



**EMOTIONAL  
EXCELLENCE  
IN THE WORKPLACE:  
LEONARD PERSONALITY INVENTORY  
(LPI)  
PERSONALITY PROFILING  
DR. LEONARD YONG**



**EMOTIONAL EXCELLENCE IN THE WORKPLACE :  
LEONARD PERSONALITY INVENTORY (LPI) PERSONALITY  
PROFILING**

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## The Author: Dr. Leonard Yong

Dr. Leonard M S Yong (Ph.D; M.ED; B.Sc)



Dr. Leonard Yong is an international consultant who has trained and consulted in many countries. He is an Educational Psychologist. Prior to his retirement as Professor, University of Malaya's Department of Educational Psychology & Counseling, he taught for more than 20 years in the University of Malaya. He was also the pioneering Director of the Universiti Malaya Centre for Continuing Education (UMCCED). By applying the LEONARD Model in leading and managing the UMCCED, UMCCED became a self-financing educational enterprise.

Dr. Yong has gained international recognition for his research and consultancy work on creativity and emotional intelligence in the organisation. Based on his pioneering work on the LEONARD Personality Inventory (LPI) and the LPI Software, and its use in helping individuals to develop their creativity, Dr. Yong has consulted with and conducted numerous training workshops on Emotional Intelligence and Creative Thinking for leaders in organisations such as British Petroleum, Microsoft Thailand, Cathay Pacific Airlines, Thai Securities Exchange Commission, Readers Digest, Reuters, Chularat Hospital Thailand, B Braun, Young Presidents Organisations, Petronas, Kuwait Petroleum Company, Oman Petroleum Company and Saudi Arabian Oil Company (ARAMCO).

Dr. Yong has addressed groups in many countries such as the United States of America, Austria, Britain, Australia, France, New Zealand, Germany, Italy, Russia, Japan, China, India, Korea, Indonesia, Burma, Hong Kong, Singapore, Thailand and Papua New Guinea. He was awarded the 1992 Fulbright-ACLS/MACEE Award to undertake research on the creativity of Americans. He was awarded the 1993 Japan Foundation Research Fellowship Award to conduct research on Japanese creativity. He was also awarded the Senior Research Fellowship, European Studies Program 2000 (Bocconi University, Italy) to conduct personality research in Italy, Germany and Scotland.

Dr. Yong's books include *Creativity: A Study of Malaysian Students*, *Pemikiran Kreatif* and *The LEONARD Personality Inventory*. His articles have appeared in journals such as *Perceptual and Motor Skills*, *The Journal of Creative Behavior* and *Education Quarterly*. He is a Graduate Member of the British Psychological Society and Member of the American Psychological Association, American Counselling Association, American Psychotherapy Association and the Malaysian Psychological Association. He is the Vice-President (Education) of the Malaysian Psychotherapy Association and a Fellow of the Malaysian Psychotherapy Association.

He was accorded the title of Visiting Professor of Educational Psychology, Department of Psychiatry, Faculty of Medicine Sirijaj Hospital, Mahidol University in 2005 and 2006. He is also presently Adjunct Professor in the University of South Australia and Honorary Professor, Universiti Tunku Abdul Rahman.

## Introduction

It is a truism that all of us would prefer to be a success in life if we are given a choice. However, to be a success in life is easier said than done. It may be attained by some people but for many others it is only an elusive dream. Nevertheless, people will never stop striving for success not because it has been eluding them but in spite of it.

In the past, it was widely held that one's success in life is measured and determined by one's Intelligence Quotient (IQ) based on the Stanford-Binet intelligence scale. For many years, this idea prevailed and it formed the basis of decision making by many regulatory bodies. In recent years however, it has become clear that IQ is not the sole determinant of success. Although it cannot be denied that IQ influences one's success, it has been proven time and time again that Emotional Intelligence (EI or EQ) is also an important determinant of success. In fact, EQ eclipses the IQ as a more significant determinant of success.

Studies have revealed that people with high EQ are often the most successful in their personal lives as well as in their careers, but not people with high IQ. Many people with high IQ but low EQ have failed miserably in their undertakings in life. This fact has gained credence and acceptance not only by academicians but also by government and corporate leaders and people of all walks of life in the world today. They have acknowledged and reaffirmed the importance of EQ as a critical success factor.



Knowing the importance of EQ alone is not enough. More importantly, you must know how to develop your own EQ and put it into practice. If the latter is what you want to do, this book entitled “Emotional Excellence In The Workplace” is just the book for you. It is written specifically to help people develop their EQ. It aims to show how people can become aware of their own EQ and take the necessary steps to develop it to its optimum and to utilize it to their advantage in their workplace. You can be much better than you are now and this book will show you the way forward.

