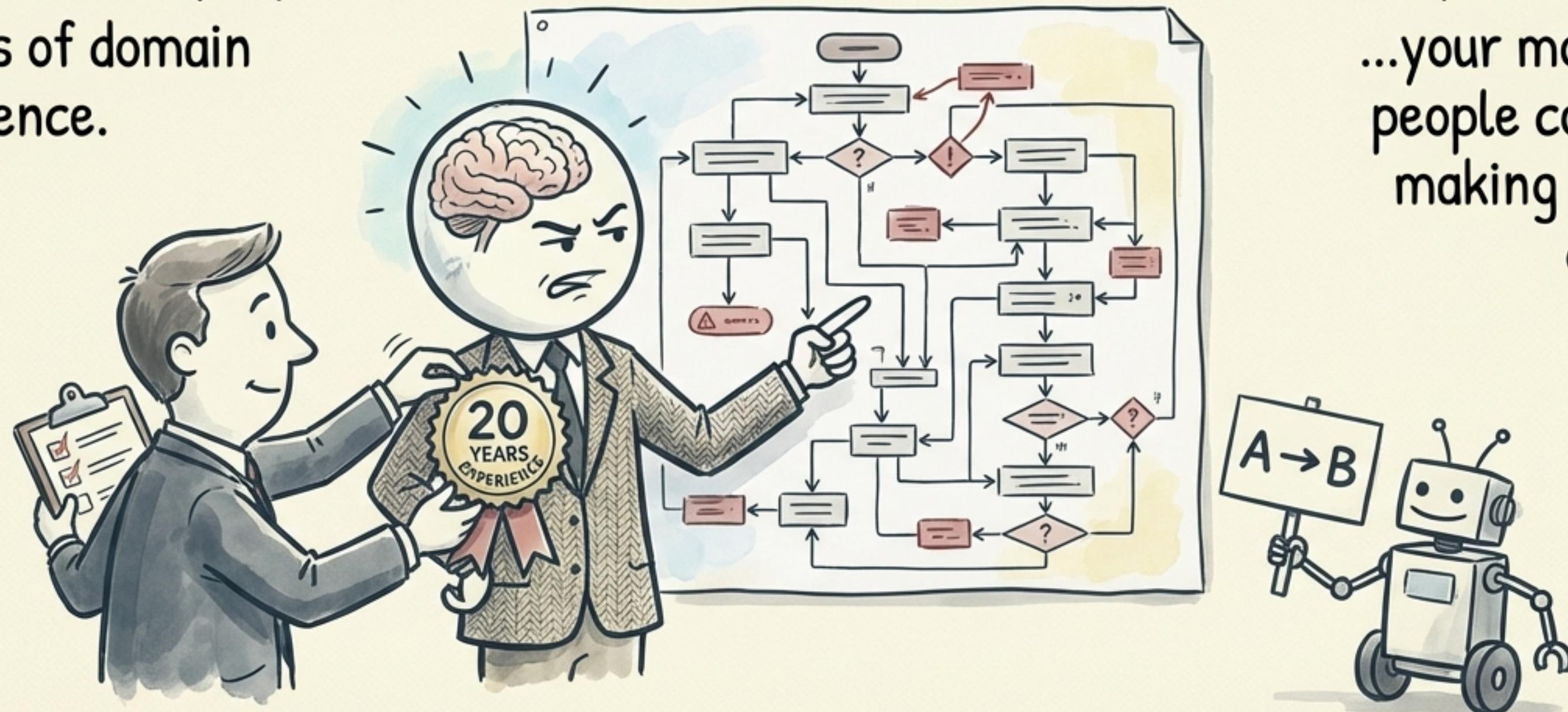


# Cognitive Entrenchment

When someone becomes an expert, their thinking can become too rigid to accept new ideas.

If you measure people on...  
...years of domain experience.



Then you might get...  
...your most senior people confidently making the worst decisions.