



CENTER FOR  
DEVELOPMENT  
& DISABILITY

# When Supports Fade and a Roadblock Arises: What's Next?

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**Evicta L. Harvey**

**MBA, CWDP**

**New Mexico Training Associates**

# INTRODUCTORY - EXPERIENCE

**Former United States Army Commissioned Officer**

**Thirty-Five Years of Work within the Disabled Community**

**Earned Master of Business Administration (MBA)**

**Over 25 Years as Adjunct Professor (Online/Classroom)**

**Over 20 Years of Positive Youth Development/Employment**

**Certified Workforce Development Professional (CWDP)**

**NM Comprehensive Community Support Services (CCSS)**

**Lifelong Matrilinial Neuromuscular Disorder Exposure**





# AUDIENCE ENGAGEMENT

**JAYLIN'S STORY**    Family / Staff Member

🌀 Job Developer/Coach    🌀 Employer



# LEARNING OBJECTIVES

**Summarize the Onboarding Process**

**Review Onboarding and Inclusion**

**Discuss Fading as it relates to Supported Employment**

**Identify Individual Changes**

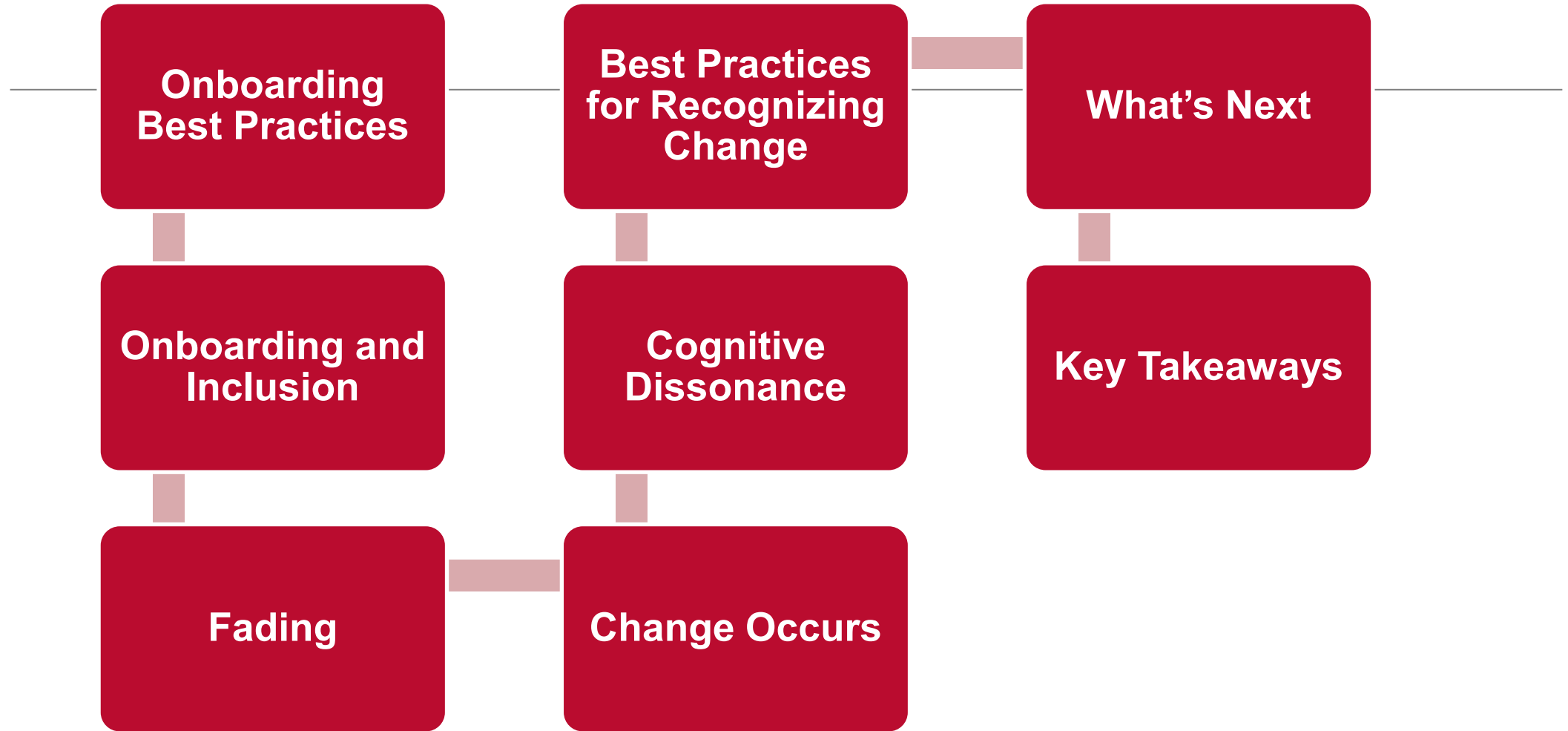
**Recognize Cognitive Dissonance**

**Assess Possible Onboarding “Gaps”**

**Plan Best Practices**



# AGENDA





# ONBOARDING SUMMARY

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## Pre-Onboarding

- Before the First Day

## Orientation

- First Day/Week

## Foundation Building

- Over Several Months

## Mentoring and Buddy System

- Day-to-Day / Longer Term

# ONBOARDING AND INCLUSION



- Cultural Integration
- Strategic Connection Building
- Customized Support
- Long-Term Engagement/Retention
- Ongoing Communication





