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Mine Pits to  
Lakeshore—  
Where vision  
spells  
opportunity

*Community Leader* is a quarterly exchange for news, learning and connection published by the Blandin Foundation leadership programs for those engaged in the effort to build economically viable communities where the benefits are widely shared.

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# Community Leader

Volume 2 No.2

Fall 2004



**Kathryn Jensen**

***In July, Kathryn Jensen stepped down as senior vice president of the Blandin Foundation. During her tenure, she learned the importance of...***

## **Leading from the Heart**

**M**any programs focus on leaders as people who plan, direct and set measurable goals—essentially leaders who use their heads. What I have learned after 20 years of working with BCLP is that while heads clearly have a role in leadership, the most successful community leaders are those who lead with their hearts.

I have met countless community leaders who don't direct, layout visions or make pronouncements, but who offer themselves and their spirits to their communities. They have learned that when they offer themselves—others give of themselves in return. By using their hearts—and, essentially, leading from within—their results far exceed those who use only their minds and bodies. These leaders have taught me that spirit and soul form the heart of community leadership.

This leads me to share the aspect of BCLP of which I am most proud—the program's ability to reconnect leaders with the essence of who they are—with their spirit. It isn't something we talk about, a learning outcome but woven throughout the retreat is the opportunity to re-discover and explore one's spirit. The retreat provides time to re-visit the deeper meaning in work, family and community, to draw upon collective resources to do what can't be done alone and to reflect on and rekindle the very essence of your being, which often gets shoved aside, stepped on and pushed down in the frenzy of daily activity. BCLP recognizes that the challenge for leaders is to find themselves and their own gifts first, before they can give back to community.

As I look across rural Minnesota and see the many ways in which communities have grown stronger, more inclusive and willing to tackle the "tough stuff", I realize what a deep honor and blessing it has been to work with the leaders who are making this happen.

The Blandin Community Leadership Program has changed my life . . . I hope it has yours.



**Jim Krile**

***For 18 years, Jim Krile has been a constant of the Blandin Community Leadership Program. Now as Interim Leadership Director, he is tasked with...***

## **Moving the Program Forward**

**I**n his expanded role as Interim Leadership Director, Krile will spend the next 12-18 months assessing all six of the Foundation's leadership programs—to keep and strengthen what's durable, and determine what changes are needed to serve rural Minnesota for the coming decade. Community Leader spoke with Krile about what the assessment means.

*CL: How will the changes in leadership at the Foundation affect the leadership programs?*

**JK:** In the coming year, we will continue to offer the Blandin Leadership experience that our participants have come to expect. Eight core programs, two Partners-in-Leadership programs, one Reservation Community program, six Institutional programs and two Community Advantage Leadership programs are scheduled. And we will add programs.

Krile page 2

**Leadership: You have to do it yourself, but you can't do it alone.**

## Foundation News and Update

### Three new trustees named to Foundation Board...

Dr. Mike Johnson, provost of Itasca Community College (ICC) in Grand Rapids, Karen Diver, Director of Special Projects for the Fond du Lac Reservation and James Hamilton, Director of Human Services at Swift & Company in Worthington have been named to the Blandin Foundation Board of Trustees.

Johnson joined the board at its September meeting; Diver and Hamilton will join the board in December.

"Mike's expertise in higher education and workforce development, Karen's knowledge of Minnesota's non-profit sector and board experience and James' work with immigrant populations and agri-business bring new and important perspectives to the board," said Kenneth Lundgren, chair of the Board of Trustees. "Collectively their working knowledge of community development will be a great asset to the Foundation."



### Moved? Changed your name? Have exciting news to share? Log into the Foundation's website and tell us about it!

If you've had a change of name, address, phone number, email address, employer, job title or have some news you'd like to share we'd love to hear from you.

Go to [www.blandinfoundation.org](http://www.blandinfoundation.org) and click "Leadership Programs" then "Alumni Feedback Form". Thanks!

