

In Study Cases in Barcelona and Buenos Aires of Neuro-Inclusive Leadership and Recruitment

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Neurodiversity refers to the different ways in which our brains can work and function. The paper looks at leadership and management of teams containing both neurodivergent and neurotypical employees, how to implement talent management practices, organizational culture, team identity and performance management. The research draws on three theoretical frameworks: Organizational Justice Theory (OJT) that focus on individual and workplace perception of fairness, Social Identity Theory (SIT), focusing on how group membership affects self-concept, and Role Congruity Theory (RCT) examines how stereotypes reduce job opportunities when individuals are perceived as mismatched with the expected requirements of a given role (Colquitt et al., 2001; Tajfel & Turner, 1979; Eagly & Karau, 2002, pp. 425, 47, 573. The study employs a qualitative, multi-case research design. Fieldwork was carried out at three inclusion-oriented sites: Alamesa Resto in Buenos Aires, and Specialisterne and Casa Batlló in Barcelona. Data collection included site observations, interviews with managers and key decision-makers, and an analysis of internal documents. The literature review synthesizes research on inclusive recruitment and organizational methods that support inclusion and role redesign (Austin & Pisano, 2017, p.96; Hennekam & Follmer, 2024, p. 135). The implementation of the case studies demonstrates talent management strategies in everyday practices, including recruitment pipelines, supervisory approaches, environmental adjustments, and observable results. The study provides practical insights, identifies key issues and opportunities, and outlines the underlying theories.

1. Introduction

The term "neurodiversity" was coined in 1999 by Judy Singer, an Australian sociologist, who proposed that autism, ADHD, dyslexia, and other differences be viewed as part of the typical spectrum of human neurodevelopment rather than deficits (Singer, 1999, p. 59). In her view, the term refers to people whose developmental pathways, thinking, and information processing diverge from the norm, while neurotypical individuals are those whose neurological development, thinking, and information processing are expected based on their setting and culture. According to population estimates, fifteen to twenty percent of people within a population can be classified as neurodivergent, which makes neurodiversity one of the largest and most inconsistently catered-to forms of diversity in today's workplace (Doyle, 2020, p. 108). While the concept is simple, it challenges traditional organizational culture built on homogeneous recruitment practices, communication, coordination, and performance management because there is no one right or wrong way to think or learn. When conditions permit, neurodivergent traits such as out-of-the-box thinking, strong memory, distinctive pattern recognition, focused attention, or creative reframing can contribute to organizational achievements (Silberman, 2015, p. 75), even though average organizational environments often limit access to neurodivergent talent.

Currently, talent management strategies and organizational culture are built on neurotypical preferences instead of plural cognitive styles (Robertson & Ne'eman, 2008, p. 28). Yet the success of neuroinclusive practices requires adjustments to communication, workplace layout, as well as environmental factors such as lighting, and noise (Austin & Pisano, 2017, p. 101). Large companies like SAP, Microsoft, HP, and JPMorgan Chase introduced inclusive recruitment along with manager training and the redesign of roles (Austin & Pisano, 2017, p. 97). The results go beyond expectations.

As per Hedley et al. (2018, p. 3948), neurodivergent workers have been found to enhance the quality of work output, increase defect detection rigor, improve engagement in teams, employee wellbeing and mental health. According to Sherman (2021, p. 45), managers also reported changes in their leadership approach due to focus on strengths and clarifying expectations. Neurodiversity can be a competitive advantage if carefully planned, implemented, managed, and controlled (Austin & Pisano, 2017, p. 103).

However, a leadership vacuum exists, and employment rates reflect this gap. According to the National Autistic Society in the UK, where only twenty-two per cent of autistic adults are employed and many remain in lower management positions. Discrimination shapes these results, as half of the managers were unwilling to hire neurodivergent employees. In many cases, their reasoning assumes that neurodiverse talent lacks social skills and is unable to adapt, reflecting role stereotypes that fall short of a documented basis in ability (Hennekam & Follmer, 2024, p. 150; Doyle, 2020, p. 112).

In addition, structural barriers within the organizations including organizational chart, internal structures, lack of career development paths, limited employee support and bias organizational culture magnified the problem increased the problem (Hennekam & Follmer, 2024, p. 153). Sherman (2021, p. 75), also illustrates how a small share of neurodivergent employees' hired progress into management positions, resulting in limited neuroinclusive senior decision-making spaces.

