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**The Changing Face of Collaboration:  
Striving to Succeed, not just to Win**

Address to the 2009 Pathfinders – The Innovator's  
Conference

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Good morning ladies and gentlemen, scientists and innovators.

You have an interesting and vital conference for our times, and that's why I don't plan to use much of your time. I congratulate each of you that are participating in the Australian Cooperative Research Centres, partnering with them, or using other constructive means to collaborate and innovate.

- New ways to do old things, perhaps this is the most common form of innovation.
- It may be driven by new technology:
  - the telephone
  - genetically modified crops
- It may be driven by better understanding of the goal or the needs of the users:
  - FaceBook
  - The intermittent windshield wiper
- Increasingly though, as the world and Australia with it is faced with complex problems, dilemmas and conflicts, we need not only *more* innovation, we need new ways to innovate.

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- We need new ways to do *new* thing.
- New ways, even, to think and behave
- We are faced with several severe challenges, each of them global:
  - The Global Financial Crisis that is a sharp reminder that our economic family stretches around the world
  - The threat of hostile nations and groups armed with weapons of global reach
  - Dangerous human-induced changes in the total earth system that are changing the global climate
- Effective innovation in this world is likely to be global as well, or at least mindful of the global context that ultimately links our decisions and actions. Innovation now increasingly involves:
  - Global technology, and technology that can influence the world
  - A set of global end-users, and affected communities that stretch around the world
  - Global thinking, and thinking about the globe

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- We are used to seeing the world and dividing the world into sections that may no longer be appropriate for effective collaboration in this new global world:
  - Business distinct from customers
  - Humans distinct from the biosphere and even
  - Consumers distinct from producers
- We are used to competing, not collaborating. Competing in a world in which a prize must be won, often where the “winner” takes all, and several winners lead to a smaller prize for each.
- Increasingly, however, the challenges that face us, and indeed the opportunities that await is require collaboration, and circumstances in which a single player takes nothing, and the size of the prize grows with the number of successful participants.
- In this world, we must strive to succeed, not just to win.
- A classic example is the ying-yang of the climate change challenge coupled with the opportunity presented by a low-carbon --- or dare we imagine ---no net carbon economy.

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- Succeeding will require thinking about each of our innovations, aimed at increasing economic health of industries and nations, and increasing personal well-being of individuals and communities, thinking of these innovations also in the context of generating lower greenhouse gas emissions.
- It will require teams of people with enough imagination, talent and respect for one another to see this challenge as an opportunity, an opportunity that will yield the most benefit the more widely the innovation is shared.
- Every single sector currently touched by the Cooperation Research Centres in Australia, every single sector of Australian economy and global life can participate in this exciting era of innovation.
- But to do so, we must join hands across old divides, joining up
  - Near and distant neighbours
  - Industry and the public sector
  - The haves and the have nots
  - All the sciences, not just joining biology and chemistry; physics and engineering; but including the social sciences
  - Joining the arts, law, and politics
  - Joining my generation to the next generation

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- As you continue throughout your conference, I therefore ask you to consider this in the back of your mind:

Can we climb out of the current financial crisis by innovating not just for today, but for the economy of tomorrow?

Can we change the face of collaboration, by striving to succeed, not just win?

I believe we can. I believe you will.

Thank you