

How Managers with Dyslexia Express Their Leadership: An under Researched Area that can Serve Organizations in Reducing Stigma and Creating Supportive, Inclusive and Accessible Work Environments

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This qualitative exploratory study identified strategies used and accommodations needed by managers who have dyslexia to express leadership and progress as leaders at a rate comparable to peers. Semi-structured interviews with five Canadian Public Service managers revealed four themes: a) creative leadership expression b) impact of dyslexia on career progression c) accommodation's role d) supportive, inclusive, accessible environments as vital to career progression. Acceptance and Commitment Training, a facilitator of leadership development through psychological flexibility, implications for managers with dyslexia and their support networks, future practice and research are discussed.

Objectives

- Identify strategies used by managers with dyslexia to express leadership and accommodations needed to progress as leaders at a rate comparable to peers.

Methodology

- Qualitative/exploratory
- Constructivist/inductive
- Purposeful intensive sampling
- Semi-structured interviews

Data Analysis

- Thematic Analysis (Braun, V., & Clarke, V. (2012))
- NVIVO Data Analysis Software

Instruments & Procedures

- Adult ADHD Self-Report Scale (ASRS-v1.1) Symptom Checklist (Kessler et.al 2004)
- Bangor Dyslexia Checklist (Miles, T.R., 1997)
- Demographic questionnaire

Key Themes:

1. Creative leadership expression
2. Impact of dyslexia on career progression
3. Accommodation's role
4. Supportive, inclusive & accessible environments vital to career progression

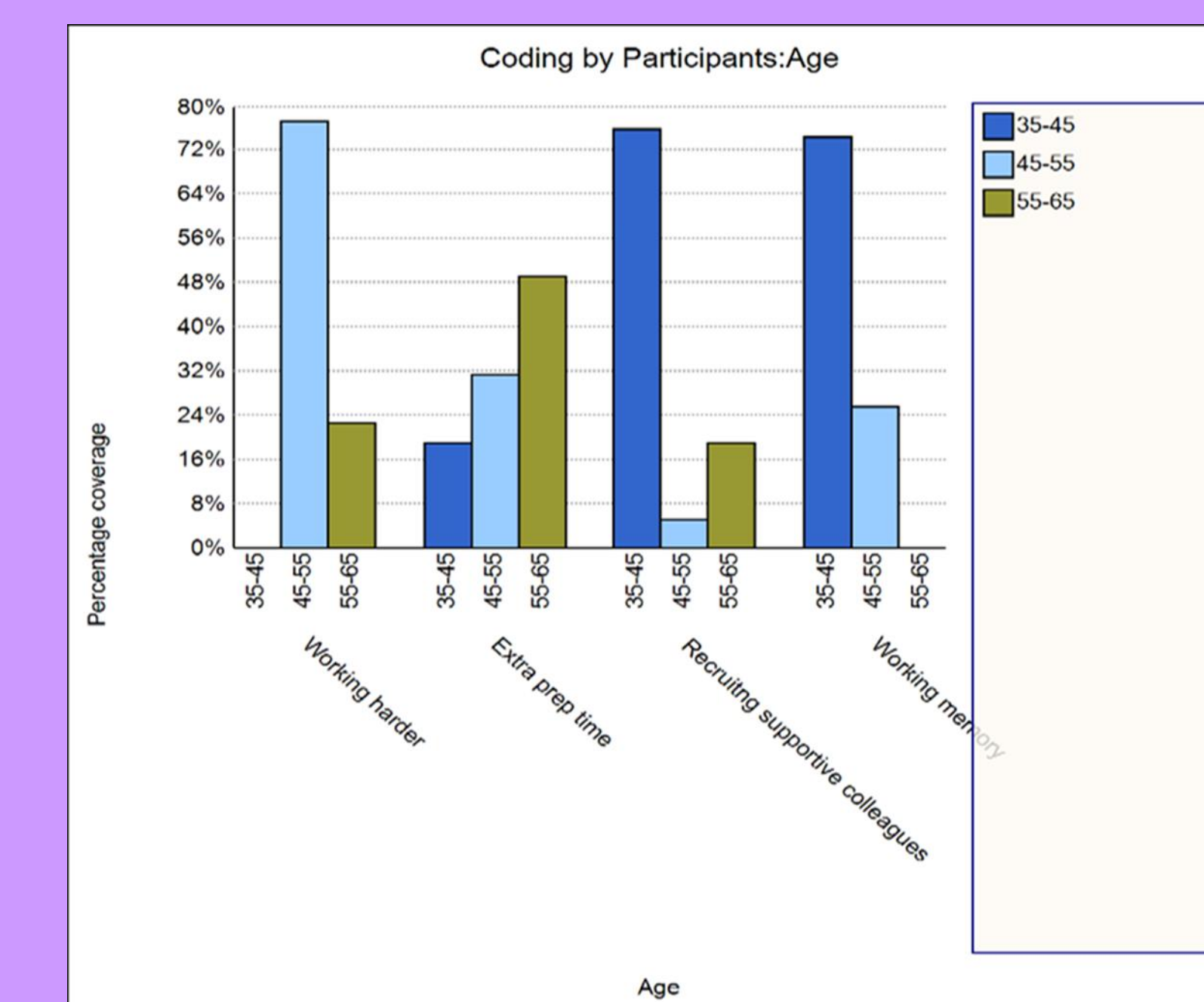
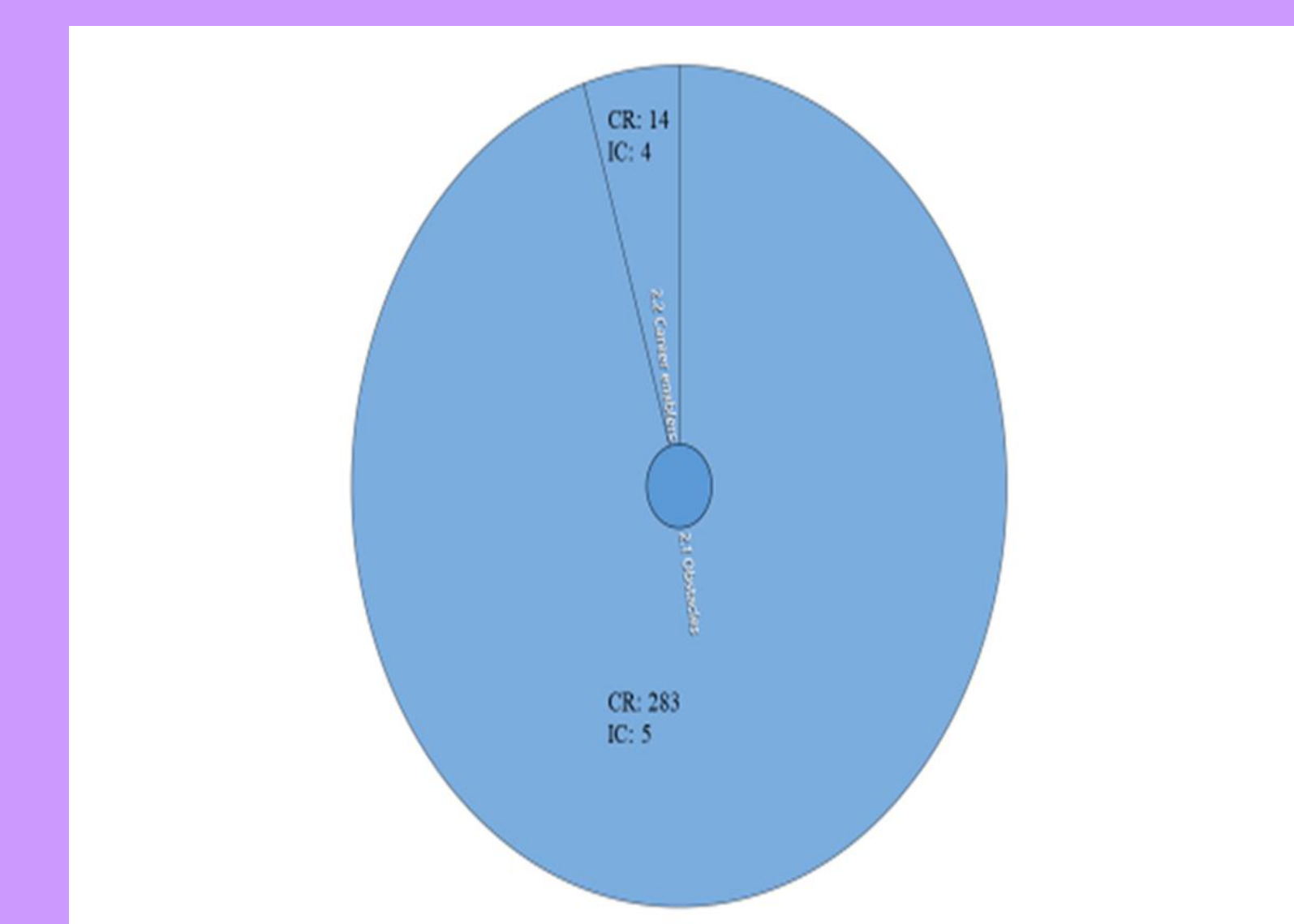
A consciously inclusive leadership culture driving a supportive, accessible work environment: vital to the leadership career progression of managers who have dyslexia and other invisible disabilities



