



The Indicators of Excellence

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The types of indicators



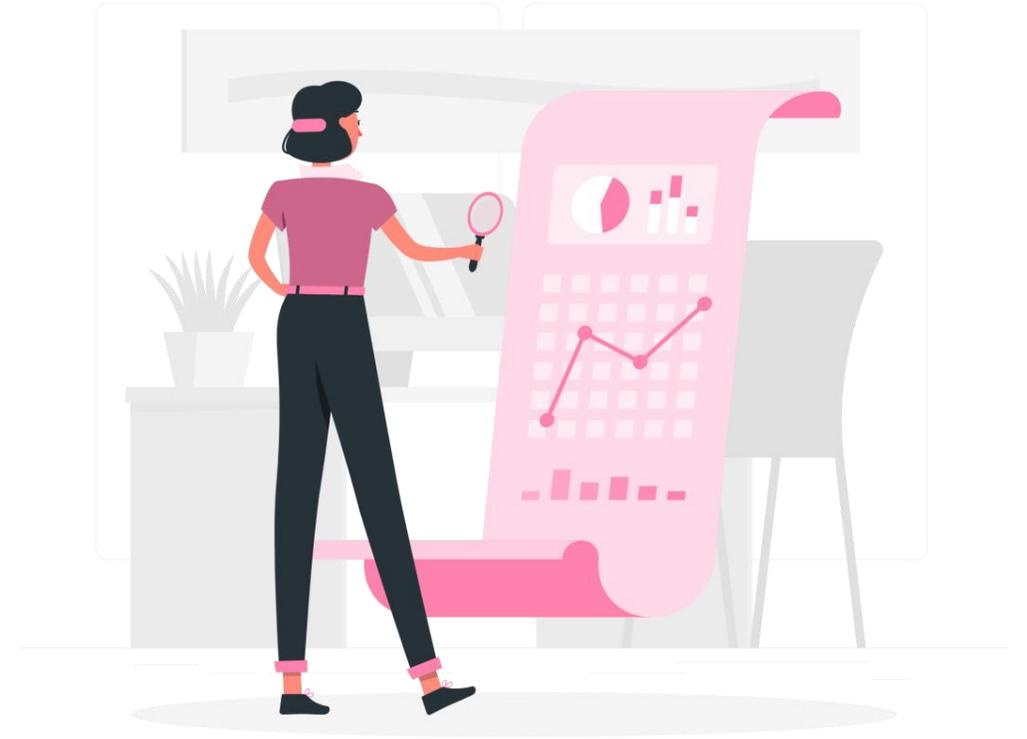
- Input indicators. These indicators refer to the resources needed for the implementation of an activity or intervention.
- Process and output indicators. Process indicators refer to indicators to measure whether planned activities took place.
- Outcome indicators.
- Impact indicators.

Different types of indicators.



Direct and indirect indicators

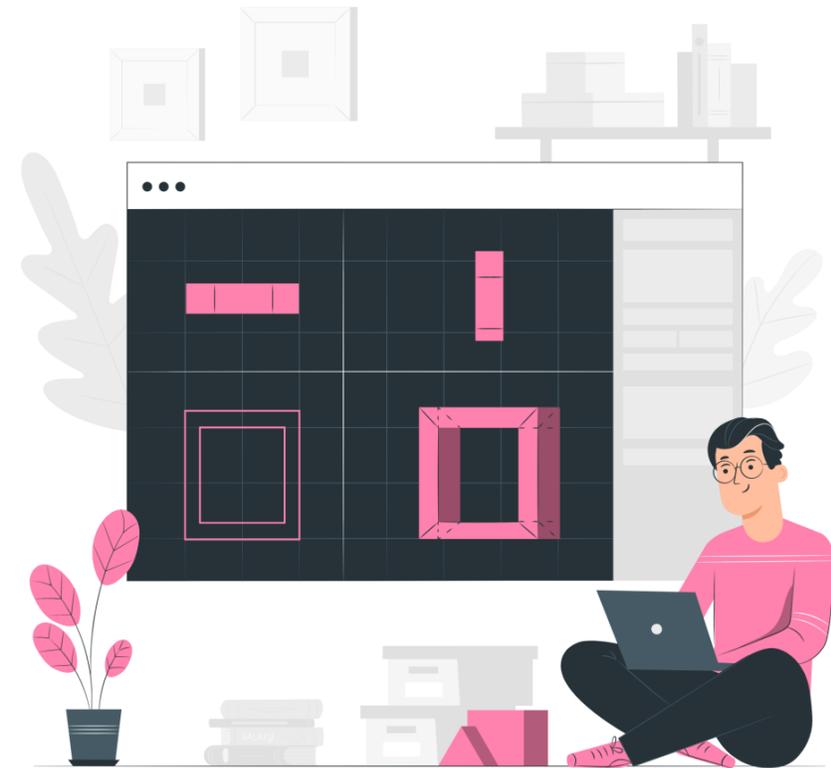
- Direct indicators are formulated primarily for countable facts or states of affair such as outputs or easily measured results. Direct indicators often emerge directly from the project objectives

