

EMPOWERING LEADERS WITH DISABILITIES: THE THREE-LEGGED STOOL OF CAREER SUCCESS

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CCRW recognizes Leadership Day, which takes place on February 20. CCRW continues to support persons with disabilities in advancing to leadership roles.

Let's create a future where people with disabilities have equal opportunities to be leaders!



THE THREE-LEGGED STOOL: A METAPHOR



Career self-management strategies, social networks, and societal and organizational factors form the three-legged stool of Samosh's* career success model. Together, they create a strong foundation for people with disabilities to become leaders.

PILLARS OF CAREER SUCCESS

01

Career self-management

Career self-management is a set of personal traits and actions such as attitudes and proactive behaviours that support career success.

- **Attitudes** include optimism, resilience, confidence, and self-determination
- **Proactive behaviours** include setting goals, seeking opportunities for skill development, and self-advocacy



02

Social networks

Social networks are groups of people connected by relationships like family, friends, and colleagues that support career success. Social networks can be internal or external.

- **Internal networks** include inclusive managers, employees, mentors, and workgroup members
- **External networks** include family, friends, acquaintances, and role models

03

Societal and organizational factors

Social and organizational factors are broader social supports as well as organizational components that support advancement to leadership.

- **Programs and funding** include university scholarships, and career entry and advancement programs
- **Social systems** include disability-related work and leadership roles
- **Broader social supports** include disability legislation and economic policies that reduce barriers
- **Organizational policies and procedures** include flexible and proactive employers, and inclusive and accessible policies, practices, and cultures



*Samosh, D. (2020). The three-legged stool: Synthesizing and extending our understanding of the career advancement facilitators of persons with disabilities in leadership positions. *Business & Society*, 60(7), 1773-1810. <https://doi.org/10.1177/000765032090713>

Want to learn more about career advancement? Check out:

Al-Azary, N., Sinclair, V., Bath, R., & Pagliaro, M. (2024). *Trends Report 2024 Shaping Tomorrow: Career Advancement Pathways for Workers with Disabilities*. Canadian Council on Rehabilitation and Work.

