

Howard Sargent

**Executive Vice President / Chief Engineer
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Howard Sargent, seminar leader and the author of Fishbowl Management: A Participative Approach to Systematic Management and articles on management, is a management consultant with extensive executive, staff and *training* experience in government and business. In government, he was in charge of strategic planning and management control offices in Washington, was chief planning advisor in Turkey, and headed a 850-person public works district in Washington, Idaho, and Montana. (In 1975, a Public Admini-
Review article identified Howard Sargent as playing a key role years previously in instituting a system, "fishbowl planning," which made that Pacific Northwest organization the "leading example" in public involvement in planning.

After heading one civil works district, he was brought to Washington as Executive Director, supervising 36 districts. Annual budget: \$1.6 billion.

} \$65 million annual budget; supervising over 20 contractors with 4,000 people. Plus planning for 15 future projects

A later job was Executive Director of Civil Works at the Washington headquarters of the 12 field divisions with 36 districts, after serving as deputy head of a large logistics organization that managed supply depots and repair facilities, rebuild plants, hospitals, ports and coastal shipping, facility construction, personnel service support, long-haul trucking, and petroleum tanks farms.

} Civil Works: 33,000 civil service employees (5,000 professional)

} 15,000 people

In the utility, he set up an MBO program for 75 planners and was the "csar" of computer programming priorities.

In business, he headed a management control office in a large public utility and was vice president, corporate planning in one of the top-3 insurance companies.

} 23,000 people

} 50,000 people (Metropolitan Life)

Other jobs include associate professor at West Point and a year as head of the organization and management staff at West Point and a year as head of the organization and management staff of the Blue Ribbon Defense Panel, a Presidential commission that investigated management in the Department of Defense. Howard Sargent has graduate degrees in engineering and business administration.

} Graduated ninth in class (1947) at USMA

} MS Cal Tech
MSBA Geo. Wash. Uni

Character references:

1. Chief of Engineers: Lt. Gen Joseph Bratton; Lt. Gen John Morris (previous)
2. Alexander Haig, former secretary of state
3. George Dell, Superior Court Judge, L.A.
4. Gilbert Maurier, Pres. Hearst Magazines, NYC.
5. William Lapsley, ret. Pres. Con Ed
6. Fred Danz, owner, SRO theater chain Los Angeles and Seattle
7. Don Henderson, Manager, Film Production WED Enterprises, Inc. (Disney)
8. Prank Borman, Pres. Eastern Air Li