**ONBOARDING?**

**AUDIENCE  
ENGAGEMENT**

# DEVELOPING A FADING PLAN

## ❖ Fading Plan Definition

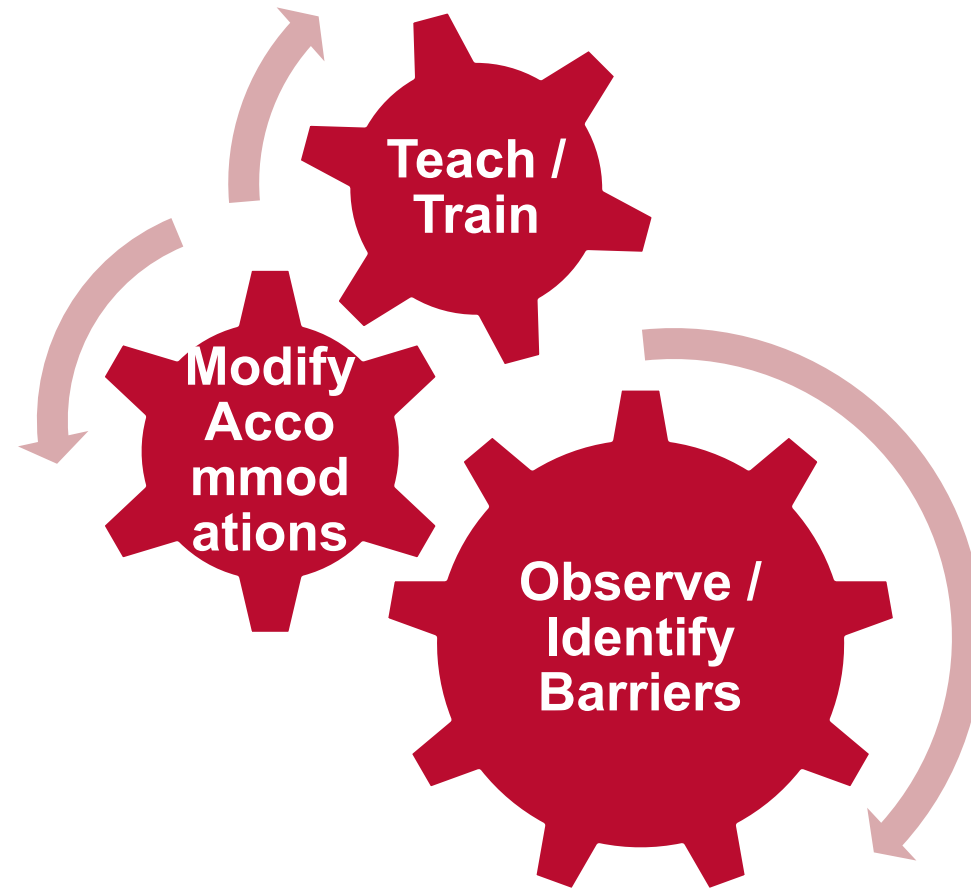


“BEGIN  
WITH  
THE END  
IN MIND”  
Covey 1989



# ONGOING FADING SUPPORT

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# TIPS FOR FADING

**Independently**

**Least  
Intrusive  
Cues**

**Assist in  
Establishing  
Solid Work  
Relationships**

- **Assist When and if Necessary**

- **Maintain Dignity While Learning**

- **Co-workers – Provide Security, Assurance**
- **Acceptance and Engagement - Engaged and Motivated**



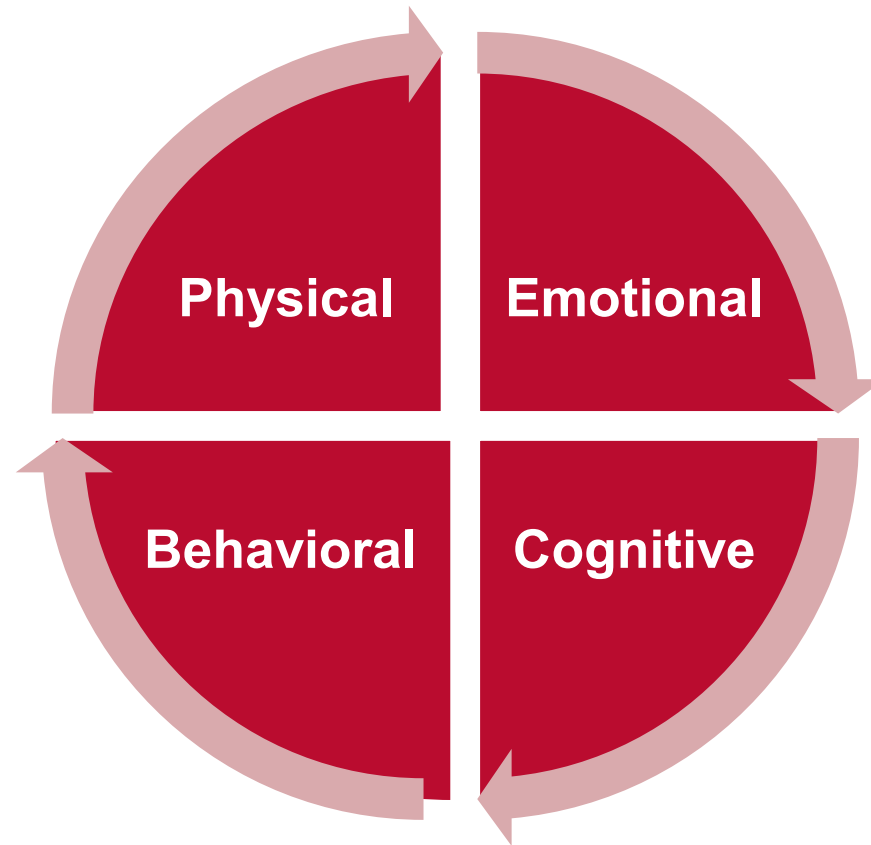
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HOW IS JAYLIN?

