

Pedagogy Matters: Episode 16 Transcript

Hello and welcome to the latest episode

of the Leadership Matters Podcast.

My name is Valerie Jackman and

I'm the leadership lead at CDM.

The purpose of this mini series of

podcasts is to explore leadership

from different perspectives.

But what can we learn from the past?

What's required for the future and

where can we draw inspiration from?

Today I am delighted to be

joined by Anthony Willoughby.

Anthony is an author and explorer

and entrepreneur and founder of

the New Magic School of Business.

Anthony was brought up in Africa and

he has lived and worked and studied

with nomadic families and indigenous

communities from all over the world.

And over the past decades Anthony
has been working on a visualizing
process called territory mapping.

A process that encourages future
thinking leaders and organizations
to tackle the most complex business
and personal solutions.

Over the next 30 minutes,

Anthony and I are going to be
chatting about his journey in life.

He's work and what he believes is
important for 21st century leaders.

So welcome, Anthony.

It's an absolute delight to have you here,

Valerie, thanks so much for inviting me.

That's very kind of you.

Much appreciate it.

And I've heard some of your story before,

and it's an absolutely fascinating story.

Can you just start by sharing a

little bit of your background?

Yeah,

I mean,

I'm sort of an eighth generation

X pantry and I was brought up

as he kindly said in Africa.

I when I had a wonderful time,

sort of running around bare feet

and thinking life was wonderful.

Then getting sent off to an English

boarding school which I absolutely

love and couldn't understand

what I was doing there.

But really it's been my background is

is when I was 22 I set off Japan with a

one way ticket on the Trans Siberian Express.

You know,

in search of adventure, fun,

opportunities and excitement

and you know 6050 years later,

I'm still on that same journey.

But it's really on these journeys that,

uh,

I started going off from Japan on
different trips and to Kenya and elsewhere.

And that's when I first sort
of saw the Masai.

And what I really saw is that they had
absolute substance without arrogance.

But I thought,
why on Earth are we at school simply taught
how to be arrogant without substance and
I sort of thought what is it that we've lost?
Why don't we have that natural presence?

And really,
that was 40 years ago,
and it's really been the last 40
years that I've been trying to
understand what it is we've lost.

We probably even the greatest
challenge is how can we get
people to value what we've lost?

How can we actually get people to value?

The past.

And as Nola,

my Aboriginal friend says,

you know,

we've got to think of ourselves

as being good ancestors.

What does it mean to be a good ancestor?

Do we think about it and

that importance of thinking

about Collective first?

We spent so much time thinking me,

me, me, 'cause that's our education.

That's what we've been taught.

But indigenous people have spent

a lifetime thousands of years,

first thinking about the collective.

But obviously thinking about

their individual contribution.

So sorry, but it was a little

bit of a long introduction,

but no, it's lovely, it's lovely.

And it's really interesting.

But tell me so,

why is the connection with leadership?

Well, I think the the the real

connection with leadership is

that it's not even talked about

in an indigenous community 'cause

everybody knows their leader.

I mean,

every single person is told from the

age of three in Africa or in Papa New Guinea.

A child is given a goat or in Buffalo,

Guinea. It's a pig.

Look after that and then the

whole community will be safe,

will be valued and they know the values.

They know what they're protecting

and they know what they're doing.

And therefore it's not really leadership,

it's just a natural living by

the values and contributing.

And in a way,

what it is is you've got the

power of your personality,

the wealth of your life experience,

and you know how you contribute.

OK, so that's yeah,

that's really interesting.

So at the so at the age of three or

four you start to have responsibility.

Yeah,

and they go through your life when

you realize that if you contribute,

you will be able to sit around the

table because you have the wisdom to

contribute and that's what you have to learn.

And as they say, in Kenya you know you you.

You can't have someone else

to hold your shield.

You've got to do it yourself.

And so it does teach people that it's

all around contribution and protection.

OK so in and then if we take

that so I love that idea.

But if we take it into.

The here and now and just say,

for example, within the college sector.

Or within the education sector,

how does that then translate to what?

How is that relevant to leadership there?

It's a leadership.

I think it just gives people a sense

that they've got to start realizing

that they're part of an ecosystem

they're not just on their own.

It is.

