

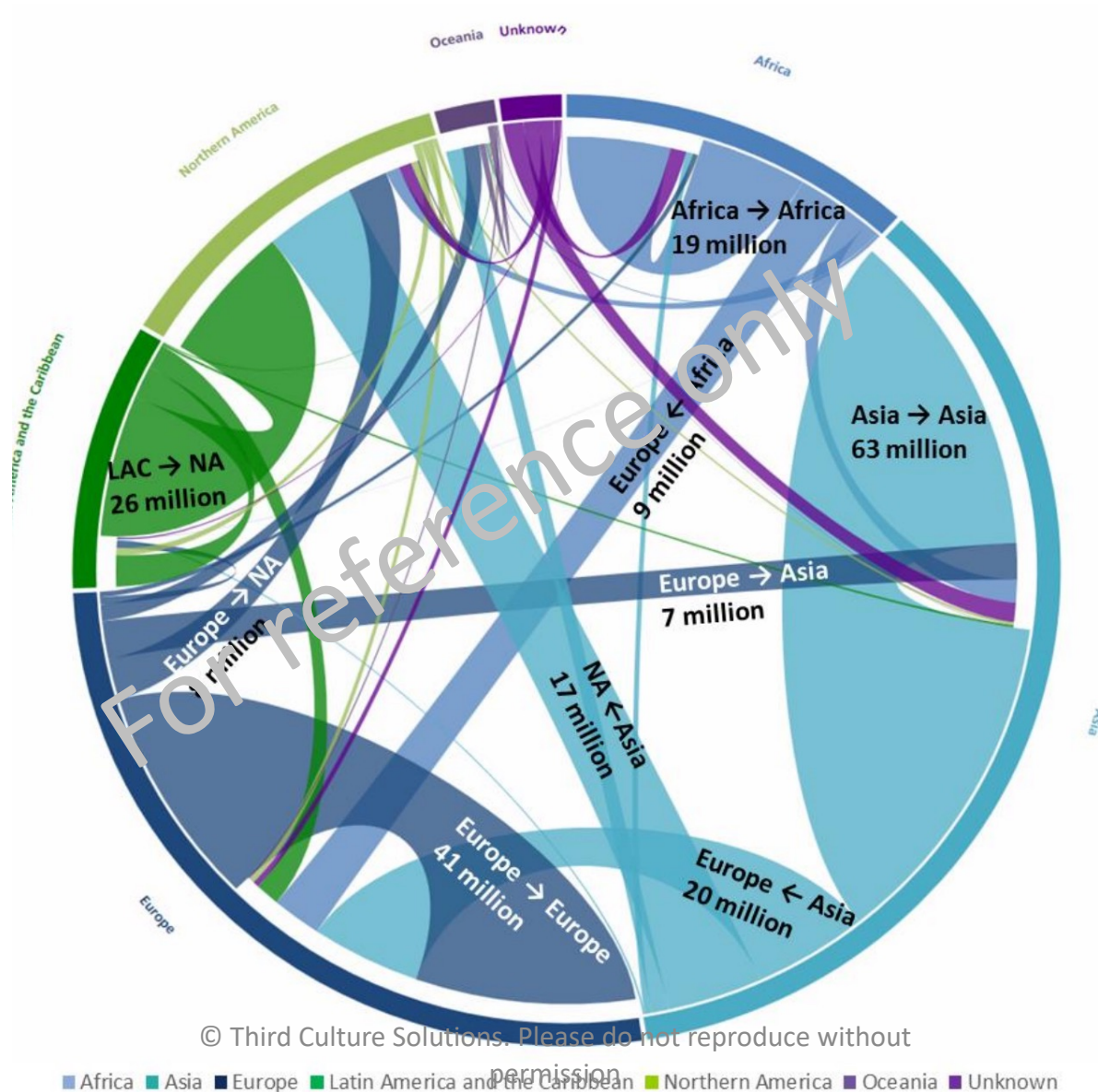
Navigating the complexity of cultural diversity to cultivate belonging

Northern Presbytery 2026

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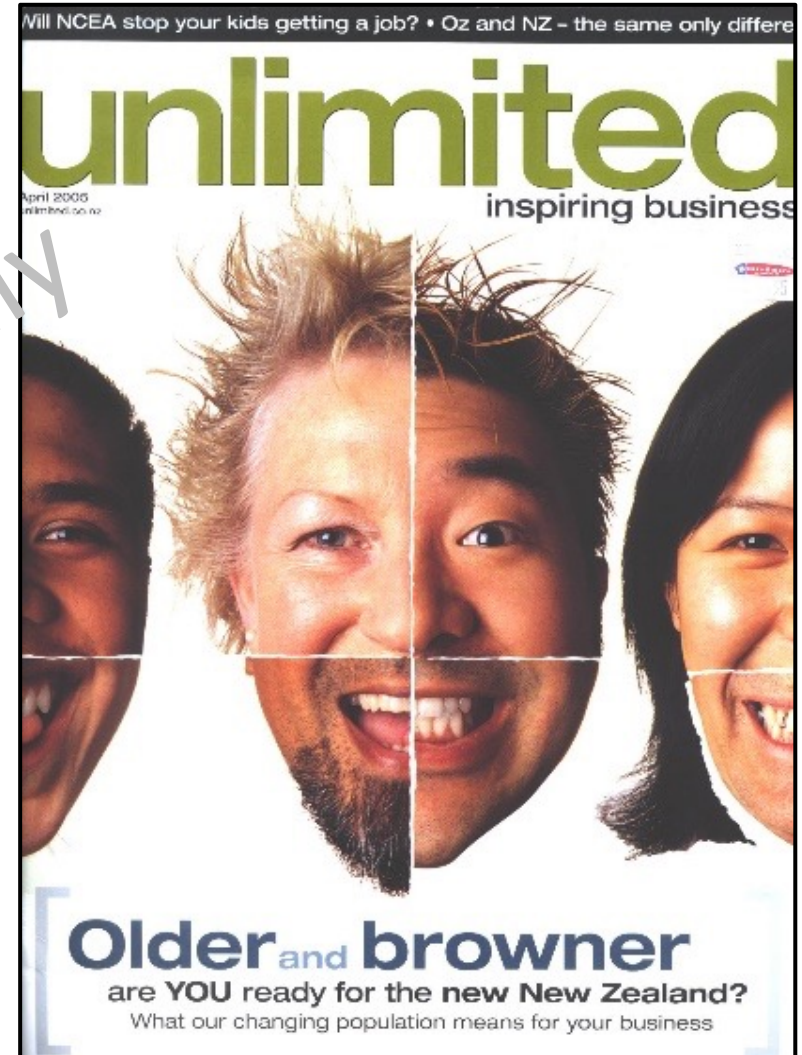
Global Flow of People Movement



Demographic transformation

1. **Rapid ageing** – of the population and of the workplace
2. **Fertility decline and increasing exits** from the workplace/force = **labour/skill shortages**
3. **Immigration + Māori population growth** = much more diverse workforce, communities and consumers
4. **Generational and geographical** impacts on location and workforce culture

Prof. Paul Spoonley 2024



Our churches, communities and organisations are becoming culturally diverse





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Non-linear

Adaptable

Interconnected and Interdependence

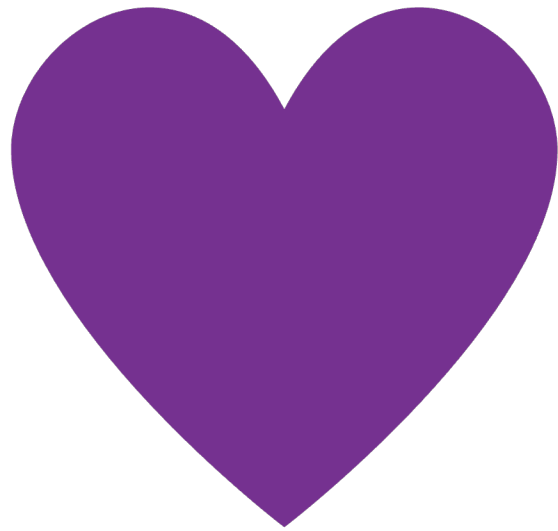
Emergence



Me

We

Us



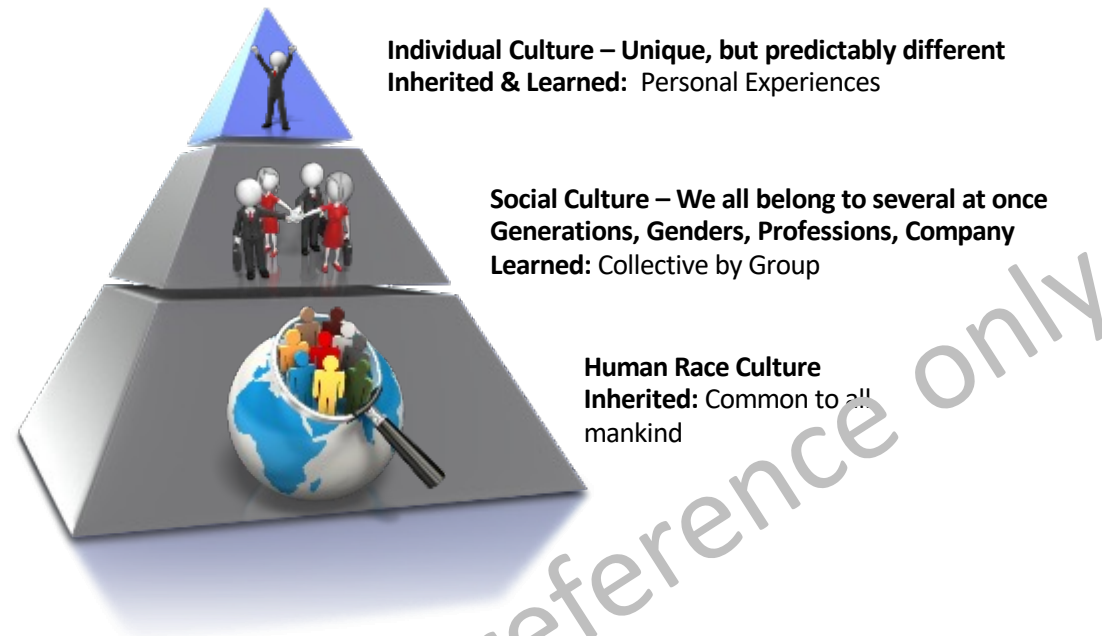
Me

Navigating this
complexity begins
with looking at
yourself



You are a
uniquely-wired
cultural being
Fearfully and
wonderfully made

DIVERSITY is simultaneously the greatest ASSET and CHALLENGE.



