



MICHELLE FEROS

FACING DOWN THE STORM -
TAKING RESPONSIBILITY AS A LEADER

LEADERSHIP MOMENTS PODCAST TRANSCRIPT



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EPISODE 28



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[Start of Transcription]

MICHELLE: (00:00) There's often storms coming over the horizon and I think as a leader you have to take the position of facing down the storm and riding out the storm because the buck stops with you. You don't have the opportunity to pass it on to someone else and I think you need that courage in leadership, but then the other part of that is that storm will pass and there'll be sunny skies again and you live to see another day.

[music]

MURRAY: (00:23) Welcome to my podcast. I'm Murray Wright and this is Leadership Moments, real people stories about the people and the moments that have influenced and shaped their leadership.

In this episode I'm talking with Michelle Feros, National Director, People, Quality & Communications at Autism Spectrum or Aspect, that's Australia's largest non-profit autism specific service provider. I worked with Michelle when she was in hospitality. I was keen to find out about her transition to the not-for-profit sector and more importantly about the work that Aspect does around people on the spectrum and what it means for us as leaders.

Michelle, welcome.

MICHELLE: (01:07) Thank you.

MURRAY: (01:08) We were just talking about the organization you're in for Autism Spectrum Australia, Aspect, an organization about the best opportunities for people on the autism spectrum. You are head of the HR and I just wonder what sort of challenges are the people facing in doing this work that are not really confronted in a normal organization? What do you... Do you see the differences?

MICHELLE: (01:38) I think one of the biggest differences that I have found since I came to Aspect and I've been here seven years and I had worked at a few different things before, but I have worked in the... now the not-for-profit and in the hospitality sector. What's really noticeable here is how passionate and committed our staff are to the work that they do and we know that actually from staff surveys... I mean you can see it that we survey our staff and what always comes out is they're very passionate. They're very engaged in their work. They really like the people that they work with.



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MURRAY: (02:15) Yeah.

MICHELLE: (02:16) And so we have a highly engaged workforce in that respect. Where it becomes a challenge of course then is how they... is boundaries.

MURRAY: (02:24) Right. Yeah.

MICHELLE: (02:25) And how they... Yeah, I guess how they manage some of the challenges that they have in their work. People do this kind of work because they want to help people and sometimes they then don't put themselves first. That's you know... It's like the airline thing, fit your own mask first.

MURRAY: (02:40) Yeah. Yeah.

MICHELLE: (02:41) A lot of that is a big issue with the people that work in a lot of disability services organizations, particularly here.

MURRAY: (02:49) So how as an organization do you address that? What things do you do?

MICHELLE: (02:53) We do have a wellness strategy. We have a wellness committee and funnily enough after we introduced the wellness committee, our wellness goals went down [laughter] in our survey and we thought the perhaps by having a wellness committee people would... Yeah, actually you know, would have done too well. [laughter]

MURRAY: (03:07) Yes.

MICHELLE: (03:09) We also have an employee assistance program and we've got a very proactive work health and safety team. We also do a lot of work around training people on how to work with people in the autism spectrum and how to manage some of the more challenging situations from what we call a... what is known as the positive behaviour support approach. So it's all about creating an environment and setting people up for success as opposed to waiting for the crisis to happen and then recovering from the crisis.

MURRAY: (03:38) Right.

MICHELLE: (03:39) We do a range of things.



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MURRAY: (03:42) It's interesting you talk about that, creating an environment. So many leaders... and while I'm working with leadership development, it is the leader's job is to create the environment. I suppose here the environment is a bit different. So when you talk about creating that environment, what... Are there a few things about that environment that are important?

MICHELLE: (04:02) From an autism perspective most definitely.

MURRAY: (04:04) Yeah.

MICHELLE: (04:06) It's around having structure in what we do using... you know, modifying our communication style, various things to do with making the environment more autism friendly. I think from an organization perspective it's no different to a lot of organizations. You've got to have the good policies, the procedures, the training, the support of staff. You've got to have all of that basic stuff in place so that you've got a foundation, but you can't just have the policy on the Intranet and hope that people are going to follow whatever you've... You've got to be following it up with leadership as well.

MURRAY: (04:43) Yeah. Yeah. And in terms of the client, etc., when you look at the challenges they are facing, etc., and this is a podcast about leadership, what do you see from them in terms of their own individual leadership? Is there anything that stands out for you?

