

Extra

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JARVIS JONES

JARVIS JONES ISN'T NECESSARILY INTERESTED in who a person is, or what he or she does. Jones wants to know what someone thinks — or more precisely, *how* he or she thinks. Ask him a question, and he answers. But he frequently then asks a few of his own — the inquiries providing insight to his own thoughts but also working to engage the other person and solicit information.

Part of it likely stems from his professional training. In addition to his job at The St. Paul Cos., Jones is an attorney and obviously has learned how to deftly draw out information. He also has spent several years as a lobbyist for the insurer, another job requiring him to understand the proclivities of the mind — in this case, those of state regulators whose decisions affect a company's business operations.

Jones, however, displays a curiosity about people that extends beyond his workplace responsibilities. Throw in a work ethic and determination for new and more challenging endeavors, and he leaves the impression of someone likely to build on an already laudable record of achievement.

Of course, Jones will hear none of that. "I've already got three strikes against me — I'm a lawyer, a lobbyist, and I work for an insurance company," he jokes.

In his current role, Jones' duties are to expand The St. Paul Cos.' sizable business in medical malpractice insurance. The firm launched an initiative to increase its market share by moving into 11 of the nation's most populous states — including California, Texas, New York and Florida.

The job demands that he be aggressive, innovative and flexible, yet it provides him much of the autonomy he craves.

"To be successful, we have to be hungry — I'm very hungry," he says. "Why I like this challenge is that it's a start-up operation in some respects. It's tough for me to sit behind a desk from 9 to 5."

As if that weren't enough for one person, he's also midway through a year-long stint as president of the Hennepin County Bar Association, which represents nearly half of the attorneys in Minnesota. Previously, he was head of a statewide group for minority lawyers and co-chaired a task force to identify and eliminate barriers for women and people of color in the profession.

Jones says that many would expect someone with his admit-

Business development officer for medical services division

The St. Paul Cos. Inc., St. Paul

Age: 36

Family: wife, Laura Kaplan

Education: B.A. political science, St. Olaf College, 1982; J.D., William Mitchell College of Law, 1985

tedly "progressive" inclinations to have become a public defender or pursue public interest litigation rather than a career in corporate law.

The flaw in that logic — however understandable, he explains — is that it reduces everybody in the process to good guys and bad guys. "I want people on both sides of the fence who have integrity and whose sensitivities are in the right place."

DAVE PRICE



LAUREN SEGAL



LAUREN SEGAL'S ORIGINAL career goal was to be president of Pan Am, an ambition that luckily she abandoned before spending too much of her career focusing on heading the now-defunct airline.

Not surprisingly, Segal's first job out of college was with the airline industry. She describes it as a "really great life for a year and a half. Making minimum wage and trying to live on your own in the

Washington, D.C., area — I had a good time, but I didn't eat. I had to make some choices."

She decided to take the first job she was offered that had "business" in the title. "I learned more about what I didn't want to do than what I did want to do. I learned I'm not a research person, I'm not a stay-behind-the-desk person, that I really needed a sense of community."

She found that sense of community in the United Way, which she entered through an internship program in 1980. "I knew it was exactly what was right for me. For me, it was very much a business world. I love business — I come from a business-oriented family, I have a degree in business. We work with businesses, we are a business, but we are a business with a heart."

President

United Way of the St. Paul Area, St. Paul

Age: 39

Family: husband, Richard Grigos

Education: B.S. business management, Guilford College, Greensboro, N.C., 1977

tions to the St. Paul organization with \$20 million.

"It was and is a United Way that is going through tremendous changes. They were looking for someone to help lead them and guide them through those changes. And I came with some experiences that were similar to ones that they were looking to implement and a real love of change. I like to think of myself as a change agent, and I get a lot of excitement out of helping people feel comfortable with change, going through change, and then looking back and reflecting on all the good things that that change brought."

Segal notes that the area's demographics are changing rapidly. "That means our donors are changing, and when our

She's now the youngest director of a major United Way in the country, having made what she describes as a "huge jump" by United Way standards from a United Way in New Jersey with \$5 million in annual dona-

donors change — which are our bread and butter — we need to change. We are actively redesigning our distribution process, to be more responsive to emerging community needs and donor desires, and involve the community in making those decisions.

"In one year, I would like to help this organization have positioned itself in the eyes of the people of the east metro area to be one of the first organizations they think about when they think about helping people, whether it's because they need help or they want to give help." The byproduct of that image-building is increased donations, Segal says.

As her biggest career accomplishment, Segal cites merging United Ways in four very diverse New Jersey communities into one countywide organization, saving donors a lot of money through efficiencies and effectiveness.

She sees possibilities for increased collaboration between the St. Paul and Minneapolis United Ways, and the two agencies are studying how to gain efficiencies through reduced duplication.

"I came here feeling that we absolutely needed to work with Minneapolis United Way and that we were only kidding ourselves if we pretended they weren't there. And that if we worked with them, and capitalized on both of our strengths, both organizations could be better."

MARTHA BUNS