

NORMS & TECHNICAL MANUAL :

THE LEONARD PERSONALITY

INVENTORY (LPI)

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RELIABILITY & VALIDITY FOR THE LEONARD PERSONALITY INVENTORY

By Leonard M S Yong, PhD

1.0 Introduction

Results from the administrations of the LEONARD Personality 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.

The LPI questionnaire consists of 100-items which have been designed to assess the personality style of an individual. Each of these items are rated on a 5-point scale (1= disagree strongly; 2 = disagree a little; 3 = neither agree nor disagree; 4 = agree a little; 5 = agree strongly) and as mentioned above, it measures the five dimensions of personality: Openness, Analytical, Neutral, Relational, Decisive.

The Leonard Personality Inventory (LPI) has been used in numerous studies involving respondents from a variety of settings. Validity is established through the respondents' indication of face validity. Face validity is obtained through respondents' feedback based on the LPI profiles printouts given to them. Reliability is established through the Alpha Cronbach coefficient for internal homogeneity of the 20 items in each of the five LPI dimensions.

2.0 Validity of the LPI

In a study with 25 supervisors and managers from an organization in the courier service industry, the face validity of the LPI was established as follows. The subjects' personality profile was first obtained from the computer printout. The 25 supervisors were then interviewed on a case-by-case basis. The interview was based on their LPI personality profile generated from the LPI computer software. Respondents were asked individually to indicate whether they agreed or disagreed with the statements generated on the computer printout. All 25 of the respondents indicated agreement with about 85% of the LPI statements on their strengths and weaknesses.

In another similar study with 20 respondents from an international electronics corporation, the respondents were also asked regarding their agreement or disagreement with the profiles which were generated from the LPI software. All the respondents indicated agreement with more than 80% of the LPI findings on their strengths and weaknesses.

3.0 Reliability of the LPI

Research studies using the LPI have generally indicated that the LPI has validity and reliability. For example, in a Malaysian study with 139 police officers, the Alpha Cronbach reliability coefficients obtained for each of the LPI dimensions are as follows:

Table 1: Alpha Cronbach Reliability of the LPI Dimensions

Dimensions	Alpha Cronbach Reliability
Openness	0.79
Neutral	0.69
Analytical	0.68
Relational	0.76
Decisive	0.66

The results of the alpha Cronbach internal homogeneity reliability coefficient indicate that each dimension of the LPI shows high inter-item correlation between each of the 20 items in each dimension.

In another study with the 78 managers from a manufacturing corporation, Yong (2003), the Alpha Cronbach coefficients are respectively:

Openness : 0.80

Neutral : 0.77

Analytical: 0.73

Relational: 0.74

Decisive: 0.71

The alpha Cronbach reliability coefficients range from 0.71 (Decisive) to 0.80 (Openness). These coefficients indicate that the LPI dimensions are internally homogeneous.

The LPI is thus seen to be reliable from an internal homogeneity perspective.

4.0 Personality Profiling using the LEONARD Personality Inventory

Psychologists have adopted a diversity of methods to understand the personality of an individual. Personality refers to the stable and unique patterns of behaviours that determine a person's adaptation to the environment. Personality researchers have generally used four basic approaches to understand an individual's personality. These four approaches are the personality structure, psychoanalytic theory, transactional analysis and developmental theories approach.

The LEONARD Personality Inventory focused on one aspect of the structural approach to understanding personality (Yong, 1999). The structural approach essentially tries to uncover and describe the building blocks that make up personality. These blocks blend regular patterns of the person's behaviour into an integrated entity. The two main structural approaches envision personality as being made up of a combination of traits and types.

Trait theorists define traits as enduring and consistent ways of behaving over a variety of situations. Type theorists, however try to find primary styles of life or themes that can be used to characterize people's personalities and account for their behavioural patterns. The LEONARD Personality Inventory is based on the personality type approach. Yong (1999) developed the LEONARD Personality Inventory (LPI), where LEONARD stands for: "**L**et's **E**xplore our personality based on **O**penness, **N**eutral, **A**nalytical, **R**elational and **D**ecisive behavioural

tendencies in people”. The LPI 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.

Throughout the centuries, and especially in recent decades, there have been many attempts to describe personality. These attempts included early descriptions of personality styles first documented centuries ago by the Greek physician Hippocrates. The LPI is modelled after a combination of both the four Greek temperaments and the Big Five Model. Table 2 shows the approximate equivalent of the LEONARD Personality Inventory to these two models:

Table 2: The LEONARD Personality Inventory and it’s equivalence to Greek Temperaments and the Big Five Model (Yong, 1999)

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

4.1 LPI Dimensions

The descriptions of the LPI personality profiles are discussed as follows:

4.1.1 Openness

The Openness person is characterised by the new and original ways in which they approach life's situations. They have a seemingly carefree and "childlike" approach towards life and others around them. Sometimes, others find it difficult to understand their ideas at first because they seem to be highly unusual and unconventional.

Other traits characteristic of the Openness (Yong, 1999, p. 29) are:

Strengths

- Likes to try original approaches
- Enjoys artistic activities
- Is creative
- Is known for coming up with new and extraordinary ideas
- Is inventive

Potential Weaknesses

- Breaks rules
- Easily bored
- Tends to be impulsive
- Easily misunderstood by others
- May day-dream a lot

4.1.2 Neutral

A Neutral person tends to be introverted. They prefer to remain behind the scenes, and to follow rather than lead. They are generally friendly people but are rather selective in choosing close friends. Others will usually describe them as patient and loyal. Since they are very particular about safety and stability, they enjoy doing routine work which follows a certain procedure and is not dangerous.

Characteristics of the Neutral (Yong, 1999, p. 30)

Strengths

- Is a good listener
- Likes to do things in a way acceptable to others
- Values being part of a team
- Tries to live in harmony with others
- Tries hard not to hurt people's feelings

Potential Weaknesses

- Tends to be self-conscious
- Lacks self-confidence
- Not a goal-setter
- Tends to compromise so as to avoid conflicts
- Gets hurt easily by others

4.1.3 Analytical

An analytical person has perfectionistic tendencies and takes pride in doing error-free work. They are highly detail and information oriented. Since they tend to be exact, their work tends to be slower than others and are often found to be indecisive. Often times, they may appear cold toward others as they usually respond to others' problems mechanically, offering high-level analysis and probable solutions. Generally sceptical in nature, their cautious approach to life makes it difficult for them to accept new ideas.

Characteristics of the Analytical (Yong, 1999, p. 31)

Strengths

- Has a strong sense of duty
- Is a conscientious person
- Thinks carefully before making a decision
- Sets high standards
- Perseveres through to complete a job

Potential Weaknesses

- Not flexible
- Easily feels anxious and troubled
- Not willing to share feelings with others
- Easily hurt by criticisms from others
- Tends to feel depressed easily

4.1.4 Relational

A Relational person is people oriented, and therefore displays extroverted behaviour. They enjoy interacting with people, are expressive, cheerful, enthusiastic about life, sociable, talkative, carefree and spontaneous. Due to their easily changeable disposition, they may lack the persistence in following up with a task and tend to forget whatever they have promised to do.

