

## **Chris Macrae- Perspective of Valuing Knowledge Leadership from my CV**

KM experts agree that our leadership practice must become more systemic and openly interdisciplinary if everyone is to participate in the rich action learnings of transparent networks and deeply competent 21<sup>st</sup> C organisational design. Gone are the days when the advantages of knowledge were managed just by IT (and their technology suppliers) or academic strategists whose frames smoothed over contextual adaptation. As a mathematician, valuation mediator and coach, Chris Macrae helps people simplify how to map back the most valuable future frontiers of knowledge and networking integration. Currently, these have most to do with everyday performance measurements and a transparency of governance geared to resolving the kind of conflicts that can tear even the most valuable of reputation systems apart. Witness the opaque and destructive value dynamics perpetrated by Andersen, or NASA's Challenger, or Barings, or Parmalat....

Specifically, the knowledge leadership team must now build confidence in benchmarking cases that resonate with the 2 most valuable leadership insights. First, that the compound connections of intangibles such as purposeful reputation, relationship trust-flows, openly competent application of everyone's time and transparency between networking partners are as vital to sustaining organisational existence as cash-flow. Second, the maths for measuring the dynamics of all these intangibles capital works the opposite way round from that monopolised in the quarterly measurements of transactional accounting.

We need to start mapping openly so that every knowledge worker can connect in seeing how system value multiplies. Policy needs to champion wholly different knowledge flows from the old additive accounting of how to separate units in historic reports to look precise and rule every activity and professional performance in a disconnected way. Once we've transcended these hangovers from how the non-networked, paper-managing 20<sup>th</sup> Century company governed tangible assets, we can get on with the business of transparently designing 10-win organisational systems. These earn their leadership reputations by wholly knowing how to keep all their biggest promises to stakeholders and by relating the next step of being innovative to the very core openly to every human subsystem needed to action learn as well as consistently serve greater value. The greatest organisations will have sufficient transparency at their borders to inspire whole industry networks with the truth that knowledge services multiply value at every customer usage occasion instead of being consumed up as only tangible products (however image-laden) were. Cultivating such transparent organisations and networking gravities is becoming the new advantage of nations, one that can be hugely collaborative as well as carefully competitive.

How did Chris accumulate his perspectives on the compound nature of intangibles valuation maths and transparency of human governance systems fit for networking worldwide? He has worked in Big 5 management consultancies and one of the world's two largest communications agencies, and noted how their own vested interests, such as the accountants' interest in protecting the balance sheet monopoly, obscure the biggest changes that heroic leaders need to make at whole system levels. With his father Norman Macrae of The Economist, he wrote, in 1984, the seminal future history book, "The 2024 Report", mapping human system scenarios of networking, integration of social and economic policies, and clarifying global/local

responsibilities of media. He has worked in 30 countries researching stakeholder needs including a year in Japan in the 1980s. These experiences became the subjects of two genre-developing books: communicating partnerships between global brand architectures to multiply value at every locality; knowledge management of identity scripts that openly align personal and corporate values and purpose.

The maths of networking transparency and dynamic valuation of intangibles and trust-flow is currently being edited by a leading UK business journalist. It is also being open sourced through benchmarking communities at [www.valuetrue.com](http://www.valuetrue.com) and associated webs investigating specialist contexts with notable emphasis on human/social capitals and the world's most urgent humanitarian challenges. We are also openly cataloguing every management method using a traffic lights dashboard to SWOT the wins and loses it systemises. We are openly pooling disciplinary chapters written by deep experts that can be edited and translated for any local publishing anthology.

As predicted in 1984, networking technology is proving to be the simplest communal way to connect degrees of separation wherever human beings are in most specific and desperate need. As we collate the emerging pattern rules of networking systems, we sense a natural simplicity that befits relationship reciprocity as the golden transcultural key to exchanging emotional intelligence with every passionately rooted local community sharing the global destiny that the diversity of human beings co-creates. All of our transparency communities unite to issue the pro-bono invitation to teachers of 12 year olds to join in open spacing the new curriculum of growing up trustworthily and intelligently in the future's doubly connecting life-styles of being virtual-global & real-local. Chris has a BA with First Class Honours in maths from York University and a post-graduate diploma in statistics from Cambridge University, Corpus Christi College.