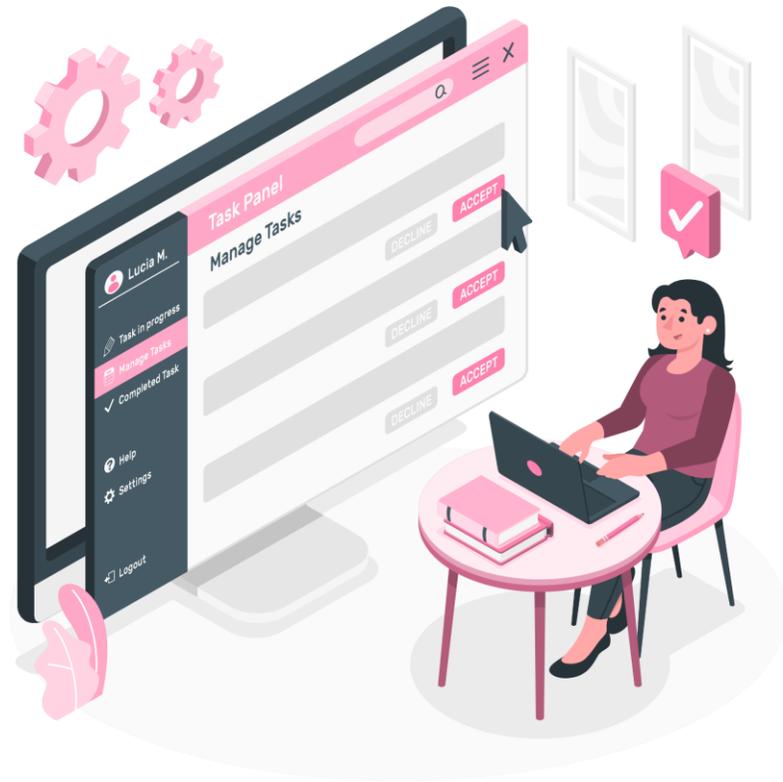




- Imagine that one of your project objectives is that, thanks to having participated in your project, young people are able to obtain apprenticeships.

- How would you be able to tell whether the project has achieved this result? As simple as it seems, the indicator in this case would be: “Number of youths who have obtained an apprenticeship after participating in the project.”



