

“Encouraging your sales team to learn the world markets then sell to business issues will open doors they never knew existed.”



## PAUL W. SHIELDS

Through operational and financial assignments with Fortune 100 corporations around the world, Mr. Shields developed a multi-functional and global perspective on business issues.

Promoted through several executive positions with Control Data, a technology company, Mr. Shields became Chief Financial and Administrative Officer for Control Data International, a 15,000 person operating company with 60 independent subsidiaries. In this capacity he also had global IT responsibilities that extended to 16 data centers around the world with “if-sold” asset values in excess of \$800 million. During this period he was also a member of the International Board, director of several affiliated companies and a member of the Corporate Policy Committee.

Previously Mr. Shields had served as President and CEO of CDC Interamericas, a 5,000 person organization where he had full P&L responsibility for CDC international operations in the western hemisphere and sub-Sahara Africa. During this assignment, he transitioned his sales organizations from a product-selling orientation to strategies based on selling CDC’s value. In his early tenure with CDC, he focused on strategic planning and business development, which led to his ultimate involvement in approximately 100 acquisitions.

As the Xerox executive responsible for financial planning and analysis of worldwide manufacturing operations, Mr. Shields led a team of 35 seasoned MBAs from top business schools. In a later assignment, he headed printing systems operations and was one of six executives named to the company’s Manufacturing Council.

### INDUSTRY EXPERTISE

Manufacturing, Technology

### CORPORATE BACKGROUND

CFO and Administrative Officer, Control Data International; President/CEO, CDC Interamericas; Xerox Corp., Manager FP&A, Worldwide Manufacturing, Controller Data systems division, and Operations Manager, Printing Systems

### EDUCATION

MBA/Finance, McMaster University of Canada; BS/Industrial Engineering and graduate studies in Operations Research, SUNY Buffalo

### LANGUAGES

English

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