

Neurodiversity in the workplace: Building toward a more inclusive future of work



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Executive summary

Neurodiversity in the workplace: Toward a more inclusive future of work

Attention to neurodiversity in the workforce is on the rise. A growing number of prominent companies are making intentional changes to their traditional ways of working to attract, retain and support this demographic, with marked success.

The convergence of three key shifts in the business landscape has elevated neurodiversity, a long under-recognized component of human diversity, to a business imperative:

- **The need for qualified talent:** Growing skills gaps are challenging STEM, manufacturing and a variety of other sectors. Nearly 70% of employers globally report difficulty in filling open positions.¹
- **Innovation and creativity as the basis for competitive advantage:** In a complex, fast-paced world constantly being transformed by new technologies, success will require companies to cultivate diverse, out-of-the-box thinking and new ideas.
- **Growing focus on DE&I:** Diversity, equity and inclusion has become a primary corporate concern as a growing body of research affirms a link between diversity and performance.

Companies can no longer afford to miss out on new neurodivergent talent—or the neurodivergent talent in their current workforces that could perform even better in a workplace more sensitive to their needs.

To become more neurodiversity-inclusive, companies are thinking beyond immediate adjustments and looking at how the systems, processes, physical environments and cultural fabric of their organizations can better help neurodivergent workers to thrive. Ultimately, these changes are driving a paradigm shift in people management that emphasizes a

greater sensitivity to individual needs—seeking to recognize, cultivate and accommodate differences so that all employees reach their full potential.

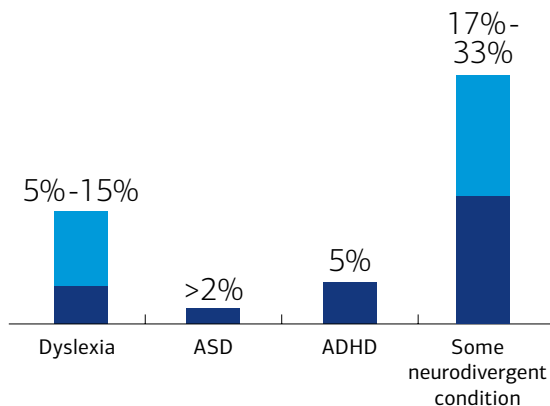
The question then becomes: How do employers foster workplaces that enable all employees to thrive? This report aims to answer that question by providing an overview of what neurodiversity in the workplace is, why it matters to business leaders and what steps any organization can take to get started.

Understanding neurodiversity in the workplace

Neurodiversity refers to the idea that it is perfectly normal for human brains to function differently at the individual level. It highlights this heterogeneity in neurological processing as another facet of human diversity, which creates variation in how people think, act, learn, communicate, are motivated and relate to others in society and in the workplace.

Neurodiversity encapsulates both individuals with a specific neurodivergent diagnosis and general neurodivergence. Neurodivergent conditions include a range of developmental, mental health and learning disorders, the most well known of which include dyslexia, attention deficit hyperactivity disorder (ADHD) and autism spectrum disorder (ASD). These disorders are not rare.

Estimated prevalence of neurodiversity among American adults^{2,3}



Dark blue: Low end of range
Light blue: High end of range

And these numbers likely do not capture the entire picture. Neurodivergence is often underreported, as stigma, media misrepresentation and a lack of understanding prevent individuals from seeking or disclosing a diagnosis, or from getting an accurate one. In fact, according to some estimates, more than half of people who have a neurodivergent condition are not aware of it.⁴

