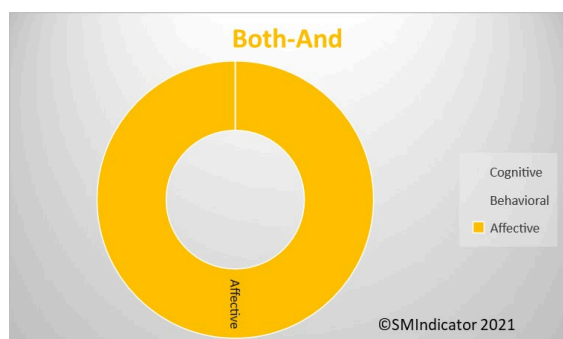


**/WHAT IS ASSESSED HERE:  
HOW YOU THINK ABOUT AND DEAL  
WITH AMBIGUITY AND PARADOXES,  
HOW YOU RECOGNIZE DIVERSITY,  
FEEL ABOUT IT AND ACT TOWARDS  
IT.**



**What this tells you:**

**This graph shows the affective dimension, meaning that you connect emotionally with this aspect. We don't have data to report if or how these feelings relate to your understanding and behaviors.**

**YOUR SMI RESPONSES INDICATE THAT** you are an empathetic person. 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. Moreover, not being inclusive may make you feel guilty, selfish, righteous, or irresponsible. This is your internal compass.

We cannot comment further on how your feelings connect with your thinking or impact your behaviors, since in the questionnaire you indicated (by choosing "neither") that you did not find yourself represented by any of the available options.

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

Are you pragmatic and like clarity in life, feeling best with simple choices - black and white options? Do you perhaps find a sense of stability and reassurance in holding onto your values and your worldview? If this is the case it may not 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?

Here is a question to consider: 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 people acknowledge others' points of view? In a way, you are already feeling empathy for others, which is a valuable asset in these polarized times!

Are you converting your empathy into inclusive behaviors?

## **/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.

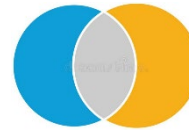
When we understand something, we can begin caring. This is the start of a better world for all.

## **/HOW ABOUT YOU TRY:**

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. Your behavior could role model appreciation of diversity. Are you aware of it? You could inspire others to feel empathy.

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

You are a naturally caring person. There are multiple daily opportunities to put your empathy into action, in new ways. Any thoughts?



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