AUDIENCE  
ENGAGEMENT

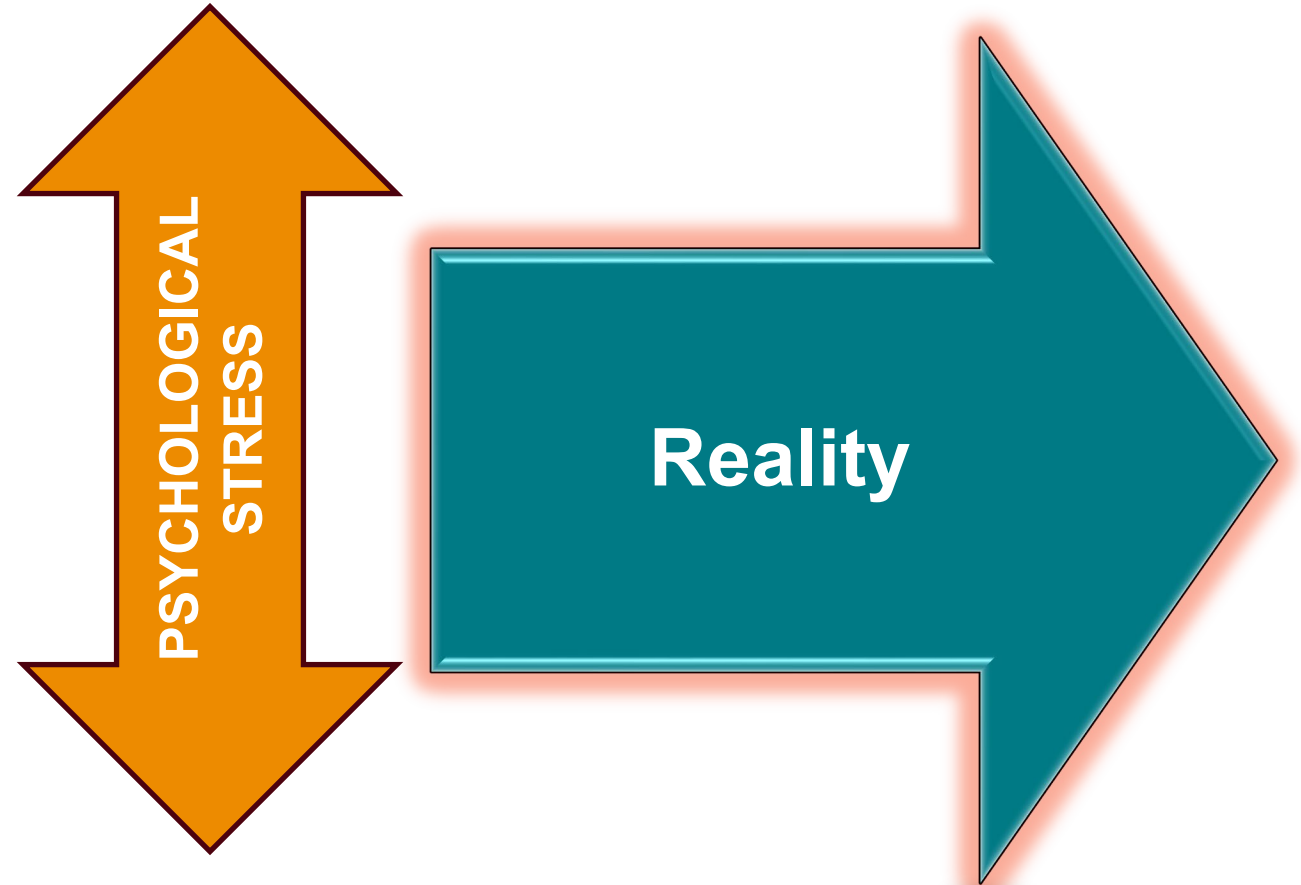
# IDENTIFYING INDIVIDUAL CHANGES

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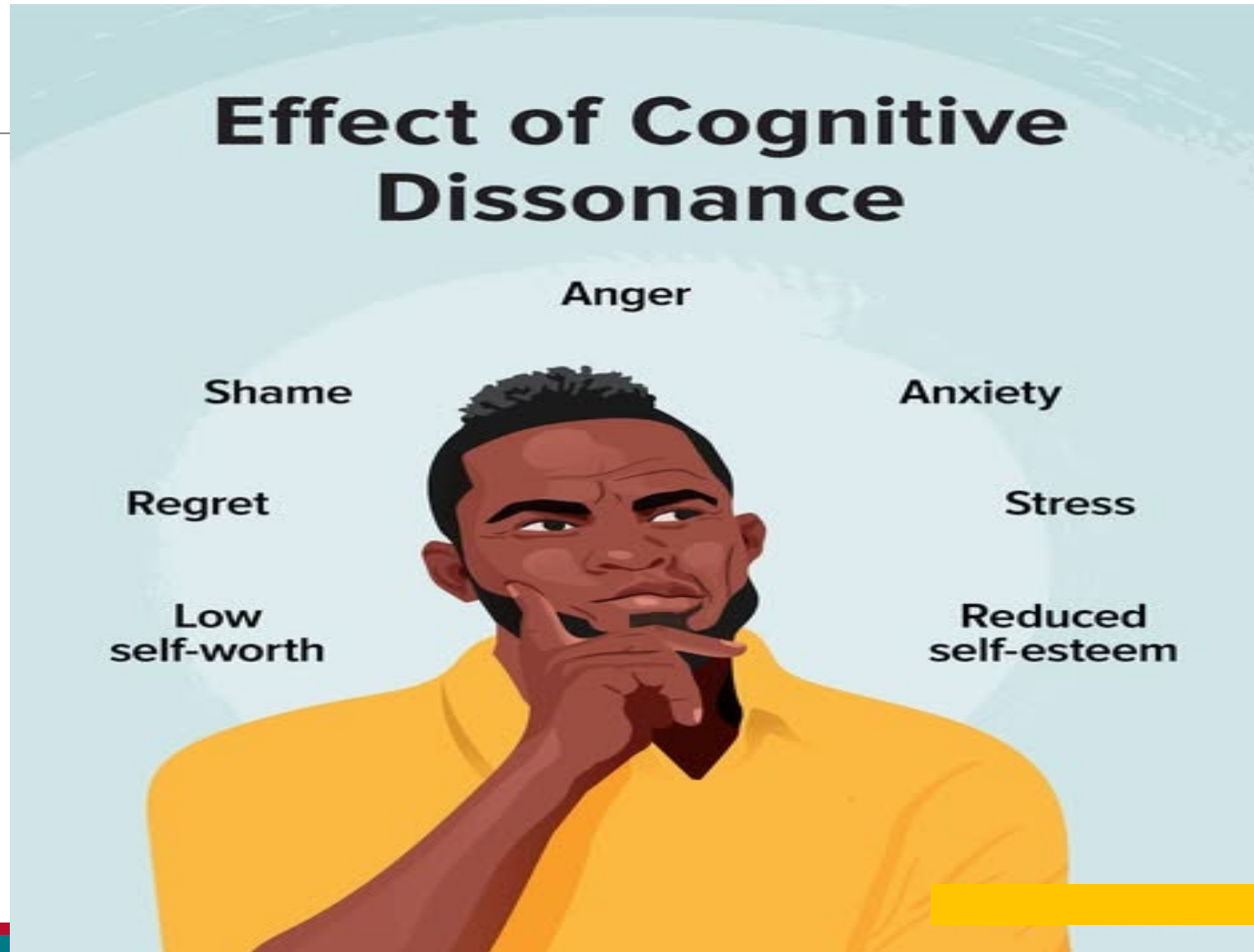


