

DEVELOPING A PERFORMANCE MANAGEMENT SUPPORT SYSTEM FOR EMPLOYEES WITH HIDDEN DISABILITIES

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ABSTRACT

*This document outlines a strategy for the Aero Missile and Defense Conglomerate (AMDC) to support employees with hidden disabilities, following a survey revealing that 40% of employees have such conditions. GK Consulting proposes a performance management support system focused on education, accommodations, and Americans with Disabilities Act (ADA) compliance. Key components include **Data Collection** - surveying prevalence and types of hidden disabilities, and assessing current accommodations; **Accommodations** - implementing flexible work schedules, customized communication methods, assistive technologies, and mental health support; **Leadership** - applying transformational leadership to foster an inclusive workplace; **Organizational Culture** - using Schein's Organizational Culture Model to align values with disability inclusion; **Change Management** - employing Kotter's Eight-Step Change Model for sustainable implementation; and **PESTEL Analysis** - considering external political, economic, social, technological, environmental, and legal factors. The strategy aims to create a supportive and inclusive environment, enhancing AMDC's culture, driving innovation, and positioning the company as an inclusive employer where all employees can thrive.*

KEYWORDS: hidden disabilities, performance management, workplace inclusion, organizational culture, transformational leadership

1. Introduction

In a recent employee climate survey, it was revealed that 40% of the Aero Missile and Defense Conglomerate's (AMDC) employees disclosed that they have invisible or hidden disabilities that comprise of conditions such as ADHD, Dyslexia, Anxiety, and Depression. The survey results revealed that AMDC needed to come up with a comprehensive strategy to tackle the challenges that their employees face as they deal with hidden disabilities in the workplace. GK Consulting has been tasked with developing a performance management support system to assist

AMDC's employees in successfully navigating the workplace and thrive in their careers at AMDC. Our initial recommendations entail a strategy that includes educating the workforce and its leadership on the implications hidden disabilities in the workplace, reasonable workplace accommodations, the legal framework, and specifically the Americans with Disabilities Act (ADA). Our strategy is grounded in foundational theories and application of leadership, organizational culture, and change management.

2. Problem Statement

Historically, employees with nonapparent disabilities have experienced workplace discrimination due to being mistakenly viewed as lazy, weak, antisocial, incompetent, or aloof (Gonzales, 2023). According to the Americans with Disabilities Act (ADA), a disability is defined as any mental health or physical condition that significantly impairs major life activities such as walking, talking, writing, seeing, or performing manual tasks. Despite many individuals with invisible disabilities qualifying for accommodations under the ADA, they often hesitate to disclose their conditions due to the stigma associated with them (Gonzales, 2023). In 2023, SHRM research indicated that nearly half (47 percent) of employees with invisible disabilities have not revealed their conditions to their employers. These statistics support the findings from AMDC's survey. In light of this data, AMDC needs to establish an effective performance management support system strategy that not only assists employees with hidden disabilities but also benefits the entire workforce.

3. Literature Review

3.1. *Hidden Disabilities in the Workplace*

In the United States, approximately 61 million adults, or 1 in 4, have a disability (CDC, 2023). Despite the high prevalence, many people are unable to identify a disabled coworker, likely because many disabilities are invisible (Abney et al., 2022). This lack of awareness and understanding can lead to both disabled individuals and their supervisors or managers being unprepared to address the needs of those with disabilities (Abney et al., 2022). Often, people associate disabilities only with the use of wheelchairs or walkers. However, the 1994-1995 Survey of Income and Program Participation (SIPP) found that 26 million

Americans, nearly 1 in 10, have a severe disability, with only 1.8 million using a wheelchair and 5.2 million using a cane, crutches, or walker (Disability Resource Center, 2023). This means that 74% of Americans with severe disabilities do not use these devices. Therefore, disabilities cannot be solely determined by the use of assistive equipment.

Invisible disabilities include symptoms such as chronic pain, fatigue, dizziness, cognitive dysfunctions, brain injuries, learning differences, mental health disorders, and hearing and vision impairments. An invisible disability is a physical, mental, or neurological impairment that is not immediately apparent to others but can affect a person's movements, senses, activities, and daily life (NIH, 2024). These conditions are not always visible to others but can significantly limit daily activities, varying in severity from mild challenges to severe limitations, and differ from person to person (IDA, 2023).

