T-Shaped Professionals (Both Deep and Broad)

Boundary Crossing Competencies
- communication, teamwork,
- networks, critical thinking,
- global understanding,
- perspective,
- organizational culture,
- project management, etc.

Many disciplines
(understanding & communications)

Deep in at least one discipline
(e.g., having a patent award)

Many systems
(understanding & communications)

Deep in at least one system
(e.g., having a system awarded)

Jim Spohrer, IBM Labs