

HEIDRICK & STRUGGLES

Organization Position & Person Profile



National Association of REALTORS®

Chief Executive Officer

2017



Heidrick & Struggles advises the organization on the basis of an exclusive consulting assignment. The following details are for your personal information and should be kept confidential.

About NAR

The National Association of REALTORS® (“NAR”) is America's largest trade association, representing over 1.2 million members, including NAR's institutes, societies, and councils, involved in all aspects of the residential and commercial real estate industries.

NAR’s membership is composed of residential and commercial REALTORS® who are brokers, salespeople, property managers, appraisers, counselors, and others engaged in the real estate industry. Members belong to one or more of approximately 1,300 local associations/boards and 54 state and territory associations of REALTORS®.

The term REALTOR® is a registered collective membership mark that identifies a real estate professional who is a member of the National Association of REALTORS® and subscribes to its strict Code of Ethics.

Working for America's property owners, the National Association of REALTORS® provides a facility for professional development, research, and exchange of information among its members and to the public and government for the purpose of preserving the free enterprise system and the right to own real property.

The National Association of REALTORS® strives to be the collective force influencing and shaping the real estate industry. It seeks to be the leading advocate of the right to own, use, and transfer real property; the acknowledged leader in developing standards for efficient, effective, and ethical real estate business practices; and valued by highly skilled real estate professionals and viewed by them as crucial to their success.

The Association became the largest trade association in the United States in the early 1970s, with over 400,000 members. Today, the National Association of REALTORS® has over 1.2 million members and annual revenues of over \$200 million.

Each year, the National Association of REALTORS® Strategic Planning Committee updates its Strategic Plan to reflect the critical challenges and emerging opportunities that the association and the real estate industry will confront during the next three to five years. NAR’s current Strategic Plan is available [here](#).

Website: <https://www.nar.realtor/>

The Position

Position Title: Chief Executive Officer

Headquarters: Chicago, Illinois

Reporting to the President and the Board of Directors, the Chief Executive Officer will serve as NAR's lead staff member and oversee annual revenues of over \$200 million. This role has significant strategic and externally focused responsibilities, including serving as a public face of the organization.

The Search Committee seeks an executive with exceptional interpersonal skills as well as business and financial acumen to navigate NAR's large and complex structure. She or he will arrive ready to help NAR tackle the trends, challenges and opportunities facing the real estate industry. These areas include, but are not limited to: the legislative landscape, including tax reform and advocacy components focusing on consumer and REALTOR® engagement; disruptive technology influences; growth of the NAR brand and the professionalism of its membership; communication within and between levels of the association; and maintaining the relevance of the association, the industry and its membership.

NAR is open to candidates both from inside and outside of the real estate industry. Of utmost importance is experience running a large and diverse organization in an industry evolving at an accelerated pace of change. The successful CEO candidate will help formulate and drive NAR's strategic agenda and priorities. She or he must have direct experience managing significant P&L operations and advocacy efforts; proven success interacting with a strategic Leadership Team and a large, broad based Board of Directors; and the ability to recruit and retain a high performing, diverse staff. She or he will also demonstrate success in managing technology and social media.

It is likely that the successful candidates will have strong prior experience leading a significant trade association, professional society, or other large and multipart business. Qualified candidates will likely possess a minimum of 15 years of relevant experience with at least ten years in executive positions.

Specific Responsibilities

- In partnership with the Leadership Team and Board of Directors, NAR's Chief Executive Officer will provide strategic leadership, a visionary future focus, and an energetic and transparent approach to decision-making and goal-setting. She or he will directly supervise the senior management team and, indirectly, the NAR and subsidiary staff in its entirety.
- The Chief Executive Officer must possess knowledge of current challenges facing membership organizations and/or association management and the broader corporate community. She or he will be well-networked and balance her or his time between serving as an external representative and a spokesperson for the organization, board partner, and as an internal leader to senior leaders and staff. She or he will acknowledge the diverse real estate industry landscape and thrive on the challenge to unify the culture of this large, complex organization.
- The Chief Executive Officer will have responsibility for NAR's staff of 335 people and employ goal setting and budget management in concert with the overall strategic plan. In addition, the Chief Executive Officer will carry out supervisory responsibilities in accordance with the organization's policies and applicable laws.

