



Improve
QUALITY SERVICES

**NO PAIN
NO GAIN**

*een levenslange workout
voor je Agile T-profiel*

Berry Kersten

TestNet voorjaarsevenement



consult.



train.



practice.

Even voorstellen



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Warming-Up



Warming-Up

Discipline

Uitdagingen zien en zoeken

Doorzettingsvermogen

Trainen

Aandacht voor detail

Jezelf willen overtreffen

Samenwerken

Doelgericht

Elkaar beter willen maken



focus op wat je kunt beïnvloeden

Warming-Up

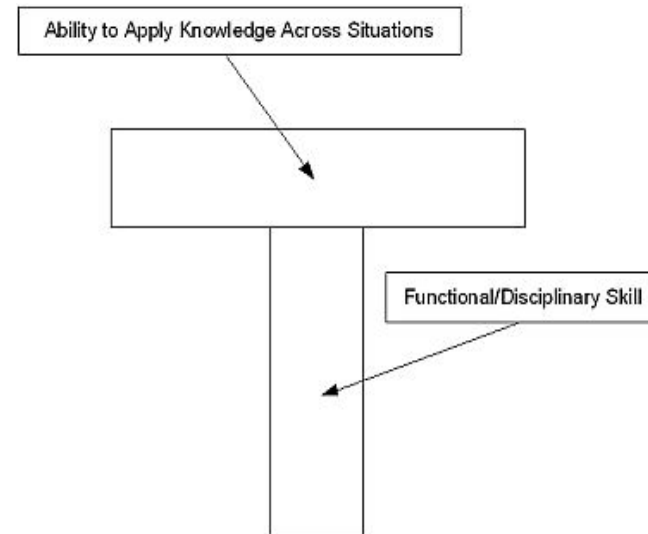
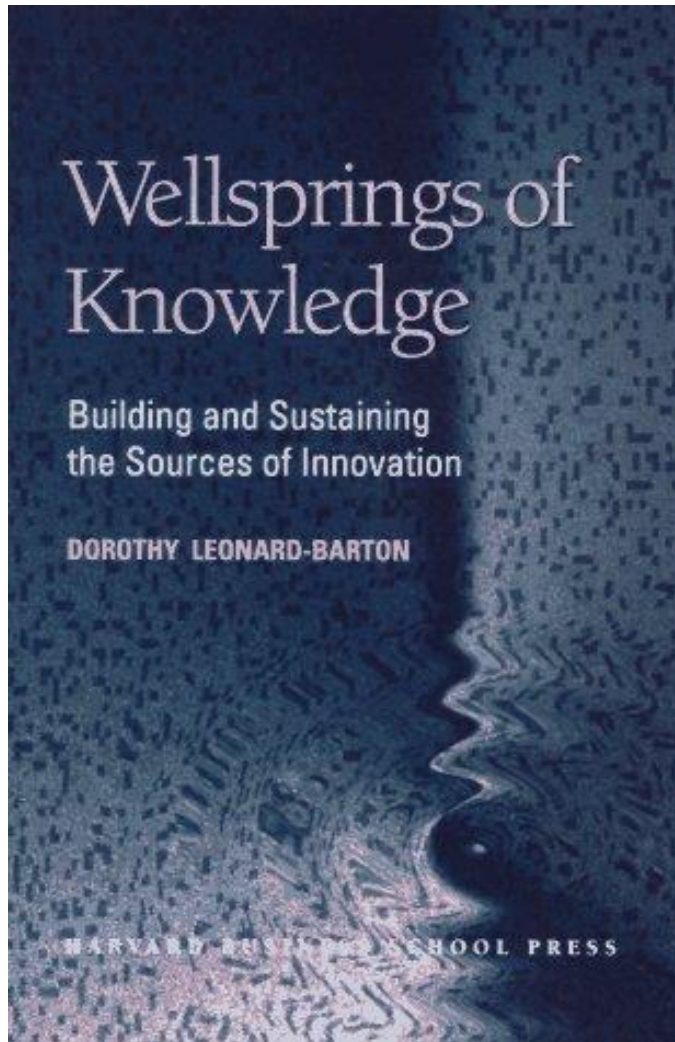
***” Vaak moet er iets gebeuren
voordat er iets gebeurt ”***

