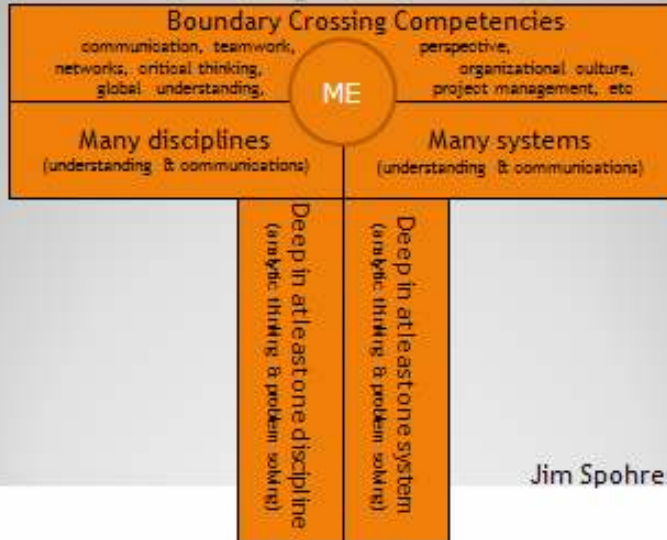


T-Shaped Professionals (Both Deep and Broad)



Jim Spohrer, IBM Labs