

The Silent Killers of CX

What Executives Don't See

Most CX dashboards report on the surface — CSAT, NPS, AHT. The real damage happens below the waterline: friction the customer never reports, work the agent shouldn't be doing, and AI signal that never reaches a decision.

Above the Waterline (What Gets Reported)

- CSAT and NPS scores.
- Average Handle Time and Service Level.
- Ticket volume and closure rates.
- Headline AI deflection percentages.

Below the Waterline (The Silent Killers)

- **Failure demand** — repeat contacts driven by an unresolved root cause.
- **Workflow friction** — agents stitching together five systems to resolve one issue.
- **AI friction** — bots that deflect the easy cases and escalate the hard ones unprepared.
- **Ownership gaps** — no single function accountable for the end-to-end outcome.
- **Operational debt** — process workarounds compounding silently across years.
- **Coaching blind spots** — performance data that describes activity, not capability.

Why This Framework Matters

Once executives can name the silent killers, the conversation shifts from '*optimize the surface metric*' to '*eliminate the underlying cost driver*.' That is where AI-powered CX, operational intelligence, and workforce transformation finally compound.