Johan Crujff

Warming-Up



Warming-Up

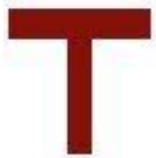


Warming-Up

Auteur	Definitie
Leonard-Barton (1995)	"A T-shaped person has deep knowledge of one subject (the down stroke of the 'T') and broad experience and understanding of other disciplines (the cross-stroke)."
Hansen & Oetinger (2001)	"A T-shaped person breaks out of the traditional corporate hierarchy to share knowledge freely across the organization (the horizontal part of the "T") while remaining fiercely committed to individual business unit performance (the vertical part)"
Donofrio, Spohrer & Zadeh (2010)	"T-shaped persons are deep problem solvers with expert thinking skills in their home discipline, but also have complex communication skills to interact with specialists from a wide range of disciplines and functional areas."
Lobell (2011)	"A T-shaped person excels in his/her own work unit/function – that's the vertical part of the T- and also makes significant contributions to other units/functions in the organization – that's the horizontal part of the T."
Brown (2011)	"A T-shaped person has deep analytical skills (the vertical stroke of the T) but also broad empathy toward those other skills and disciplines encountered in business (the horizontal stroke of the T)."

Warming-Up

T-shaped profiles



As we
interpret it



As asked
for in
job ads



As
expected
by the
managers

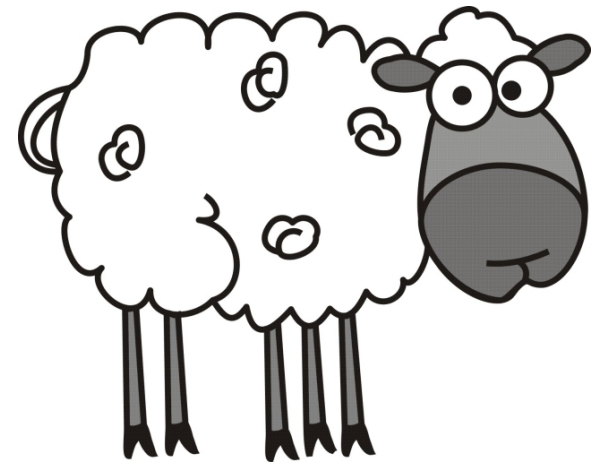
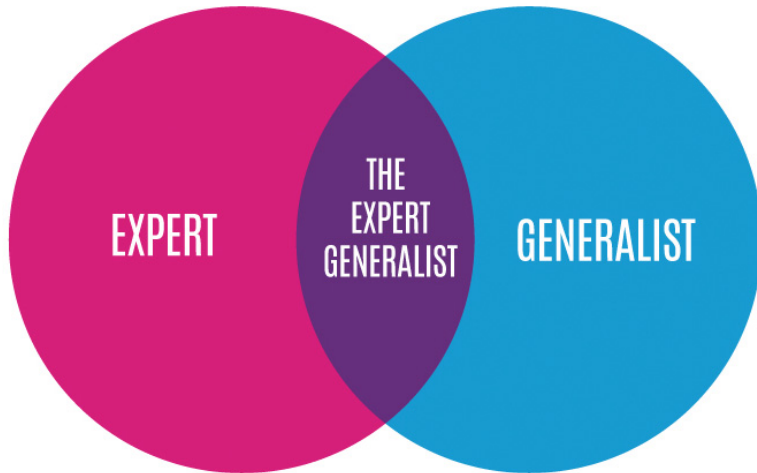
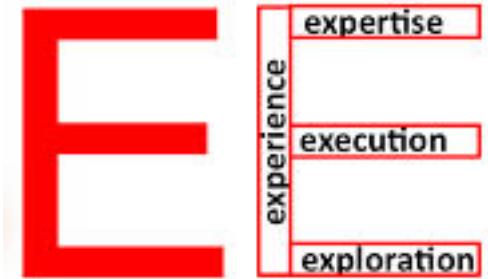
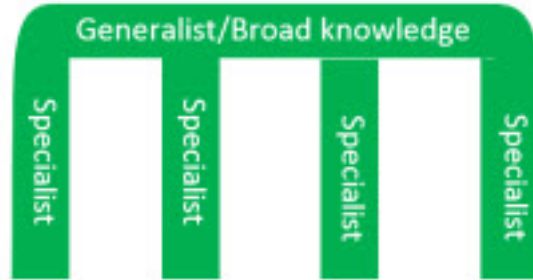


As we
actually are

Warming-Up



Pi-Shaped



Warming-Up

Auteur	Definitie
Kersten (2016)	<p>"Een T-shaped professional kan waarde toevoegen door de kernkwaliteiten in zijn primaire discipline</p> <p>plus de complementaire vaardigheden om te kunnen samenwerken met mensen uit andere disciplines."</p>