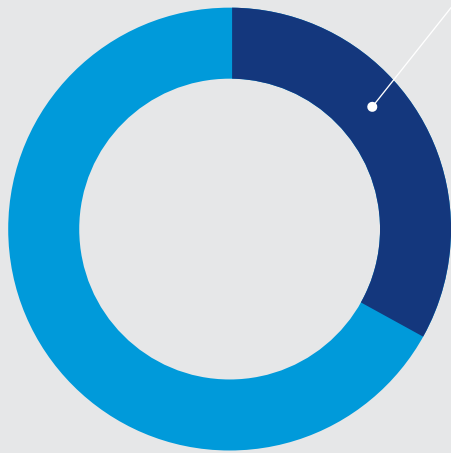
Neurodivergence describes the continuum of variation that occurs in cognitive functioning. Individuals who are less neurodivergent may not recognize their neurodiversity because, despite their unique brain function, current societal structures can still meet their needs. More-neurodivergent individuals may find the way society is organized to be unsupportive of their ability to thrive. While some neurodivergent individuals can navigate these systems by hiding the signs of their neurodivergence — referred to as masking, camouflaging or compensating — this is ultimately a coping mechanism that places immense pressure on their mental and physical health.

Society has long portrayed the brain as having a single “correct” way of operating and treats any deviation from the norm as a deficit. As a result, the response to neurodiversity has often focused on fixing symptoms or helping neurodivergent individuals better fit into different spaces while disregarding the unique capabilities that individuals who think differently can bring.

“Neurodiversity encompasses the differences in the way each of us thinks, and workplaces can cultivate an environment where each person is encouraged to leverage those neurodiverse attributes to thrive.”

Katy Schneider Riddick
Senior Director
High Lantern Group

Neurodivergent conditions are not rare



Nearly 33%

of the population is neurodivergent. The specific neurodivergent conditions they experience break down into three categories of clinical definition:

Disorders	Example diagnoses
Learning	<ul style="list-style-type: none">• Dyslexia• Dyspraxia• Dysgraphia
Mental health	<ul style="list-style-type: none">• PTSD• Anxiety disorders• Depression• OCD
Developmental	<ul style="list-style-type: none">• Autism spectrum disorder• ADHD

In contrast, the neurodiversity paradigm encourages a new understanding that there is no single “normal” brain type. Great minds do not all think alike, and neurodiversity entails not only challenges but also important strengths. Differences in how individuals process information or communicate ideas are not “symptoms” of a neurodivergent diagnosis that needs fixing or changing.

Commonly stereotyped neurodivergent characteristics, such as “inattentiveness” and “limited interests,” may instead be reflective of valuable neurodiverse strengths: deep focus, attention to detail and commitment to passions. A lack of eye contact is often considered a deficit in social skills because it implies a lack of attention and disinterest when others are speaking. However, neurodivergent individuals may find that direct eye contact detracts from their ability to absorb and process information.

Moreover, with the development of the social model of disability, there is a growing realization that current workplaces and ways of working only support a subset of people within them, and that many of the challenges that neurodivergent individuals face are not inherent shortcomings but rather arise from their efforts to navigate systems that were not designed for them. For instance, without the right supports in place, neurodivergent employees may struggle with changes in routines, unclear instructions or expectations, and unexpected social interactions. Rather than treating this as a deficit of the employee, there is an emerging recognition among employers of the opportunity to create more inclusive workplaces for different individual needs.

The workplace neurodiversity movement highlights that a truly neurodiversity-inclusive workplace requires broader systemic and cultural change. It strives for a new model of people management in the future of work that accommodates diverse needs, cultivates neurological differences productively and helps all individuals thrive.

The business imperative for neurodiversity

Rigid orthodoxy about what makes a good employee, and an assumption that scalability requires strictly standardized work processes, have traditionally prevented employers from creating an environment that supports the flourishing of neurodivergent employees — or caused them to overlook neurodivergent talent altogether.

But recent decades have demonstrated the imperative for companies to rethink the impact of diversity on value creation. Increasingly complex and ambiguous business problems have challenged traditionally preferred employee profiles. Innovation and outside-the-box thinking have grown increasingly important to a company's ability to maintain its competitive advantage. Additionally, the COVID-19 pandemic has elevated the recruitment and retention of top talent to a strategic priority.

