

## Supporting Invisible Disabilities & Mental Health

### *Manager & Organisation Action List*

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#### 1. Education & Awareness

- Train managers on invisible disabilities (ADHD, autism, chronic pain, mental health, PTSD).
- Include neurodiversity and trauma-informed awareness in core management programmes.

#### 2. Policy & Disclosure Support

- Review HR policies to make disclosure safe, optional, and stigma-free.
- Embed duty-of-care responsibilities into management role descriptions.

#### 3. Observation & Early Detection

- Monitor absenteeism, presenteeism and performance patterns.
- Recognise subtle signs: emotional dysregulation, fluctuating focus or disengagement.

#### 4. Practical Workplace Adjustments

- Allow flexible working, task breakdowns, focus sprints, and offline reflection time.
- Reduce unnecessary digital overload (notifications, emails, constant multitasking).

## **5. Offline Engagement & Identity Work**

- Organise offline team sessions: workshops, creative activities, problem-solving exercises.
- Encourage reflection exercises, journaling, and peer support.

## **6. Communication & Feedback**

- Use identity-affirming, supportive language.
- Conduct regular check-ins with open-ended questions.
- Avoid assumptions based on appearances; focus on outcomes and support needs.

## **7. Manager Accountability & Handover**

- Require handover briefings for employees with ongoing mental health needs.
- Document observations, support measures, and escalation steps safely.

## **8. Monitoring & Metrics**

- Track engagement, absenteeism, and feedback post-implementation.
- Use metrics to show ROI of support measures to leadership.

## **9. Escalation & Expert Support**

- Provide clear escalation pathways to HR, occupational health, or mental health professionals.
- Ensure managers know when to refer and avoid attempting to “fix” clinical issues themselves.

## 10. Culture & Leadership Modeling

- Leadership must actively model wellbeing, including offline reflection, transparency, and identity awareness.
  - Celebrate small wins and inclusion behaviors to embed a supportive culture.
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**Sandy Sagoo: Founder of Vivaan**