Warming-Up

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Kent Beck	James Grenning	Robert C. Martin
Mike Beedle	Jim Highsmith	Steve Mellor
Arie van Bennekum	Andrew Hunt	Ken Schwaber
Alistair Cockburn	Ron Jeffries	Jeff Sutherland
Ward Cunningham	Jon Kern	Dave Thomas
Martin Fowler	Brian Marick	

*We are **uncovering better ways of developing software** by doing it and **helping others do it***



**Duurzame
Inzetbaarheid**
Langer, gezonder, anders werken

“een leven lang leren”

“21st Century Skills”

Warming-Up



Warming-Up

I

Monodisciplinair



||||

Multidisciplinair
samenwerken



T

T-shaped



TTTT

Interdisciplinair
samenwerken

Workout



Workout

POP

Workout

TOP!



Workout



Persoonlijke doelstelling(en)

Workout



Workout



Workout



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T-shaped competencies matrix

Skills	Attitudes	Behaviors
Persuasiveness	Trustworthiness	Inquisitiveness
Adaptiveness	Diverse interest	Willing to collaborate
Communication	Time-management	Ability to co-operate
Synergistic thinking	Empathy	Pro-activeness
Networking		
Analytical		
Intuitivism		
Creativity		

Workout



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T-shaped competencies matrix

Skills	Attitudes	Behaviors
Persuasiveness		

A form of social influence and describes the process of trying to make someone else adopt an idea, attitude or action. T-shaped people listen, understand, negotiate and persuade.

Workout



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T-shaped competencies matrix

Skills	Attitudes	Behaviors
	Time-management	
<i>a T-shaped person should be able to decide whether the amount of time invested in collaboration is creating enough value for the organization.</i>		

Workout



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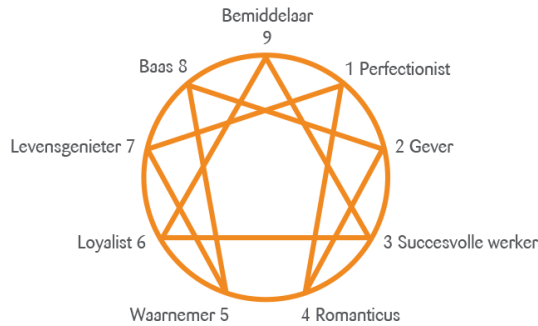
T-shaped competencies matrix

Skills	Attitudes	Behaviors
		Inquisitiveness
<i>A T-shaped person should be curious about other disciplines, have the intention to investigate and be eager for knowledge.</i>		

