

# INVISIBLE DISABILITY: WHAT THE MANAGER NEEDS TO KNOW

## A training program for managers and HR professionals

Recognize, support, and include employees with invisible disabilities

<b>Duration</b> : 4 hours	<b>Modules</b> : 4 modules
<b>Lessons</b> : 19 lessons	<b>Audience</b> : Managers and HR professionals
<b>Format</b> : 100% online, asynchronous	<b>Provider</b> : N° 11757351875
<b>Certification</b> : Qualiopi	<b>Price</b> : On request

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## Course description

This 4-hour training is aimed at managers and HR professionals who wish to understand the reality of invisible disabilities in the workplace — what it encompasses, why it often remains hidden, and what it concretely changes in the managerial relationship. It addresses the most common situations in the workplace: cognitive disorders, mental health issues, chronic disabling illnesses, and neurodivergent disorders. Each module ends with practical scenarios to immediately reinforce the learning. By the end, each participant will be able to recognize the signals, create a framework of trust, act with discernment, and build sustainable support.

## Module summary

<b>MODULE 1</b>	Understanding Invisible Disabilities	5 lessons
<b>MODULE 2</b>	Create the conditions for it to change	5 lessons
<b>MODULE 3</b>	The manager facing complex situations	5 lessons
<b>MODULE 4</b>	Invisible disability and career	4 lessons

## Learning objectives

### Learning objectives

- Understand what invisible disability encompasses and why it often remains undisclosed in the workplace
- Recognize the signals and behaviors that may indicate an invisible disability without being intrusive
- Establish a climate of trust that encourages disclosure while respecting the employee's right to privacy
- Implement reasonable accommodations through co-construction with the employee
- Manage team tensions around perceived unequal treatment while maintaining confidentiality
- Support performance issues related to disability without discrimination
- Build sustainable support plans that adapt over time to changing needs
- Ensure fair evaluations and career advancement for employees with invisible disabilities

## General information

<b>Duration</b>	4 hours
<b>Target audience</b>	Managers, team leaders, HR professionals, and anyone in a supervisory role
<b>Prerequisites</b>	No prerequisites, training accessible to all adults
<b>Price</b>	Upon request - VAT not applicable (article 261-4-4° du CGI)
<b>Certification</b>	Qualiopi - Certificate of completion
<b>Training organization</b>	DYNSEO - Activity registration number: 11757351875

**Lesson 1 - What is invisible disability — definition, examples, statistics**

- Legal definition of disability and the 6 recognized categories beyond physical mobility
- 80% of disability situations are invisible and the vast majority are undeclared
- Cognitive disorders, chronic illnesses, mental health issues, partial sensory disabilities in the workplace
- Why invisible disability is a blind spot in management

**Lesson 2 - Why employees do not report it — fear, shame, calculation**

- Barriers to reporting: stigma, fear of being sidelined, negative past experiences
- Risk assessment before confiding and why employees often choose silence
- Internalized shame from years of compensating alone without understanding why
- What managers can do or not do that unknowingly influences disclosure decisions

**Lesson 3 - The most common pathologies in the workplace**

- Anxiety and depressive disorders: prevalence, impact on work, observable signs
- Chronic disabling diseases: fatigue, unpredictability, and workplace taboos
- Acquired cognitive disorders: real but invisible deficits in memory, concentration, organization
- Autism spectrum disorders and undiagnosed ADHD: under-identified realities in adulthood

**Lesson 4 - What the manager perceives as problematic behavior — and what it really is**

- Recurrent or unpredictable absenteeism driven by chronic illness patterns
- Unexplained performance drops: cognitive fatigue, medication effects, relapses
- Irritability, withdrawal, or unusual behavior as signals of prolonged compensation
- Extreme perfectionism or paralyzing procrastination as manifestations of performance anxiety

**Lesson 5 - Situational Exercises — Module 1**

- Clara's case: addressing unexplained absences without being intrusive
- Antoine's case: responding to declining performance when nothing has been disclosed
- Crohn's disease disclosure: managing confidentiality requests appropriately
- Reflection on what we should see, say, and change starting tomorrow

**Lesson 1 - Establish a climate of trust — not of benevolent surveillance**

- Climate of trust means consistency between what we say and what we do
- Behaviors that build trust: non-judgmental listening, real confidentiality, proportionate responses
- What destroys trust: disproportionate reactions, rumors, poorly explained exceptions
- The difference between benevolent and intrusive management: the right not to disclose everything

