Transcript

Nick Bruno | Aspiritech: A Neuroinclusion Success Story

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Join Erica and Nick Bruno, VP of People & Culture at Aspiritech, a company that claims around 95% of its workforce identifies as neurodivergent, as they discuss the 'secret sauce' to attracting, hiring and retaining neurodivergent talent.

Speaker(s):
Erica Birtles
Nick Bruno

Transcript:
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Erica:
Welcome back to the Let's Talk Universal podcast, sponsored by the UWI, a podcast that explores how organizations can foster neurodiversity in their workforce.

And today I am joined by Nick Bruno, VP of People and Culture at Aspiritech, an organization powered by a neurodivergent team. Welcome, Nick. Thank you so much for joining us.

Nick:
Oh, I am very happy to be here. I appreciate the invite. And you know, I'm excited for any opportunity to brag about Aspiritech and the awesome work that we're doing.

Erica:
Absolutely and this is a perfect opportunity for that because we're going to get right into it. But I think first, it would be great if you could tell us a little bit more about you and what your background is.

Nick:
Sure. So, I have been in the human resources field for about ten years now, and I've been with Aspiritech for about the last year, actually just a little bit over a year. I started in September of last year at the organization. And you know, Human Resources has always been a great thing to find myself in.

But as I progressed and moved up in my career, I found there was a real lack of connection with the people in the organization. And so I was so happy to have found Aspiritech and to join the mission-driven organization where, you know, the people really are the focus. And my day to day isn't let's talk about how we can maximize people to make more money. It's about, you know, let's talk about how we can maximize the benefit that we are bringing to the people in our organization. So it's really, really great that, you know, my career has sort of led me to this point with Aspiritech.

Erica:
And what is it that drives you and inspires you in your current role as the VP of People and Culture? I suppose it is that driving the people as opposed to, you know, how do we maximize people for money?

Nick:
So I think what drives me is kind of a shift of the priorities that I've traditionally learned from being in human resources, which was kind of, you know, step one is protect the business at all costs. Step two

was, you know, protect the profits. You know, the bottom line. And step three was, you know, if we can maybe help some people out along the way, that's, you know, that's good.

You know, if you have time for it and, you know, at Aspiritech, you know, that's really completely reverse. You know, not that you ignore protecting the business and, you know, you need to actually operate to support your organization. But first and foremost, it's if we have the means to do it, to support our staff and there is going to be some benefit there, we are going to do it.

We are going to explore doing it as long as it's, you know, something that's not going to drive us out of business, you know, we are willing to do anything and everything that we can to support our employee base and being part of an organization that actually means it when they say it. You know, I'm used to telling people that, you know, if an organization tells you that where we're a family, that's a huge red flag. But, you know, at Aspiritech, you know, we don't say that we're a family, but we certainly treat each other like, you know, people who are very important to us because they are, it is the mission.

Erica:
And was that the reason that you kind of chose to work for Aspiritech or were there a couple of other factors that drove you to joining the organization?

Nick:
I will say it's the culture that attracted me to Aspiritech more than anything else. When I had my interview with Tara, who is the CEO at Aspiritech, she told me that there is an opportunity here to help make Aspiritech what your vision is of kind of the best organization to possibly work for. And I don't know why, but when she said that, I just believed her. And it has been true. You know, any and every idea that I've had or that the employees have had, that I've said, I think this is a great idea. Let's run with it. Let's try this. Let's do it. It's been met with okay, let's give it a shot. You know, there are no barriers that have been put up from that, trying to make it a better workplace from a people point of view.

Erica:
And let's talk a little bit about Aspiritech then. Do you mind explaining what it is and how it started?

Nick:
So Aspiritech is an organization that does quality assurance testing as well as kind of like some accessibility work and data analysis for companies that hire us. And what makes us unique is our mission is to employ adults on the autism spectrum. So, how Aspiritech began was, there was a husband and wife who have an autistic son and they were working with organizations in our local community here in the Chicagoland area. And all that they were able to find was organizations that were that were giving work, but it wasn't work that you could build a career out of. So they started Aspiritech to provide meaningful employment as well as that social opportunity for adults on the autism spectrum. So you know, Aspiritech has really boomed, we have about 100 employees here and you know really present at all levels of our organization are neurodiverse adults. So that's really, really awesome.

You know, the business has grown, the employee base has grown and everything just feels like it has kind of happened organically. A couple of really interesting things about Aspiritech is that you know we are a nonprofit organization but we are mostly driven by our client services.

