



## Case Study

Maria is a 43-year-old woman with a high-powered job. Recently, she was passed over for a promotion she was hoping to get. She was told she didn't get the promotion because, although she is doing a good job at her current level and has a good reputation in the company, leadership didn't think she could handle additional responsibilities and said she lacks "executive presence."

Maria is not sure she disagrees with the assessment of her capacity. She's handled her responsibilities for a long time, but she feels like things are slipping. She has started having difficulty finding words to express herself and is more scattered than usual. She is not sure what "executive presence" means let alone how to improve it.

Maria's current role is in middle management. She both misses being on the frontlines doing the hands-on product creation work and likes the additional influence she gets being in a role higher up in the organization. Her team trusts and respects her, but she worries she may be leaning on them too much.

Maria's spouse also has a demanding job, and they have two kids, ages 13 and 9. The elder child is an ADHDer, and the younger child is autistic. The marriage has become logistics of parenting, how the kids will be fed and who will take them to their activities. She has come to realize that providing her children with the emotional grounding they sometimes need can drain her energy.

As Maria has been observing her kids, she has started to suspect she also may be neurodivergent in some way. She wonders whether she might want to pursue a diagnosis so that she can request accommodations at work. However, she also wonders whether leadership will lose even more confidence in her if she discloses a diagnosis.

### TLDR

- Mid-level manager passed over for a promotion
- Feels like things are slipping and may be leaning on her team too much
- Suspects she may be neurodivergent following children's diagnoses
- Considering whether to pursue a diagnosis and accommodations