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Participants	Theme 1		Theme 2		Theme 3		Theme 4	
	References Coded	Coverage %	References Coded	Coverage %	References Coded	Coverage %	References Coded	Coverage %
P001	39	11.83	50	13.54	25	4.70	6	2.4
P002	32	7.57	41	13.41	34	11.60	11	4.42
P003	43	11.93	28	13.52	18	3.87	8	6.30
P004	41	11.39	54	14.63	35	11.40	1	.19
P005	49	10.75	84	19.87	46	8.27	1	.27

Themes, Subthemes	Terminology	Participant	Coded References
1.0 Creative Leadership Expression	Elements of leadership explored	5	204
1.1 Leadership within the Public Service of Canada	Leadership requirements particular to the Public Service of Canada	5	38
1.2 Leadership styles	Leadership styles identified	5	48
1.3 Strategies used to express leadership	Strategies used to express leadership	5	98
2.0 Impact of dyslexia on career progression	Obstacles & enablers of leadership career progression resulting from dyslexia.	5	257
2.1 Obstacles	Obstacles resulting from dyslexia, impede individual career progression.	5	243
2.2 Career Enablers	Attributes resulting from dyslexia identified as enablers of career progression.	4	14
3.0 Accommodation's role leadership career progression	Participant's perspectives on accommodation and its role in career progression.	5	160
3.1 Self accommodations	Strategies, tips and tricks used to self-accommodate for obstacles resulting from dyslexia.	5	88
3.2 Assistive technology	Access to assistive technology as a crucial enabler of career progression	4	29
3.3 Accommodation awareness	Different aspects of awareness and knowledge accommodation	6	28
3.4 Disadvantages of Accommodation	Elements of accommodation considered disadvantageous.	4	14
4.0 Supportive, Inclusive & Accessible Environments as vital to career progression	The need for supportive, inclusive, accessible work environments to facilitate career progression of managers who have dyslexia.	5	27



13 Strategies used to express leadership			
Communication	Collaboration and consultation	Strategic...	Analysis
	Mining expertise	Change manag...	Patien...
	Self-disclosure		Project management