



**PRESIDENT/CEO OPPORTUNITY WITH A NEW HAMPSHIRE REAL ESTATE DEVELOPMENT, ASSET, AND PROPERTY MANAGEMENT COMPANY PROVIDING A FULL SPECTRUM OF COMMERCIAL/RESIDENTIAL SERVICES.**

**The Hodges Companies**  
Concord, NH  
hodgescompanies.com

**TITLE.**

**President/Chief Executive Officer.**

**REPORTING RELATIONSHIPS.**

Reports to the Board of Directors of a second-generation family business supported by an external advisory committee.

Reporting to this position: Chief Financial Officer, Facilities Manager, Senior Property Manager, Director of Operations, and Vice President responsible for oversight of the Affordable Housing Department, HR Manager, Commercial Properties and Fee Management Department.

**NUMBER OF EMPLOYEES.**

80

**LOCATION.**

Headquarters in Concord, NH with operations in the NH region.

**LEADERSHIP CHALLENGE.**

Successful Second-Generation Family Business with a positive history of having a non-family CEO. The mission is to position The Hodges Companies for continued growth in

an evolving real estate sector while respecting the founder's vision of growth for the benefit of employees, family, and residents.

### **CURRENT SITUATION.**

In 1969, David A. Hodges, Sr. created a real estate development company in New Hampshire. At the time, Concord, NH was the State Capital but much less developed than it is today. He was willing to try something new and to take risks.

Much of his vision succeeded. That vision included providing full spectrum real estate services while most competitors focused on one area, e.g., commercial construction or residential leasing, etc.

The Hodges Companies has become a real estate development and property management company serving both residential and commercial sectors. Today, The Hodges Companies owns over 1,000 residential units and over 100,000 square feet of commercial property.

The spectrum ranges from acquiring land, building property, leasing/rental, and property maintenance. Trusted and respected within the New Hampshire real estate sector, The Hodges Companies now also provides property management services for other conventional and affordable housing residential real estate owners. In addition, Hodges provides financial management services to manufactured housing cooperatives.

The President/CEO of the Hodges Companies is the corporate external symbol will be perceived as a trustworthy, positive force within the New Hampshire real estate community.

### **SEIZING OPPORTUNITIES WHILE RESPECTING TRADITIONS.**

The founder's vision of The Hodges Companies serving both commercial and residential sectors creates unique opportunities. In response to the rise of virtual offices, some commercial buildings are being considered for the potential to be repositioned for residential use. Should this impact the region, The Hodges Companies is uniquely suited for taking advantage of this transition.

Along with opportunities for change, The Hodges Companies has maintained a philosophy that the Board of Directors intends to respect. One philosophy is that growth should be for the benefit of family, employees, clients, and residents. Growth should not be at the expense of the interests of key stakeholders.

A second important philosophy is the Hodges Companies' culture of collaboration. The President/CEO does not "drive" strategy in isolation. The leader facilitates discussion. The company also engages in Skip Level meetings to ensure employees know their concerns are being heard.

**BEING A NON-FAMILY PRESIDENT/IN A FAMILY BUSINESS.**

It is not uncommon for family businesses to experience stress in the transition from founder to next generation. The Hodges Companies was no exception. After the death of David A. Hodges, Sr., a non-family President/CEO was selected, and an external business advisory body was created to assist the Board of Directors. Ownership developed into various trusts to benefit the shareholders.

The retirement of the non-family President/CEO has created this opportunity.

**COMPENSATION.**

Competitive base salary, bonus, and benefits. Relocation assistance can be provided.

**ACCOUNTABILITIES.**

Lead and ultimately recommend to the Board of Directors a strategy that balances respect for the Founder's vision with the new opportunities of tomorrow's real estate environment.

Continue The Hodges Companies' reputation as a trustworthy and competent force within the New Hampshire real estate community through leadership in key trade and professional associations.

Evaluate the company's financial, operational, sales, and marketing structures to plan for continual improvements and efficiencies. This shall also consider organizational and departmental structures.

A competent and customer-centric business where finance and operations are working towards growth objectives.

Ensuring capital requirements necessary to achieve business goals.

Compliance with appropriate Federal, State, and local regulatory /legal requirements.

Ability to listen to differing perspectives and to express empathy. In the end, however, the CEO is the "Decider," subject to the Board of Directors' review.

A competent and motivated workforce qualified to meet customer needs and empowered to make decisions within clearly defined limits.

A company that values participative decision-making and data-driven decisions.

A customer-centric culture where employees have clearly defined authority and are held accountable.

**SUCCESSFUL CANDIDATES WILL HAVE THE FOLLOWING KNOWLEDGE, SKILLS, AND ABILITIES.**

Experience in construction and/or real estate, including project management, and asset and property management for both commercial and multifamily properties.

Experience as CEO, COO, or an operationally involved CFO.

References will describe the successful candidate as trustworthy and will be able to generate stories to illustrate it.

References will describe the candidate as someone who recognizes the value of being with customers, employees, and prospects.

References will describe the candidate as someone who listens well but ultimately is not afraid to make challenging decisions in consultation with the Board of Directors.

Experience with the dynamics of a family business is a plus.

References will describe the person as someone who is open to new ideas.

**THIS IS A RETAINED SEARCH. COMPETENT AND CURIOUS CANDIDATES CAN US CONFIDENTIALLY.**

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