Workout



PAPITM 3
INSIGHT MATTERS



Workout



kernkwaliteit

valkuil

Daadkracht

Teveel van het goede

Drammerig

*Positief
tegenovergesteld*

*Positief
tegenovergesteld*

Passief

Teveel van het goede

Geduld

allergie

uitdaging

Workout



valkuil

Te veel van het goede



gesteld

Te veel van het goede

uitdaging



Pc tegenover

energie

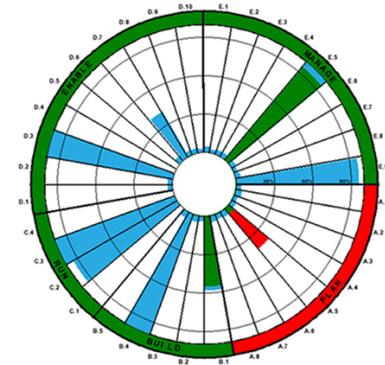
Workout



Workout



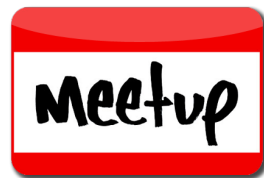
DEVOPS AGILE
SKILLS ASSOCIATION



Workout



the 10th annual STATE OF AGILE™ REPORT



COMPUTABLE

Workout

Kansen

Bedreigingen



Sterkten

doorgroe

afweren

Zwakten

verbeteren

overleven

Workout



To Do

Doing

Done



Cooling-Down

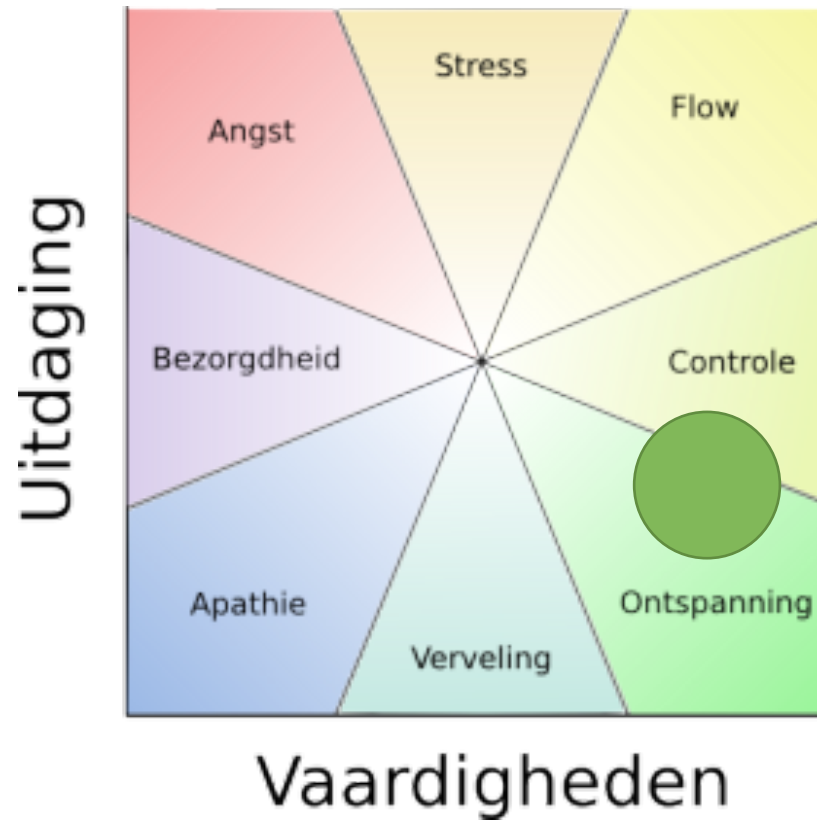


Cooling-Down

***“ Als je geen flow kunt oproepen,
kun je nooit een goede topsporter worden. ”***

prof. dr. Bert Otten, hoogleraar NeuroMechanica

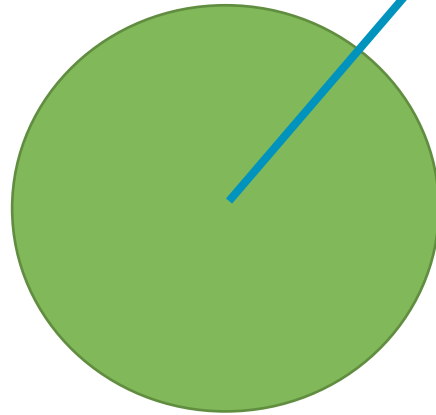
Cooling-Down



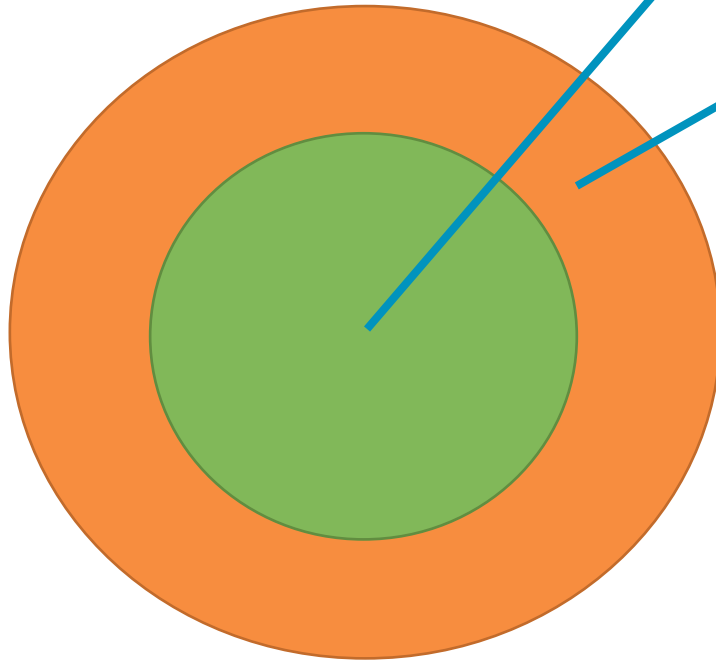
Cooling-Down

Comfort zone

Veilig (maar stilstand)



