

Everyone can be a happy leader at every stage of life.

## Happiness is easy to achieve

Don't compare. Be yourself. Drink more water.

**H<sub>2</sub>O** = Optimistic people are always Happier and Healthier! — Stephen

Touch your **EAR**. Enjoy learning and work like play. — Sylvia

Being happy is the key to good health.  
Let happiness be your **compass**. — Chester

## BUSINESS EXECUTIVES

A resourceful story bank  
for them to inspire co-workers  
and become a leader at work



## WHO IS THIS HAPPY LEADER BOOK FOR?

### STUDENTS

A fun guidebook  
to be used as a compass to  
help them navigate life



### PARENTS

A storytelling game book  
that enables them to share their  
wisdom with their children in a fun way



Happy Leader Series

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## My Dear, be a Happy Leader



Stephen Leung  
Sylvia Liu  
Chester Tsang

# My Dear, be a Happy Leader



Stephen Leung  
Sylvia Liu  
Chester Tsang

A flock of geese flying in V formation is a good analogy of teamwork. With a lead bird at the head of the flock, the rest work in collaboration and persistently towards a common goal. In order to conserve energy and reach the destination, when the lead bird gets tired, it falls back and another takes its place with the group intact. Everyone takes turns to be the **LEADER**.



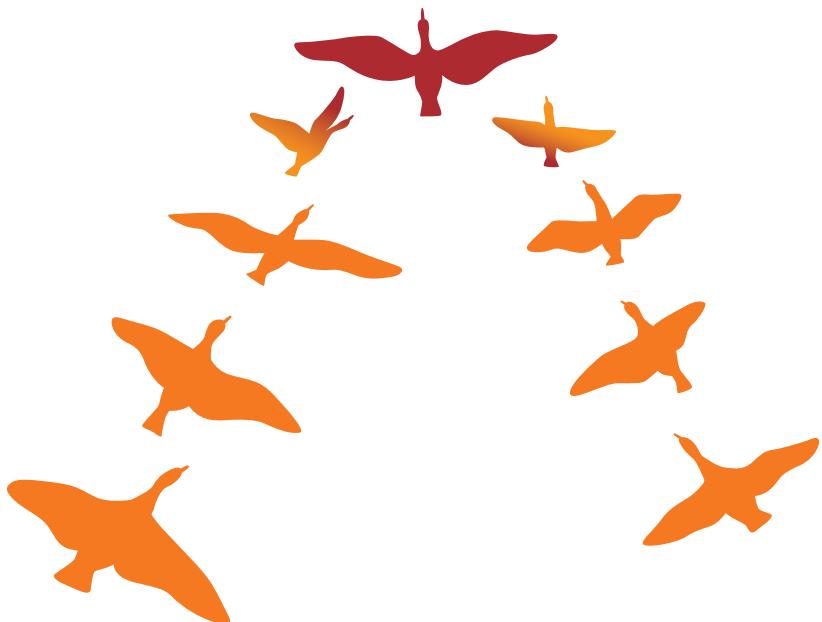
To become a happy leader, one should create a positive work environment, emphasising shared values and goals.

My dear, join us on this transformation journey of becoming a **HAPPY LEADER**!



Bauhinia (洋紫荊), the city flower of Hong Kong, has two-lobed leaves in the shape of a heart. Regarded as a symbol of wisdom, the leaf is often called the 'clever leaf' (聰明葉). In the book, the three authors can be likened to the Bauhinia leaf. Born and raised in Hong Kong, they share with readers nuggets of wisdom for life with a loving heart.

# My Dear, be a Happy Leader



Stephen Leung

Sylvia Liu

Chester Tsang



## My Dear, be a **Happy Leader**

The three authors of this Happy Leader book have combined a hundred years of work insights with almost two hundred years of life experience from their respective fields of expertise. Along your life journey, from childhood to adulthood to parenthood, you can become a happy leader at every stage of life.

Stephen Leung, the head of a multinational company before retirement and a well-known storyteller, loves to use stories to answer questions. He makes use of stories to share his insights with people around him, helping them to stay **happy, healthy and optimistic**. When you hear him say, "**Let me tell you a story**", get ready to embark on a journey of wisdom and inspiration.

Dr Sylvia Liu is a well-known education consultant specialising in play education and social-emotional learning (SEL). Having spent decades researching into the impact of SEL on people development, she has developed a Happy Leader Model, and applied her expertise to a diverse range of educational and development programmes over the years. For her, storytelling is an effective communication game. In the book, she illustrates how to play with **social-emotional learning techniques (EAR)** to achieve **the goal of becoming a happy leader (SSS)**.

Dr Chester Tsang is Head of Learning of a sizeable public listed organisation and an expert in training and development. He believes in the power of stories and, in the book, he shows how leadership concepts can be adapted to link insights from wisdom stories with the descriptive behaviours of **social-emotional competencies of a happy leader**.

This book contains six chapters, each marking an important milestone on our life journey, from childhood through parenthood to professionals. Each chapter of the book begins with a series of wisdom stories, followed by one of the five principles of the Happy Leader Model in building up social-emotional competencies. For consolidation, each chapter ends with a Touch your **EAR** practice, allowing readers to apply what they have learnt about the Happy Leader Model to the stories they have read.

Get **positive energy** from the three authors and learn how to become a happy leader both at home and at work.

**1** International corporation senior executive

**1** Experienced education consultant

**+ 1** Corporate learning and development expert

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**== 100 years** of hands-on work wisdom

**== 200 years** of life experience

**== A Happy Leader**

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# ABOUT THE AUTHORS

## Stephen Leung

Stephen Leung graduated in the United Kingdom in the 1980s as a pharmacist. He started his distinguished career at Pfizer Hong Kong as a sales representative in 1983 and had stayed with the company until his retirement in 2022. Currently, Stephen is the non-executive director of PuraPharm Corporation Limited.



Three years after he joined Pfizer Hong Kong, Stephen was transferred to Pfizer Australia, and, in 1991, he was promoted to the New York Headquarters as International Marketing Manager. Three years later, he returned to Pfizer Australia as Sales Manager and Disease Management Manager before returning to Hong Kong as Country Manager in 1997.

Stephen retired from Pfizer in March 2022 after spending 39 joyful and fulfilling years with the company on three different continents.

Prior to his retirement, Stephen was Country Manager of Pfizer Hong Kong and Pfizer Indonesia.

Under his leadership, Pfizer Hong Kong won the prestigious HKMA Quality Gold Award, Outstanding Corporate Citizenship Gold Award and Best Companies to Work for in Asia.

Over the decades, Stephen has been actively serving the community in various capacities, including Chairman of the School of Pharmacy

Advisory Board, The Chinese University of Hong Kong (CUHK); Consultative Committee member of the Nethersole School of Nursing, CUHK; Council member of the Hong Kong Management Association (HKMA), College of Health Service Executives (HKCHSE), College of Pharmacy Practice (CPP), and Common Purpose; and ex officio member of the HK Advisory Council on Food and Environmental Hygiene, and Human Reproductive Technology. He is also a fellow of the HKMA, HKCHSE, Australasian College of Health Service Management (ACHSM) as well as a registered Corporate Coach.

Stephen has a strong passion for building a people-oriented culture and inspiring people to unleash their potential to the fullest. In recognition of his visionary leadership and unremitting contribution to the industry, he was honoured with the Asia Coaching Leadership Excellence Award in 2015, the Leader of the Year Award 2016 and the Exemplary Leader Award in 2021.



**“ A wise person has two big eyes, two big ears, and a short tongue so that he can see the world clearly with vision, listen to others with empathy and only say things that are value adding. ”**

## Dr Sylvia Liu

Founder of BALANCED Intelligence  
(Established in 2003)

Dr Sylvia Liu is a dedicated education consultant and researcher in the field of social-emotional learning and play education. Sylvia completed her MBA with distinction. She earned her doctorate degree in Education from The University of Hong Kong, and has been studying the development of social-emotional competencies and individual talents through interactive team games since 2004. One of her research contributions is the learning conceptual model, Social Star Mirror Model (社交閃星星), which systematically uses interactive games to enhance social-emotional skills, and confirms that interactive games have a positive and lasting impact on gifted children and children in general with regard to their communication and self-discipline capabilities.

Over the years, Sylvia has successfully curated the Pillars of Society Project to help develop children's social-emotional competencies through face-to-face interactive games. The scheme was funded by the Hong Kong Education Bureau's Quality Education Fund in 2006 and has been implemented in primary schools since then. In 2016, the Fund was further extended to subsidising the implementation of the Social Star Mirror Model in the No Play No Gain Project in kindergartens. Between 2018 and 2022, heading the Jockey Club Play n Gain Project, Sylvia continued to apply the Model in kindergartens and gradually extended it to family settings and the community, benefitting thousands of people across generations from all walks of life.

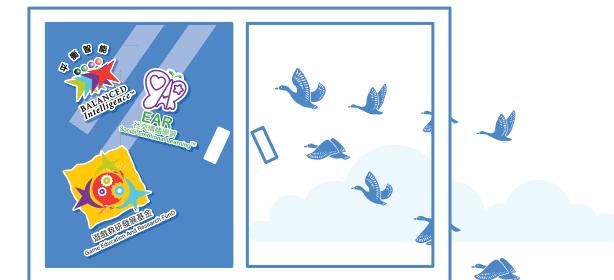
Sylvia's expertise is exemplified through her pioneering work in the development of groundbreaking social-emotional learning



programmes. Adopting the 'Play with rules, work with rules' concept, she completed the social-emotional learning protocol for the Hong Kong Federation of Youth Groups in 2023. With decades of experience in training-the-trainer, education, and project development, she has implemented her research findings across sectors, including corporations, youth development, kindergartens, primary and secondary schools, universities, as well as gifted and talent development. She is passionate about serving the community and has always been invited as a game education consultant to training workshops and seminars held by different community organisations.

Sylvia has a strong passion for building a 'work and learn as happy as play' culture. She has developed and strongly advocates the 'EAR Social-emotional Learning' play facilitation techniques, the essence of her years of studies and practice, with an aim to bring happiness and well-being to people at all stages of life.

In 2003, Sylvia founded BALANCED Intelligence to advocate the concept of learning through play. She also founded Game Education And Research FUNd (GEAR FUNd) in 2007 to carry out research into the significance of play education.



**“ The whole purpose of education is to turn mirrors into windows. ”**

— Sydney J. Harris

## Dr Chester Tsang

Dr Chester Tsang is the Head of Learning in a publicly listed organisation, where he is responsible for overseeing professional and leadership development, corporate culture enhancement, and customer-centric service delivery.



In recognition of his outstanding achievements in his cultural change and personal effectiveness programmes, he has received numerous global and local HR awards, including the Association for Talent Development (ATD) BEST Awards (1<sup>st</sup> ranking in Asia & 2<sup>nd</sup> worldwide), the Global HR Excellence Awards, the Asian Most Admired Knowledge Enterprises Award, and the HKMA Award for Excellence in Training and Development. Prior to his current role, Chester had held management positions at both local and multinational companies across various sectors, including hospitality, retail, healthcare, and education, in the Asia Pacific region.

