

# JOHN FITZGERALD CABRA

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## EDUCATION

**Ph.D. in Organizational Psychology** (2006) • MANCHESTER BUSINESS SCHOOL • UNIVERSITY OF MANCHESTER – UK

Dissertation: An exploratory examination of creative climate expectations among Colombian managers, supervisors and front-line employees and subsequent development of a measure to assess creative climate

**M.S. Study of Creativity and Change Leadership** (1996) • STATE UNIVERSITY OF NEW YORK, BUFFALO STATE

Dissertation: Examining the reliability and factor structure of the Climate for Innovation Questionnaire.

*Honors: Graduate Minority Fellowship Award*

**B.S in Business Studies** (1988) • STATE UNIVERSITY OF NEW YORK, BUFFALO STATE

Honors: Buffalo State Presidents Award Finalist; Who's Who in American Universities.

**Minor: Creative Studies**

## PROFESSIONAL EXPERIENCE

**STATE UNIVERSITY OF NEW YORK, BUFFALO STATE, CENTER FOR STUDIES IN CREATIVITY** – Buffalo, NY Present

**Assistant Professor** - Presented the following graduate courses:

- Methods and Assessment of Creativity (Home and Distance courses)
- Principles of Creative Problem Solving
- Advanced Facilitation in Creative Problem Solving
- Cross-Cultural Issues in Creativity.
- Introduction to Creative Studies.

**CONTRACT FACILITATOR/CONSULTANT** – 2001 to Present

Managed and directed all aspects of training courses for various companies and organizations. Planned course contents to meet business needs. Designed and developed student course materials and leader guides. Translated course materials from English to Spanish. Facilitated seminars and problem-solving sessions. Tracked course results using evaluation tools. Interacted with business clients, course leaders and students.

- Instrumental in designing and facilitating highly effective training courses in Spanish to a number of key companies in South America and Central America.
- Delivered 7 Habits of Highly Effective People Seminar to a Travel and Tourism Association in Chile (2001).
- Co-delivered two-day Creative Problem-Solving Session for Motts in Mexico (2003).
- Presented an Emotional Intelligence Seminar in Spanish for Transitions Optical, Inc. (2004).
- Presented a Leadership Seminar in Spanish for Transitions Optical, Inc. (2005).

**AMERICAN AIRLINES** – various locations

1996 to 2001

**Operations Manager**, Buffalo, NY (2000 to 2001)

Supervise 25 passenger and ramp service staff in all aspects of operations, customer service and airport security. Monitored employee scheduling and attendance. Processed purchase orders and tracked department expenses. Oversaw maintenance and repair of company equipment. Conducted investigations on company rule violations. Coached general manager on ways to handle disciplinary problems. Addressed and resolved customer issues related to flight delays and service. Interacted with staff, customers and upper management.

- Earned the respect and cooperation of a challenging union workforce within first 6 months.
- Exceeded customer-service expectations by quickly resolving escalated issues.
- Motivated employees to high productivity levels in spite of difficult peak season workload.
- Received “Excellence in Leadership” award nomination.

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**Human Resource Specialist**, Miami, FL (1998 to 2000)

Provided counsel to airline managers on HR topics. Conducted interviews and facilitated employee screening. Monitored compliance with equal opportunity and non-discriminatory laws. Facilitated staff training, conducted performance evaluations and counseled employees. Administered airline's progressive disciplinary program. Conducted investigations involving harassment and discrimination. Developed illustrative reference booklets to assist managers with employee communication. Interacted with all levels of staff and management.

- Successfully delivered management level courses on performance management, employee investigations, sexual harassment in the workplace, and employee relations.
- Coached managers and supervisors to use a 360° feedback process.
- Presented discipline and discharge cases before an arbitrator.
- Facilitated conflict and grievance resolution sessions between union and management groups; Advised Miami hub vice-president on HR issues and company policy interpretation

**Leadership & Organizational Development Manager**, Miami, FL (1996 to 1998)

Planned and managed Miami, Caribbean, and Latin America division training department. Led process mapping and analysis initiatives. Facilitated strategic-planning, problem-solving and intervention sessions. Designed and delivered performance-management seminars. Developed divisional performance-evaluation process. Served as strategic business partner with division Vice President in managing directors and general managers.