# COGNITIVE DISSONANCE

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# EFFECTS OF BEHAVIORAL SHIFTS



# COGNITIVE DISCONNECTION

## Cognitive Dissonance



**Psychological Factors**

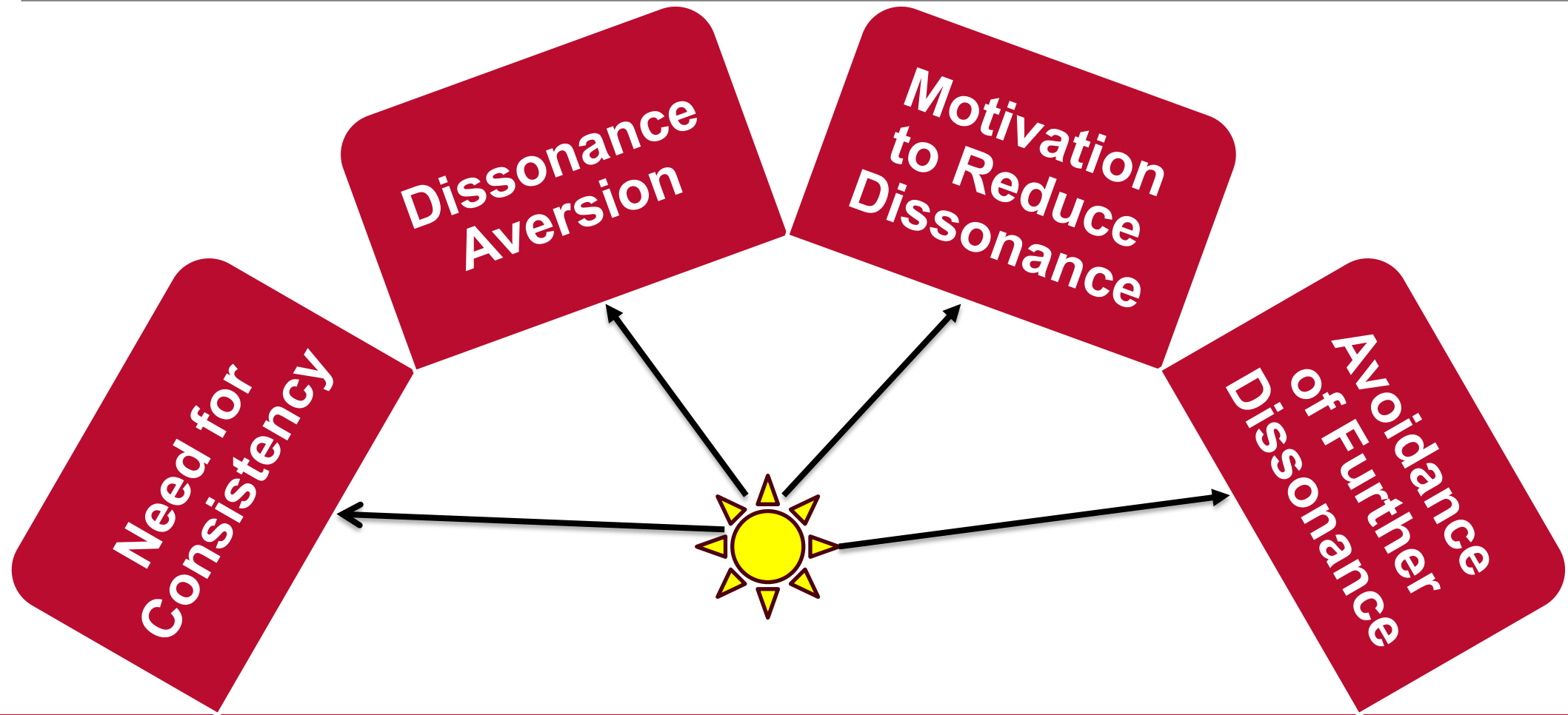
**Process Changes**

**Partial Disconnection / Limited Participation**

**Reduced Progress in the Workplace**

**PERSONAL EXAMPLE**

# ASSUMPTIONS IN COGNITIVE DISSONANCE





# ASPECTS OF COGNITIVE DISSONANCE AND FADING

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**Reduction Strategies**