You know, over 90% of our revenue comes from the work that we are doing from clients, and not from donations that we are bringing in. So, you know, big opportunity for the organization that we're set up that way as a nonprofit and how we have been operating. But I think it's really cool that we are this nonprofit, mission-driven organization, but we aren't reliant on, you know, monetary support from the community to keep our business growing. It's really a testament and showing that, you know, this is what's possible if you just make a commitment to doing that.

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Erica:
Absolutely. And I just want to kind of find out a little bit more about the customers that Aspiritech has and what problem it's helping them to solve. What is the business of

Nick:
So it is a wide range of things. I would say one of the particular niches or our biggest area of business has been quality assurance testing in the audio space. Our largest client is Bose, you know, Bose headphones, sound system, those sort of things. And we test all manner of products from them.

We have other audio clients and then we have clients that are on the software side of things as well. From the software clients, I don't know which clients I'm allowed to say that we have. I just know I'm allowed to say and champion that, that Bose is our biggest and largest clients, but we help with, you know, the quality assurance testing for audio products, for software, whether it's going to be something that is customer facing or something that's just going to be an internal thing as well.

Accessibility testing for those products that software program apps or on websites as well, and also data services as well. You know, if the client has something that maybe they would have traditionally outsourced, maybe it's data entry, salesforce clean up, something like that. We've helped clients with those things as well.

Erica:
Quite as you say, quite a broad spectrum of things there and as you mentioned as well, a huge part of Aspiritech's DNA is the neurodiversity of its people. Could you give us a little bit more detail about the diverse makeup of the organization, sort of what makes up the people?

Nick:
Yeah. So about 90, 95% of our staff is on the on the autism spectrum, which is great. That is both people who are clinically diagnosed as being on the autism spectrum and those who self-identify as being neurodivergent or being autistic and a real, real interesting thing and something that we love about the organization is, you know, when you have this makeup and this diverse group of people, whether it's neurodivergent or something else, you've we've seen a higher level of comfortability as identifying as in parts of other groups as well.

You know, we took an engagement survey at the end of last year and I'm excited to do our next one at the end of this year, where we also learned that one in four of our team members also identifies as LGBTQIA+, which is great. So we're a super diverse organization. And you know, when it comes to neurodiversity, but also other forms of of diversity as well. And to try and foster that, you know, we really have a bunch of different support groups in our organization. And maybe before I talk about the support groups, I'll say a little bit about our support structure in general at Aspiritech, because I think what makes us so successful as an organization is our support team, which is which is run by Raymond Stone, who just does an amazing, amazing job with our support at the organization.

But each team member is assigned a support person, and this support person acts as, you know, maybe sometimes a job coach, maybe sometimes kind of a workplace therapist. It is the person that they're connected to immediately upon hired who will work through them with any accommodation that they may need. Maybe it's a specific kind of work environment and they're inside the office, you know, changing the lighting, you know, maybe a different tactile feel on keyboards that they may have, or it could be something else. You know, maybe they're someone who is in a supervisory position, but they have a really hard time taking notes in meetings and keeping track of that. And the support person can join these more important meetings and help take notes for them, help keep people organized, you know, and finding resources to enable everybody to be successful.

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Because I think a lot of times you are not even with neurodiverse people, you know, a neurotypical individual can have maybe everything right there to be super successful, but they struggle with just one particular area. And our support team is there to help with that one particular area or those other areas to make sure that person can be as successful as they possibly can be in the workplace.

You know, I wish all organizations would dedicate some resources to have a support person. You know, I could certainly say there are definitely, definitely times in my career where I could have benefited greatly from having that. But our support system also has these dedicated groups to help kind of support team members or for team members to get together and support each other, you know, based on different things they may be experiencing in their life.

We have a women's group, there is an LGBTQIA+ group, there is a parents and caregivers group, you know, and over 40 group. And if there is any other thing that comes up, you know, they just they reach out and say, hey, you know, this is what I'm experiencing. You know, you think we can get together and talk about this, see if other people may be experiencing the same thing. And a support group can be created to try and help with that. So I'm sorry, I think I might have forgot the first part of that question and just went off on my support tangents with Aspiritech.

Erica:
No, but I think that that's really valuable to share because I imagine that, you know, Aspiritech wouldn't do that if they didn't find some value out of it as well. They wouldn't just offer up support if they didn't feel that there was some kind of knock on effect to their business. and I imagine that kind of impacts customer experience as well for Aspiritech. Is that you I don't know if perhaps you have any examples of how the neurodiversity or even the diversity of your workforce impacts customer outcomes as well?