Characteristics of the Relational (Yong, 1999, p. 32)

Strengths

- Makes friends easily
- Is optimistic about life
- Has energy and enthusiasm
- A fun person to be with
- Is persuasive

Potential Weaknesses

- Tends to talk too much
- Is quite disorganized
- Can be too emotional
- Tend to exaggerate when describing something
- Often not punctual

4.1.5 Decisive

The Decisive person tends to be highly goal oriented and sets out to accomplish results quickly. Decisives are risk-takers, and loves challenges. Others tend to find them impatient, as they are generally very direct and frank in their interaction. However, it is their bravery and firmness which wins the confidence and admiration of others. Hence, they often take on leadership positions and thrive in such roles.

Characteristics of the Decisive (Yong, 1999, p. 33)

Strengths

- Is self-confident
- Gets things done on time
- Likes to take initiative
- Does not give up easily
- Is decisive

Potential Weaknesses

- Too aggressive
- Is hot tempered
- Tends to be stubborn
- Easily irritated by others
- Must get own way no matter what

5.0 The 24 LPI Personality Profiles

Based on the feedback given by respondents when the LPI was administered to them, the following 24 personality profiles were obtained.

- | | | |
|-----|--------------------------------|----------------------------|
| 1. | Creative Imaginator | (Openness - O) |
| 2. | Neutral Expert | (Neutral - N) |
| 3. | Analytical Thinker | (Analytical - A) |
| 4. | Relational Interactor | (Relational - R) |
| 5. | Decisive Decision Maker | (Decisive - D) |
| 6. | Creative Expert | (N & O) |
| 7. | Creative Thinker | (A & O) |
| 8. | Creative Relater | (R & O) |
| 9. | Creative Decision Maker | (D & O) |
| 10. | Error Buster | (N & A) |
| 11. | Exhorter | (R & D) |
| 12. | Helpful Encourager | (N & R) |
| 13. | Implementer | (A & D) |
| 14. | Accomplisher | (N & D) |
| 15. | Assessor | (A & R) |
| 16. | Creative Error Buster | (N & A & O) |
| 17. | Creative Exhorter | (R & D & O) |
| 18. | Creative Encourager | (N & R & O) |
| 19. | Innovator | (A & D & O) |
| 20. | Creative Accomplisher | (N & D & O) |
| 21. | Creative Assessor | (A & R & O) |
| 22. | Amiable Adaptor | (N & A & R) |
| 23. | Resourceful Strategist | (N & A & D) |
| 24. | Versatile | (N, A, R, D) |

6.0 Understanding Your Preferred Personality Style

Your Team

Introvert

- NEUTRAL**
- ! Are a good listener
 - ! Like to live in harmony
 - ! Get hurt easily by others

- ! Are cautious
- ! Are diligent
- ! Tend to be indecisive

- ANALYTICAL**
- ! Are quiet & reserved
 - ! Like to be precise
 - ! Prefer to be a loner

People Oriented

- ! Have warm personality
- ! Share feelings easily
- ! Are not a goal setter

OPENNESS

- ! Are creative
- ! Makes friends easily
- ! Tend to be curious

Task Oriented

- ! Desire to be in control
- ! Like to lead
- ! Are quite impatient with others

RELATIONAL

- ! Full of like & excitement
- ! Inspire others
- ! Tend to talk too much

Extravert

- ! Love challenges
- ! Make friends easily
- ! Are not careful enough

DECISIVE

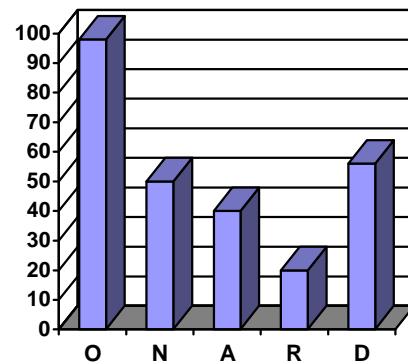
- ! Are decisive
- ! Likes to win
- ! Are too aggressive

The LPI Personality Profiles at a Glance

1. Openness: Juliana the Creative Imaginator

Strengths

- likes to try original approaches
- enjoys artistic activities
- not bothered by what others think about my way of solving problems
- likes novelty in approaching situations
- versatile
- adaptable to new situations
- likes to try different things
- does not like traditional ways of doing things
- is creative
- likes to be different from other
- is known for coming up with new and extraordinary ideas
- appreciative of beauty
- tends to be curious
- does not accept the usual way of doing things
- has a strong imagination
- is inventive
- tends to try new things
- always find own ways of doing things
- is flexible in solving problems
- tends to do things which others consider unusual



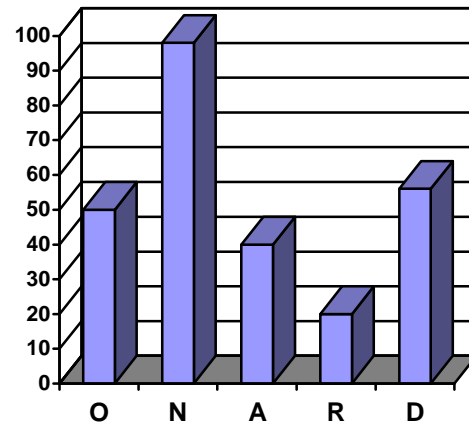
Potential weaknesses

- finds working in teams too much of a bother
- tends to argue with others
- breaks rules
- easily bored, constantly desiring to do new things
- tends to be impulsive
- finds others' ideas too shallow and unimaginative
- is perceived by others as strange and too individualistic
- easily misunderstood by others
- inclined to be too inquisitive
- may day-dream a lot

2. Neutral: Nathan the Neutral Expert

Strengths

- is a good listener
- is supportive of others
- values being appreciated by others
- requires a relaxed friendly atmosphere to work best
- is very concerned for the welfare of others
- likes to do things in a way acceptable to others
- does not like to be pushy
- is loyal
- finds it difficult to say “no” to others
- prefer to follow rather than to lead
- easily accepts others’ suggestions and ideas
- likes moderation
- is a calm person
- likes to live in harmony with others
- values being part of a team
- tries to live in harmony with others
- does not like confrontations with others
- tries hard not to hurt people’s feelings
- tries to think well of others
- is helpful to others



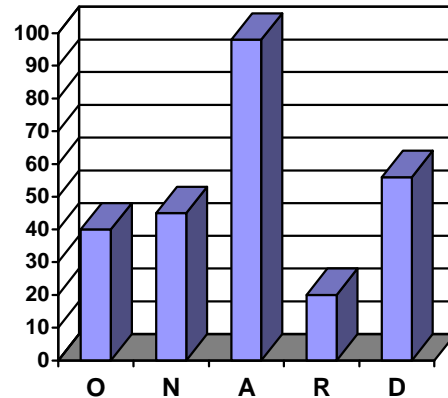
Potential weaknesses

- tends to be self-conscious
- lacks confidence in myself
- feels anxious quite easily
- avoids confrontations with others
- gets hurt easily by others
- not a goal-setter
- too easygoing
- shrinks from difficult situations
- tends to compromise with others so as to avoid conflicts
- needs acceptance from others

