

# Alignment First: How Assess360 Prepared Leaders for a Productivity Push

Understanding What Would Accelerate—or Stall—the Adoption of New Work Norms



“

This was the first time we rolled out major expectations without confusion or follow-up questions. The clarity we gained through **Assess360** completely changed how we approached the conversation with employees.”

—CEO

## The Challenge

As one mid-sized, U.S.-based company prepared a major productivity push for 2026, leaders saw that output had not returned to pre-COVID levels—even as teams expanded and new tools were added. Many employees hired during the pandemic had never experienced the organization’s prior work rhythms, creating uncertainty about how new expectations would be received.

To develop and cascade activation and communications plan, the organization’s CHRO, COO and Chief of Staff turned to Seramount.

## Listen: How We Understood the Employee Experience

To prepare for rollout, Seramount facilitated anonymous Employee Voice Sessions (EVS) with 1,000, full-time employees, across functions, to understand how managers and their teams were experiencing day-to-day work and how they interpreted the upcoming expectations.

### What We Heard

- Meeting overload limited time for focused work
- Expectations around hours and availability felt unclear
- Leadership modeling differed across teams
- Hybrid norms varied widely among post-pandemic hires
- Competing priorities created confusion

Do you believe we have clearly articulated these norms?

- ☐ Yes **31%**
- ☐ No **21%**
- ☐ I don't know **46%**

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How would you suggest editing these norms so they're easier to understand?

**anon-82:** I'm worried our working hour language feels rigid, especially for Gen Z

**anon-544:** Could we swap the word "reachable" for "available"? Feels more reasonable and closer to our culture

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anon-82 and anon-544, can you explain further?

What would make it easier to embed these practices into your team's routines?

**anon-82:** More onboarding & training materials to introduce norms to new employees

**anon-544:** I'd like more tools or templates to track assignments and time off so I have visibility across my large team

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## Diagnose: What These Patterns Revealed to Leaders

Seramount talent expert synthesized the themes into clear implications for how leaders should introduce and sequence the new expectations. Assess360's analysis revealed where clarity, consistency, and modeling would matter most for adoption.

### Clarify Concepts and Narrative

#### What We Heard

- ▶ Rigid hours language feels outdated and confusing.
- ▶ We ask people to “act like owners” without explaining what that means.

#### Strategic Implication

- ▶ Clarify the narrative—frame expectations around focus and outcomes, not time blocks.
- ▶ Define what this looks like in practice—initiative, resource stewardship, enterprise thinking.

### Inform Activation

#### What We Heard

- ▶ Meeting practices and hybrid habits vary widely across teams.
- ▶ Managers want clear guidance to reinforce new norms effectively.

#### Strategic Implication

- ▶ Standardize meeting hygiene and hybrid norms (agendas, cameras, responsiveness)
- ▶ Equip managers with toolkits, scripts, and training to activate expectations confidently and consistently.

## Transform: From Insight to Confident Rollout

Seramount partnered with leaders to convert the implications into a clear, practical rollout plan. The focus was on removing early barriers and ensuring managers and teams had what they needed for consistent adoption.

#### Support included:



#### Communications Frameworks

- ▶ Tailored messaging and templates by team and role
- ▶ Executive scripting, corporate-wide presentations



#### Manager Capabilities

- ▶ Implementation playbooks and toolkits
- ▶ Role- and level-specific workshops
- ▶ Self-service tools



#### Process Improvements

- ▶ Decision-making models
- ▶ Process audits
- ▶ Goal-setting and performance coaching

### Success Factors

**Zero follow-up questions** after the CEO-led town hall. A first for the organization.

**80%+**

of participants said the session helped feel heard during the transition

**78%**

of participants reported clearer understanding of the new expectations after rollout sessions

Ready to strengthen alignment and accelerate adoption?  
Learn how Assess360 can support your next change initiative.

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