

Paul Kjer

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Professional Summary

I am a senior ERP leader who fuses 40 years of enterprise technology expertise with a Master's in I-O Psychology from Harvard. I specialize in high-stakes, politically complex project turnarounds where others have failed. My work is built on proprietary frameworks designed to manage the complexity of ERP implementations including the critical 'human element' of change. I guide 'impossible' projects to success.

Areas of Expertise

Project & Program Leadership

- Project Turnaround
- Project Management (PMP)
- Strategic Framing
- Stakeholder Alignment
- Trust Building
- Conflict Navigation & Empathic Leadership

ERP & Technical Expertise

- Workday
- Microsoft D365 F&SC
- Modular Architecture Strategy
- Workflow Prototyping & Tool-Building (CBAP)
- Data Strategy & Migration Planning

Change & Human-Centric Strategy

- Industrial-Organizational Psychology
- ADKAR & ARC
- Communication Layering
- Training Strategy & Enablement Mapping
- Resistance Anticipation & Emotional Intelligence

Thought Leadership and Publications

Proprietary Frameworks

- The "Eight Pillars of ERP Success Framework"
A data-driven taxonomy for success based on the most comprehensive collection of ERP success and failure factors ever compiled.
- The "Adaptive 7" Methodology
A seven-phase methodology based on a synthesis of multiple major implementation methodologies. Designed to adapt to most major methodologies to incorporate the "Eight Pillars" framework.
- The "ARC ERP Change Management Framework"
A strategic extension of ADKAR change management, grounded in Self-Determination Theory (SDT), designed to explicitly cultivate intrinsic motivation, accelerate user adoption, and overcome the "motivational blind spot" in complex organizational change.

Technical Editor

- Mastering Microsoft Dynamics 365 Implementations (by Eric Newell, 2021)

Professional Experience

Eight Pillars ERP

2024 – Present

Founder & Principal Consultant

- **Key Achievement:** Authored and developed three proprietary frameworks (The Eight Pillars, Adaptive 7, and the ARC ERP Change Management Framework) to address the systemic industry gaps and critical "human cost" of complex ERP implementations.
- Completed with Workday implementation (started with Ascendex)

Ascendex Consulting

2022 – 2024

VP of ERP Transformation

- **Key Achievement:** Led the company's internal ERP strategy, developed a proprietary method for functional requirements definition.
- Served as Project Manager for a D365 F&SC implementation and a complex Workday implementation.

Stoneridge Software

2017 – 2022

Enterprise Practice Director & Principal Project Manager

- **Key Achievement:** Acting as the partner project manager, led a 3-year, \$15M ERP transformation (Dynamics AX/2012) for a \$4B client (API Inc.) after 13 previous project managers had failed. This turnaround proved a model for navigating political complexity and empowering a unified client/consultant team to success.
- As Enterprise Practice Director, was accountable for the success of the entire \$20M D365 F&SC project portfolio, managing all project and engagement managers.

JT Adams Idea, Inc.

2013 – 2017

Independent Consultant - Project Manager

- **Key Achievement:** As a Project Manager for the MN Department of Human Services, led a critical compliance system project from definition to delivery, securing \$400M/year in federal funding.
- Provided independent consulting, data migration, and issue resolution for ERP clients Omnicom (D365 F&SC) and Braun Intertec (D365 F&SC),

Wipfli LLP

2008 – 2013

SpiderLogic Business Development Manager & Service Line Leader

- **Key Achievement:** Leadership responsibility for a cutting-edge Agile consulting practice.
- As Business Development Manager, secured two of Wipfli's largest contracts, including a 50-person team for 3PD, which I subsequently led as Engagement Manager.

Technology Navigation

2005 – 2008

Principal Technical Consultant

- **Key Achievement:** Provided high-level independent consulting for Traveler's Insurance, designing and delivering critical technical solutions for their complex enterprise systems.
- Leveraged deep systems architecture expertise to solve high-priority business challenges.

BORN Information Services

1992 – 2005

Branch Manager, Business Unit Leader, Enterprise Technologies Director

- **Key Achievement:** Managed three key P&L divisions with up to 150 consultants for a *Fortune* "Best Place to Work" company.
- Proved a "people-first" leadership model where a significant portion of my compensation was directly tied to employee satisfaction and retention, resulting in industry-leading growth and low turnover.

Education

Master of Arts, Industrial-Organizational Psychology (2022)

Harvard University, Extension School, Cambridge, MA

- Recipient of the Langlois Outstanding Scholar Award for exceptional academic achievement .

University of Minnesota, Carlson School of Management

Minneapolis, MN

- Completed 60+ credits toward an MBA (paused to accept a high-priority, global leadership assignment at Cargill) .

Bachelor of Arts, Triple Major: Math, Business & Computer Science

Concordia College, Moorhead, MN

Certifications

- **Project Management Professional (PMP)** – Project Management Institute
- **Certified Business Analysis Professional (CBAP)** – IIBA
- **Microsoft Specialist:** Dynamics AX Financials, AX Projects, and SureStep
- **Certified Scrum Master (CSM)**

References

Available upon request.