

# Leonard Personality Inventory

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**L**et's

**E**xplore

**O**penness

**N**eutral

**A**nalytical

**R**elational

**D**ecisive



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**NAME:** Sample  
**DATE :** 11/16/2011  
**ORGANISATION:** ABC Company  
**JOB DESIGNATION :** Finance

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## The LEONARD Personality Inventory

Based on a number of years of research into the personality traits of Malaysians, Dr. Leonard Yong has developed the LEONARD Personality Inventory (LPI). The LPI has been named in this way because it attempts to help us with Let's Explore our Openness, Neutral, Analytical, Relational and Decisive behavioural tendencies. The LEONARD Personality Inventory can identify a person's emotional orientation and locate a person's preferred behavioural orientation on any of the five behavioural dimensions, namely Openness, Neutral, Analytical, Relational and Decisive dimensions.

The LEONARD Personality Inventory is based on research work by Dr. Leonard Yong in the last ten years and is modelled after a combination of both the four Greek temperaments and the Big Five Model. The approximate equivalent of the LEONARD Personality Inventory to these two models are as follows:

| Greek Temperaments | LEONARD      | Big Five Model             |
|--------------------|--------------|----------------------------|
|                    | Openness     | = Openness                 |
| Phlegmatic         | = Neutral    | = Agreeableness            |
| Melancholic        | = Analytical | = Conscientiousness        |
| Sanguine           | = Relational | = Extraversion or Surgency |
| Choleric           | = Decisive   | = Emotional stability      |

Results from the administrations of the LEONARD Inventory in Malaysia have indicated the validity and reliability of the Personality Inventory for the purpose of identifying the preferred behavioural styles of respondents. Intervention programs have been designed to assist individuals to enhance their emotional intelligence (intra-personal and inter-personal skills). This has been found to be especially useful in helping organizations, which have encouraged teamwork and innovative approaches to the workplace through harmonious and synergistic teamwork. Other uses include premarital and marital counselling.

### Reference:

Leonard Yong (1999). The LEONARD Personality Inventory. Kuala Lumpur.

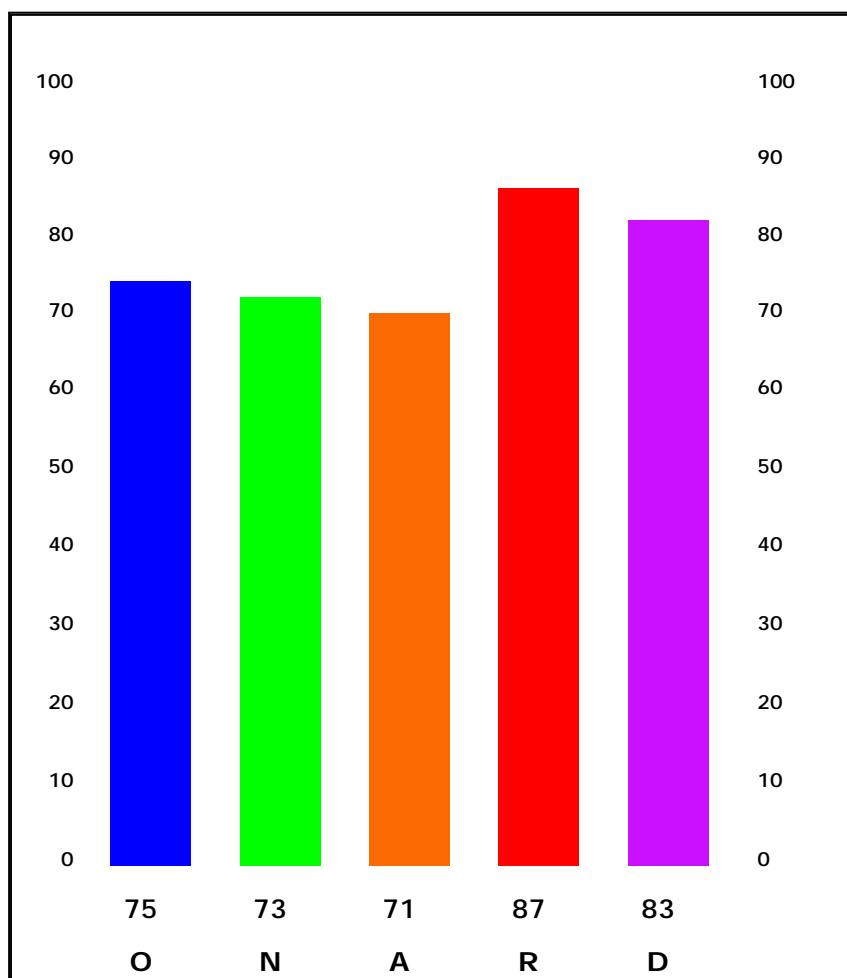
## Understanding Your Preferred Behavioural Style