- Successfully facilitated over 30 three-day courses of *Seven Habits of Highly Effective People* in English and Spanish throughout the Caribbean, Central and South America, Europe, and the US.
- Delivered over 15 four-day courses of *Day-in-The-Life of an American Airlines Front-Line Leader* on how to coach and counsel, conduct meetings, manage performance and conflict.
- Delivered over 15 half-day courses of *Managing Turbulence on the Ground* on conflict styles.
- Conducted strategic-planning session in Spain to assist sales team through process changes.
- Facilitated problem-solving process to generate ways to increase market share in San Salvador.
- Coached airport general manager in Paraguay through a HR staffing and scheduling change initiative, which increased on time performance by 15% with maximum employee cooperation.
- Designed intervention using an appreciative-inquiry process to increase employee sensitivity in Peru to customer needs, resulting in improved customer-service rating and feedback.
- Improved problem-solving staff meetings at the Bogotá airport by using process consultation.
- Designed quality of work life intervention to improve working conditions at the Dominican Republic Airport in response to the aftermath of a destructive hurricane.

**UNITED AIRLINES** – various locations

1992 to 1996

**Consultant**, Buffalo, NY (1994 to 1996)

**Ramp Supervisor**, Buffalo/Fort Myers (1992 to 1994)

Provided consultation services to Buffalo and JFK airports in the start-up of employee-involvement teams. Facilitated and coached customer-service staff on identifying local problems and developing process improvements. Interacted with union staff and upper management.

- Established union's trust in the process and contributed to the station's best practices reputation.
- Successfully implemented the use of GE's "Work Out" process by airport employees to address and resolve organizational problems.
- Achieved notable mention in company newsletter for excellent customer service.

FISHER-PRICE TOYS – East Aurora, NY

1990 to 1991

**Bilingual Leadership and Organizational Development Specialist**

Planned and delivered various leadership-development courses to manufacturing companies in Mexico. Developed training content, course materials and evaluation procedures. Facilitated creativity courses and problem-solving meetings. Assisted in delivery of influence-management courses. Interacted with plant and department managers.

- Played a key role in start-up of Latin American division training department including the design and delivery of Spanish language leadership courses to management employees.
- Instrumental in establishing and facilitating quality circles at 4 manufacturing sites in Mexico using creative problem solving to develop new product concepts.

**MEETINGS/CONFERENCE PRESENTATIONS/PROJECTS**

Cabra, J. F., Barbero, L., & Switalski, T. (May, 2007). Co-presented a workshop on *Building Cross-Cultural Competency* at the International Center for Studies in Creativity E2E conference.

Cabra, J. F., & June-Button, V. (May, 2007). Co-presented a mini-session on a FourSight cognitive style model and FourSight research at the International Center for Studies in Creativity E2E conference.

Cabra, J. F. (May, 2007). “FourSight Measure: Preferences for Approaching Problem Solving,” Presented an Emerging Leaders professional development workshop for faculty and staff to support the college’s strategic initiative.

Cabra, J. F. (May, 2007). “Creative Problem Solving tools,” Presented an Emerging Leaders professional development workshop for faculty and staff to support the college’s strategic initiative.

Cabra, J. F. (January, 2007). Presented “Creative problem solving tools,” for the BSC Emerging Leaders training program to support the college’s strategic initiative.

Puccio, G. J., & Cabra, J. F. (February, 2007). Designed and presented a Webinar for 46 Developmental Dimensions International (DDI) account executives on, “The Innovation Imperative: How Creative Thinking and Leadership Drive Innovation.

Cabra, J. F. (February, 2007). Innovation course for Kraft Foods in New Jersey. Attended by 15 brand and marketing managers.

Cabra, J. F. (March, 2007). Innovation course to Kraft Foods in Illinois. Attended by 15 brand and marketing managers.

Cabra, J. F. (November, 2006). Presented a session on *Cross-cultural Issues in Creativity* at a C4 session, Buffalo, New York.