Nick:
So when it comes to having a neurodiverse workforce and impacting our customers outcome, that is something I kind of shy away from talking about because I think that was a little bit of a growing pain for our organization. And I'll explain that by we are constantly looking for feedback from our staff and earlier in when Aspiritech was kind of more recently created years ago. The organization has been around for about 15 years now. They really advertised kind of neurodivergency or autism as a kind of quality assurance superpower, so to speak, that, you know, here is this group of people who are very sensitive to changes or things that are out of place and able to really utilize that neurodiversity as, you know, like I said, a quality assurance superpower, to be very good at that kind of task. And the feedback from the employee base was that, you know, this is kind of offensive. You know, this is not something that we want to have advertised out there, you know. And that was something that the business took and grew with.

You know, that's not something that you will see us advertise or recommend that organizations advertise is kind of saying, hey, neurodivergent people are super good at this. You know, let's kind of leverage autism as a business opportunity, which is, you know, not something that I would feel comfortable saying. And I would help a workforce with not kind of phrase something that kind of sounds like that. But, you know, it's bound to happen. And all organizations are going to learn and grow as neurodivergency, you know, kind of becomes a more well known and understood topic in regards to the workplace. So, you know, when it comes to how our business makeup translates into client results, I think that has to do with our company culture, you know, employees who are happy are good employees.

You know, no one is going to perform better than someone who is happy to be at work and is happy to be doing what they're doing and is happy to be at your organization. You know, you have these super large, you know, Fortune 500, Fortune 10 companies that are kind of able to just churn and burn people and have them work at maximum efficiency all the time, because when they're burned out and go someplace else, they have just a line of people a mile long, willing and wanting to take that place so they can put, you know, that big company name on on their resume, but smaller organizations, you know,

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people who aren't in this for profit world, people who are existing to want to maximize making money and maximize making people happy. You know, you can't forget that making people happy part if you take care of your workforce, they are going to take care of their business. They're going to take pride in the work that they're doing, and that's going to translate into the client results.

Erica:
Absolutely. And I completely understand your reasoning there. And actually some of the things that are kind of highlighted from what you've just said to me is, is that there's communication with the employees themselves, you know, having that two way dialog. What are they happy with, what are they not happy with?

And also the piece about, you know, it's about culture and it's about perhaps more than, you know, neurodiversity, as you say, it is more about, you know, the overall business and as we've mentioned, you know, we are talking about neurodiversity today, but you've said that 95 or roughly 90% of your workforce self-identifies as neurodivergent across multiple levels of your business. And I think that's extraordinarily high. A lot of people are going to be very interested by that statistic. why do you think that is? Does it come down to culture and them feeling comfortable to identify themselves to Aspiritech in that way?

Nick:
I think so. I think that really comes with the level of comfortability that your staff has in you, you know, the faith that they have that, you know, if you check a box that says, I have a disability, that's not going to be used or looked down on or anything like that, staff, you know, we don't specifically target a neurodivergent audience when we hire for our analyst positions.

You know, we are mission driven organizations so organically based on what we do, based on the mission of hiring autistic adults and providing meaningful employment, we are going to attract a much larger candidate pool of of neurodiverse talent just organically by the nature of our business existing and doing what it's doing. But when someone fills out an application to work on Aspiritech, it's just a yes, no question, you know, have you been diagnosed or do you identify as, you know, someone who is neurodivergent, someone who is on the autism spectrum.

And if they say, yes, that is good enough for us. You know, there there definitely is at least in the United States, a very real socioeconomic barrier when it comes to going through. You know, some can be pretty, pretty extensive and expensive psychological testing or evaluation in order to get a diagnosis, especially for people who weren't diagnosed as children.

You know, we find with some of our people, our team members who are who are parents, who are caregivers, they actually weren't diagnosed until they were an adult. You know, they had children and their children or child was diagnosed. And it was kind of like, well, wait a minute, I see a lot of myself in my child here. And then they pursued a diagnosis and ended up getting an autism spectrum diagnosis as well.

Erica:
And I think that story is becoming much more common now is later diagnosis as children and friends and family go through diagnosis themselves. And I suppose with I just kind of want to reflect back on the support members, you know, are in your organization to help people kind of do their job well and to help kind of bridge those gaps where you know, the areas where they might struggle.

