



THE CXO CODEX

UNLOCK
YOUR
EDGE



**How do you turn customer
signals into decisions leaders
can actually act on?**

A practical chapter from **The CXO Codex**

ABOUT THE EXPERT

Olena Rozanova is a CX Lead working in a B2B service-led organisation. Her route into CX crossed marketing, business development, real estate consulting, banking, and the practical work of building a management system inside a long-established business.

She brings a systems lens to feedback: not simply how to hear more, but how to make the signal visible enough for a leader to act on it.

WHAT YOU'LL HEAR ON CXO LOADING...

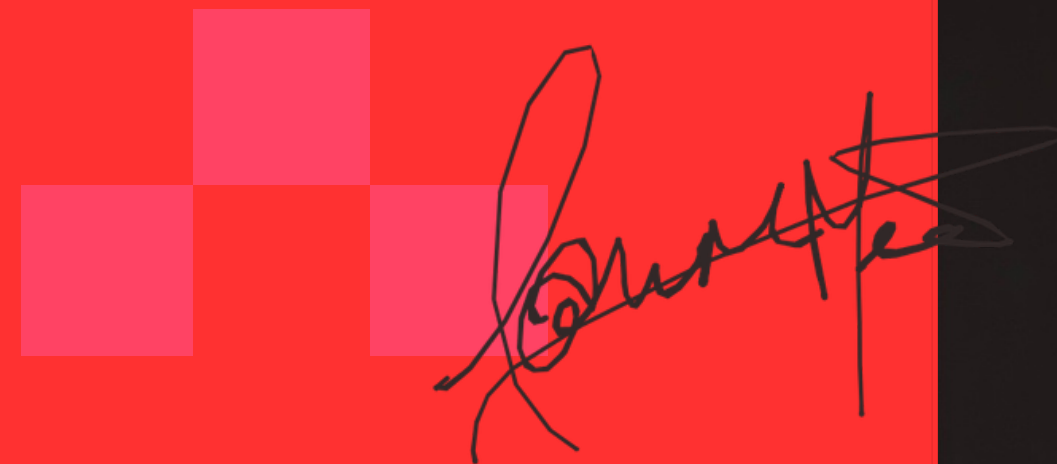
In this episode of CXO Loading..., Olena Rozanova explains why feedback is only useful when it moves. We talk about building a CX practice inside established organisations, making customer signals visible enough for leaders to act on, and why better listening only matters if it leads to a better decision.

If you are trying to turn feedback into action, not just another dashboard, this conversation is worth your time.

LISTEN IN



Olena Rozanova
CX Lead



Lauren Miles
Host, CXO Loading...



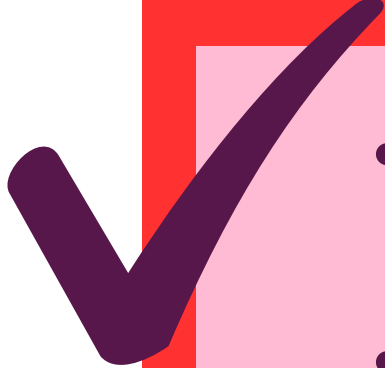
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CX is where the intuitive truths about customers become a system the business can use.

Most organisations already have customer feedback. What they often lack is a route that gives the feedback somewhere to go. A complaint can arrive, be acknowledged, and disappear. A compliment can be noticed, then treated as a nice exception rather than evidence of what the organisation should protect or repeat.

Olena Rozanova's work reframes feedback as an operating asset. The point is not to collect more opinions for a dashboard. It is to make a signal visible enough, specific enough, and owned enough that a leader can make a decision, and a customer can eventually see what changed.

THE LEARNING

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- CX is where the intuitive truths about customers become a system the business can use.
 - Make it easier for people to log compliments as well as complaints, both tell you what to learn from.
 - Trace feedback to the business programme it can influence, rather than leaving it in a CX reporting loop.
 - Use behavioural science to ask where friction, context, and mental shortcuts shape a customer's next decision.



**"A 50% RISE IN OFFICIALLY REGISTERED FEEDBACK
WAS NOT MORE NOISE. IT WAS MORE SIGNAL TO
MAKE BETTER DECISIONS."**

Olena Rozanova, CX Lead

WHAT RESEARCH ADDS

The pattern is bigger than one good story.

FURTHER READING

Qualtrics' closed-loop guidance starts with objectives, one or two triggers, accountable workflows, activation, and iterative expansion , not a giant feedback programme built in one go.

[Qualtrics XM Institute • How to create a closed-loop program](#)

Forrester reports that 53% of customer feedback in its research offered an opportunity to improve an experience, while poor feedback journeys can stop people from sharing at all.

[Forrester • You Are Missing Out On Customer Feedback, And It's On You](#)

The Codex reading of Olena's work is that feedback becomes strategically useful only when the organisation treats it as an input to a decision, not an output of a survey. A bigger feedback volume can be valuable, but only where the signal is connected to a customer moment, an accountable owner, and a forum that can choose what happens next.

The practical implication is deliberately modest: prove one closed loop before building a universal listening architecture. When a customer can see that their effort influenced a decision, the organisation gains more than a dashboard metric; it gains a repeatable way to turn attention into trust.

THE ACTIONABLE BIT

Use The Feedback-to-Decision Loop to make the idea real.

Use the Feedback-to-Decision Loop with one moment that already attracts meaningful customer signal. Start small enough to name the owner and the next decision. The aim is to prove that feedback can change an operating choice before trying to redesign every listening channel at once.

Feedback loses force when it enters a reporting loop instead of a decision loop. CX gathers it, another team receives a summary, and no one is clear about the customer moment, programme, or trade-off that should move as a result. The customer has contributed effort; the organisation has added another data point.

This is a leadership design problem, not a survey problem. A useful feedback system identifies the moment that matters, makes the signal legible to the person who can act, and closes the loop in a way that builds trust with both customers and colleagues.

THE FEEDBACK- TO- DECISION LOOP

Use feedback as a management rhythm: capture it clearly, connect it to a business decision, and close the loop with the people affected.

Step 1: Make compliments as easy to capture as complaints, so you can see what is working as well as what is breaking.

Step 2: Start with one listening post and one or two high-impact triggers; classify the signal by the programme, customer moment, or decision it can influence.

Step 3: Assign a visible owner, agree on the decision to be made, and return with the outcome, even when the answer is not an immediate fix.

YOUR NEXT MOVE

Day 1

Take one recent complaint and one recent compliment to the same business owner. Ask what both reveal about the system, not only the individual case.

Build it in 30 Days

Pilot a closed loop around one priority moment: define the trigger, accountable owner, response standard, decision forum, and how customers will learn what changed.

Measure the shift

Track the proportion of priority feedback with an owner, decision date, response/closure outcome, and evidence that the underlying issue changed.

FROM DIRECTOR TO CXO

You are building more than a good idea.

The move from Director to CXO in Olena's chapter is from reporting what customers said to designing the decision system that determines what happens next.

CXO-level influence comes when feedback has a clear owner, a decision forum, and a visible response.

The Feedback-to-Decision Loop makes that management rhythm practical; track the proportion of priority feedback with an owner, decision date, response/closure outcome, and evidence that the underlying issue changed.

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.

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