**Your personality determines how you WANT to behave,
culture determines how you SHOULD behave.**

Dimensions of Diversity

Primary Dimensions	Secondary Dimensions	Tertiary Dimensions
Race Ethnicity Gender Age Disability	Religion Culture Sexual Orientation Thinking styles Geographic origin Family status Lifestyle Economic status Political orientation Work experience Education Language Nationality	Beliefs Assumptions Perceptions Attitudes Feelings Values Group norms

Shape our self-image


Affects our self-esteem
 And self definition

At the core of our identity



Cultural DNA

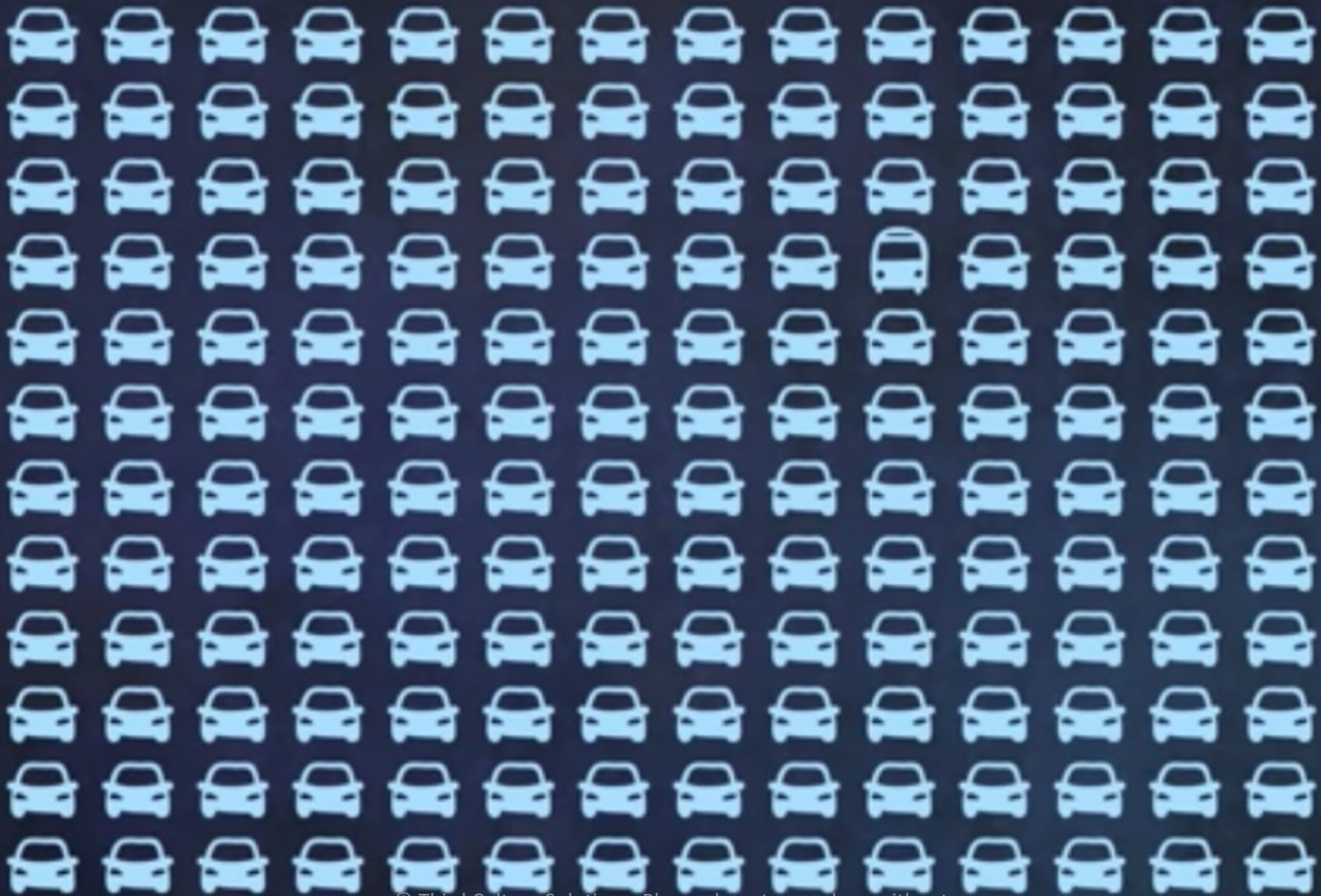
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The image shows two hands, palms up, holding a small globe of the Earth. The hands are painted with blue and yellow colors, representing the oceans and continents respectively. The globe is centered between the two hands, with the fingers gently supporting it from below. The background is black, making the hands and globe stand out.

The ability to **create new cultural spaces** to facilitate **win-win solutions**; by **anticipating, correctly interpreting, and adjusting** to the culturally defined behaviors of others.

Our perceptions can lead to
deception or new insights





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70 milliseconds
for friends

500 milliseconds
for a stranger



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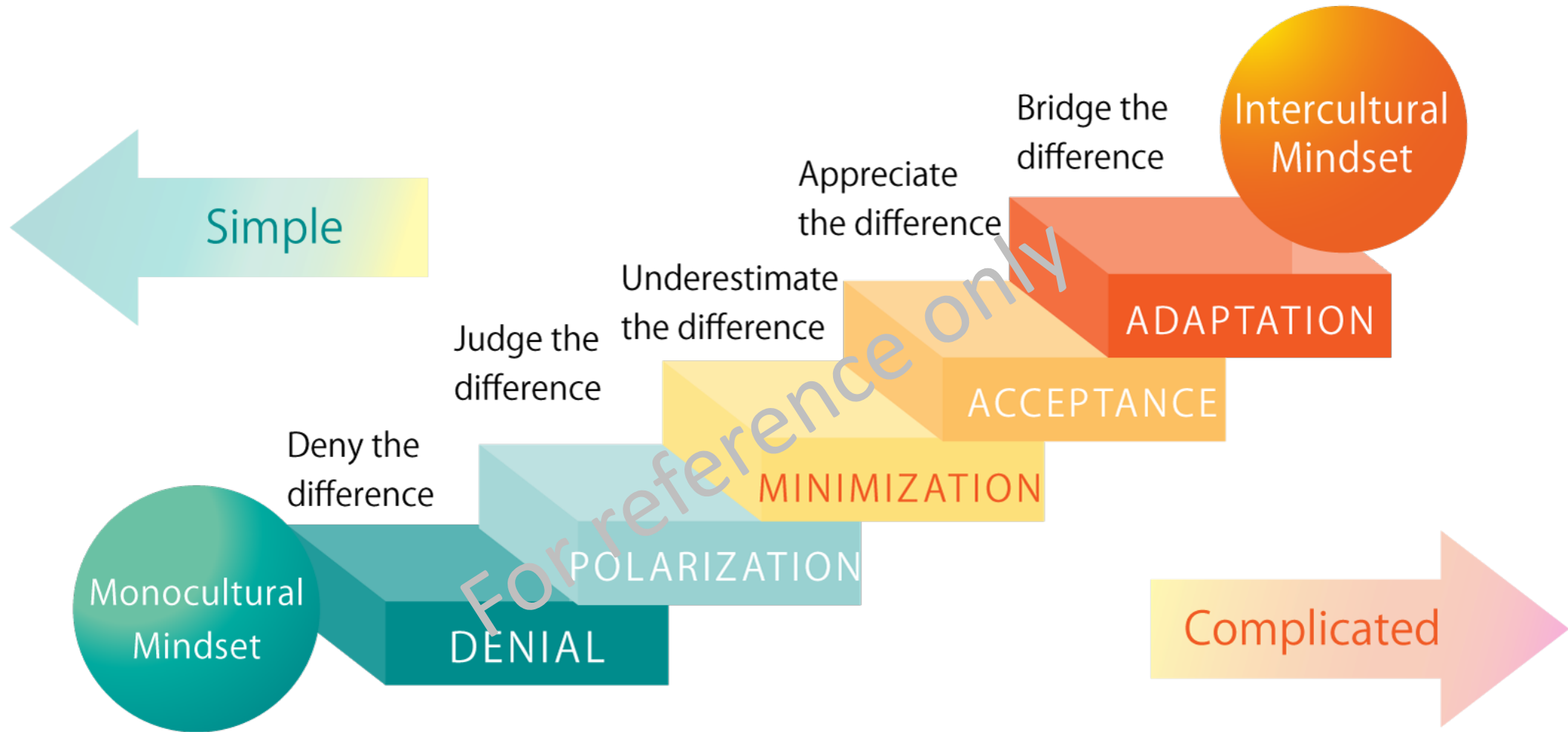
Our Perceptions