A study conducted at the University of Massachusetts (UMass) defines Invisible Disability, or hidden disability, as an umbrella term that encompasses a range of hidden disabilities or challenges, primarily neurological in nature (UMass, 2015). These are the types of disabilities that are not immediately noticeable to others. It is estimated that 10% of people in the U.S. have a medical condition that could be classified as an invisible disability. *“Nearly one in two people in the U.S. has a chronic medical condition of some kind, but most of these individuals are not considered disabled since their conditions do not hinder their daily activities”*. These individuals typically do not use assistive devices and often appear healthy (UMass, 2015).

Invisible disabilities are characterized by their lack of immediate visibility. For instance, individuals with visual or auditory impairments who do not use glasses or

visible hearing aids may not seem disabled. Some people with vision impairments may use contact lenses. Another category includes sitting disabilities, often caused by chronic back pain. Those with joint issues or chronic pain might not use mobility aids consistently or at all (UMass, 2015). Although these disabilities present significant challenges to those affected, they can be difficult for others to recognize or acknowledge. People may struggle to understand the cause of the issue if there are no visible indicators (Disabled World, 2015).

Although disability is often misconstrued as an issue that only represents a small number of people, its study is becoming increasingly more relevant to study as there are medical, political, social, and personal implications that affect those with disabilities. Disability is typically thought of as something that is visually apparent to other people, like using a mobility device such as a wheelchair, but that is not always the case (Nabi, 2023). Disability is something that can be acquired by anybody and can be long-term or temporary- either way; disability has the potential to impact anyone and everyone in some way (Nabi, 2023).

While there is limited data on the prevalence of invisible disabilities, the rates at which individuals have symptoms or diagnoses that can be considered invisible disabilities are significant (Gabriel, 2023). According to the Centers for Disease Control and Prevention (NCCDPHP, 2024), six in ten Americans live with at least one chronic disease, such as heart disease, diabetes, or cancer. In 2016, an estimated 50 million, or 20.4%, of American adults had chronic pain, and 19.6 million, or 8.0%, of American adults had high-impact chronic pain or pain that frequently limits life or work activities (Dahlhamer et al., 2018). Up to 3.3 million Americans are estimated to have chronic fatigue impacting their daily lives (CDC, 2024). Concerning mental health disabilities in the United States,

11.7% of adults report regular feelings of worry, nervousness, or anxiety, and 4.8% of adults report regular feelings of depression (Adjaye-Gbewonyo & Boersma, 2022). Furthermore, many of these conditions, such as chronic pain, anxiety, and depression, are especially prevalent in adults living in poverty (Dahlhamer et al., 2018; Ridley et al., 2020). Regardless of the limited authoritative data, AMDC's survey drives the need for change and acknowledgement among its own workforce.

3.2. Reasonable Workplace Accommodation

According to the Department of Labor (DOL), a job accommodation is an adjustment to a job or work environment that enables an individual with a disability to perform their job duties (DOL, 2024). These accommodations can include specialized equipment, modifications to the work environment, or adjustments to work schedules or responsibilities (DOL, 2024). The specific needs for accommodations can vary significantly among individuals with disabilities, even among those with the same condition. For instance, a job applicant who is deaf might require a sign language interpreter for the interview process, an employee who is blind or has low vision might need assistance reading information posted on a bulletin board, and an employee with diabetes might need regular breaks during the workday to monitor their blood sugar and insulin levels (DOL, 2024).

Title I of the Americans with Disabilities Act (ADA, 2015) identifies three key areas where reasonable accommodations might be necessary (U.S. Department of Labor, 2024):

- Adjustments to the job application process to ensure that a qualified applicant with a disability can be considered for a position.

- Modifications to the physical work environment or the usual manner in which a

job is performed, enabling an individual with a disability to fulfill the essential functions of their role.

- Changes that allow an employee with a disability to enjoy the same benefits and privileges of employment as other employees, such as access to cafeterias, lounges, auditoriums, and company-provided transportation.

Additionally, an employer's obligation to provide reasonable accommodations is limited by the condition that these changes must not cause "undue hardship". "Undue hardship" refers to significant difficulty or expense, including accommodations that are excessively extensive, disruptive, or could negatively affect the business's operation (JAN, 2023).

