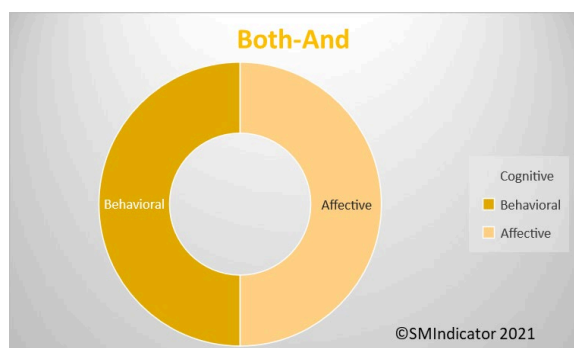


**/WHAT IS ASSESSED HERE:  
HOW YOU THINK ABOUT AND DEAL  
WITH AMBIGUITY AND PARADOXES,  
HOW YOU RECOGNIZE DIVERSITY,  
FEEL ABOUT IT AND ACT TOWARDS  
IT.**



**What this tells you:**

**This graph shows the two dimensions of affective and behavioral, meaning that you have an emotional connection with this aspect, and you also act upon it. We don't have enough data to report whether or how your knowledge and understanding is related to or might support this aspect.**

**YOUR SMI RESPONSES INDICATE THAT** you are an empathic person.

It comes easy to you to put yourself into another person's shoes, trying to see life from their point of view. It makes you feel really good when you do so, in a way you feel closer to the other. Not being inclusive may also make you feel guilty, selfish, righteous, or irresponsible. This is your internal compass.

**/YOU ARE COMFORTABLE** exploring how other people arrive at their opinions and

perspectives, puzzling as they may look to you. It is possible that you even become curious and engage in conversations to understand them.

You have a valuable trait, particularly in our sustainability-challenged times, where the solutions to our environmental or social problems must consider a vast array of interests and needs.

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

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

Does it ever happen to you that you struggle to balance honoring your values, what "is right", with accepting very opposite positions? If that is the case, you will be happy to hear that you are not alone in the struggle. You already have come far in your personal journey, as you can empathize with others, take a glance into their world, and in your actions, you try to honor that feeling. What are the boundaries?

Here are a few thoughts to ponder. We are living in a complex world. 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, either my way or yours, etc." 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? When we find ourselves in a situation where we see it the right way, and others are wrong, what may we be missing that these others are seeing? Which are situations where either-or thinking is appropriate, and when do we need a creative both-and solution?

It is wonderful to experience our perspective included by others. Since we cannot control what others think or do, but 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.

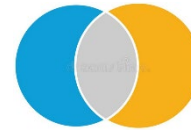
Challenging as this may be, there is a benefit to it: We are becoming aware of our own worldviews just by realizing that there are other ways of seeing and feeling. This is an evolutionary insight of great value, the foundation for more peaceful societies. In a way, life is prompting us to expand our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

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

In what areas is inclusive thinking and acting easy for you, and which situations are more challenging? This is your work.

There are multiple daily opportunities to expand your acceptance of differences, in new ways. Any thoughts?



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