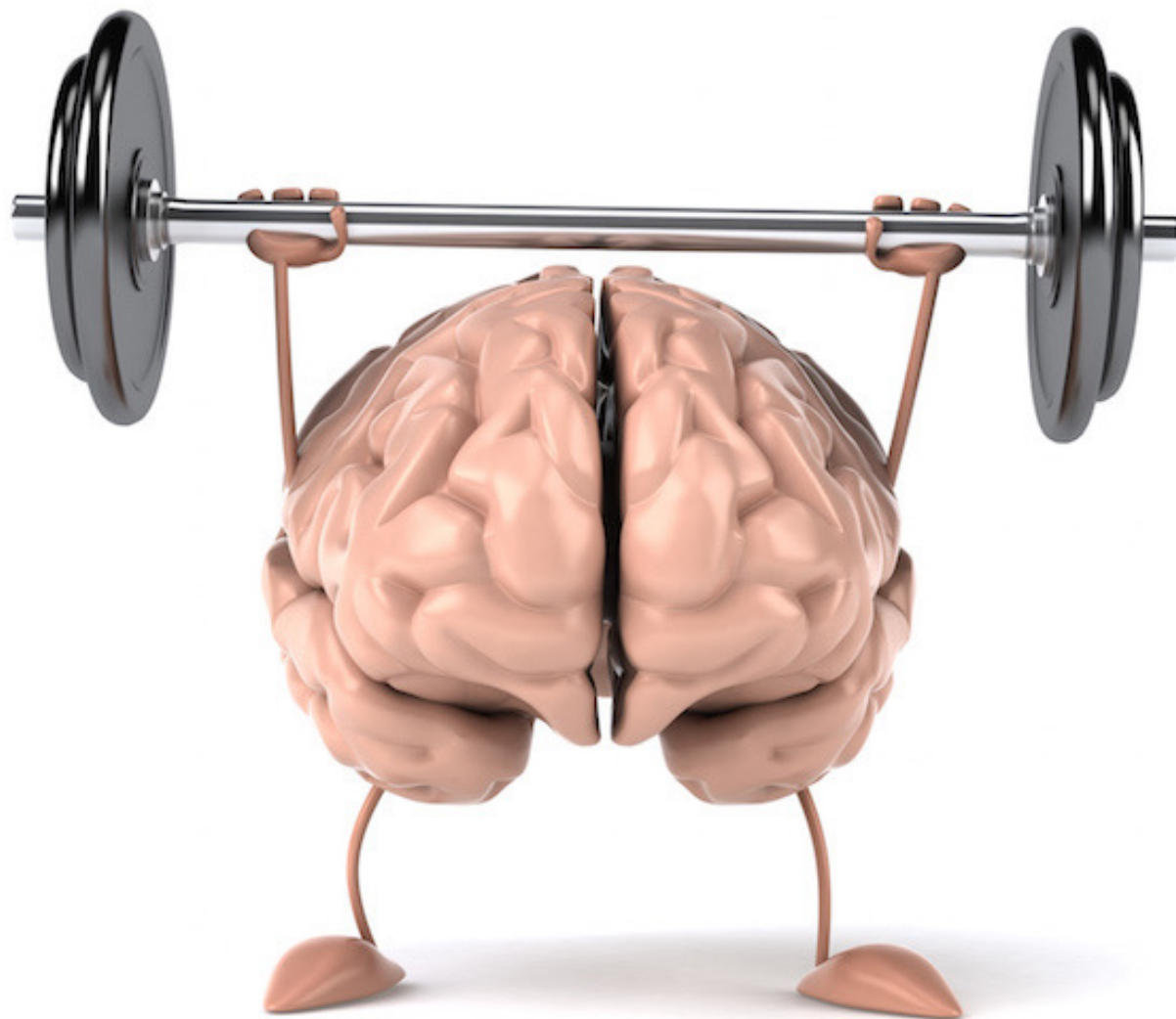
1. One thing can be seen in two (or more) **different ways**.
2. Sometimes we **see what is not** there.
3. Sometimes we **don't see** what is there.
4. The **context** makes us draw different, maybe inaccurate, conclusions.
5. Our **perspective** makes us miss things.
6. The **mind makes assumptions** which may not be real.

The brain continually reorganizes itself by forming **new neural connections** throughout life.

This phenomenon is known as **neuroplasticity**.



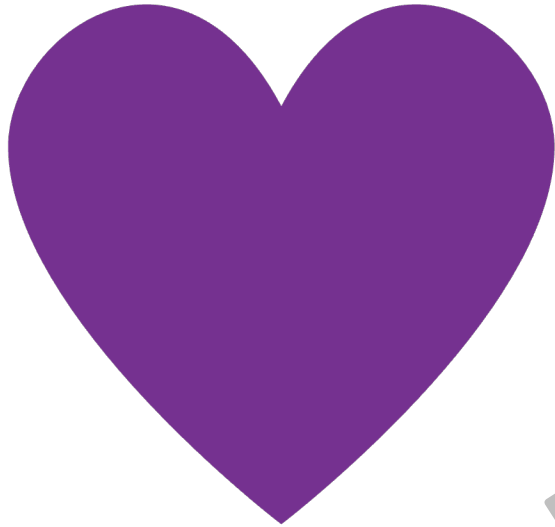




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We

Navigating this complexity
requires us to continuously
deepen our understanding of
each other

The iceberg concept of culture

Primarily in awareness

Fine arts Literature
Drama Classical music Popular music
Folk-dancing Games Cooking Dress

Primarily out of awareness

Notions of modesty Conception of beauty
Ideals governing child raising Rules of descent Cosmology
Relationship to animals Patterns of superior/subordinate relations
Definition of sin Courtship practices Conception of justice Incentives to work
Notions of leadership Tempo of work Patterns of group decision-making
Conception of cleanliness Attitudes to the dependent Theory of disease
Approaches to problem solving Conception of status mobility Eye behaviour
Roles in relation to status by age, sex, class, occupation, kinship, etc. Definition of insanity
Nature of friendship Conception of "self" Patterns of visual perception Body language
Facial expressions Notions about logic and validity Patterns of handling emotions
Conversational patterns in various social contexts Conception of past and future Ordering of time
Preference for competition or co-operation Social interaction rate Notions of adolescence
Arrangement of physical space Etc.

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Behavior Illumination

Every behaviour we display can be either. . .

Culturometric

**(Inter)
Cultural**

**(Inter)
Personality**

Psychometric



Our Cultural Drivers

Our cultural drivers have a strong influence on



How we think



How we speak



How we act

*And they can be found at the root of why we CULTURALLY
do what we do*



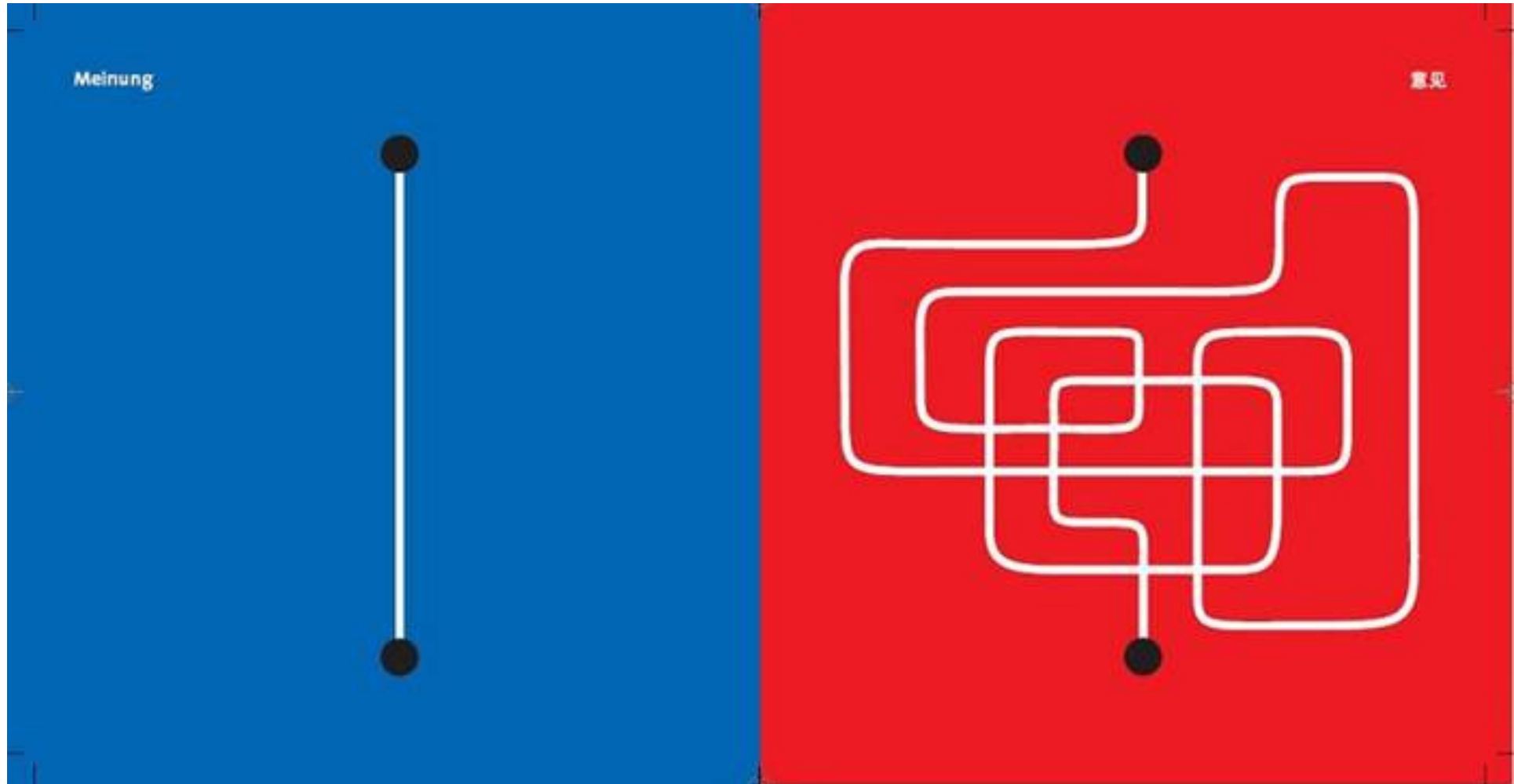
Layers of Culture

- NOT psychometric assessments
- ARE sociometric or culturometric assessments
- Tools to measure where you are today, but if you are a cultural learner, you will shift
- Comprehensive Analysis Framework
- Neutral language to talk about cultural preferences