I'm guessing that for all workers within spirits can you don't require someone to self-identify as is neurodivergent to provide those resources. They're just there for everyone.

Nick:

Correct. They are just there for everyone. You don't have to be in that, you know, 5, 6% of our staff who identifies as being neurotypical in order to have access to the support team.

Erica:
And when we talk about your recruitment processes and how they're not particularly targeted at Neurodivergent candidates, that kind of, you know, they're there for everyone to apply. What we've kind of briefly mentioned, what kind of things you do differently in that process to keep that nerd, diverse, friendly.

But are there any other kind of pieces to that recruitment process that you think is drawing people in and is actually resulting in you hiring majoritively neurodivergent candidates? That's a long question.

Nick:
Yeah, no, it's an absolutely great question. And I think the steps that we take in our hiring process to make it neurodiverse friendly is what really leads us to identify some really, really great neurodivergent talent. You know, traditionally an interview process is you, you apply for a job, you maybe you have a phone screening and you have an interview, maybe two interviews, you know, maybe an excessively huge amount of interviews depending on the organization.

And then eventually maybe you might get a job offer, At Aspiritech, you know, if you do more than two interviews, there's something seriously wrong or it's, you know, a high level position, you know, and we try to make it as comfortable as possible by giving people options. You know, you're not going to walk into an interview at Aspiritech whether it be for the internship program or the AQR position without having all of the questions in front of you in advance. So you can prepare. You're not going to walk into an interview not knowing exactly what it's going to look like because you are going to be asked your preferences. Would you like it to be a Zoom call, a Google meet, you know, a phone call? Would you like cameras to be on cameras to be off? You know, if there's a certain point where you might be having a hard time articulating something, would you be more comfortable, you know, typing your answer out?

You know, it's about being comfortable and kind of embracing the human experience. And I will say, interestingly enough, the feedback that I have gotten on our interview process and structuring things that way has been so overwhelmingly positive. And most of that feedback has come from candidates who identify as neurotypical, who have just been like this. This has been amazing. You know, I've never had an interview like this before. You know, I feel like a person is what I hear a lot from our neurotypical candidates when they go through our interview process.

And I think there there's a really big lesson to be learned there. You know, the onboarding process for your organization starts during the interview. You know, if you are being treated like a person, not just a number, you know, your preferences and experiences are being respected before you're even an employee, you know that speaks volumes to how hopefully you will then be treated the same way when you eventually join the team. Whereas if you're just treated like a number from the get go, you're probably just going to be treated like a number throughout your whole time with that organization.

Erica:
And I imagine that there are a lot of people listening to this conversation who want to kind of find out what the secret sauce is to not only attracting and hiring, but also retaining Neurodivergent talent. So is there anything you can kind of say about what Aspiritech finds successful when it comes to incorporating a retaining talent? I know that we've already spoken about these support networks and these supporting roles, but is there anything else that Aspiritech has found really useful and valuable when retaining its talent?

Nick:

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Absolutely. And I, I promise you, it sounds very, very easy, but you will find organizations that definitely struggle with this step. And it's just it's having a feedback loop. It is about communication. It is about actually hearing your team members and responding to that feedback. You know, if you're making a change at your organization, whether it's a good change, whether it's a bad change, where is your you know, I'm using the term frontline, but frontline employee, you know, where is their voice in that change?

Because I bet, you know, 99.9 times out of 100, that's going to be there. They're nowhere. Their voice is, they've been told what's this change is, you know, whether it's good or bad, this is the change. This is the new reality for the workforce. You know, it doesn't matter if you are giving people an extra week of PTO or if you know there's another pandemic and there's, you know, no bonuses are coming out or wages are being reduced a little bit, whether it's a good change or bad change, you need to make sure that you are dedicating space in your process for getting feedback from your teams at different levels of the organization and that you are honestly responding and reacting to that feedback. Because most of the time, even if it's a bad change, you'll hear, you know, I understand that this is why this has to happen, but this is how it could be explained differently. Or this little change right here would make it an easier pill to swallow.

And even if you're making an amazing change for your organization, you might get feedback of, I don't understand why this is a good thank. can you explain that for me? You're not just sending out an announcement and people are going, Wow, that sounds good, But I don't really know. You know, people don't like change, whether you're neurodivergent or neurotypical, you know, there you will find a natural human reaction to resist change, whether it is good or bad, and dedicating time for feedback in your process is going to make that change go over much, much smoother.