MICHELLE: (05:01) I think what's happening, and this is a shift that we're seeing, largely I think would be in National Disability Insurance Scheme coming in. But also we're seeing it internally in this organization, is it's more and more important that we include the voice of the person on the spectrum in all of our planning and in everything that we do and in fact just yesterday we had... An executive had a meeting with an organization that's working with us to develop the Disability Access Inclusion Plan and that really is all about... Rather than us sitting in a room and deciding what's best, the people that we work with, it's having everybody sitting in the room together and have those conversations. So that's actually a shift in the sector, believe it or not.

MURRAY: (05:45) Yeah. It's interesting. How has that changed the conversation?

MICHELLE: (05:49) It does change the conversation. We're still at the start of the journey, but last year we set up an Autism Advisory Council. It's a group of people who are all on the spectrum and they weren't necessarily clients of Aspect. They



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were people that we approached from the general community around Australia. So through them we pass all of our strategies and now our recent strategic planning, they were part of that process, which really kind of actually entered sort of small changes but big differences. They were things like the order that we put our core strategies in. We actually had the thing about bankers. In fact it wasn't even the first one.

MURRAY: (06:34) Right.

MICHELLE: (06:34) You know, little things like that and dropping certain words out and you know, in modifying the language. Then we also have another group called the Think Tank which is more that kind of operational level. So we go, "This is how we think they want to do things. What do you think?" And that's more just an online thing and they give us feedback. So it shifts... And the other thing that's shifting is our language of our public communications as well. So we're... When I first joined the organization, our vision was to "overcome the isolation of autism".

MURRAY: (07:04) Yes.

MICHELLE: (07:05) And then in the last few years it's changed to "the best opportunities for people on the autism spectrum". And it's that shift from seeing autism as a deficit to celebrating the strengths, interests and aspirations of people on the spectrum.

MURRAY: (07:19) Yeah. That's powerful and as you're talking I can't help thinking, "All these customer focus, customer centric organizations, do they really include the customer in what they're doing?"

MICHELLE: (07:33) Yeah.

MURRAY: (07:33) Correct? Coming back to you now, so you're head of HR. Do you want to talk a bit about your role?

MICHELLE: (07:42) Yes. My role is National Director People, Quality & Communications. So that's expanded a little bit recently to include the quality in communications, but the people side of it is human resources, payroll, work health and safety, learning and development functions and now also oversee quality. So obviously in an organization like us quality and compliance to standards is very



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important and particularly with the rollout of the NDIS where new standards are being introduced on a regular basis. So we do have to be accredited and registered as an NDIS provider so we have to make the standards there, but also we want to go beyond compliance and have quality services too. And then the last part of it is communications which is both internal and external communications and media relations, our website, our social media. We've had quite an active strategy for the last few years to build a very strong social media community and we've been quite successful at that. We do have a... We're quite highly engaged. We've got over 100,000 followers across our social media platforms.

MURRAY: (08:58) Wow!

MICHELLE: (08:58) And it's very much about creating that kind of dialogue and communication within the autism community through that platform as opposed to us kind of spurting our services through the media.

MURRAY: (09:10) Yeah. How big is the autism community? I mean you've obviously got part of it, but it is the...

MICHELLE: (09:18) Yeah.

MURRAY: (09:19) How big is it?

MICHELLE: (09:20) We're only a small part of it, but we have recently revised what we say are the prevalence rates. We were saying it is one in a hundred. We've reviewed research and we now believe it's more like one in seventy. It's a difficult number to pin down, but yeah, that's what we think. One in seventy people are in the autism spectrum. So it's a significant part of the community.

MURRAY: (09:49) Significant, right. I think part of the challenge or I'm guessing part of the challenge is the fact that it's a spectrum.

MICHELLE: (09:56) Yes. Yeah.

MURRAY: (09:56) So you've got probably low to very high. Is there a definition for autism as such?

MICHELLE: (10:04) There is a definition. I'm not at all too expert, but there's a thing called... It's called the DSM-5 which I don't know what the DSM stands for, but it's a diagnostic manual.



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MURRAY: (10:17) Right.

MICHELLE: (10:17) An international standard, so I mean essentially they look at a range of things around communication skills, social skills and sensory needs, so the main areas that they look at when they're doing the diagnosis.

MURRAY: (10:28) So you're in HR now. I love your CD. You gave me a nice summary and you actually worked as a caddie in Japan, golf caddie in Japan?

MICHELLE: (10:38) Yes. I did.

MURRAY: (10:39) How did that happen?

