm? Am I allowing appropriate decisions to stay with the person I assigned?

Delegation is learned on both sides. A review should improve the agreement as well as evaluate the result. When the arrangement works, the person gains capability and the company gains a more dependable process.

> *The test of delegation is not whether work leaves your desk. It is whether responsibility becomes clearer.*

06 / RESPONSIBLE GROWTH

Expand when the evidence supports it.

A larger organization needs more than a larger enrollment count. It needs suitable customer demand, people who can perform the work, and enough support capacity to deliver what has been promised.

I want ambition to lead to a stronger business. That means proving a small operating model before asking it to carry much more activity. A team should be able to explain what is working, what is still fragile, and what resources the next stage will require.

Keep the population measures separate

Applicants have expressed interest. Approved participants have met the applicable entry requirements. Trained participants have completed defined learning activities. Active representatives are doing the agreed work. Producing representatives have generated the defined customer results. Do not treat those groups as interchangeable.

Look beyond the count

Review opportunity quality, quotation workload, customer response, accepted orders, collected sales, service requirements, and the economics of the work. Use actual company definitions. A growing list with few suitable opportunities may need better targeting or training, not more recruiting.

Inspect capacity before expanding

Ask whether the team can review incoming requirements, respond to customers, manage documents, and support orders without accumulating unresolved work. Growth can create value, but it can also multiply a weak process.

Set a review gate

Before opening another group or adding a new program element, define the evidence that would support the decision. Include the resources required and the conditions that would lead you to pause. The threshold should be chosen by the responsible leadership team, not invented after the results arrive.

Expansion is a decision to take on more responsibility. Make that decision with the same care you expect from someone accepting a customer's requirement.

> *A repeatable process earns the right to grow when the results, workload, and customer experience support it.*

06 / PUT IT TO WORK

Use a pilot to learn something specific.

A pilot is a defined test of an operating idea. It should answer a question, not merely provide a new name for ordinary activity. The sample below is a planning framework, not an announcement of an active COI program.

Define the question

Can a small group identify suitable industrial opportunities and move them through an authorized review process while maintaining complete records and manageable support demands?

Define the evidence

Track the number and quality of buyer conversations, RFQs, authorized quotations, samples where applicable, accepted orders, and collections. Also track missing information, time waiting for decisions, customer concerns, and staff workload. Counts need consistent definitions and an appropriate review period.

Review what the numbers mean

A low RFQ count may reflect weak targeting, an unrealistic time window, or inadequate discovery. A high RFQ count with little fit may create unnecessary workload. Investigate the reasons before choosing an intervention.

Make the next decision explicit

Continue if the process is useful and the team can support it. Adjust if a specific weakness can reasonably be improved. Pause if the evidence, capacity, or required terms do not support expansion. None of these decisions should depend on protecting someone's enthusiasm.

Record the learning

Write what you expected, what happened, what evidence changed your view, and what you will do next. This record becomes part of the company's operating knowledge. Without it, the next group may repeat the same trial without benefiting from the first one.

Use the expansion worksheet on page 22 to prepare the decision. The most important field is often the unresolved question that would materially change the answer.

> *A pilot succeeds when it produces a sound decision, including a decision to change direction.*

PRACTICE CASE / PART 1

A team outruns its process.

Fictional training case. The people, workload, and events below are not COI operating results.

A small sales group has had encouraging conversations with several manufacturers. Its leader wants to double the number of representatives quickly. The team has energy, and the account list looks impressive.

At the weekly review, another picture appears. Several opportunities have no drawing revision recorded. Two customers are waiting for updates that nobody clearly owns. The technical team receives repeated requests for the same missing information. Some representatives describe proposed tools as though they already exist.

The temptation

The leader wants to solve the problem by adding another reporting spreadsheet and recruiting faster. More people might create more opportunities, and another report might make the numbers easier to display. Neither action necessarily resolves the missing responsibilities.

A better first review

The leader chooses a small sample of active opportunities and follows each one through the process. Where did the requirement enter? Which documents were supplied? Who accepted the next action? What did the customer expect? Where is the current status recorded?

The review shows that representatives use different stage definitions and assume another person owns follow-up after submitting an RFQ. The issue is partly training and partly an unclear handoff.

The first change

The team agrees on a minimum handoff: account reference, application, current documents, missing facts, requested decision, owner, and next review date. One person remains responsible for coordinating the customer update until another owner explicitly accepts that responsibility.

The leader also corrects the description of planned tools. The team uses only capabilities that are available and authorized, while development ideas remain clearly labeled.

Discuss

Which problems would recruiting more people multiply? What evidence should be reviewed before expansion? Which change is a process improvement, and which requires individual coaching?

