

Herbert A. Marlowe, Jr.

Education: Ph.D. University of Florida, 1984

Professional Background: Herb is a professional strategic planner and facilitator with extensive training and experience in a wide range of settings. While the term “strategic planning facilitator” may be used by anyone since it is an unregulated term, it is a distinctive field of study and profession. Herb began his career as a strategic planner while in the U.S. Navy when he was selected as one member of a 24 person team charged with developing a 25 year strategic plan under the direction of the Chief of Naval Operations, Admiral Elmo Zumwalt. As a member of this team he received extensive training in the fields of strategy and process consultation by some of the leading consultants in the field. Upon completing his naval service, including service in Vietnam, he entered graduate school at the University of Florida (UF).

While completing his doctoral work at UF, he did extensive coursework in various disciplines each of which enhanced his ability to provide high level strategic planning and facilitation services. This included counseling training which honed his listening and framing skills; classes in group-work technique which built his ability to assist a group in problem-solving and decision-making; anthropology courses which developed his observational and qualitative data skills, organizational theory and organizational development courses which built his skills in organizational processes and advanced statistical courses which developed his capacity to interpret data sets for decision-makers. He completed his doctoral dissertation on social intelligence (i.e. the ability to work effectively with others), which was published in one of the field’s premier peer-reviewed journals.

While writing his dissertation he was employed as the Florida Mental Health Institute, University of S. Florida where he led an organizational and system change project that instituted a new therapeutic model for mental health services. This project required extensive facilitation work as well as organizational development services to build support for and skill in the new approach. Upon award of his Ph.D. he took a series of positions at the University of Florida which gave him consulting privileges where he established Analytica in 1987. Having built his consulting practice to the point where a full-time commitment to consulting was feasible, he began a full-time practice in 1991. Since that time he has provided strategic planning, process facilitation and other organizational development services to a wide range and number of public and third sector clients.

Herb has continued to refine and improve his skills as a strategic planner and process consultant. He regularly publishes in peer-review and professional journals and presents at conferences. He has most recently published or presented on the topics of effective public participation, facilitating the development of public management networks and the development of integrated management systems as a tool to implement and manage strategic plans. His publications have appeared in such journals as State and Local Government Review, Journal of Correctional Psychology, Journal of Managerial Psychology, Psycho-social Rehabilitation Journal, Journal of Educational Psychology, Public Manager, Public Productivity and Management Review, Evaluation Review, ICMA IQ reports, and the American

Water Works Association Journal. His article on strategy and organizational change was selected as one of the thirty most significant articles of the last thirty years in public administration

Herb is highly conversant with public sector topics and perspectives. With over thirty years of consulting experience, Herb has facilitated meetings and longer term processes on a broad range of topics in a wide number of public policy fields including: agriculture, health, mental health, human services, transportation, community redevelopment, economic development, downtown redevelopment, law enforcement and criminal justice, school readiness, after-school programming, library services, recreation and culture, public utilities, tourism, race and cultural relations, and environmental issues.

In addition to his strategic planning work he has provided process consultation and organizational development services for public sector entities on topics such organizational re-structuring, succession planning, business planning, compensation and staffing studies, outcome and impact evaluation, customer satisfaction studies, stakeholder studies, and process redesign projects. In each of these areas he has applied his particular skills to assist groups to analyze the issue, develop alternatives, and prioritize an action plan to move forward toward some shared goal.