Wouldn't they be happier and feel if they

understood more about how they contribute?

What the bigger picture isn't and

ultimately think about the essence

of the children that all the students

that are within their you know?

How are they creating leadership?

Because how do you give people trust?

In the hope.

Because that is what I'm told.

The ultimate ability of a leader

is is to give people hope.

Now you might think, well,

that's a bit wishy washy,

but without hope we can't have trust

and without clarity we can't have trust.

So the question is how do you

make people feel relevant and that

is what I think we need today.

It's not how you answer a question,

it's how do you make people feel relevant,

valued and with a purpose and

therefore they have an identity.

OK, so I'm starting to weave

it together in my head now so.

There's something about encouraging

and nurturing individual leadership,

so the leader in everybody.

But also, being aware as a
leader of a community like that,
that it is the community and it
is about building that trust and
and supporting that community.

Very much so, but I mean The thing is,
you can't. So to have everybody
suddenly thinking they're going to
be communistic and you can't have
everybody thinking they're gonna be,
you know Donald Trump,
and I think it is just making people
aware that there is a gap in between.

And it's not just what you say. I mean,
I've been working on this nomadic crust.

We'll let you know you've got it's.

It's a it's a circle.

It's like the earth in the northern
hemisphere you've got what you have to know.

That is the most important you
have to know your territory.

Your wealth and how you're gonna grow it.

That is absolutely essential.

But what you then have is the

southern part of that wheel,

which is around your invisible leadership.

How you contribute your humanity,

your humility,

and this is what is not taught,

and that is what I think is the

essence of what people need today

is that ability to make people.

As I was saying earlier,

to make them feel relevant,

and they've got their essence

of how they can contribute.

And these are skills that

I've seen are just not taught.

It is just not taught to people

on how you can be relevant and

your power to actually make a

difference to people's lives.

This is sounding really inspirational.

Tell me about the visualization

tool that you've developed.

Visualization tool is called

territory mapping.

There's a little bit of a story behind it,

and having been with the Marcys are

saying earlier in northern Kenya and

seeing them with their spear and I

thought wow this is fascinating.

What is it they've got?

And that's when I went to meet the Papa

New Guinea ambassador in Tokyo and I said,

sort of,

what is it you've got that we've lost?

He said, why didn't you go

to my territory and find out?

So I went off to Papa New Guinea

into his village.

And I sold people there with

feathers and spears and shields.

And I said, So what is it that you've got?

He said, well, the big man has many feathers.

A bigger man can hand out his feathers.

It's about how you contribute to your
community that you have the essence.

And I started to realize that and
then you have to earn your spear.

You can't buy it.

You can't sell it.

When I got back to Tokyo,

I asked the ambassador what is the
most important thing in your life.

And he looked at me and he said,
it is my territory.

And I know from the age of
three how to protect it,
the identity my identity comes
from looking after my territory.

That is my culture and I realized I had
no concept of what was my territory.

What was my identity?

It came from what I owned.

It didn't come from who I was,

and I became fascinated by that.

That encouraged me to go

off on some journeys and

expeditions to crime high

mountains and do other things.

And I then opened the first outdoor team

building center in Japan and China.

Called I will not complain 'cause I saw

complainers completely destroyed morale,

but what I saw is people still say

where do I fit in? Where do I belong?

Where am I recognize? Who am I?

What's important and that's when I

realized that actually every indigenous

tribe has absolute clarity who they are,

what their priorities are,

and what their purpose is.

And so I had this idea since they all had a

map and everybody operated off the same map.

I then thought what would company employees?

Draw and I was asked by Thomson Reuters

to drop get two teams together.

They didn't know each other so I

simply said can I try asking them to

draw their territory and what I found

absolutely amazing was everybody could

draw a map of their territory and

once they could draw their territory,

the rivers, mountains,

deserts, swamps,

what they were hunting.

Then everybody could share this idea

with each other and once people

could share each other's ideas.

And hopes and fears.

Then they could start working together.

So what I've been doing with

this visualizing?

Cold terror mapping is literally

to let people draw a map of how

they see their world,

because then they can

articulate what's important.

Why are they trying to do things

and where everybody else is on

the map and the trouble is,

there are three things that come

out in every mapping terror,

air mapping session,

or territories under threat.