MICHELLE: (10:41) I studied Japanese at university and so it was gap. They call them gap years now.

MURRAY: (10:50) Right.

MICHELLE: (10:50) They didn't call them gap years when I was around. But the interesting thing I guess... This is a leadership conversation. I think one of my first ever experiences of leadership was actually with my Year-8 Japanese teacher. Japanese was quite new in those days. It was unusual to offer Japanese in school. It was new to our school and she was the teacher that was brought in to teach it and she said to this Year-8 class, "At the end of Year-10, we are going to do a trip to Japan." So she set this... You know, a number... It's certainly a race that you don't realize. She set this vision for people. Obviously it's an elective subject in Year-9 and 10.

MURRAY: (11:31) Right. Yes.

MICHELLE: (11:32) You know, a large proportion of the people in that class then chose to do that subject in Year-9 and 10 and then we all went off to Japan at the end of Year-10.

MURRAY: (11:39) So what? Was it vision or bribery that you had? [laughter]

MICHELLE: (11:41) No. No. No. I don't know, but it was... You know, it's very inspiring to go. That's what actually we were working for.



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MURRAY: (11:46) Yeah.

MICHELLE: (11:46) For her it wasn't just teaching a language. She was passionate about the culture and the people and that was infectious.

MURRAY: (11:56) And from there that... It put your interest in tourism. You got interested...

MICHELLE: (12:00) No. I had done...

MURRAY: (12:01) Tourism.

MICHELLE: (12:01) Yes. I had done Japanese at uni, but I'd also done an economics degree and came back from Japan in one of the recessions that we had to have and went into a job in a Japanese Inbound Tourism company.

MURRAY: (12:15) How about that.

MICHELLE: (12:16) Jobs were a bit hard to come by in those days but... So yeah, it was a very kind of entry level job that was... It was a lot of data entry basically to... It was at the peak probably of Japanese tourism. I know this now that there are more Australians going to Japan than there are Japanese people who came to Australia.

MURRAY: (12:33) Yeah. Interesting actually. Yes.

MICHELLE: (12:36) So it was organizing all those people who were traveling around Sydney in those days.

MURRAY: (12:39) Yeah.

MICHELLE: (12:40) But it was... I kind of often think of it as... It was a time when I learned a trade and then eventually moved into hotels and different parts of that trade, but it really did give me a foundation.

MURRAY: (12:54) And you've evolved... I mean caddie, yes that was a job in tourism, but then you... And you started in tourism in the sales and marketing, moved into training and then you left tourism and now you're in the not-for-profit. What has drawn you on that journey? What is taking you to evolve and develop like that?



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MICHELLE: (13:18) I think there was a turning point. I was heading... Early career I was heading more down a sales and marketing path and came to the realization that I wasn't really enjoying that very much and did actually take the opportunity to do a life coaching weekend and came back... Went through a process where I identified that I was quite interested in training and development and then was fortunate to be given that opportunity in the company that I was working for at the time. So they knew me. I'd been there for a couple of years and I came back. I had the good enough relationship to say, "Actually this is what I'd rather be doing" and they gave me that opportunity. So that was good, but then kind of led me along that path of learning and development. When I left that organization or that company, I took a redundancy, and I had a period in time when I wasn't working. But I did then also study coaching and I for a time did my own coaching business, but also kind of walked out of that industry I suppose thinking, "I want to do something more worthwhile."

MURRAY: (14:26) Right. Yeah.

MICHELLE: (14:27) Which is a common thing for people who make that shift from corporate to the not-for-profit sector. It is a little bit dangerous to someone who has now been in the not-for-profit sector for about 15 years. I think a lot of people... I see a lot of people coming here going, "Yes. I'm going to be... It's going to be great. I'm going to do something worthwhile." And they get here and realize it's just like any other day in any other company. The job... The work is still hard.

MURRAY: (14:49) Yeah.

MICHELLE: (14:50) And sometimes it's harder because you don't have the resources that you had in the corporate world.

So an opportunity came up at The Benevolent Society doing learning and development and it was a part time job. And so I did that part time and did my business part time and I did that for about seven years and I eventually decided I wanted to go back to full time work.

MURRAY: (15:10) Yeah.

MICHELLE: (15:10) And because the business was a bit of a hard slog.



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MURRAY: (15:13) It's hard.

MICHELLE: (15:14) [laughter] And...

MURRAY: (15:15) I know that feeling. Yes.

MICHELLE: (15:16) And also I liked the community aspect of working with colleagues in a company or an organization. So then I made the shift across to here.