3. Analytical: Ahmad the Analytical Scientist

Strengths

- is a conscientious person
- is quiet and reserved
- likes to be precise
- has a strong sense of duty
- make friends cautiously
- is diligent
- thinks carefully before making a decision
- prefers to have established procedures to follow
- is careful
- high sense of alertness
- wants to do things correctly
- does not like to be rushed into decisions
- is a private person
- does not like to talk too much
- likes information to be put down in black and white
- sets high standards
- does not like to be the center of attention
- likes to check out what I hear before believing it
- prefers changes to be made only after careful planning
- perseveres through to complete a job



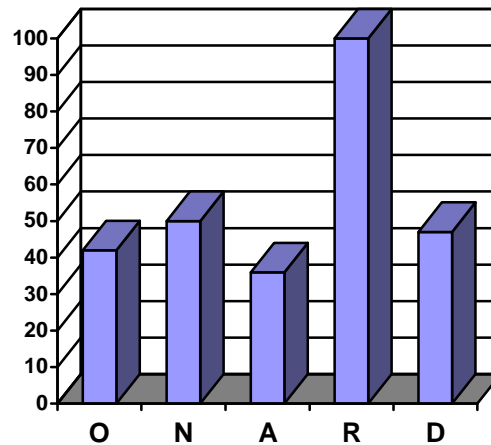
Potential weaknesses

- tends to be indecisive
- worries too much
- quite easily feel anxious and troubled
- tends to feel depressed easily
- is rather slow to respond to new ideas
- prefers to be a loner
- does not talk even when necessary
- not flexible
- not willing to share my feelings with others
- easily hurt by criticisms from others

4. Relational: Ramona the Relational Interactor

Strengths

- is full of life and excitement
- a fun person to be with
- the life of a party
- enjoys talking with others
- is persuasive
- can be playful
- is spontaneous
- is cheerful
- inspires others
- has energy and enthusiasm
- makes friends easily
- likes people
- thrives on compliments
- is liked by others
- is popular
- enjoys meeting people
- enjoys a good laugh
- is optimistic about life
- shows my feelings easily
- is sociable



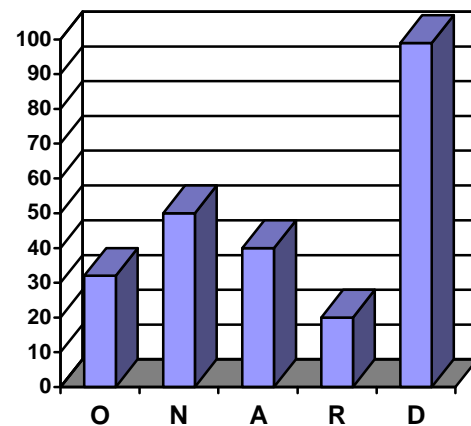
Potential weaknesses

- needs to be the center of attention
- easily forgets what I have agreed to do
- is restless, always seeking for new fun-filled activities
- tends to talk too much
- is quite disorganized
- can be too emotional
- often not punctual
- not careful enough
- tend to exaggerate when I get excited describing something
- wants to impress others

5. Decisive: David the Decisive Decision Maker

Strengths

- is decisive
- desires quick results
- is competitive
- likes to win
- is a risk-taker
- likes to have freedom to complete a job
- loves challenges
- needs to be given the power & authority to get the job done
- finds others quite slow
- does not stand nonsense from others
- desires to be in control
- confident about myself
- gets things done on time
- does not give up easily
- is impatient with people who are slow
- does not like to be weak
- is individualistic
- finds that patience is not one of my strengths
- likes to lead
- likes to take initiative



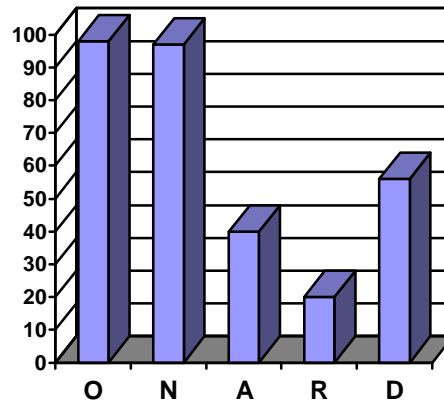
Potential weaknesses

- is quite easily impatient with others
- easily irritated by others
- finds others too slow
- tends to be stubborn
- too aggressive
- gets angry quickly
- scolds people
- is hot-tempered
- must get my way no matter what
- tends to be a proud person

6. Openness & Neutral: Eswar the Creative Expert

Strengths

- likes to try original approaches
- likes novelty in approaching situations
- enjoys artistic activities
- does not like confrontations with others
- versatile
- tries to live in harmony with others
- tries hard not to hurt people's feelings
- tries to think well of others
- not bothered by what others think about my way of solving problems
- is helpful to others
- easily accepts others' suggestions and ideas
- likes moderation
- is a calm person
- likes to live in harmony with others
- values being part of a team
- adaptable to new situations
- likes to try different things
- does not like traditional ways of doing things
- likes to be different from others
- innovative



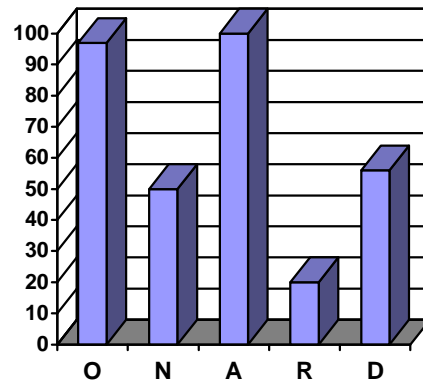
Potential weaknesses

- lack self-confidence
- tends to be stubborn
- feel anxious easily
- constantly desiring to do new things
- likes to work alone
- finds others' ideas too shallow and unimaginative
- is perceived by others as strange and too individualistic
- shrinks from difficult situations
- inclined to be too curious
- may day-dream a lot

7. Openness & Analytical: Tina the Creative Thinker

Strengths

- is a conscientious person
- is quiet and reserved
- likes to be precise
- has a strong sense of duty
- make friends cautiously
- likes to try original approaches
- likes novelty in approaching situations
- not bothered by what others think about my way of solving problems
- enjoys artistic activities
- versatile and inquisitive
- wants to do things correctly
- does not like to be rushed into decisions
- tends to try new things
- does not like to talk too much
- likes information to be put down in black and white
- is inventive
- high sense of alertness
- is creative
- is flexible in solving problems
- has a strong imagination



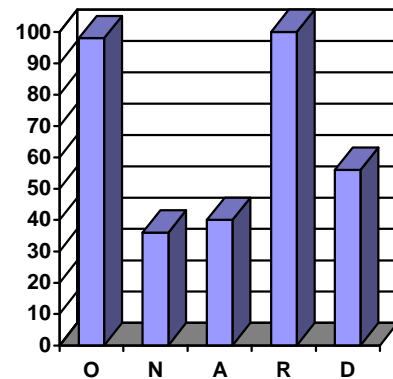
Potential weaknesses

- tends to be indecisive
- worries too much
- is perceived by others as strange and too individualistic
- easily misunderstood by others
- quite easily feel anxious and troubled
- finds others' ideas too shallow and unimaginative
- inclined to be too inquisitive
- may day-dream a lot
- tends to feel depressed easily
- is rather slow to respond to new ideas from others