**Fading Process**



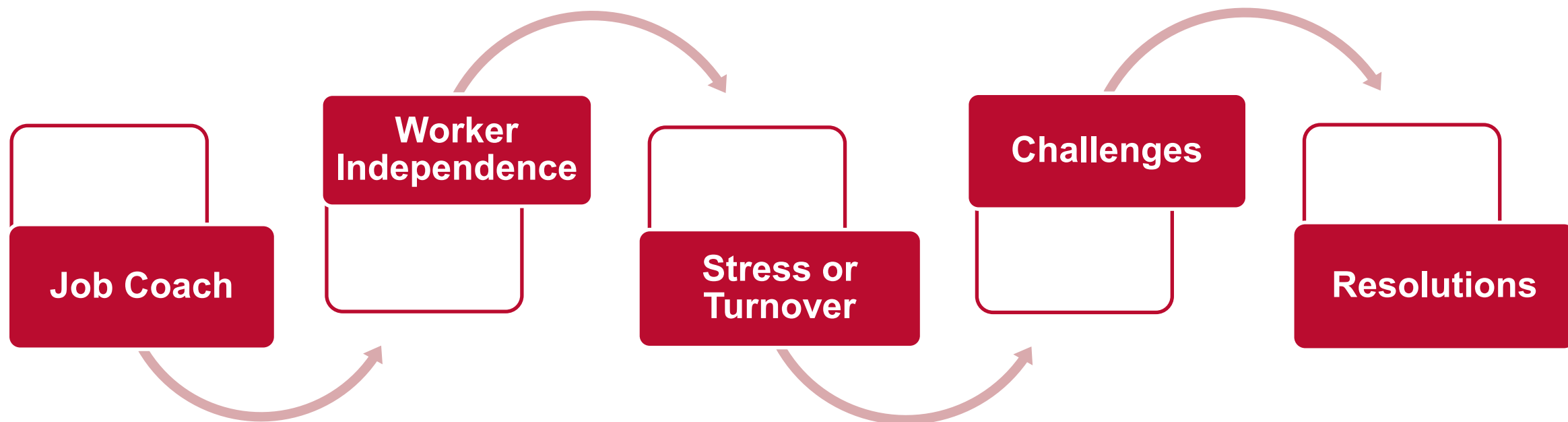
**Examples**



**Factors Affecting Intensity**

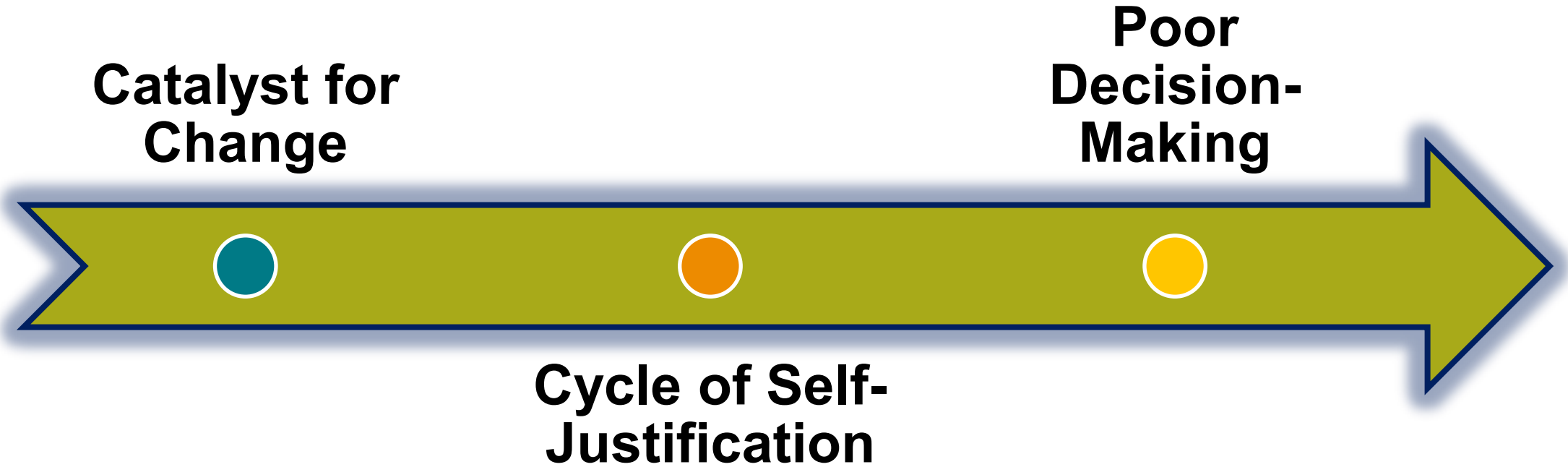
# THE CONNECTION BETWEEN FADING AND COGNITIVE DISSONANCE

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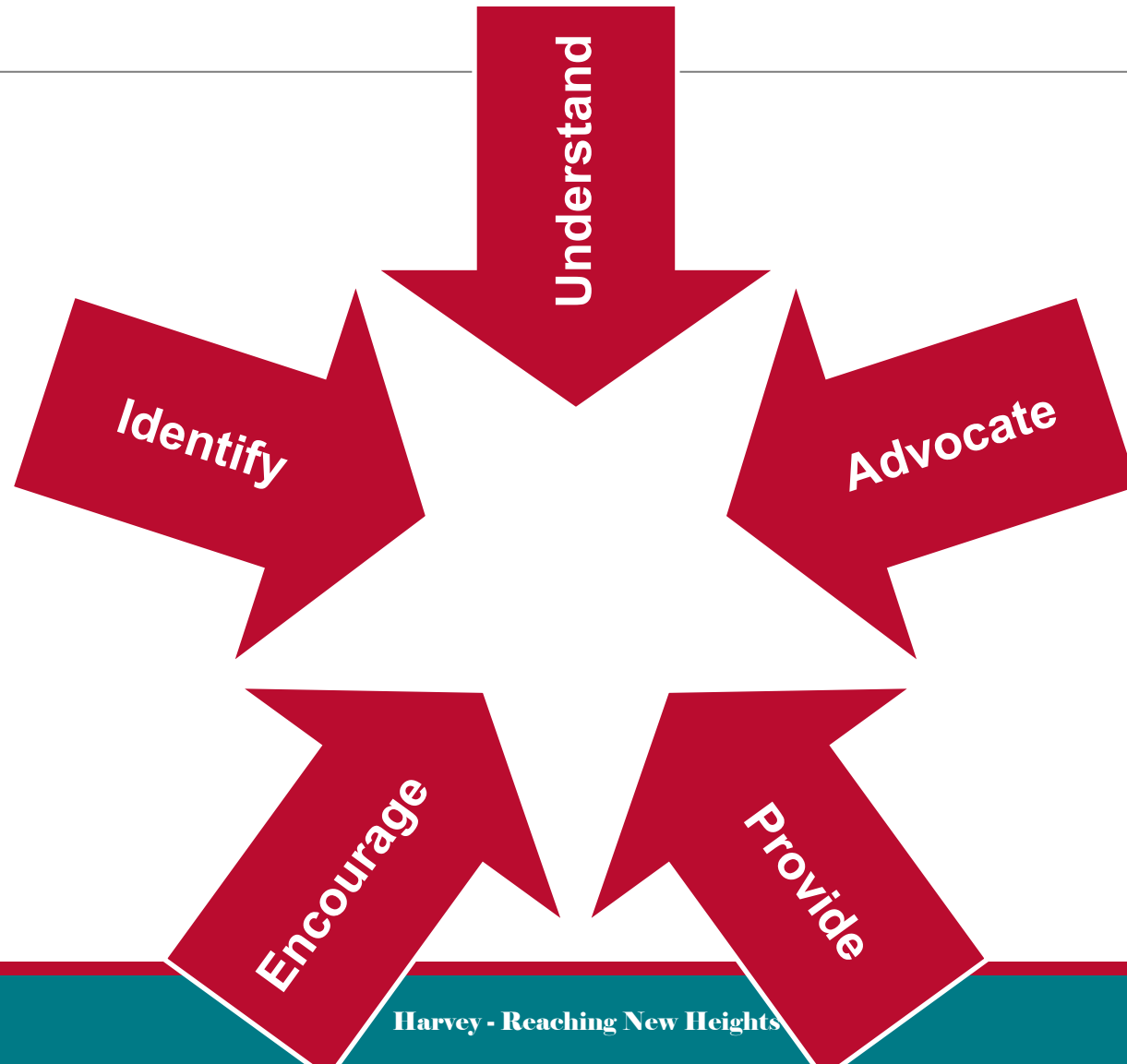


# IMPACT ON DECISION-MAKING

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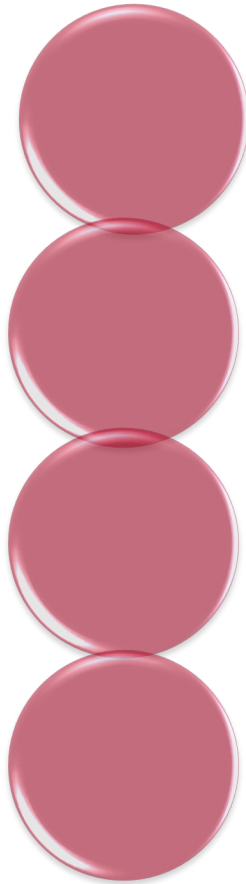
# IMPACT OF WORK ON WELL-BEING