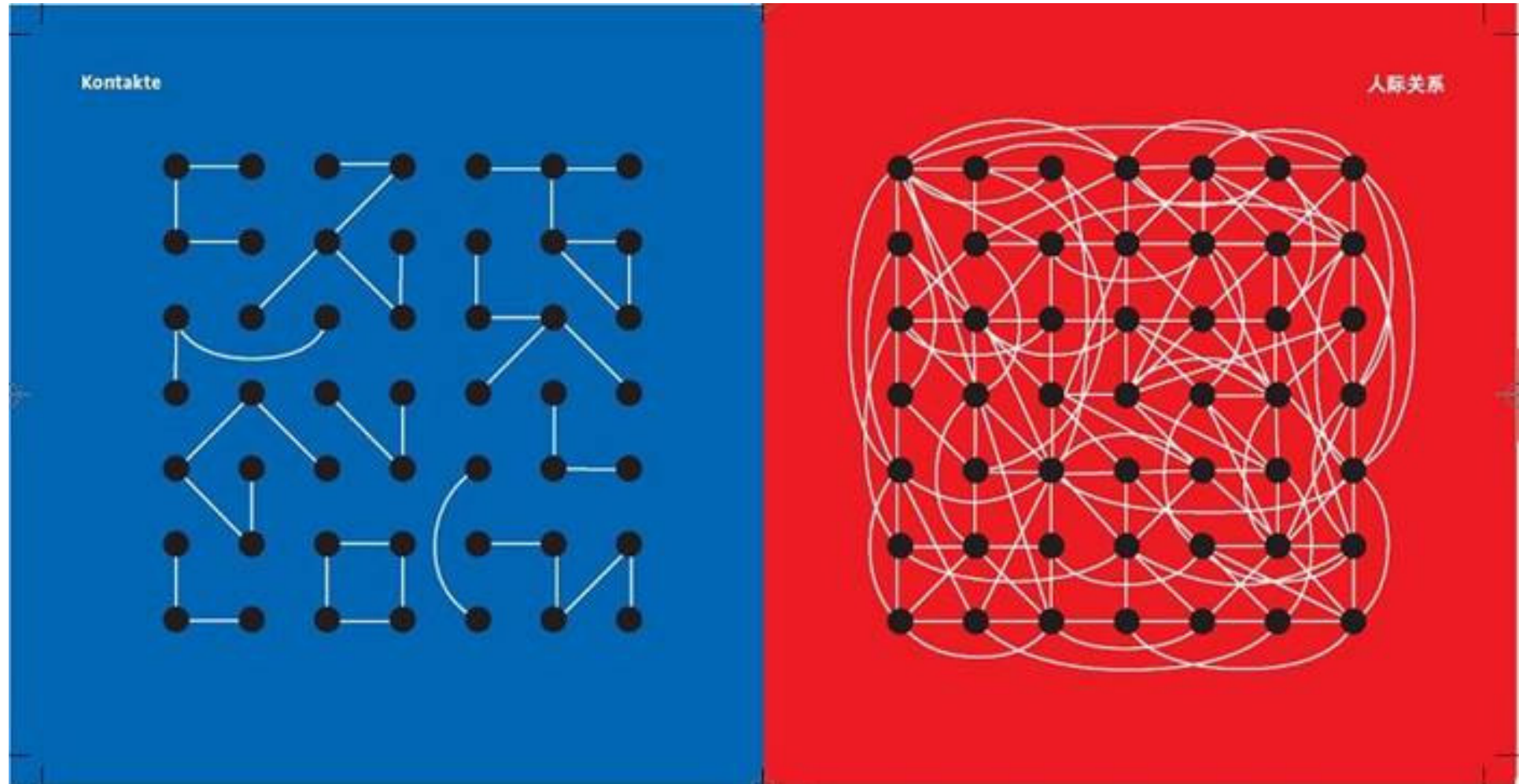
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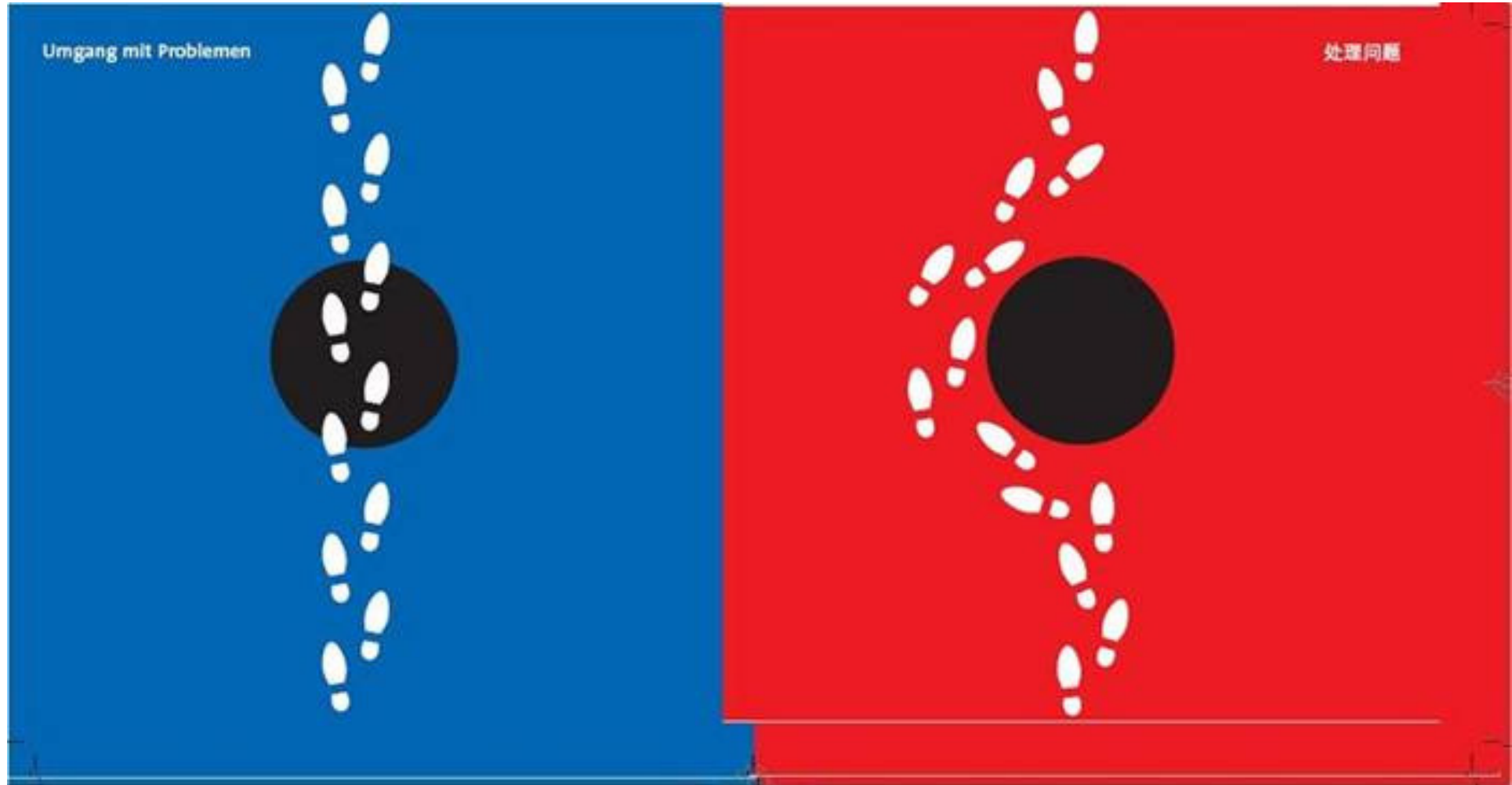
Expressing One's Opinion