Chester holds an MBA and a doctorate in Education. He has obtained a number of scholarships, and has completed executive and professional development programmes at several institutions, including Ashridge Management College (UK), University of New South Wales (Australia) and Disney University (USA). He is also a certified Knowledge Management and Neuro Linguistic Programming practitioner, a Master Performance Consultant, a registered Professional Coach and a licensed trainer for various personality assessment and communication skills programmes.

Chester serves as a Fellow and Council Member of the Hong Kong Institute of Human Resource Management, where he also acts as the

Co-Chairperson of the Institute's Learning & Development Committee. He also serves as a member of the Languages Discipline Advisory Board of the Vocational Training Council.

Chester has also been actively participating in various HR / L&D advisory groups within numerous professional institutions, lending his expertise and contributing to the field of human resources development. He has served as a panel adjudicator for various prestigious awards, including the Hong Kong Most Innovative Knowledge Enterprise Award, HKMA Award for Excellence in Training and Development, and HKMA Quality Awards. In recognition of his contributions to the healthcare community in Hong Kong, Chester has also been elected as a lifetime member of the Management Society for Healthcare Professionals.

In his commitment to promoting the Qualifications Framework in the HRM sector, Chester was appointed as a member of the HKSAR Cross-Industry Training Advisory Committee. He was also the Chairman of the HKMA Human Capital Management Society, an HR professional body aiming to be the leading professional society advocating human capital management excellence and good HR practices in Hong Kong and the Asia Pacific Region.

Chester is a popular speaker at conferences and seminars. As an advocate for 'People Influence People,' he serves as a coach / mentor for individuals from different backgrounds, including senior executives, university students, and business practitioners.

Being a firm believer that storytelling is a powerful and effective tool that enables individuals to connect with people, Chester's experience in social-emotional training has inspired many business leaders, enhancing their interpersonal communication skills and cultivating their positive emotional capability as effective leaders.

## A Message from Stephen Leung

Hi there, let me tell you a story!

One day, a little girl asked her father at a circus, "Dad, who's stronger, the tiger, the elephant or the tamer?"

"The tiger and the elephant, of course," said the father.

The little girl wondered, "If the tiger and the elephant are stronger, why do they have to listen to the tamer?"

Wisdom is what differentiates us from all other creatures.

This is the power of storytelling.

Throughout my 39-year career journey, the biggest challenge was not coming up with more innovative ideas but getting people to listen and to follow. One day, I accidentally discovered the real secret of leadership, after seeing the sentence 'God gave us two ears and one mouth' — **Empathetic Listening!**

Travelling extensively during my years of international assignments, instead of listening to music or watching movies, I invested my time in listening to speeches from world-renowned speakers. I realised that there's one thing in common among all the great speakers — the use of **little stories and acronyms**. I've also learnt the secret to it — the shorter the better; the simpler the better.

Gradually, I began developing my own style of presentation, using simple stories to captivate the audience and short acronyms, such as ABC, HIJ, CARE, to make it easier for them to remember.

Applying this simple technique has completely transformed my life and enabled me to influence people around me beyond my imagination. It's amazing how short stories can shed light on the significant yet simple life lessons. I'm humbled to see how people around me become equally inspired and eagerly ask me to gather them into a book.

We named this book **My Dear, be a Happy Leader**, as I believe that everyone can seek happiness with accumulated wisdom, something that I invite you to explore when you read through the book.

Whether you're a student, a parent or an executive, I hope that you'll find your ah-ha moments as you enjoy these parables.

I encourage you to read this book more than once, so that you can digest it and make it your own. Above all, share it with your family, friends and colleagues. They'll start thanking you for the insights and, in no time, you'll become an expert storyteller.

I particularly hope that this book reaches a child as bedtime stories told by loving parents, as the stories centre around the growth of a little girl.

Try reverse mentoring and have your child read this book to you. This is the best way for them to learn and build self-confidence. Trust me, this works miracles. Your child will grow as a result of your trust, encouragement and **true LOVE** (**L**istening to **O**thers' **V**iewpoints **E**mpathetically).

"Let me tell you a story." I hope this magic key will open many more Happy Doors for you and your loved ones.

I want to dedicate this book to my dearest wife, Aliana, who has been my inspiration and made me into who I am today. I'm forever grateful for her as she has taught me how to love, supported me and raised our two wonderful children and continues to create memories for our five adorable grandchildren. I love them all.

Our family mission statement is 'We are living in a loving, healthy, communicative family and strive to improve every day in every way'. Sharing stories, wisdom and happiness on a regular basis has been pivotal for us to keep our mission alive.

I sincerely hope that you enjoy reading these stories and grow from them, just as they have always inspired me and my family.

## A Message from Dr Sylvia Liu

Communication has always been a big challenge both at home and at work; communication is a part of social-emotional learning (SEL), which has always been an essential capability in our lives.

Along my 36-year career journey, I came up with endless questions and answered them with my childlike heart through exploration and implementation. I've been sharing this know-how with families, schools, and corporations, and participants have always appreciated their increased level of positive energy and well-being as a consequence. I believe this will happen to you too after reading this book and applying what you've learnt from it in your family, workplace, studies, and daily life.

- ◊ **Why is it so difficult to recruit the right people with appropriate social-emotional capabilities?**
- ◊ **How can people enjoy learning and work as happily as they do playing?**
- ◊ **How can people enjoy contributing collaboratively like completing a game together?**

These questions were often asked when I worked in human resources management in the hotel and catering industry. I was inspired to carry out research to find the answers. I started my studies in 2004, when I switched my career path to the education sector.

All the short stories in this Happy Leader book carry wisdom that is meaningful to both adults and children. You can read them on your own, or with your children. Everyone will gain insights from their own perspectives.

Inspirations from the book will certainly make a positive impact on your life. Applying the techniques of **EAR** (Enjoy, Appreciate, Reflect) of the **Happy Leader Model** will magnify the impact. Everyone can be a happy leader at any stage of life. The Happy Leader section of each chapter shares the essence of my decades of studies and implementation experience, derived from the five principles under the **Social Star Mirror Model** published in 2015.

My studies began with the human resources in different corporations, gradually extending to kindergartens, and primary and secondary schools. The findings of my research concur with those of many studies that effectiveness of invested resources is better sustained when provided at the early childhood stage. In fact, the earlier the better.

I'm a strong believer in **Management Development from Childhood**, which is also the name of my first book published in 2010. My recently published picture book **Play Diary** in 2022 allows children to read to build happy habits from a young age.

I'm honoured to present this Happy Leader book with two experts who have immense experience in both careers and life. I sincerely hope that this book can bring positive energy to readers as well as to those people whom they care for and work with.

**Learn early, practise early and achieve early.**

## A Message from Dr Chester Tsang

"Once upon a time, there was ..."

"When I was a little kid, I came across ..."

"One of my great bosses shared with me ..."

I'm sure all of you have heard these opening lines of stories at different times of your life.

In my 30+ years of experience as a learning and development practitioner in different countries, I've been asked the following questions by different leaders working in different scales of operations.

"Is there a story someone else shared with you that has made a difference to your life and stuck with you over time?"

"How can I effectively generate a feeling with emotional engagement with the listener?"

"How can I be a happy leader and make myself and my team happier (apart from the monetary incentive)?"

I came across these terms 'Happy Leader', 'Social-emotional competence' and 'Storytelling' when I attended different kinds of training interventions all these years. When I met Stephen and Sylvia at an informal social gathering last year, we found that we had a common goal — to publish a book that incorporates all these concepts and insights, a book which people from different walks of life and at different stages of life can benefit from.

Storytelling is something we all do naturally, from a very young

age. It's a powerful skill that enables you to have an influence on other people's lives — the inspiring and underlying messages in your stories are heard differently because of the listeners' different backgrounds and experiences. For business leaders, using storytelling to communicate their values and vision can create a sense of empathy and understanding within their team.

Social-emotional competence is the ability to understand and manage our own emotions, as well as understand and respond appropriately to the emotions of others. A Happy Leader who's socially and emotionally competent can use storytelling to create a positive work environment and connect with his or her team on a deeper level. When leaders are socially and emotionally competent, they're better able to understand the needs and emotions of their team members.

Steve Jobs once said, "**The most powerful person in the world is the storyteller. The storyteller sets the vision, values and agenda of an entire generation that is to come.**" This book will impart in you the core social-emotional elements with different vivid examples at different life stages through storytelling. You'll experience inspiring stories that will challenge and expand your thinking and enable you to design personal strategies to increase effectiveness and efficiency at work and in other aspects of life.

I would like to dedicate this book to all readers who would like to inspire their networks with a purpose of living a happy life, and hope that the stories resonate with your family and workplace relations.



# FOREWORD

Everyone has a story to tell. Storytelling is an interesting way to create resonance. Some like to share their own life stories, while some prefer hypothetical stories that are easy to comprehend with plenty of room for imagination. A co-author of this book, Stephen Leung, is one of the best storytellers of the latter style that I have ever met.

Stephen is a pharmacist by profession and has recently retired from his position as Country Manager of Pfizer Hong Kong and Indonesia, a pioneering pharmaceutical company, where he had served for almost four decades. Unlike Stephen, I began my career in social work in the 1960s and transformed myself into an entrepreneur, in the fields of garment, telecommunications, footwear and smart living.

Despite our very different backgrounds, Stephen and I both like to give back to the community by serving in non-commercial bodies. What brought us together was our shared passion for supporting the young generation. We met through the Hong Kong Management Association (HKMA) as fellow Council members and the Incorporated Management Committee of the HKMA KS Lo College.

I am deeply impressed by Stephen's communication style — he likes to share his point of view with a simple story or an acronym which is non-judgmental and easy to understand. Not only does it help to build relationships and breakdown barriers, it also leaves his mark on people with simple wisdom yet a huge impact!

At our 2021 school's graduation ceremony, I invited Stephen to share a few words with our students. He told a series of short stories that were most inspiring and thought-provoking, without imposing a feeling of "if I can do it, so can you". It touched the hearts and minds

of the audience, including teachers and parent representatives, as evident from their sharing in subsequent board meetings. This is a great example of "listening to one impactful story is better than reading ten years of books" (聽君一夕話，勝讀十年書).

It is definitely something that I would like my students to graduate with.

Over the decades, I have read many good books about leadership and communication skills, and I am confident to say that **My Dear, be a Happy Leader** is a refreshing one. With a growth journey as the backdrop, Stephen demonstrates the power of storytelling in communication for all stages of life.

I am so glad that Stephen is taking his love of storytelling to the next level by publishing this book. This book is not only for executives, but also for students and parents with young children. In fact, whoever is looking for some sources of inspiration will benefit from it.

I encourage everyone, especially my students, to read it more than once. You may be able to see part of yourself in these stories. Wherever you are at on your growth journey, you can always start a new chapter through reading, digesting, and sharing. I hope this book will inspire you and in turn help you to inspire others.

