



Guidance to Create the Learning Effect for Bureaucracy Reduction at its Root Cause(s)

A simple policy built around a single word enables organizations to drastically reduce bureaucracy at its most damaging root causes and to prevent new, unnecessary bureaucracy from being created day after day. This word has been published and presented many times as part of a broader model. However, people returned to their work and nothing changed. It became clear that a learning effect was needed to make it practical and executable.

Through the Manifesto's Tutorials 1 to 3.3, such a learning effect possibility is provided. However, there are limitations as to what can be achieved through tutorials. Instead, we recommend doing short interactive sessions or workshops with key people of your organization. Here is our recommendation for an optimal learning effect.

Participants:	Employees in key positions to integrate the one-word policy into decision-making at all levels
Duration:	2 to 4 hours
Goal:	Identifying how bureaucracy—and, if desired, complexity—can be reduced to healthy levels

Content:

1. Introduction

- The goal
- The participants introduce themselves quickly and tell what they expect from this event

2. The Working-Practices Exercise: <https://lon-manifesto.org/exercise/>

Please note that the few comparisons with those in the exercise worked better than long lists. The key here is not to focus on specific practices, but to open fixed ways of thinking and to learn to select the well-working **type of practice** for the situation at hand.

A. When the participants have done the two rounds, ask these questions:

- For Round 1, and, hence, for the large organisation, enterprise or system:
 - Who selected 5, 6, 7 times the practices of the left column?
- Who selected 5, 6, 7 times the practices of the right column?

Repeat the same questions for Round 2

B. Invite a few of those who responded with 5, 6, or 7 times to share why they made these selections

C. Invite two or three participants with less than 5 times for both columns to share why they chose from both columns or skipped the response

D. When the difference between Round 1 and 2 is high, ask: What are the consequences when different groups that need to work together use different practices?

E. Further questions:

- What practices are the dominantly applied practices of
 - Traditional best practices, such as project management, governance or service management? (from earlier sessions: those of the left column)
 - Agile frameworks and self-organisation? (from earlier sessions: typically those of the right column; however, there are exceptions, see also the exception in Tutorial 3.3)
 - Science?
- What about schools and universities, what practices dominate there?
- How do people react when they are asked to follow best practices, frameworks, models, theories, and the like?

F. Make the participants aware that the difference between the practices of the left and right column is made by a single word and ask:

- Does anybody—who has not done this exercise before—know this word?

Keep asking this question from time to time

3. After the exercise:

- Show Tutorials 1 to 3.3 (total time for all tutorials: 70 minutes) –less relevant parts can be skipped
- Pause the tutorials from time to time
 - Check whether what is shown makes sense
 - Invite participants to short discussions

4. After Tutorial 3.3, do the participants agree with:

- The need for the policy?
- How this policy aligns with the three popular models for addressing complex matters, and the implications of that alignment?

5. When a need for the policy—or for further investigation—is identified:

- A. Brainstorming: What is needed to get this policy in place or the further investigation done?
- B. What priority should this receive?
- C. What will be your contribution to make this happen?
- D. When will we reconvene to review the progress made?