

International Projects in I/O: Building Bridges with Cuba

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CUBA TRIP

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Why do an international project in I/O psychology?

Why Cuba?



Strategic Planning in Cuba

Barbara Patchen

Overview

- Context
- Assumptions
- Research Methodology
- Key Research Findings
- Beyond the Research...
- Take Aways and Tips



My Cuba Experience

Context:

- “Well traveled” graduate student
- Starting Organizational Development (OD) studies
- Passion for new cultural experiences

My Mission:

- Explore professional interests while traveling to an “unknown” world

My Study:

- Strategic planning in Cuba



Strategic Planning Assumptions

- Staple of Capitalism and 21st Century Management
- Used Primarily by Large Private Organizations
- Influenced by External Forces
 - Technology
 - Changing US Workforce
 - Fierce Competition

Research Question and Methodology

How does the strategic planning process take place in Cuban organizations and how may it be influenced by cultural factors (values, the economic structure in the country, history, etc.)?

Focus Groups

- *Proyecto Espiral* (Members and Leadership)

Individual Interviews

- HR Practitioner
- I/O Academics

Areas of Interest

- Prevalence
- Process
- Leadership
- Implementation
- Adoption



Key Findings

- **Prevalence**

- Commonly Used
- Same Literature is Taught and Referenced
- Motivated by External Environment (e.g., Policy Change)

- **Process**

- SWOT, Mission, Vision, Values, Action Planning

- **Leadership**

- Leadership Roles Assumed by the Formally Educated
- Participatory Leadership Present and Essential

- **Implementation and Adoption**

- Challenges with Structured Process Adoption

Beyond this Research...

Our field is relevant, exciting, and applicable outside of the office...

Curiosity and open-mindedness leads to learning and growth...

Applicable I/O Concepts:

- Systems Thinking
- OD Interventions
- Participatory Leadership
- Motivation Theory



Self-Employment in Cuba

Tracy Benton

International Background

- Travel
- Knowledge of Cuba and Cuban Culture



The background of the slide is a photograph of an artist's workspace. It features a wooden palette covered in various colors of paint, including green, yellow, and blue. Several paintbrushes are scattered around the palette, some with paint on their bristles. In the upper left corner, there are some books or boxes with the word 'ROBAINA' visible. The overall scene is artistic and creative.

Background

- Self-employment allowed since 1990s
 - Paladars
 - Craftsmen/Artists
- September 2010 – self-employment broadened
 - Licenses required
 - 75,000 licenses issued between Oct. 2010 and Jan 2011

Method

- 12 participants
- Verbal consent for participation
- 8-question questionnaire translated via interpreter
- Responses translated and written
- Chi Square analysis – non significant

Responses

- 58% economic motivation
- 50% no employees
- 67% prefer to work for themselves
- 83% families approved of work

Detailed Examination

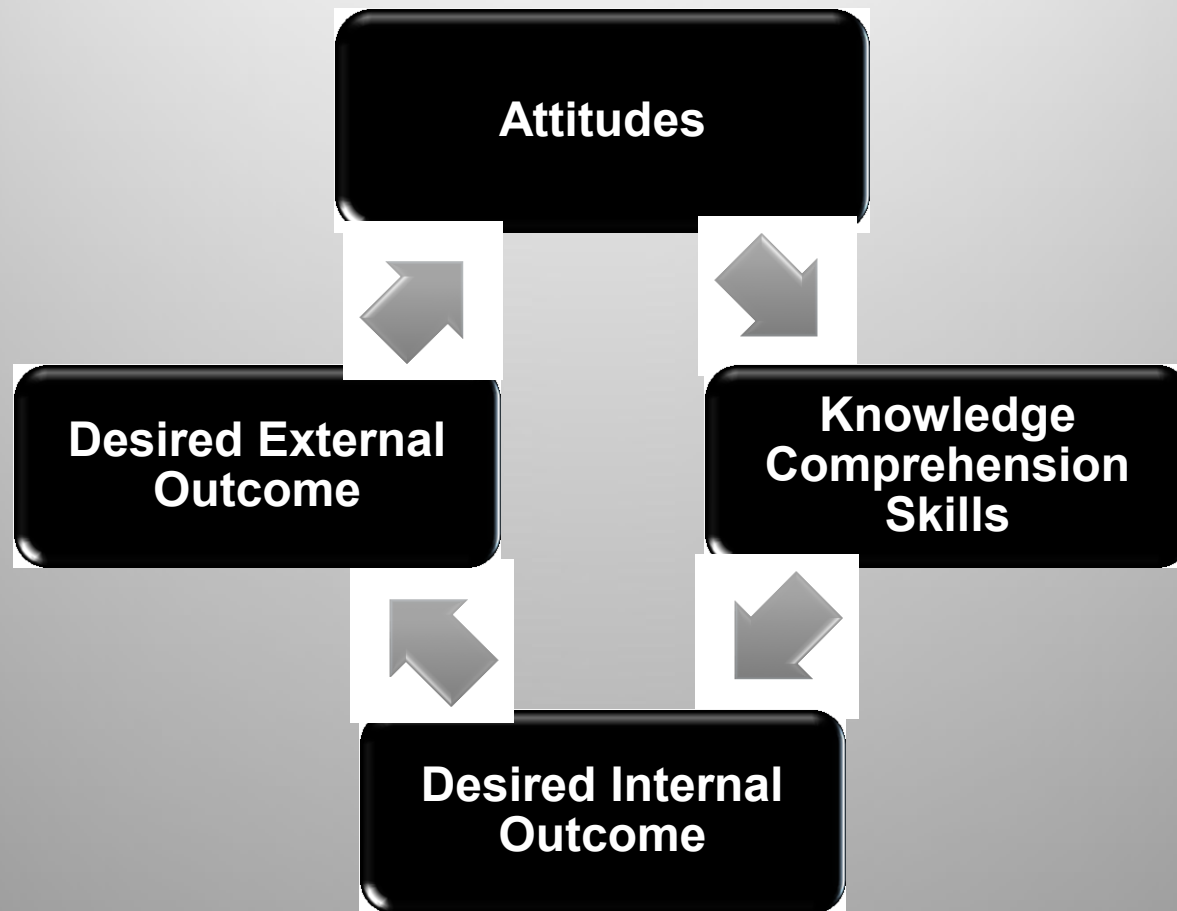
- Primary challenge: finding and keeping customers
- Success factor: quality
- Final Take-Away: optimism about self-employment

