Paul Kjer

Minneapolis, MN | (952) 210-0449 | paulkjer@eightpillarserp.com |
www.eightpillarserp.com | www.linkedin.com/in/paulkjer/

ERP Implementation Leader

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

Professional Services Focus

- Over 30 years of experience in professional services.
- Over 13 years of P&L, leadership and management experience in professional services with responsibility for practices of up to 300 people.
- Over 10 years of experience leading ERP implementations professional services
- Keenly familiar with the most vexing problems in professional services:
  - Revenue recognition under a wide variety of contract structures
  - Project profitability, including asset, material, and expense incorporation
  - Associate productivity and profitability measurement in ERP
  - Fixed, T&M, and value-based pricing
  - Revenue reconciliation
  - Project structuring
  - Project risk management
  - Timesheet entry and reporting
  - Associate engagement

Areas of Expertise

Workday

- Modules:
  - Finance (GL / AP /AR)
  - HCM (Benefits, Payroll)
  - Professional Services (PSA)
- Quality Assurance
- Reporting Strategy:
  - Workday Custom, Prism
  - Data Warehouse

D365 F&SC

- Modules:
  - Finance: GL / AP /AR
  - Professional Services
  - Manufacturing
- Data Migration
- Quality Assurance

Change Management

- ADKAR
- I-O Psychology (MA)
- Communication Strategy
- Training Strategy & Enablement Mapping

Skills and Certifications

Project Management

- **PMP** (Project Management Institute)
- Tools: Smartsheet, DevOps, MS Project
- **CSM** (Agile Alliance – expired)

Business Analysis

- **CBAP** – Certified Business Analyst Professional (International Institute of Business Analysis)
  - Top-Tier Certification
  - 7,500 hours of BA experience

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:** Workday implementation for Wipfli LLP
  - Finance, HRM, PSA implementation for 3000+ Associates
  - Consolidated five different legacy system into a single Workday implementation
  - Production invoices on day 1 after go-live

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

Recommendations

- "As the senior partner on site, Paul effectively co-led several large transformation efforts and became a trusted leader throughout the organization. His integrity, drive and straightforward approach helped build an effective delivery capability that accelerated results in a predictable way." - *Julius Chepey, CIO, APi*
- "Whether acting as a Vendor PM (as we did at APi) or an internal leader, Paul brings a unique blend of structural discipline and emotional intelligence to project delivery. He is one of the few PMs who truly understands both the technical and human sides of ERP success." – *Jessie Swartz, Wipfli Workday Project Solution Architect*
- "Leadership - Resilience - Commitment - Respect. When I think about Paul Kjer these are just 4 words that come to my mind but by no means do him justice. Paul is the type of person you want to surround yourself with and a leader whose dedication to results and commitment to those around him that is unparalleled." - *David Fritzinger, CIO*

References

Available upon request.