The rise of the workplace neurodiversity movement makes clear that neurodiversity, like other aspects of a diverse workforce, is not a moral pursuit but a sound business imperative. Pioneering companies across a variety of industries, including Bank of America, EY, Microsoft and Ford, have already seen exceptional early successes from their neurodiversity initiatives. Elevating neurodiversity allows companies to achieve three important benefits:

- 1. Reaching untapped potential**
- 2. Improving employee retention**
- 3. Strengthening their environmental, social and governance (ESG) position**



1. Reaching untapped potential

Neurodivergent individuals bring a range of perspectives, skill sets and approaches to processing information that are deeply valuable for creativity and problem solving in an increasingly complex, dynamic and data-rich world. As Hiren Shukla, director of neurodiversity hiring at EY, notes, “This population has key abilities that are extremely accretive to solving client problems.” Building neurodiverse teams can allow employers to unlock better business outcomes.

Companies have already reported marked gains in productivity, efficiency and work quality as a result of their neurodiversity initiatives.

- JPMorgan notes that employees participating in its Autism at Work program are 48% faster and 92% more productive compared to their peers⁵ and often take less time to onboard.⁶
- Preliminary assessments of software-testing teams at Australia’s Department of Human Services (DHS) show 30% greater productivity among its neurodiverse testing teams.

Neurodiverse teams can also boost innovation. Differences drive the possibility of invention, requiring unorthodox ideas and thought processes at “the edges.” A disproportionate percentage of entrepreneurs, for instance, have dyslexia and/or ADHD. In fact, many of these neurodivergent entrepreneurs—including Richard Branson of Virgin Atlantic Airways and David Neeleman, founder of JetBlue—have been vocal champions of the value of neurodiversity to businesses.

And yet the neurodivergent talent pool remains largely untapped, even though its members often carry high-value bachelor’s, master’s and dual degrees.⁷ Only 16% of individuals with autism are meaningfully employed. Given the present and growing labor and skills shortage, felt particularly in technology and other industries, employers cannot afford to miss out on top talent in tough-to-fill skills categories.

Furthermore, neurodiversity initiatives can unlock the potential of existing neurodivergent employees in the workforce. Building an inclusive language and culture around neurodifferences in the workplace empowers neurodivergent employees, who may have previously chosen to compensate rather than identify themselves, to speak up about their needs and demand support that can help them thrive and contribute to collective success.

2. Improving employee retention

Workforce neurodiversity initiatives are rising in prominence due to their positive impact on employee retention, the second front of the “war for talent” among neurodivergent individuals.

Employee dissatisfaction and turnover have serious cost implications:

- Gallup’s 2021 *State of the Global Workplace* report finds that the global employee engagement rate is just 20%, and that the highest quit rates are found among unengaged and actively disengaged employees.⁸
- Conservative estimates place the direct cost alone of replacing an individual employee at 50% to 200% of the employee’s annual salary.⁹
- Indirect costs of lost customer relationships, lost institutional knowledge and decreased team morale make the churn of talent even more disruptive.

Neurodiversity initiatives result not only in more skilled and creative employees but also more loyal ones.

“Recruited neurodivergent employees have a higher rate of job-offer acceptance as well as retention.”¹⁰

Craig Froelich
Chief Information Security Officer
Bank of America

While some companies may worry about the upfront costs of creating a neurodiversity-inclusive workplace, the extraordinarily low rates of turnover among neurodivergent employees demonstrate the long-term benefits of committing to improving workplace neurodiversity.

Additionally, initiatives that include neurodiversity benefits can support employees who may not themselves be neurodivergent but are caregivers of neurodivergent family members. Caregivers of neurodivergent children often experience higher absenteeism rates, face greater mental health challenges or even quit working altogether due to the difficulty of balancing work with their caregiving needs. Given that one in six American children has been diagnosed with a developmental disability,¹¹ neurodiversity benefits can have wide-reaching impacts on employee retention by providing caregivers with the support they need to reduce their stress and maintain their commitment to their professional roles.