The study examines the relationship between neurodivergent talent and neurotypical management, with emphasis to how leadership styles impact performance and cohesion. Specialisterne, Casa Batlló, and Alamesa are examples of inclusive recruitment and leadership practices. The findings reveal information about management strategies, inclusion strategies, points of friction, and the organizational outcomes.

2. Review of Literature

The amount of research on neurodiversity in the workplace has increased substantially in recent years. Initially, our activities concentrated on recruitment and job assistance, particularly autism-specific pathways into technical roles. Leadership, as understood through the classic literature rarely considers neurological differences as a variable of study, creating a theoretical and practical gap. As Quigley et al. (2021) argue, management studies have not yet integrated neurodiversity into their 'core' assumptions. Moreover, traits often associated with neurodivergence, such as deep focus, creative reframing, and meticulous problem-solving, can be effective for leadership, if organizations reduce environmental barriers. Their conclusion suggests a need for contexts where these traits can develop and for structures which enable neurodivergent leaders to progress.

Inclusive leadership makes it easier for neurodiverse talent to participate. When leaders allow and promote multiple points of view and different ways of communicating, they foster psychological safety and spark innovative energy. According to Carmeli and coauthors, inclusive leader behavior is associated with employee engagement and synergy, while Nishii (2013) finds that organizational environments of acceptance and inclusion foster perceptions of justice and promote loyalty among various groups.

In practice, managers should adapt communications and assignments when written instructions are provided, social cues are made explicit instead of assumed, and tasks are matched to strengths (Hennekam et al., 2022). The changes in the perception of neurodiversity recognizes that autistic talent could excel in attention to detail positions related to quality control, and dyslexic staff might create out-of-the-box solutions, and design or new content (Austin & Pisano, 2017; Santuzzi & Waltz, 2016) Managers who recognize this potential are in a better position to build inclusive teams with visible contributions.

The multinational company SAP has introduced Inclusion Programs and invested in Managers' and supervisors' training to enable autistic talent to develop specific skills to work as software testers. The neurodivergent team reported opportunities for improvement and highlighted coding mistakes that had previously gone unnoticed. The outcome resulted in better product quality and a more caring, personalized type of leadership adopted by



decision-makers (Austin & Pisano, 2017). On the other hand, Hewlett Packard Enterprise and Microsoft have found similar benefits after implementing neuroinclusion, which translates into increased engagement and further development of ideas into tangible results. This strategy includes recognizing that inclusion is not just a narrow accommodation strategy for a specific group, but also that team-building events can reshape leadership practices and team dynamics.

However, the complexity of the hurdles remains due to the organizational culture surrounding workplace standards of normal behavior. Neurodivergent workforce often encounters implicit rules and policies that restrict their social and sensory behaviors, such as chit-chat, sustained eye contact, and tolerance for being in crowded and noisy spaces, which can be like non-obvious filters (Krzeminska et al., 2019). Management unaware of inclusive recruitment misinterprets it. For example, failure to maintain eye contact could be considered disinterest in the conversation, despite the individual listening closely. Body language misalignments are consequential; when employees feel misunderstood, they lose trust and loyalty (Greenberg, 1987). On the other hand, interactions that are clear and respectful build fairness, performance management based on results rather than style supports perceptions of justice (Ferdman, 2014), and research indicates that genuine inclusion fosters increased commitment and satisfaction (Nishii, 2013).

Social identity theory gives us an alternative perspective when people experience a sense of belonging and identify themselves through their group membership.

Categorizing the workforce by their organizational contribution in roles or departments can lead to preferential treatment for one's own group and hostile behavior towards others (Tajfel & Turner, 1979). Neurodivergent talent is more affected in stressful situations where there are strong divisions, the prospects of unity are low, and communication breaks down. Leaders who emphasize shared objectives, mutual dependence, and public recognition of contributions help to create a common team identity. Being able to participate in decisions and being seen as respected, listened to, and included in meetings reinforces team identity. Tajfel and Turner (1979) demonstrated that bias is reduced when leaders redraw boundaries to encompass all members within a single in-group.