### We're listening...

As of September, the Foundation has participated in 36 Community Conversations, touching just over 800 people with more scheduled in the coming months. Community Conversations is a new initiative at the Foundation, whose aim is to engage communities and actively listen to what people want to tell us. In the conversations we ask three questions:

1. What is your advice to the Foundation?
2. What has the Foundation done in the past that's gotten in the way?
3. What are your issues and concerns?

So far, we have learned a lot about how people see the Foundation and have heard numerous creative ideas and provocative insights that, frankly, we had not anticipated and are well worth considering.

As you might expect, we learned that the Foundation's leadership program is perhaps the best thing we do. We heard words of encouragement to do more of the same, grow our programs and add consulting services to further facilitate leadership development.

What do you think? How would you answer one, two or all three of these questions? Why not "test drive" the new Alumni Feedback Form on the Foundation's website and join the conversation.

### Krile from page 1

*CL: Tell us about these new programs.*

JK: Many of our alums went through BCLP prior to the program's redesign that incorporated the three core competencies of framing, building social capital and mobilization. In 2005 we will be offering six – eight regional workshops to bring our alums up-to-speed on these competencies. We will be announcing the dates and locations in the next issue of Community Leader and on the Blandin Foundation website.

In addition, we will be bringing back the Academy for Advancing Community, which is an intensive three-day "graduate level" program.

*CL: You said that continuing to provide the Blandin Leadership experience is part of your job. What else will you be working on?*

JK: We have a significant opportunity to think about the direction to take the leadership programs. During the next 12 – 18 months, we will assess the Foundation's future use of community leadership development as it relates to advancing our mission of strengthening communities in rural Minnesota, especially the Grand Rapids area. During the assessment we will:

- ❖ Conduct an Impact versus Needs study - This will involve two components. One is an evaluation of each of the Foundation's leadership programs in terms of:
  - What are the program's outcomes?
  - How do these outcomes fit the Foundation's mission?

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**"During the next 12-18 months, we will assess the Foundation's future use of community leadership development as it relates to advancing our mission..."**

**Jim Krile**

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- To what extent is the program meeting those outcomes?
- What other impacts do the programs have?

Second, we will research the question: "Given our mission, what are the community leadership needs today and what will they be five years from now?"

- ❖ Develop an Inventory of Exemplary Community Leadership Programs — here we will identify other efforts and models — their strengths, limitations and potential applicability for our programs.
- ❖ Conduct an Organizational Assessment to analyze our current staffing patterns and structure, account for future programming directions and develop a template for moving forward.

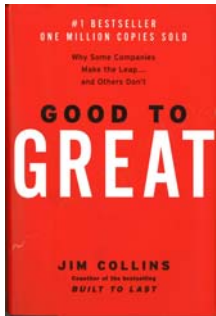
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## Don't Judge this Book by its Cover

It's about Humility and Hedgehogs

*Good to Great* sounds like clever hype, especially if you think doing and being good is virtuous unto itself as I do.

But... Get past the cover and find a treatise grounded in humility and hedgehogs. Get past the fact that *Good to Great* is about profit-making companies and find concepts and applications well worth the reading.



### Humility...

Consider Chapter Two "Level 5 Leadership," in which author Jim Collins, defines five levels of leadership ranging from Level 1 – the highly capable individual – to a Level 5 leader who "builds enduring greatness through a paradoxical blend of personal humility and professional will."

"Level 5 leaders channel their ego needs away from themselves," Collins writes. "It's not that Level 5 leaders have no ego or self-interest. Indeed they are incredibly ambitious – but their ambition is first and foremost for the institution, not themselves."

In coming to this conclusion, Collins and his team of 21 investigators found and developed detailed criteria about enterprises that demonstrated "great" characteristics. Here are a few thumbnails:

- ❖ "The good-to-great leaders never wanted to become larger-than-life...or unreachable icons. They were seemingly ordinary people quietly producing extraordinary results.
- ❖ "Look out the window, not in the mirror, to apportion credit for the success – to other people, external factors and good luck.
- ❖ "Facts are better than dreams...but how do you motivate people with brutal facts?"