| Your LEONARD Personality Profile  |   |   |
|---|---|---|
| <p><b><i>Neutral</i></b><br/> <i>Good listeners</i><br/> <i>Like to live in harmony</i><br/> <i>Patient</i></p>                 | <p><b>Data Oriented</b><br/>           Introvert<br/>           Cautious<br/>           Diligent<br/>           Perfectionistic</p>                     | <p><b><i>Analytical</i></b><br/> <i>Cautious</i><br/> <i>Like to be precise</i><br/> <i>Can work alone</i></p>                        |
| <p><b>People Oriented</b><br/>           Warm personality<br/>           Shares feelings easily<br/>           Approachable</p> | <p><b><i>Openness</i></b><br/> <i>Are creative</i><br/> <i>Like to try new things</i><br/> <i>Tend to be curious</i></p>                                | <p><b>Task Oriented</b><br/>           Desire to be in control<br/>           Like to lead<br/>           Can solve problems well</p> |
| <p><b><i>Relational</i></b><br/> <i>Full of life and excitement</i><br/> <i>Persuasive</i><br/> <i>Convincing</i></p>           | <p><b>Action Oriented</b><br/>           Extravert<br/>           Love challenges<br/>           Make friends easily<br/>           Inspires others</p> | <p><b><i>Decisive</i></b><br/> <i>Confident</i><br/> <i>Like to win</i><br/> <i>Bold</i></p>  |

## The LEONARD Personality Inventory

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**Position** Finance  
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Generally, your personality can be summarized as that of 'Exhorter'



O: Openness N: Neutral A: Analytical R: Relational D: Decisive

**Your strengths are as follows**

You are full of energy and enthusiasm. Life is in your bones making you an enjoyable person to be with. You would qualify as the ultimate royalty who reaches out to his/her subjects because you truly enjoy reaching out to others. If governments talk at tables to avert war, then they had better choose you to come along. Your convincing style would win over anyone's heart. If all that was needed to raise the dead were some laughter and fun, you would have emptied entire graveyards.

In the most wretched of conditions, you may well be the lone fellow who bears a smile of cheer. You are an optimistic person, looking at the brighter side of life. If someone were to put you down on canvas, you would sell a million copies like the Mona Lisa due to your popularity. Those around you like you a lot. Colleagues appreciate your energy and enthusiasm.

If everyone knew how to make friends the way you do, then there would be lasting peace on this planet. If words could make money, you would be a millionaire! Indeed, you are rich - in friendships since you delight in communicating with them. In a system that functions like a car, you would be the accelerator, while others would be viewed by you as the brakes. You are probably most comfortable when the reins of authority are placed in your hands because of your preference towards assuming leadership. You are a person of action who likes to get things done quickly.

It is very important to you to be given the freedom to complete a job. As iron is to a towering edifice, so are you to an organisation whose survival depends on the ability to devote seriousness to all tasks. For you, no nonsense is best sense. You provide firm leadership especially in times of difficulty. When somebody needs to do the job, everybody will not have to worry that nobody will get it done, because that somebody is you. You thrive best in an atmosphere of instantaneity, where all endeavours and results are best executed and anticipated in the shortest time.

Your individualism pays off in many situation, and your favourite song might just be Frank Sinatra's, "My Way". Watching a football game with you in it, would never be a bore if all the other players had were as competitive as you are. Bungee-jumping and the Camel Trophy would seem like child's play to you, given your keen sense of adventure and risk-taking. Much disappointment and delay can be avoided if people are more decisive in what they want to achieve in their professional and personal lives.

**You may have these weaknesses**

At the rate you are going about life, your lack of care may cause you to end up in undesirable situations. Be a bit more careful, especially when it is concerning the lives of others. Be more diligent and watchful in what you do on. If a fire could be started each time one was careless, then with you around, fires would be commonplace. Try and be a little more mindful of what you say or do. Don't be too impulsive in admitting everyone you meet into your circle. Be careful not to neglect your duty.

Precision is not one of your strengths. Take a look at the ants; no one forces them to work; yet they just do what comes naturally. Learn from the ant's diligence.

**A summary of your strengths are as follows**

Do not give up easily  
Need to be given the authority to get the job done  
Are competitive  
Like to take initiative  
Are energetic  
Like to lead  
Inspire others

**A summary of your weaknesses are as follows**

Are impatient; finds others too slow  
Tend to be stubborn  
Desire to impress others  
May be perceived as trying to manipulate others  
Tend to be restless, always seeking for new fun-filled activities  
Tend to draw attention towards yourself  
Must get your way no matter

**In order to nurture your Emotional Intelligence (EQ), you should develop**

Consideration when speaking to others  
More patience  
Ability to be more cautious in what you agree to do  
Willingness to listen to others' views especially when they disagree with you  
More sensitivity to others' feelings  
Greater sensitivity to others' feelings  
Better control of your emotions

**You tend to express your creativity in the following ways**

Good overview and grasp of matters at hand.