Additional essential duties and responsibilities include the following:

- Set a tone of trust, partnership and inclusion with the Board by being visible and accessible and ensuring that NAR functions well across all levels. Implement models of best practice in governance. Listen and facilitate communication and effective decision-making among staff, committees, industry leading brokers and firms, local and state leaders and other constituents as appropriate.
- Solicit input from staff and member constituencies, foster dialogue and collaboratively make decisions regarding NAR's current and future challenges, including: focusing on openness, innovation, and reinvention; advocating public policies to advance the industry; being the most comprehensive, reliable and accessible industry data source; ensuring member engagement and participation; and shaping the future of residential and commercial mortgage financing.

- Raise visibility and awareness for the value of the REALTOR® profession, ensuring that NAR is “at the head of the table” in regulatory and policy discussions at the local and national level.
- Clearly illuminate and advocate for the value-add of NAR membership to all members of the association
- Guide conversations surrounding NAR’s growth priorities with regard to its portfolio of products and services including business-focused content, research, trusted data, and educational opportunities.
- Demonstrate a strong commitment to staff development and best practice in team management; exercise the authority to hire, direct, coordinate, and evaluate a high quality professional staff.
- Seek to understand the priorities of NAR local associations/boards and state/territory associations of REALTORS®, while moving toward a stronger more vibrant professional community structure at NAR.
- Maintain a healthy mix of dues and non-dues income while controlling expenses. Directly oversee the Association’s reserves and ensure investment policies are fully complied with and NAR remains fiscally healthy.

The Person

Qualifications & Experience

The ideal candidate is a visionary, highly intelligent, deeply committed and talented leader who listens aggressively and leads collaboratively. She or he will be an innovative leader who is passionate about her or his industry and will translate that passion into the real estate industry.

She or he must be willing to learn about the current and future issues facing REALTORS®, particularly those issues most important to NAR’s membership. The successful candidate must be highly credible in a wide variety of settings with strong executive presence and outstanding public speaking and presentation skills. She or he must be a politically savvy consensus-builder capable of treating all issues and the organization’s diverse constituents equally.

The successful candidate will have the following experience and qualifications:

- Fifteen or more years of relevant experience as a chief executive or senior level staff leader managing people or complex services including, but not limited to, experience in trade associations or professional societies.
- Outstanding leadership, strategic planning, business development and interpersonal skills as well as the financial acumen and drive to partner with NAR's Leadership Team and Board of Directors in implementing change at strategic and operational levels to position the organization for the future.
- Expertise with alliance, partnership and relationship building in diverse organizations.
- An inclusive leader with an approachable and motivational style in managing and empowering an extremely qualified staff to accomplish organizational goals. This executive must also be able to leverage volunteer, staff and financial resources to further the mission of the organization.
- Ability to travel frequently and represent NAR through relationship building, collaboration, and public speaking.
- A Bachelor's degree from a four-year college or university is required, with an advanced degree preferred.

Leadership Management & Behavioral Competencies

The following are key competencies required for this role:

- ***Influence and Relationship Building*** – This individual must be a highly collegial and passionate leader with an exceptional ability to ask questions, listen, and reach consensus regarding the challenges facing NAR. This individual must also possess the human, emotional, and intellectual qualities that earn the respect of the NAR Leadership Team, Board of Directors, membership, staff, business partners, and other constituencies.
- ***Collaboration and Decisiveness*** – The successful candidate will demonstrate firmness in decision making while carefully assessing the facts of a situation and weighing alternatives. She or he must be able to collaborate with the Leadership Team and the Board of Directors in prioritizing and leading strategic and operational decisions that will best achieve the goals of NAR.
- ***Negotiating and Navigating*** – This individual must be an effective problem solver with well-developed and finely honed strategic, business development, and negotiating skills as well as the

ability to be a persuasive advocate on behalf of REALTORS®. She or he must also be able to manage constituencies with differing/divergent perspectives while maintaining staff, member, and volunteer engagement and commitment.

- ***Strategy and Execution*** – The individual must possess a strong intellect and capacity for strategy and vision, and must also be highly disciplined in prioritization, execution, process management, and leadership. She or he will thrive on partnering with others to anticipate challenges and implement new ideas.
- ***Change and Innovation*** – This individual must be a forward thinker who inspires a culture of change and innovation while remaining respectful of, and maintaining successful elements of, current and previous priorities of NAR. She or he will convey NAR's strategic priorities and innovative ideas in a way that generates support for the shared goal of increased performance and relevance of NAR.
- ***Integrity*** – The Chief Executive Officer must possess self-awareness, lead with enthusiasm and dynamism, and demonstrate exceptional personal integrity and diplomacy in setting high standards for personal and professional behavior.

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