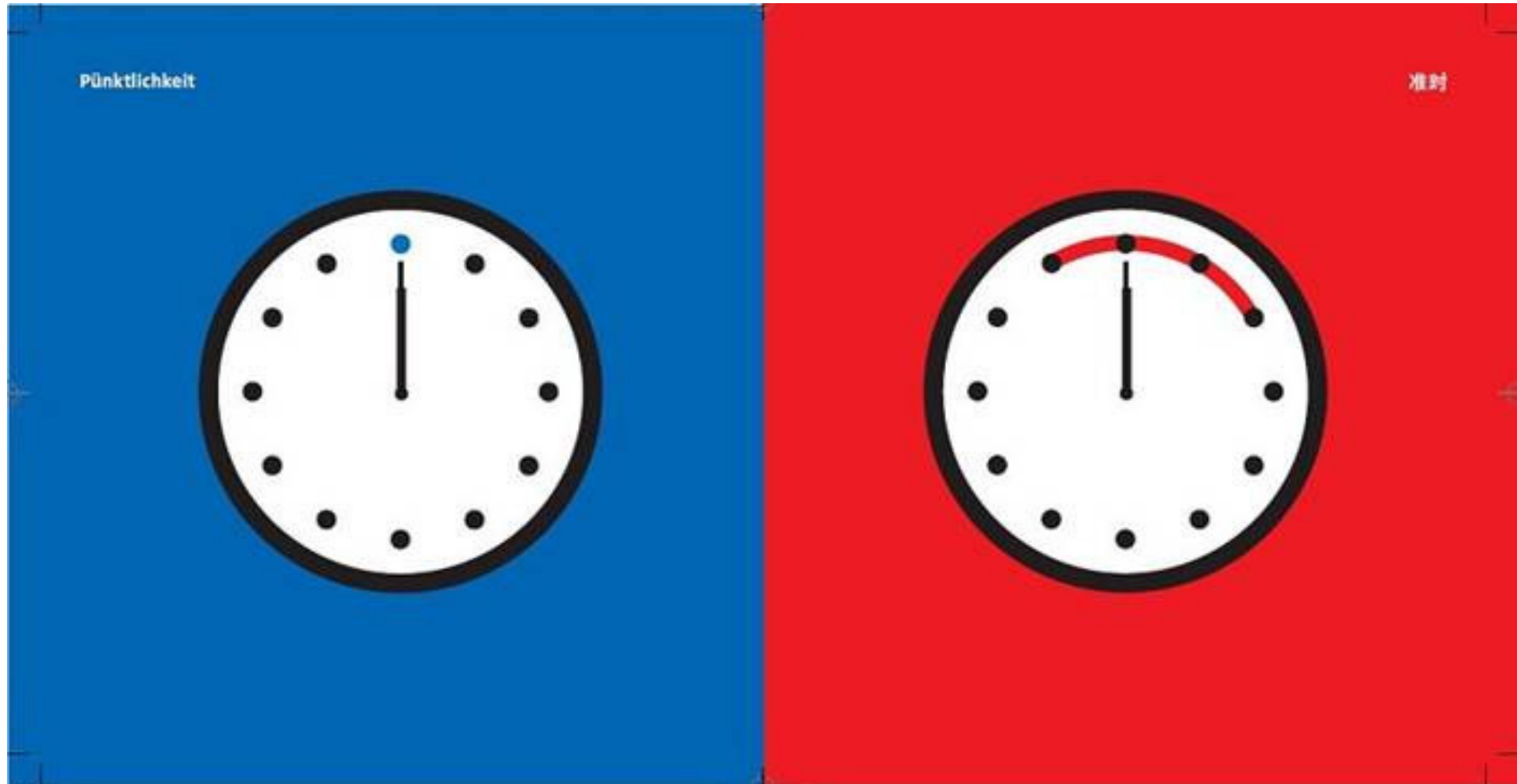
Networking



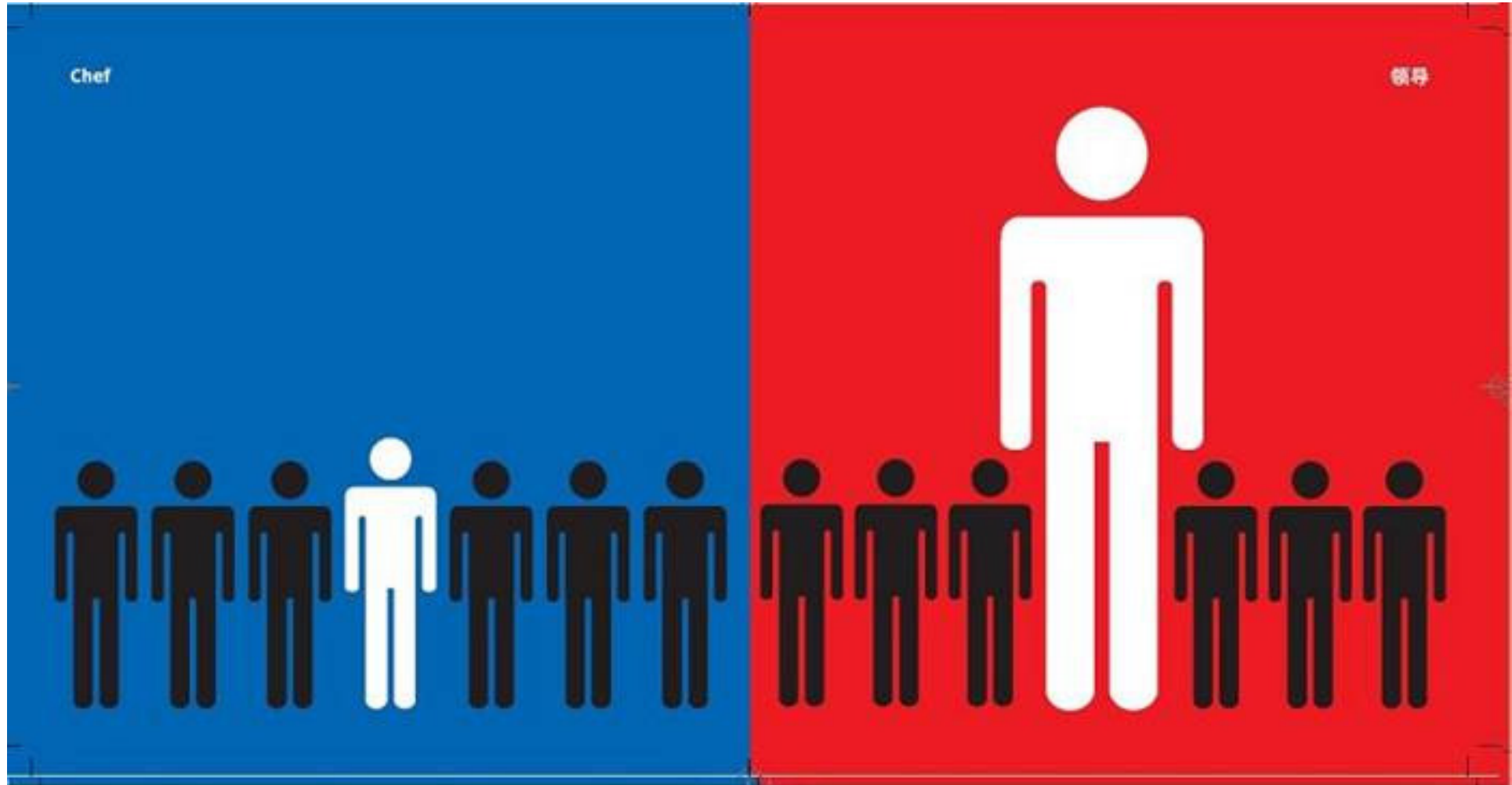
Handling Problems



Punctuality



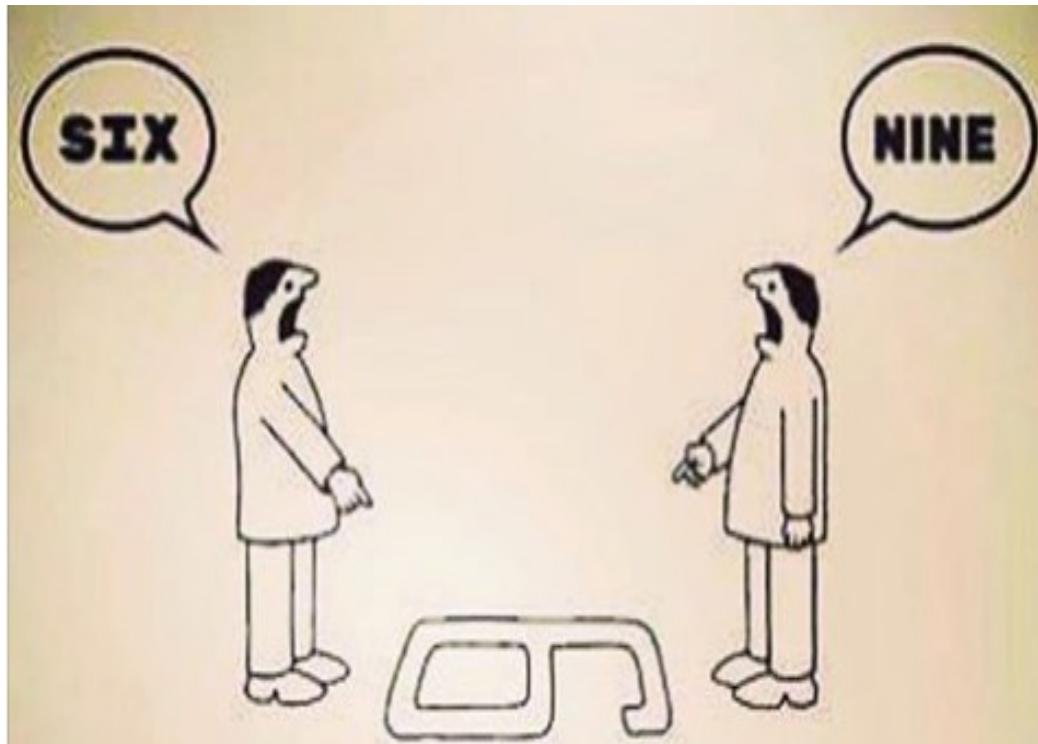
The Boss



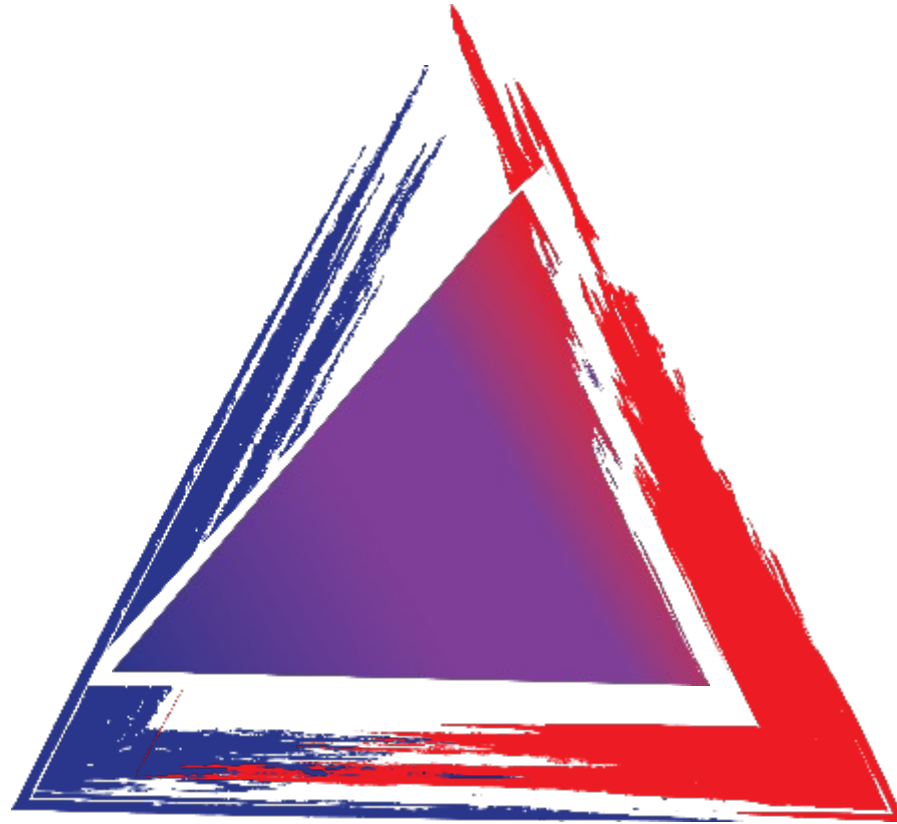
12 Measurable Dimensions of Culture

Dimensions		
Personal	Growth	Material
Universal	Relationship	Situational
Tradition	Outlook	Innovation
Directed	Destiny	Directive
Informal	Context	Formal
Exclusive	Connecting	Inclusive
Reveal	Expression	Conceal
Relationship	Decision-Making	Rules
People	Planning	Time
Direct	Communication	Indirect
Community	Accountability	Individual
Ascribed	Status	Achieved





Just because you are right,
does not mean, I am wrong.
You just haven't seen life
from my side.



(Inter)cultural Intelligence is the purple space

We do not see things as they are;
we see things as we are





What is a Cultural WORLDVIEW?

