



LA TROBE
BUSINESS SCHOOL

Enabling Neurodiversity in Organisations: Leveraging the HRM and Digital Technology Nexus

Chapter to appear in *Neurodiversity and work: Employment, identity, and support networks*. Edited by E. Patton and A. Santuzzi. Palgrave Macmillan

Presented August 21 2023 to Stanford Special Interest Group for Neurodiversity

Preparation facilitated by Australian Research Council in collaboration with DXC Technology and Aspect (LP 200200379)

Jennifer R Spoor (she/her)

j.spoor@latrobe.edu.au

Olga Tennison Autism Research Centre, La Trobe University
La Trobe Business School, La Trobe University

Emmanuelle Walkowiak

College of Business and Law
RMIT University



DIGITAL TECHNOLOGY AND THE AMO

Digital technology has the potential to 'level the playing field' at work for people with disabilities (World Economic Forum 2021)



ABILITY-ENHANCING DIGITAL TECHNOLOGIES

Neurodivergent candidates can use digital technology to identify careers and roles that fit their knowledge, skills, abilities, and preferences.

<https://mywayemployability.au>

MyWAY Employability platform helps autistic job seekers ‘take control of their own future’

MYWAY EMPLOYABILITY

WHAT'S NEW RESOURCES HELP ABOUT

LOGIN REGISTER

Your career, your way:
myWAY Employability paves the way for you
to thrive in the workforce.

REGISTER

- Discover strengths for the workplace or further education
- Identify and communicate sensory preferences and skills
- Set goals based on personalised suggestions
- Create a team to support your progress

ABILITY-ENHANCING DIGITAL TECH

AI-driven selection platforms gamify assessment or use alternative interview formats (e.g., chat-based interviews) to select candidates

<https://www.pymetrics.ai/assessments>

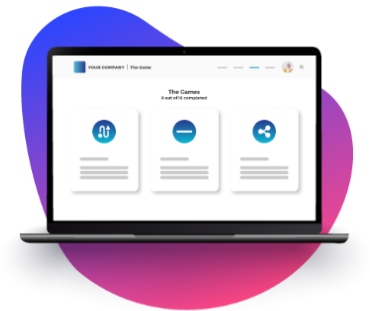
May reduce social load and implicit biases associated with traditional selection tasks (e.g., Plants, 2022)

But AI platforms can still have biases, lack transparency, and there is limited overall research

Capturing Soft Skills through Cognitive Science

Core Games

Broaden your understanding of someone's potential by adding numerical & logical reasoning. The assessment includes an additional four games that take 7-10 minutes to complete, all in one user platform.



12

games

25

minutes

98%

completion rate



Effort



Risk
Tolerance



Decision
Making



Attention



Focus



Learning



Fairness



Generosity



Emotion



LA TROBE
BUSINESS SCHOOL



AACSB
ACCREDITED

ABILITY-ENHANCING DIGITAL TECH

Realistic job previews delivered using digital technology (e.g., video, virtual reality)

- Could improve fit and provide insight into accommodations
- Give greater control to neurodivergent candidates

<https://www.thefield.jobs>

(Employer: ISS Facility Services; Role: Cleaner)

[German rail and transport group turns to virtual reality in war for talent | Computer Weekly](#)
Employer: Deutsche Bahn