8. Openness & Relational: Rohana the Creative Relator

Strengths

- is full of life and excitement
- a fun person to be with
- has energy and enthusiasm
- enjoys talking with others
- is persuasive
- is inventive
- tends to try new things
- is creative
- is flexible in solving problems
- tends to do things which others consider unusual
- makes friends easily
- is cheerful
- thrives on compliments
- inspires others
- is popular
- likes to try original approaches
- innovative
- not bothered by what others think about my way of solving problems
- enjoys artistic activities
- versatile



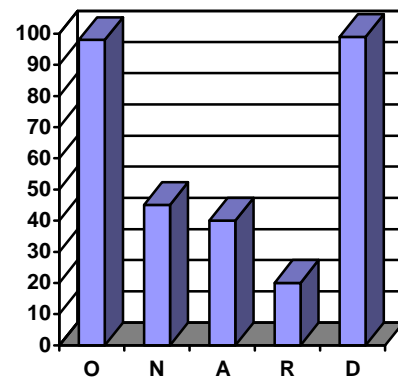
Potential weaknesses

- needs to be the center of attention
- easily forgets what I have agreed to do
- is restless, always seeking for new fun-filled activities
- tends to talk too much
- often not punctual
- finds others' ideas too shallow and unimaginative
- is perceived by others as strange and too individualistic
- easily misunderstood by others
- inclined to be too inquisitive
- may day-dream a lot

9. Openness & Decisive: Diana the Creative Decision Maker

Strengths

- likes to try original approaches
- innovative and adaptable to new situations
- likes to be different from others
- enjoys artistic activities
- versatile
- likes to have freedom to complete a job
- loves challenges
- needs to be given the power & authority to get the job done
- is a risk-taker
- is decisive
- is known for coming up with new ideas
- inquisitive
- is creative
- is flexible in solving problems
- has a strong imagination
- desires to be in control
- confident about myself
- gets things done on time
- does not give up easily
- finds that patience is not one of my strengths



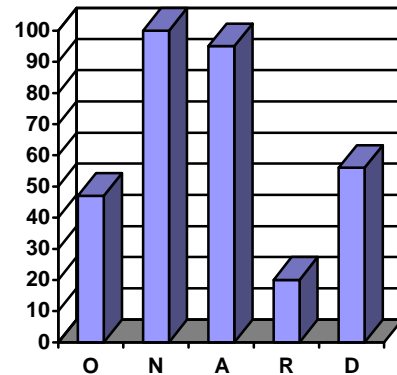
Potential weaknesses

- finds working in teams too much of a bother
- is perceived by others as strange and too individualistic
- easily misunderstood by others
- easily bored, constantly desiring to do new things
- tends to be impulsive
- tends to be stubborn
- too aggressive
- is hot-tempered
- must get my way no matter what
- tends to be a proud person

10. Neutral & Analytical: Elias the Error Buster

Strengths

- must always do things correctly
- genuinely enjoys low profile
- will do things accurately
- sets high internal standards for themselves
- cautious
- diligent
- is quiet and reserved
- likes to be precise
- has a strong sense of commitment and duty
- keeps their word
- thinks carefully before making a decision
- does not like to be rushed into decisions
- talks only when absolutely necessary
- sticks doggedly to a task until completed
- likes to do things in a way acceptable to others
- does not like to be pushy
- is loyal
- values being appreciated by others
- is very concerned for the welfare of others
- tries to live in harmony with others
- requires a relaxed friendly atmosphere to work best



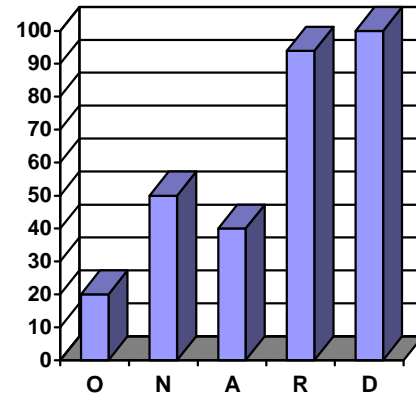
Potential weaknesses

- tends to worry easily
- may be too inward looking
- not flexible enough
- may be shy, prefers to be a loner
- needs constant assurance and encouragement
- tends to be indecisive
- quite easily feel anxious and troubled
- is rather slow to respond to new ideas
- does not talk even when necessary
- easily hurt by criticisms from others

11. Relational & Decisive: Eric the Exhorter

Strengths

- persuasive
- inspires others
- outgoing and sociable
- confident
- energetic
- is optimistic about life
- enjoys being spontaneous
- has enthusiasm
- makes friends easily
- enjoys meeting people
- desires quick results
- is competitive
- is a risk-taker
- loves challenges
- likes to take initiative
- needs to be given the authority to get the job done
- gets things done on time
- does not give up easily
- does not like to appear weak
- likes to lead



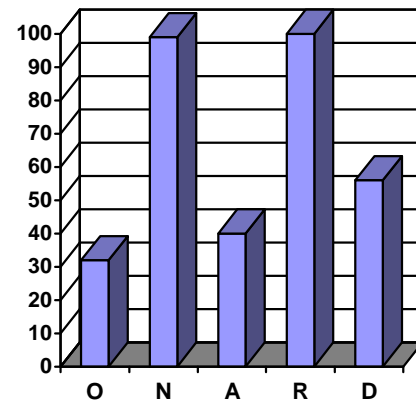
Potential weaknesses

- may be perceived as trying to manipulate others
- desires to impress others
- tendency to draw attention to oneself
- tends to be restless, always seeking for new fun-filled activities
- not careful enough
- tendency to be proud
- must get my way no matter what
- impatient; finds others too slow
- tends to be stubborn
- may be tempted to exaggerate

12. Relational & Neutral: Helen the Encourager

Strengths

- an approachable person
- warm personality
- is helpful to others
- friendly
- nice person
- shares feelings easily
- is a good listener
- is supportive of others
- is very concerned for the welfare of others
- finds it difficult to say “no” to others
- easily accepts others’ suggestions and ideas
- is a calm person
- likes to live in harmony with others
- values being part of a team
- tries to live in harmony with others
- tries hard not to hurt people’s feelings
- tries to think well of others
- likes people
- is liked by others
- reaches out to others



Potential weaknesses

- tends to become too trusting and hence may become gullible
- may allow small troubles to develop into crisis before taking firm action
- tends to compromise with others so as to avoid conflicts
- needs acceptance from others
- tend to be too soft with people
- can be too emotional
- may end up with others’ problems as their own
- sentimental
- not a goal-setter
- tends to be disorganized in terms of time management

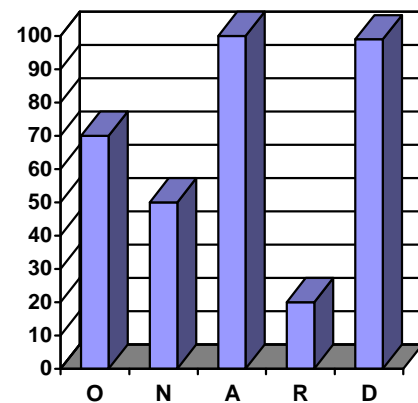
13. Analytical & Decisive: Ivan the Implementor