"Yes leadership is about vision, but leadership is equally about creating a climate where the truth is heard and the brutal facts confronted," said Collins "It means having the humility to grasp the fact that you do not yet understand enough to have the answers and then to ask the questions that lead to the best possible insights."

### Are you a hedgehog or a fox?

That's the opening to Chapter Five, where Collins draws on Isaiah Berlin's parable about the fox as a cunning and wily predator in pursuit of many ends and the hedgehog, a rather ordinary and waddling creature, ostensibly easy prey. Not so, because when under attack the hedgehog rolls into a ball of sharp spikes and the fox always retreats.

The lesson? Writes Collins: "Hedgehogs...simplify a complex world into a single organizing idea, a basic principle or concept

that unifies and guides everything." He claims that Einstein, Karl Marx, Adam Smith and Darwin were hedgehog thinkers.

Hedgehogs ask questions like: 1) What can you be the best in the world at? 2) What drives your economic engine and 3) What are you deeply passionate about? And he underscores that "the Hedgehog Concept is not a goal, a strategy, or intention; it is an understanding."

That's one reason to read *Good to Great* – not to land on a new and faddish management method but rather a series of provocative findings and questions that aim at understanding the old fashioned way – with humility and the patience of a hedgehog.

You can find *Good to Great* at [www.amazon.com](http://www.amazon.com)

Patrick Marx



Fall 2004

## A New Leader?

"*Social entrepreneur* is a new term, much in the news today. Social entrepreneurs are individuals who approach a social problem with entrepreneurial spirit and business acumen. Whereas business entrepreneurs create businesses, social entrepreneurs create change.

"Social entrepreneurs are not new, but they are unusual: in terms of their compelling personal histories, their distinctive profile of beliefs, and their impressive accomplishments in the face of odds...they are taking on issues and populations that governments either can't or won't tackle."

Lynn Barendsen and Howard Gardner



August 27, 2004

In early September, Jim Hoolihan conducted a Community Conversation in Brainerd from which the Dispatch raised the question: "What did Brainerd leaders suggest they need from the Foundation?" The response: "Help on methamphetamines and economic development.

"Surprisingly, they go hand in hand, if you believe the reasoning of Lucy Nesheim (BCLP '89), a member of the Brainerd City Council. "To her, the area's resources that could be going to providing help in economic development and other community needs are being tapped by the meth battle."

Said Nesheim: "This money that is being drained away by the meth problem could be used for other capital needs."

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FOR THE LATEST FOUNDATION NEWS

# Community Close-up

## Mine pits to lakeshore—Where vision spells opportunity

Say “mine pit” and many images come to mind, but probably not a lake. That’s exactly what Doug Hildenbrand and the Central Iron Range Initiative (CIRI) see — recreational lakes stocked with sport fish and landscaped shorelines dotted with homes and business parks.

The April 2004 edition of Duluth-based, BusinessNorth reported: “The Initiative is working on a long list of projects to improve the quality of life and develop new businesses on the Central Range. While the mine pit project is only one of them, it’s the one that ties together many of the group’s goals — post-taconite economic development, strategic infrastructure planning, and positioning the Iron Range as a leisure and tourism destination.”

Lofty goals, especially in an area with a long history of division and personal differences.

Much of CIRI’s success comes from having all the stakeholders at the table and the realization that they’re stronger as a group than as individuals.

Hildenbrand says CIRI is a forum that’s open to all area residents and organizations: “The organization is not top down but linear – if you come to the monthly meeting you’re a member and if you’re a member you get to vote. CIRI members decide the focus and priorities of the organization.”

CIRI started three years ago with a few Blandin Leadership alums, the Hibbing Chamber of Commerce, Chisholm Economic Development Authority and Balkan Township Board, in an attempt to try to turn around economic conditions. Today more than 30 BCLP alums are involved in CIRI projects.

Their activity to date is not going unrecognized.