Our leaders are isolated and internal

lack of communication will probably

affect property during the first two.

So once you can get.

People to agree what their fears are,

what their hopes are.

Then you can come up with a solution.

So that is really what the

mapping actually does,

and that visualizing technique it

unleashes what we have inside us so

we can talk with identity and purpose.

And I like that that you see it

unleashes what we have inside us,

because it's not as if nobody else can

tell me what my territory map looks like.

It's only me who can who can.

Draw that and it's only me who can.

Who can share that?

Absolutely, and that is it.

Everybody.

But The thing is in the indigenous community,

everybody would know you 'cause

they know what you protected.

They know what you, what you were thinking.

And therefore the overall

conversations that got contacts.

So you're absolutely right in the West

we we don't know peoples territory,

we don't know their hopes week.

They've got a job,

but we don't know who they are

or what they feel is important

or what their values are.

But this process enables people to talk

about what they're passionate about,

whether that's individually or

whether that's collectively.

And and that collective piece

is really important because.

I know from my own experience

I have my own

territory. Other people have theirs.

And actually, there's a gap.

I don't know where their territory is,

so it means that there is,

in terms of us communicating and

understanding and working together.

If we, if we're not able to

share and articulate the things

that we see as challenges,

or the things that we believe are important.

Then communication is impacted, isn't it?

Well, I don't think you can articulate

something unless you've got a map,

because there's no context

to what you're saying.

We've got to go and find some new customers.

We've got to go and do something.

There's no context whether

it's in our own life,

and I think that's what we've always had.

And now what we are,

we're robbed from these points of reference,

we're robbed from talking

about what is important,

because in any indigenous community,

you know, every conversation has context.

The hyenas are coming today.

The weather is changing.

The floods are coming.

The grass is growing and these are

the decisions that then everybody

understands what they need to do.

So by having a map,

it provides that sense of clarity.

And you've worked with some interesting

organizations and got people to

draw maps and share their maps,

and you tell it,

can you give us an example of what's

come out from that kind of work, yeah?

My son is a interesting one for me.

Was working with the Gates Foundation.

We've done some work with Bill

Gates and Warren Buffett.

Some team building on the Great

Wall and then we work with the

Gates Foundation and they drew

maps for about 6 or 7 people and

everybody drew a different map.

The challenges are dealing

with the Chinese government,

the China challenge of dealing with the

Gates Foundation bridge is not built

and then the head of it drew a map
showing Seattle on one side in America.

China over here and Africa down
below and with ropes and and.

And so then why couldn't
we come up with a plan?

That helps what with the Chinese
Government to raise Africa.

And everybody felt,
wow,

that's a fascinating idea.

What could we do that would be so big
an idea and they came up with the idea

that why don't we mobilize resources
with the Gates Foundation and with

China to eradicate polio around the world?

And that is the plan that
they actually came up with.

So that's probably one of
the sort of the bigger ones.

But whether we're working with Ferrari,

I mean, you know,

they sort of draw their mammoths.

They've got everybody attacking them.

They've got a Rolls Royce private jets

trying to get to that that spend.

How do they protect a lot of the the maps?

Show the rivers they show,

you know the chairman saying

they're heading for paradise,

but all the employees see is

***** bridge fantasy applications

everybody off on a different island.

So whether we're working with Ferrari,

the Gates Foundation, Dyson used

it when they were setting up there.

New ways of using their Air

Products because it was a new

territory for the sales people,

so it cuts through all of the

traditional rationale and gets to

the emotional perceptions and drivers

that that drive people's behaviors.

Wow, that's fascinating.

I know that you are really interested

in bringing this to education,

both in terms of.

Leaders within education,

but I know you're also passionate

about bringing this concept to young

people so that they can get a greater

sense of self and their own territory.

What work have you been doing in that area?

Well, this is where it's really surprised me,

because how often people say Oh well,

young children,

they wouldn't know what they're doing,

but we've actually done it with

11 year olds in Dubai at a school

there and they all drew these

incredible maps about what.

They want to do with their lives.

They want to save people.

They want to build hospitals.

They want to do things and I think

this is something that people

really really don't talk about.

We've also just been running it

for a school in Norfolk and we

are asking people to think big.

