Index

Ableism, 21–22	Social Security DisAbility
Accommodations, 21–24, 50–51, 56	Insurance, 85–86
fairness, 51	Bodily kinesthetic intelligence
managing, 52–53	framework, 11
Adapted recruiting processes, 46	
Affirmative action, 42	Career planning processes, 137
Affirmative Action legislation	Centers for Independent Living, 125
(AA legislation), 7, 52	Certified peer specialist, 34–35
Americans with Disabilities Act	Change
(ADA), 7, 35, 50, 92–93	belief-change, 37–38
Antidiscrimination movement, 6	culture change, 32-34, 69, 89, 98,
Anxiety, 8, 15, 37, 79–81, 117	103, 121
associated with uncertainty, 73	leaders, 11, 59, 77–87
generalized anxiety disorder, 15-16	mind-change, 38, 58, 61, 65, 69, 73,
perceptions of, 34, 129	123, 133–134, 137
Aphasia, 15	moral power-coercive change
Attention-deficit hyperactivity	process, 37
disorder (ADHD), 10	process, 33–37
Autism, 10, 77	structural, 18, 37
Autism spectrum, 15, 56–57, 84, 118	Civil rights movement, 6
Autistic Self Advocacy Network, 125	Co-creation process, 9
Awareness training, 98	Coaches, 113
	Cochlear implants, developments in, 14
Behavior	Cognitive development theory, 12
as communication, 27	Conscious belief, 77–78
discriminatory, 51	Conscious mind-change process, 78
employee, 33	Copeland Center, 35
respectful, 23	Corporate leaders, 37
unethical, 68	Corporate Social Responsibility
Belief-change process, 37–38	(CSR), 6, 42, 104
Biases during unfreezing, 77	Cross-functional teams, 109
conscious mind-change process, 78	Cultural intelligence, 12, 95
culture change originates, 81–82	Culture, 33, 93
decision-making roles, 87	Culture change, 33–34, 89, 98, 103
disAbility awareness, 80	process, 32, 69, 121
Inclusion Revolution, 86	strategy, 75
intellectual or developmental	Curb-side modification, 21
disability, 84	Customization
PwDs as change leaders, 83	customized employment approach,
self-awareness and empathic	64, 127
ability, 79	of hiring process, 64

Cynicism, 44–45 Decision-making processes, 69, 80, 82 roles, 87 Demographic-based hiring criteria, 7 Designing Culture Change, 88 Developed economies, 125 Developmental differences, 14 Developmental disability, 84 DisAbilities, 5, 8, 13–14, 61, 73 awareness, 69, 80 case examples, 5–6, 8, 15–16 differences and, 10–18, 22 hiring veteran with, 36–37 inclusion practices, 122 models, 21–24, 45 scholars, 22 Disability Employment & Inclusion (DEI), 122 Discrimination behavior, 51 liability, 68 "Disorienting dilemma", 31 Diversity, 33 and inclusion strategy, 91 Diversity awareness training, 89, 91–92 and change process, 96 empathy enhancement, 97–98 employees with disAbilities, 92–93 organizational values communicated through policy change, 93–95	Employee(s) behaviors, 33 with disAbilities, 92–93, 125–126 employee-supervisor relationship, 67 Employment of veteran, 37 Empowering learning structures, 89 "Equal access to employment", 42 Equal Employment Opportunity Commission (EEOC), 36 "Equal opportunity" assumptions, 43 Equality, 47–48 Equity, 47 accommodations, 50–51 equality, vs., 48 fairness of accommodations, 51–53 recruiting veterans, 49 UD, 53–59 External networks, 111–112 External stakeholders, 124 Failure, 136 "Fair Employment Act, The", 6 Fairness, 39, 41 changing perceptions, 42–43 in mind-change process, 45 Fatigued employees, 37–38 Fear, 37, 95 Fine motor skill coordination, 15 Follett, Mary Parker., 8–9 Frames of Mind: The Theory of Multiple Intelligences
policy change, 93–95 providing information, 95	Multiple Intelligences (Gardner), 11
reducing fear, 95 support-building trust, 98–99 Down syndrome, 14–15, 77	Functioning in society, 14 Funding, 14
Emotional intelligence (EI), 12, 95 Empathy ability, 79 enhancement, 97–98	Gatekeepers, 39 Generalized anxiety disorder, 15 Genetic differences, 14 Guilt(y), 37, 73, 79, 87, 97
Employee Resource Groups (ERGs), 121–122 as learning, 122–124	"Handicapped", 13 Hearing loss, children with, 14 Hiring process, 63, 75

Hiring PwDs, 101	Internships, 106–107
perceived threats of, 65–67	as safe learning structures, 104–107
Human Family (poem), 11	Interpersonal intelligence framework,
Human management processes, 10	11
Human resource (HR)	Interventions, 42
department, 7	Intrapersonal intelligence framework,
in organization, 134	11
professionals, 5–7, 37	
•	Language processing, 84
Ignorance, 73	disorder, 15
IMS Matrix, 59, 69, 119, 129, 135	Law enforcement, 47
Inauthentic inclusion, threat	Leader(ship), 7, 16, 28, 33, 41
associated with, 65	belief, 123
perceived threats of hiring PwD,	commitment, 101, 109, 122, 134
65–67	organizational, 9, 31
unethical behavior, 68	Learning
Inclusion, 19	conversations, 105–106
case examples, 19–20, 26–27	CSR, 104
models of DisAbility and	environment, 14
accommodations, 21-24	internships as safe learning
Revolution, 86	structures, 104–107
Inclusive culture, ingredients of, 21	Jack's experience as new hire, 74
Inclusive educational programs, 77	"learning from each other" vs.
Inclusive Management Strategy TM	"learning from you",
(IMS), 9, 12, 17–18, 19, 31,	113–119
33, 94–95, 98, 106	learning-based interactions, 124
belief change and resistance, 37–38	lessons learned, 101–103
case examples, 34–35	network, 129
Change Implementation stage, 136	process, 61
change process, 33–37	steps in hiring process, 75
internal and external factors, 32	structure, 109–110
tool, 133–134	structures, 136
Inclusive social environments, 33	Learning team, 109–110, 117–118,
Informational sessions, 93, 95, 101, 103	129
Injustice, perceptions of, 34	approach, 136
Institutionalizing learning	Learning-ERGs (L-ERGs), 122–124
mechanisms, 110	Logical-mathematical intelligence
Intellectual disability, 24, 84	framework, 11
Intelligence Frameworks (Gardner),	
11	Managers, 9, 38
Intelligence Quotient (IQ), 11–12	Medical model, 44
Intelligences, 12	Mental health related disAbilities, 48
cultural, 12, 95	Mental illness, 14
emotional, 12, 95	Mentors, 113