You know, at Aspiritech, we really take things even a step further than that, which I don't expect other organizations to also be doing. But we have what is called the Autism Advocacy group in our organization, and anybody is allowed to be a part of it. And when we are making larger changes in the organization or we have a change that we're making and we want to make sure that it is both understood and comes off as neuro-friendly as it possibly can be. We put it in front of this group and we ask for feedback. And most of the time it's just feedback of, you know, this part of it needs to be explained in a little bit more detail or, you know, this needs to be changed because it sounds kind of vague and we need it to be clearer over here.

And doing that kind of skips that step of announcing a change and getting pushback and questions and lack of understanding where, you know, you've put this in front of a group and you've gotten this process, this announcement that changed your organization already looked at and as neuro-friendly as you can reasonably get it before it's announced to your your wider employee base.

Erica:
That sounds great. As you say, it's is another level to you two way communication with employees and allowing them to kind of be involved in those kinds of decisions. I just wondered what the kind of management role is in this, because we've spoken a lot about the organization, you know, provides all of this support and for employees. And I just wanted to understand what the role of a manager is and the culture, the spirit in managing their teams, because I think there is an argument to say that, you know, their role in this is just as important as that support role.

Nick:
It is 100% just as important. I would I would say it's more important. You know, people don't quit jobs. People quit managers. And I would say of our kind of our structure of our organization is we have analysts, we have senior analyst, a senior analyst may or may not have an analyst, or two who kind of reports up into them over over senior analysts.

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We have engagement managers who are kind of like account managers. You know, they are overseeing projects, overseeing specific clients, and then the engagement managers. You have the project managers who kind of oversee whole divisions, whether it be accessibility testing oracertain division of the audio testing and that and then you know, the project managers are kind of side by side with the senior leadership team.

So these senior analyst, these these engagement managers who have the majority of the analysts reporting up to them, I think the leadership culture and style there is one where people aren't afraid to ask for help. You know, at our organization, you don't find a lot of people who are just winging you know, if someone is unsure you know they have that comfortability to be able to ask what's a good next step for this? Or here is how I plan on approaching this situation. Is this a good idea? Do you have any advice for me? And I think that culture that we have there really helps to have, you know, that the passion for the people trickle down all the way throughout the organization because you know that the number one step that you need in order to have a good workplace culture is you need to have leadership buy in.

And if the leadership is completely and totally bought in, then your managers will be bought in, then your supervisors will be bought in. And so I think that's what it is, is we've been able to build a team and have an environment where people are just okay and willing and happy to ask for help. And not only that, you know, help is just offered.

You know, I don't think you would leave any kind of team meeting at Aspiritech without somebody going, you know, if you need help with this, let me know or you know, hey, you know, you want to run this by run your ideas by me. But before this goes live or before you have this conversation, you know, do you want to talk about it before this happened so we can, you know, make sure this is happening as good as it can be.

Erica:
And I believe from from my kind of searching around and looking into the Aspiritech that it's involved in advocating for inclusion as well and best practices kind of in the workforce. What kind of things is it involved with sort of perhaps outside of day to day operations?

Nick:
I, I am not the best person to answer this question, but this is definitely something that we are taking a huge step forward with in 2024 and at the end of the new year. We recently brought on a marketer, you know, now all of our marketing is coming in house. Her name is Sarah Clarke, she you know openly identifies as someone on the autism spectrum. And she is amazing, she's bringing a lot of a lot of great energy into the organization and leading these this marketing charge here of, you know, the advocating, the showing, these are our best practices. This is what you can do too, you know, that's not my area of expertise.

You know, getting out and shouting it from the rooftop and letting, you know, people know and advocating for neuroinclusion. I love doing it, it's just not, you know, something that is the bread and butter in my day to day at Aspiritech. I will say that we have an arm of our business that will be advertised more in 2024 which is actually, you know, consulting with other organizations, you know, saying someone comes to us and says, I want to be a more neuro-friendly organization in these areas.

You know, it could involve myself. It will involve at least one person who identifies as neurodivergent to take a look at the process, take a look at what they were doing or hear their ideas, or even just have some luncheon learn or more large scale meetings with them about how they can be a more neuroinclusive work environment or have more neuroinclusive practices, as an organization themselves.

Erica:

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So some exciting things to come during 2024 and, and with the arrival of your new marketing role. So I look forward to seeing what you guys get up to. And I'm sure others would like to follow the story of Aspiritech as it kind of ventures further into this area. And I suppose the Neurodiverse culture of Aspiritech partly comes down to the fact that it was it was built that way from the beginning.