Role Congruity Theory offers an additional critical lens. Bias emerges when the traits associated with a social group are perceived as incompatible with the characteristics required for a particular role (Eagly & Karau, 2022). For instance, attitudes towards women in leadership clash with communal behaviour stereotypes, visual representations, and stereotypes of male leadership. The example applies likewise to neurodivergent talent when teammates may consider them inflexible, unsociable, and “unfit” for specific roles.

Communication norms illustrate this clearly. When neurodivergent employees prefer written communication, it may be misinterpreted as an inability to communicate verbally, whereas a neurotypical colleague exhibiting the same behavior is more likely to be seen as efficient. Such double standards hinder the advancement of neuroinclusion and subject neurodivergent employees to heightened scrutiny, particularly when they move into leadership positions. Increasing the visibility of diverse work styles and leadership models

can help reduce these biases.

Case studies like Casa Batlló provide insight to assign neurodivergent personnel to customer support. This talent management strategy counters the misconception that individuals in the autistic spectrum are unable to succeed in public-facing roles. The argument that inclusion raises performance and leads to innovation is now backed by mounting evidence. Gains, however, are conditional in effort. There is a need for fair systems, an inclusive identity, and broader images of leadership. Organizational Justice Theory, Social Identity Theory, and Role Congruity Theory provide conceptual tools that illustrate these points. Neurodivergence is a new and rapidly developing area of study. Theoretical integration and practical guidance are inconsistent, and according to Ferdman and Krzeminska and colleagues, it is important to connect theory to practice and document actual methods that managers can use and replicate (Ferdman,

2014; Krzeminska et al., 2019). This research demonstrates real-life examples of inclusive leadership and recruitment with the intention of providing evidence-based and theory-driven recommendations.

3. Methodology

Based on case studies, this paper aims to explore how workers with diverse cognitive styles perform in the workplace. Case studies are appropriate when real-life situations are complex, and the boundaries are not clear-cut, allowing for a close examination of the process and outcome in context (Yin, 2014).

To highlight management styles, we chose to profile three organizations in the hospitality and consulting industries. Specialisterne offers services such as software testing, quality control, metadata management, data conversion, logistics, and other fields, including agriculture, to businesses in 26 countries. The organization fosters a workplace where patterns, deviations, attention to detail, and extended attention are embedded in existing roles, and where management and staff collaborate to create optimal working conditions for individuals with autism spectrum disorder. Casa Batlló is a building museum in the center of Barcelona, designed by Antoni Gaudí, and is considered one of his architectural masterpieces. Casa Batlló became a UNESCO World Heritage Site in 2005. Alamesa is a restaurant in Buenos Aires staffed by almost exclusively neurodivergent people to harness an often-overlooked talent.

3.1 Information Gathering

At each site, inclusion practices are managerial and operational, providing a broader perspective on how teams collaborate with diverse minds to create the necessary synergy to maintain fair and productive workplaces. The information was gathered from neurotypical managers and decision makers through fieldwork and collected documentation to provide primary data.

Specialisterne provides consulting services to support organizations like Casa Batlló in implementing a neurodiverse workforce and building inclusion. At Specialisterne, we interviewed the directors, managers, and supervisors involved in the talent management

process, from recruitment to career development and departure. Together, we reviewed strategies, manuals, training notes, and the implementation of office/facility layout and workflow. As a Specialisterne client, Casa Batlló exemplifies the implementation of an inclusive recruitment culture. After several visits to the building where the cultural organization operates, we recorded interviews with decision makers and later analyzed the audio-video material. Observations of front-line staff in action demonstrated how training and support were practical in the museum. During the visits to Alamesa, the general manager and supervisors explained the origin of the project, values, mission, and culture. We conducted observations of the kitchen, storage, and dining areas. The visits highlighted how work and collaboration evolved in real-time.

These sources provided history, leadership accounts, staff outcome, and detailed narratives, and the cases were created using field notes, internal files, official releases, and public accounts.

4. Framework of the Case

Analysis across cases was structured by framework. In five parts, each case was examined in terms of origins and intent, leadership and management practices, team relations, challenges, and results. Hiring, training, team design, accommodation, and communication practices, along with their associated specific processes, were intended to establish excellent interaction between neurodivergent and neurotypical staff in the workplace.