What is it you want to achieve in your

life that you want to become a doctor?

What do you really want to be known for?

They've never thought about.

They're saying they're struggling.

They've never thought beyond university.

They've never thought about.

Life is about contribution.

They've never thought that wealth

is beyond owning a Ferrari.

And this is just not taught.

And what we find out is,

especially when we involve Emanuel

Manker or my Masai friend Krishna,

who's climbed Everest from Nepal

in and joined the Gurkhas in SAS.

Once we bring in people like that,

they start us begin. To redefine wealth?

Because I think what we have to

do is what is wealth.

Wealth is breathing everyday.

Wealth is being able to appreciate the

day that you have and really being

able to appreciate you can contribute.

And really,

they're saying civilization exists by

splitting power, wealth and status.

And people are always trying to get

the third one or the second one.

But what they have in an indigenous

community as the power of their personality,

their wealth of their life,

experience,

and the status that they now had

to contribute.

And it's obviously repeating myself,
but I just think it is so important for
students to realize that if they contribute,
they have identity.

That is what people want today.

They want to have community
building and that is a bigger
skill that I think is lacking.

In schools at the moment,
or anywhere in the world,
we're not taught how to build a community.

That is what the one thing that is taught
to everybody in an indigenous community is.

How do you contribute to your community?

Obviously there are negatives about that.

It becomes their practice.

Ticket becomes dictatorial.

They're all sorts of habits
that people don't like.

I'm not saying we become tribal,

I'm simply saying it provides

another context for conversation.

I love that line.

You know, how do we learn from an early age?

How to build a community?

Well, that's my belief,

and that's the one thing that I really

passionately believe is so important.

I really, really do. Yeah, yeah.

So if you're, if you were to

give advice or share your wisdom,

hand out your feathers too young.

Emerging leaders.

What are the things that you'd

want to share with them?

I think it's around dream big.

I mean when I was 17 I was writing to

every newspaper in London in England

saying can you send me to a desert island?

You know I want to do it.

I've I walked through taking my

photographs along to people saying look,

look at my photographs.

Will you publish it?

I think he's just being ambitious,

being brave.

Realizing that life is an adventure,

it's not sitting there getting your exams.

That's a tiny part of of really,

what?

You're gonna fulfill in your life and it's

giving people that hope beyond school.

Then it's it's not what you gonna be,

it's just how you're going to

enjoy that journey there and make

them realize and appreciate it.

And for leaders. So for leaders who are.

Just say appointed to their first

or their second leadership role.

And and they and they want to do, UM?

They want to progress in those roles,

but they want to make a really

meaningful leadership contribution.

What would you say to them?

Find that I mean,

is it lovely expression with them

are silent said who's the leader here

and they looked at me in disbelief.

They said what is the problem

you're trying to solve?

We have many leaders.

But I think really for leadership,

but now the future is going around

telling people leaders got know

what they're meant to be doing,

specially if they've just

been appointed there.

The question is,

how do you get other people

to think they're your ideas?

So how do you say? How would you do this?

What do you think the problem is?

How do you think we did this in the past?

What is the best way of doing it?

That is what leadership is.

It's not telling people.

I mean,

this whole idea of leadership's

gonna be out and everything.

It just is not true.

The future leader I believe as I said,

it's someone who makes people feel relevant,

gives them hope and can talk about a

shared vision and can articulate what

they mean and what they're passionate about.

And I think we've got to stop being

ashamed by being curious and being

passionate and that we want to be

seen as being courageous.

There's nothing wrong with that.

And humility is a courage.

Oh,

that's lovely.

That's wonderful.

So if we're to sum that up,

time is nigh on impossible for me.

But there's there's something

at the core of it,

by we're part of a bigger community.

We're on that collective first if we can.

From an early age, if we can start to

take responsibility for ourselves and

for our community, but that's leading.

That's leading in a sense,

but we also need to be courageous.

We need to be brave.

We need to be humble.

And that lovely line that you used about

having substance we need to be authentic.

Curious and and really,

that's what you're seeing.

In order to be a leader for the future,

these are the things that we need to have,

I think, so.

I mean, it's what people have taught me.

I mean, I don't know.

I mean, I, I've no idea.

I mean, every day one worries about his well,
making a mistake.