Confident in introducing your new ideas.

Relatively brief analysis is applied due to drive to get things done fast.

Unafraid to step on toes while presenting creative ideas or implementing creative breakthroughs.

Your creative inspiration often comes from talking to wide network of people.

Collaborates with others to emerge with creative outcomes - this openness is a good and fresh source of input of ideas.

Stubborn insistence on creative expression, fuelled by self-confidence.

**How you might improve on your creativity**

Present your new ideas in a more patient manner.

Beware that many things may have slipped your notice while generating ideas. Refrain from half-prepared outcomes by investing much more time into the thinking and development process.

Do not be overly self-confident as you come up with new and creative ideas.

Become more aware of implications of implementing your new ideas.

Consider others' feelings when you implement controversial new ideas.

You should ensure that your presentation of your creative ideas, though flamboyant and stylish, will not lack substance, miss the essentials and appear shoddy.

Be prepared to meet with disappointment and disapproval since not everyone appreciates your new ideas.

**You can help your organization by**

Inspiring members through your charisma.

Providing strong leadership.

Organizing social events among the workers.

Driving others and self to succeed for the organization.

Spearheading ventures risky in nature.

Generating enthusiasm and excitement among the more lethargic members.

Being full of energy and dynamism while working.

**In leadership and supervisory roles, it is important that you try to do the following steps**

Do not be over-confident.

Delicately find out whether your subordinates find you intimidating and not so easily approachable; if so make yourself more approachable.

After you have given instructions, try to ensure others have completely understood these instructions.

Avoid the impression that you are proud.

Follow through after you have given instructions.

Be more thorough in planning projects.

Learn to lead others and not drive them.

**To enrich your interpersonal relationships with others, try to do the following**

Realize that others may be different from you; give allowances for their differences.

Give others a chance to speak, don't interrupt.

Think of others first.

Don't lose your temper so easily; exercise more self-control.

Learn to wait.

Admit your mistakes; learn to say sorry more often.

Learn to understand others difficulties.

**In facing conflicts, you tend to do this**

Come on very strongly.

Say things which you may regret later.

May get aggressive quickly.

Talk much but listen little.

Desire to only have a win-lose situation with you winning and the other party losing.

Fight to win.

You can be loud & aggressive in facing the conflict.

**How to better manage yourself when facing conflict**

Avoid getting aggressive so easily in the conflict.

Don't insist on being right all the time.

Try to see the other person's point of view in the conflict.

Be willing to admit you could be wrong.

Listen more to understand the cause of the conflict.

Try not to escalate the conflict.

**The following actions may cause stress**

Constant and over-supervision.

Personal attacks.

Authority and power threatened.

Situation is not challenging enough.

Not able to achieve your goal.

Not allowed freedom to do what you think it is the right thing to do.

Dealing with people who are slow.

**Stress - Why you react the way you do**

Think you are not given enough freedom to do what you want to do.

Find others too slow.

Feel blocked in your desire to achieve better results in a quicker way.

Believe that you can do better but not allowed to do so.

Perceive that others do not approve your actions.

Perceive that you cannot get the results you desire.

Despite repeated efforts, there is lack of achievement.

**Stress - How to overcome your unfavourable reactions**

Overcome your constant need for achievement.

Learn to be less intimidating.

Exercise more self-control and not become too emotional.

Learn that your need for significance cannot be met by proving that you can achieve results.

Calm down before meeting others.

Speak more softly and gently.

Accept that you cannot always be the best in everything.

**Your approach/strategy and attitude towards learning**

Good sense of overview or organization/direction of subject matter.  
Subject matter must be good enough to generate interest and provide enjoyment.  
Prefers interactive mode of learning.  
Motivated to learn if public recognition or glamour is the reward at the end.  
Not good at handling facts with too many details.  
Enthusiastic towards new material but may not last too long at it.  
People-related subjects are greatly favoured.

**To be a more effective learner**

Don't let the absence of recognition stop your progress - much of the motivation must come from yourself.  
Be more organised and orderly - this will save you time and energy later on.  
Be humble to admit that there may be many things you still need to grasp. And require the help of others from time to time.  
Aim to achieve sufficient depth and breadth of coverage so as to produce quality learning and better results.  
Starting a new topic is enjoyable, but sticking to it is essential to succeed - so keep at it till the end.  
Don't be too quick to brush off something as unimportant just because it takes more time to learn.  
Aim to be all-rounded by covering areas not related to people, because in life, the two are hardly separate in most areas.