Strengths

- idealistic
- quite fussy; insistent on high standards
- must do things well
- good at finding “short-cuts” to existing approaches
- has a mind of their own; can go against the crowd
- has ability to get insights into difficult situations
- can work well in crisis
- provides leadership
- can solve problems which others find impossible
- enjoys challenging situations
- flexible in approaching problems
- firm leader
- perseveres; does not give up easily
- can work alone

Potential weaknesses

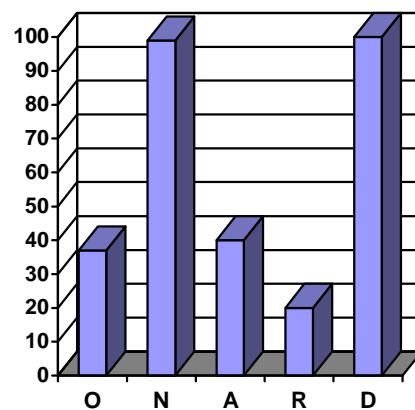
- gets bored easily
- impatient with working in teams
- must learn to communicate better with others
- tends to be proud
- can be impatient when others cannot understand their ideas
- seen as a loner
- easily restless
- impatient with people who are slow



14. Neutral & Decisive: Ah Seng the Accomplisher

Strengths

- likes to have freedom to complete a job
- loves challenges
- is decisive
- desires quick results
- is competitive
- likes to win
- finds others quite slow
- does not stand nonsense from others
- confident about myself
- gets things done on time
- does not give up easily
- is impatient with people who are slow
- does not like to be weak
- is individualistic
- likes to take initiative
- is supportive of others
- values being appreciated by others
- is concerned for the welfare of others
- is loyal
- is helpful to others



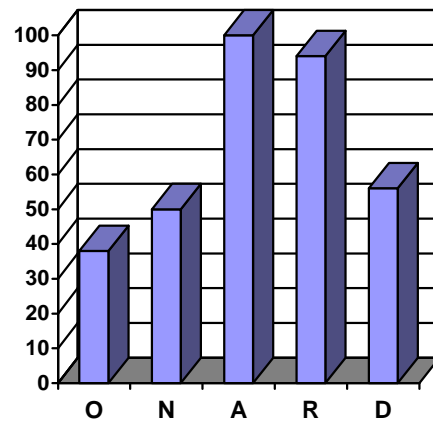
Potential weaknesses

- may get impatient with others
- irritated by others
- finds others too slow
- tends to be stubborn
- perceived by others as a loner
- tends to be self-conscious
- may get anxious quite easily
- tend to avoid confrontations with others
- may get offended
- may get proud of own accomplishments

15. Analytical & Relational: Affendy Soros the Assessor

Strengths

- sets high standards
- does not like to be rushed into decisions
- is a conscientious person
- likes to be precise
- has a strong sense of duty
- wants to do things correctly
- likes information to be put down in black and white
- does not like to be the center of attention
- likes to check out what I hear before believing it
- prefers changes to be made only after careful plan
- is persuasive
- is optimistic about life
- is sociable
- inspires others
- enjoys a good laugh
- is cheerful
- enjoys reaching out to people
- can be playful
- is popular
- has energy and enthusiasm



Potential weaknesses

- tends to give up easily when not successful
- tends to be indecisive
- tend to be overly concerned what others think about me
- may need to impress others
- easily hurt by criticisms from others
- needs to be the center of attention
- easily forgets what I have agreed to do
- is restless, always seeking for new fun-filled activities
- may tend to worry
- can be too emotional

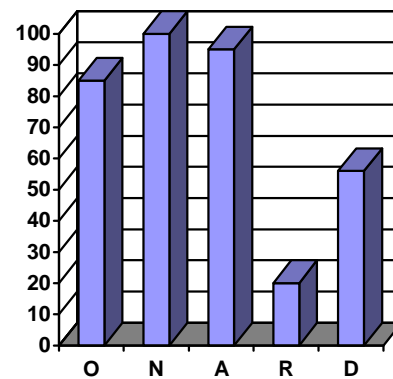
16. Neutral & Analytical & Openness: Creative Error Buster

Strengths

- must always do things correctly
- will do things accurately
- sets high internal standards for themselves
- cautious
- likes to be precise
- has a strong sense of commitment and duty
- thinks carefully before making a decision
- does not like to be rushed into decisions
- persists on a task until completed
- does not like to be pushy
- is loyal
- is very concerned for the welfare of others
- tries to live in harmony with others
- imaginative
- artistic

Potential weaknesses

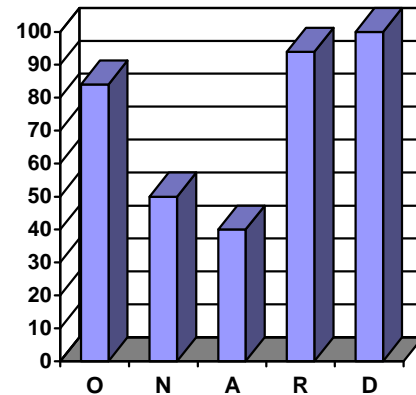
- tends to worry easily
- may be too inward looking
- not flexible enough
- may be shy, prefers to be a loner
- needs constant assurance and encouragement
- tends to be indecisive
- quite easily feel anxious and troubled
- has good ideas but not confident enough to convince others
- may get disappointed easily



17. Relational & Decisive & Openness: Creative Exhorter

Strengths

- persuasive
- inspires others
- outgoing and sociable
- confident
- energetic
- is optimistic about life
- enjoys being spontaneous
- has enthusiasm
- is a risk-taker
- loves challenges to implement changes
- likes to take initiative to innovate
- needs to be given the authority to get the job done
- is creative
- likes to lead with new ideas



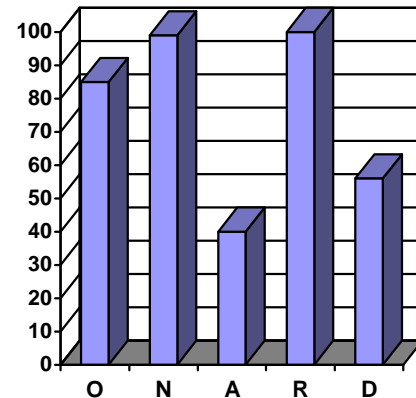
Potential weaknesses

- may be perceived as trying to manipulate others
- desires to impress others
- tends to be restless, always seeking for new fun-filled activities
- not careful enough when implementing changes
- tendency to be proud
- must get my way no matter what
- impatient; finds others too slow to respond to new changes
- tends to be stubborn
- impulsive in facing new challenges

18. Relational & Neutral & Openness: Creative Encourager

Strengths

- an approachable person
- warm personality
- shares feelings easily
- is very concerned for the welfare of others
- is a calm person
- likes to live in harmony with others
- values being part of a team
- tries to live in harmony with others
- tries hard not to hurt people's feelings
- tries to think well of others
- makes new friends easily
- imaginative
- playful to try new experiences