Cabra, J. (November 2006). Provided Emotional Intelligence 360 feedback interpretations to Buffalo State College (BSC) department chairs for the Emerging Leaders program to support the college’s strategic initiative.

Puccio, G. J., & Cabra, J. F. (November, 2006). Designed instructor and participant manuals on, “The Innovation Imperative: How Creative Thinking and Leadership Drive Innovation for the consulting firm Developmental Dimensions International.

- Puccio, G. J., Murdock, M., Cabra, J. F., Argona, C., Fox, M., Keller-Mathers, S. (2006). Assisted the International Center for Studies in Creativity faculty in facilitating a breakout group on applying an idea development tool for the "Getting to Aha!" Fashion Institute of Technology conference in New York City.
- Cabra, J. F. (2006). Presented research findings on *Creative Climate in select Colombian companies* at the International Center for Studies in Creativity Expert-to-Expert Conference, Buffalo, New York.
- Cabra, J. F. (2005). Presented a session on *Cross-cultural Issues in Creativity* at the International Center for Studies in Creativity Expert-to-Expert Conference, Buffalo, New York.
- Cabra, J. F. (2005). Presented a *Leadership Courage* session in Spanish at the Transitions Optical Academy Conference in Orlando, Florida.
- Cabra, J. F. (2005). Coached a manager from the Sodexo Corporation on how to analyze and report qualitative data generated by call center customers, Buffalo, New York.
- Cabra, J.F. (2005). Presented doctorate research results *Exploratory Study of Creative Climate: A Case from Selected Colombian Companies and its implications on Organizational Development* at the Creativity European Association conference workshop, Sestri-Levante, Italy.
- Cabra, J. F. (1998). Presented a *7 Habits of Highly Effective People* overview session in Spanish to Bogotá Colombia's El Dorado Airport Authority
- Cabra, J. F. (1998). Facilitated a *Teambuilding Intervention* for the Creative Education Foundation to help its group maintain unity, clarify roles and identify expectations
- Reid, D., & Cabra, J. F. (1995). Delivered a two-day *New Product Ideation Sessions* delivered for Boehringer Mannheim in Indianapolis.
- Cabra, J. F. (1995). Facilitated cross-functional teams to build prevention and education strategies that can be translated into programs and aid in *Prevention of Domestic Violence in Chicago*.
- Cabra, J. F. (1995). Facilitated a *Creative Problem-Solving Process* for client participants to resolve Kenmore Presbyterian Church's financial situation.
- Isaksen, S. G., Puccio, G. J., Lauer, K., Dorval, K. B. Murdock, M. M. Raknes, S., Cabra, J F., Dutcher, A., Sobiak, M. (1994). Assisted in the presentation of results from using the *Climate for Innovation Questionnaire*. 40<sup>th</sup> Annual Creative Problem-Solving Institute, Buffalo, New York.
- Miller, B., & Cabra, J. F. (1994). Assisted in the delivery of a five-day course in *Facilitating Creative Problem Solving*, Grand Island, New York.
- Rickards, T., Puccio, G. J., & Cabra, J. F. (1988). Assisted in the delivery of a *Creative Problem-Solving* course for students enrolled at the Manchester Business School, Manchester, England.

Cabra, J. F. (1988). Conducted a daylong session on *Creative Problem Solving for Engineering Students* at the Rochester Institute of Technology in Rochester, New York.

### REFEREED PUBLICATIONS

Cabra, J. F., & Joniak, A.J. (under review). Application of Proportional Reduction Loss Formula to distinguish Adaptive and Innovative Products and Services. Submitted: *Creativity Research Journal*.

Cabra, J. F., Talbot, R. J., Joniak, A. J. (January--June , 2007). Potential explanations of climate factors that help and hinder workplace creativity. Submitted: *Cuadernos de Administración*, Bogotá, Colombia, 20(33), 273-301.

Puccio, G. J., & Cabra, J. F. (April, 2007). Submitted Chapter entitled, "Creative Problem Solving: Past, Present and Future" for a handbook on innovation.

