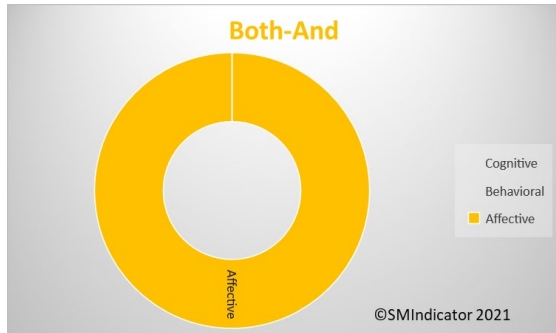


**/WHAT IS ASSESSED HERE:  
HOW YOU THINK ABOUT AND DEAL  
WITH AMBIGUITY AND PARADOXES,  
HOW YOU RECOGNIZE DIVERSITY,  
FEEL ABOUT IT AND ACT TOWARDS  
IT.**



**What this tells you:**

**This graph shows the affective dimension, meaning that you connect emotionally with this aspect, without necessarily having full understanding about it. We don't have enough data to report if or how your feelings impact your behaviors related to this aspect.**

**YOUR SMI RESPONSES INDICATE THAT** you are an empathetic person, and it comes easily to put yourself in another person's shoes, trying to see life from their point of view, as puzzling as it might be. It makes you feel good when you do so - in a way you feel closer to the other.

**/YOU ARE COMFORTABLE** when you are inclusive since not being inclusive may make you feel guilty, selfish, righteous, or irresponsible. This is your internal compass.

At the same time, you are also aware that when one starts 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.

We cannot comment on how your feelings and thinking impact your behaviors, since in the questionnaire 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:**

The combination of your natural empathy towards others, and your desire to have clear distinctions of what is right and wrong probably doesn't make your life easy. Simplifying complexity is helpful for avoiding gray areas, but you sense that you also miss understanding the complexities of the situation. Many of our world's sustainability challenges originate in choices such as: "either the planet or the economy" and "either protect the wolves or the farmer." Yet, either-or choices can be misleading, and have us believe there are win-lose solutions that work. But do they really? If the cost is high, do they still work?

It is reassuring to find ourselves in a situation where we see it the right way, and others are wrong. But at the same time, you sense that we may be missing what these others are seeing, that we don't. How could we all benefit from having a fuller picture?

Now, in what areas does empathy and inclusion come easier to you, and which situations are more challenging? This is your work.

## /HOW ABOUT YOU TRY:

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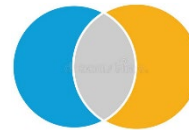
## /THOUGHTS TO PONDER WHEN YOU CONSIDER THE SM:

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.

Now, in what areas does empathy and inclusion come easier to you, and which situations are more challenging? This is your work.



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