4. Americans with Disabilities Act (ADA)

The ADA comprises five Titles, each mandating specific services and responsibilities to ensure that persons with disabilities have equal opportunities to participate fully in their communities. Title I, which is the focus of this study, requires employers with 15 or more employees to support qualified individuals with disabilities in accessing the full range of employment-related opportunities (ADA, 1990; U.S. EEOC, 2008; U.S. EEOC, 2002). Under Title I, employers must protect the jobs of individuals with disabilities who have the necessary qualifications, skills, and prior work experience to perform a job's essential tasks and responsibilities. This often requires employers to modify workplace environments and job tasks to reduce the impact of employees' physical, psychological, intellectual, and other impairments on their job performance. The ADA refers to these modifications as "reasonable accommodations" (Oire, 2013).

4.1. Reasonable Accommodations under the ADA

Reasonable accommodations typically include three main components: (a) altering job application procedures to ensure all qualified applicants have an equal chance of selection; (b) modifying existing facilities to be accessible and usable for individuals with disabilities; and (c) restructuring jobs, which can involve adjusting work schedules (e.g., part-time, telework), reassigning an employee with a disability to a vacant position, acquiring or modifying equipment or devices (e.g., ergonomic chairs, TTY telephones, screen reading software), changing the administration of examinations, and providing qualified readers or interpreters (ADA, 1990; U.S. EEOC, 2008).

4.2. So, what are AMDC's Minimum Requirements?

A reasonable accommodation is any change or adjustment to a job or work environment that enables a qualified applicant or employee with a disability to participate in the job application process, perform the essential functions of a job, or enjoy benefits and privileges of employment equal to those enjoyed by employees without disabilities (U.S. EEOC, n.d.). Examples of reasonable accommodations include acquiring or modifying equipment or devices, restructuring jobs, providing part-time or modified work schedules, reassigning employees to vacant positions, adjusting or modifying examinations, training materials, or policies, providing readers and interpreters, and making the workplace accessible and usable for people with disabilities. This accommodation also ensures that individuals with disabilities can participate in the application process and enjoy employment benefits and privileges equal to those of other employees. Failing to provide reasonable accommodations for the known physical or mental limitations of

a qualified individual with a disability constitutes a violation of the ADA, unless providing such accommodations would impose an undue hardship on the business. “Undue hardship” refers to accommodations that would cause significant difficulty or expense (U.S. EEOC, 2024).

5. Study Objective

The objective of this research is to develop a performance management support system for AMDC employees with hidden disabilities, fostering an inclusive and supportive work environment.

5.1. Study Assumptions

1. Employees with hidden disabilities are hesitant to disclose their conditions.
2. Effective accommodations can improve job performance and satisfaction.
3. Transformational leadership can enhance the integration of employees with hidden disabilities.

5.2. What type of data needs to be collected?

The team looked at AMDC’s problem statement and survey results determined that at a minimum, the following data needs to be collected: (1) The prevalence and types of hidden disabilities within the workforce; (2) The specific challenges and needs of these employees; (3) Existing workplace accommodations and their effectiveness; (4) Employees’ awareness and perceptions of support services and accommodations; (5) Barriers to requesting accommodations or disclosing disabilities; and (6) The current level of awareness and understanding of hidden disabilities within the organization.

5.3. Data Collection Strategy/Methods

A comprehensive strategy to collect the needed data involves several methods to ensure accuracy and inclusivity. Anonymous surveys can help gauge the

prevalence of hidden disabilities, understand the challenges faced by employees, and assess the current effectiveness of accommodations. GK Consulting (GKC) will conduct interviews with employees who have disclosed their disabilities, as well as focus groups, in order to provide deeper insights into personal experiences and the nuanced impacts of hidden disabilities on work life. Analyzing past accommodation requests can reveal trends in the types of support needed and identify gaps in AMDC’s current offerings. Developing and employing monitoring engagement and productivity metrics before and after implementing accommodations will help measure their impact. The team believes that by integrating these approaches, AMDC and GKC can gather comprehensive data to inform the development of a supportive and inclusive workplace environment for employees with hidden disabilities.

6. Analysis

6.1. Data Collection Strategy

GK Consulting’s data collection strategy involved multiple methods to ensure comprehensive understanding and accuracy. Anonymous surveys were distributed to all AMDC employees to gauge the prevalence of hidden disabilities, understand the challenges faced by employees, and assess the current effectiveness of accommodations. The survey included questions about the types of hidden disabilities, the specific challenges encountered in the workplace, and the employees’ awareness and perceptions of existing support services and accommodations. Of the 5,000 employees surveyed, 2,500 responses were received, representing a 50% response rate.

