

Paul McDonagh-Smith

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PERSONAL PROFILE

- Teacher, translator and technologist with a practical approach to building innovative digital teaching and learning innovations through exploration, experimentation and team work.
- Business focused leader and educator with a strategic and entrepreneurial approach, repeated success envisioning, developing and implementing innovative Digital Learning Strategy, Products and Services for leading global organizations across multiple industries.
- Demonstrable experience gained in Senior Executive Roles (in Engineering, R&D and HR functions) of securing CEO, Board and Government support to build new learning-focused businesses to deliver significant and sustainable competitive advantage.
- Creative thinker adept at bridging existing organizational Teaching and Learning Strategies in sectors including Financial Services, Healthcare, Technology, Education and Government to the digital economy to enable sustainable growth.

Selected Highlights

- **MIT Sloan Executive Education: Design and Management of Digital Portfolio:** In collaboration with Faculty, colleagues and partner vendors I drive the design and management of our online portfolio which at end FY20 had secured 40K+ participants on 30+ programs with recognized revenue in excess of \$25M USD. I have defined and delivered AI/ ML, AR/VR and Robotics experiments that aim to identify key next generation UX principles and pave the way for new digital products and solutions.
- **AVAYA Communications: Managing Director AvayaLive™ Product Portfolio:** Cloud based, SaaS, online Collaborative Learning platform. Responsible for strategy, product definition, go to market, sales and business development. Met and exceeded all set financial and operational targets.
- **Nortel Networks: Built Digital Education Innovation Practice:** Built digital Education practice to teach and propagate key Digital Learning principles to organizations (clients included Apple, Microsoft, Cisco, IBM, Barclays, Fidelity Investments, Vodafone); Government departments (clients included Australian Dept of Education, UK Dept for Business Innovation and Skills, Canadian Dept for National Defence) and Universities (clients included Johns Hopkins, Naval Postgraduate School and USC Marshall where I taught MBA modules of Digital Learning Innovation).
- **Nortel Digital Transformation teams:** For organization with \$12B USD annual sales, led and managed groups with 50+ employees and \$50M P&L delivering \$400M+ business efficiencies through creation and implementation of digital transformation strategies, increased ESAT (4%).

PROFESSIONAL EXPERIENCE

2014 – Present:

FOUNDER: DIGITAL HEARTBEAT LTD

Digital Heartbeat: works with leading Education Institutes and Organisations to invent the future of teaching and learning. Digital Heartbeat builds solutions that enable enterprises to teach and learn how we live and work in the digital economy and convert its challenges to opportunities for sustainable growth. Current clients include MIT Sloan Office of Executive Education, OCP, UM6P, Africa Business School and

BBVA where services and solutions focus on Digital Teaching, Learning, Business Strategy, Human Enablement and Productivity Improvement.

Feb 15 – Present:

MIT SLOAN EXECUTIVE EDUCATION (CONTRACTOR)

Digital Capability Leader. In this role, with close collaboration from Faculty, colleagues and partners, I lead the design and delivery of digital teaching and learning programs; support the definition of digital learning strategy and conduct digital learning experiments aimed at identifying next generation digital teaching and learning insights we can integrate into new and existing products and learning experiences.

Selected Highlights

Design and Management of portfolio with 30+ titles (30 ‘live’ and 10 in production)

Performance data (current to end FY20) includes: Completed Participants 40K+, Participant Completion Rate 95%, Program Evaluation 4.4/5.0, Expectations Met / Exceeded 95%, NPS 48+

Digital Learning Strategy: Manage Revenue generation and end to end Lifecycle

FY 19 Digital revenue (recognized) \$12.54M USD.

FY 20 Digital revenue (low range forecast) \$13M+ USD.

Digital Learning Experiments: Identify next-gen UX and product development

Experiments include 4DX (Avatar-based virtual worlds), Open edX (customized version of edX platform), Telepresence Robotics (for mobility access, flipped conference and remote work), AR/VR (recording content in 360 and uploading learning ‘nuggets’ and documentaries to VR Headsets), MIT Sloan Online Learning Summit (‘unconference’ to improve digital learning innovation and collaboration internally and with vendors), Future of Executive Education AI and Technology Workshops (e.g. UNICON Annual event to introduce AR/VR, AI/ML, Robotics and Coding and Algorithmic Thinking to our industry).

