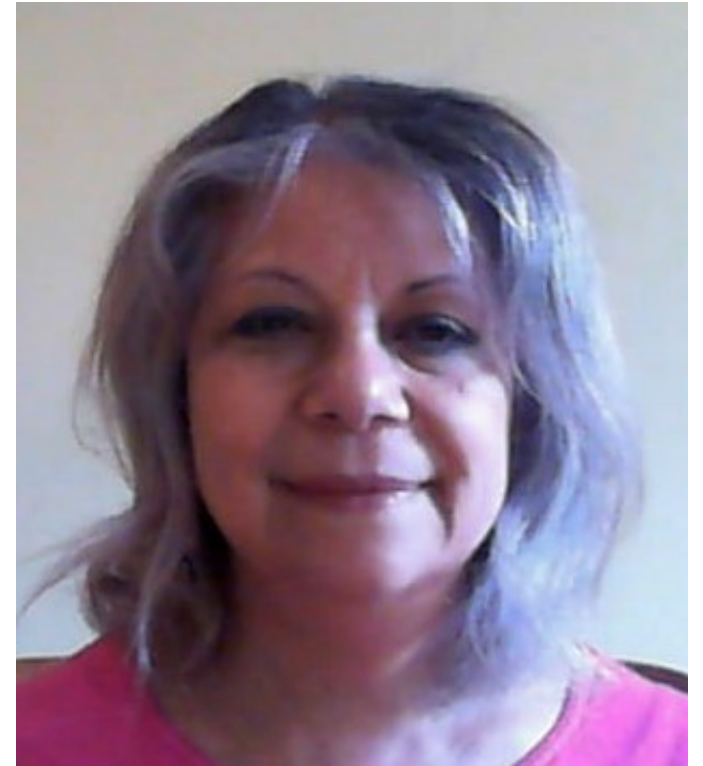


Focusing on
Neurodiversity

Inclusive Leadership



Manar Matusiak



My journey into leadership

1. Teaching and office management
2. MA Education Management
3. Specialist education and care regional director
4. Living Autism – national specialist autism

Emotional leadership styles – Daniel Goleman, Richard Boyatzis and Annie McKee

My leadership approach

- Know **Yourself**
- Get to know the **Others**
- **Understand** the dynamic between the two

Y O U

Know Yourself

- What motivates or drives you?
- What demotivates you or puts you off?
- What are you good at?
- What do you need others to help you with?
- What are your unconscious biases (Greenwald and Banaji, 1995)?

- Tools – Psychometric, Myers-Briggs, Transactional Analysis (Eric Berne)



Get to Know the Others

- What motivates them?
- What demotivates them?
- What are their skills?
- What do they need support with?

Always Listen, Never Assume

ALNA



Understand the Dynamic

UNDERSTANDING

Yourself and Others

Inclusion



Neurodiversity

- The brain is wired differently
- Disabilities and talents are hidden



Dyslexia

Autism

ADHD

Dyscalculia

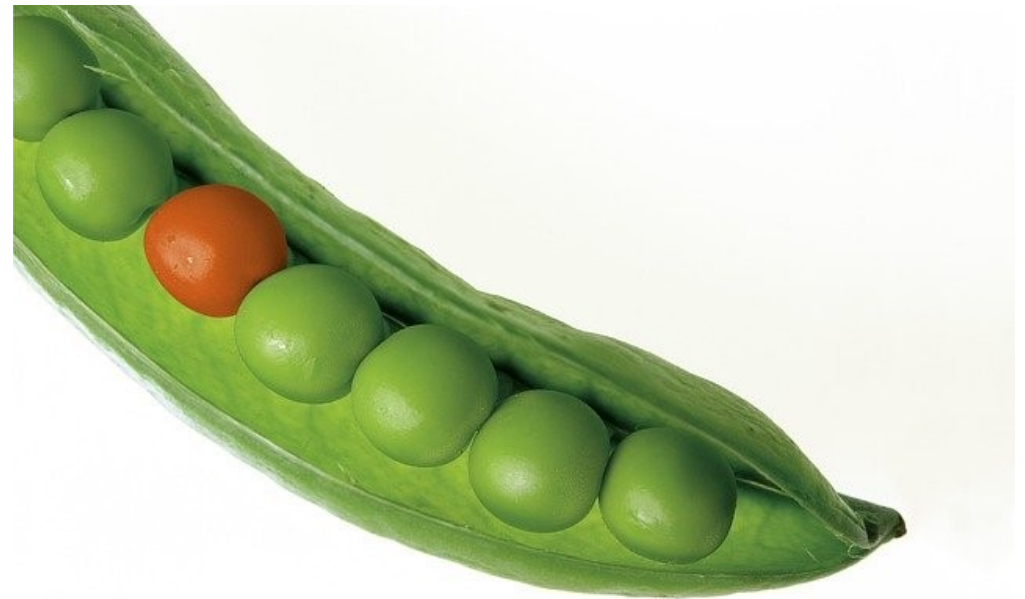
Talents and challenges

Examples of some talents

- Focus
- Attention to detail
- Original ideas

Examples of some challenges

- Social rule challenges
- Sensory difference challenges
- Chaotic and indecisive



When talents can be hidden

Jamie and the Lion

- Jamie has to have Lion with him at all times
- Jamie has to eat the same meal every single night
- Jamie is very sound sensitive and wears ear defenders
- Jamie is a senior research engineer for the BBC
- Jamie built a piece of software to detect fraud that services \$3 billion of transactions a week



When disabilities can be hidden



Sir Anthony Hopkins – actor
Autism



Sir Richard Branson – businessman
Dyslexia

Impact on leadership

What are your first thoughts and what should you do?

- A person wears the same clothes to work or college/university every day.
- A person is always late for lectures or meetings.
- A person always fails to hand in written work.
- A person is rude and abrupt.
- A person is disorganised.
- A person is self-centred and thoughtless.



Ask yourself

...


- Why is this bothering me?
- Can there be a reason behind that person's behaviour?
- How can I find out what the reason might be?
- How can I work with this person to achieve our desired goals?



Some practicalities with research

Some questions to ask yourself

- What is driving your expectations?
- Are you more skilled at one type of research method?
- Could you use someone else's skills for other types of research methods?
- Might you be excluding participants through unconscious bias?



Some practicalities with research

Methodologies

- Surveys –
 - Might you be excluding those who cannot deal with multiple-choice answers?
 - Might you be excluding those who struggle with reading?
- Interviews
 - Might you be excluding those who experience social anxiety?
 - Might you be excluding those who cannot deal with open-ended questions?
- Focus groups
 - Might you be excluding those who struggle with groups?
 - Might you be excluding those who do not naturally know whether they can interrupt or when to speak?
- Observation
 - How can you take into account hidden neuro-differences, eg sensory differences?

Always Listen,
Never Assume



Picture from Tripadvisor

References

- Greenwald, A. G., & Banaji, M. R. (1995). Implicit social cognition: attitudes, self-esteem, and stereotypes. *Psychological review*, 102(1), 4
- Berne, Eric (1964). *Games People Play -The Basic Hand Book of Transactional Analysis*. New York: Ballantine Books
- Goleman, D. Boyatzis, R. and McKee, A. (2004), *Primal Leadership*, HBS Press