## Michael Leung

Executive Chairman of Peoples Smart Living Limited  
Former Vice Chairman of St James Settlement  
Chairman of The Hong Kong Management Association KS Lo College  
Former Vice Chairman of Skechers Hong Kong Limited  
Former Vice Chairman of Skechers South East Asia Limited  
Founder of China Telephone Company Limited (1984)  
Founder of Chinese Resources Peoples Telephone Company Limited (1995)

# 推荐序

2008年的时候，我认识了梁先生。当时我在一家跨国企业担任中国市场总监，女儿10岁，感觉自己天天在工作和生活间疲于奔命。可能看到我的忙乱吧，我的上司将梁先生介绍给我认识。我到现在一直非常感激我的上司的引荐。从那时起，梁先生就成为了我的人生导师。14年过去了，我现在在一家跨国公司担任大中华区总经理，女儿也顺利从美国大学毕业，加入了咨询公司工作。如果说我的工作和生活还比较平顺的话，梁先生的辅导起到了至关重要的作用。

梁先生特别擅长讲故事。我们的辅导课一般在45分钟左右，10几年了，每次当我有问题请教梁先生的时候，他总会以一个**小故事**来引导和**启发**我。记得2015年我踌躇满志地想争取中国区总经理的职位未能如愿以偿的时候，伤心、失望、怀疑各种情绪涌上心头，梁先生用钻石的故事来激励我：一天傍晚，他和朋友一家在海边玩，朋友的女儿不小心将订婚的钻石戒指丢失在沙滩上了，非常焦急，梁先生让他朋友的女儿先**冷静**下来，不要着急着将沙子翻天覆地，静等太阳照射，是钻石，在太阳的照耀下，它一定会闪闪发光的，到时去寻找就容易多了。第二天，太阳升起后，他朋友的女儿果然找回了她的订婚戒指。这个故事对我的启示很大。以后不管碰到任何棘手的事情，我都会告诉自己先冷静下来，想一想钻石的故事，有的时候，欲速则不达。除了讲故事，梁先生特别擅长说文解字，青春期女儿的教育，是曾经困扰我，相信也是困扰过很多家长的烦心事。梁先生用对**LOVE**的诠释点醒了我。什么是真正的爱**LOVE**？**LOVE**就是**Listening to Others' Viewpoints Empathetically**，爱是用同理心真正倾听对方的观点，每当在和女儿的相处中心里感到万马奔腾的时候，我都会想一想**LOVE**，女儿

需要的是不是只是我们不带任何评判的**耐心的倾听**？等她讲完，她的情绪有机会被看到和听到，是不是就平复了很多？我们的交流是不是就容易了很多？以后无论她碰到任何困难和挑战，只要知道家里有人会倾听和理解她，那么有可能和父母的对立的关系，都可以**转换成同盟军关系**。

我非常希望有一天，梁先生的这本书也能在中国大陆发行。他对中国文字的解读，也常常给我很多启发，比如说**“企”**，企业主要是由人支撑的，没有了人，企业就停止了。比如说**“领袖”**，是由硬的衣领和软的袖子组成的，作为领导者，必须懂得对原则、对业绩的硬的担当，同时需要有文化和人才培养温暖和柔软的一面。

过去的十几年的时间里，我得益于梁先生的教导。特别希望梁先生的智慧能对更多的人产生积极的影响。今天我非常高兴，看到这本书的出版，梁先生将他在生活和职场上的经验和收获，毫无保留地在本书中分享。我不知道你今年几岁，不管在什么年纪，我相信你都会从阅读本书中收益良多。而且，我相信，每翻阅一次，你都会有不同的感受和收获。给予总比接受更令人快乐。**赠人玫瑰，手有余香**。我也期待着本书出版后，我可以将本书作为礼物分享给我的朋友们。

## 顾海英 Susan Gu

赫力昂中国大陆和香港地区总经理

General Manager, China Mainland & Hong Kong  
Haleon

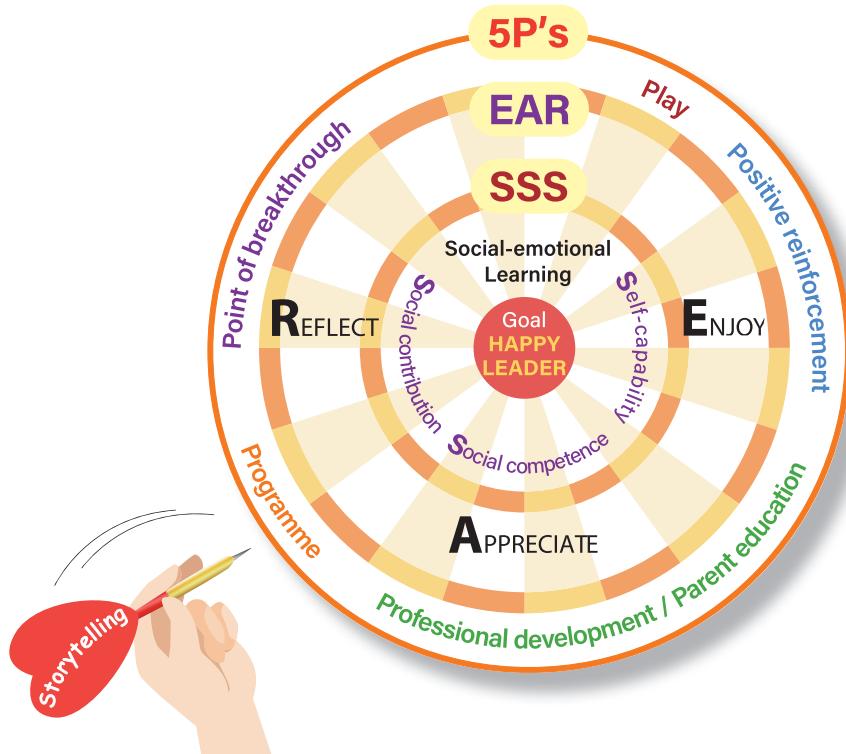
赫力昂全球高级副总裁

Senior Vice President, Haleon Global

# Happy Leader Model

## A Learning Dartboard

Supported by the **Social Star Mirror Model** (Liu, 2015)



The **Happy Leader Model** comprises three layers, with the ultimate **GOAL** of becoming a HAPPY LEADER.

**SSS** = The pathway to becoming a HAPPY LEADER  
= Attributes of a HAPPY LEADER

**Social-emotional Learning** **社交情緒學習能力**

<b>Self-capability</b> 自處 ( 自理能力 )	<b>Social competence</b> 相處 ( 社交能力 )	<b>Social contribution</b> 共處 ( 貢獻能力 )
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**EAR** = Social-emotional learning techniques to reach the goal

<b>Enjoy</b> 樂趣	<b>Appreciate</b> 欣賞	<b>Reflect</b> 回味
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**5P's** = Five key principles of building up social-emotional competencies

<b>Play</b> 開心互動 社交連繫	<b>Positive reinforcement</b> 捕捉優點 引導反思
Professional development / Parent education 終身學習 薪火相傳	
<b>Programme</b> 隨機應變 創意無限	<b>Point of breakthrough</b> 自製天機 零的突破

**Landing closer to the inner bullseye of the dartboard**

The Happy Leader Model is like a dartboard. The goal (inner bullseye) can be reached by developing the three main attributes of a happy leader (**SSS**) through practising the social-emotional learning techniques (**EAR**) enhanced by the five key principles of social-emotional competencies. Everyone can do it so long as you habitually practise. Remember, the more you practise, the happier you will become as your dart moves closer and closer to the inner bullseye of the dartboard.

## SSS : WHAT attributes should a happy leader have?

To achieve the goal of becoming a happy leader, social-emotional learning is one of the core learning and development fundamentals. It is vitally important if one wants to stay happy and bring happiness to others.

Social-emotional learning ( 社交情緒學習能力 ) comprises three elements (SSS):

- self-capability ( 自理能力 ), e.g., enjoy taking care of oneself
- social competence ( 社交能力 ), e.g., enjoy social interaction and the company of others
- social contribution ( 貢獻能力 ), e.g., enjoy working as a team and contributing to a common goal

SSS is the pathway to becoming a happy leader. They are the attributes of a happy leader.

Self-capability 自處	Social Competence 相處	Social Contribution 共處
The ability to continuously improve oneself to stay sustained, and enjoy being an independent individual.	The ability to work along with people, stay positive and emotionally stable, and enjoy synergy effects of showing respect and being respected.	The ability to create value, devote oneself to and achieve a mission, by oneself or on a team, and enjoy life and make meaning out of it.
ME	YOU and ME	Society and ME

Everyone can be a happy leader at any stage of life and in any role they play, be it childhood, adulthood, or parenthood. In other words, the Happy Leader Model can be applied to the family, the school, the workplace, the community or any other setting.

## Attributes of a Happy Leader

### Social-emotional Competencies

Below are the descriptive behaviours of social-emotional competencies of a happy leader.

#### Self-capability 自處

Be a **self-managed and empowered individual that everyone wants to be**

#### Self-sustainability

- Possess developed **executive functioning skills** to adapt to dynamic environmental changes, reflect on learning experiences, hold and apply learnt skills in different situations
- Be accountable for one's life and learning without over-reliance on others and enjoy being a self-sustained and independent individual

#### Self-efficacy

- Be self-motivated. Believe in one's own choices and able to cheer oneself up, and celebrate at each milestone one reaches
- Believe in one's own values and strengths, continuously able to take the initiative to learn and improve to achieve one's goals

#### Self-management

- Possess self-awareness to evaluate oneself, manage one's emotions and behaviours, understand accurately how others perceive oneself
- Be self-disciplined, work according to plans and rules with minimum supervision
- Able to set goals for oneself, and plan and organise resources to achieve the goals

## Social Competence 相處

Be an **empathic and supportive** partner that everyone wants to work with

### Effective communication

- Possess interaction skills and use them in an appropriate and respectful manner, e.g., smiling, making eye contact, and listening to others
- Able to encode and decode messages with suitable verbal and non-verbal cues to sustain an ongoing conversation and communication flow
- Able to manage two-way communication, group communication, and multi-means of communication

### Networking

- Capable of perspective-taking and resolving conflicts, and showing appreciation and affection in friendship
- Able to develop and maintain supportive relationships, and know how to seek or offer help
- Show respect to people's likes and dislikes, needs and interests
- Able to evaluate people's uniqueness and character strengths, and connect with people

### Teamwork

- Be aware of the impact of emotions, reactions, and actions on others
- Able to inspire and create a harmonious atmosphere
- Be accountable for one's fault or loss without putting the blame on others
- Able to work with people, stay positive and emotionally stable, enjoy synergy effects of showing respect and being respected

## Social Contribution 共處

Be an **ethical and visionary** leader that everyone wants to follow

### Proactive contribution

- Able to analyse situations and take appropriate actions to achieve mutual goals, e.g., proactively taking on responsibilities, giving an honest and effective report, and carrying tasks through to the end
- Able to find meaning in life from one's contribution to the group

**I am devoted to the team**

### Social responsibility

- Demonstrate fairness and humility in interactions and make ethically-responsible decisions
- Possess social awareness. Able to put empathy into effective action after taking others' perspectives, seek win-win situations and view shared benefits of the whole

**I am the team**

### Vision and leadership

- Show appreciation for others' strengths and contributions, and delegate accordingly
- Able to strategically analyse problems, foresee changes, draw insights, and adapt to the ever-changing environments as a team

**I lead the team**

## EAR : HOW can one become a happy leader?

**EAR** are the social-emotional learning techniques to help you reach the goal of becoming a happy leader.

**Become a happy leader by learning to ENJOY, APPRECIATE, REFLECT.**

**Storytelling** is an effective communication game. Play the storytelling game with social-emotional learning techniques (**EAR**) to develop the attributes of a happy leader (**SSS**).

