

How do you make CX a business-wide leadership system, not a service function?

Practical leadership material, built from a real CX conversation and widened with the research that helps you use it.

WITH LARA KHOURI

Executive Advisor on Organisational Trust, Human-Centred Growth & Commercial Transformation

CXO Loading... • The reference material for the move from Director to CXO

The person behind the insight

ABOUT THE EXPERT

Lara Khouri

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Connect with [Lara Khouri](#) and [Lauren Miles](#).

Lara Khouri is an organisational integrity strategist, keynote speaker, and transformation advisor. Her work joins customer experience, employee experience, and commercial transformation around one practical question: can the organisation keep the promise it makes? Her perspective is useful because it connects the words customers hear with the decisions, systems, and hand-offs that either keep those words true or quietly undermine them.

What to keep close

Four practical ideas to take back into the decisions you are making now.

01

Trust becomes operational when a customer promise has a visible owner, a decision route, and evidence that something changed.

02

Map the promise in the customer's own language before you map the process that sits behind it.

03

Treat repeated explanation and duplicated effort as cross-functional friction, not a local team inconvenience.

04

Make the trade-off discussable before the customer has to chase the organisation for an answer.

“A two-column Word document can be more transformative than a strategy deck — if it gives customers what they actually need.”

LARA KHOURI

The Trust Friction Audit

Choose one visible customer promise and inspect the gap between what is said, what the process does, and what people experience.

- 1 Write the promise in the customer's own language, not internal shorthand.
- 2 Follow it across Sales, Product, Operations, and Support; note where the customer has to ask twice.
- 3 Name who can decide what happens when the promise cannot be kept.

WHAT RESEARCH ADDS

Trust becomes real when experience is designed as an operating decision.

Deloitte's CXO research identifies trust, early collaboration, demonstrating experience value, and human-centred technology as priorities for the evolving role. McKinsey's operating-model work reinforces that customer-centric change depends on cross-functional ways of working and decision criteria, not simply redrawing lines on an organisation chart.

A USEFUL QUESTION FOR THE ROOM

Where would this idea change the decision, the owner, or the operating rhythm — not just the report?

Your next move

Small enough to start. Clear enough to measure. Useful enough to carry forward.

DAY 1

Take one visible promise into a 20-minute conversation with two people closest to the customer. Ask where expectation and reality split.

BUILD IT IN 30 DAYS

Choose one high-impact promise and run a monthly decision circle across the functions that create it.

MEASURE THE SHIFT

Track the share of priority promises with a named owner, a current friction log, and a documented customer outcome.

WHY THIS MOVES YOU TOWARD CXO

The move from Director to CXO is not only about spotting the issue. It is about creating a repeatable route from evidence to an accountable cross-functional decision. The Trust Friction Audit gives that route shape.

Additional resources

READING PRACTICE

Build a trusted RSS circuit

Lara's recommended antidote to an overloaded information landscape: choose a small set of credible feeds and return to them regularly.

RESEARCH

Deloitte Digital • The evolving role of the chief experience officer ↗

CXO research on experience value, collaboration, trust, and the evolving role.

RESEARCH

McKinsey • How the operating model can unlock the full power of customer experience ↗

A practical case for cross-functional customer-centric operating decisions.

Build the thing.

CXO LOADING...

The CXO Codex is growing, one useful conversation at a time.