



THE CXO CODEX

UNLOCK
YOUR
EDGE



How do you use AI to create better work, not simply faster work?

A practical chapter from **The CXO Codex**

ABOUT THE EXPERT

Lorena Lovric is an award-winning Director of Customer Experience whose work connects AI transformation, agent experience, and customer outcomes. Her agent-first approach starts with the work people do today, not a technology promise in isolation.

She is clear that automation can remove repetitive tasks, but it cannot substitute for judgement, culture, or the difficult human conversation that makes a customer feel understood.

WHAT YOU'LL HEAR ON CXO LOADING...

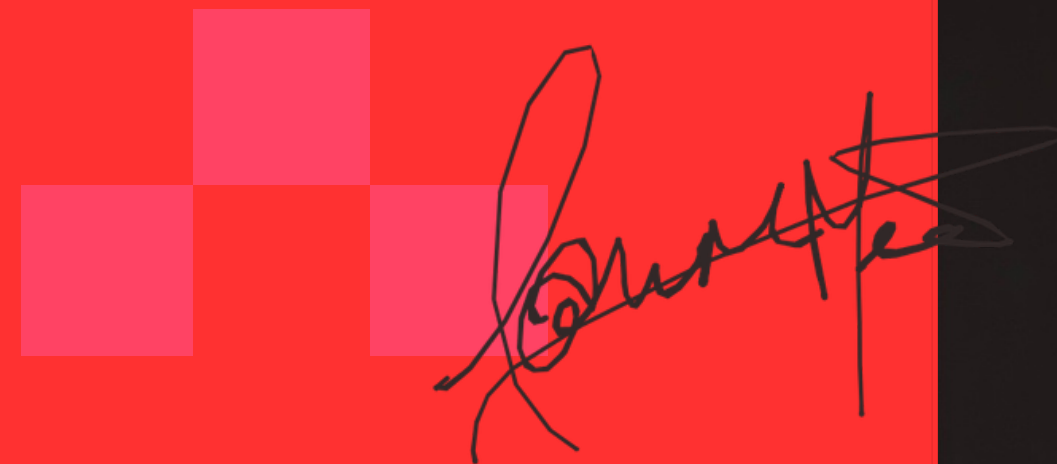
On CXO Loading..., Lorena Lovrić shares what it takes to lead customer experience at scale without losing the human element. From steering 194,000 customers through a product recall with a team of 15, to reducing technology costs by 65%, Lorena explains why the best CX leaders pair commercial clarity with agent-first thinking.

Lauren and Lorena discuss AI that removes noise rather than people, how to build the confidence to challenge established ways of working, and why the right leadership move is often designing the system around the humans who make it work.

LISTEN IN



Lorena Lovric
Director of Customer
Experience



Lauren Miles
Host, CXO Loading...



REC

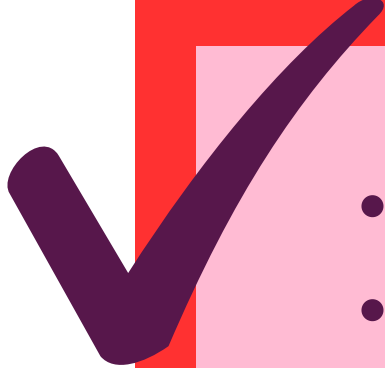
AI can automate tasks. It cannot create culture.

AI has made it easy to talk about speed. The more useful question for a CX leader is what the organisation will do with the time it gets back.

If automation removes a repetitive task, will the team gain more room for judgement, coaching, and better customer conversations , or will a fragile process simply move faster?

Lorena Lovric's agent-first perspective gives this chapter its test. AI can automate tasks. It cannot create culture, make a difficult commercial trade-off, or tell a customer that the organisation has genuinely understood what has gone wrong. Those remain leadership choices, designed into the operating model before the technology goes live.

THE LEARNING

- 
- AI can automate tasks. It cannot create culture.
 - Map the process before automating it. Do not scale confusion.
 - Decide explicitly what your team will do with the time automation returns to them.
 - Measure employee experience as seriously as customer experience , culture is operational, not decorative.



