



Five places your people systems drop neurodivergent staff.

An estimated 15 to 20% of people are neurodivergent (Doyle, 2020). A PDF does not onboard them. This one is a start.

Walk your own system. One friction at a time.

Each page names one place people fall out. Ask the question of your own process, not of a person.

→ One page per friction. One question per page.

→ Look for the signs on the left. Try a fix on the right.

→ Mark where you stand on the last page.

Written by Ryan Perez. Autistic, ADHD and dyslexic. Diagnosed at 41. Source for the 15 to 20% estimate: Doyle, N. (2020). Neurodiversity at work. British Medical Bulletin, 135(1).

01

Hiring

Interviews that score eye contact and small talk screen out people who can do the job.

ASK OF YOUR PROCESS

What does this interview measure that the job does not need?

SIGNS IT IS HAPPENING

- Strong work samples, weak interview scores.
- "Not a culture fit" with no detail.
- Questions sent only in the room, never ahead.

A FIX TO TRY

- Send the questions before the interview.
- Score the work, not the handshake.
- Offer a written or task-based option.

YOUR NOTES

02

Onboarding

The rules that matter most are the ones nobody wrote down.

ASK OF YOUR PROCESS

Which rules here are never written anywhere?

SIGNS IT IS HAPPENING

- New hires learn by getting it wrong.
- "You just pick it up."
- The first week is all meetings and no map.

A FIX TO TRY

- Write the unwritten rules down.
- Give day one a schedule, to the hour.
- Name one person to ask anything.

YOUR NOTES

03

Meetings

The fastest voice wins the room. The best idea may not be the fastest.

ASK OF YOUR PROCESS

How does someone contribute without interrupting?

SIGNS IT IS HAPPENING

- The same three people talk.
- Decisions made live, with no agenda sent.
- Good ideas arrive by message an hour later.

A FIX TO TRY

- Send the agenda and the decision ahead.
- Take input in writing before and after.
- Let cameras and chat be a choice.

YOUR NOTES

04

Feedback

Hints and tone carry the message. Not everyone receives hints.

ASK OF YOUR PROCESS

Would this feedback make sense written down, word for word?

SIGNS IT IS HAPPENING

- "You know what I mean."
- Reviews that surprise the person reviewed.
- Feedback about style, not about work.

A FIX TO TRY

- Say the thing plainly, then write it.
- Give one example and one next step.
- Ask how the person wants to hear it.

YOUR NOTES

05

Accommodation

A form, a diagnosis and a wait. The burden of proof sits with the person who needs the help.

ASK OF YOUR PROCESS

What could be the default, so nobody has to ask?

SIGNS IT IS HAPPENING

- Requests need medical proof.
- People buy their own fixes and say nothing.
- Managers decide case by case.

A FIX TO TRY

- Make the common requests standard for all.
- Remove the proof step for low-cost changes.
- Publish what is available, with no form.

YOUR NOTES

Mark where you stand.

One tick per friction, in the column that fits today.

FRICTION		NOT YET LOOKED	SEEN IT	FIXED IT
01	Hiring	☐	☐	☐
02	Onboarding	☐	☐	☐
03	Meetings	☐	☐	☐
04	Feedback	☐	☐	☐
05	Accommodation	☐	☐	☐

Start with the friction you ticked "seen it". You already know where it is.

NEXT

Found the friction? Bring in the person who builds around it.

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NOT INSPIRATION. INFRASTRUCTURE.