# WHAT CAN WE DO?

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**Recognize Signs**

**Acknowledge “Gaps”**

**Monitor Behavior Changes**

**Implement Strategies**

# RECOGNIZE THE SIGNS

 **Mental Discomfort/Anxiety**



 **Avoidance of Information**



 **Shifting Beliefs**



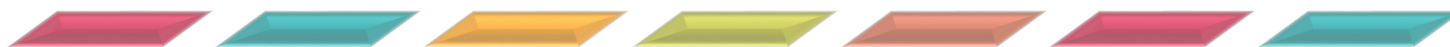
 **Downplaying of the Conflict**



 **Defensive Behavior**



 **Inconsistency in Actions**



# GAPS AND INCLUSIVE ONBOARDING

☯ Lack of Pre-Onboarding Engagement

☯ Ignoring Digital Accessibility/Support

☯ Ignoring Psychological Safety

☯ Assuming One-Size Fits All

☯ Onboarding – Just an Admin Task

☯ Lack of Cultural Integration

☯ Unconscious Bias in Training- Neurodiversity





# MONITOR INDIVIDUAL CHANGES

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**Avoid One Size Fits All**



**Use Continuous Monitoring**



**Try to Close the Equity Gap for New Hire**



**Use Surveys and Regular Check-in**



**Include Measurable Metrics**

# IMPLEMENTATION STRATEGIES

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**Communicate**

**Encourage Self Advocacy**

**Foster Psychological Safety**

**Recognize Practical Applications**

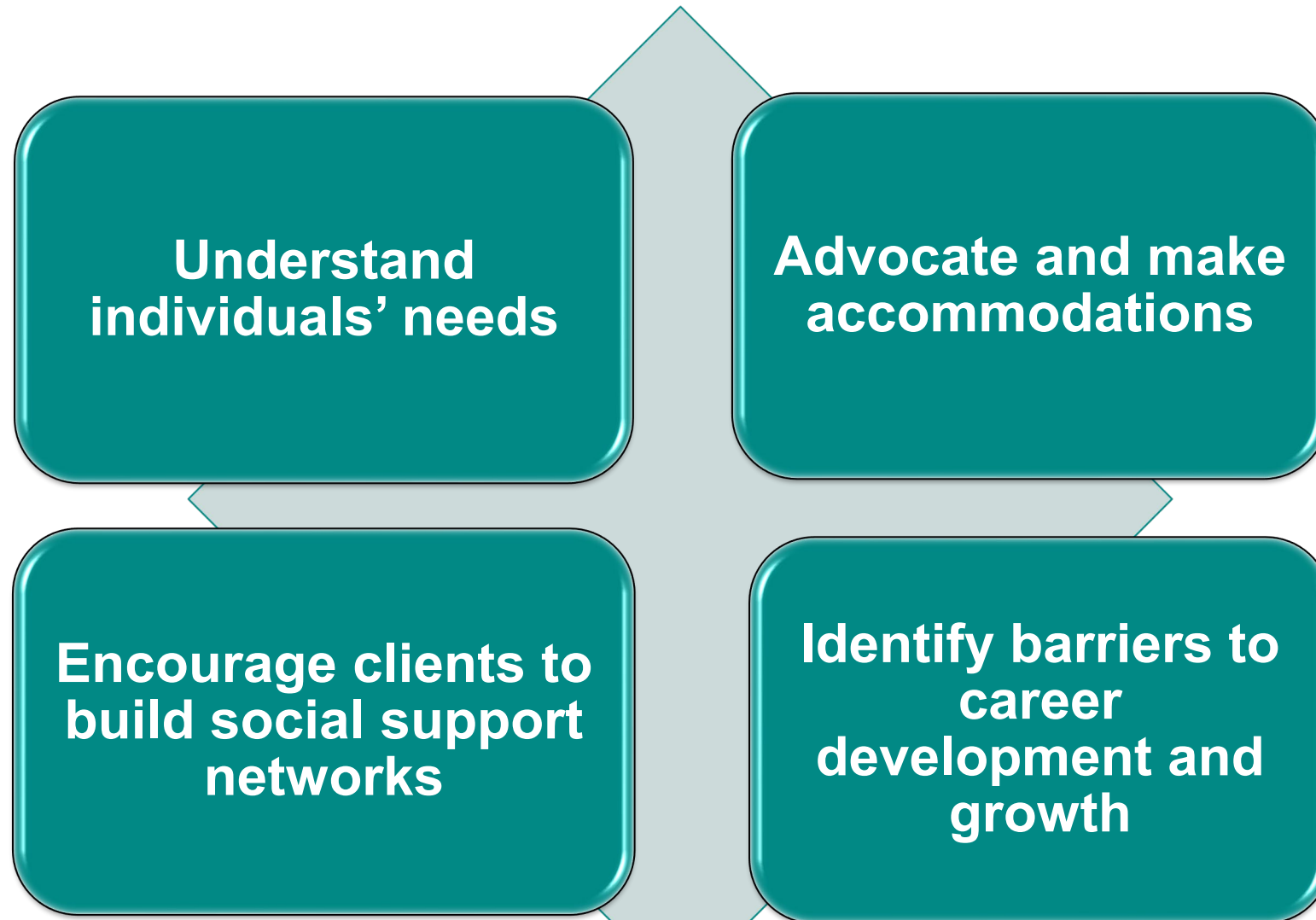


# COMMUNICATE

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# ENCOURAGE SELF-ADVOCACY



# FOSTER PSYCHOLOGICAL SAFETY:

Recognizing  
Normalizing  
Shifts



**Pull them aside (I notice)**

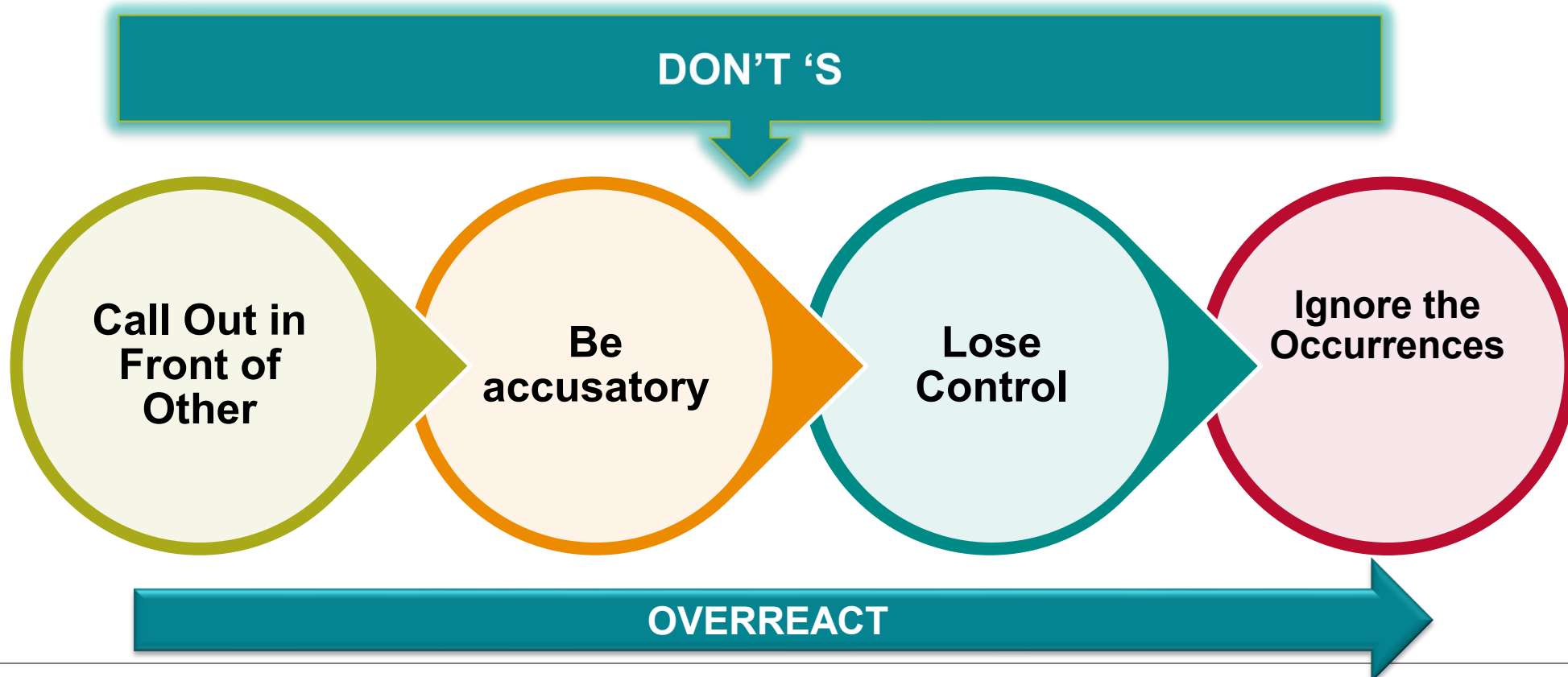
**Check in individually (encourage managers)**

