

FOR ORGANIZATIONS · HR · PEOPLE TEAMS · SCHOOL LEADERSHIP

The Organizations Toolkit

Build inclusive management into the system, not the individual manager

Managers can only be as inclusive as the processes around them allow. This toolkit is for the people who own those processes: hiring, accommodations, performance, and manager enablement. Everything here is low-cost, works without labels, and holds up to the scrutiny of a skeptical CFO.

In this toolkit: 1 Org-level principles · 2 Accommodation process · 3 Confidentiality · 4 Policy audit · 5 Hiring adjustments · 6 90-day rollout · 7 What to measure · 8 Scripts

START HERE · 30 MINUTES

1. Run the policy audit (section 4) — it takes one meeting and finds the cheapest fixes.
2. Write down your accommodation process as it actually works today. If nobody can, that is finding #1.
3. Book the 90-minute manager workshop and hand every manager the Manager Toolkit.

1 Five Org-Level Principles

- **Default to universal.** If an adjustment is cheap and helps many (agendas, written briefs, flexible hours), make it policy rather than an accommodation someone must request.
- **Separate the need from the label.** Your process should be able to grant a working-style adjustment without ever hearing a diagnosis.
- **Speed is the accommodation.** A perfect adjustment delivered in eight weeks has already lost the employee's trust. Aim for interim changes within days.
- **Managers are the product.** Policies do not create inclusion; equipped managers do. Budget time for enablement, not just documents.
- **Measure what changes, not who signs up.** Disclosure counts are not a success metric — people disclose more when it is safe and when it is needed, and you cannot tell which.

2 An Accommodation Process That Actually Works

Step	What happens	Target time
1 · Any door	Employee raises a need with their manager, HR, or a form — no wrong entry point. Nobody is bounced to “the right channel.”	Day 0
2 · One conversation	A single conversation about what would help at work. Ask about needs and tasks, not conditions. Take notes the employee sees.	Within 5 working days
3 · Interim adjustment	Anything low-cost starts immediately, before any paperwork or formal decision.	Same week
4 · Decision in writing	Approve, modify, or explain why not — with the specific reason. Silence is a “no” the employee remembers.	Within 15 working days

Step	What happens	Target time
5 · Review date	Agree a check-in. Adjustments drift; jobs change. A dated review keeps it alive.	60–90 days, then annually

Formal accommodation law (ADA, Equality Act, EU directives) sets the floor and the documentation you must keep. Nothing in it stops you from moving faster and asking fewer questions than the floor requires.

3 Confidentiality: Who Needs to Know What

Person	Needs to know	Does not need to know
The manager	The adjustment and how to deliver it	The diagnosis, unless the employee chooses to share it
Teammates	Nothing — unless the employee wants a norm explained (“we do agendas now”)	Any reason behind an adjustment
HR file	The request, decision, dates, review date	Medical detail beyond what the law requires you to hold
Performance review	Nothing about the accommodation	Ever. Adjustments are not performance data.

- Store medical information separately from the personnel file, with restricted access. This is a legal requirement in most jurisdictions and a trust requirement everywhere.
- Write the sharing rule down and tell employees what it is before they disclose. People decide whether to disclose based on what they think will happen next.

4 Policy Audit: Where Exclusion Hides in Plain Sight

Tick each item that is already true. Anything unticked is a candidate fix — most cost nothing.

- ☐ Job postings list only requirements that are genuinely essential (“excellent communication skills” is removed unless it is the job)
- ☐ Candidates receive interview questions or topics in advance; adjustments are offered proactively, not on request
- ☐ Onboarding includes a written working-style conversation for every new hire (not just neurodivergent ones)
- ☐ Performance reviews assess outcomes — not eye contact, meeting talkativeness, or “executive presence”
- ☐ Meeting norms exist in writing: agendas ahead, cameras optional, async input route
- ☐ Flexible hours and remote days are policy, not a favor negotiated manager by manager
- ☐ There is a written accommodation process with target timelines that employees can find without asking
- ☐ Managers have had at least one training on neuroinclusive management in the last 12 months

5 Hiring & Interview Adjustment Menu

Stage	Offer by default
Application	Plain-language postings · salary stated · option to submit a short video or portfolio instead of a cover letter
Screening	Skills task with clear brief and time · no unannounced phone screens
Interview	Questions in advance · written or typed responses allowed · one interviewer at a time option · camera-off option · breaks
Decision	Feedback that names outcomes and evidence, not style impressions
Offer	A working-style conversation in the first week, framed as standard for everyone

6 90-Day Manager Enablement Rollout

Weeks	Do	Output
1–2	Policy audit (section 4). Fix the free items immediately.	Meeting norms + posting template updated
3–4	90-minute manager workshop (Shared Language runs these; schools free). Distribute the Manager Toolkit.	Every manager has the Translator and the 1:1 starters
5–8	Managers hold a working-style 1:1 with each direct report using the toolkit prompts.	Adjustments logged; interim changes live
9–12	Office hours for managers; collect friction cases (no names). Publish the accommodation process.	Process page live; first metrics baseline

7 What to Measure (and What Not To)

Measure	Why it matters
Accommodation cycle time (request → decision)	The single most honest indicator. Target: under 15 working days.
Interim-adjustment rate	Share of requests where something changed the same week.
Working-style 1:1 completion	Are managers actually using the tools? Target: 100% of new hires, all staff annually.
Regretted attrition, exit reasons	Look for "manager," "communication," "flexibility" — these are process failures, not personality clashes.
One pulse question	"My manager adapts how we work to how I work best." Track the trend, not the absolute.
Do not track: disclosure counts, diagnosis mix	Not a success metric, and it pressures people to label themselves to be counted.

8 Scripts for HR & People Teams

RESPONDING TO AN ACCOMMODATION REQUEST

"Thank you for raising this. My job is to make the work workable — let's talk about what would help, and we can put something in place this week while we sort out anything formal. You don't need to share a diagnosis for us to start."

WHEN A MANAGER RESISTS AN ADJUSTMENT

"I hear the concern about fairness. The question isn't whether everyone gets the same setup — it's whether everyone gets what they need to deliver. Let's look at what this adjustment actually costs and what we'd lose if this person left."

WHEN A MANAGER ASKS FOR MEDICAL DETAIL

"You'll get what you need to deliver the adjustment — the what and the how. The why stays with the employee and HR. That protects them, and it protects you."

ANNOUNCING A UNIVERSAL NORM TO A TEAM

"From next month, every meeting has an agenda 24 hours ahead and a written way to contribute. This isn't for anyone in particular — it's how we work now, because it makes meetings better for everyone."

Our three fixes from the policy audit, with owners:

Go further: Shared Language runs the 90-minute manager workshop and office hours — free for schools, sponsored for organizations. sharedlanguage.org/organizations · The Behavior Translator: sharedlanguage.org/translator

Shared Language provides management and educational guidance, not medical, psychological, or legal advice. Formal accommodations should follow local law and involve HR, occupational health, or disability services. Possibilities, not diagnoses.