After completing the analysis, each case was theorized using the frameworks of Organizational Justice, Social Identity, and Role Congruity (Greenberg, 1987; Tajfel & Turner, 1979; Eagly & Karau, 2002). Practical notes were coded into themes and compared with theoretical patterns. One key question was whether inclusive recruitment enhances perceptions of fairness, as described by pattern matching (Yin, 2014, p. 110).

4.1 Reliability

It was ensured by cross-checked facts, as recommended by Eisenhardt (1989), to enhance accuracy. For example, if a manager argues that inclusion enhances quality, supporting evidence such as internal reports and performance metrics was sought. Interviews and public records were corroborated with secondary data. Recognizing that selected locations might present positively due to publicized media successes, we mitigated this bias by incorporating media coverage and staff interviews that included critical perspectives. All sources were documented in accordance with Yin's emphasis on maintaining protocols. The results of the case study are not intended to be broadly generalized in all situations. According to Flyvbjerg (2006), case-based research is valuable for understanding phenomena and mapping theoretical propositions onto practices occurring in the real world, to document leadership in context and contribute to theoretical developing and understanding.

Ethics is defined as the conscious and unconscious process of evaluating moral values, as well as defining acceptable behavior and social norms. It helps us assess and judge the different actions one should do or should not do, involving moral evaluation. Philosopher John Stuart Mill conducted an ethical analysis focusing on the nature of moral value,



specifically the distinction between good and evil, as a framework for assessing good versus bad actions.

Ethical business considerations have become prominent since the early 21st century, particularly within corporate governance.

4.2 Study Cases

4.2.1 Specialisterne

The Specialists in Danish, was founded in 2004 by Thorkil Sonne, whose son was diagnosed with autism. Sonne decided to create a business model that would show how a sometimes-overlooked talent can take center stage, rather than being ignored (Sonne, 2004). Sonne argues that organizations should hire for business reasons, not for charity. Additionally, he demonstrated that skills such as identifying patterns, verifying details, and maintaining sustained focus can enhance productivity in software testing and similar fields. The perspective helped Specialisterne become a worldwide instance of employment inclusion (Austin & Pisano, 2017).

Specialisterne stresses the importance of leadership support and clarity. A lot of managers are trained to work with autistic employees, and some are autistic. Hiring does not do traditional interviews. Candidates work with Lego sets on tasks, a method that reveals their problem-solving skills without the tension of open-ended prompts. Teams are equally balanced in onboarding and training, and detail-oriented consultant partners work closely with a project manager who interacts directly with the client and effectively manages the consultant partnership. Expectations are addressed in accordance with the Organizational Justice Theory (Greenberg, 1987) framework, which reinforces perceptions of fairness through this implementation. Specialisterne's talent management strategies have a significant impact on both their organization and the companies they consult with. The business model has helped configure the inclusive recruitment efforts at SAP, Hewlett Packard Enterprise, and other affiliates (Austin & Pisano, 2017). Trials have documented how neurodivergent testers discovered errors that others missed, leading to increased quality, and costs and delays were reduced.

Often, teams discovered many software glitches that could not be detected in earlier reviews, saving both cost and time. Such results contradict the role of Congruity bias, which holds that prejudice will occur when a person does not fit in with the expected leadership style (Eagly & Karau, 2002). In the right roles and context, strengths over stereotypes. Teamwork is structured, guidelines are documented, feedback is concise, staff members are encouraged to communicate their requirements, including requests for written materials, advance notice of any changes, and trust is reinforced through open exchanges. Achieving high employee loyalty and maintaining turnover rates below industry standards, as the staff views itself as part of an organization that values them. Social Identity Theory suggests that belonging replaces marginalization, and neurotypical colleagues are included equally, even if there are not many in a team unit. So, there is no division. Obstacles exist. When clients show reluctance to implement inclusive recruitment, team leaders utilize facts and figures, case

studies, and consultant-client meetings to address their hesitance. Out-of-the-box thinking brings challenges. The settings may naturally align with information technology jobs, but other fields require different systems and approaches. To maintain fairness, leaders must strike a balance between the needs of groups and individuals. The model remains accurate, and the sources reviewed did not reveal any public reports of exclusion or conflict within the company. Specialisterne's reach is international. The organization aims to create one million jobs for individuals with neurodiversity.