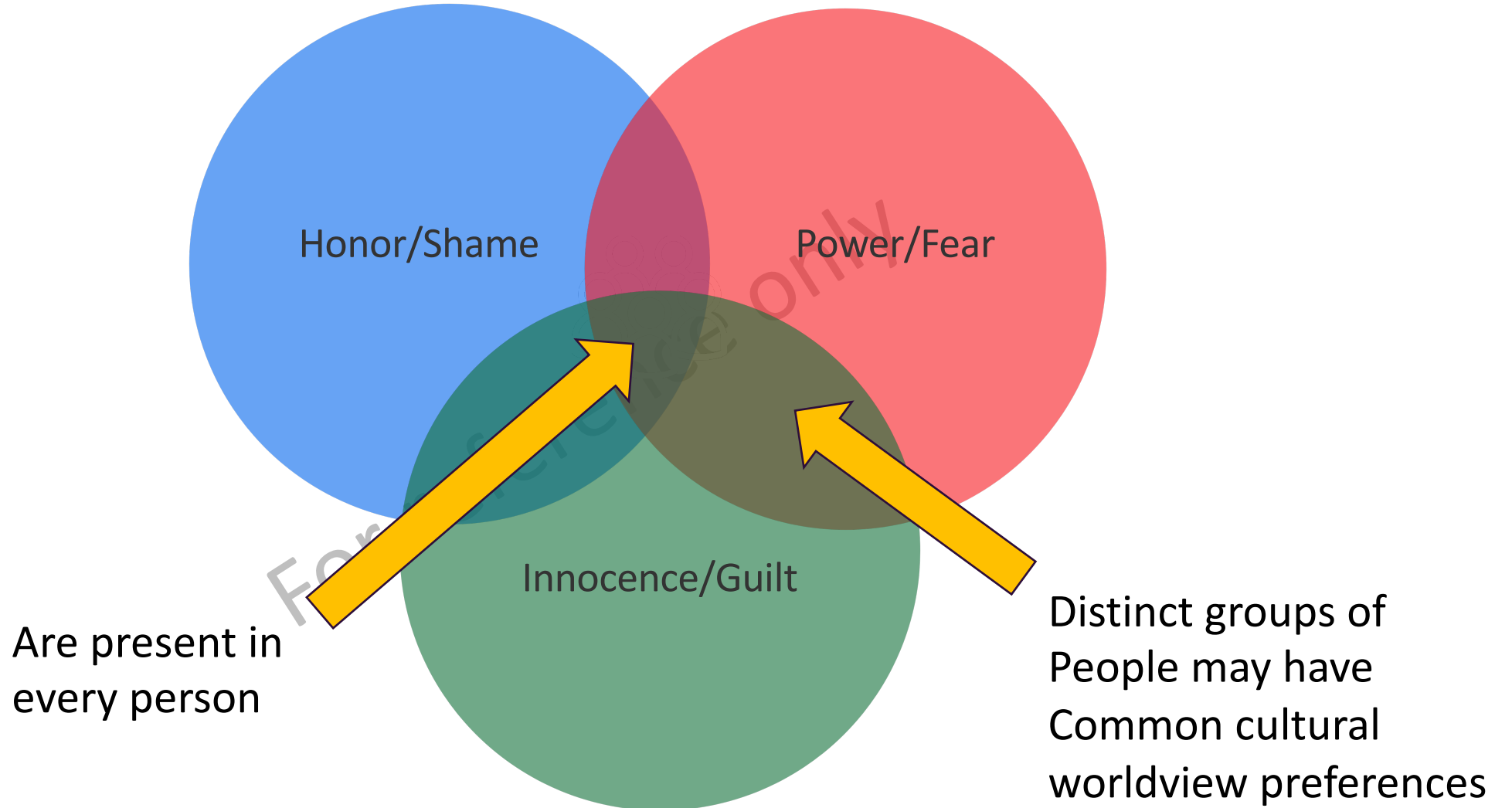


- ① A cultural lens through which we see and interpret the world around us
- ② This lens is formed from our cultural beliefs, assumptions and underlying behavior
- ③ We process the world around us and make decisions on how to act based on the filter of our cultural worldview lens

reference only



What do cultural worldviews have in common?





Three Colors of Worldview Review



Power/Fear

- Hierarchy
- Loyalty = Safety
- Use fear to instill compliance
- Use power to empower



Honor/Shame

- Relationships
- Belong to the group
- Community accountability
- Indirect communication



Innocence/Guilt

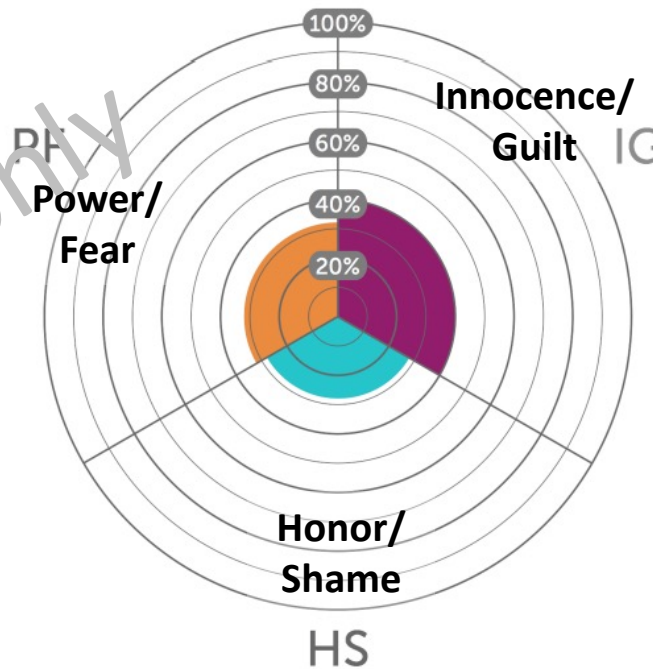
- Right and Wrong
- Rules
- Individual Accountability
- Direct communication

Understanding InterCultural Dynamics

Mini Explanation of "The Three Colors of Worldview"

- It's PERSONAL!
- Every person has a unique cultural wiring; study it, understand it, respect it
- Every person has three cultural drivers.
- Most have one "primary" driver (many global millennials have all three equally distributed)

Doing that which maintains my role and position & control/power, avoid situations where my role is undermined or diminished

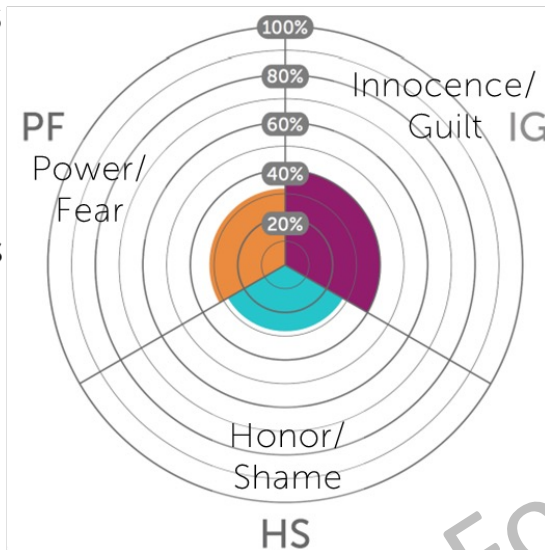


Doing the right thing (even if you or I don't like it) and avoid doing the wrong thing (or you knowing about it...)

Doing what is honorable or increases your honor and avoiding situations that bring shame

Leveraging the Three Cultural Drivers

Doing that which maintains my role and position & control/power, avoid situations where my role is undermined or diminished



Doing what is honorable or increases your honor and avoiding situations that bring shame

Doing the right thing (even if you or I don't like it) and avoid doing the wrong thing (or you knowing about it...)

Engage people in such a way that they experience it as:

- Doing right by them
- Honoring them, their team, their family
- Empowering and 'life-giving'

The Three Colors of
Worldview Litmus Test



Us

Navigating this complexity requires us to create a culture where everyone belongs

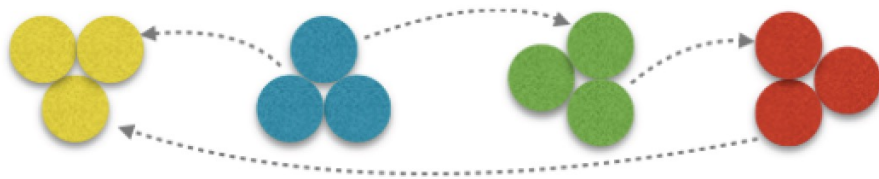
Belonging



being accepted,
valued, and included
as a member of the
team and
community and to
be able to make a
meaningful
contribution.

From Multicultural to Intercultural

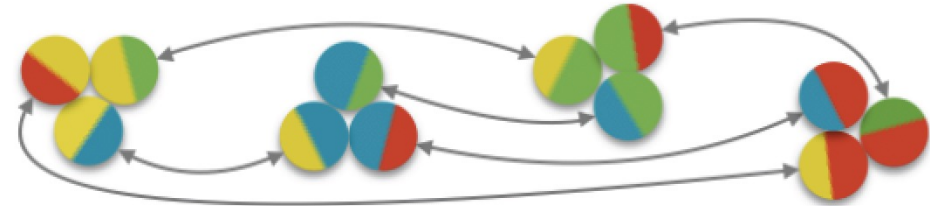
Multicultural



Polite social interaction takes place mainly during celebrations focus on food, folk and festivities.

Interaction is a superficial exchange between cultural groups, only one culture is driven to learn and understand.

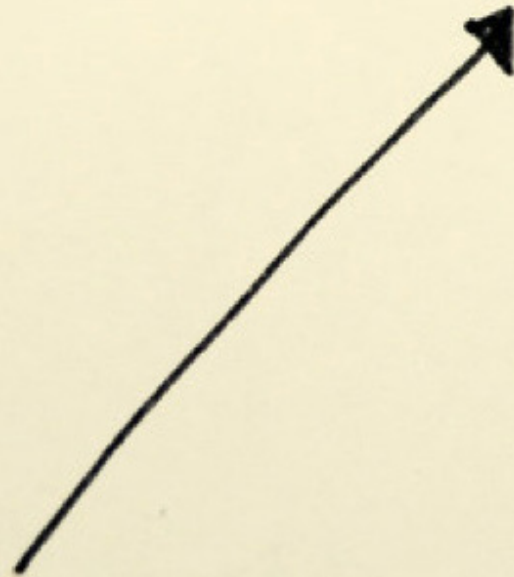
Intercultural



Relations are deeper than multicultural or cross-cultural relations, and no one is usually left unchanged.

People from different cultural groups have a mutual interest to interact with one another, learn and grow together whilst relationships are shaped and moulded from each other's experiences.

Expectations

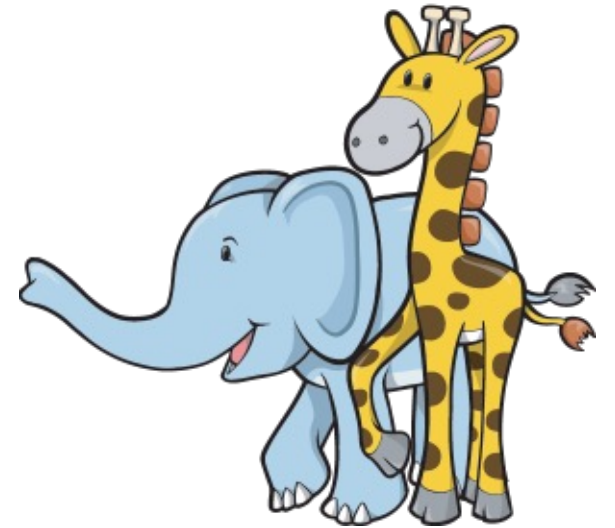


Reality



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An Active Story...