In addition to surveys, GK Consulting conducted interviews with employees who had disclosed their disabilities, providing deeper insights into personal experiences

and the nuanced impacts of hidden disabilities on work life. Focus groups were also organized to facilitate discussions on the specific needs and challenges of employees with hidden disabilities, as well as to identify gaps in the current support system.

Analyzing past accommodation requests revealed trends in the types of support needed and highlighted areas where AMDC's current offerings were insufficient. Furthermore, GK Consulting developed and employed metrics to monitor engagement and productivity before and after implementing accommodations, helping to measure their impact.

7. Results of Analysis

7.1. Prevalence and Challenges

The survey results confirmed that 40% of AMDC employees have hidden disabilities. These employees face significant challenges in the workplace, including a lack of appropriate accommodations, understanding from colleagues and supervisors, and fear of disclosing their conditions due to potential stigma. Common hidden disabilities reported included ADHD, dyslexia, anxiety, and depression. Employees expressed difficulties in receiving necessary support and accommodations, which affected their job performance and overall well-being.

7.2. Effectiveness of Existing Accommodations

The analysis revealed that current accommodations at AMDC are insufficient and inconsistently applied. Many employees were unaware of the available support services, and those who did request accommodations often found them inadequate. The lack of a standardized approach to accommodations led to varied experiences among employees with hidden disabilities. This inconsistency contributed to a lack of trust in the support system and reluctance to disclose disabilities.

8. Proposed Reasonable Workplace Accommodations for AMDC Consulting Inc.

According to the Job Accommodations Network (JAN, 2024), the following list of accommodations are suggested to AMDC to begin to developing an effective accommodation policy that addresses their employees needs as discovered during their recent survey.

Flexibility in Work Schedules and Locations: Allowing flexible work hours and the possibility to work from home can accommodate various hidden disabilities by letting employees work during their most productive times or in environments where they feel most comfortable.

Customized Communication Methods: Tailoring communication methods to fit individual needs, such as providing written instructions for those with auditory processing conditions or allowing extra time for processing information during meetings, can significantly improve workplace interactions.

Technology and Tools: Implementing assistive technologies, like screen readers for dyslexia or noise-cancelling headphones for concentration issues, can create a more accessible work environment.

Physical Workspace Adjustments: Modifying the physical workspace to reduce distractions, such as providing access to quiet workspaces, can help employees with ADHD, anxiety, or other sensory processing issues to focus better on their tasks.

Awareness and Training Programs: Conducting training sessions on hidden disabilities for managers and coworkers fosters an inclusive culture and promotes understanding and support within the team.

Mental Health Support: Providing mental health support through employee assistance programs (EAPs) or offering access to counseling services is essential for employees experiencing anxiety, depression, or other mental health challenges.

9. Application of Transformational Leadership Theory

Transformational Leadership entails inspiring and motivating followers to transcend their own self-interests for the benefit of the organization, promoting substantial change and innovation (Ugochukwu, 2024). Leaders who embrace this approach can greatly impact the effective integration of a performance management support system for employees with hidden disabilities by:

● **Inspiring Vision:** Communicating a clear and compelling vision of a supportive and inclusive workplace, motivating employees to work towards achieving this ideal (Ugochukwu, 2024).

● **Empathy and Support:** Demonstrating genuine concern for the needs of all employees, including those with hidden disabilities, and actively working to understand and meet these needs (Ugochukwu, 2024).

● **Empowering Employees:** Encouraging employees to participate in the development and implementation of accommodations and supports, thereby fostering a sense of ownership and commitment to the initiative (Ugochukwu, 2024).

Applying transformational leadership principles to the development and implementation of a performance management system for employees with hidden disabilities involves creating an inclusive and supportive environment while driving performance and growth.

AMDC can begin accomplishing its goals by applying the following steps:

● **Visionary Leadership:** Transformational leaders articulate a vision that promotes inclusivity and diversity. By setting a clear vision for an inclusive workplace, the leadership of AMDC can foster an environment where all employees, including those with hidden disabilities, feel valued and supported (Avolio & Gardner, 2005).

● **Individualized Consideration:** Transformational leaders recognize the unique needs of each employee, including those with hidden disabilities. They ensure that the performance management system accommodates these needs by offering personalized support and reasonable accommodations (Bass & Riggio, 2006).

