

**/WHAT IS ASSESSED HERE:  
HOW YOU THINK ABOUT AND DEAL  
WITH AMBIGUITY AND PARADOXES,  
HOW YOU RECOGNIZE DIVERSITY,  
FEEL ABOUT IT AND ACT TOWARDS  
IT.**

**YOUR SMI RESPONSES INDICATE THAT** you are aware that when we start to be inclusive of other people's perspectives, we may lose sight of what we hold true and right, thus not fully honoring the responsibility we feel to champion these values.

**/YOU WOULD FEEL MOST COMFORTABLE** if there would be a solution that might make everyone happy, one that accommodates diverse ways of seeing the economy, ecosystems, humans, and the planet, but you don't think this may be realistic.

We cannot comment on your behaviors related to this topic, since you indicated (by choosing "neither") that you did not find yourself represented by either of the available options.

**/THINK ABOUT HOW YOU CAN FURTHER LEVERAGE YOUR STRENGTHS AND MANAGE SOME OF THE LIMITATIONS WHICH MAY BE HOLDING YOU BACK:**

Your heart remains true to values you were taught and respect, and you realize that you may be perceived by others as not being very inclusive. Because much of the world is changing, you may feel compelled to be more understanding with

others' perspectives, but this doesn't come easy to you, and you may feel frustrated or impatient.

**/HOW ABOUT YOU TRY:**

Can you think of an event or situation, however minor, where someone with a different opinion was able to step into your shoes? How did it make you feel? How did it impact your attitude and your behavior?

What if we could shape a world that makes room for different perspectives? Where you acknowledge others' points of view, and yours are also included by others?

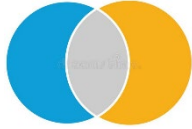
Since we cannot control what others think or do but do have control over our own way of thinking, there may be an interesting path worth exploring here.

**/THOUGHTS TO PONDER WHEN YOU CONSIDER THE SM:**

It seems that today, more than ever, we are collectively being confronted with paradoxes and ambiguity. Increased transparency and access to information from around the world makes us aware of very different ways of thinking, being and acting with which we may not agree or be comfortable.

Challenging as this may be, there is a benefit to it: We are becoming aware of our own worldviews just by realizing that there are other ways of seeing and feeling. This is an evolutionary insight of great value, the foundation for more peaceful societies. In a way, life is prompting us to expand our understanding and our scope of caring, which go hand in hand.

When we understand something, we can begin caring. This is the start of a better world for all.



*Both+and thinking allows us to understand paradoxes and calls for creative solutions that are inclusive of all stakeholders.*