> *Growth revealed the unclear handoff. The next step is to repair the handoff, not to hide it inside a larger count.*

PRACTICE CASE / PART 2

Make the next expansion decision visible.

Continue the fictional case. The team tests its revised handoff and coaches representatives using work samples. A new checklist alone does not prove that the process improved.

Inspect the behavior

Are missing facts identified? Does each opportunity have current documents, a next action, and an owner? Do customers receive promised updates? Ask the receiving team whether the information is more useful.

Inspect the workload

Track time spent returning incomplete requests and clarifying ownership. Review whether those interruptions decrease and whether new requirements fit available capacity. A faster front end should not overload the people delivering the service.

Prepare the decision

Question	Evidence to bring
Is opportunity quality improving?	Reviewed samples, not just totals
Can the team support more work?	Backlog, response demands, and available capacity
Are responsibilities understood?	Observed handoffs and escalation records
Is the business economically sensible?	Finance-reviewed costs and results
What still needs to be completed?	Terms, training, access, or other dependencies

A responsible outcome

Leadership may choose limited expansion with a review date, or continue at the current size while another weakness is addressed. Either can be a sound decision.

The achievement is a decision another leader can evaluate, supported by evidence and a clearer understanding of operating limits.

Your debrief

Recommend a decision and identify the evidence still needed. What result would cause you to reconsider? Make your assumptions visible.

> *Expand the work you can support. Improve the work you cannot yet repeat reliably.*

WORKSHEET 1

Business focus

Write a narrow, testable direction. This sheet defines a learning or operating focus; it does not grant a territory, account rights, or authority to make company commitments.

Customer group and relevant application

Problem or sourcing need worth investigating

Capabilities currently available and authorized

Work outside our scope / reason

Evidence needed before accepting an opportunity

Who owns technical, commercial, and service decisions?

What would make this business worthwhile to both sides?

Next review date / responsible leader

WORKSHEET 2

Weekly operating review

Use consistent definitions. Describe the period covered and keep customer-sensitive material in authorized records.

Review period / team / meeting owner

Item or measure	Evidence / status	Decision needed	Owner / action / date

Which commitment is late or at risk?

Where is workload exceeding capacity?

One process improvement to test / measure of usefulness

WORKSHEET 3

Delegation agreement

Clarify one responsibility at a time. This is an operating worksheet, not a substitute for current company agreements or policies.

Responsibility and accountable person

Outcome / evidence that the work is complete

Decisions this person may make independently

Decisions that require approval / named owner

Required access, information, and resources

Escalation triggers and communication channel

Review date / work sample to inspect

What changed after the first review?

WORKSHEET 4

Expansion decision

Use before adding a group, a new process, or a significant new promise. Bring the relevant evidence to the responsible decision-maker.

Proposed expansion / customer need it serves

Results demonstrated so far / period and definitions

Capacity required / capacity available

Economics and cash timing reviewed by

Training, terms, access, or operating dependencies

Conditions to proceed / conditions to pause

Decision, owner, and next review date

Most important unanswered question

YOUR FIRST 90 DAYS

Improve one operating loop at a time.

This is a suggested learning plan. It does not announce a new COI pilot, change anyone's role, or establish performance thresholds. Agree on the scope with the responsible leader.

Days 1-30: make the work visible

Define the customer focus and the stages in one operating process. Review a sample of current work. Identify missing information, unclear responsibilities, and repeated interruptions. Complete the business-focus and delegation worksheets. Choose one problem that is small enough to improve and important enough to matter.

Days 31-60: practice and review

Introduce the revised handoff or operating habit. Coach people using actual work samples. Review customer impact and staff workload. Keep the definitions stable long enough to make a useful comparison, while correcting any clear errors promptly.

Days 61-90: decide what deserves to grow

Review the evidence with the responsible commercial and financial leaders. Explain what improved, what remains uncertain, and what resources the next step requires. Continue, adjust, or pause based on that review. Record the decision so the next team can learn from it.

Continue the series

Read **Sell With Purpose** for the customer-facing sales process. Read **Build a Life You Believe In** for discipline, leadership, and the personal reasons behind the business.

Editorial basis

Operating boundaries and program status were informed by COI's Purple Team Master Playbook, revision C, October 22, 2026. Examples and teaching frameworks are original. Current written company instructions and agreements supersede the educational examples.

> *A business becomes more valuable when more of its good work can happen reliably through capable people and clear processes.*

THE PURPLE TEAM

BUILD PEOPLE. CLARIFY THE WORK. GROW WITH PURPOSE.

A stronger business serves customers well, develops capable leaders, and makes responsibility visible. Begin with one process you can improve and repeat.

THE THREE-BOOK COLLECTION

01 Sell With Purpose

02 Build a Business That Works

03 Build a Life You Believe In

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