In my 25 years of researching, teaching, training and consulting, I have constantly witnessed organisational leaders who display a high level of Emotional Excellence (EE). These emotionally excellent leaders are able to create, what I call, the heart of an emotionally intelligent organisation. An emotionally intelligent organisation is one where its leaders and their followers exhibit a high level of emotional excellence, which allows the organisation to connect with its most important assets — people. When this “special” connection exists, the people begin to fully engage in what they do — simply because leaders know how to lead from their hearts. When people are engaged, they are willing to give their fullest commitment towards achieving the goals of the organisation. They will be inspired to give their best, work from their hearts and channel their creative energies, to perform at a higher level.

In this book I will be sharing with you what, how and why it is important to achieve Emotional Excellence and how to get others connected, excited and engaged at a higher level. I will show you the steps involved to developing an emotionally excellent organisation. When leaders have a high level of Emotional Excellence, they become the catalyst and the heart to becoming an emotionally intelligent organisation.

Many of these ideas have been used by my clients in different parts of the world. On a personal level, I have used and tested these ideas and witnessed firsthand the proven results of them when I was given the honour to be the pioneering Director of the Universiti Malaya Centre for Continuing Education (UMCCED) from 1998 until 2002 when I retired from Universiti Malaya. Building the UMCCED on the principles shared in this book, and with strong encouraging support from emotionally excellent and visionary leaders such as the late Tan Sri Dato’ Dr. Haji Abdullah Sanusi Ahmad and also Dato’ Dr. Anuar Zaini, the former Vice Chancellors of Universiti Malaya, UMCCED developed into a self-financing and very profitable educational centre within a very short period. Today the Centre is part of the Universiti Malaya City Campus in the city centre of Kuala Lumpur.

In recent decades, research has been carried out that clearly proves the link between “High EQ Organisations” and their contribution towards improved financial and business performance. An organisational leader with high IQ coupled with high EQ, can make a world of difference. In this book you will also learn how to develop wellness in your body, mind and spiritual heart by using the breakthrough LPI TENT Therapy presently used by many who have previously attended our LPI training programs. The contents of this book are divided into two parts. The first part introduces you to the Leonard Personality Inventory (LPI) which was formulated by me after many years of extensive research. An understanding of the LPI is essential to the understanding of personality profiling. The LPI operates on the premise that every individual has a personality profile. If you accede to this premise, you may be prompted to ask yourself these questions: “What is the LPI? How does it work? What is there for me? Does it reveal my true self?” The LPI helps you discover your own personality profile.

Knowing your own personality profile will in turn give you an insight into your own EQ — an awareness of your emotional strengths and weaknesses. The LPI in fact provides the key to unlocking the secrets of your EQ which is crucial to managing change in yourself.

You may go further to ask - Does the LPI reveal anything about others?” The answer, as implied in the book, is affirmative. Just as the LPI reveals your personality profile, it can also help you to understand the personality profiles of others. Knowing how people tend to behave is very important to your understanding of others and to your interactions with them. It is a great asset to your interpersonal skills.

In the second part of the book I attempt to explain how the knowledge of personality profiles can help you develop your emotional excellence. I define emotional excellence as the heart motivation to practice your emotional intelligence. Knowing your own personality profile will help you enhance your intrapersonal skills. On the other hand, knowing others’ personality profiles can certainly enhance your interpersonal skills.

Part 2 also emphasizes the importance of being consistent in the use of one’s emotional intelligence and focuses on how emotional excellence is to be achieved in the workplace. In this section I introduce the LPI Holistic Model which shows

how an integration of the spirit, mind and body can help an individual to develop wellness as a whole person and to have the motivation and strength to consistently practice emotional intelligence. Here I introduce the LPI TENT therapy which has helped many of our delegates at our LPI Emotional Excellence training programs in different parts of the world.

In both parts of the book I address the issue of how an understanding of personality profiling within the framework of the LPI will definitely enable you to discover and to enhance your EQ. In fact, you can make changes to your personality profile to help bring about a change in your EQ. It is up to you to effect the change in your personality profile. The decision is yours. In this book I shall attempt to advise you on the ways and means of developing your emotional strengths and of overcoming you emotional weaknesses. The positive results that you achieve will raise the level of your emotional intelligence.

Just as you can raise your emotional intelligence, you can go one step further to strive for emotional excellence. You can do it. You have the potential to become infinitely more than you are now. This book, Emotional Excellence In The Workplace, will guide you to develop your potential so that you can achieve emotional excellence through your own effort. When you do succeed, you are progressing towards self-actualisation - which will invariably help you to achieve peak performance in all your undertakings at your workplace. It is my sincere desire that reading this book and doing all that it recommends will not only be a journey of self-discovery for you, it will also be a journey of self-renewal in your pursuit for excellence.

I believe that developing your Emotional Excellence will enable you to create excellent human relationships and keep yourself and others highly inspired, engaged and committed in their work. I truly hope that the benefits of this book will go a long way towards helping individuals live productive and fulfilling lives.

I look forward to hearing from you on how this book has helped you and your organisation to develop a higher level of emotional excellence in the workplace. If you have any questions about the LPI and EE, you can email us at: [enquiry@leonard.com.my](mailto:enquiry@leonard.com.my)