Jan 10 – Feb 15:

AVAYA Business Communication Solutions, Based UK.

Managing Director: Innovation | Emerging Products and Technology.

Avaya - Telecommunications leader: 16K employees & \$5B+ USD annual sales

Reporting to SVP Corporate Strategy: responsibility for vision, strategy and delivery of new Cloud | Collaboration products & services. 10 Direct Reports & \$5M P&L.

Selected Highlights

AvayaLive™ Engage Collaboration platform

Built & Led Digital Education Practice.

Drove Strategy, Business Dev, Sales | Go to market with B2B, B2C, digital focus.

Secured lead partners in Health, Finance, Education, Technology and Govt sectors.

Provided digital learning /collaboration teaching to clients across multiple industries

Achieved all set revenue | operational targets on time.

Managed team & customer transition from Nortel to Avaya during Ch.11 acquisition.

Jun 07 – Jan 10

NORTEL NETWORKS, UK, US, CANADA, ITALY (acquired by Avaya).

Head of Learning & Development, Global Services.

Nortel - Global telecommunications leader with 80K employees and \$12B revenue.

12 direct reports with 40 head learning team providing learning services to 12K employees globally with \$3B USD revenue. Dual reporting to Presidents GS & HR.

Selected Highlights

Built, led and taught key programs at Nortel’s first Digital Education Practice.

Envisioned and launched gaming | multimedia Learning Apps for 20K employees.
Opened new revenue streams by developing & selling learning solutions externally.
Designed and taught an integrated Executive Coaching & Mentoring Program.

Jun 05 – Jun 07

Senior Director Learning Transformation – Global Services.

Nortel Global Services: \$3B annual business with 12K employees globally.
Responsibility for Transformation, Education and L&D programmes to 12K internal employees and 2K external Channels & Partners.

Selected Highlights

Transformative Global Sales Effectiveness program delivering \$400m revenue
Successful design & rollout of online learning curricula: 50% cost reduction in year 1
Co-designed and taught award winning (ASTD) integrated Leadership Framework.

Mar 02 – Jun 05

Director Learning & Development – EMEA

Nortel EMEA: \$3B annual business with 6K employees across 33 countries.
Reporting to Global Head of Learning, responsibility for team of 20 reports managing and delivering Leadership, Sales and Global Operations learning initiatives.

Selected Highlights

Creation of global Learning & Development Centres: \$1M+ USD cost saving in Yr1.
Designed and taught Executive Leadership Program at global locations.
Increased utilization of technology driven Learning: 10% in yr1 to 90% in Yr3.

Mar 98 - Feb 02

International Optical Networks (ION) Training Manager - EMEA

Led and managed global team of 60 trainers designing and delivering technical & product training to internal and external EMEA customers.

Jan 96 - Feb 98

CABLE & WIRELESS, London, UK.

Telecoms Technical Account Manager

Built optical networking management solutions for clients in Banking and Financial Services sector.

June 92 – Jan 96

TELECOM ITALIA, Rome, Italy.

Technical Instructor and Translator

Led and Managed team of technical language instructors at Telecom Italia locations in Italy. Translated Optical Network and Hi-Low Capacity transmission Network books for use by Telecom Italia Management and Engineering teams.

EDUCATION & PROFESSIONAL TRAINING

2012-14

MIT Sloan School of Management, Cambridge, MA.

Advanced Executive Certificate Program in Management, Innovation & Technology

1990

University of Sunderland | Montana State University

BA (Honours) English Studies.

2008

Nortel Executive Management Program, Toronto, Ontario.

2005-07

Nortel Management Program, Global locations.

2002

Nortel Optical Networking Expert, Santa Clara, California.

2001-02

Cisco CCNA, CCNP, CCIE North Carolina.