### Kudos to the CIRI BCLP Alums

Shawn Anderson ('04), Mary Brandt ('04), John Chell ('04), Dave Clusiau ('96), Roberta Collins ('04), Paul Dwyer ('04), John Fedo ('96), Amy Rice ('96), Brian Hiti ('95), Cheri Short ('04), Dave Maki ('04), Lory Fedo ('96), Mark Gardeski ('99), Doug Hildenbrand ('96), Pat Ives ('90), Thomas Jamar ('87), Debra Jensen ('96), Pamela Kne Joffe ('04), Larry Killien ('04), Kaye Krtnich ('90), Tony Kuznick ('90), Mary Mathews ('90), Duane Northagen ('99), Steve Raukar ('90), Shelley Robinson ('96), Joe Sertich ('96), Ken Simberg ('90), Mary Somnis ('97), James Splitt ('04), Victoria Tuskan ('04), Michael Valentini ('96), James Varichak ('99), Lisa Vesel ('04)

In June 2004, the Blandin Foundation awarded CIRI a \$60,000 *Community Economic Advantage* grant to mobilize stakeholders and maintain momentum on citizen action teams. And CIRI has requested \$1.2 million in bonding money to fund its plans, including the mine pit project, which has the backing of David Tomassoni (DFL-Chisholm) and Rep. Tony Sertich (DFL-Chisholm).

“We are starting to evolve,” says Hildenbrand. “With the mining companies actually at the table, they’re going back home and coming to us with ideas. It’s very much a cooperative idea. I think with the DNR and mining companies at the table, we’re actually starting to talk more openly.” That’s real progress.

To learn more about CIRI, call Doug Hildenbrand at Architectural Resources, 218.263.6868.



CIRI’s land planning group is taking the lead on securing dollars and preparing plans to create lakeshore instead of traditional pits. The mine pit project began as the vision of U.S. Steel Corp.’s Minntac mine, to leave behind a positive legacy on the Central Range. The vision was moved forward by the Laurentian Vision Partnership.

Send your "Alums in Action" news to: [blplant@blandinfoundation.org](mailto:blplant@blandinfoundation.org)

## Hamilton named Blandin Foundation Trustee



**James Hamilton**, Director of Human Services at Swift & Company in Worthington has been named to the Blandin Foundation Board of Trustees.

James Hamilton

Hamilton, a Worthington resident, joined Swift & Company in 1996, and was named human resources director for the 1,900 employee meat processing plant in September 2003.

He is a 1999 alum of the Blandin Community Leadership Program (BCLP), is involved with the Foundation's Partners-in-Leadership Program and its Worthington-area Community Advantage Leadership Program (CALP).

## Petite receives Bush Fellowship

In May 2004, **Patricia Petite** (BCLP '95) received a Bush Fellowship in support of full-time study in academic or self-designed educational programs.

In a news release issued by the Bush Foundation, Petite said, "My goal is to leave a legacy of education to my children and beyond."

According to Bush, Petite will use the Fellowship to complete an Ed.D. in higher education policy and administration from the Leadership Academy at the University

of Minnesota. Her goal is to become a leader in higher education and help improve the educational experiences for Native American children.

Petite is the director of Head Start for the Fond du Lac Reservation, and is a member of the Fond du Lac Band of Lake Superior Chippewa.

## Pumarlo joins Minnesota Chamber Staff

**Jim Pumarlo** (BCLP '97) started in July as director of communications for the Minnesota Chamber of Commerce. He lives in Red Wing and commutes to work in St. Paul.

He is no stranger to the Chamber, Jim served on the Board of Directors from 1997-2002. And, he is no stranger to communications and community.

Jim was the long-time and distinguished editor of the Red Wing Republican Eagle serving from 1982 through December 2003 and continues to be active with the Minnesota Newspaper Association (MNA) and a faculty member for the Minnesota Newspaper Foundation, the training and education arm of the MNA.

Jim participated in two BCLP advanced leadership training programs: "Academy for Advancing Community" in 1999 and "Academy for Advancing Community: Decision-making for Healthy Community" in 2001.