Developing Intercultural Competence

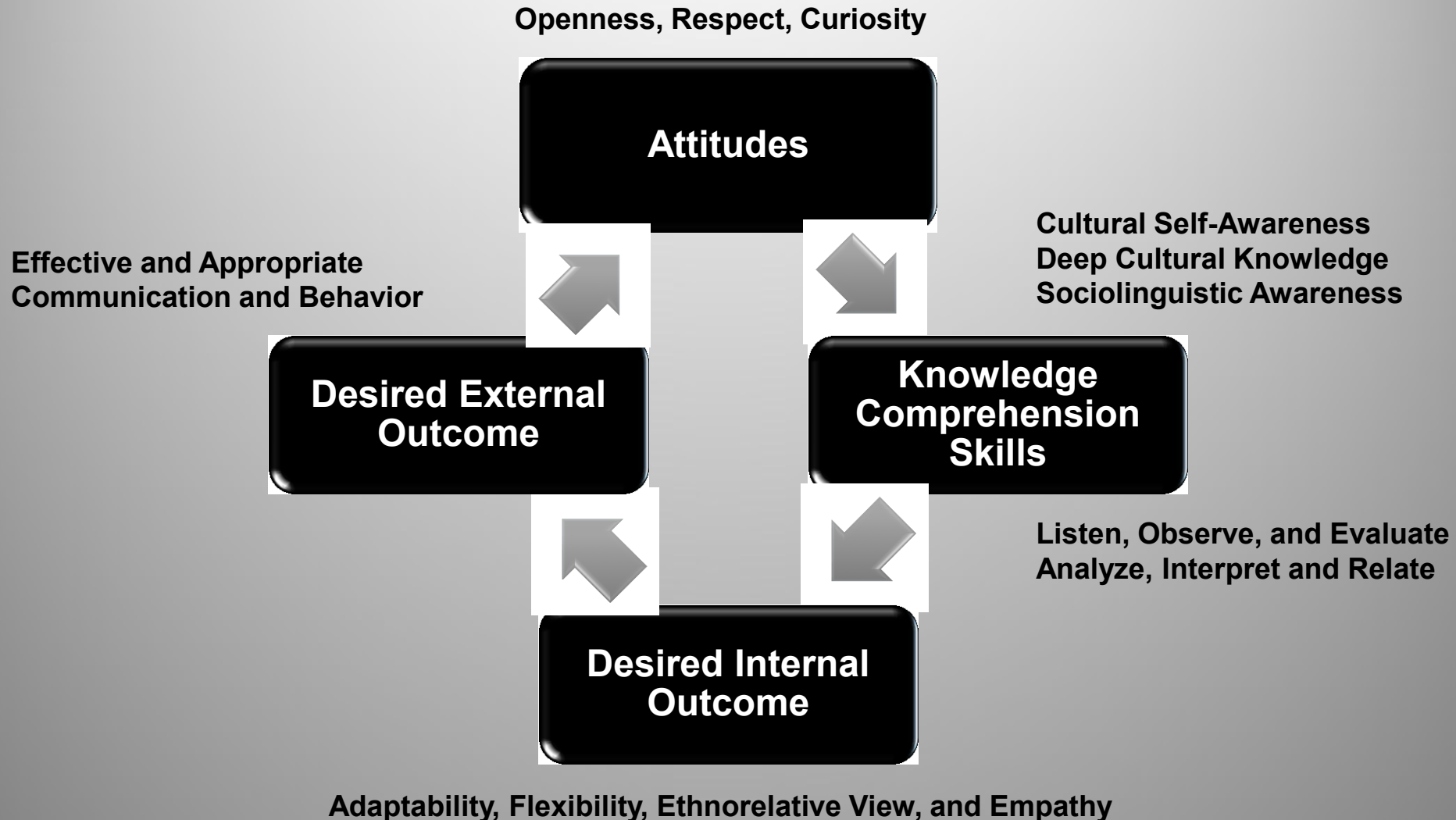
Richard Moffett



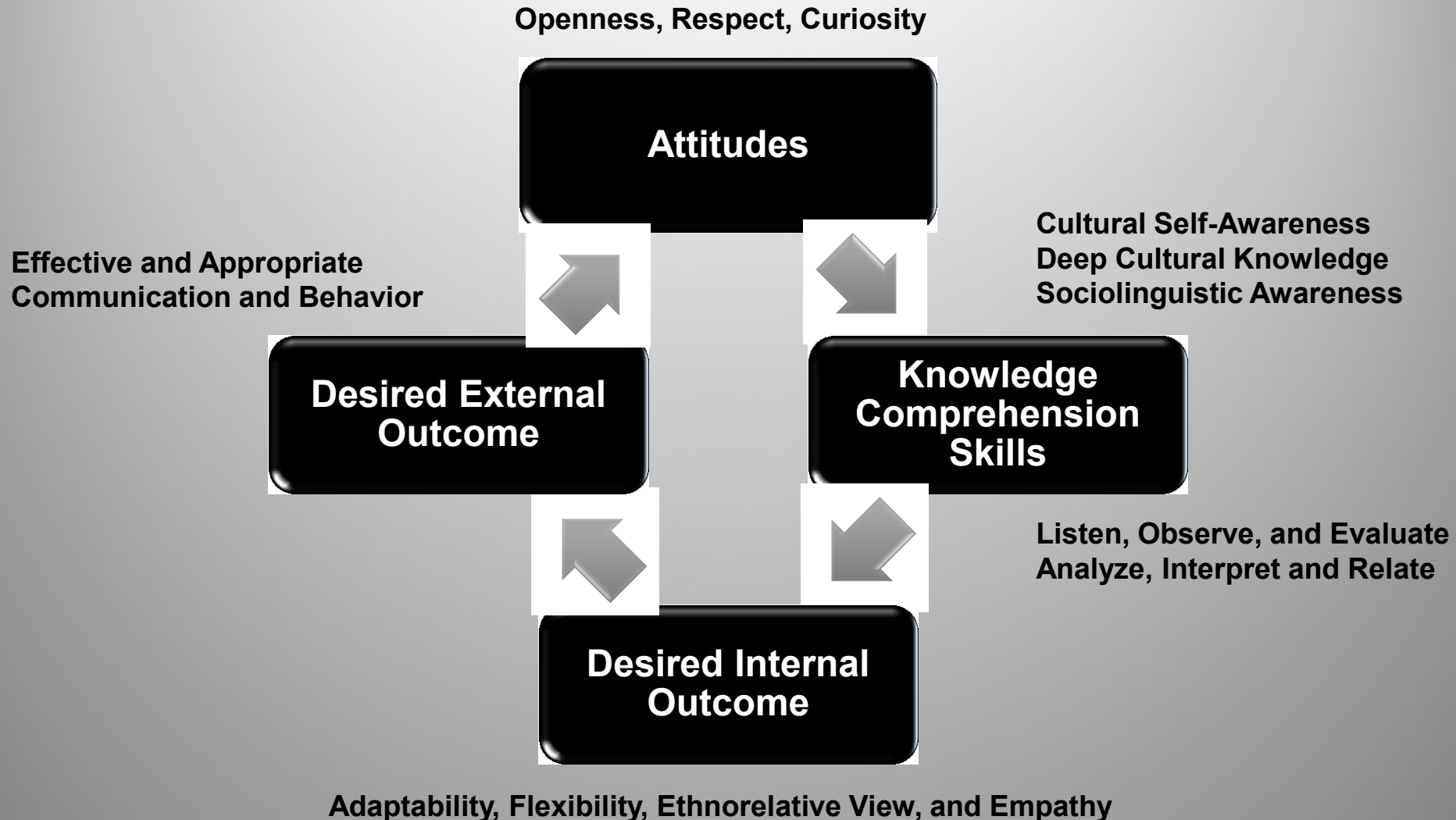
Process Model of Intercultural Competence



Process Model of Intercultural Competence



Process Model of Intercultural Competence



Questions to Panelists

- What were your lessons learned about working internationally?



Questions to Panelists

- What cross-cultural or other challenges did you find?



Questions to Panelists

- What developmental experiences do you recommend to students to enhance their international success?



Audience Questions?