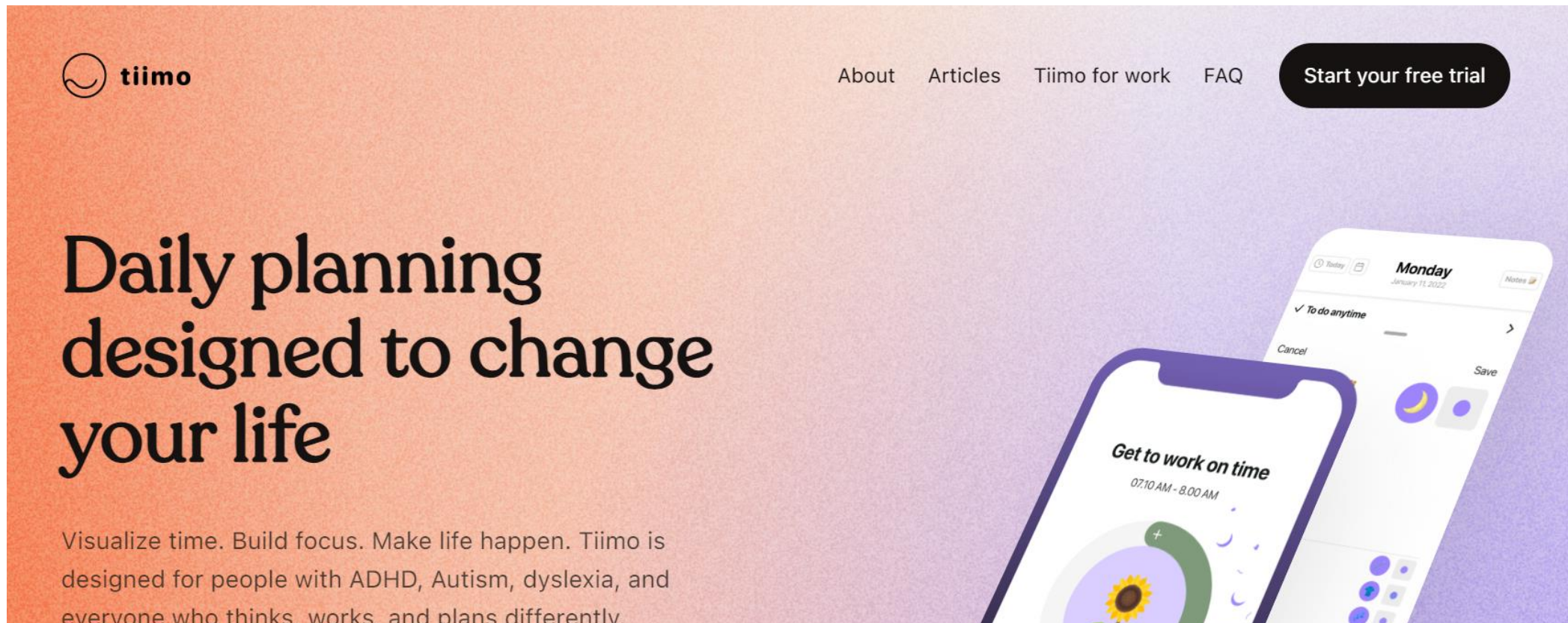
 x Quiet Spaces



MOTIVATION-ENHANCING DIGITAL TECH

Digital tools can help to manage time, direct energy, and sustain momentum.

<https://www.tiimoapp.com>



The image is a screenshot of the Tiimo app's website. At the top left is the Tiimo logo, which consists of a stylized smiley face icon and the word "tiimo". To the right of the logo is a navigation menu with links for "About", "Articles", "Tiimo for work", and "FAQ". Further right is a black button with white text that says "Start your free trial". The main content area features a large headline in a serif font: "Daily planning designed to change your life". Below the headline is a short paragraph: "Visualize time. Build focus. Make life happen. Tiimo is designed for people with ADHD, Autism, dyslexia, and everyone who thinks, works, and plans differently." On the right side of the page, there are two overlapping smartphone screens. The front screen displays a task titled "Get to work on time" with a time range of "07:10 AM - 8:00 AM" and a circular progress indicator. The back screen shows a calendar view for "Monday, January 11, 2022" with a "To do anytime" task and "Cancel" and "Save" buttons.

