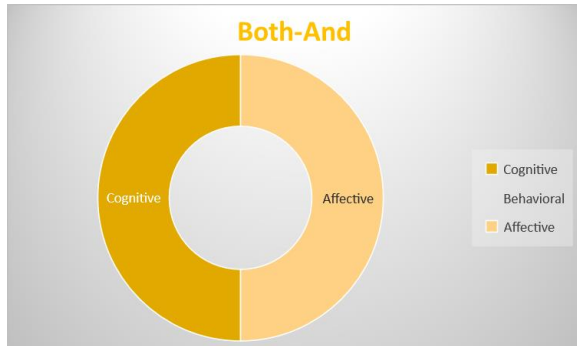


**/WHAT IS ASSESSED HERE:  
HOW YOU THINK ABOUT AND DEAL  
WITH AMBIGUITY AND PARADOXES,  
HOW YOU RECOGNIZE DIVERSITY,  
FEEL ABOUT IT AND ACT TOWARDS  
IT.**



**What this tells you:**

**This graph shows that your approach to the assessed topic is both cognitive and affective. We don't enough have data to report about your behaviors and whether or how your understanding and feelings are converted into actions.**

**YOUR SMI RESPONSES INDICATE THAT** you know that it is important to listen to other perspectives, and to find solutions that can accommodate diverse needs, even compromising what is important to one or the other.

Furthermore, you are an empathic person. Not being inclusive may also make you feel guilty, selfish, righteous, or irresponsible. This is your internal compass!

You have a very valuable characteristic, particularly in our sustainability-challenged times, where the solutions to our environmental or social problems have to be found considering a wide 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 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. Does it occur to you sometimes that you struggle to balance honoring your values, what "is right", with accepting very opposite positions? If that is the case, welcome to life! You are not alone in the struggle. You already have come far in your personal journey, as you can empathize with others. What are the boundaries?

Here are a few thoughts to ponder. We are living in a complex world. Much 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 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.

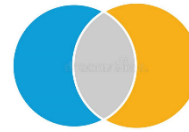
Challenging as this may be, there is a benefit to it: We are becoming aware of our own worldviews just by realizing that there are other ways of seeing and feeling. This is an evolutionary insight of great value, the foundation for more peaceful societies. In a way, life is prompting us to expand our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



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