**Encourage Self-Advocacy**

**Discourage Retribution**

**Promote a Culture of Inclusion**

**Recognize Own Biases (Gender, Cultural, Generational, etc.)**



# FOSTER PSYCHOLOGICAL SAFETY: Recognizing (Normalizing) Shifts

# RECOGNIZE PRACTICAL APPLICATIONS (EXAMPLES)



**Address  
Systemic  
Issues**



**Rationalize  
and Take  
Responsibility**



**Bridge Values  
and Actions**



**Process  
Discomfort**





# BENEFITS OF GOOD INCLUSIVE ONBOARDING

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**Higher  
Retention**

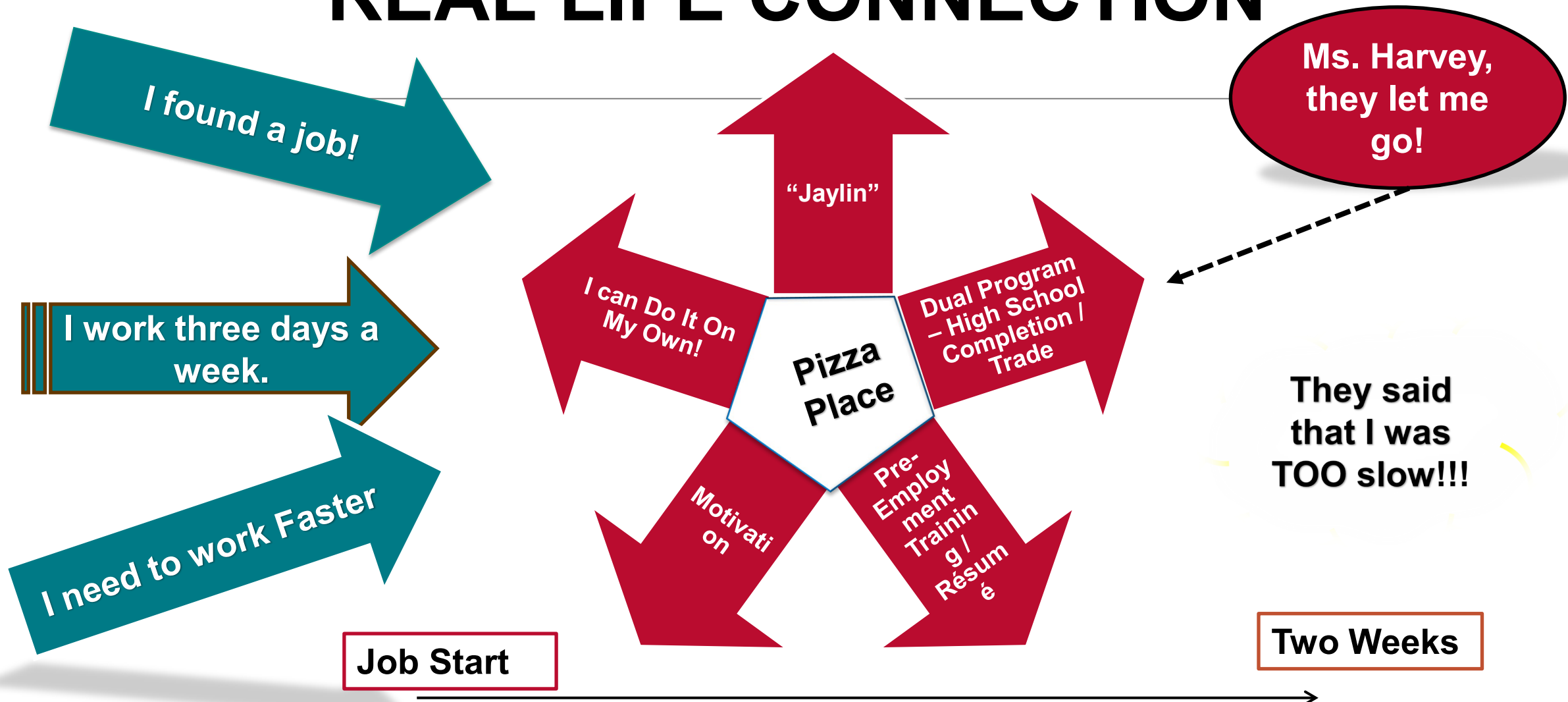
**Better  
Performance**

**Improved  
Culture**



# AUDIENCE ENGAGEMENT

# REAL LIFE CONNECTION





# RESOURCES

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## COGNITIVE DISSONANCE

Festinger, Leon (1957). *A Theory of Cognitive Dissonance*. Stanford, CA. Stanford University Press.

Sullivan Porter, Katie. “When Beliefs Clash: How Cognitive Dissonance Shapes Workplace Behaviors” (September 10, 2025) Leadership, Organizational Development, Teamwork Leadership Circle <https://leadershicycle.com> .

Wehman, Paul and John Briout. (1999). VCU RRTC VCU Rehabilitation Research and Training Center. [The Impact of Supported Employment for People with Significant Disabilities: Preliminary Findings from the National Supported Employment Consortium](#) Article 15. *Supported Employment and Natural Supports: A Critique and Analysis*, pp. 215-228.



# RESOURCES

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## NEURODIVERSITY

“The Neurodiversity Movement” National Autism Society <http://www.autism.org.uk> Retrieved January 31, 2026.

Baumer, Nicole and Julia Freuh (Contributors) “What Is Neurodiversity” (November 23, 2021) Harvard Health Publishing <https://www.Harvard.edu> .

“Understanding Neurodiversity Through A Sensory Lens” STAR Institute for Sensory Processing <http://sensoryhealth.org> Retrieved January 13, 2026.

## Onboarding

“The Effect of Poor Onboarding on New Hires” (January 16, 2023). Paychex <http://www.paychex.com>.

“Why Onboarding Fails” (February 13, 2019). Association for Talent Development <http://www.td.org>.



# QUESTIONS





# CONTACT INFORMATION

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# THANK YOU

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