

Every equity change waits for one approval that never comes

Area of work: Leadership, governance, and systems change

The situation

Several DSD teams have equity improvements ready, each waiting on the same approval step. The step exists because of a past problem no one can describe. Staff have begun to treat the process as immovable.

What to notice first

- Diffuse responsibility and approval bottlenecks were named repeatedly in DSD listening.
- The step is a choice someone made, which means it can be changed.
- Decision rights are unclear, so nothing moves.

Questions to ask before acting

1. Who actually holds the decision right for this step, and what would they need to decide?
2. What problem was the step meant to solve, and is there a lighter way to solve it?
3. What is the cost of waiting, for whom?

Practical next moves

- **Operational equity review canvas** — program page [/resources/ja-operational-equity-canvas](#)
- **Equity analysis for a decision (Practice path)** — program page [/paths/gp-7](#)

Who to involve

Bring the pattern to division leadership with a proposed decision record. DSD staff can request a consultation to prepare it.