3. Strengthening your ESG position

Finally, with neurodiversity emerging as the next frontier in inclusion, becoming neurodiversity-smart enhances corporate ESG propositions. Specifically, neurodiversity falls under the social element of ESG, which addresses the reputation and relationships that a company develops with the communities where it operates. Early pioneers have already received global recognition from the United Nations and won awards for corporate citizenship and responsible management. With growing social and consumer scrutiny of the broader impacts of how companies do business, ESG leadership can yield stronger top-line growth results and greater overall employee productivity.

Companies with a strong commitment to ESG standards are better positioned to expand existing markets and tap into new ones. Reputation matters for consumers: When consumers trust a company, they are more likely to engage positively. Almost 60% of consumers report factoring a company's purpose and values into their purchasing decisions.¹²

Given the prevalence of neurodivergence in the general population, cultivating a neurodiversity-inclusive workplace can help customer-facing employees reach new clients and strengthen relationships with existing customers. When employees bring awareness of neurodiversity into their interactions with customers—for instance, by communicating more clearly and in multiple formats as well as employing the language of neurodiversity—they can improve client trust and engagement.

Customers are not the only ones with a preference for socially inclusive companies. A strong ESG focus can make companies more attractive to talent, improve employees' sense of purpose and boost productivity. Eighty-six percent of employees said they prefer to support or work for companies that align with the issues that matter to them.¹³ A company's attention to its social impact is also an important driver of employee engagement, and companies with high employee engagement tend to be 21% more productive.¹⁴

Toward a holistic neurodiversity strategy

Driven by these considerations, a growing number of employers have identified a need to become neurodiversity-smart. Importantly, rather than approaching neurodiversity as a simple matter of hiring more neurodivergent individuals, employers should approach their neurodiversity strategy from the framework of a cultural and systemic transformation for more inclusive workplaces.

At the core of this transformation is a paradigm shift toward a model of people management that better responds to individual needs, cultivates a diversity of thought and helps all employees unlock their potential. Leading employers have noted that their neurodiversity initiatives have generated greater engagement and productivity throughout the entire workforce.

Employers typically consider four dimensions of needs to support the flourishing of neurodivergence in the workplace: communications needs, sensory needs, processing differences and the social environment. These domains are flexible and sometimes overlapping, but are a useful framework for discussing support mechanisms for the various cognitive differences that may stem from a neurodiverse condition.

Mainstreaming this sensitivity to diverse needs calls for a thoughtful consideration of how each node of the work ecosystem interacts with and affects employees. Employers should develop a range of efforts to improve inclusivity throughout organizational systems, processes, expectations and culture. Below, we highlight seven key areas of focus for a multidimensional neurodiversity program, each of which provides unique opportunities to support employee success:

- 1. Hiring practices
- 2. Manager skills
- 3. Career development pathways
- 4. Built environments
- 5. Social and cultural practice
- 6. Benefits that matter
- 7. Work policies

Four dimensions of neurodivergence needs

A strategy to support neurodivergent individuals must consider all four of these dimensions, but specific adjustments may vary based on worksite and worker preference.

Sensory needs	Communications needs	Processing differences	Social environment
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Case study: Accommodating a person with Dyslexia

Sensory needs	Difficulty concentrating in noisy environments	Arrange for desk space in quieter areas or noise-canceling headphones
Communications needs	Different preferences for receiving information	Offer verbal or interactive instruction in addition to written instruction
Processing differences	Visual processing challenges while reading	Offer colored paper options to reduce “dazzling” high contrast
Social environment	Disorientation in social settings and difficulty reading social cues	Build in break times during long meetings

1. Redesigning hiring practices to select for talent

Employers have often started their neurodiversity strategies by bringing inclusivity to their hiring. Traditional recruitment practices can unintentionally exclude neurodivergent individuals at every step.

- Unclear or exclusionary language in the job listing itself can deter candidates from even beginning an application, and some common indicators for filtering out resumes also disadvantage neurodiverse candidates.
- Overly critical attention to spelling errors, for instance, may penalize applicants with dyslexia.
- Using gaps in work history as a filter may penalize talented neurodivergent applicants who have previously struggled with finding or sustaining gainful or relevant employment without necessary support.