MURRAY: (15:27) I just want to pause a moment to remind you to check out the Leadership Questions at murraywright.com.au/leadershipquestions. They're a great resource and while you're there add to the list and share your favorite questions. There's also a link in the Show Notes to the page. Now back to our guest.

So that brings a nice point to come to our first question. Who would you say has influenced you the most in your career?

MICHELLE: (15:55) That's a hard question I find, but I think I do go back to my upbringing and my parents. My dad was a pharmacist, community pharmacist for 45 years and I think my parents very much guided how I relate to people, I guess my expectations of what I can achieve and also how much work you have to put in to achieve those things and I think that kind of formed my work personality and then I think over the years I've picked up from different leaders that I've had or different managers that I've had, different elements that... I think I'm the kind of person who looks for learning in everything that I do and so then as I... I pick that up, put that in my tool kit and move on to the next thing.

MURRAY: (16:47) Yeah. Okay. You did your masters in learning science and technology and there's a big shift now to online learning, etc. What's your view of that? Does it work? Is it... Because for some people it's the panacea, it's the silver bullet. They go online. How do you view it?

MICHELLE: (17:06) I think it has its place. I don't think it replaces formal learning or workshop based learning.

MURRAY: (17:17) You realize I want this quote just to play it back to all my client. Yes. Right.

MICHELLE: (17:21) Look. For me it is about sort of being able to provide learning for people when they need it. That's the good thing about it.



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MURRAY: (17:28) Yeah.

MICHELLE: (17:29) And particularly with younger generations these days. They want to be able to self-teach or self-learn and just be able to access the information when they need it.

MURRAY: (17:39) Yeah.

MICHELLE: (17:39) And it's that just-in-time learning. It also ticks boxes in terms of Cloud [?] compliance quite often for organizations.

MURRAY: (17:47) Yes.

MICHELLE: (17:49) I think there is an issue with... Because of the isolating nature, if you just do a course... and so go and do this course online. People finding the motivation to do that and finish it can be difficult.

MURRAY: (18:02) Yes.

MICHELLE: (18:02) And so when people are developing that, I think they need... If they want to do an online course as a course, what I think, what's better, is if you still do it in the style of a workshop or a face-to-face course in that it's a group of people who start on a particular day and finish on a particular day. They connect with each other and they go through the journey together so that there's some accountability to it.

MURRAY: (18:26) Yeah. Great. Now second question, your 'aha' moment. The moment when you suddenly understood what leadership was all about.

MICHELLE: (18:36) Okay. So there was a moment... We did a leadership exercise with our executive here in Aspect a couple of years ago and we did one of those activities where the facilitator laid out pictures and we had to pick a picture that resonated with us most and I was relatively new to having full responsibility for the HR function in the organization and something which I find very challenging and sometimes very intimidating, a little bit frightening, but also very rewarding I should say. I picked up a picture of a storm on the horizon. For me that was about... There's always... There's often storms coming over the horizon and I think as a leader you have to take the position of facing down the storm and riding out the storm.



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MURRAY: (19:31) Right.

MICHELLE: (19:32) Because the buck stops with you. You don't have the opportunity to pass it on to someone else and I think you need that courage in leadership. But then the other part of that is that storm will pass and there'll be sunny skies again and you move on for another day. You live to see another day. I think that was quite an important realization for me.

MURRAY: (19:51) That's lovely. This piece about the courage, but I think there's also putting it into perspective. I think we all can have these storms and they can get blown out of proportion sometimes. We do have to remember they pass. Really nice. Thank you.

Third and final question. Your biggest mistake or failure and... It's fair enough to have that failure, but I think the important thing, the interesting thing is what you learn from it and how that informs your leadership today.

MICHELLE: (20:25) I think one of the things difficult for me is I like to work very collegially and so I, you know, I have to say that I like to become friends with people. I like to build trust and confidence in a relationship and make... Someone once said to me, "I get the sense you like to make people feel comfortable," which I think is quite true of me. So one of the... I guess one of the challenges with that is then... It's these boundaries again.

MURRAY: (20:52) Right.

MICHELLE: (20:53) And then someone who reports to you then thinking you're their friend. I think I've made that mistake many times in my life and I hope I'm learning from it, but it has, you know, that has created challenges because when you're a leader you're actually not... You're not people's friend. You can be supportive and collegial to those people, but at the end of the day you still have to hold them to account and in stressful times keep them on task and all of that sort of thing. I think that's an important lesson that we're not friends.

