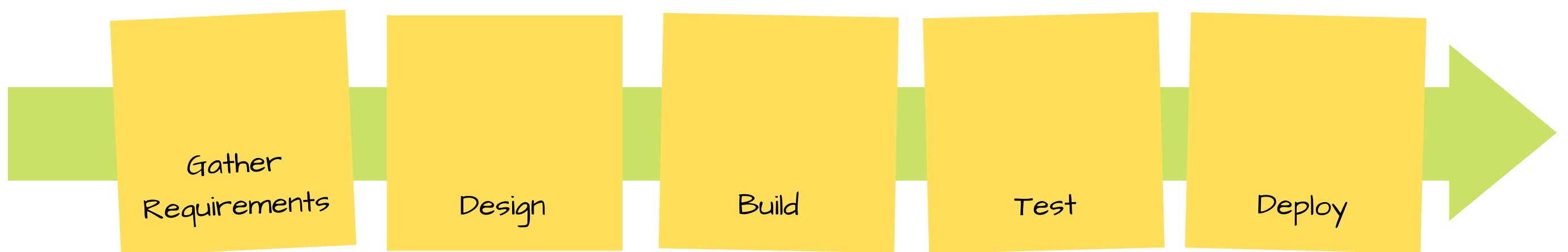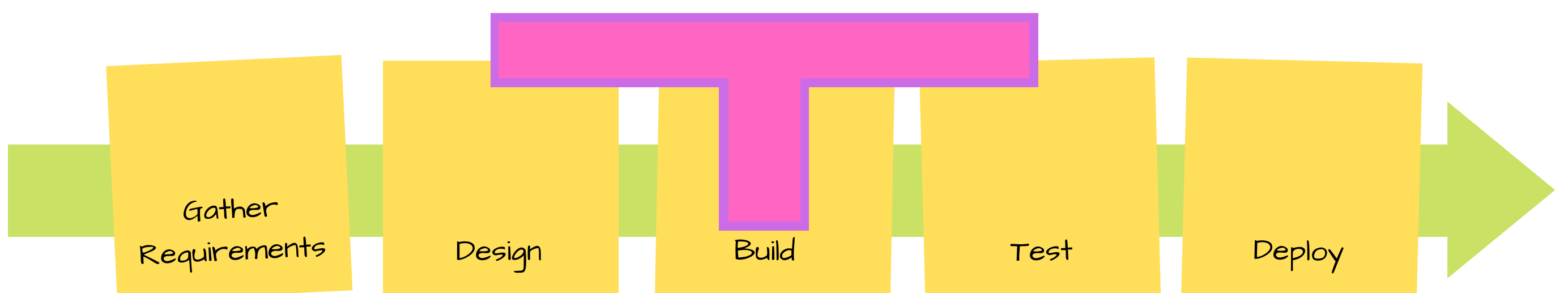# T-SHAPED PEOPLE

The term "T-Shaped" people, like many of the terms that float around during an Agile transformation, is prone to massive misinterpretation. It's common, for example, for people to equate "t-shaped" with "generalist", and then respond to "t-shaped" as if it meant "generalist". It **doesn't**.

Think about it this way; a generalist might - in colloquial parlance - be referred to as "a person of all trades, but expert at none". Does that sound like a viable or desirable characteristic for the bulk of your workforce? Probably not. Instead, a T-shaped person might (but probably still shouldn't) be described as "a person of all trades and expert at one". That's better, but still not quite there.

If this is your workflow:

A T-shaped developer might pair with designers and testers to get a feel for what they do and how they do it, in order to help inform the development process as well as sharing information about their main discipline. Like this:

There's no expectation that our developer in this scenario could either design or test; unicorns like that do exist but good luck finding them. Instead, our developer will be aware of how things move into and out of their area of deep expertise and will use that information to help things flow more smoothly.

"IT IS AMAZING WHAT YOU CAN ACCOMPLISH IF YOU DO NOT CARE WHO GETS THE CREDIT"

Harry S. Truman