"CLEAN UP YOUR HOUSE BEFORE YOU BRING IN A ROOMBA , OTHERWISE IT ONLY DRAGS THE MESS AROUND FASTER."

Lorena Lovric, Director of Customer Experience

WHAT RESEARCH ADDS

FURTHER READING

McKinsey identifies data and systems integration, process design, change management, and customer adoption as practical barriers to AI-led customer-care transformation, not technology capability alone.

[McKinsey • The contact center crossroads: Finding the right mix of humans and AI](#)

A qualitative customer-service study found that trust in AI chatbots is shaped by both human-like interaction and emotional connection, alongside reliability, accuracy, transparency, responsiveness, and data security.

[Scientific Reports • Building user trust in AI chatbots for customer service through human-like cues and perceived reliability](#)

The Codex reading of Lorena's agent-first approach is that AI value is created in the design around the tool: the process that is ready to automate, the judgement that must remain human, the guardrails that make escalation safe, and the work leaders deliberately give back to people when time is returned.

A faster service flow is not automatically a better experience. The more useful investment case holds two outcomes together: what improved for the customer and what higher-quality work became possible for the team. If neither can be named before implementation, the organisation may be automating activity rather than improving the system.

THE ACTIONABLE BIT

Use The Pre-AI House Check to make the idea real.

Use the Pre-AI House Check before selecting a solution for one service workflow. Make the current work visible, define the exact task you want AI to remove, and decide where judgement, escalation, and the time returned to people will go instead.

Automation does not arrive in a neutral system. It amplifies the hand-offs, data gaps, unclear ownership, and service habits already underneath. That is why a tool that looks efficient in isolation can make the experience worse at scale: it can remove the moment where someone would otherwise notice that the process is broken.

A human-centred AI decision therefore needs two measures of value. The first is customer value: did the interaction become easier, clearer, or more reliably resolved? The second is human value: did the time returned make room for higher-quality work, or did it simply create a new expectation to do more with less?

THE PRE- AI HOUSE CHECK

Before automating, make the current work visible and decide what the newly available human time is for.

Step 1: Map the current hand-offs and name the exact task AI is meant to remove , not a vague ambition to 'use AI'.

Step 2: Identify the broken workflow, data gap, unclear decision, or risk that automation could otherwise scale.

Step 3: Define escalation and quality guardrails, then protect the time AI returns for coaching, judgement, or higher-value problem-solving.

YOUR NEXT MOVE

Day 1

Choose one repetitive customer-facing task and ask your team: if this disappeared tomorrow, what higher-value customer work would we choose to do with the time?

Build it in 30 Days

Run a small AI readiness review for one service workflow: define the customer outcome, process/data readiness, human hand-off, guardrails, and the work reinvestment plan before selecting a solution.

Measure the shift

Track the customer outcome and the human outcome together: resolution quality, repeat contact or transfer rate, agent time returned, and how that time was reinvested.

FROM DIRECTOR TO CXO

You are building more than a good idea.

The move in Lorena's chapter is from sponsoring an AI tool to designing the human operating model around it.

CXO-level leadership means being able to name the work that should disappear, the judgement that must remain human, and the value the returned time should create for customers and teams.

The Pre-AI House Check gives that investment conversation a practical starting point; Track the customer outcome and the human outcome together: resolution quality, repeat contact or transfer rate, agent time returned, and how that time was reinvested.

CXO LOADING... PODCAST

Hear from leading CX consultants, strategists, and practitioners.

Customer Experience is the most commercially powerful function in any organisation. Companies that lead in CX grow revenue 80% faster and keep their customers loyal up to six times longer.

Yet the CXO is still the newest, least-defined, and hardest-fought seat at the top table. Deloitte's 2023 and 2024 cohorts found that around half of CX leaders were first-in-role in their company. No established codex. No clear path. No predecessor to learn from.

 LISTEN IN

→ DEVOUR THE CODEX



Visit cxocodex.com for more insights