Cooling-Down



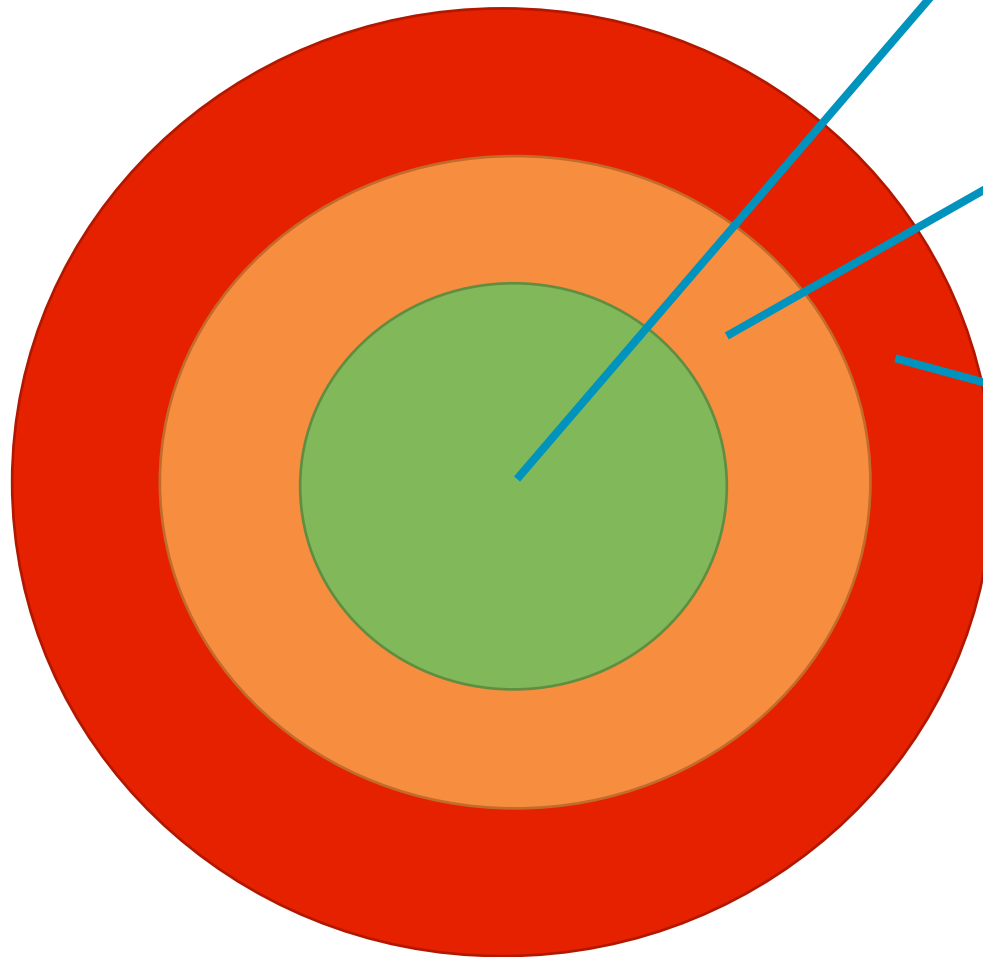
Comfort zone

Veilig (maar stilstand)

Leer zone

Groei en ontwikkeling

Cooling-Down



Comfort zone

Veilig (maar stilstand)

Leer zone

Groei en ontwikkeling

Paniek zone

Vastlopen, vertrouwen verliezen



Samengevat...



- Wat: definitie(s), verschijningsvormen
- Waarom: Agile Manifesto, duurzame inzetbaarheid
- Hoe: SWOT, (HR) modellen en frameworks, focus op kerncompetenties en complementaire vaardigheden
- Wanneer: periodiek, een leven lang (leren)
- Nuance: Praktijk, Flow en Comfort zone

Vragen





**KEEP
CALM
AND
HEB
SPIERPIJN**

Referenties

- **DASA**, www.devopsagileskills.org
- **Agile Skills Project**, www.agileskillsproject.org
- **European e-Competence Framework**, www.ecompetences.eu
- **Kwaliteitspel**, www.kwaliteitspel.nl
- **Birkman**, www.birkman.nl
- **MBTI/Jung**, <http://www.humanmetrics.com/cgi-win/jtypes2.asp>
- **360-graden feedback**, www.360-feedback.nl
- **Kernkwadranten**, Daniel Ofman
- **Flow**, Mihály Csíkszentmihályi
- **T-shaping:**
 - Leonard-Barton, D. Wellsprings of knowledge; building and sustaining the sources of innovation. Boston: *Harvard Business School press*. 1995.
 - Werd de, O, "T-shaped" people & internal collaboration., Master thesis (Universiteit van Amsterdam), 2011