**Lesson 2 - When a colleague confides in you — how to respond appropriately**

- The first seconds count: what you must absolutely not say
- Welcoming without dramatizing or minimizing: the right posture for difficult confidences
- Managing the information: confidentiality, transmission to HR, legal limits
- Ensuring follow-up: not leaving the employee alone after disclosure

**Lesson 3 - Reasonable accommodations — the framework, examples, implementation**

- Definition of reasonable accommodation and employer's legal obligations
- Common and effective accommodations: schedules, telecommuting, task organization, physical environment
- Co-construction with the employee as a condition for effectiveness
- Addressing practical blocks: fear of precedent, team resistance, lack of HR support

**Lesson 4 - Managing tensions within the team around a colleague with an invisible disability**

- Perceptions of unequal treatment: why does one person get special arrangements
- Explaining without breaching confidentiality: raising awareness without revealing diagnosis
- Silent tensions around a colleague who does less without anyone knowing why
- The manager's role as translator and protector when the team resists

**Lesson 5 - Situational Exercises — Module 2**

- Bipolar disclosure in open space: balancing confidentiality and team dynamics
- Remote work requests: managing fairness when granting medical accommodations
- Refused accommodation: supporting someone who doesn't want to be the special case
- Reflection on difficult trade-offs, fair formulations, and key takeaways

## MODULE 3

### The manager facing complex situations

5 lessons

#### Lesson 1 - When invisible disabilities affect performance — how to respond without discrimination

- The line between legitimate requirement and indirect discrimination in practice
- Maintaining realistic goals while considering disability-related constraints
- Differentiating fair support from preferential treatment and explaining it to the team
- Recognizing your limits and knowing when to pass the baton

#### Lesson 2 - Chronic diseases — accompanying the unpredictable

- Stable phases and unpredictable flare-ups that destabilize organization
- Planning with fluctuating availability: flexibility without team disorganization
- What the collaborator can do: anticipate, communicate, manage their own limits
- Available resources: occupational medicine, job retention, working hours adjustment

#### Lesson 3 - Mental health issues at work — depression, anxiety, burnout

- Observable signals without diagnosing: behavioral changes, gradual shifts, sudden breaks
- What worsens the situation: performance pressure, isolation, demands to feel better
- Talking to someone struggling without becoming a therapist: right posture and words
- When to refer to professional resources: occupational doctor, psychologist, listening unit

#### Lesson 4 - Build a sustainable support plan

- Four elements of a solid plan: arrangements, follow-up points, tailored objectives, periodic reassessment
- Co-construction with the collaborator as a condition for effectiveness
- Adjusting over time: what worked six months ago may no longer work
- Mobilizing external resources: HR, occupational medicine, specialized support

#### Lesson 5 - Situational Exercises — Module 3

- Fibromyalgia and declining results: managing performance, team, and relationship simultaneously
- Suspected depression: approaching someone who denies anything is wrong
- Worsening medical situation: adapting when accommodations are no longer sufficient
- Feedback on appropriate postures, manager role limits, and resources to mobilize

## MODULE 4

### Invisible disability and career

4 lessons

#### Lesson 1 - Evaluations — what skews everything without us seeing it

- How invisible disabilities influence evaluations through biases on consistency, presence, and image
- Assessing actual contribution versus apparent performance fairly
- What employees can implement to objectify their contribution before reviews
- Evaluation criteria that structurally penalize certain profiles and how to rebalance them

#### Lesson 2 - Promotions and advancements — the invisible ceiling

- Why employees with invisible disabilities are often under-promoted
- The manager's role in advocating for an employee without betraying their situation
- What the individual can develop with support: communicating results, managing professional image
- Building realistic career paths that consider constraints without being defined by them

#### Lesson 3 - Raise awareness among the team and build an inclusive culture

- What can be said without revealing diagnosis: different needs and working styles
- Collective training as prevention: sensitized teams manage misunderstandings better
- Creating an environment where asking for adjustment is not perceived as weakness
- What inclusion brings to the entire team, not just people with disabilities

#### Lesson 4 - Situational Exercises — Module 4

- Annual review bias: rebuilding a fair evaluation when absences influenced rating
- Promotion application: your role when medical situation may raise questions with management

- Awareness initiative: building and presenting the approach to skeptical team members
- Training feedback: three takeaways, one change starting tomorrow, one resource to consult this week

## Teaching methods

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- Online training accessible 24/7 from any device
- Self-paced learning with practical scenarios after each module
- Downloadable resources and implementation tools
- Certificate of completion upon finishing all modules

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