Mind-change process, 38, 58, 61, 65, 69, 73, 123, 133–134, 137 Minority quotas, 7 Moral power-coercive change process, 37 Moral-power change approach, 37 Moral-power change approach, 37 Musical-rhythmic and harmonic intelligence framework, 11 Mutual learning external networks, 124–129, 136–137 teams, 117	culture change, 32 cultures, 16 formal structures, 16 learning structures, 89 reason for organization hiring PwD, 94 social transformation, 134 structures, 133 values communicated through policy change, 93–95 Organizational structure, adaptions to, 14
National Air & Space Museum Front Entrance, 54 National Air & Space Museum Side	Paradigm shift, 63–64 "Partially sighted" leader, 26 Pathways to Careers in the United States, 105
Ramp, 54 National Center on Leadership for Employment and Economic Advancement	Peer Specialists, 35 People feel, 20, 33, 97, 114, 117 People with disAbilities (PwD), 6, 14, 27, 34, 49–50, 58, 77–78,
of People with Disabilities (LEAD), 125 National Library Service for the	97, 133 as change leaders, 83 competence and recruitment/hiring
Blind and Physically Handicapped, 13 National Museum of American	processes, 44 full employment, 129 perception, 22–23
Indian, 55 Natural supports, 113 Naturalistic intelligence framework,	reason for organization hiring, 94 value, 118
11 Negative emotions, 37	People-first language, 24–28 Perception, 27 of anxiety, 34
Networks for mutual learning, 121 environments for PwDs, 121–122 ERGs as learning, 122–124 external networks, 124–129	changing, 42–43 of injustice, 34 of injustice, 44 of PwDs, 22–23
Non-stereotypical jobs, 77–78 On-boarding process, 52 Online materials, 12 Open Mind in Norway, The, 105 Organization-External Stakeholders networks, 121 Organization(al), 32	of threat, 34 Performance management system, 136 Physical accidents, 14 Policy makers' failure, 33–34 Policy-related training, 93 Post-traumatic stress disorder (PTSD), 14 Preferential hiring, 45

Preferential recruitment, 49, 59 "Prepare Culture Change" stage, 88 "Problem solving" teams, 110	Stakeholders, 121 Stereotyping, 122 Stigma, 62
Professional coach, 113	Strong preferential treatment
Protected group, 35	programs, 44
Psychological events, 14	Structural change
r sychological events, 14	objectives, 18
Quality workshop 06	process, 37
Quality workshop, 96	Support-building trust, 98–99
Recruitment process, 63, 75	Support-building trust, 96–99
Reframing process, 101	"Talent" management, 16–17
Refreezing stage, 79	Team
Rehabilitation Act, The (1973), 6	external networks, 111–112
Resistance, 37–38	learning, 111
Respect, 19	"learning from each other" vs.
-	"learning from you",
behavior and language, 23	113–119
case examples, 19–21, 26–27 lack of, 23	learning mechanism in Glen's
	organization, 109–110
models of DisAbility and accommodations, 21–24	mutual learning, 117
people-first language, 24–28	work, 109
people-inst language, 24–28	Threat, 39
Safa laarning structures internahing	associated with inauthentic
Safe learning structures, internships as, 104–107	inclusion, 65–69
Schedule accommodations, 56	of hiring PwD, 65–67
SEARCH Project, 105	perceptions of, 34
Self-advocacy organizations, 124–125	perceptions of, 34, 74, 79,
Self-awareness, 79	129
"Sensory Friendly @ The Tech", 56	Threat reduction by hiring strengths
Sensory integration disorder, 15	matching strengths and interests to
Sensory processing disorders (SPDs),	work, 63–64
14	stigmatized perceptions, 62
Service providers (SPs), 121, 125–129 "Sheltered employment", 63	Time-period from discharge, 36 Traditional CSR activities, 103
Short term memory, 15	Transformational learning
Social capacity, 137	process, 75
Social equity, 37	
Social model, 22, 59	Uncertainty, 8
Social Security DisAbility Insurance,	Unconscious belief, 77–78
85–86	Unconscious biases, 78, 80
Social spaces, 80	Unfair, 41–42
Socialization process, 52, 62, 73–74,	Unfreezing stage, 74
128	in mind-change process, 49, 79
Socio-political-economical system, 14	Universal Design (UD), 53–59

154 *Index*

Verbal communication, 27 Verbal-linguistic intelligence framework, 11 Veterans, 36 with disabilities, 36 hiring with disAbilities, 36–37 Vietnam Veteran, 36 Veterans Affairs, 35 VETS 100, 36 Visual-spatial intelligence framework, 11

Wheelchair access, 21, 48, 53 Work-based learning programs, 104–105