

The York Rite Spirit of Differences



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Approaches to Differences

Cope?

Manage?

Eliminate?

Prevent?



Differences are our Fuel



Our Attitude toward Differences

What do participants in meetings you have attended usually think about people who express ideas that are **counter** to those expressed by the rest of the group ?



New Attitude about Differences

I'm *glad* you see it differently....



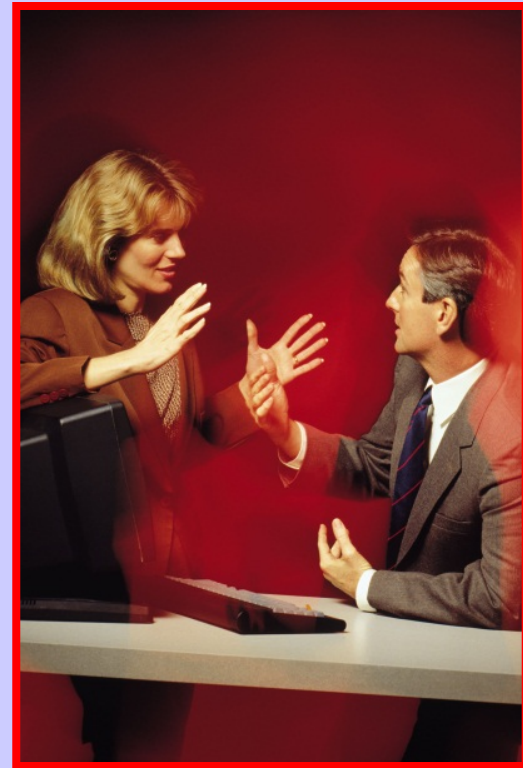
let's talk about it!



Do You Have a Person in Your Life...

who will tell you how he or she sees an issue....

instead of *what you want to hear?*



Question

Why are people reluctant to disagree with others in meetings, gatherings, or classes?

Reasons People Will Not Disagree with Others in Meetings

- Status differences
- Wonderful moods, atmosphere, and climates
- No reasons to disagree
- Lack of confidence in how to disagree
- Time constraints
- Fragile relationships
- Immaturity in participants

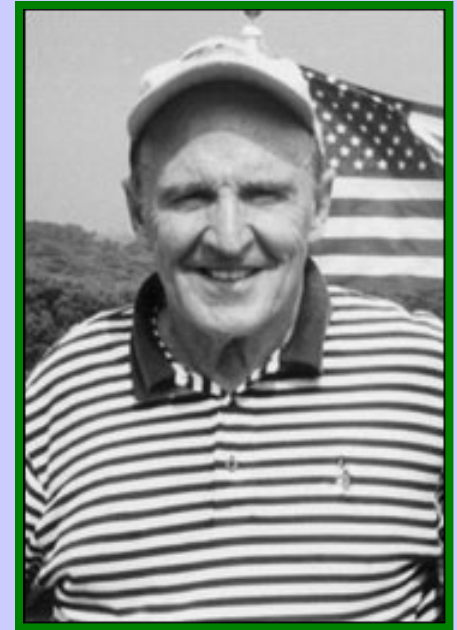


Maximizing Differences

Why is maximizing
differences important to
success?

Jack Welch's Decision-Making Method

**“...corral everyone...who
knows something relevant
about the subject at hand and
thoroughly debrief them...join
in a fierce, no-holds-barred
debate about which decision
to make”**



Jack Welch's Decision-Making Method

Welch called this **'constructive conflict'**

The premise is that if an idea can't survive a spirited argument, the marketplace will surely kill it.

Peter Drucker

“Decisions of the kind the executive has to make are not made well by acclamation.

They are made well only if based on the clash of conflicting views, the dialogue between different points of view, the choice between different judgments.

The first rule in decision-making is that one does not make a decision unless there is disagreement.”



Three Disasters in American History

Bay of Pigs – 1961

Challenger Explosion – 1986

Columbia Explosion - 2003

Columbia Disaster

“Cultural traits and organizational practices detrimental to safety and reliability were allowed to develop, including: reliance on past success as a substitute for sound engineering practices; organizational barriers which prevented effective communication of critical safety information *and stifled professional differences of opinion.*”

Dallas Morning News, August 27, 2003, p. 17A

Remember

Productive conflict focuses on **issues**

Unproductive conflict focuses on **people**

Productive Conflict is Issue-Based

- **Questioning of positions, rationale, and underlying assumptions**
- **Disagreeing with supporting evidence**
- **Producing counter-positions and evidence**

Myth

- **Smooth-running meetings, characterized by agreement among participant, is evidence of a good group or team**
- **If a group does not need to meet to disagree, why does it meet in the first place?**

Advantages of Expressing Differences in Meetings

- Test ideas **before** implementing
- Slow down the quick decision where unanimity and progress is the major goal

The Devil's Advocate

"Tell me why this *won't* work"

"I need to hear at least *one other idea* before we decide"



Differences are **not**....

threats to peace, harmony, and
brotherly love

They are the ***way*** we strengthen this in
each of our York Rite bodies

—

**When we agree to disagree, and
focus our conflict on productive
issues, we build:**

Trust

Respect

Relationships

The Abundance Mentality



Thank You!