Interviews, in particular, may pose a challenge for neurodivergent individuals. Ambiguously worded questions and an overvaluation of nonverbal cues — all interview process orthodoxy — can confuse and implicitly disadvantage neurodivergent applicants. Some may offer overly honest responses about weaknesses or suffer from a lack of confidence due to negative hiring experiences in the past.

By designing hiring practices that focus on measuring objective performance rather than social and/or behavioral communication, employers can reduce frictions in hiring and help ensure that they are hiring the most appropriate candidates for each role, drawing from all available demographics. Simple adjustments include preparing the candidate in advance on what to expect during the interview, training hiring managers to both recognize their biases and better facilitate conversations, and asking more specific, direct questions.

Another promising practice is the use of extended nontraditional assessments that rely on skills tests rather than interviews to allow candidates to better showcase their abilities and interact with hiring managers in a more informal setting.

One program is changing its traditional interview process for neurodivergent candidates. First, hiring managers were trained to better understand and de-emphasize common self-stimulating behaviors of neurodivergent individuals in hiring decisions. Then, the organization developed a two-week hiring program that blends virtual meetings with in-house team-building projects, skills assessment and interpersonal skill development modules — enabling candidates to interact with hiring managers in a variety of settings directly applicable to the role. The company has seen increased efficiency and enhanced team culture and is expanding its pilot efforts to additional locations in the United States.

“In the business arena, we have long known that a workforce with different backgrounds, experiences and perspectives can be a competitive advantage. Focusing on recognizing and valuing our existing neurodivergent talent, and bringing neurodivergent talent into Bank of America’s workforce, increases that advantage and our competitive edge.”

Susan Daly
Senior Vice President, Global Banking & Global Markets Anti Money Laundering (AML) Program Management Office Enablement Executive
Bank of America

2. Developing manager skills for a neurodiverse team

How well managers understand the needs of a neurodiverse staff has a significant impact on whether employees flourish. Line managers are the primary corporate touchpoint for their direct reports, and therefore best positioned to advocate for their needs, help them navigate the workplace and make immediate adjustments. When managers lack experience with neurodiversity, however, they may compensate with inaccurate heuristics or otherwise undermanage neurodivergent employees, leading to unproductive outcomes for both the company and the employee.

Neurodiversity-inclusive management requires a proactive effort to build skills that support greater clarity, responsiveness and inclusivity. No two brains work exactly the same way, and therefore each employee experiences their own unique profile of needs, preferences and challenges. Effectively managing a neurodiverse team means recognizing this variation exists and tailoring management styles accordingly to help each employee succeed.

In fact, many aspects of neurodiversity-smart management relate to broader improvements in an organization's people-management practices. For instance, giving extra thought to the best formats and strategies for communicating information and instructions to each employee can mitigate stress, confusion and other causes of lost productivity. Other elements include helping employees develop a stronger structure to the workday; practicing a flexible, empathetic mindset; and establishing a system for feedback, especially positive feedback. Employers should strive to equip supervisors with the tools, skills and knowledge to deliver more individualized assistance on career development and overall performance management.

One corporate neurodiversity initiative leverages internal trainings, which can range from primers on neurodiversity to tactical-level workshops on cadence and clarity when providing feedback, to help managers improve their ability to serve as leaders and mentors for all employees. These trainings have led to improvements in manager communication overall.

3. Ensuring pathways for career development

Neurodivergent workers, like all workers, seek long-term career paths and skill development. However, they may face a number of structural barriers that prevent them from accessing career development opportunities, including ingrained archetypes of leadership and assumptions about their career ambitions that inadvertently limit them or divert them into specific roles.

To foster the professional growth of neurodivergent employees, employers should engage in ongoing, collaborative efforts to identify performance goals and skill development interests and develop evaluation plans. Some neurodivergent individuals may ultimately prefer nonmanagerial positions where they can engage more deeply with their domain interests, but the key is to facilitate an environment where employees and their line managers can openly discuss interests, opportunities and how to develop a more tailored approach for growth and assessment.