In storytelling, readers can practise the techniques of EAR through **READING**, **SHARING** and **CREATING**.

### 1. READING

**ENJOY** reading stories, reading aloud, and reading to a friend.

**APPRECIATE** the performance of each other, in aspects such as your behaviour (e.g., the use of voice, body language, and tone), and attitude (e.g., how you interact with each other, how engaged you are, and whether you read with emotions).

**REFLECT** on the happy moments reading together and how you can have more fun together next time.

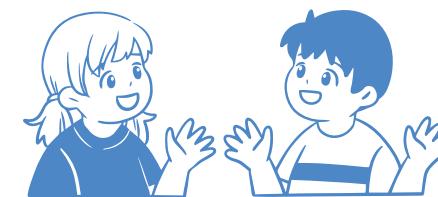


### 2. SHARING

**ENJOY** sharing your favourite parts of the story, exchanging your views and feelings.

**APPRECIATE** the authors' themes, and the thoughts and views of each other.

**REFLECT** on the wisdom (messages) the stories convey. Think of similar life experiences and how you can apply the wisdom to your everyday life.



### 3. CREATING

**ENJOY** creating new storylines, tweaking the ending and co-creating stories with friends.

**APPRECIATE** your collaborative efforts, and respect everyone's contributions.

**REFLECT** on potential applications in studies and work, how the new stories differ from the original ones and why such changes were made, and how to make the game more enjoyable next time.



## The 5P's : PRINCIPLES of the Happy Leader Model

The **5P's** are the five key principles of building up social-emotional competencies.

The **Happy Leader Model** is supported by the published **Social Star Mirror Model** (Liu, 2015, commencing in 2004), which includes the five principles of **play**, **positive reinforcement**, **professional development / parent education**, **programme** and **point of breakthrough**.

These social-emotional learning concepts have been successfully applied in corporate training, a wide spectrum of educational settings (including tertiary institutions, secondary and primary schools, kindergartens and nurseries, and early childhood development centres), youth projects as well as gifted and talent development programmes.

**PLAY** is the first principle contributing to reaching the goal of becoming a **HAPPY LEADER**.

**Be a happy leader by learning to PLAY with rules and WORK with rules.**

Storytelling is an **interactive game**. The skills needed to play interactive games are comparable to the skills we need at work.

Practice makes perfect. Readers can enhance the learning outcomes by adapting the six levels of the Bloom's Taxonomy. The higher your familiarity with playing such interactive games, the more you can equip yourself with collaborative work skills. You are also more likely to learn the rules, abide by the rules, and adapt to changes in time.

In fact, every task, job or profession involves rules, just like games. You need to analyse and digest the interrelationships of the rules and factors involved, and connect them to the operating system. If you want to become an expert in your field, you need to be familiar with the rules. If you do so, you can master the workflow and system of the profession thoroughly and effectively.

Play a game seriously to enjoy it more.

Bloom's Taxonomy: The Six Levels of Learning Outcomes	Play with Rules	Work with Rules
<b>1/ REMEMBER</b>	Know the rules of the game (e.g., remember the story).	Remember the rules/ duties of the job/ profession.
<b>2/ UNDERSTAND</b>	Follow the game instructions (e.g., read the story aloud).	Follow the standards and guidelines at work.
<b>3/ APPLY</b>	Adjust the game rules in different settings (e.g., change the way you tell the story).	Adjust policies and procedures to adapt to the ever-changing work circumstances.
<b>4/ ANALYSE</b>	Internalise the game and share your perspectives (e.g., digest the story's messages and see how they fit into your own values).	Familiarise yourself with the rules, so that you can connect with and fit into the work system.
<b>5/ EVALUATE</b>	Appreciate every player who contributes to the joy in the process and the completion of the game.	Assess the outcomes and appraise each member's contribution to the result.
<b>6/ DESIGN &amp; CREATE</b>	Create, recreate, co-create a new story (game) and apply it in various situations.	Collaborate and improve continuously to achieve better outcomes, and fit into different work contexts.

The five principles of the Happy Leader Model will be further discussed in subsequent chapters.

**Play with rules, work with rules.**

**Know the rules and play your roles.**

As you start to play, to tell a story, you already gain points by landing on the dartboard, regardless of where the dart lands.

**Let's start playing the storytelling game.**



**How can I contribute?**

**Touch your EAR to get positive energy;**

**Practise EAR to gain SSS;**

**Apply EAR habitually to become a**

**happy leader.**





I want to be a happy leader. I want to live a happy life. What should I do?



Let me tell you  
a story.



# Childhood • Learning ABC

**A**ttitude **B**elieve in yourself **C**ollaboration



In fairy tales, the ending is always happy. I want to live a happy life, too. How can I do it?

When you read, you begin with **ABC**.



## **A**ttitude

Don't give up easily. Be optimistic. Continue to improve and grow.

## **A**ttitude

Cultivating a positive attitude is essential, especially in young children. The positive impact will last a lifetime.

Start with ABC. They are the foundation of language for communication.



## The Lion King's Successor



Getting older and older, the Lion King began to think about which of his three sons should be his successor. Some animals suggested he choose the strongest son. So they decided to hold a race — whoever could reach the top of a high and steep mountain first would be the king.

The oldest son climbed very fast, but he only made it halfway before giving up and returning.

The middle child also started off strong and fast, but he too gave up after reaching the midpoint.

Sadly, like his elder brothers, the youngest lion cub also came back after finishing half the race because the mountain was far too difficult to climb.

All the animals in the kingdom were pondering who was actually the strongest and thus should be the new king.

Suddenly, the eagle spoke, "I know who is fit to be the king!"

"How so?" asked the other animals.

The eagle heard the three cubs talking to themselves when they reached the halfway point!

The oldest lion cub said, "This mountain is so high! I could never get to the top!"

It turned out that the second cub said, "I don't have any energy left! It's impossible to go any further!"

The youngest said, "I can't do this now, but it's ok. I'll keep practising and will conquer it one day!"

Finally, the Lion King decided to let his youngest son take over his throne.



Keep a positive attitude. Don't ever give up. You only fail when you stop trying. Success and failure are only one step away.

## 獅子王選繼承者

獅子王的年紀大了，他在思考誰可以繼承他的王位。有動物就提議，在他三個兒子當中，選擇最強壯的做新獅子王。於是獅子王就舉行一場極具挑戰的爬山比賽，看誰最快爬上一座很高很陡峭的山。獅子大哥開始得很快，可是山太難爬，爬到一半就回來了。二哥也是爬得很快，但也是爬到一半就放棄了。很可惜，獅子小弟也是一樣，到了同一個地方就受不了而折返。所有動物都很懊惱，怎樣決定誰最強大，誰能做獅子王呢？

突然間老鷹說：「我知道！」其他動物問：「何出此言？」

老鷹聽到三隻小獅子在山腰各自跟自己說話。大哥說：「哇！這山也太高了吧！我真的上不了去！」二哥則說：「我沒有力氣了，根本是不可能的任務！」但是，最年幼的弟弟望著山頂說：「那好，就算我今天不能完成，但我會繼續鍛鍊，總有一日我會征服你的。」因此，最終獅子王就選擇他承繼王位。



### 寓意

無論遇上什麼挑戰，最重要的是我們的態度。即使有時未能完成任務，但只要抱著繼續嘗試並不放棄的態度，終有一日都會能成大器，達成目標。

## The Elephant's Trouble



A lion cub was awakened by the rooster's crowing every morning. So he went to his dad, the Lion King, and said, "Papa, can you order the rooster not to be so noisy early in the morning? I can't sleep properly!"

"Well, why don't you pay Uncle Elephant a visit?" suggested the Lion King. "He'll have the answer for you."

Wanting to find out what his dad meant, the lion cub set off to find the elephant. When the little lion arrived at the river, he saw the elephant furiously stomping his feet, while continuously shaking his head. "Uncle Elephant! I have a question for you! Please stop moving around so that I can talk to you," the cub said as he approached the elephant. However, the elephant paid no attention to the little lion, and continued thrashing about. "Please, Uncle Elephant, I want to talk to you!" The little lion tried again.

Finally, the elephant saw the little lion and said to him, "A small fly was trying to get into my ears! He's doing this non-stop! It's so annoying!"

After hearing this, the lion cub thought, "Even such a big and powerful animal could be afraid of such a small creature. What's more, he's being bothered all day long! Compared to Uncle Elephant's problem, mine is trivial. I'm only awakened by the rooster once every morning. Why am I complaining?"

Returning home, the little lion decided to **change his attitude**. He treated the rooster's crowing as his alarm clock and started waking up early and exercising every morning.

As the cub got older, and his wisdom and physique grew, he became the new King.



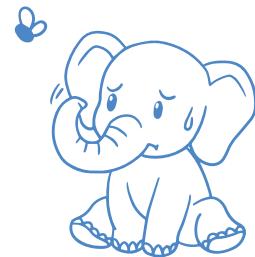
Successful people never make excuses. The ones who do will never succeed. Embracing problems is a way to better ourselves. We should keep practising to take on every challenge as a learning and growing opportunity.

# 大笨象也有他的煩惱

有一隻小獅子，他每一天都被雞啼聲吵醒，他就跟他的爸爸獅子王說：「爸爸，你可不可以為我命令公雞，不要每天清晨就這麼嘈吵，我實在不能好好睡覺！」獅子王回答說：「這樣吧，不如你問一下大象叔叔，他會有你想要的答案。」

然後小獅子就到了河邊，看見大象正在用力的踏地，並不斷地搖晃自己的頭。小獅子就問大象：「大象叔叔！我有事想問你！你不要動吧，你不停下來我怎麼跟你說話呢？」大象沒有理會他，仍然大力踏地，繼續搖晃自己的頭，小獅子不斷地說：「大象叔叔，我想跟你說話！」大象終於看到了小獅子，就跟他說：「有一隻小蒼蠅想鑽進我的耳朵裏，他不停地滋擾著我！真的很煩人啊！」

小獅子聽了，想一想：「大象這麼龐大和孔武有力也會怕這麼小的蒼蠅，還要從早到晚都被騷擾。其實自己每天只是被公雞吵醒一次，我還可以抱怨嗎？」有所領悟的小獅子，第二天早上在公雞吵醒他時就起床了。小獅子決定**改變態度**。他把雞啼聲當作鬧鐘，每天早上都早起做運動，鍛煉身體。小獅子漸漸成長，他的智慧和體魄與日俱增，終於他成為了新的獅子王。



## 寓意

成功的人不會隨便找藉口，總是找藉口的人不會成功。

解決困難是提升能力的好方法。面對每一次的挑戰，迎難而上，都是學習和成長的機會。

## Believe in yourself

Everyone is unique. Be grateful with what you have. Maximise your strengths and avoid comparing yourself with others.

