

Left Out of Decisions

When decisions that affect your work are made without your voice

Being left out of decisions can create much more than frustration. When choices about your role, workload, team, working environment or responsibilities are made without you, it can leave you feeling powerless, overlooked and disconnected from the workplace around you.

What this can look like

You may discover changes after they have already been agreed, find that colleagues were consulted when you were not, receive instructions without understanding the discussion behind them, or repeatedly feel that your experience and perspective are missing from decisions that directly affect you.

How it can affect wellbeing

Repeated exclusion from decision-making can affect confidence, motivation, trust and belonging. You may begin to feel that your opinion is not valued, stop offering ideas, become anxious about unexpected changes or feel increasingly detached from the team.

Why inclusion matters

Inclusive decision-making does not mean every person makes every decision. It means people are given appropriate information, opportunities to contribute and clarity about how decisions are reached. Different perspectives can identify problems, improve ideas and help people feel respected even when the final outcome is not the one they would have chosen.

What may help

Ask how decisions are communicated. Clear processes can reduce uncertainty and help everyone understand when and how they can contribute.

Request earlier involvement. If a decision directly affects your role, explain that being consulted earlier would help you contribute useful information and prepare for change.

Put your perspective in writing. If speaking in meetings is difficult, a short email or written summary can give you another way to contribute.

Ask for the reasoning. Understanding why a decision was made can reduce uncertainty, even when you disagree with the outcome.

Notice repeated patterns. Occasional decisions will understandably happen without everyone present. A consistent pattern of exclusion, particularly when comparable colleagues are included, deserves attention.

A gentle reflection

Ask yourself: *Which decisions do I reasonably need to be involved in? What information would help me feel safer and more prepared? How could I communicate my perspective in a way that works for me?*

When to seek support

If being excluded from decisions is persistent, affects your ability to do your job, appears discriminatory, prevents agreed workplace adjustments or significantly affects your wellbeing, consider discussing it with a manager, HR, union representative, occupational health professional or another trusted source of support.

A message from Maggie

Your voice matters. Being included does not mean you have to be the loudest person in the room. Sometimes inclusion is simply being given the information, time and opportunity you need to contribute. You are allowed to ask to be heard and to understand decisions that affect you.

Space to Breathe Therapy