At the same time, by improving access to training and career development opportunities for individuals with diverse needs, including neurodivergent strengths and challenges, companies can enable employees to reach their fullest potential.

Different employees absorb information differently. As a result, one major company's neurodiversity initiative includes support teams that provide adaptive professional development materials and platforms. Cognizant of different processing and communications needs, these teams offer training material in online, offline, verbal and written formats and work with line managers to help employees navigate these supports.

4. Implementing supportive, flexible work policies

Company policies, while often less visible than performance evaluations, codify expectations and guidance on acceptable work practices. Employers should pay attention to how the policies they adopt — and the language of these policies — signal their commitment to inclusivity and how they can facilitate neurodivergent employees' success. Relevant policies include equal opportunity policies, workplace health and safety policies, performance management policies, compensation policies, policies around work schedules and time off and policies for requesting adjustments.

“To address our greatest challenges, true teamwork requires an inclusive environment that recognizes our individual talents, appreciates where we excel and supports how we work best.”

Kai Walker
Managing Director, Head of Inclusion
Transformation
Bank of America

Policies establishing pathways for employees to request adjustments are particularly important. Anxiety regarding adjustment requests often makes it difficult for neurodivergent individuals to ask for minor changes that could dramatically improve their productivity. Only 15% of participants in the 2019 Neurodiversity Employment Survey stated that they felt comfortable discussing adjustments within their organizations.¹⁵

Having a streamlined, collaborative process for requesting accommodations from HR, and paying attention to how this process is conveyed to employees, can ensure not only the inclusive implementation of accommodations, but also that neurodivergent employees feel comfortable making these requests. A work policy for requesting adjustments may present options and recommendations to an employee expressing discomfort, in addition to responding to specific requests. Importantly, the accommodation offerings should be neurodivergent-friendly, and encompass both physical and mental health accommodations.

Ultimately, flexibility is key to developing neurodiversity-inclusive workplaces. Flexible policies allow employees, in coordination with their managers and teams, to work in the manner most productive for them.

Building flexibility into corporate policies empowers line managers to establish expectations and create work plans alongside employees. One employer, for instance, allows employees to set their own work hours, outside of limited synchronous team meetings. Additionally, employees can choose their desired workload within their salaried roles, so that no one needs to sacrifice a stable salary for the sake of their individual work capacity.

5. Incorporating benefits that matter

Providing neurodivergent workers with strong benefits packages can improve morale, job appreciation and productivity. However, companies should carefully assess whether their various offerings truly reflect neurodiverse needs and preferences, and how they may interact with the disability or medical benefits that some neurodivergent employees receive. Some medical insurance options, such as high-deductible health plans, come with eligibility restrictions that exclude individuals enrolled in government-funded programs due to a diagnosed disability.

Retirement and financial planning benefits — a particularly crucial category of benefits because they help ensure financial security for traditionally underemployed individuals — also entail unique considerations for neurodivergent employees. 401(k) contribution plans, like certain medical insurance options, can include provisions that relate specifically to employees receiving relevant benefits.

Neurodivergent employees may also have different financial planning needs: Employees with diagnosed disabilities, for instance, have access to tax-advantaged ABLE savings accounts. Employers should therefore consider offering benefits packages that include financial planners or designated contribution plan experts who specialize in working with neurodivergent people and can best communicate the available options and implications.

Over a quarter of Fortune 100 companies now also provide specific neurodiversity benefits.¹⁶ Neurodiversity benefits include those used by employers to benefit employees directly, and those that employees use in their caregiving capacities for neurodiverse children. Benefits for human resource and line managers supplement their ability to support neurodiverse employees in the workplace in terms of their personal and professional development, financial planning, and physical well-being. One leader in workplace neurodiversity offers job and life skills coaches and personal counseling services, with advisors trained in benefits for people with diagnosed disabilities, as part of its efforts to build workplace and personal support circles for neurodiverse employees.