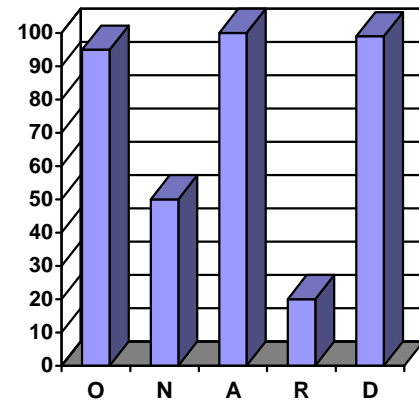
Potential weaknesses

- tends to become too trusting and hence may become gullible
- may allow small troubles to develop into crisis before taking firm action
- tends to compromise with others so as to avoid conflicts
- needs acceptance from others
- finds others' ideas too shallow and unimaginative
- is perceived by others as having unusual ideas
- easily misunderstood by others
- inclined to be too inquisitive
- tends to be disorganized in terms of time management

19. Analytical & Openness & Decisive: Idris the Innovator

Strengths

- enjoys trying out new things
- works well under pressure
- thrives on challenges
- imaginative thinker
- great problem solver
- likes to innovate
- very idealistic
- quite fussy
- must do things well
- good at finding “short-cuts” to existing approaches
- has a mind of their own; can go against the crowd
- has ability to get insights into difficult situations
- can work well in crisis
- provides leadership
- can solve problems which others find impossible
- enjoys challenging situations
- flexible in approaching problems
- firm leader
- perseveres; does not give up easily
- can work alone



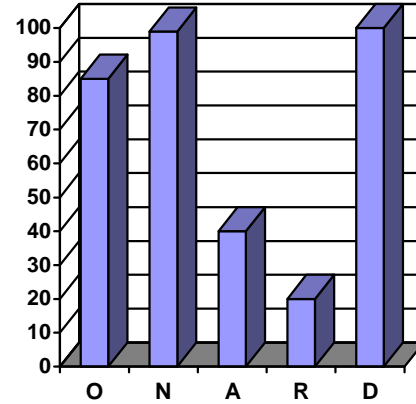
Potential weaknesses

- gets bored easily
- impatient with working in teams
- must learn to communicate better with others
- has a tendency not to listen to others
- tends to be proud
- perceived as strange and weird by others
- can be impatient when others cannot understand their ideas
- seen as a loner
- easily restless
- must learn to get along with others

20. Neutral & Decisive & Openness: Creative Accomplisher

Strengths

- likes to have freedom to complete a job
- loves challenges
- is decisive
- likes to win
- competitive
- confident about myself
- gets things done on time
- does not give up easily
- does not like to be weak
- is individualistic
- likes to take initiative
- can work alone to achieve goals
- creative
- imaginative



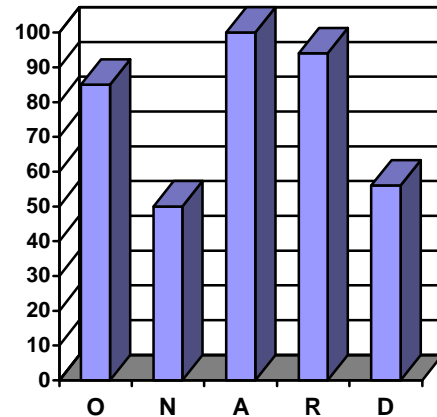
Potential weaknesses

- may get impatient with others
- irritated by others
- finds others too slow
- perceived by others as a loner
- tends to be self-conscious
- may get anxious quite easily
- may have difficulty sharing creative ideas to others
- may get offended easily
- may get proud of own accomplishments

21. Analytical & Relational & Openness: Creative Assessor

Strengths

- does not like to be rushed into decisions
- is a conscientious person
- likes to be precise
- has a strong sense of duty
- wants to do things correctly
- prefers changes to be made only after careful plan
- is persuasive
- is optimistic about life
- is sociable
- enjoys a good laugh
- has energy and enthusiasm
- imaginative
- has creative ideas
- willing to try new things



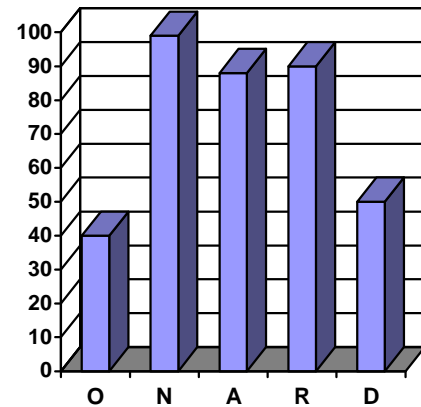
Potential weaknesses

- tends to give up easily when not successful
- tend to be overly concerned what others think about me
- may need to impress others
- easily hurt by criticisms from others
- is restless, always seeking for new fun-filled challenges
- may tend to worry that ideas are not welcomed by others
- can be too emotional when ideas are rejected by others
- perceived by others as strange

22. Neutral & Analytical & Relational: Amiable Adaptor

Strengths

- supportive of others
- like to live in harmony with others
- try hard not to hurt people's feelings
- try to think well of others
- diligent
- like to do things in a way acceptable to others
- persevere through to complete a job
- make friends easily
- liked by others
- warm and friendly
- adaptable to others' suggestions and ideas
- helpful to others
- approachable
- strives to meet others' expectations



Potential weaknesses

- Ÿ tend to be indecisive
- Ÿ feel anxious quite easily
- Ÿ tend to compromise with others so as to avoid confrontations
- Ÿ need constant assurance and encouragement
- Ÿ can be too emotional
- Ÿ tend to be overly concerned about what others think about me
- Ÿ tend to feel depressed easily

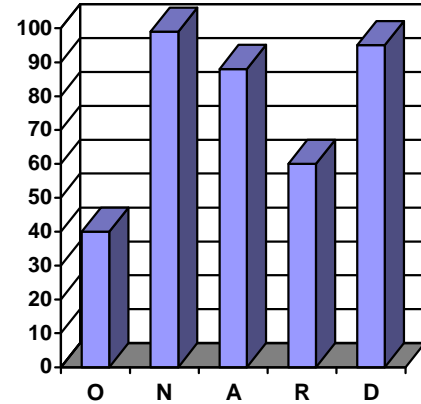
23. Neutral & Analytical & Decisive: Resourceful Strategist

Strength

- must do things well
- able to work alone
- do not stand nonsense from others
- get things done on time
- must always do things correctly
- set high internal standards
- are cautious
- have a strong sense of commitment and duty
- think carefully before making a decision
- conscientious
- like to do things in a way acceptable to others
- desire to be in control

Potential weakness

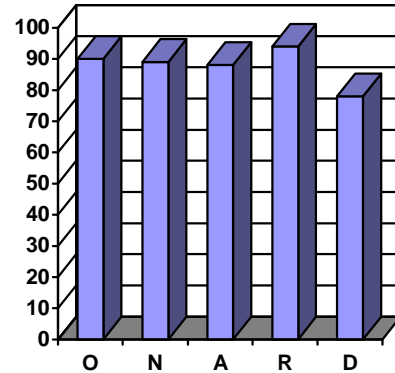
- Ÿ quite fussy, insistent on high standards
- Ÿ can be impatient with others who cannot understand their ideas
- Ÿ seen as a loner
- Ÿ tend to be stubborn
- Ÿ tend to get anxious quite easily
- Ÿ not flexible enough