Numerous employees have already secured steady employment. Partnering firms receive better quality improvements and improvements in their reputation. At the firm, some consultants have progressed to leadership positions, demonstrating that stereotypes about who can lead are unreliable. By 2019, more than fifty large corporations had initiated their own neuro-inclusive hiring programs, which resembled Specialisterne (Austin & Pisano, 2017). This instance illustrates how vision, patient leadership, and fair structures can transform diversity into a healthier organization with higher performance and deeper loyalty.

4.2.2 Casa Batlló

Casa Batlló is a museum in Barcelona, Spain, designed by Antoni Gaudí and designated a UNESCO World Heritage Site. In addition to its architectural value, it is now known for work inclusion. In 2021, a largely neurodivergent front-of-house team was appointed by Casa Batlló. As per internal reports and news articles, a cultural landmark of this size has never entrusted a team which includes people with autism, ADHD and dyslexia before. The program began through a partnership with Specialisterne Spain. Gary Gautier, the General Manager, was convinced that the plan would improve visitors' experience and inclusion. Workforce training is geared toward guest contact with detailed knowledge of the museum house. As of 2022, there were more than fifty neurodivergent employees on site, and the largest newspaper in Spain, *El País*, reported in 2024 that eighty-five percent of the staff were neurodivergent, many of whom worked in guest services. There was consistency in leadership commitment.

Gautier, along with his team, supported this project throughout its design and implementation. Specialisterne was engaged to create a hiring and training pathway aligned to the candidates' strengths. Staff performed as guides, ticket agents, and service hosts, training staff on comply with the visitor requirements, the history of the house, and Gaudí's works. Co-workers and supervisors learnt about participants' sensory needs and adjusted their communication by writing notes and using clear signals. Adjustments were made to the task routine. When crowds became too loud, staff could move to quieter rooms to decompress. Neurodivergent staff members were regarded as full-fledged team members, subject to the same standards of punctuality and guest service. They were not confined to side roles and their effort alongside neurotypical peers to strike a good-person ratio on the staff itself. Implemented, a mentoring program, paired new staff members with experienced colleagues and fostered trust and a sense of belonging. The reactions were the most positive. Visitors commented on the passion of the neurodivergent guides, who gave detailed presentations about Gaudí with tour experiences that have lasting impressions. Guests were able to see the

artwork at the museum and witness the neuro-inclusion face to face. Staff members on the team with neurodivergent conditions reported gaining confidence in public speaking in front of large audiences that they previously lacked.

Support and coaching revealed capabilities that regular interviews may have overlooked. Simultaneous learning of leadership, Gautier said, led to a rethink of crowd control, guest interaction, and staff training, thanks to the introduction of neurodivergent talent. The difficulties were genuine and training requirements had to change frequently and, yes, faced difficulties in noisy spaces and were relocated to a quieter place.

Inclusive recruitment was presented as a professional project, rather than a charity, and there was an emphasis on results as much as on fairness. Sometimes it requires balancing empathy and service standards. The effects were significant. According to the 2022 visitor report, tourism satisfaction increased. International media covered the project in 2021, when Casa Batlló won the Remarkable Venue Award for the World's Best Landmark. Hospitality and tourism provided neurodiverse employees with wages, experience, and transferable skills. The importance of these gains is reflected in the low employment rates for autistic adults, with only 22% employed in some areas (Autistica, 2021). The Theory of Role Congruity is challenged in this case. Prejudice manifests when the attributes of a social group are at odds with the requirements of a collective role. For example, communication and social skills are traits that tour guides often possess, and the staff met and often exceeded expectations, despite most neurodiverse individuals being unable to secure such jobs due to stereotypes. Casa Batlló showed otherwise, and the museum was the place that changed the paradigm about who can lead and who can serve guests. Organizational Justice Theory is evident, as all the staff, including neurodivergent individuals, were held to the same standards, resulting in strengthened loyalty and engagement with fair procedures and outcomes (Colquitt et al., 2001). For its part, the Social Identity Theory explains the pride staff members feel in being part of the Casa Batlló team, following the implementation of the inclusive recruitment program. The staff at Casa Batlló developed an identity through the groups they joined, as well as a common identity as guides and hosts of a world-famous site (Ashforth & Mael, 1989).