● **Intellectual Stimulation:** Transformational leaders encourage innovation and creativity in addressing the challenges faced by employees with hidden disabilities. By promoting a culture of continuous improvement, AMDC can inspire the development of performance management practices that leverage technology and adaptive strategies (Avolio & Bass, 1995).

● **Inspirational Motivation:** Transformational leaders inspire and motivate employees, including those with hidden disabilities, to reach their full potential. By fostering a positive and inclusive work environment, leaders can motivate employees to excel in their performance (Avolio & Bass, 1994).

● **Empowering Leadership:** Transformational leaders empower employees with hidden disabilities to actively participate in the development and implementation of the performance management system. By involving them in decision-making processes and soliciting their feedback, leaders can ensure that the system meets their needs (Bass & Avolio, 1994).

● **Continuous Improvement:** Transformational leaders are committed to ongoing learning and development. They regularly evaluate the effectiveness of the performance management system for employees with hidden disabilities and make necessary adjustments based on feedback to ensure its continued relevance and effectiveness (Avolio et al., 2009).

Utilizing the aforementioned transformational leadership principles, AMDC can develop and implement a

performance management system that effectively supports employees with hidden disabilities, promotes their professional growth, and enhances overall organizational performance.

10. Application of Schein's Organizational Culture Model

Schein's Model suggests that organizational culture is comprised of three distinct levels: artifacts (visible organizational structures and processes), espoused values (strategies, goals, philosophies), and basic underlying assumptions (unconscious, taken-for-granted beliefs, perceptions, thoughts, and feelings) (Schein, 2010). Applying this model can help in assessing and shaping culture, identifying aspects of the current culture that may hinder or support the integration of the support system (Schein & Schein, 2016). For example, if the current culture undervalues diversity, targeted efforts can be made to shift these perceptions: aligning values with actions, ensuring that AMDC's stated commitment to diversity and inclusion is reflected in tangible actions, such as the implementation of specific accommodations for employees with hidden disabilities (Schein & Schein, 2016).

To effectively apply Schein's Organizational Culture Model to the development and implementation of a performance management system that effectively supports employees with hidden disabilities at AMDC Consulting, Inc., AMDC needs to integrate cultural principles conducive to disability inclusion. Below is a recommended structured approach to achieve success:

●**Assess Current Organizational Culture:** Conduct an in-depth assessment of AMDC Consulting, Inc.'s current culture, focusing on artifacts, espoused values, and underlying assumptions related to disability inclusion (Schein, 1985).

●**Identify Areas for Improvement:** Identify areas where the current organizational culture may fall short in supporting employees with hidden disabilities. This may include addressing stereotypes, biases, and lack of awareness about hidden disabilities.

●**Promote Espoused Values of Inclusion:** Ensure that the organization's stated values explicitly promote diversity, inclusion, and accessibility for all employees, including those with hidden disabilities (Schein, 1992).

●**Implement Inclusive Policies and Practices:** Develop and implement policies and practices that foster an inclusive environment for employees with hidden disabilities. This may involve providing reasonable accommodations, such as flexible work arrangements, assistive technologies, and accessible facilities (Kaye, 2018).

●**Foster Psychological Safety:** Create a culture where employees feel comfortable disclosing their hidden disabilities and requesting accommodations without fear of stigma or discrimination. Encourage open communication and provide support for employees who disclose their disabilities (Byrne-Haber, 2023).

●**Provide Training and Education:** Offer training programs to raise awareness and build knowledge among employees and managers about hidden disabilities and how to effectively support colleagues with disabilities in the workplace. Training should cover topics such as disability etiquette, accommodations, and inclusive communication practices (Laker, 2024).

●**Engage Leadership as Champions:** Engage organizational leaders as champions for disability inclusion and advocates for employees with hidden disabilities. Leaders should demonstrate their commitment to inclusion through their actions, decisions, and communication, setting the tone for the entire organization (Bass & Avolio, 1994).

●**Monitor and Evaluate Progress:** Continuously monitor and evaluate the effectiveness of the performance management system and organizational culture in supporting employees with hidden disabilities. Solicit feedback from employees, assess key performance indicators related to disability inclusion, and make adjustments as needed to ensure ongoing improvement (Avolio et al., 2009).

By adding Schein's Organizational Culture Model to the equation, AMDC Consulting, Inc. can further develop and implement a performance management system that addresses its current organizational culture while effectively supporting employees with hidden disabilities, fostering an inclusive workplace culture where all employees can thrive.

