











Management Practices that Promote Workplace Mental Health

HOW CAN DECISION LATITUDE BE ENCOURAGED AT WORK?

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Decision latitude refers to the possibility of exercising a certain amount of control over one's work, and of using or developing one's skills. Decision latitude refers both to the notion of control, that is, the freedom to decide how to do one's job and to influence the way things are done in the workplace, and to the notion of self-fulfillment, with reference to the opportunity to use one's creativity and to learn new things.

Courses of action	Concrete practices	Objectives or ideas for other practices
 <p>1. Allow freedom to organize tasks and time</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I give employees the power to choose how to perform work and to organize their tasks within a flexible framework <input type="checkbox"/> I allow choices to be made in terms of work methods, tools and the organization of work time <input type="checkbox"/> I allow employees to manage their work priorities to some extent <input type="checkbox"/> I relax unnecessary control measures 	
 <p>2. Consult employees regarding decisions that affect their work</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I analyze and assess which moments require consultation and which require a decision by asking myself the following questions: <ul style="list-style-type: none"> – Will the decision have an impact on tasks and on the way things are done? – Who will be affected? – How will the team react if they are not consulted? – Does my decision leave any leeway? <input type="checkbox"/> I question and analyze whether and how autonomy might be obstructed before implementing a change <input type="checkbox"/> I investigate and negotiate the boundaries between each group's area of autonomy in a multidisciplinary work context <input type="checkbox"/> I encourage the entire team to participate in consultations 	

Courses of action	Concrete practices	Objectives or ideas for other practices
 <p>3. Delegate tasks and mandates</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I delegate the right task or mandate, to the right person, in the right way, at the right time <input type="checkbox"/> I analyze each task to be delegated as follows: <ul style="list-style-type: none"> <input type="checkbox"/> Will delegating this task lighten my workload? <input type="checkbox"/> What are the risks of delegating this task? <input type="checkbox"/> What skills are required to perform this task? <input type="checkbox"/> Which team members have the necessary skills? <input type="checkbox"/> Who among these persons would be interested in carrying out this task? <input type="checkbox"/> Which of these persons has the time or could be freed up for this task? <input type="checkbox"/> How will team members react if this person performs this task? 	
 <p>4. Develop skills and foster career development</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I know my employees, their interests and their career aspirations <input type="checkbox"/> I capitalize on the strengths and interests of my staff <input type="checkbox"/> I make training opportunities available and encourage employees to take them <input type="checkbox"/> I support employees in developing their role and their skills <input type="checkbox"/> I mentor employees displaying management skills and interests 	
 <p>5. Foster initiative</p>	<ul style="list-style-type: none"> <input type="checkbox"/> I welcome ideas with openness and enthusiasm <input type="checkbox"/> I support the practical application of these ideas by helping find resources and by establishing limits <input type="checkbox"/> I praise initiatives in recognition of those who implement them <input type="checkbox"/> I encourage team members to share their ideas and foster collective reasoning <input type="checkbox"/> I project confidence and optimism about proposed projects and people's ability to carry them out 	

AUTHORS:

Mariève Pelletier, PhD
 Researcher and Specialist Scientific Advisor

Marie-Michèle Mantha-Bélisle, MBA
 Scientific Advisor

Michel Vézina, MD, MPH, FRCPC
 Medical Specialist in Public Health and Preventive Medicine and Scientific Lead

Nathalie Jauvin, PhD
 Researcher and Specialist Scientific Advisor
 Direction des risques biologiques et de la santé au travail

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