4.2.3 Alamesa Restaurant

Alamesa Restaurant is situated in Las Cañitas district of Buenos Aires. The restaurant features a modern design, ample natural light, a minimalist table setup, and fosters human connection through the inclusion of neurodivergent talent in every operational role. Autism, Dyslexia, ADHD, and other allied conditions are not hidden but part of the workplace. The concept was conceived by Dr. Fernando Polack, a physician expert in vaccines and the father of a neurodivergent daughter. With 40 employees, the restaurant opened in 2023 after three years of planning. Staff are responsible for various operations, including hosting, cooking, serving, cleaning, and providing service. The objective is straightforward: to design a team of neurodivergent talent capable of operating a profitable business where customers are drawn primarily by the quality of the food. Strategically designed choices aid success. Safety was the first consideration in planning the kitchen. All sharp knives and open flames were

removed, and we partnered with Rational – professional kitchen appliances - to obtain equipment that allows for faster, safer, and more precise cooking.

The kitchen employs colour coding and each dish, utensils, trays, and ingredients are marked with the same colour. Due to working memory limitations among team members, memory dependency is reduced, using visual clues. The menu features twelve dishes designed by a chef to provide a variety of culinary options without overwhelming. The same principle applies to the dining area, where tables are organized with the help of visual guides and checklists. Hostesses use scripted greetings during the customer's arrival. Polack's intervention in the daily operation is only supportive, giving staff ownership and decision-making authority. The leadership model posits that a rigid hierarchy can be replaced with guidance and trust while jobs are arranged according to strengths. A neurotypical employee oversees the kitchen, and another is responsible for coordinating floor service. The social identity theory promotes cohesion and self- assurance, shared values of communication, achievements, and co-create identity. Tam-players practice role-play to settle disputes, and step away to avoid an escalating argument, as outlined in the guidelines. For the employees, the common experience of being an outsider in previous workplaces contrasts with Alamesa's empathy. The restaurants have solid clientele, and reservations are made well in advance, and the reviews reflect the quality of the food and the warmth of the service. From a business perspective, Alamesa is profitable and consistently reaches its capacity, demonstrating that inclusive hiring can lead to a market advantage. Media coverage, along with local television and global documentaries allowed free national and international exposure, resulting in investors inquiring about replication under a franchise format.

It often occurs when companies implement symbolic inclusion over real integration, hiring a few employees from underrepresented groups to project diversity. At Alamesa, the staff is impacted on a personal level. The majority depend on their families and have not worked before. They earn an average industry salary, learn to manage their finances, and gain independence, while developing time management and leadership skills. Friendships develop in an environment where team members eat, work, and spend time together. The restaurant additionally contests the Role Congruity Theory. Eagly and Karau note that bias occurs when the traits of a group are viewed as inconsistent with role demands. At Alamesa, employees handle the orders, serve the crowd, and run the kitchens smoothly. When neurodivergent staff succeed in roles unsuitable for them, it debunks stereotypes.

4.3 Summary of Cases

As we saw in the cases, an international talent management consulting firm, a globally acclaimed museum in Barcelona, and a local neighborhood restaurant in Buenos Aires, we can see neuro-inclusion hubs in a range of different sectors worldwide. There are similarities across differences. Specialisterne demonstrates that assigning precise roles, establishing clear rules, and having patient leadership bring out the best in candidates with autism when performing information technology and technical work in organizations. Casa Batlló demonstrates that an apparent barrier to neurodiversity, namely customer service roles, can be effectively addressed when support is integrated into the daily operation. Alamesa puts

every operational job in the hands of neurodivergent staff. The business demonstrates that the entire operation can be effectively led by neurodivergent talent. Cases jointly offset any bias. They defy role Congruity when they lead and serve beyond narrow stereotypes, showing that Social Identity Theory is at work within the organizations, and staff can take pride in belonging to their teams. Organizational Justice, highlight fairness, clear rules, and visible respect for success, even when constraints endure, and not every job is straightforward, nor either every customer or partner free of doubt. Sustainable growth requires ongoing training, and consistent effort. Evidence across industries and continents suggests that neurodivergent leadership can enhance work performance and quality of life.