24. Victor The Versatile Person

Strength

- creative
- analytical
- adventurous
- sociable
- persuasive
- enjoys divergent thinking
- versatile
- optimistic
- clear thinker
- friendly
- adaptable to new situations
- gets involved in life
- approachable
- energetic
- can help others achieve their goals
- admired by others for their versatility
- mixes easily



Potential weakness

- gets overly involved in many activities
- easily bored
- perceived by others as aggressive
- may be viewed by others as an opportunistic person
- overly self confident
- restless person
- may suffer burnout
- give in to temptation rather easily
- argumentative
- can appear condescending

Optimizing The Leader's Natural Strengths

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

High Openness Leader

- Be open to other's criticisms of your ideas and suggestions
- Be more realistic when describing your new ideas
- Give others a chance to announce and execute their plans
- Introduce opinions patiently and slowly
- Appreciate and humbly bear with others' activities and interests
- Be gracious when others don't see eye to eye with you
- Consider the effects of impulsive actions on the feelings of others
- Ask only what is necessary and not go overboard
- Pay attention more during conversations

High Neutral Leader

- Stand your ground don't give in easily to opposition
- Be selective as to whom you help and how much you offer
- Don't appear too eager to offer help
- Offer your loyalty to deserving people and causes
- Question and comment on the remarks or opinions of others to maintain conversation
- Verbalize your requests directly and expect others to listen
- Accept confrontation as part of life and healthy development
- Accept that correction of others is more important than maintaining peace temporarily

High Analytical Leader

- Share your thoughts with others
- Learn to accept constructive criticism openly
- Share your responsibilities with others
- Be more friendly, start with a greeting or a smile
- Don't look for a 'demon behind every bush' when listening to others
- Learn to think well of and appreciate others and accept that no one is perfect, not even you
- Don't impose your high standards on others
- Learn to have fun with others and to laugh at yourself
- Be open and less critical to others' opinions

High Relational Leader

- Try talking less and listen to others more and concentrate
- Give others a chance to speak, don't interrupt
- Keep a diary of daily appointments – no one appreciates your forgetfulness
- Realize you can't please nor get along with everyone
- Refrain from over-dramatic displays of your feelings to everyone
- Be more serious about matters
- Go 'backstage' from time to time

High Decisive Leader

- Learn to understanding others difficulties
- Humbly open up to others' ideas
- Admit your mistakes
- Say 'sorry'
- If you want others to work well under you, be kind and gracious in word and deed
- Learn to be more patient with others
- Don't damage people psychologically or emotionally by your anger
- Think of others first
- Recognize that not everything is a matter of winning

Corporate Transformation Through Innovative Leadership

You can help your organization by:

High Openness Leader

- Generating breakthrough ideas and hence, fostering innovation and creativity
- Offering totally different problem-solving approaches Thinking outside the box and employing fresh methods in corporate strategy
- Enriching current opinions
- Source of novelty, aestheticism, beauty and art
- Inspiring through thought and action
- Adding value to existing projects
- Generating vision for the future
- Being versatile in accommodating external input and utilizing them for further use
- Increasing the diversity/heterogeneity of thought and practice within the organization

High Neutral Leader

- By being loyal and reliable
- Carrying out instructions as directed
- Exhibiting trustworthiness
- Creating a harmonious working environment
- Nurturing younger or new staff
- Identifying with staff facing problems
- Counselling and helping problematic staff
- Making staff feel at ease
- Keeping cool when the heat is on, hence, calming others too
- Encouraging tolerance of undesirable but necessary factors
- Being a peace-broker between conflicting parties
- Being able to stick to a particular task without getting too tired of routine

High Analytical Leader

- Trouble-shooting and finding the root causes of existing problems
- Giving comprehensive advice and suggestions
- Employing sound judgment in solving complicated problems
- Offering objective, unemotionally-biased opinions
- Enhancing quality and upholding high standards
- Following procedure step by step and organization rules
- Being conscientious at work
- Providing healthy scepticism toward ventures with outsiders or influx of foreign ideas
- Balancing speed and risk with carefully-paced action and calculated evaluation of matters

High Relational Leader

- Creating a cheerful working environment
- Inspiring members through your charisma
- Organizing social events among the workers
- Mediating and diffusing tension between different levels of management
- Communicating well with people outside the organization
- Representing the organization and making interesting presentations
- Generate enthusiasm and excitement among the more lethargic members
- Offer positive and encouraging words to members
- Maintain a pleasantly-looking disposition in the midst of a storm or crisis

High Decisive Leader

- Providing strong leadership
- Disciplining dissenters and laidback members
- Producing results and executing tasks on time
- Pushing others to get the job done
- Working independently and guiding others under you
- Being full of energy and dynamism while working
- Seeing the 'big picture' of things and suggesting solutions to problems
- Spearheading ventures risky in nature
- Driving others and self to succeed for the organization
- Creating goals, charting direction and generating vision

Maximizing Our Relationships With Others

How to flow with Creative Imaginators (High Openness People)

- Allow them to express their creativity
- Do not stifle their originality
- Do not get threatened by their frank opinions
- Enable them to try new approaches in solving problems
- Tap on their ability to see things in a different way
- Accept that they will be different from others
- Give them opportunities to contribute their ideas
- Realize that they are not easily influenced by others' perceptions of them
- Provide them occasions to enjoy artistic activities
- Appreciate their versatility
- Optimize their ability to adapt to new situations
- Accept that they do not like traditional ways of doing things
- Permit them to be innovative
- Encourage their inquisitiveness and curiosity
- Give them opportunities to use their strong imagination
- Appreciate their inventiveness
- Accept the fact that they tend to do things which others consider unusual

How to flow with Neutral Experts (High Neutral People)

- Provide them with assurances about their performance
- Give them adequate time to prepare for changes
- Be very clear and detailed in your instructions
- Appreciate them for their support and loyalty
- Be sensitive to their feelings
- Provide friendly harmonious atmosphere
- Be patient and understanding with them
- Encourage them gently to share their feelings
- Be there when they are discouraged
- Give them help in initiating new projects
- Allow them to work at one task at a time
- Appreciate them as good listeners
- Give them opportunities to be concerned for the welfare of others
- Realize that they find it difficult to say "no" to others
- Be aware they like moderation and abhor extremes

- Always approach them calmly
- Encourage them to be part of a team
- Realize that they do not like confrontations with others
- Appreciate their sensitivity to others' feelings

How to flow with Analytical Thinkers (High Analytical People)

- Do not rush them for decisions
- Give them sufficient accurate information
- Be prepared for a cool and cautious response from them
- Provide a clear structure for them to work in
- Do not put them in the limelight
- Minimize the risk involved for them to make a decision
- Do not try to get too close to them unless at their invitation
- Value their conscientious attitude
- Realize that they prefer to be quiet and reserved
- Appreciate their need for accuracy
- Allow them to check out what they hear before believing it
- Do not expect them to talk too much
- Expect them to make changes only after careful planning
- Appreciate their strong sense of duty
- Enable them to have established procedures to follow
- Accept the fact that they make friends cautiously
- Learn to accept their need to be a private person
- Present information to them in black and white
- Help them to achieve the high standards they have set for themselves

