

CHARTERED MANAGER OF THE YEAR 2019



Matthew Carr

CMgr FCMI

Director of Business Administration,
Dulwich College International.

The challenge: To start a school from scratch in rural China with a hard deadline of 10 months. With Chartered Manager status, Matthew Carr knew he had the toolkit to tackle this ambitious project.

TELL US A BIT ABOUT YOUR BACKGROUND.

I left the Royal Navy as an officer to start a family, then I was a group ops director until the group was sold in 2014. That's when I realised I have a passion for education and took a role to start a school from scratch in ten months for the Dulwich College family across Asia.

THAT MUST HAVE BEEN A LEARNING CURVE - WHERE DID YOU START?

I hadn't set foot in a school in 30-odd years; I knew I needed a team who had the expertise I didn't, so first I hired a head of HR. We brought in the best people we could find and worked together in one room, so we all had an appreciation for what each other were doing.

SO NO NEED FOR MEETINGS THEN? WHAT ABOUT YOUR EXTERNAL STAKEHOLDERS?

The only meetings I had were with the college's central team, on how things were going. Working with the local community was harder, though. I was just a foreign guy in China, why would they listen to me? We were asking so many people - parents - to trust us. There was no customer base of thousands of children living nearby. I had to convince people to share the dream of this school based on a building site in a remote field.

HOW DID YOU CREATE THAT TRUST?

The Chinese have a concept called Guanxi - it's about getting things done through who you know. I looked for great partners, like a bus company to get students to the school, and suddenly it wasn't so remote anymore. People believed us because we were passionate and believed in it ourselves.

SOUNDS LIKE YOU REALLY BROUGHT PEOPLE TOGETHER TO PULL IT OFF.

I've never been worried about trying new things. Being a Chartered Manager gives you the toolkit to take on a challenge.



BEING A CHARTERED
MANAGER GIVES YOU THE
TOOLKIT TO TAKE ON A
CHALLENGE.



START YOUR JOURNEY TO BECOME A CHARTERED MANAGER TODAY!
WWW.MANAGERS.ORG.UK/GETCMGR