Punch's Story

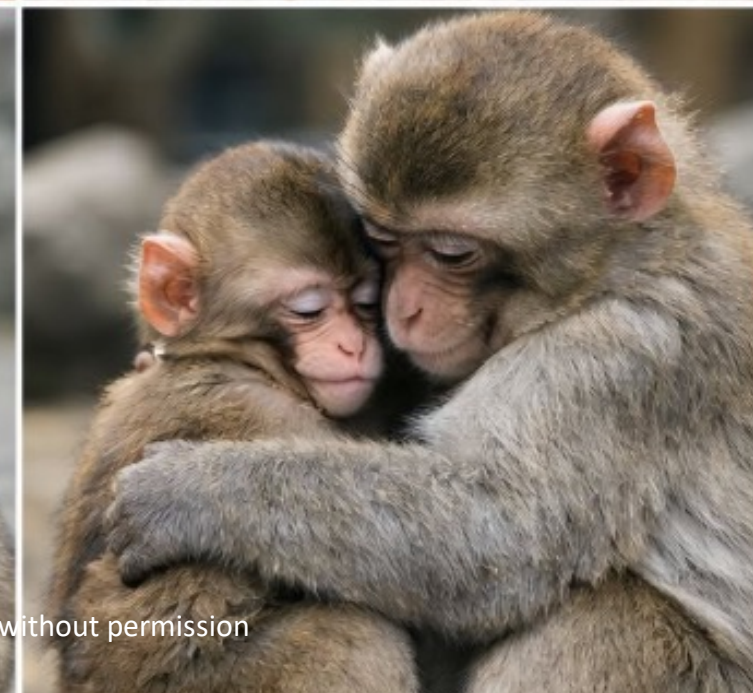
Sometimes love comes in unexpected forms.

Sometimes healing starts with something soft to hold onto.

And sometimes, even after rejection, you can still find where you belong.

Little Punch didn't just win the internet's heart.

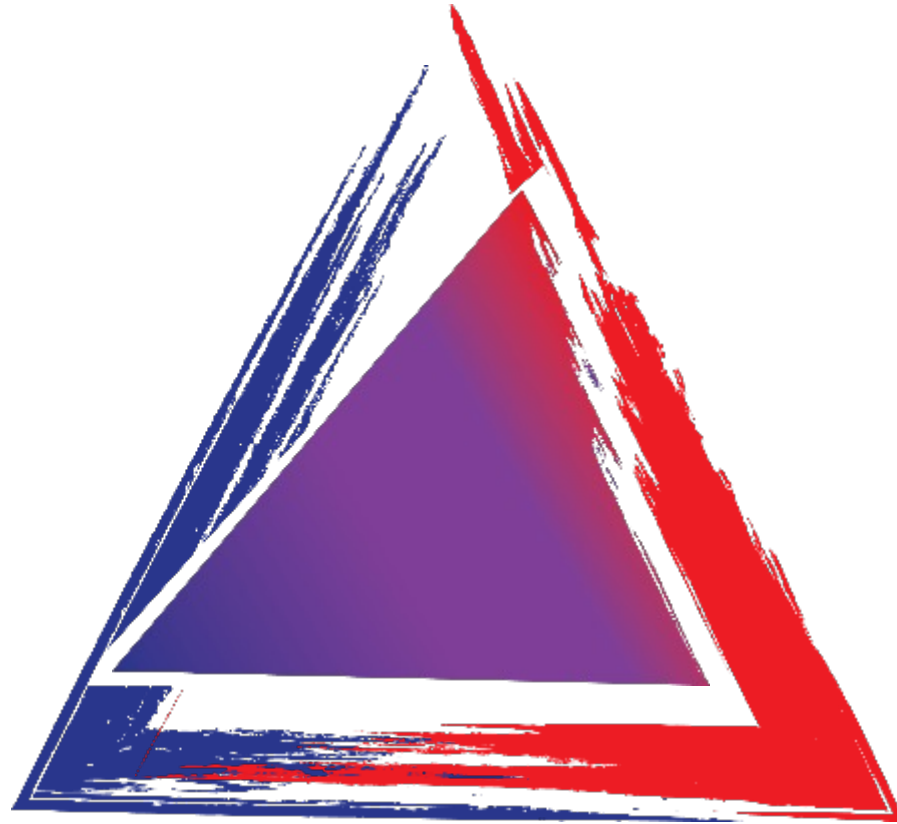
He found his place in the world.





We are all culture creators.



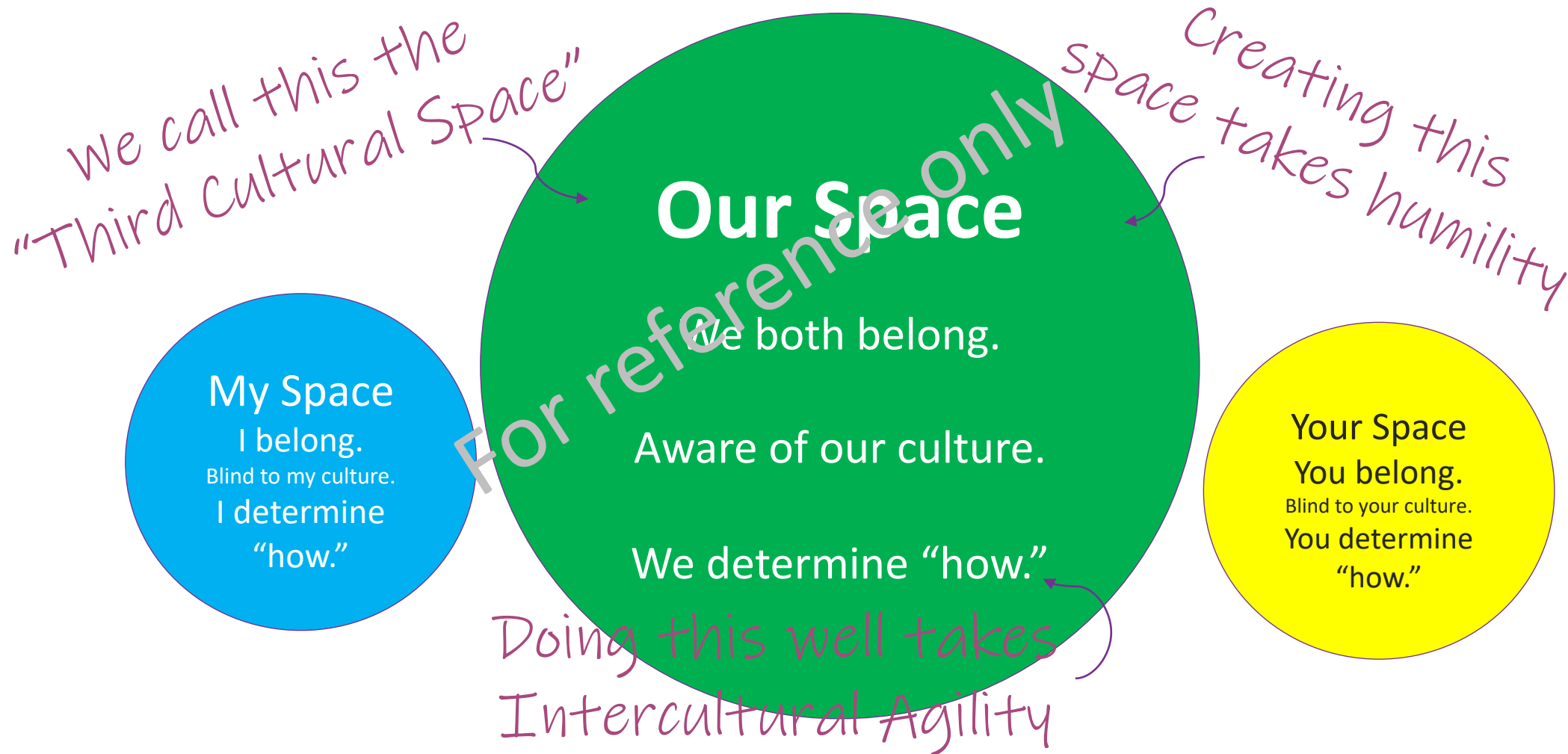


(Inter)cultural Intelligence is the purple space



The Third Cultural Space

What kind of culture will I create?



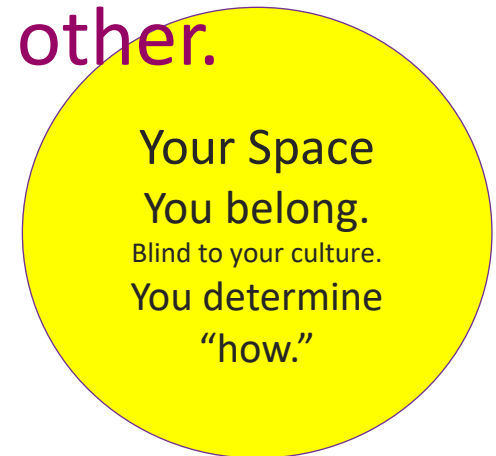



The Third Cultural Space

A world full of
Third Cultural
Spaces,
where very
different
cultures can
thrive,



where neither
is condemning,
and one is not
hurting or
excluding the
other.



The image shows two hands, palms facing each other, holding a small globe of the Earth. The hands are painted with blue and yellow colors, representing the oceans and continents respectively. The globe is positioned in the center, and the hands are positioned around it, symbolizing care and support. The background is black, making the hands and globe stand out.

The ability to **create new cultural spaces** to facilitate **win-win solutions**; by **anticipating, correctly interpreting, and adjusting** to the culturally defined behaviors of others.