How to flow with Relators (High Relational People)

- Allow them opportunity to talk
- Be an interested audience
- Give due recognition of their abilities
- Appreciate their sense of humour
- Provide a fun atmosphere
- Accept the fact that they tend to be disorganized
- Help them to focus on a task
- Appreciate that they are full of life and excitement
- Give them opportunities to use their persuasive abilities
- Accept that they are rather playful
- Allow them to be spontaneous
- Tap on their optimistic and cheerful nature
- Give them opportunities to inspire others

- Maximize their energetic and enthusiastic approach to life

How to flow with Decisives (High Decisive People)

- Give them opportunity to achieve results
- Provide a broad outline to them
- Keep conversations with them brief and factual
- Do not load them with too many details
- Let them make decisions where appropriate
- Respond to them quickly
- Do not cling on to them
- Be concise with them
- Provide them opportunities to lead
- Appreciate their decisiveness
- Do not stifle their competitiveness
- Help them take calculated risks
- Enable them the freedom to complete a job
- Give them opportunities to take up challenges
- Equip them with the necessary authority to get the job done
- Prepare them to cope with people who are slower than them
- Appreciate them for getting things done on time
- Learn that they do not give up easily

How To Avoid Stepping On Their Toes

Realize that.....

Creative Imaginators (High Openness People) are uncomfortable when.....

- they are not allowed to express their creativity
- their originality is stifled
- their frank opinions are misunderstood
- faced with routine tasks
- encountering environments with too much emphasis on traditions
- faced with inflexible approaches to problem solving
- they meet people who are not imaginative
- their new ideas are mocked at
- faced with situations in which their curiosity
- they are not allowed to try new ways of doing things
- they have to do the same thing over and over again
- they work in an environment that discourages artistic activities
- dealing with people who resists new ideas
- they are compelled to conform to others' expectations
- their curiosity is stifled

Neutral Experts (High Neutral People) are uncomfortable when.....

- they are unsure if their performance is on par
- they do not have sufficient time to prepare for changes
- given vague instructions
- facing conflict situations
- their support is not appreciated
- their feelings are hurt
- faced with a tensed atmosphere
- dealing with aggressive people
- faced with new situations for which they are not well-prepared
- their good intentions are misunderstood

HOW TO AVOID STEPPING ON THEIR TOES

Analytical Thinkers (High Analytical People) are uncomfortable when.....

- they are rushed for decisions
- dealing with lack of accurate information
- dealing with aggressive people
- their cautious response is misunderstood
- there is no clear structure for them to work in
- their privacy is invaded
- they are not clear regarding risks involved for them to make a decision
- communication is too informal
- they are not allowed to reflect adequately on a situation
- too much socializing required of them
- handling emotional situations
- their standards are violated

Relators (High Relational People) are uncomfortable when.....

- too many details are required of them
- there is lack of recognition for their talent
- they encounter slow moving conversations
- people who are too formal and stiff
- they are not allowed to talk
- they encounter situations which too rigid
- they are not given due recognition
- dealing with fussy people
- they are not allowed to share their feelings
- facing situations which are too gloomy and serious
- they meet pessimistic people

Decisives (High Decisive People) are uncomfortable when.....

- dealing with people who are slow
- they have no control over situations
- too much details is required of them
- faced with routine work
- things are not done on time
- people who are indecisive
- people who do not express their feelings openly
- faced with a slow-moving environment
- encountering people who give up easily
- they are not allowed to be competitive
- faced with situations where they cannot win
- they have to work with people who are too cautious
- they do not have no freedom to complete a job
- faced with situations which are not challenging
- there is insufficient authority to get the job done
- they are made to appear weak
- they have to conform to others' norms
- encountering people who are frivolous
- they have lack of control over situations
- there is no opportunity for them to lead
- they have to work with people who seem to lack initiative

Individual Transformation For Self-Development

To optimize self development:

Creative Imaginators need to learn how to

- Communicate their ideas to others
- Be patient with formal structures
- Work along with others
- Deal with inflexible people
- Be part of a team
- Avoid the perception that they are argumentative
- Respect and value others' traditions
- Manage bureaucracy
- Cope with routine tasks
- Work within a system
- Advocate for changes in the rules when necessary
- Avoid being seen as impulsive
- Correct the perception by others that they are too individualistic
- Avoid being misunderstood by others
- Channel their curiosity constructively
- Minimize day-dreaming

Neutral Experts need to learn how to

- Cope with sudden changes
- Not to be too sensitive
- Get out of their comfort zone
- Take initiative when required
- Deal with conflict situations
- Not just wait for instructions
- Be less possessive
- Share their emotions with others
- Overcome their passiveness
- Manage aggressive people
- Be more confident of themselves
- Not to accept others' opinions too easily
- Get more involved with life
- Do a few tasks at the same time

- Become more assertive
- Deal with discouragement
- Not be too sentimental
- Not put off until tomorrow what you can do today
- Lead and not just follow
- Not be too ready to accept others' opinions as their own

Analytical Thinkers need to learn how to

- Express their feelings
- Become more approachable
- Make decisions more quickly
- Have more warmth in their interactions with others
- Use eye contact in communicating with others
- Be less formal
- Take calculated risks
- Be more flexible
- More tolerant of temporary imperfections
- Become more enthusiastic when responding to others
- Be more optimistic about life
- Avoiding the perception of being suspicious of others
- Delegate tasks to others
- Let others get closer to them
- Be more realistic in their standards/expectations of others
- Deal with their own insecurities
- Not worry too much
- Be more willing to share my feelings with others
- Not be easily hurt by criticisms from others

Relators need to learn how to

- Be punctual
- Work alone
- Be more precise and accurate in their communication
- Be less emotional
- Think before they express an opinion
- Cope with not being in the limelight
- Just be part of a crowd
- Not be too dependent on others' praise
- Remember what they have promised to others
- Not be sarcastic at others expense
- Be more realistic about life

- Not talk too much
- Be more organized
- Avoid being too emotional
- Be more careful
- Describe things accurately
- Be aware of temptation of wanting to impress others
- Not be restless, always seeking for new fun-filled activities

Decisives need to learn how to

- Work with others in a team
- Listen to others
- Be more gentle with others
- Exercise patience
- Deal with slower people
- Be less competitive
- Sensitive to others feelings
- Work in a structure
- Learn to apologize quickly
- Not be overbearing
- Accept that they will not get their way all the time
- Not be harsh when others let them down
- Be realistic about risks involved in a situation
- Not be too demanding of others
- Admit their faults to others
- Avoid the perception of manipulating others
- Give advice only when asked
- Be less argumentative
- Deal with their quick temper
- Avoid being stubborn
- Be more accepting of others
- Deal with their pride

My Action Plan

Name: _____

Month

	WEEK 1	WEEK 2	WEEK 3	WEEK 4
<p>A : I must start to : (nurturing EQ)</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p>				
<p>B : I must continue to : (strengths)</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p>				
<p>C : I must stop : (weaknesses)</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p> <p>7.</p>				