

The changing landscape for innovation and creativity

we do not see life as it is...
we see life as we are

why value creation through
collaboration?

from oil refineries to bio-refineries



Different skills

from competitive to collaborative

deep expertise/mastery

ability to connect across multiple stakeholders in business and society

ability to deal with uncertainty and complexity; to improvise, course correct, change

a new humility...

conceding that people at the receiving end of traditional processes may have better ideas than the experts who have been designing those processes for many years...