MURRAY: (21:29) Good! Yeah and when you made that mistake, what has been the impact?



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MICHELLE: (21:35) Look the impact was... One particular person I'm thinking of and this staff member did actually say to me, "I think of you as a really good friend," and I should have nipped that in the bud then, but I didn't and I think then that... I think to some extent this employee then did start to take advantage of that.

MURRAY: (21:58) Yeah.

MICHELLE: (22:00) And then went I pushed back on it they took that very personally.

MURRAY: (22:04) Yeah.

MICHELLE: (22:04) So then it became difficult. It was an offense or an affront to them.

MURRAY: (22:08) Yeah. So I'm on a bit of a mission of questions. Have you got favorite questions you use? Because I think questions are great because they open up space. They get you information. What's your favorite questions that you use?

MICHELLE: (22:27) There are a couple of things probably. One of the things, and it's actually a series of four questions that I remember them all. So if someone is sort of grappling with, "What do I do or should I do this or should I not do this?" It's thinking about what would happen if you do? What would happen if you don't? What wouldn't happen if you do? What wouldn't happen if you don't? So you know, if you can work with those four things then...

MURRAY: (22:50) Yeah. That's good. Yeah.

MICHELLE: (22:52) It kind of covers all options.

MURRAY: (22:54) That's brilliant.

MICHELLE: (22:55) Yeah.

MURRAY: (22:56) I really like that. What would happen if you do? What would happen if you don't? What wouldn't happen if you do? What wouldn't happen if you don't? Beautiful. Michelle, if people want to reach out, contact you, how would they do that? How would be the best way to contact you?



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MICHELLE: (23:15) How would be the best way? Probably email to mferos@autismspectrum.org.au.

MURRAY: (23:22) Okay. Great! Thank you. I will put that into the Show Notes. I still... I don't want to let you go yet. There's something also... Because you've made that transition from corporate to not-for-profit. Is there any advice you give to people who, like you, were sitting and thinking, "This isn't quite... There's something missing." And it doesn't necessarily mean they go to not-for-profit, but they've got that feeling about, "It's not quite right." "I'm not fulfilled in my job." What advice would you give people in that situation?

MICHELLE: (23:55) I think the best advice is... I just recently been through this with my niece as well. I think outsource. Like you know, if you're feeling sick you go to the doctor. I think going and getting some coaching or... You know, going and talking to someone who just guides you through the process and he's objective.

MURRAY: (24:13) Yeah.

MICHELLE: (24:14) Just as you can't coach your own family members, they shouldn't be coaching you. So you know, find someone even if it's just one session or a couple of sessions and actually talk through the issues and just step back. You think of that kind of... In the adaptive leadership model is get on the balcony. So step out of your life, get on the balcony, have a look at what's going on and try and make a decision from that perspective rather than when you're down on the dance floor and amongst all the noise.

MURRAY: (24:42) All the busyness, the noise.

MICHELLE: (24:43) Yeah.

MURRAY: (24:44) Beautiful. Thank you very much.

MICHELLE: (24:46) That's alright. You're welcome. Thank you.

MURRAY: (24:47) After I talked with Michelle I realized another question to ask her. I caught up with her online this time.

So thank you for coming back. As I said after we finished what was a great chat I had this great question that came up and it was really around what does this mean for leaders, people on the spectrum? What does it mean in terms of should they hire or



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how do they go about hiring? Or what does mean if they've got someone who is on the spectrum, how do they go about managing that? What resources are available to them?

MICHELLE: (25:25) They are all good questions and I think the... I mean the good news is that people on the spectrum have a lot to offer in the workplace, but there are a couple of things that you probably need to think about. One of those is your recruitment process. So someone on the spectrum or anyone with a disability for that matter may not rise to the top three in the recruitment process. An interview might be a little bit overwhelming and so they don't come across as best as they might and so just think about how you might be able to modify your recruitment process or maybe work through an agency who specializes in the recruitment of people with a disability. Aspect certainly does support people through job search. So that's one thing to think about and then if you do hire someone, you might need to think about... Do you need to make any accommodations in your office? And it doesn't need to be anything that costs any money. It might be something as simple as where is their desk going to be? You might want to think about having them in a quieter space that's not so brightly lit and perhaps doesn't have a lot of incidental noise around. But the best thing with that is probably to speak to the person himself and see what they need and work with them on that and be prepared to work with them around that so that they're set up for success in the office.