Caregiver benefits provide employees with valuable services to support their neurodiverse children to alleviate caregiving stress and improve productivity. Common tools include access to online databases of resources that improve employee understanding of neurodiversity and lessons to strengthen the social and academic skills of their children, and virtual one-on-one consultations with board-certified behavior analysts.



6. Designing inclusive built environments

The physical design of a workplace itself significantly affects whether neurodivergent workers feel they can work positively and productively. Neurodivergent employees can often be over- or under-stimulated by various elements of the environment, including noise, lighting and temperature. Open floor plans, bright lighting and other features take for granted a specific understanding about productivity, while excluding individuals with different preferences and needs, especially neurodivergent employees with sensory sensitivities, from performing at their best. Even the color of printer paper can unintentionally present a barrier, as the extreme contrast of black font on white paper can be “dazzling” for those with dyslexia and increase the likelihood of reading errors.

Quick, easy and low-cost accommodations can make a big difference in helping employees thrive. Headphones, assisted reading technologies on computers, a variety of office supplies, quieter work spaces for neurodivergent employees and less harshly lit areas of the office are all common adjustments that neurodiversity-inclusive employers have made increasingly available to employees. Importantly, employers should not treat neurodivergent workers as a monolith of preferences and needs, but instead make changes based on individual feedback, such as through onboarding preference questionnaires.

7. Fostering inclusive social and cultural practice

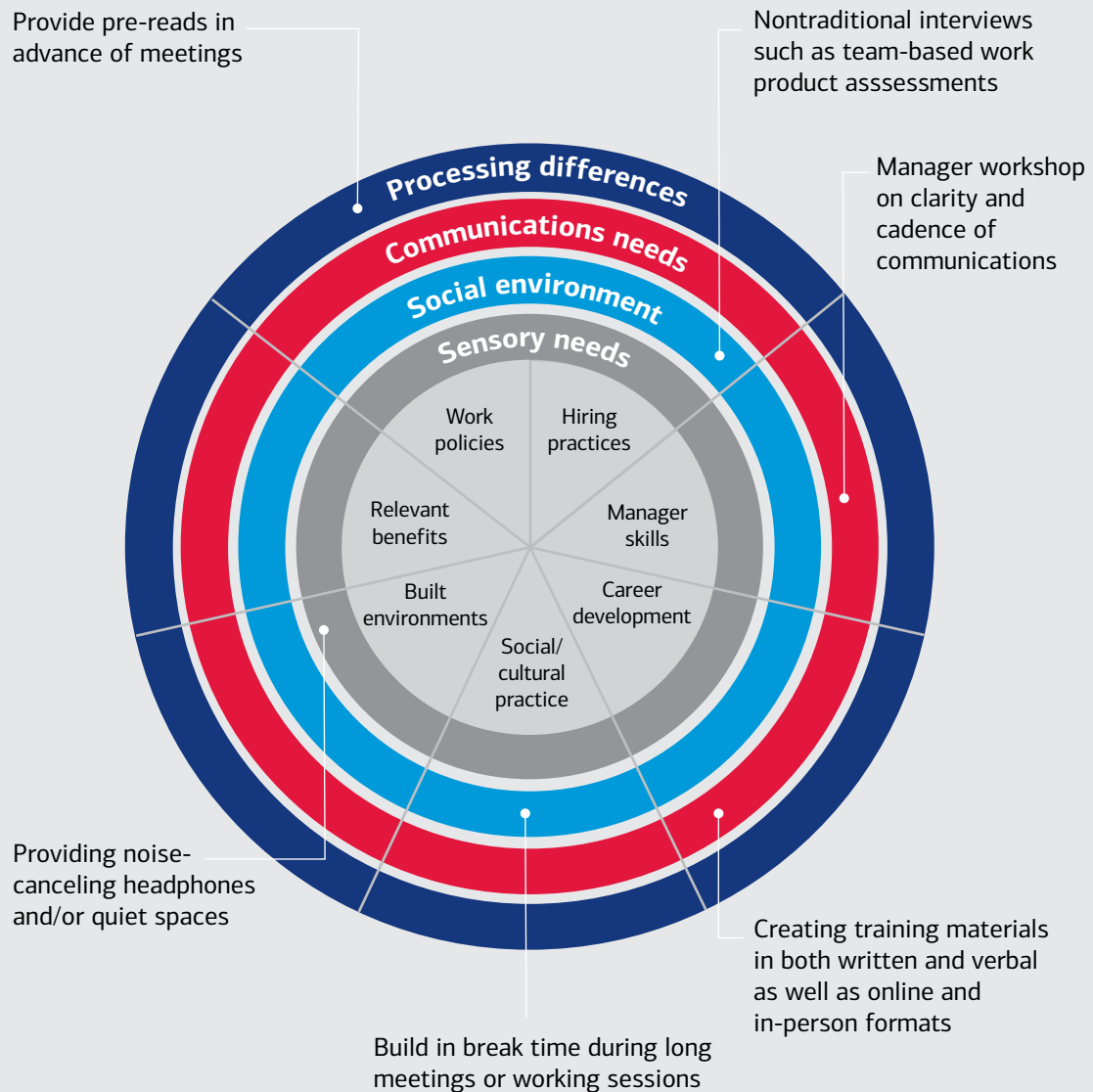
Workplace culture is a deeply ambiguous and challenging concept to work toward, but a neurodiversity-inclusive work culture, at its core, means considering whether company values, expectations, words and actions embrace differences and encourage diversity of thought. It calls for employers to reinforce the narrative that each individual has a role to play in addressing the stigma and lack of awareness around neurodiversity. It is reflected in the language that employees at all levels use to engage with one another.