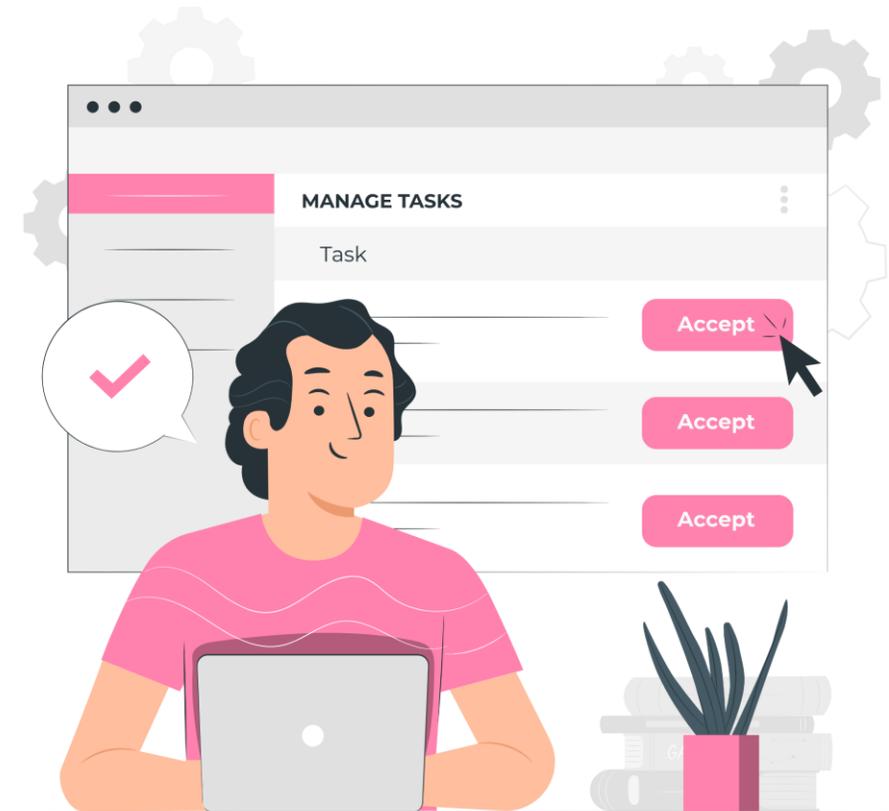


- However, indicators are not always so obvious, and indeed emerge only after considerable thinking. In these cases, indirect indicators are used.
- Indirect indicators point only indirectly to the observable state of affairs; they're used when it's impossible – or only possible after unjustifiably high expenditure – to collect data.

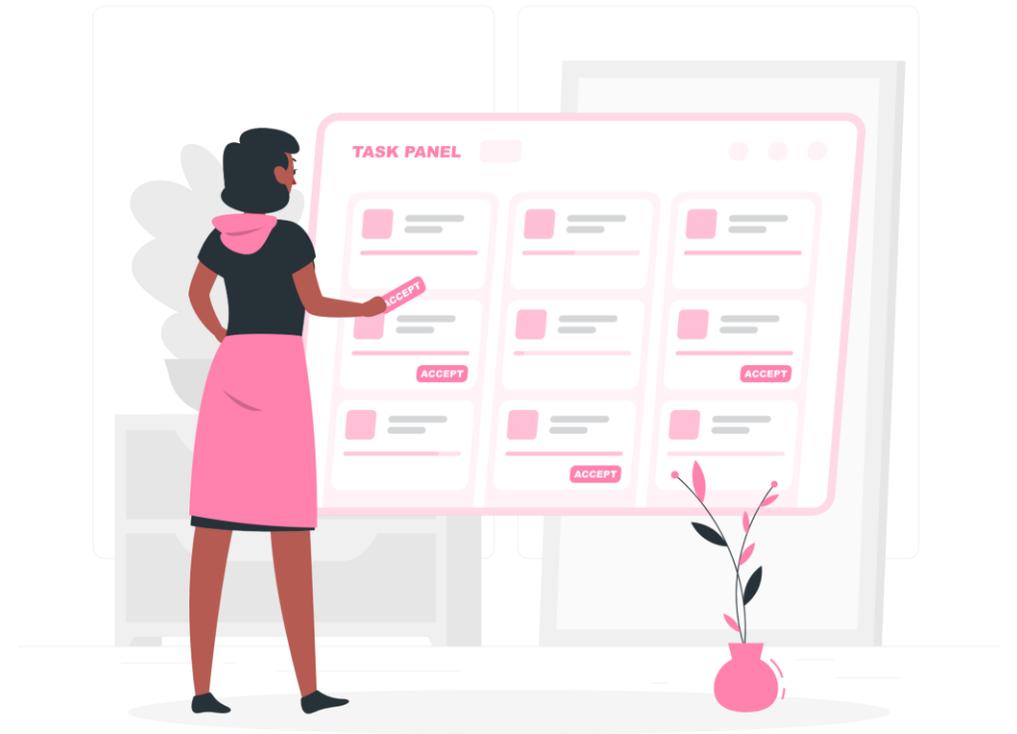
Deriving indicators



- A classic example of the use of indirect indicators is the collection of population figures in a large and difficult-to-access area populated by nomads.