“ If you change the way you look at things, the things you look at change. ”

—— Wayne Dyer

“ The only limit to our realization of tomorrow will be our doubts of today. ”

—— Franklin Roosevelt



## Seven Wonders of Life



At dinnertime, a little girl told her mum an interesting incident at school. "Today our teacher asked us a question."

"What was the question?" asked her mother.

"She asked what the Seven Wonders of the World are. We were all thinking about structures like the Great Wall and the Pyramid, but one classmate thought of a different answer. When the teacher invited her to share her thoughts, she said, 'I can see. I can hear. I can smell. I can touch. I can taste. I can feel. And I can love.'"



We all have these seven senses. So why bother focusing on things we don't have and always complaining? We should all appreciate and believe in what we have, and make the best use of them.

## | Believe in Yourself — Executive reflection

What happens to those people who do not have these senses? God is fair. If a sense is missing, the other senses become stronger.

Nick Vujicic from Australia and KP Tsang (曾建平) from Hong Kong are two good examples. Nick is a world-renowned motivational speaker who was born without arms and legs. KP was a successful businessman before suffering from blindness. Through his positive attitude and perseverance, KP was able to overcome many tough challenges and become a leader in his own field, not only in Hong Kong but also internationally. He was Chairman of International Alliance of Patients' Organization (IAPO) for two consecutive years from August 2013 to July 2015. KP has an excellent memory and is highly efficient. To maintain his health and keep up his spirit, he goes swimming every morning.

Instead of focusing on things that they cannot do, they channel their energy into things that they can do. What's more, they never give up!

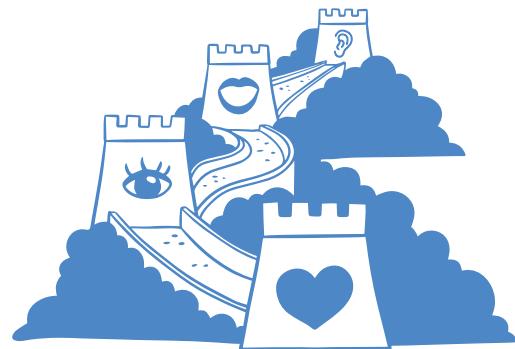


# 人生的七大奇景

有一天，一個女孩下課回到家吃飯的時候分享說：「今天老師問了一條問題。」

「什麼問題？」媽媽問。

「她問世界七大奇景是什麼？所有同學都在想，七大奇景當然是萬里長城、金字塔等等的曠世奇真的建築物了。但是有位同學的想法卻跟其他人不同，老師請她分享。她說：『我看得見，我聽得見，我聞得到，我觸碰得到，我嚐得到，我感受得到，還有我能夠愛。』也就是『I can see. I can hear. I can smell. I can touch. I can taste. I can feel. And I can love.』」



## 寓意

我們都擁有這奇妙的人生七大奇景，那麼我們為什麼要費心去執著我們沒有的東西，何必抱怨。我們必須要學懂感恩，珍惜我們所擁有的，並且要好好善用。

**B2**

## The Tortoise's Shell



One day, a baby tortoise complained to his mother, "Mummy, we live such a hard life!"

"Why is that?" asked the mother tortoise.

"We have to carry a heavy shell on our back wherever we go. It's so tiring," said the little tortoise.

"The shell is for our own protection."

"But it's unfair!" The little tortoise was unsatisfied with his mother's answer. "A lot of my friends have soft bodies. Look at the earthworms. Why don't they need to carry a shell like us? Why can they walk around unprotected?"

"But earthworms can dig into the soil and be protected by the ground," explained the mother tortoise patiently.

"How about the caterpillars? They can't travel underground."

"Caterpillars can turn into butterflies and fly in the sky. They're protected by the sky," said the mother tortoise.

Little tortoise reacted even more strongly. "Oh, earthworms are protected by the ground; caterpillars are protected by the sky. It's really unfair that we have to carry these shells!"

The mother tortoise answered gently, "Yes, it's harder for us tortoises, but we're able to take charge of our own protection rather than relying on other things. That's why we're one of the species that **live the longest** in the entire animal kingdom."



There is no need to compare and complain. Everyone is unique and has their own way of living. Learn to appreciate your own strengths, which might first appear as a weakness.

## 烏龜的龜殼

有一天小烏龜向媽媽投訴：「媽媽！我們生活得很辛苦啊！」

「為什麼？」媽媽問。

「我們每天到哪裏都要背着這麼重的龜殼，太疲累了！」

媽媽說：「龜殼是保護我們的！」

「哦，那就不公平了！」小烏龜對媽媽的回答並不滿意。「為什麼我的朋友們的身體也很軟弱，卻不用背着殼呢？你看看蚯蚓，他們的身體也沒有保護，為什麼他們可以輕鬆地走來走去呢？」

烏龜媽媽耐心地解說：「蚯蚓可以鑽進地下保護自己。」

小烏龜又有疑問：「那麼毛毛蟲呢？他們不可以鑽到地下。」

媽媽說：「他們可以蛻變成蝴蝶飛上天空，有天空的保護呢！」

小烏龜反應更大了：「哦，原來蚯蚓有地下保護，毛毛蟲有天

保護，但我們卻每天要背着龜殼，那實在是太不公平了！」

媽媽溫柔地回答：「對，我們的確比較辛苦，但我們可以掌握保護自己的方法，而不是依賴外在的事物，所以我們才可以成為動物王國中最長壽的物種之一呢！」



## 寓意

何必要跟人比較和埋怨，每個人都有自己的特質和生活方式。我們要學習欣賞自己的強項，獨有的長處卻往往被誤以為是缺點。

## The Magic Tennis Racket



A little girl started learning tennis when she was small. However, she had never won any matches.

One day, her mother gave her a very special racket, which had the word "magic" written on the handle. The girl started using the racket. It seemed like a miracle — she had won every match since then.

Until one day, the girl lost her racket and couldn't find it anywhere. Feeling upset, the girl cried to her mother. "Without the magic racket, I'll never win again. I don't want to play anymore."

Knowing what happened, her father said to the girl, "Your performance in tennis has nothing to do with the racket, my dear. Let's go get a new racket and give it a try. I believe YOU can do it!"

The girl followed her father's advice and used a new racket in her next match. It was a tough match, but she did her very best and finally won the game.

With faith in herself restored, she kept playing and improving, and became one of the best players in school. Although she did not always win, she enjoyed each and every game.



Believe in yourself, not luck or magic! Tools are just secondary. Have faith in your ability and uniqueness. Whatever you do, give it your best shot, enjoy the process, and see every success as a bonus.



## 球拍的魔法

女孩從小學習打網球，但技術不精，每一場球賽都輸掉了。有一天，她媽媽送了一塊很特別的球拍給她，球拍的手柄寫着「magic」（魔法），女孩就拿着這塊球拍去比賽，很神奇地竟然贏了。被這場勝利鼓勵，小女孩就開始在練習和比賽中使用這魔法球拍，她果然贏了很多場球賽。

直到有一天，她遺失了那球拍，遍尋不獲。她感到失落和無助，她哭着跟媽媽說：「沒有這個球拍便沒有魔法了，我在球賽都會輸。我以後不再打網球了！」她的爸爸知道後，對她說：「其實你能勝出比賽，不是因為那塊球拍有什麼特別，而是因為你的實力，我送你一塊新球拍試試看，我相信你一定能打出好成績！」於是女孩接受了爸爸的建議，拿著新球拍，盡了全力作賽，終於贏得漂亮的一仗。

這建立了女孩對自己實力的信心。她更努力練習，追求進步，成為了全校數一數二的網球好手。即使她不是每場比賽都獲勝，但是她能夠享受每一次比賽的過程。

### 寓意

比起工具和運氣，自身的實力更為可靠。成功的秘訣是相信自己的實力和獨特之處，好結果只是一份紅利。我們全力以赴，享受過程更為重要！

## B4

### The Untouchable Roof



One day, a young girl came home from school feeling troubled. She heard a classmate making a comment about her, saying that she was lazy, not pretty and had a bad attitude. In fact, she was quite the opposite.

Knowing what happened, her father said, "You know what, darling, I can touch the roof of our house from here."

"Dad, are you kidding? How can you touch the roof?" The daughter was puzzled. "It's literally impossible!"

"Don't you believe what I said?" asked the father.

"Of course not!" said the daughter.

"Then why do you believe what others say?" replied the father. "Are you not pretty just because someone says so? Are you a bad person just because someone thinks so?"

The girl shook her head.

"You must believe in yourself and appreciate what you have and how good you really are."

### Wisdom

Trust yourself. Don't let other people's opinions and actions affect you. Nobody knows you better than yourself. Those who dedicate their time to learn and grow, instead of criticising others, will ultimately become a Happy Leader!

# 觸不到的屋頂

有一天，小女孩剛放學回家，感覺困惑。她聽見同學批評她懶惰、不夠漂亮，而且態度不好，令她十分懊惱。事實上，她的為人並不是這樣，卻恰恰相反。她的爸爸知道了，說：「親愛的，你有所不知，我從這裏就可以摸到我們房子的屋頂。」女孩說：「爸爸，你在開玩笑嗎？你怎麼能碰到屋頂？」女孩非常疑惑。「這根本是不可能的！」

「你怎麼不相信我說的話？」爸爸問。

「當然不相信！」

爸爸回答說：「那麼你為什麼要相信別人說的話呢？別人說你很漂亮，那你就真的是不漂亮嗎？別人認為你是壞人，你就是壞人了嗎？」女孩搖頭。

「你要相信自己。你要珍惜你擁有的一切和欣賞自己優秀之處。」



## 寓意

相信自己，不要輕易受人影響，因為沒有人比你更清楚了解自己。  
與其花時間批評別人，不如好好裝備自己，讓自己成為一個快樂的領袖！

## Collaboration

Learn to respect others and understand the meaning of teamwork.  
Being happy and having friends are more important than winning.



“TEAM — Together Everyone Achieves More .”

—Thompson & Bender

Storytelling

## The V Formation of Geese



A family went hiking one day. Along the way, the daughter pointed to the sky and said excitedly, "Look!"

Everyone looked up and saw a flock of geese flying in a V. The little son asked curiously, "Why do they do that?"

The father explained, "Well, geese are migratory birds. When it's hot in the south, they fly to the north; and when it's cold in the north, they fly back to the south. It's an extremely long distance. How can they save energy? It's by supporting each other, i.e. **everyone takes turns to be the leader**. When the lead bird at the front gets tired because of the head wind, it falls back and takes a rest while another bird close at its back takes its place to lead. No matter how far the geese fly, they can make it to the destination by collaborating in this way. Everyone can be a leader during the process."



*Wisdom*

We need to support each other to survive and to strive. We are also a part of nature. Don't always think of competing. Besides winning or losing, there could be a win-win. Both of you can be winners as long as you are focusing on the process, not the final outcome.