GOBLIN.TOOLS

‘small, simple, single-task tools, mostly designed to help neurodivergent people with tasks they find overwhelming or difficult’

The screenshot shows the 'Magic ToDo' tool interface. At the top, there is a navigation bar with the 'goblin.tools' logo and several tool categories: Magic ToDo, Formalizer, Judge, Estimator, Compiler, and Chef. A 'Help ?' button is located in the top right corner. The main heading is 'Magic ToDo' with the subtitle 'Breaking things down so you don't'. Below this is an input field 'Add new item...' with a blue '+' button and three smiley face icons. The task list is as follows:

- finish my conference presentation
- Review the content and structure of the conference presentation
- Make any necessary updates or revisions
- Rehearse the presentation to ensure fluency and confidence
- Prepare any visual aids or materials needed for the presentation
- Make sure all technical equipment required for the presentation is in working order
- Pack any necessary items for the conference, such as handouts or notes
- Travel to the conference location
- Set up any equipment or materials needed for the presentation
- Deliver the conference presentation
- Engage with the audience and address any questions or feedback
- Collect any feedback or evaluations from conference attendees
- Pack up any equipment or materials used during the presentation

This screenshot shows the same 'Magic ToDo' tool interface, but with a more detailed task list for the 'finish my conference presentation' item. The navigation bar and subtitle are identical to the first screenshot. The task list is as follows:

- finish my conference presentation
- Start by reviewing the requirements and guidelines for the conference presentation
- Gather all necessary materials, such as research papers, slides, notes, and any supporting documentation
- Create an outline for the presentation to help organize the content
- Conduct further research or gather additional information if needed
- Write an introduction that grabs the audience's attention and provides an overview of the topic
- Develop the main body of the presentation, dividing it into logical sections and sub-points
- Make sure each section is supported by relevant evidence, examples, or data
- Create visuals, such as graphs, diagrams, or images, to enhance the presentation
- Check for cohesiveness and flow between the different sections of the presentation
- Craft a conclusion that summarizes the main points and highlights the key takeaways
- Ensure smooth transitions between the introduction, body, and conclusion
- Review the overall structure of the presentation and make necessary adjustments

MOTIVATION-ENHANCING DIGITAL TECH

The availability of remote work is facilitated by widely available digital tech (e.g., Zoom, Slack, MS Teams).

Remote work has benefits but also imposes new challenges for neurodivergent employees:

- Work–life balance
- Networking and social interactions
- Challenges of online meetings

MOTIVATION-ENHANCING DIGITAL TECH

Negotiating accessible online communication and meeting practices (Das et al., 2021)

- Keep video on to support non-verbal communication
- Manage turn taking
- Share written materials pre-and post-meeting
- Time online meetings to allow blocks of working time

[Fostering Inclusivity through Technology \(FIT\): https://research.umd.edu/fit](https://research.umd.edu/fit)