MURRAY: (26:46) Yeah I get from that it's really important to ask those questions and talk with people and not make any assumptions.

MICHELLE: (26:52) Exactly. Yeah. I think that's really true because everybody has different needs. The other thing is don't assume that you know what that person's needs are going to be. You need to ask them because... You know, examples. We hear about things like you or I might think, "Well this desk is in a perfectly quiet area." But when a person on the spectrum sits down, they can hear the buzzing of fluorescent lights or they can hear the hum of the printer and that can be incredibly distracting for them. So they need... You need to speak to them about what works for them.

MURRAY: (27:31) Yeah. Yeah, great.

MICHELLE: (27:33) And then the last thing I would say, and again this is something you probably want to work with the person on... What are you going to tell the people who they work with? Are they comfortable with the people that they work with knowing that they're on the spectrum and what that means to them. Awareness is always a very powerful thing and it helps people understand what they're seeing



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and experiencing when they're working with that person. It's not going to be for everybody. Obviously some people might say, "No. I'm happy for just my boss to know and nobody else." But I think, again, organizations like ours will run awareness sessions for colleagues of someone on the spectrum so that everybody knows what's going on and there are no surprises and I think that's always a good thing if it works for everybody.

MURRAY: (28:23) Yeah.

MICHELLE: (28:23) So they're probably the three main things I think about.

MURRAY: (28:25) And how about as a leader... So if you are managing someone like this and your daily interaction and you want to get things done and obviously everyone is individual. Are there any sort of guidelines around that? Anything that needs to be markedly different?

MICHELLE: (28:44) Not significantly. I think any good management practice of making sure you set expectations, very clear about what's required, when it's required by... and I mean that works for everybody... but that sort of routine and predictability that's worked particularly well for people on the spectrum. And so I think that's sort of a good practice of management is that fundamental thing of people knowing what's expected of them in the workplace.

MURRAY: (29:14) Yeah. It's interesting. As you are talking I'm just thinking, "This is no different from what we should be doing anyway." That's what it highlights and how often we're making assumptions about people that we maybe get away with, but I imagine with people on the spectrum it's so much more important to really understand.

MICHELLE: (29:32) Yeah. Yeah. That's right. It is... You know, I think anybody can benefit from those good management practices and I think what you get in return. I know with the people on the spectrum we have working here is they're refreshingly honest and direct and hardworking and it's always rewarding. Sometimes you do need to just take a bit of extra time to explain things and to make sure that there's an understanding there which any employee has a right to.

MURRAY: (30:04) Yeah. Fantastic. That's so good. A question for you. I'm talking, you're talking, we're talking about people on the spectrum. So it's a sort of labeling. Does that come across as offensive for people or is that just the language we use now?



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MICHELLE: (30:20) It's a good question and we generally in the disability sector we use people first labeling. So it's a person who is on the spectrum as opposed to an autistic person. But you might hear someone on the spectrum refer to themselves as autistic.

MURRAY: (30:37) Yeah.

MICHELLE: (30:37) Doesn't necessarily mean it's okay for everybody else to do it.

MURRAY: (30:40) So it's really about that person is on the spectrum somewhere. That's brilliant and I presume that at Aspect, it's on the website, you've got a whole load of information and resources that can help people and guide people around this important area.

MICHELLE: (30:56) Yup. Yup. Most definitely and actually our most commonly accessed page is What is Autism? So there are lots of answers to questions on that website.

MURRAY: (31:06) That is fantastic. So is there anything else? Thank you for coming back. Anything else to add around that aspect for leaders and managing those people who are in the business who are looking to hire them?

MICHELLE: (31:19) I just think that... You know, I encourage everybody to think about it. People on the spectrum have a lot to offer. Aspect values people's strengths and interests in promoting and engaging with those, so be open minded to it and I think you'll find it's worth it.

MURRAY: (31:36) Brilliant. Thank you again for coming back, for that last bit.

MICHELLE: (31:40) That's okay. My pleasure.

MURRAY: (31:42) I really appreciate it, so thanks Michelle.

MICHELLE: (31:44) Thank you.

MURRAY: (31:45) What a great discussion. I love the reminder that if you're stuck, outsource it and get help and that whole discussion around leading people on the spectrum, really informative. Thanks to Michelle for some great insights. Check out all the leadership questions from our guests at murraywright.com.au/leadership-questions or follow the link in the Show Notes. It's a great resource. Share it with your



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colleagues and while you're there why not share your favorite question and add to the list.

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