

# STEVEN M. WORTH

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Steven Worth has extensive experience in assisting businesses, governments, and associations with their public affairs, government relations, and strategic planning needs. This includes serving as interim executive director of four international associations and designing and implementing strategies to create two world federations of nonprofit organizations, a global educational foundation, a national trade association, and numerous trade and political coalitions. Worth also created the Association International Market Development (AIMD) – a program designed to open opportunities within USAID and World Bank projects in developing nations for the education, training, and standards development resources of US-based associations.

In 1978, Worth founded and helped lead the international practice of Hill and Knowlton, what was then Washington's largest lobbying and public affairs firm. In this role he successfully assisted clients involved in unfair trade practice filings, including orchestrating political support through national grassroots efforts. He also represented non-U.S. industries and governments on U.S. and state government taxation and purchasing issues.

During this time, Worth provided government and communications counsel to companies in crisis including: nuclear power plant operators and chemical and pharmaceutical manufacturers on cases that received extensive media and federal government attention.

In 1986, Worth was named to head Hill and Knowlton's Brussels office. This was during the time when the European Communities were working to implement the Single Act, a process that led to the signing of the Treaty of Maastricht and the creation of the European Union. During this time, he represented European, U.S., and Japanese corporate interests on the development of European food and drug, and environmental safety standards. His work as public affairs consultant also took him to two former Communist countries in Eastern Europe for a variety of projects ranging from providing election campaigning counsel to support for governmental privatization efforts. By the end of his stay in Brussels, this consulting practice had grown to become the largest public affairs/government relations operation in Western Europe.

In 1990, Worth joined a small management team in New York City that organized and promoted the successful merger of what then was the third largest accounting/management consulting firm in the world—Deloitte Touche Tohmatsu. His responsibilities covered a wide variety of public affairs and communications consulting projects in 110 countries.

In the area of international trade and investment, Worth has combined his knowledge of government (both national government entities and multilateral lending agencies) financing and subsidized promotion programs with extensive marketing experience to assist both U.S. and non-U.S. corporations on a wide variety of cross border sales and investment projects. He has represented U.S. agricultural interests in the implementation of the North American

Free Trade Agreement (NAFTA) as well as a segment of the service industry in the negotiation of the Uruguay Round's General Agreement on Trade in Services (GATS).

Worth has authored over 100 published articles and two books on globalization and a variety of management topics. He is the author of *The Power of Partnership*, a book that uses a case study approach to study the best practices of organizations in forming strategic partnerships; and he is also the author of *The Association Guide to Going Global*, a comprehensive guide for associations coping with a global marketplace.

Worth has an advanced degree from the Sorbonne and l'Ecole des Sciences Politiques in Paris and an undergraduate degree from Georgetown University. He teaches part-time graduate level courses in international marketing, marketing management, and the marketing of services at Johns Hopkins University. He also teaches government relations and grassroots lobbying classes at the U.S. Chamber of Commerce Foundation's Institute for Organization Management.