## 雁群 V 型飛翔

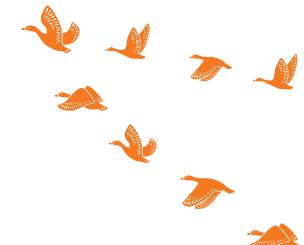
有一天，一家人去遠足。女兒在途中向天一望，指著天空興奮地說：「大家看看！」

大家舉目張望，看見一大群雁呈V字形狀在天空飛翔。小兒子好奇地問：「真有趣，為什麼會這樣呢？」

爸爸解釋說：「雁是候鳥，當南方天氣炎熱的時候，牠們就飛向北方，當北方天氣寒冷的時候就飛回南方。這是一個非常遙遠的路程，而牠們怎樣可以飛得省力一點呢？就是靠互相支持對方，**輪流做領袖**。最前方的一隻領袖鳥會一直飛，當牠因逆風而感到疲累時就會退後休息，而緊隨其後的同伴就會頂替牠的領頭位置。無論大雁飛多遠，通過這種協作，大家一邊飛一邊交替，互相支持對方，直至到達終點。雁群中的每隻鳥在整個過程中都是領袖。」

**“No one can do everything, but everyone can do something.”**

— Max Lucado



**寓意**

大家要互相合作，互相支持才能生存和奮鬥。我們也是大自然的一部分。不要總是想著競爭。你會發現在輸贏之外，其實還有雙贏的可能性。與其只顧著結果，不如學習將焦點放在過程中，大家都可以成為贏家。

## The Tortoise and the Hare



One day, the Hare said to the Tortoise, "Hey Tortoise, do you want to have a race to see who'll get to the top of the hill first?"

"Of course I'll be much slower than you," the Tortoise replied.

"Why don't you give it a try anyway?" insisted the Hare.

And so they started a race. We all know how this story ended: Despite being faster, the Hare fell asleep during the race, while the Tortoise never gave up and slowly made its way to the goal, ultimately winning the race.

The Hare decided to have a rematch against the Tortoise. The Tortoise agreed. This time, the Hare did not fall asleep and, as you can imagine, he won the race easily.

After losing the rematch, the Tortoise was sad and wanted to race again. It said to the Hare, "I want to have a third race with you! But this time, I get to decide the route and finishing point of the race!"

The two animals raced again. The Hare still ran very fast, but it stopped when it reached the river because it could not swim. After some time, the Tortoise caught up with the Hare. Seeing the Hare standing helplessly at the riverbank, the Tortoise said goodbye to it happily and crossed the river, winning the race in the end.

This made the Hare upset. Before suggesting another rematch, it thought to itself, "This doesn't help at all. When either one of us wins, the other will have to lose. Maybe it's better to come up with a solution together!"

As it turned out, the Tortoise had a similar idea. So they ran the course again in a different way. On land, the Hare carried the Tortoise; in water, the Tortoise carried the Hare. In the end, the pair finished the journey together quickly, smoothly and happily.



It is always more **enjoyable and productive** when we work **together**. Why compete if you can achieve a better result and have more friends and fun working collaboratively?

## 龜兔合作賽跑

有一天兔子和烏龜賽跑，兔子說：「烏龜，不如我們來一場比賽，看看誰先爬到山頂？」

烏龜回答：「我走得這麼慢，當然會輸給你！」

兔子堅持說：「就試一下吧！」

於是烏龜就跟兔子賽跑了。相信大家也知道故事的結局：兔子雖然跑得快，但半途睡覺了，烏龜卻很勤奮地爬，沒有停下來，最終贏了比賽。

兔子決定與烏龜再賽一場，烏龜同意了。而這一次，兔子沒有睡覺，大家可想而知，兔子當然輕鬆地贏了比賽。

複賽失利後，烏龜很不開心：「我要比賽第三次，但是這一次，比賽的路線和目的地由我決定！」龜兔再次賽跑，兔子仍然跑得很快，但到了河邊就停了下來，因為他不懂得游泳，過不了河。過了

一會兒，烏龜慢慢地追上了兔子。烏龜看到兔子無助地站在河邊，就很開心地說再見！他游到了對面岸，贏了這次比賽。

這讓兔子很不高興，但在提出重賽前，他想了想：「這樣對大家都沒有好處，我們其中一個贏，另外一個就會輸。不如一起想辦法吧！」原來烏龜也有類似的想法，所以他們決定再走賽道一次，但是這次有點不一樣：在陸上，兔子會背着烏龜走；在水上，烏龜會背着兔子游，這對拍檔能夠更快捷地、順暢地、愉快地完成了路程。



### 寓意

當我們合作完成任務時，總覺得更開心和有效率。既然協作能夠令大家爭取更佳成績和結交更多朋友一起開心地工作，那麼還需要無謂的競爭嗎？

### C3

## Heaven and Hell



A group of people were granted a visit to heaven and a visit to hell. When they arrived in hell, they saw an enormous plate on a table with a mountain of food on it. However, everyone there was pencil-thin and starving. In front of every person was a huge, long spoon, but people couldn't get food to their mouths with it, no matter how hard they tried. As they tried getting soup with the long spoon, it spilled everywhere and made everyone dirty and messy. The scene was terrifying, and this was hell.

As the group reached heaven, they saw the same table setting as in hell. There was a gigantic plate in the middle with lots of food on it, and the big, long spoons were also there. But everyone seemed happy and well-fed. Why were the people so joyful here? Well, there was indeed one key difference. The people in hell were using the long spoons to feed themselves but failed. The people in heaven used their spoons to help feed one another across the table. As a result, everyone could enjoy the food happily.

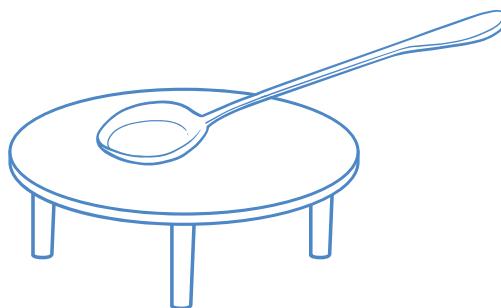
### Wisdom

**Giving is always more enjoyable than receiving.** The same situation can lead to totally different, and often better, outcomes. Be a servant leader — take the first move to help others to succeed.

## 天堂與地獄

有一天，一群人獲得了參觀天堂與地獄的機會。到了地獄，他們看見桌子上有一個巨大的盤子，上面有堆積如山的食物，可是每一個人都瘦骨如柴。雖然在每個人前面都有一隻又大又長的湯匙，但無論他們怎麼努力，都無法將食物送到嘴裏，吃不到食物。當他們試圖用長湯匙舀湯時，把湯灑得到處都是，濺到每個人的身上，又髒又亂。場面十分恐怖，這裏就是地獄。

當參觀團到達天堂時，他們發現跟地獄一樣，也有一個巨大的盤子，上面有很多食物，還有又大又長的湯匙，但是天堂裏每一個人都很開心，體態豐腴。為什麼這裏的食物安排跟地獄一樣，但天堂的人卻這麼開心？原來關鍵在於地獄的人只會給自己餵食，所以總是失敗。而天堂的人卻拿着湯匙隔著桌子互相餵食給對面的人，結果大家都可以愉快地享用美食。



### 寓意

**施比受更有福。**同一情況可以有不同的結果，而且往往是更理想的結果。一個好的領袖應該為人設想，以身作則，協助合作夥伴取得成功。

## C4

### The Lion and the Mouse



One afternoon, a lion was taking a nap when a little mouse ran by and bumped into him by accident. Woken up by the little mouse, the lion was furious. He grabbed the mouse with his claws, opened his mouth and was about to enjoy his meal when the mouse cried, "Please don't eat me! I can help you in the future!"

The lion started laughing. "What a joke! How can you help me when you're such a tiny creature! Well, since I'm not really that hungry, I'll let you go!"

The little mouse was very happy and ran away immediately.

A week later, while taking a walk in the woods, the lion accidentally stepped into a hunter's trap. Unable to free himself, he started calling for help. The little mouse heard the yelling. He ran over and bit a hole in the net big enough for the lion to escape. The lion was very grateful to the little mouse for saving his life.

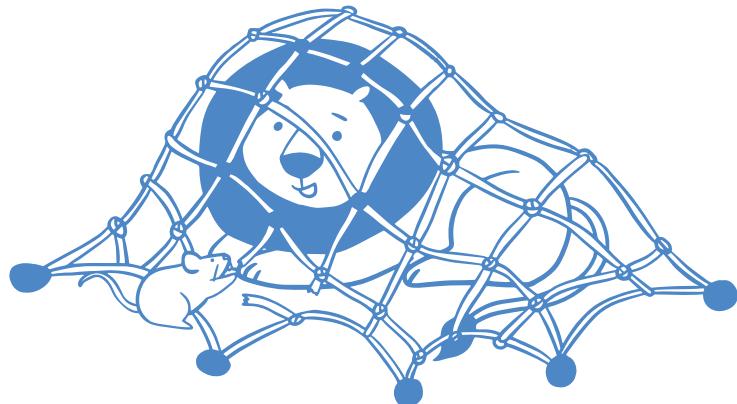
### Wisdom

Don't judge a book by its cover. Everyone has their own value.

# 獅子與小老鼠

一天下午，一頭獅子正在午睡，突然間有一隻小老鼠衝過來，不小心把獅子撞醒了，獅子很生氣，一手捉住了小老鼠，想把他吃掉。小老鼠就說：「不要吃掉我！我將來能夠幫助你。」獅子笑了：「真可笑，你這麼小，怎麼能夠幫到我？好吧，看在我今天不餓的份上，放你走吧。」小老鼠高興極了，立刻就跑掉了。

一周後，獅子在樹林散步，不小心掉進了獵人的陷阱裏，被困住了不能掙脫，連忙呼救。小老鼠聽到了，連忙跑過去把網繩咬斷。咬了一個大洞讓獅子逃脫。獅子很感謝小老鼠救了他的命。



## 寓意

凡事不可以貌取人，否則會與賢才失之交臂。  
每個人都能夠有大展所長的機會。

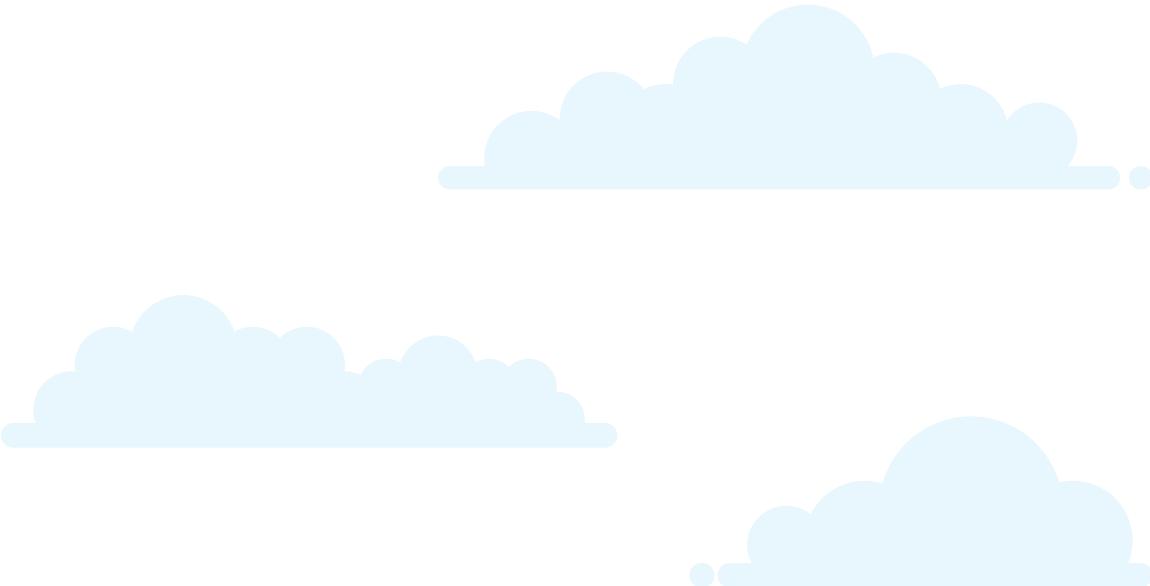


## Takeaway

“A-B-C-D-E … X-Y & Z. Now I know my ABCs. Next time won’t you sing with me?” The answer is a resounding Yes! With a positive attitude, self-confidence and good collaborative skills, you will find that everyone wants to be your friend!

