

Analysis of a Cuban Transition Using Six Sigma Tools

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***Regional Identity in Times of
Globalization and Diaspora***

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Problem Statement

- President Castro's disappearance from stage
 - Imperative to “pick up losses and move on”
 - Change has already started (since 1992)
 - Economic, political, social and international
 - Inside and outside Cuba (generational, political)
- Transition benefits Cuban Nation, US, region
- To Foster a Transition to a more Open Society
 - Better Understand of the Process and Problem
 - Prepare Conditions for such Transition to occur
 - Identify roadblocks that hinder such Transition
- Systems and Quality Engineering Methods
 - Provide a useful Roadmap for implementing Change

Alternatives to Transition

- Maintaining the Status Quo
- Military Coup followed by:
 - Civil war between government factions
 - Foreign military intervention/occupation
- Implosion and internal riots, with
- Massive, uncontrolled exodus to
 - United States and other Caribbean areas
- Failed state: drug and terrorism heaven.

Changes Occurring in Cuba

- POSITIVE ISSUES
- Idle Land leases to small farmers
- Consumer items sold to population
- Non Governmental groups using Internet and Web Pages
- EU “cocktail war” over
- NEGATIVE ISSUES
- Blogger not allowed to receive her award
- Political prisoners still under harsh and long jail sentences
- Two currencies in legal circulation
- And two economies.

The Six Sigma Methodology

- Widely used in engineering management for
 - Continuous Improvement and Identifying Factors
- Helps Detect key elements in the System
 - That generate problems and roadblocks
- Helps Identify efficient courses of action
- The Five Phases of Six Sigma:
 1. Define: identify problem areas
 2. Measure: the relevant data
 3. Analyze: the key information
 4. Improve: selected problem areas
 5. Control: manage the changes

Juran's Methodology steps/outputs

- Establish the (Transition) Project
=> Produce the List of Quality Goals.
- Identify the Stakeholders (Users)
=> Produce the List of Stakeholders.
- Identify the Stakeholder Needs
=> Produce List of such Needs/Wants
- Develop the Product (Transition)
=> Design what is such Product.
- Develop the Process (yielding a Transition)
=> Design what is such Process.
- Develop (Transition) Process Controls
=> Mechanisms to Ensure Transition Success

Examples of Transitions

Country	Origins	Changes	Took Over	Internal Opposition	External Forces
Spain75	Civil War	Death	Falange	Cooperate	No
Portugal-73	Economic	African War	Military	Not Exist	No
Chile-89	Socialism	Referendum	Civilians	Cooperate	No
Brasil-80	Insurgency	Stability	Military	Cooperate	No
Mexico-96	Political	Election	Opposition	Cooperate	No
Cuba-02	Occupation	Ceased	Civilians	Cooperate	Yes
Paraguay	Drug Trade	Coup	Military	Not Exist	Yes
Argentina-55	Economic	Coup	Military	Not Exist	Yes
Mexico-11	Civil War	Insurrection	Chaos	Not Exist	Yes
Dom.Rep-61	Occupation	Assassination	Military	Not Exist	Yes
Cuba-33	Insurgency	Insurrection	Chaos	Not Exist	Yes

Pre-Conditions for Transition

Most Successful Transitions have:

- Evolved from the inside of country/system
- External pressures have proven negative
- Cooperation between sectors, a must!
- National reconciliation, also required.
- Assurance for all factions, requires Arbiter
 - Seek Non-committed, non-partisan Arbiters
 - Possibly from Europe and Latin America.

Discussion

- Need to Identify the Key Problems
- Need to discuss them freely, everywhere
- Need to take adequate action:
 - Internally: government and opposition
 - Abroad: Cubans of all persuasions
 - Internationally: US, EU, Latin America
- Plan, Prepare, Organize and Implement
 - Sometimes by action, others by omission.