So for the majority of organizations that perhaps haven't started that way, do you think there's still hope for them to kind of turn it around?

Nick:
Are there? There is absolutely still hope, you know, if I'm just throwing a wild guess out there, even if you're not an organization that is built with neurodivergent people in mind, if I a guess probably somewhere around 20% of your organization is someone who either personally or publicly identifies as neurodivergent, whether that is, you know, autism spectrum, whether it is, you know, a form of A.D.D., ADHD, you know, dyslexia or something else.

You know, you have a neurodiverse workforce whether you think you do or not, just as you know, you certainly have a racially or gender, you know, diverse workforce or not. But you know that is diversity that you can see. You know, neurodiversity is, is something that is invisible. So I think it's taken us longer as far as a global culture to recognize and put emphasis on that.

So what I would say is that the absolute best thing that you can do is just be good to your people, you know, making your your processes, your organization, neuroinclusive, neuro friendly is going to greatly benefit everybody at your organization and not just your neurodiverse staff. You know, like I mentioned previously, with our interview practice and it's the loudest and best feedback that I get is from people who identify as neurotypical.

So I promise you, you know anyone part of an organization who is listening to this, you know, make an effort, make it a core value, you know, be a neuro-friendly employer and you are going to see absolutely amazing results in your workplace, both from your neurodivergent team members and from your neurotypical ones as well.

Erica:
And I just wanted to ask if there were changes and progress that Aspiritech is also looking to see within its own organization because I imagine that, you know, this is always an ongoing process, always learning how to best adapt for your workforce. So is there anything the Aspiritech is looking to change or do better?

Nick:
We are always looking to change and do better. I would say most specifically and most recently we took a look at how our positions and roles are titled what the job descriptions look like, the reporting structures look like, and made changes to that to both make it make more sense as a business and make it make more sense, you know, in a neuroinclusive environment because, you know, our org structure kind of looked like, you know, there is an analyst, there as analyst one, two, three, four, five.

There was a lead. There is kind of a lead one, two, three, four or five. And we did away with a system that had a lot of ambiguity behind it and made it something that was much more concrete but still had this flow and this growth that could be visualized for what it looks like to progress your career at Aspiritech.

So that is kind of the big thing that we're working on right now is eliminating the ambiguity when it comes to our positions and job titles and making it something that, you know, makes the most sense for our workforce and for our business. You know, if you ask me this question a month from now, two months from now, I'm going to have a different answer for you because we're kind of always listening to feedback and trying to mold our organization to be the best it possibly can.

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And that is an ever changing thing based on the needs of our employees. So, you know, we could make this change right now. And three years from now we get the feedback that, hey, this is the issue that we have with this system. This kind of doesn't make sense. And then we revisit it and we change it again. So it's listening. it's constantly learning and it's adapting to the feedback that we get.

Erica:
Yeah. It sounds cyclical in terms of, you know, finding that momentum and, and you know, listening to feedback and, and you know, see what you can do about it and then going back and then, you know, seeing what you can do next and not trying to accomplish everything all at once because it can be quite overwhelming. I can imagine, yeah.

And we've kind of spoken about quite a few things. But before we finish, is there anything that you would like to add that perhaps we haven't touched on or emphasize a point that we've briefly touched on?

Nick:
You know, I, I would say that if your your business and emphasizing this point of again is if your business is committed to doing good for your people, that the business results are are going to speak for themselves. You know, if you're paying your your people well, if your treated them well, if you are allowing them to have the time off that they need, if you're allowing them to be a human being first and a member of your organization second, I think that's what it really comes down to, you know, taking, you know, being neuroinclusive, neuro-friendly aside, you know, what it comes down to as is just letting people embrace the human experience and supporting them on their journey.

Erica:
Well, thank you, Nick. It's been an incredibly interesting conversation to learn more about Aspiritech and its Neurodiverse workforce. And I'm sure our listeners will agree that there is something to be learned from your organization, its story and its best practices. And I look forward to seeing more from Aspiritech in the future. And of course, if anyone would like to learn more about Aspiritech, its services and its people, then they can follow the links that will be available on the podcast web page.

But once again, I really do appreciate you taking the time to speak with me and sharing your insights on how to foster inclusion in the workplace.

Nick:
Yeah, it's really my pleasure. I'm very happy to have been to been a part of it. So thank you for the opportunity to do so.

Erica:
No worries. Thank you so much Nick, speak to you soon.

Nick:
All right, take care,

Erica:
Bye