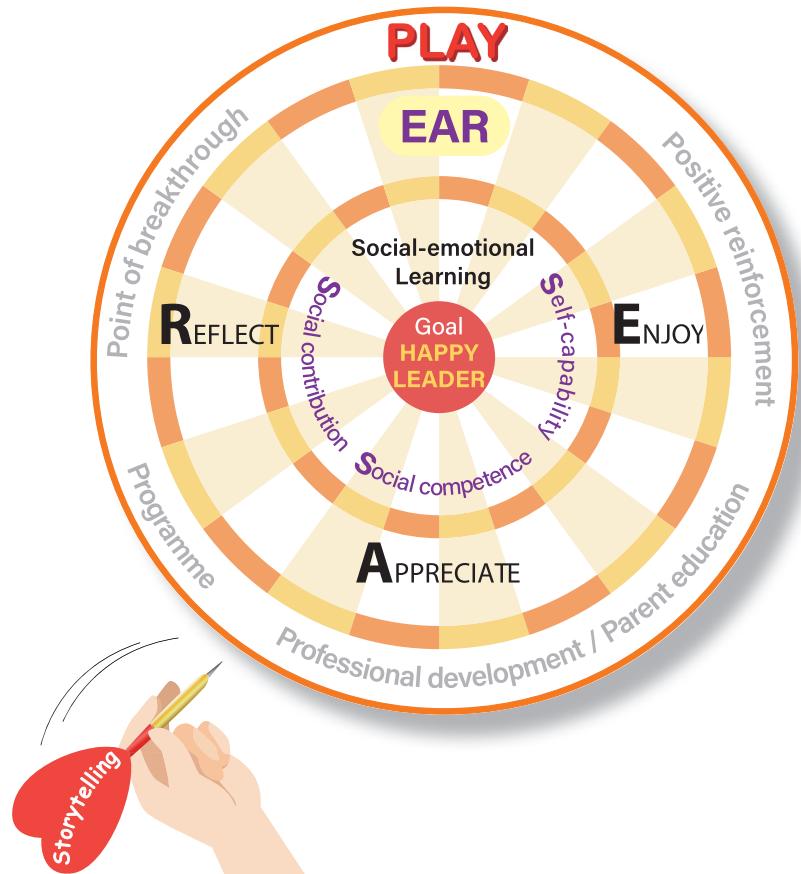
“  
You have brains in your head. You have feet in your shoes.  
You can steer yourself any direction you choose.  
”

——Dr Seuss



# Happy Leader Model

A Learning Dartboard



## Happy Leader @ PLAY

Q I want to be a happy leader.  
How can I do that? When shall I start?

Follow the path of **sss**. Apply the techniques of **EAR**. You can start as early as childhood. Start early, practise early and achieve early.



### PLAY makes you happy

PLAY a simple interactive game. This develops social-emotional learning (SEL).

PLAY makes people get together naturally.

Storytelling is a simple and effective game to start communication and develop social-emotional learning.

Fun learning will start immediately when you play the storytelling game (PLAY=Funraising).

Fun learning will **escalate** by applying the techniques of **EAR** (i.e. Enjoy, Appreciate, Reflect).

The final goal of SEL is to achieve self-capability, social competence and social contribution to become a Happy Leader.

Any activity that you enjoy is a game.

## Apply the techniques of EAR

**Enjoy** **Appreciate** **Reflect**

**Enjoy**

**Enjoy the game. Play for fun.**

Storytelling is a fun game to start communication. Whenever people ask you a question, habitually respond by saying, **"Let me tell you a story!"** Enjoy the process by sharing fun facts about life, and turning a boring subject into a lively, engaging, and reflective storytelling experience.

**Appreciate the process by making it a positive experience.**

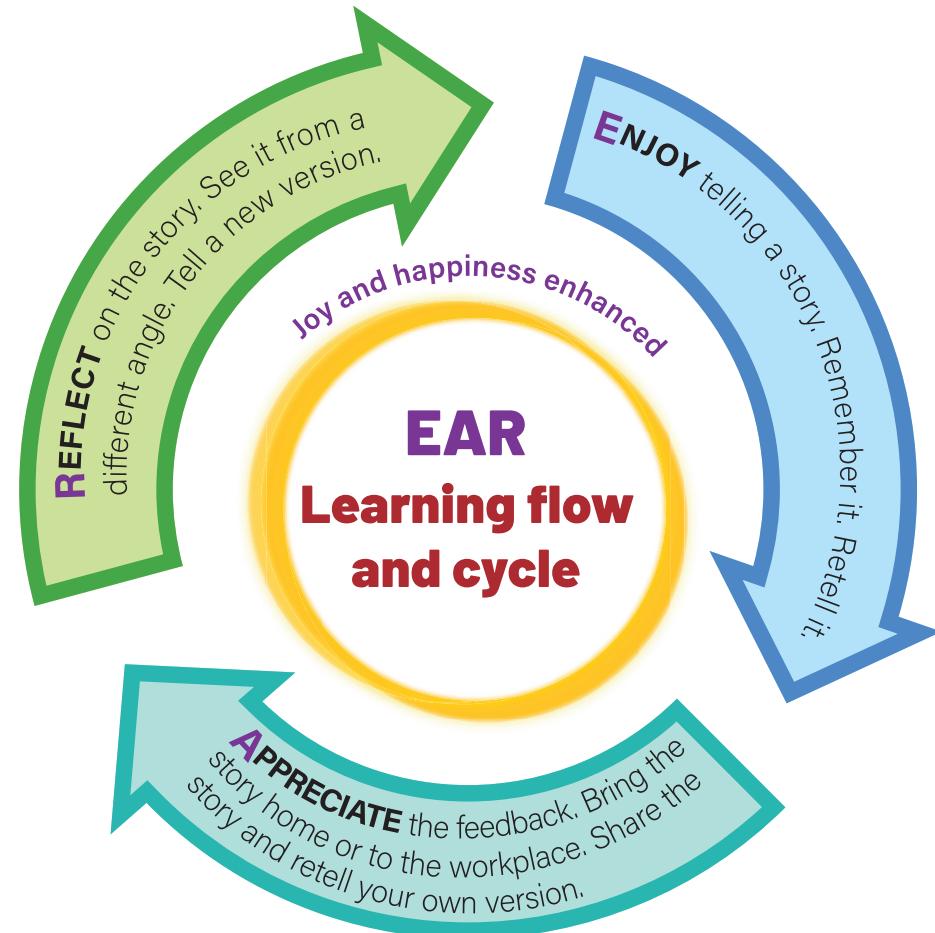
Storytelling is a communication game that encourages 'playfulness'. 'Playfulness' is a sense of playing and enjoyment. It is the link between social-emotional learning and happiness because you enjoy the activity and know how to enjoy yourself through playing. Try capturing a part of the story to appreciate and make it a positive experience.

**Appreciate**

**Reflect**

**Reflect by exchanging viewpoints and feelings to deepen the experience.**

Good storytelling always involves social interactions. When people start to share their experiences, try to be an active listener. Care about their feelings and respond to their wisdom by sharing your own experiences too. As you share your insights, communication continues. Rock and roll! **Take turns to be a leader**. Deepen the experience by retelling the story in your own way.



**Start early, practise early and achieve early.**



**Q** I want to be happy, but work can be onerous and stressful. How can I enjoy work like play?

Whenever you want to be happy, touch your **EAR**. The magic power will summon your **childlike heart**.



## How to ENJOY work like play?

To enjoy work, you have to develop a sense of '**playfulness**'. Waking up your **inner child** and seeing the world through the lens of a child will enable you to become more curious about the world around you and more eager to **explore** your surroundings. Naturally, you will find **interest** in learning and work. No matter which stage of life you are at, you can start building up the happy habit of practising the techniques of **EAR** with Play.

Discover the **fun** of it. Make the ordinary extraordinary.



You can turn every piece of learning and work into a game.

It is only a matter of variation in rules.

## ENJOY

Communicate with storytelling. Share fun facts about life. Turn work into play, making learning and work a fun activity, not a duty.

Let me tell you a story.

### Joy to the Work

One day, a music teacher asked her students about their regular piano practice.

"I'm very diligent. I practise at least two hours every day," one student replied seriously.

"I'm more hard-working. I practise the whole day except when I'm eating or sleeping," another student answered.

"I don't think you need to force yourself to do so. You can practise whenever you feel like doing it. Even ten minutes a day will do so long as you enjoy it," the teacher responded with a smile.

"Why?" The students were puzzled because it was different from what other teachers told them.

"Make it interesting. Make playing the piano a daily habit, and enjoy the music rather than making it a duty," the music teacher said tenderly.

The students followed the teacher's advice. They started enjoying their practice a lot more. In the end, practising with pleasure without pressure, the students found themselves sitting in front of the piano for more than two hours a day. More importantly, their music became soothing and enchanting because they were playing from the heart.

The two intelligent students later applied the same joyful learning habits to other subject areas. As a result, they excelled in many other areas because they were enjoying what they did. They became multi-talented.

**The best teachers are the ones who make their learners interested.** This is how people unleash their full potential in talent development.



**Tips**

**ENJOY everything you do with a childlike heart. Explore your surroundings and enrich your experience.**

You could simply tell a story by reading from a book, or you could add fun into it by adding actions and expressions. You could also try retelling the same story using different styles. **You will enjoy it!**

## Storytelling is an effective ice-breaking game.

### APPRECIATE

Discover people's strengths. Focus on positive experiences. Appreciate your surroundings, both people and things.

We often tend to focus on people's mistakes and overlook their strengths. As time goes by, we will only remember their weaknesses and they become demotivated.

On the contrary, studies showed that excessive and obsessive praise may inflate one's ego. Commendation must be **supported with facts and specific descriptions** to be effective. It should also be given instantly, as soon as a positive act or behaviour is exhibited.

Before we learn how to praise, let's build a happy habit of communication by seeing the world through a positive lens.

**Let me tell you a story.**

### A Blessing in Disguise

A child got hurt when he tripped over a big rock. He stood up and complained.

