



### **RULES ARE EXTERNAL**

They are made by others. They present us with a puzzle to be solved and loopholes to be found.



### **WE ARE AMBIVALENT ABOUT RULES**

We know we need some and we want others to play by them, but we say, “Rules are meant to be broken.”



### **RULES ARE REACTIVE**

They respond to past events.



### **RULES ARE BOTH OVER- AND UNDERINCLUSIVE**

Because they are proxies, they cannot be precise.



### **PROLIFERATION OF RULES IS A TAX ON THE SYSTEM**

Few people can remember them all. We lose productivity when we stop to look them up.



### **RULES ARE TYPICALLY PROHIBITIONS**

They speak to *can* and *can't*. We view them as confining and constricting.



### **RULES REQUIRE ENFORCEMENT**

With laxity, they lose credibility and effectiveness. They necessitate expensive bureaucracies of compliance.



### **RULES SPEAK TO BOUNDARIES AND FLOORS BUT CREATE INADVERTENT CEILINGS**

We can't legislate “The sky's the limit.”



### **THE ONLY WAY TO HONOR RULES IS TO OBEY THEM EXACTLY**

They speak to coercion and motivation. The inspiration to excel must come from somewhere else.



### **TOO MANY RULES BREEDS OVERRELIANCE**

We think, “If it mattered, they would have made a rule.”