4.4 Discussion

The cases studied reveal recurring lessons about the craft of leadership and inclusive recruitment, achieved through cultural and operational modifications and consistent support from managers. Inclusive leadership can create shifts in team dynamics, feelings of inclusion, and overall outcomes. However, it also introduces challenges and conflicts that demand continuous attention.

These findings align with broader theoretical perspectives and practical examples. Leaders such as **Thorkil Sonne** (Specialisterne) and **Gary Gautier** (Casa Batlló) exemplify inclusive practices by building teams grounded in openness and trust, adopting a mentoring approach rather than adhering to traditional hierarchical management styles. Their styles are aligned with the employees' needs and the organizational culture, as evidenced by the provision of written instructions, acceptance of headsets, and buddy systems for newcomers (Austin & Pisano, 2017; Casa Batlló, 2022). These options are consistent with the notion of justice, and, just as with formal policy, the treatment that others receive in everyday interactions matters (Colquitt et al., 2001). In agreement with Alamesa, neurodivergent employees are placed at the operational forefront of their strategy. Staff were trusted to fulfill routines which built confidence and skills (Polack, 2023). In a theoretical sense, the approach is like Leader Member Exchange, where trust and personal bonds between leaders and staff generate loyalty and above-average performance (Graen & Uhl-Bien, 1995).

Alterations were made in jobs and spaces in accordance with a variety of cognitive styles, rather than employees absorbing the cost of ignoring their cognitive style. Alamesa has a colour-coded system in the kitchen. Casa Batllo innovated practices to help guide managers in managing guest flows. More than rigid interviews, Specialisterne made Lego based hiring tasks (Polack, 2023; Austin & Pisano, 2017). The 'Social Model of Disability' says that barriers are in the environment, not in the person. This shift was supported by training and awareness sessions. Co-workers who are neurotypical learned to interpret their actions as behavioral differences, not deficiencies, skipping small talk or not making eye contact. The neurodivergent employees received training in customer service and teamwork allow Alamesa bookings out months in advance. Specialisterne's job coaches would intervene when consultants hit barriers with clients. At Casa Batlló, supervisors followed staff during the first shift for feedback. The above aid reduced the likelihood of employees having to cope on their own. The concept of fairness does not always mean uniformity of rules; instead, it

refers to equal opportunities to succeed (Colquitt et al., 2001; Schneider et al., 2013). Team identity was intentionally made. Casa Batlló involved all staff members in these meetings and events. Specialisterne created diverse teams for client projects. Alamesa staff turnover is lower than industry average. These measures are consistent with Social Identity Theory, which warns that sharp divisions between insiders and outsiders can fracture unity (Tajfel & Turner, 1986). Leaders motivated employees to envision themselves as being on one team. Because supervisors respected preferences, some abstained from lunch or loud gatherings, and choice became the norm. According to Scholz and Tuck (2019), trust is built over time for engagement. Additionally, Robinson et al. (2020) suggest that inclusive policies can benefit anyone, generating a sense of support from everyone. Evidence showed performance and innovation gains. In the three cases, different mindsets added organizational opportunities that a uniform group might have missed.

Business research supports the new paradigm that cognitive and cultural diversity can lead to increased profitability and better decision-making. If decision makers and talent management managers are not adequately trained, organizations may declare inclusion but fail to deliver on their promise. It requires more than quotas or surface policy to achieve sustainable inclusion recruitment. The statement needs an overhaul of relevant organizational culture shifts and continuous learning (Austin & Pisano, 2017). Another challenge is the variation in the neurodivergence spectrum, and not all strategies may be suitable for all human talents. One staff member thrives on pitch change while another on routine (Singer, 1999; Brown et al., 2020). Adjustments will need to be customized and implemented with time and effort. Hendricks (2010) argues that large organizations may not provide enough focus for each person, despite several studies demonstrating that investing in one's staff pays economically and fosters loyalty. (Shore et al., 2011). Throughout the organizations analyzed, constraints and opportunities coexist. Perseverance, being fair, and trustworthy are the keys and adaptation is not an overnight phenomenon.