Cabra, J. F., Talbot, R. J., Joniak, A. J. (January--June, 2005). Exploratory Study of Creative Climate: A Case from Selected Colombian Companies and its implications on Organizational Development. *Cuadernos de Administración*, Bogotá, Colombia, 18(29), 53-86.

### NON-REFEREED PUBLICATIONS

Cabra-Vidales, J. F. (2004). Complementary Application of Appreciative Inquiry and Organizational Creative Problem Solving. *Revista Escuela de Administración de Negocios [Journal of Business School of Administration]*, Bogotá, Colombia, 53, 96-100.

Cabra, J. F. (1996). "Idea-Stimulating Techniques." *Think: the magazine on critical and creative thinking*. 7 (2), 20, 34.

### RESEARCH IN PROGRESS

Richards, S., Cabra, J. F., & Puccio, G.J. (2007). Creativity style and performance on creative problem solving tasks, State University of New York, Buffalo State.

Cabra, J. F., & June-Button, V. Consensual Agreement Approach to Identifying Problem Solving Approaches to Customer Complaint Letters, State University of New York, Buffalo State.

### EDITORIAL ACTIVITIES

Editorial board member, *Creatividad y Sociedad*, Madrid, Spain.

### PROFESSIONAL MEMBERSHIPS

Asociación de Creatividad, Spain and Latin America

Association for Training and Development, Buffalo-Niagara Chapter

### **SERVICE TO THE COLLEGE**

Cabra, J. F. (February, 2007). Served on a search committee for the Center for Studies in Creativity

Cabra, J. F. (February, 2007). Served on a search committee for Instructional Resources

Cabra, J. F. (February, 2007). Researched and proposed a list of technology products to enhance teaching at the Center.

Cabra, J. F. (January, 2007). "Creative problem solving tools," for the Emerging Leaders training program hosted by the strategic Planning Group.

Committee Member: President's Award for Research, Scholarship, and Creativity (2005-present).

Cabra, J. F. (2006). "How to make difficult decisions," Presented a workshop for Student Life's LEAD Center, Buffalo State, New York. Overall Effectiveness of Instructor was 4.7

Cabra, J. F. (2006). "FourSight Measure: Preferences for Approaching Problem Solving," Presented an Emerging Leaders professional development workshop for faculty and staff. Overall Effectiveness of Instructor was 4.7

Cabra, J. F. (2006). "Creative problem solving tools," for the Emerging Leaders training program hosted by the strategic Planning Group.

### **PROFESSIONAL DEVELOPMENT**

Cultural Orientation Indicator Certification (2007)

FourSight Measure Certification: Preferences to Problem-Solving Approaches (2006)

Emotional Intelligence Certification (2004, 2006)

William Bridges, Managing Transition Process Certification (1998)

Social Styles Certification (1999)

### **RECOGNITION**

Individual Development Award (2007)

Service Learning Fellowship (2007)

Students' Awards for the Promotion of Respect for Diversity and Individual Differences (2007)

Carnegie Academy for the Scholarship of Teaching and Learning (CASTL) 2007



1. Aruba
2. Colombia
3. Mexico
4. United States
5. Belize
6. Panama
7. Costa Rica
8. San Salvador
9. Honduras
10. Nicaragua
11. Turks and Cacos
12. Spain
13. England
14. Italy
15. Brazil
16. Ecuador
17. Venezuela
18. Peru
19. Paraguay
20. Chile
21. Puerto Rico
22. Dominican Republic

**Biographical Sketch**

John is an Assistant Professor at the International Center for Studies in Creativity. He was a former operations manager for American Airlines in Buffalo, New York. He has also held internal consulting positions for American Airlines in the fields of training and development, employee relations, and organizational development for its Miami, Caribbean, and Latin America division. Before joining American, John was a bilingual training and organizational development specialist for Fisher-Price Toys in Mexico. As an external consultant, John designed and presented programs on leadership and creativity for organizations such as Motts in Mexico, DDI, Kraft, United Airlines, Chilean Travel and Tourism Association, Boehringer Mannheim, Quaker Oats, University of Rochester, Hyatt Aruba, Transitions Optical, and El Dorado Bogotá International Airport Authority. John has presented his work in 22 countries.