Later, as he carried on walking, he came to a tall fence. Just as he was about to complain again, he thought of the big rock. He turned around and moved it in front of the fence. He then stepped on it and got over the fence easily.

**Tips**

**Appreciate – Praise with solid and specific facts**

“You paid full attention when I was telling the story. You made me feel respected.”  
“You imitated a lion's roar. It was so realistic. You helped to make the story more vivid.”

You could try to build the happy habit of discovering people's strengths and weaknesses in social interactions. Start by discovering their strengths. Then learn to accept their weaknesses and try to help them improve at the right time. When we have this happy habit, we can complement each other's strengths and weaknesses.

An appreciation culture could gradually build up in the social circle, for example by celebrating the success in co-creating a new story and appreciating each other's good deeds.

## Storytelling brings harmony and congruence.

### REFLECT

Show your care about the storyteller's feelings. Deepen the storytelling experience by retelling your own version of the story. Recall the memories of quality time.

Let me tell you a story.

### The Growth Chart

"Happy birthday to you!" After cutting the cake, everyone rushed to the Tree Growth Chart printed on the wall. The parents helped their children to mark their height on the Tree Growth Chart. Then the little ones stood on a high stool to help their mum mark their height, as their dad held onto them to make sure they would not fall.

As time went on, whenever the children saw a giant tree by the roadside, they would point at it with excitement, talk about the birthday gifts, discuss what flavour of cake they would buy for their next birthday, and recall every memorable moment they had with their family and friends.

The game of marking the Tree Growth Chart would probably continue when they have children of their own. It will pass down from generation to generation.

Have you had a similar experience, perhaps having a sense of nostalgia evoked by certain objects or experiences in our otherwise routine and ordinary lives? What childhood memories do you have that make you smile?



.....

Life is always busy, so the best time to plant the 'tree' is now. You can make the best use of **quality time** with your friends and family, doing storytelling and playing games together to co-create interactive communication. Reflection could be used to multiply the effect and impact of those happy and treasurable experiences together. When you tell a story, both you and the listener are inspired. Here are some pointers to help you reflect on the experience.

#### Reflect 01: Facts

"What was the first image that came to your mind when you heard the story? What was the next one?"

"Which character/episode in the story impressed you the most? Why?"

Then you can draw the images in a sketchbook from your own perspective. This is another effective fun-learning habit.



## Reflect 02: Feelings

"How do the characters in the story (e.g., the lion and the mouse) feel?"  
"If you were them, how would you feel?"  
This may remind you of the people in your daily life who bring you similar feelings.

## Reflect 03: Findings

"What do you think is the message of the story?"  
"What did you find out from the story, e.g., about the plot, the character(s) or the author(s)?"  
You may recap the key points that bring about the message or new insights.

## Reflect 04: Future

"If you were the character, what would you do in the future?"  
"What would you do if you could do it again?" (referring to a certain decision or action in the story)  
Reflect on the touching moments that you and the listener experienced together. When you could find something that concurs with the images and feelings (e.g., by revisiting photos or relating the story to your daily life), link it up with the happy moment and revive a feeling of happiness.  
When people want to share similar experiences and feelings in school, at work or in their daily lives, try to listen attentively. If you can do so, a warm communication loop will start evolving.  
A more thorough reflection can be carried out by adopting the 4F Active Reviewing Cycle (i.e., Facts, Feelings, Findings, and Future) introduced by Dr Roger Greenaway.

# Storytelling brings inspirations and sweet memories.

## POWER OF PLAY

**Storytelling is a communication game. Enjoy the game, and develop self-capability, social competence and social contribution.**

### Self-capability

You are able to play on your own and interact with the physical environment, e.g., you pick a book and read stories at home.



### Social Competence

You are able to play with people and interact with the people around you, e.g., you share a story at a special occasion.



### Social Contribution

You are able to collaborate with other people to complete a game or accomplish a task together, e.g., you act out a story with your teammates.

## SUMMARY

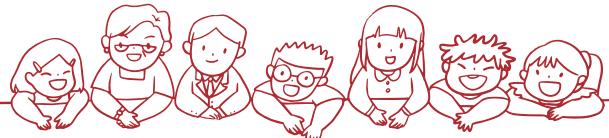
Simply choose a familiar story to tell or choose a familiar game to PLAY.

Through continuous practice of applying the techniques of **EAR**, you will grow happier with increasing social-emotional competencies and remain on the right track of **SSS**, i.e. self-capability (doing your own work), social competence (getting along with people) and social contribution (sharing with people).



### Takeaway

Everyone can be a happy leader at any stage of life and any stage of learning.



**Start early, practise early and achieve early.**

## Wisdom and Social-emotional Competencies

Attitude Believe in yourself Collaboration

Story	Words of wisdom	Social-emotional competencies
<b>ATTITUDE</b>		
A1. The Lion King's Successor	Be Optimistic. Don't give up. You only fail when you stop trying.	Self-sustainability Self-efficacy
A2. The Elephant's Trouble	Every challenge is a learning opportunity.	Self-sustainability Self-efficacy
<b>BELIEVE IN YOURSELF</b>		
B1. Seven Wonders of Life	Maximise what you have. Don't compare. Focus on what you are good at.	Self-sustainability
B2. The Tortoise's Shell	Appreciate your strengths and make the most of them.	Self-sustainability Self-efficacy
B3. The Magic Tennis Racket	Believe in yourself, not luck or magic power.	Self-sustainability Self-efficacy
B4. The Untouchable Roof	Don't be easily affected by others.	Self-sustainability Self-efficacy
<b>COLLABORATION</b>		
C1. The V Formation of Geese	Trust and respect each other. Always think of a win-win. You will be happier and more productive.	Proactive contribution Social responsibility
C2. The Tortoise and the Hare	Work collaboratively to achieve better results and have more fun doing it.	Networking Teamwork
C3. Heaven and Hell	Be a servant leader and help others to succeed.	Networking Teamwork
C4. The Lion and the Mouse	Don't underestimate people.	Networking Teamwork

Now I know my ABCs. Next time, won't you play with me?



# Touch your EAR

PLAY makes you happy

## Attitude

### A1 The Lion King's Successor

If you were one of the sons of the Lion King, what would you do to stay optimistic when you were facing difficulties?

Have you ever enjoyed an adverse situation, e.g., when you had to walk in the rain without an umbrella or the sole of your shoe peeled off while hiking? If a friend shared an umbrella with you in the first situation, would you appreciate your friend's help when you were in need, even though both of you got half-wet? If you thought of putting your sock over your shoe in the second situation, would you appreciate yourself for having a bright idea at the right time?

Whenever you run into obstacles, how would you encourage yourself to push forward? Recall and record your own success stories.

Let's practise



## Believe in yourself

### B1 Seven Wonders of Life

Do you enjoy listening to birds singing in the park? Have you ever tried to slow down to listen to the rhythm and sounds of the fast-paced city?

Try to appreciate and be grateful for every part of your body that your parents have given you. Take good care and make the best use of them. Make contributions using your different senses whenever you can.



Reflect on and recall the moments that you made use of the seven wonders, e.g., using your hands to set the dining table and washing soiled dishes after a meal; using your eyes to help keep an eye on the family luggage while travelling; speaking comforting and encouraging words to the needy.

## Collaboration

### C4 The Lion and the Mouse

Which parts of the story did you enjoy? Is the mouse in the story nimble or silly?

Have you ever come across someone you once looked down upon but later appreciated and admired?



In my years of experience in healthcare management, I have come to understand that leadership is not just about strategy and execution; it is fundamentally about people. ***My Dear, be a Happy Leader*** is a groundbreaking book that addresses this very core of leadership. It is written by a trio of experts — Stephen Leung, Dr Sylvia Liu, and Dr Chester Tsang — each bringing a unique perspective to the table, from corporate management to education and emotional intelligence.

The book's EAR (Enjoy, Appreciate, Reflect) model is a simple yet practical framework that resonates with leaders at all stages of life. Whether you are navigating the complexities of adulthood or stepping into parenthood, this book serves as a versatile guide. Its storytelling approach, coupled with actionable models and social-emotional competencies, makes it not just a book but a lifelong companion.

From an educational standpoint, ***My Dear, be a Happy Leader*** is a treasure trove of insights for educators aiming to instill leadership qualities and emotional well-being in students. It serves as a practical guide that transcends traditional leadership literature, making it a must-read for anyone in a position of influence.

***My Dear, be a Happy Leader*** is more than just a book; it is a movement towards redefining leadership. I wholeheartedly endorse this book and recommend it to anyone looking to lead with empathy, inspire with authenticity, and create a lasting impact.

**Professor Sophia Siu-chee Chan 陳肇始教授**  
Professor and Director, HKU Primary Health Care Academy  
Senior Advisor, President's Office  
The University of Hong Kong

I enthusiastically recommend the book ***My Dear, be a Happy Leader*** to parents, students, and business executives alike. This book artfully blends practical wisdom with captivating narratives. One of the remarkable qualities of this book is its ability to integrate socio-emotional learning and leadership lessons seamlessly. Through a collection of short anecdotes that present diverse challenges in various settings, readers are not only entertained but can also gain valuable insights that prompt reflection on their children's socioemotional development and their own approaches to leadership.

***My Dear, be a Happy Leader*** is a leadership book that places a strong emphasis on happiness. One of its premises is that anyone can become a Happy Leader by embracing three essential principles: Enjoy, Appreciate, and Reflect. Through its engaging stories, readers will discover the importance of fostering positive and empowering environments, as well as cultivating meaningful relationships as fundamental elements of happy leadership. Drawing from their decades of experience, the authors provide practical guidance that readers can readily apply. Their expertise shines through, offering valuable insights and actionable steps. Whether you are a parent, a student, or a business executive, ***My Dear, be a Happy Leader*** effectively combines engaging stories with wisdom.

**Professor Nirmala Rao 劉麗薇教授**  
**Ph.D., C.Psychol., FHKPS, FBPS**

Serena H.C. Yang Professor in  
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I am thrilled to provide this endorsement for the newly-published book ***My Dear, be a Happy Leader***. As a Human Resources practitioner with years of experience in supporting and developing leaders, I can confidently say that this book is a valuable resource for anyone aspiring to be an effective and fulfilled leader.

The authors have masterfully captured the essence of leadership and the importance of happiness in this insightful and inspiring book. Their expertise shines through as they skilfully blend practical advice, personal anecdotes, and research-based insights into a compelling narrative.

The book also delves into various facets of leadership, from communication to team-building to conflict resolution and self-awareness. It provides valuable guidance on fostering positive work cultures, nurturing employee engagement, and creating an environment that promotes both personal and professional growth. Engaging and accessible, each chapter is filled with actionable tips and reflective exercises that encourage readers to apply the principles to their own leadership journey.

I am confident that this book will inspire and empower leaders to create positive changes in their organisations and leave a lasting impact on their teams.

Congratulations to Chester and the other two authors on this remarkable achievement. ***My Dear, be a Happy Leader*** is a must-read for anyone passionate about leadership excellence and personal growth.

## William Chan 陳富強

Non-executive Director, Urban Renewal Authority Board  
Former Human Resources Director, MTR Corporation Limited

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