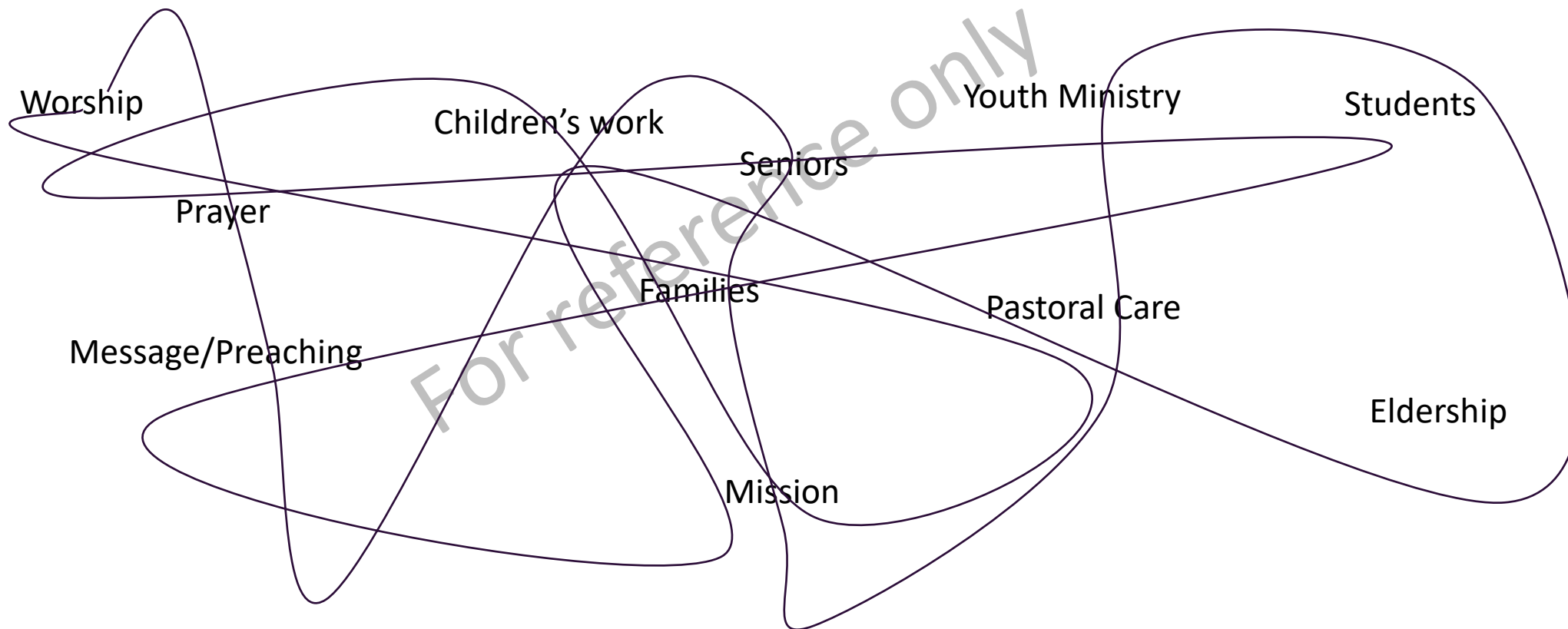
Me

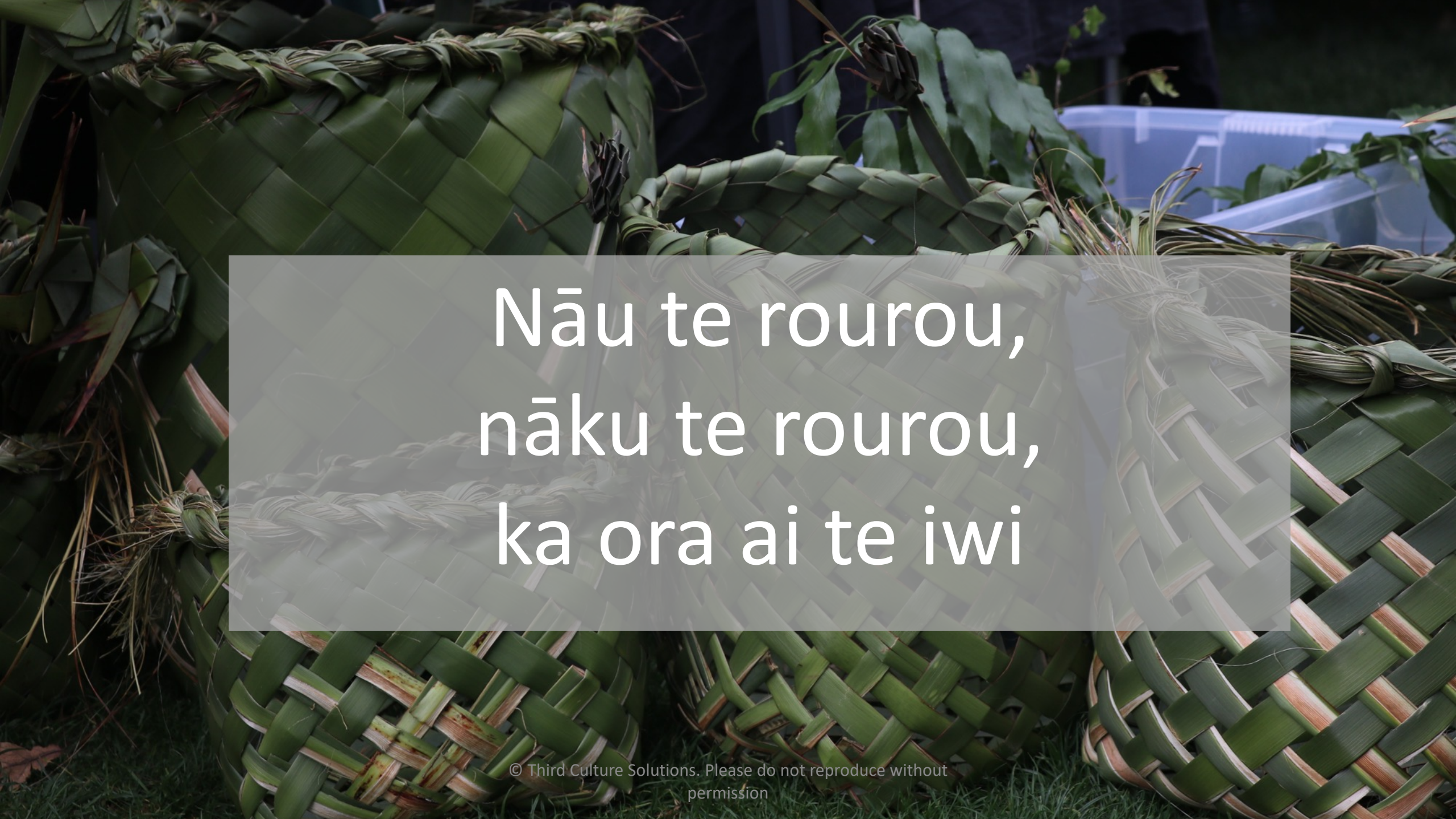
We

Us


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Navigating culture's complexity requires each one of us to be culturing together...in community and in presbytery and Aotearoa





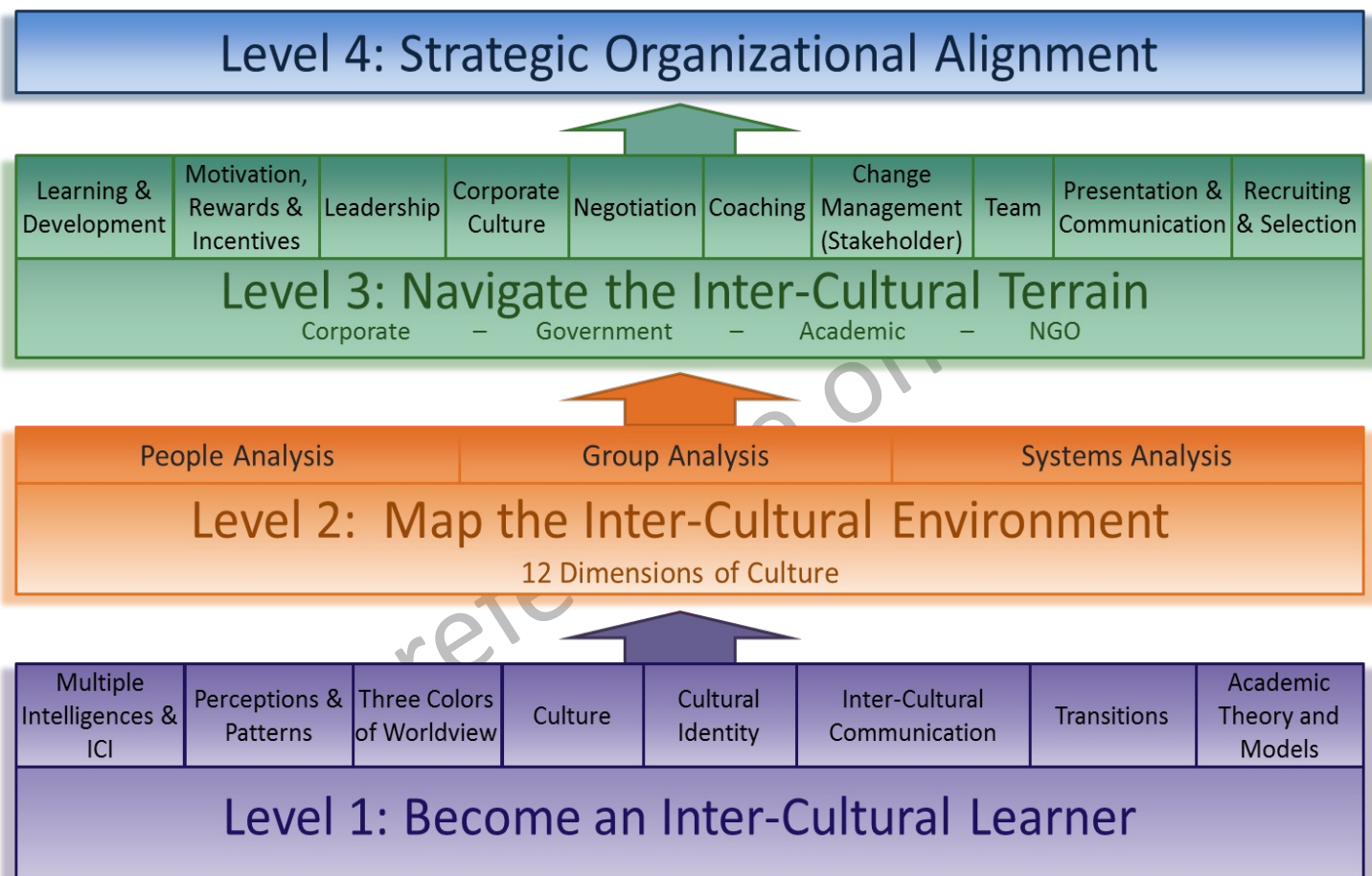
Nāu te rourou,
nāku te rourou,
ka ora ai te iwi



With your foodbasket,
And my foodbasket,
The tribe will benefit



The 4-Level ICI Framework



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The ability to create new cultural spaces to facilitate win-win solutions; by anticipating, correctly interpreting, and adjusting to the culturally defined behaviors of others.

For Further Information

Available to support you, your leadership team or team at work to develop cultural inclusion @church or @work

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