11. Application of Kotter's Eight-Step Change Model

Kotter's Model offers a step-by-step method for achieving sustainable change, which is especially pertinent for implementing a new performance management support system. The steps include creating a sense of urgency, building a powerful coalition, developing a vision for change, communicating the vision, empowering broad-based action, generating short-term wins, consolidating gains to produce more change, and embedding new approaches into the culture (Kotter's Eight Steps - MBA Management Models).

AMDC can effectively utilize Kotter's Eight-Step Change Model to develop and implement a performance management system that supports employees with hidden disabilities by following this structured approach, addressing the unique challenges and needs of this group. The steps of Kotter's model (2012) that AMDC can apply are:

●**Create a Sense of Urgency:** AMDC should start by creating awareness among organizational leaders and employees about the importance of

addressing the needs of employees with hidden disabilities in the workplace. Highlight the significance of inclusion and diversity in driving organizational success and fostering a culture of support and acceptance.

●**Build a Guiding Coalition:** The leadership of AMDC should form a diverse and inclusive team that includes representatives from different departments and levels of the organization. This coalition will be responsible for driving the change effort, ensuring that the perspectives and needs of employees with hidden disabilities are represented and considered throughout the process.

●**Develop a Strategic Vision and Initiatives:** Create a clear and compelling vision for designing and implementing a performance management system tailored for employees with hidden disabilities. Identify specific initiatives and objectives that support this vision and address the distinct challenges encountered by this group.

●**Enlist Volunteer Army:** Mobilize employees across the organization to support the change effort. Encourage participation and involvement from employees with hidden disabilities, as well as allies and advocates who are committed to promoting inclusion and accessibility in the workplace.

●**Enable Action by Removing Barriers:** Identify and address any barriers or obstacles that may hinder the development and implementation of the performance management system. This may include outdated policies, lack of awareness or training, or resistance to change. Take proactive steps to overcome these barriers and create an enabling environment for change.

●**Generate Short-Term Wins:** Implement quick and tangible improvements to demonstrate progress and build momentum for the change effort. Celebrate achievements and successes

along the way, recognizing the contributions of employees with hidden disabilities and their supporters.

- **Sustain Acceleration:** Embed the changes into the organizational culture and processes to ensure long-term sustainability. Integrate the performance management system for employees with hidden disabilities into existing practices and systems, and continue to monitor progress and make adjustments as needed.

- **Institute Change:** Institutionalize the changes by reinforcing the new behaviors and practices through formal policies, procedures, and systems. Ensure that the organization remains committed to supporting employees with hidden disabilities and promoting a culture of inclusion and accessibility.

By coupling transformational leadership and Schein's Culture Model with Kotter's Eight-Step Change Model, AMDC Consulting, Inc. can effectively develop and implement a performance management system that supports employees with hidden disabilities, fostering a workplace environment where all employees can thrive.

12. Application of PESTEL Strategy Analysis/Theory

12.1. The PESTLE Analysis/Theory

The PESTLE Analysis (Political, Economic, Social, Technological, Legal, Environmental) can offer valuable insights into the external factors that may impact AMDC's strategies for supporting employees with hidden disabilities.

To utilize the PESTLE Analysis in developing and implementing a performance management system that effectively supports employees with hidden disabilities at AMDC Consulting, Inc., it is essential to break down the analysis into its key components: Political, Economic, Social, Technological, Environmental, and Legal factors. This method will provide a thorough understanding of the external

environment and its influence on internal strategies to support employees with hidden disabilities.

Political Factors

- **Policy and Regulation Awareness:**

Ensure alignment with political regulations like the Americans with Disabilities Act (ADA), which mandates reasonable accommodations for employees with disabilities. Staying abreast of political changes can help the company adapt its policies to remain compliant and supportive of employees' needs (U.S. Department of Justice, 2020).

Economic Factors

- **Resource Allocation:** Analyze the economic impact of integrating a performance management system for employees with hidden disabilities, including the costs of accommodations and the potential return on investment through increased productivity and reduced turnover. A cost-benefit analysis can demonstrate the economic value of such an inclusive approach (Hernandez & McDonald, 2010).

Social Factors

- **Cultural Inclusivity:** AMDC must promote a workplace culture that recognizes and supports diversity, including hidden disabilities. This involves training and sensitization programs for staff to foster an environment of understanding and support, reducing stigma and promoting inclusivity (Shore et al., 2011).