He's currently writing a book, "Bad News and Good Judgment: A Guide to Reporting on Sensitive Issues in Small-Town Newspapers," which is scheduled for publication in 2005.

## Vizenor elected Chair of White Earth Reservation

When **Erma Vizenor** (Reservation Program '03) took office in July, she made history by becoming the first ever Chairwoman of the White Earth Ojibwe Nation.

During an MPR interview Vizenor said, "I'm so excited that I'm the first woman chair of the tribe. I just pray I'll live up to the example that I will be to young girls and children."



Erma Vizenor

## Edin joins Women's Foundation of Minnesota Board

**Gloria Edin** (BCLP '01) of Staples recently joined the Board of Trustees of the Women's Foundation of Minnesota (WFM).

According to WFM, Edin most recently worked as Hispanic liaison for Todd County, Minnesota. She has been a member of WFM's girlsBEST Advisory Committee since 2002.

In 2002 Edin received a Bush Foundation Fellowship and entered Hamline University Law School. She serves on the boards of the Initiative Foundation and the Staples Community Foundation.



Gloria Edin

## Krile from page 2

CL: After you've gathered all this information what will be the next step?

JK: We will compile it all and recommend alternative scenarios for consideration by the Foundation's Board of Trustees. These scenarios will also take into account the most effective ways to align Leadership, Public Policy and Engagement and Grant Making to make their efforts mutually reinforcing.

It's my goal that when I turn over the keys to the next Director, we'll have positioned the programs to have an even greater impact on the individuals, institutions and communities that we serve.



## Calling all communities...

Is your community committed to bringing home the benefits of increased use of broadband-based technologies?

Blandin Foundation is seeking communities to participate in the "Get Broadband - Keeping Communities Competitive" grant program. Participating communities will receive up to \$15,000 in grant funds, a broadband community education "toolkit" and project management assistance.

To qualify, communities must be located outside the seven-county metro area; demonstrate local leadership commitment to increasing the use of broadband and demonstrate a one-to-one local match for requested funding, which may include in-kind support.

For additional information about this opportunity, visit:

[http://www.blandinfoundation.org/html/public\\_broadband.cfm](http://www.blandinfoundation.org/html/public_broadband.cfm)

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### **It all starts with you and your community**

We deliver programs only in communities where we are invited. In addition to our core community leadership program, we are currently recruiting for:

**Partners-in-Leadership:** A program partnering BCLP alumni and new and emerging immigrant leaders to broaden networks and create more inclusive communities.

**Blandin Healthcare Leadership Program:** Works closely to utilize the Balanced Scorecard and strengthen community relations.

**Blandin Education Leadership Program:** Meets the leadership needs of K-12 rural school districts.

Please contact Malissa Bahr  
877-882-2257  
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for more information



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## Recruitment Spotlight

The BCLP fall retreat season is underway. This fall we will be serving four community cohorts from across the state:

- ❖ Morris
- ❖ Cannon Falls, Randolph & Zumbrota
- ❖ Reservation Communities: Leech Lake, Lower Sioux, Mille Lacs & Upper Sioux
- ❖ Itasca Area

The program's success is not just the hard work and dedication of the participants during the retreat and workshops, but also all the community leaders who worked hard to get them there.

A huge thank you to folks who are taking time out of their busy schedules to participate in BCLP, and to all the community leaders who helped with the recruitment process.

**“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”**

**John Quincy Adams**



**Malissa Bahr**

### **An invitation to share your BCLP story**

As I travel around the state recruiting for the leadership programs, I often come across stories about the impact BCLP has had on individuals and the

benefit it has been to their communities. These stories are what compel your fellow community leaders to apply for the program.

I would like to encourage anyone or group of persons who have a BCLP story to contact me and share your experience. This is a way to document the impact of the program across rural Minnesota, and also a way to talk about your community's success.

Please feel free to contact me at 877.882.2257 or [mjbahr@blandinfoundation.org](mailto:mjbahr@blandinfoundation.org).

**Leadership: You have to do it yourself, but you can't do it alone.**