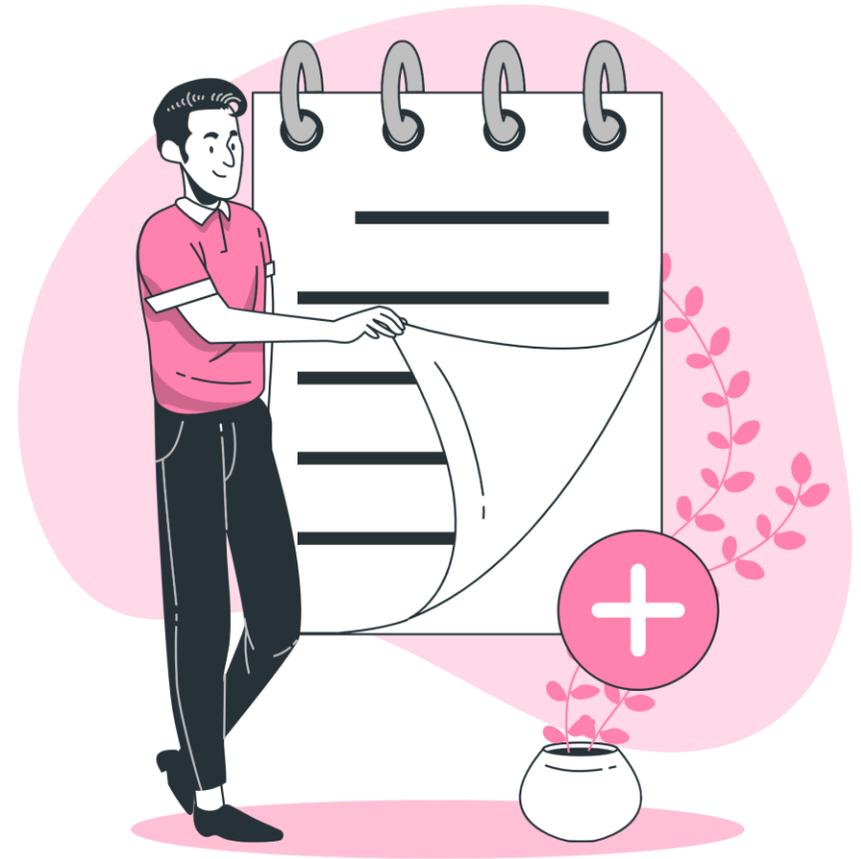
- Instead of a “head count” process, which would be virtually impossible to carry out, a decision is instead made to fly over the area at night and count the number of fires as an indirect indicator. Previous experience has shown how many members of a family on average set up camp around a single fire, enabling the population count to be determined with a sufficient degree of accuracy in this way.





- Another example: If you wanted to know how many children were living in poverty in a given city district, an indirect indicator might be the number of children taking advantage of the offer of a free midday meal.

- Indirect indicators are primarily used when **qualitative states of affair** are being described, such as changed living circumstances, changed attitudes or changes in behavior.





- However, this gives rise to the next difficulty. Because how would you determine if a teenager has become more confident thanks to participation in the project, for example? Perhaps he expresses his opinion more often within the group? Or he has more social contact? His posture has improved? In this case, you need to use a variety of indicators.

Indicators for each level of the logic model



- The indicators derived from the logic model effectively serve as [milestones for monitoring your project](#). On the basis of the logic model, a distinction of indicators can be made between **impact, outcome, output and input**. For impact-oriented project work, indicators for the **quality** of the project work are also important.