Has one got the ideas right?

Does anybody believe me?

I mean, I'm 70.

I'm still worried about
exactly the same things.

I think it is sort of enjoying the swamps one
finds oneself in that sense of inadequacy,
insecurity.

We're never gonna get over it,
but I think we just need
people to realize that is fun.

That is life.

That's that's the essence of who we are.

And it's not what you know.

It's how you deal with adversity
and inspire and give others hope
that's what I think leadership is.

It's it's not knowing something,

it's knowing how to be kind to

people and building relationships.

No, that's music to my ears.

So that is just absolutely before we finish.

There's one thing that you mentioned,

actually that I want to pick up on,

and it's about you mentioned something about.

I will not complete.

Tell me just a little bit more about it.

Yeah, I can definitely do that.

Uhm,

basically I've been to Papa New

Guinea a couple of times and I

then went to see the ambassador.

I've seen a book called Fly

to See Big Rivers,

which are two of the big rivers in

Papua New Guinea and basically the

spine of Papa New Guinea is all

mountainous and so are the two rivers go.

So I sort of thought I walk across it.

So I gotta, uh,

and after a map aeronautical

map gave it to the ambassador.

We had about 10 beers and he

drew a line across it, said.

That's your room, but I said yes,

soft, so I see that the village

is marked on this map.

This aeronautical map.

So I thought, well,

food is not going to be a problem,

and as a overweight at the time.

So I thought the only problem is is

why so we had 24 bottles of wine,

no food and I was unaware that

actually in Papa New Guinea there

was a meter and a half of rain

every month and we derived the

rainy season and so he turned up

there with our with our wine.

And,

uh,

we head off into the jungle

with extra porters carrying

off 24 bottles of wine for us.

And what happened was one bloke started

complaining there was my wife to be

my best man to be, and a fellow call.

Philip and Philip complained, complained,

complained and complained and I saw that

it just undermines destroys morale.

You can't lead, you can't make a

decision if you got a complainer.

And when I got back to Tokyo I

mean the fellow had been to the

British ambassador saying.

We let me left me for dead,

you know, except rhe was quite funny.

But what I saw is I then invited the crime

of 7000 meter mountain in Western China,

which is the height of Everest South Col.

And I've never climbed a mountain,

so I thought I better go and learn in Africa.

Do Africa three 5000 meter beats Kilimanjaro,

Kenya and Stanley certainly had my

mother-in-law, my father in law.

Everybody wanted to come so I thought, right?

How do I keep him?

So I was with my father and I said

how do I keep people off complainers

off should I don't know?

Terrible people, so he came up with a list.

I will not complain and this list

still exists and you know I got

people to sign the document.

I will not complain if I get

eaten or trodden on by animals.

If extra porters employed carry wine.

If overall the trip has a general

air of British amateurism.

If the trip does not get a plan,

and if I can play and I can

be sent home and you know,

or I discover I've got prima Donna

tendencies 'cause I just think.

We need this philosophy in life.

We can't blame we can't.

We can't be a victim every time

we can't have that as an excuse.

We have to realize life is a journey.

We all make mistakes and that is what

we have to do. We cannot complain.

We have to make observations.

We have to make changes if they're wrong.

But we've got to come up with solutions.

We can't blame other people.

We have to come up with that solution.

And, you know, realize you know that life.

I think you know the one thing on

life is Churchill's definition of

success and success in life to church.

All the stumbling from one disaster to

another, while maintaining one's enthusiasm.

And that is, I think the essence of life,

that is leadership,

being able to smile in adversity

and get on with it.

Anthony will be.

You are inspirational.

And you lift, you lift my spirit and.

And I just love that idea of not complaining.

Actually, I might be sharing that with

my 12 year old daughter. Bag for it.

But yeah, absolutely anyway.

I'm wearing that in Mongolia,

yes,

but it makes absolute sense because

it does take the energy and it

does make it difficult delete.

Absolutely, yeah, Anthony.

We've come to the end of our time for today.

It's been a really big love

it and thank you

for sharing all that.

And it's been really inspirational

because it's it's real.

It's real. It's not my best.

Thank you very much.

How are you so? Thank you very much.

So very wonderful.

Thank you. Bye bye.