



KEY QUALITIES FOR SEATTLE HOUSING AUTHORITY'S EXECUTIVE DIRECTOR

FEBRUARY 2012 **

Visionary Thinking

- Has a clear vision for the future of the Seattle Housing Authority
- Comes up with fresh perspectives and innovative ideas
- Recognizes when it is time to shift strategic direction
- Willing to work with the Commissioners, elected officials and others to enhance the agency's role in building partnerships with other organizations to address housing issues and concerns of the community

Financial Perspective and Acumen

- Extensive financial experience
- Uses financial analyses to evaluate strategic choices and options
- Recognizes the need for additional sources of revenue
- Knows how to manage with less under financial duress
- Understands and is prepared to address the impact of local, state and federal trends on the Seattle Housing Authority's plans and growth with the decline of subsidies
- Understands balance between serving core population and garnering resources

Strategic Planning and Knowledge

- Knowledgeable about HUD's challenging policy and fiscal realities
- Will turn broad strategies into clear objectives and practical action plans
- Sees next steps and how to get there involving all departments
- Able to partner with Commissioners, elected officials, other housing authorities, non-profit housing developers, labor, property management firms, community, tenants, and others to develop and implement short and long term plans for affordable housing

Leadership Qualities

- Able to communicate vision to employees, residents and other constituents
- Adjusts leadership style to meet the needs of different individuals and teams
- Has courage and is adaptable to change
- Is an advocate for low-income issues
- Takes reasonable risks
- Exhibits visible leadership
- Politically savvy
- Able to partner with others in the community
- Challenges status-quo thinking and assumptions
- Knowledge of local political environment

Management Skills

- Comfortable with a strong management team
- Works to have staff represent the community that is being served

- Culturally competent and committed to all types of diversity
- Involves himself/herself in the community
- Creatively develops alternatives to solve problems
- Models the agency's values
- Promotes collaboration across the agency
- Maintains high standards of personal integrity and ethics
- Establishes open, candid and trusting relationships
- Works effectively with labor unions

Communication Skills

- Exceptional people skills to ensure open communication to all and from all
- Articulate
- Able to relate successfully to a diverse audience of community, elected officials, residents, etc.
- Able to deliver both positive and negative information when required and on a timely basis
- Encourages others to express views, even if contrary
- Delivers clear and well-organized presentations
- Delivers a clear and compelling message about SHA's mission to all staff
- Promotes and projects a positive image of the Seattle Housing Authority with elected officials, community, and all customers
- Negotiates skillfully to get the best results possible

Confidence

- Conveys a commitment and follow through to understanding and doing what is best for both residents and employees
- Copes effectively with political stress, pressure, challenges and realities
- Brings a fresh outlook
- Displays strong leadership skills
- Appraises own strengths and weaknesses and pursues continuous learning and self-development.
- Works to re-enforce and build trust with the Commissioners, staff, residents and key stakeholders in the housing community
- Integrates and ensures collaboration across functions and departments

Commitment to Low-Income Housing

- Passionate about providing low-income housing
- Identifies as a champion for the needs of low-income people
- Able to work with political system to educate on the importance of low-income housing
- Committed to protecting tenant rights
- Willing to work with tenant organizations, such as RAC or JPAC
- Has appreciation of the issues facing low-income people

*** Note: First developed in June, 2003 through eight community focus groups and revised by SHA Commissioners in February 2012; revised in March 2012 after community input.*