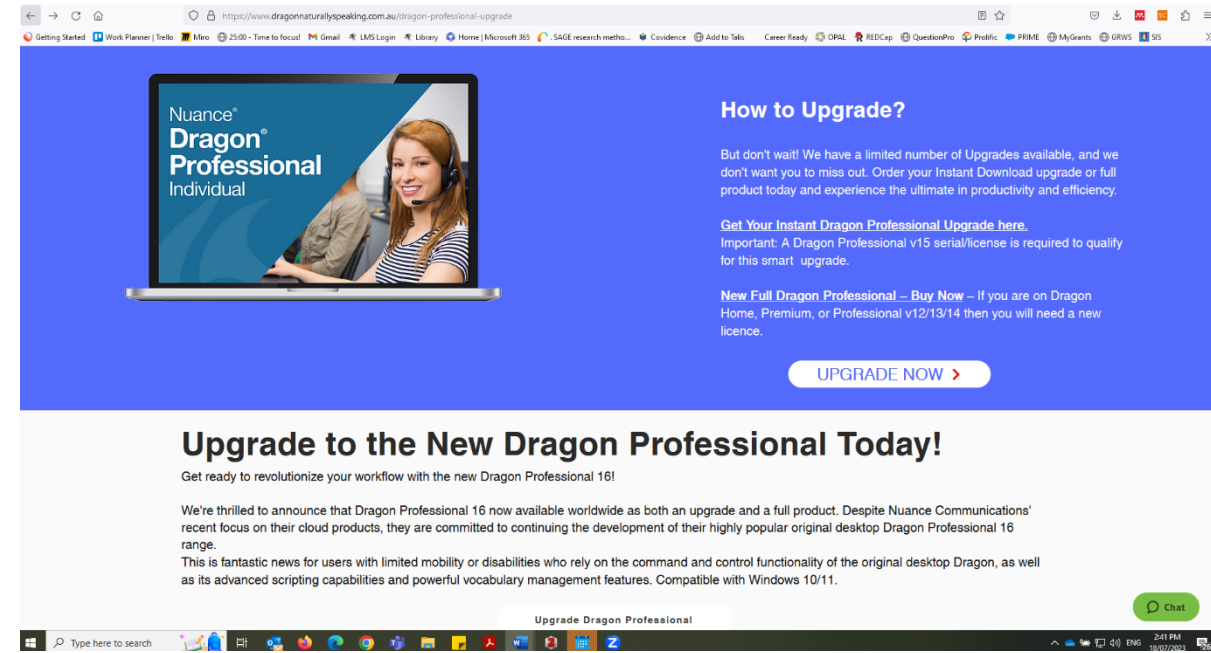
OPPORTUNITY-ENHANCING DIGITAL TECH

Technology can reduce barriers or challenges that can obscure abilities and motivation

Digital technologies can reduce challenges associated with reading and written expression

Dictation apps like Dragon Professional can be used across platforms

Standard operating systems have fairly good in-built dictation



The screenshot shows a web browser window displaying the Nuance Dragon Professional upgrade page. The page has a blue header with a laptop image showing a woman using the software. The main content area is white with blue text. A prominent 'UPGRADE NOW >' button is visible. The page title is 'Upgrade to the New Dragon Professional Today!'.

https://www.dragonnaturallyspeaking.com.au/dragon-professional-upgrade

Getting Started | Work Planner | Trello | Miro | 25:00 - Time to focus | Gmail | LMS Login | Library | Home | Microsoft 365 | SAGE research metho... | Covidence | Add to Tals | Career Ready | OPAL | REDCap | QuestionPro | Prolific | PRIME | MyGrants | GRIVS | SS

Nuance®
Dragon®
Professional
Individual

How to Upgrade?

But don't wait! We have a limited number of Upgrades available, and we don't want you to miss out. Order your Instant Download upgrade or full product today and experience the ultimate in productivity and efficiency.

Get Your Instant Dragon Professional Upgrade here.
Important: A Dragon Professional v15 serial/license is required to qualify for this smart upgrade.

New Full Dragon Professional – Buy Now – If you are on Dragon Home, Premium, or Professional v12/13/14 then you will need a new licence.

UPGRADE NOW >

Upgrade to the New Dragon Professional Today!

Get ready to revolutionize your workflow with the new Dragon Professional 16!

We're thrilled to announce that Dragon Professional 16 now available worldwide as both an upgrade and a full product. Despite Nuance Communications' recent focus on their cloud products, they are committed to continuing the development of their highly popular original desktop Dragon Professional 16 range.

This is fantastic news for users with limited mobility or disabilities who rely on the command and control functionality of the original desktop Dragon, as well as its advanced scripting capabilities and powerful vocabulary management features. Compatible with Windows 10/11.

Upgrade Dragon Professional

2:41 PM 15/02/2023

OPPORTUNITY-ENHANCING DIGITAL TECH

Reduce the double empathy problem and foster supportive environments.

Use digital tech to create immersive and radical learning experiences for neurotypical colleagues and managers.

GLASGOW FIRST UK AIRPORT TO HOST INNOVATIVE NEW AUTISM REALITY EXPERIENCE - GLASGOW LIVE

Co-produced VR simulations are being developed for empathy and communication challenges



Mobile sensory unit visits airport to give staff and passengers the chance to experience the difficulties faced by people living with autism (Image: Martin Shields)

CONCLUSIONS AND CAVEATS

Caveats

1. Need for more research
2. Ethical and design challenges, especially with AI and VR
3. 'Digital divide'

But, digital technology has the potential to 'level the playing field' at work for people with disabilities

(World Economic Forum 2021)





LA TROBE
BUSINESS SCHOOL

FUTURE FOCUSED | APPLIED | INNOVATIVE | RESPONSIBLE

THANK YOU

latrobe.edu.au