

How do you turn customer signals into decisions people can act on?

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

WITH **OLENA ROZANOVA**

CX Lead • B2B service-led organisation

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

The person behind the insight

ABOUT THE EXPERT

Olena Rozanova

CX Lead · B2B service-led organisation

Connect with [Olena Rozanova](#) and [Lauren Miles](#).

Olena Rozanova is a CX Lead who has built CX practice across consulting, banking, and a long-established B2B service-led organisation. Her route into CX crossed marketing and business development before the discipline gave her an organised way to act on what she already understood intuitively. She brings a systems lens to feedback: not simply how to hear more, but how to make the signal visible enough for leaders to make a better decision.

What to keep close

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

01

More feedback is only useful when leaders can see its pattern, agree its meaning, and act on it.

02

Treat complaints and compliments as two sides of the same customer-learning system.

03

Embed the team in the programmes where decisions are already made; do not wait to be invited after the fact.

04

Use behavioural science and clear explanation to make feedback easier to understand and harder to dismiss.

“The signal only matters when it changes the decision in the room.”

OLENA ROZANOVA

The Decision Signal Loop

Use one recurring feedback theme to connect the customer signal, the decision it needs, the owner who can act, and the evidence that the customer experience changed.

- 1 Choose one feedback pattern with enough volume or consequence to matter.
- 2 Write the business decision it should inform and name the person who can make it.
- 3 Return with a visible action and test whether the customer signal changes afterwards.

WHAT RESEARCH ADDS

Feedback becomes strategic when it is connected to a decision rhythm.

The practical lesson in Olena's work is that a feedback system is not a reporting system. It is a management system: it needs clear ownership, a route into programmes that matter, and a way to show what changed because customers took the time to speak.

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

Choose one complaint or compliment pattern and ask: which decision would become better if this signal were impossible to ignore?

BUILD IT IN 30 DAYS

Build a simple feedback-to-decision review into one existing programme, with a named owner and return date.

MEASURE THE SHIFT

Track the feedback themes that led to a decision, the action taken, and the signal movement customers see afterwards.

WHY THIS MOVES YOU TOWARD CXO

CXO-level influence comes from turning customer feedback into a visible operating cadence. The Decision Signal Loop makes the connection between a customer story, an accountable decision, and proof of movement.

Additional resources

BOOK

Clear Thinking

Shane Parrish on clearer judgement when information, pressure, and habit compete.

BOOK

The Art of Explanation

Ros Atkins on explaining complex ideas with clarity and structure.

BOOK

Thinking in Systems

Donella Meadows on seeing the connections and feedback loops beneath an issue.

TOOL

Uxpressia

A journey-mapping and experience-design platform Olena uses in her CX practice.

Build the thing.

CXO LOADING...

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