In some workplace settings, it may be appropriate to create convening space (often on a virtual platform) for self-identified neurodivergent employees to connect, share information on experiences and collect resources.

One employer has started to tackle this element through a grassroots advocacy network. Through physical resources and informational sessions on understanding neurodiversity, the network aims to challenge stigma by demystifying the topic and encouraging mutual learning. Senior leadership helped further establish neurodiversity as a priority by commending the network for its contribution to DE&I.



Building a neurodiversity-inclusive workplace requires a multidimensional approach



Building the momentum for change

While neurodiversity programs should consider the feasibility of touching upon each of these elements, most examples in practice encompass select categories, circumscribed by the scope of the initiative, the employer's ability to implement these programs, the appropriateness of each element for the workforce, work site limitations and cost. Many began as smaller-scale pilots focused on one or two of these seven elements, before branching out to experiment with transformation in other areas.

To start creating a neurodiversity-inclusive workplace, companies can take a few preliminary actions:

- 1. Take stock of the neurodiversity landscape.** Conduct an internal assessment of the current approach to neurodiversity and how neurodiversity manifests in the company. Then engage in a thoughtful consideration of organizational values, systems, expectations and culture to identify where barriers and opportunities exist and where change is most possible.
- 2. Build awareness of neurodiversity at all levels of the organization.** Neurodiversity has been a long under-recognized aspect of diversity and continues to encounter significant stigma. Preparing the organization for change will require providing people with the language to talk about neurodiversity and an understanding of its importance.
- 3. Create a plan for action and generate buy-in in the areas where you consider change to be most possible.** Developing a neurodiversity strategy also requires understanding the relevant stakeholders for driving change and gaining their support for its implementation.
- 4. Work with internal and external partners.** To supplement missing expertise, employers can leverage partnerships to access best practices and best-in-class capabilities for integrating neurodivergent individuals. Joining amplifying networks such as Disability:IN and One Mind at Work can also bring employers into a like-minded, knowledge-sharing community.
- 5. Identify opportunities to benchmark success in a relatively short time frame.** Measuring qualitative, short-term improvements resulting from the implementation of a neurodiversity strategy can help decision makers at all levels understand the progress being made and the direct impact on business success and create momentum for a more inclusive workplace.

Citations

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