Technological Factors

- **Incorporate Assistive**

Technologies: Utilize technology to provide accommodations, such as screen readers for dyslexia or software that helps manage tasks for those with ADHD. Technology can play a pivotal role in creating an inclusive workplace that caters to the needs of employees with hidden disabilities (Fichten et al., 2019).

Environmental Factors

- **Adaptive Work Environment:**

Modify the physical and cultural workplace

environment to support employees with hidden disabilities. This can include creating quiet work areas, flexible work arrangements, and ensuring that the workplace is conducive to the needs of all employees (Houtenville & Kalargyrou, 2012).

Legal Factors

• Compliance and Best Practices:

While developing this new strategy, AMDC must adhere to legal requirements under the ADA and other relevant legislation by providing reasonable accommodations and ensuring non-discrimination. Regular training on legal responsibilities for managers and HR personnel can help the company stay compliant and supportive of employees with hidden disabilities (JAN, n.d.).

12.2. Implementation of PESTEL in Performance Management System Development

1. Integrated Approach: AMDC will develop policies and practices that integrate PESTEL considerations, ensuring that the performance management system is compliant, supportive, and adaptive to the needs of employees with hidden disabilities.

2. Monitoring and Evaluation: Regularly review the effectiveness of the performance management system, including accommodations and support mechanisms, to ensure they meet the changing needs of employees and the external environment.

3. Stakeholder Engagement: Engage with employees with hidden disabilities, HR professionals, legal advisors, and technology experts to ensure the performance management system is comprehensive, inclusive, and practical.

4. Continuous Improvement: Use feedback from employees and trends from the PESTEL analysis to continuously improve and adapt the performance management system to better support employees with hidden disabilities (Shore et al, 2011; Hernandez et al, 2010).

13. Conclusion

In conclusion, AMDC Consulting, Inc.'s initiative to develop a performance management support system for employees with hidden disabilities is a significant step towards fostering an inclusive workplace culture. By leveraging insights from Transformational Leadership, Schein's Organizational Culture Model, Kotter's Eight-Step Change Model, and PESTEL Strategy Analysis, AMDC is well-equipped to address the complex needs of its diverse workforce. This comprehensive approach ensures not only compliance with the Americans with Disabilities Act (ADA) but also goes beyond legal obligations to genuinely support employees with hidden disabilities. Through educating the workforce and leadership on the nuances of hidden disabilities, implementing reasonable workplace accommodations, and adhering to a strategic mix of leadership, organizational culture, and change management theories, AMDC is poised to create a work environment where all employees, regardless of their disabilities, can thrive and contribute to their fullest potential. The commitment to continuous improvement, stakeholder engagement, and cultural transformation underlines the company's dedication to not just meeting the immediate needs of its employees but also paving the way for long-term inclusivity and diversity in the workplace. This initiative not only enhances the work experience for employees with hidden disabilities but also enriches the organizational culture, drives innovation, and strengthens AMDC's position as a forward-thinking, inclusive employer.

Detailed Study Information

➤ Who Conducted the Study

The study identifying the 40% of employees with hidden disabilities was conducted by GK Consulting, an external consultancy firm specializing in organizational development and employee

well-being. The firm was engaged by AMDC to carry out an anonymous employee climate survey.

➤ **Details and Evidence of the Study**

GK Consulting conducted the study in early 2023. The survey was distributed to all employees of AMDC via an online platform, ensuring anonymity and encouraging honest disclosure. The survey consisted of questions designed to identify the presence of hidden disabilities, the types of disabilities, the challenges faced by employees, and the effectiveness of current workplace accommodations. Of the 5,000 employees surveyed, 2,500 responses were received, representing a 50% response rate. The results indicated that 40% of respondents disclosed having one or more

hidden disabilities, such as ADHD, dyslexia, anxiety, and depression. The data were analyzed using statistical software to ensure accuracy and reliability.

➤ **Personal Contributions**

My personal contributions to this topic are grounded in extensive research and practical experience in organizational development and disability inclusion. By synthesizing existing literature and applying theoretical frameworks, the author has developed a comprehensive strategy tailored to AMDC's specific needs. This strategy includes practical recommendations for accommodations, leadership practices, cultural shifts, and change management processes to support employees with hidden disabilities effectively.

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