4.5 Counterargument

Although the cases are promising, a complete discussion would be incomplete without addressing doubts and critiques. Not all scholars or practitioners view neurodiversity programs as straightforward benefits, and concerns about the risk of segregation and overstating strengths are also relevant. One criticism is the risk of segregation or lowering of standards (Davidson & Henderson, 2010). A workplace such as Alamesa, staffed only by neurodivergent talent, is interpreted as evidence that inclusion is possible in a separate space. Full inclusion means mixed teams, not parallel tracks (Robertson & Ne'eman, 2008).

Context matters. The restaurant business is a competitive industry in the restaurant world. Alamesa disclosed that neuroinclusion can be operationally feasible and economically successful in mainstream commerce, challenging assumptions about their capabilities (Austin & Pisano, 2017). Their principles of inclusive recruitment, based on developing employees' skills, offering a salary, and job security, are transferable to other industries. Having started in a specialized center with autistic consultants, Specialisterne followed a similar trajectory when it transitioned its neurodivergent talent into renowned corporations in the tech industry. What appears to be separation is a bridge into the broader labor market (Doyle, 2020). These

grounds help change prevailing paradigms.

Another Important feedback highlights the danger of overemphasizing strength. Not every autistic colleague is good at coding, and not all dyslexic coworkers are geniuses. The daily lives of many neurodivergent individuals are hindered by barriers (Kapp et al., 2013). If the perception is that neurodivergent talent expectation is to perform exceptionally well, organizations become disappointed. Inclusive recruitment entails space for variation, exceptional and ordinary. Both average candidates and star candidates are provided fair chances (Hendricks, 2010; Brown et al., 2020). The aim is not to turn every neurodivergent worker into an icon but to maintain a regular presence in the workforce while being supported and held accountable.

A further tension involves selling neurodiversity as a competitive advantage versus defending it as a rights-based concept. Most enterprises use the first frame, as it suits their business logic. The rights frame is equally important. Individuals are entitled to access irrespective of the potential profitability that the business will reap (Shore et al., 2011). Despite the criticisms, the cases analyzed suggest that a well-designed inclusive recruitment program can help reduce fears. The fears of not performing and distaste among teammates did not materialize; customers witnessed enhancements, and employees developed abilities and self-assurance. When adequately planned for, inclusion risks are manageable, and rewards come to the employees and organizations. **Unanswered Question:** Can this business model work in the real world?

According to some critics, Alamesa is too armored in a safe bubble separated from the real labor market. Yet the restaurant operates openly to the public means that it directly competes with other establishments and complies with all the legal requirements and health standards set by the governing authority. Initially skeptical, inspectors and regulators insisted on evidence that the arrangement complied with safety standards, and it did. It was. The implementation of flexible shifts and staffing buffers lessened the chances of burnout. Polack's leadership showcases a kind of leadership based on establishing the system and then stepping back. He made it possible for neurodivergent talent to lead themselves, creating a context for them to thrive. The staff are responsible, proud, and take ownership of their work. This model that can be adopted by other employers, creating space for growth and feasible economic results.

5. Conclusion

Evidence suggests that neurodivergent employees will continue to enter workplaces in larger numbers (Austin & Pisano, 2017). Leaders and teams that combine neurodiverse and neurotypical minds have become an asset in organizational life. The cases cited above demonstrate that relationships can produce friction when left unmanaged, but shared learning can occur when supported with care (Robertson & Ne'eman, 2008). Neurodiversity functions similarly to biodiversity in natural systems. According to Shore et al. (2011), diversity makes us more resilient, sharpens our ideas, and allows us to grow. As per Doyle (2020), Specialisterne, Casa Batlló, and Alamesa show early evidence of how different mindsets can enhance daily outputs. If examples like this proliferate, it is possible to imagine a workplace culture in which people treat neurological differences similarly to personality differences – as

traits to be understood, adapted to, and valued in building strong teams (Santuzzi & Waltz, 2016). Advocacy, training, and leaders in re-imagining team building and guidance will be essential for shifting talent management practice. There remains a great deal of work to be done, guided by evidence and experience. The organization of the future will regard the neurodiverse talent as a source of skills and insights that strengthen the whole team (Kapp et al., 2013).

6. References

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