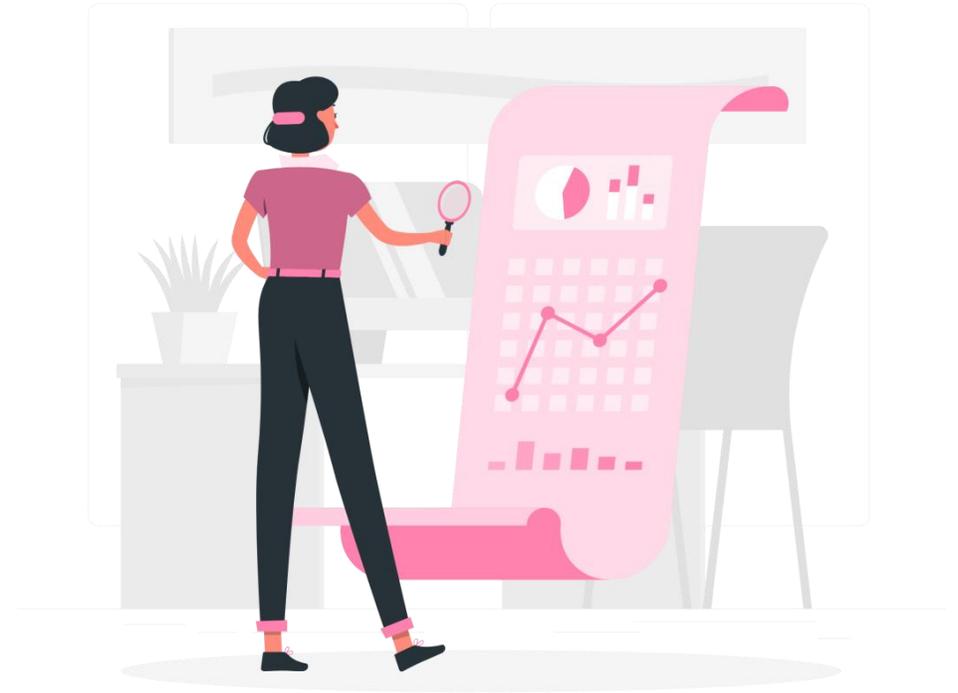
Results–level indicators

- Results–level indicators (outcome and impact indicators) help you determine whether and to what degree your project is achieving results. In order to be able to grasp the small aspects of progress shown by all project participants, it's more important to formulate indicators for the outcomes at levels 4 – 6 than to develop indicators for long–term results.



Output-level indicators

- Although outputs are not themselves results, they are the **prerequisites** for **achieving results** on higher levels.



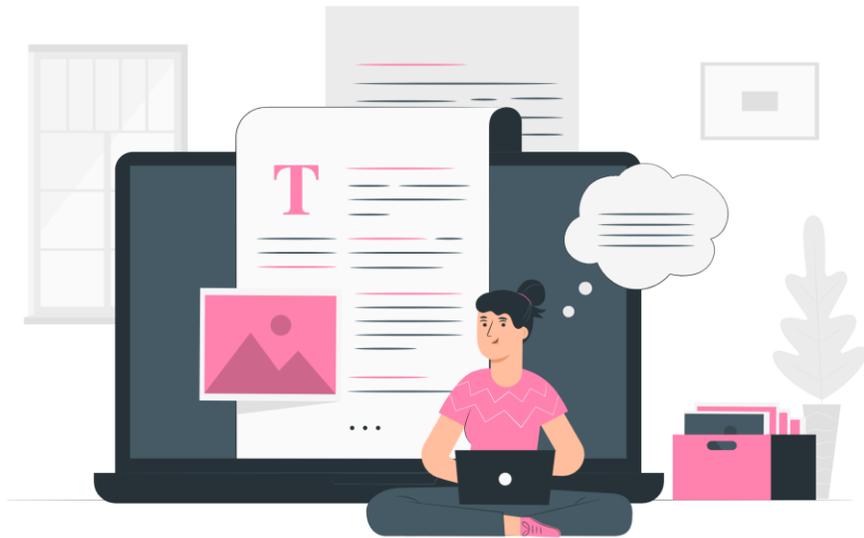


- Especially at the beginning of a project, it may be that outputs are the only things on which information can be collected, as results can often be identified only after some time has passed.

- At times when you cannot check on results
 - for instance, at the beginning of a project
 - you should at least be able to make statements about your outputs. However, that requires that you have formulated the appropriate output indicators.



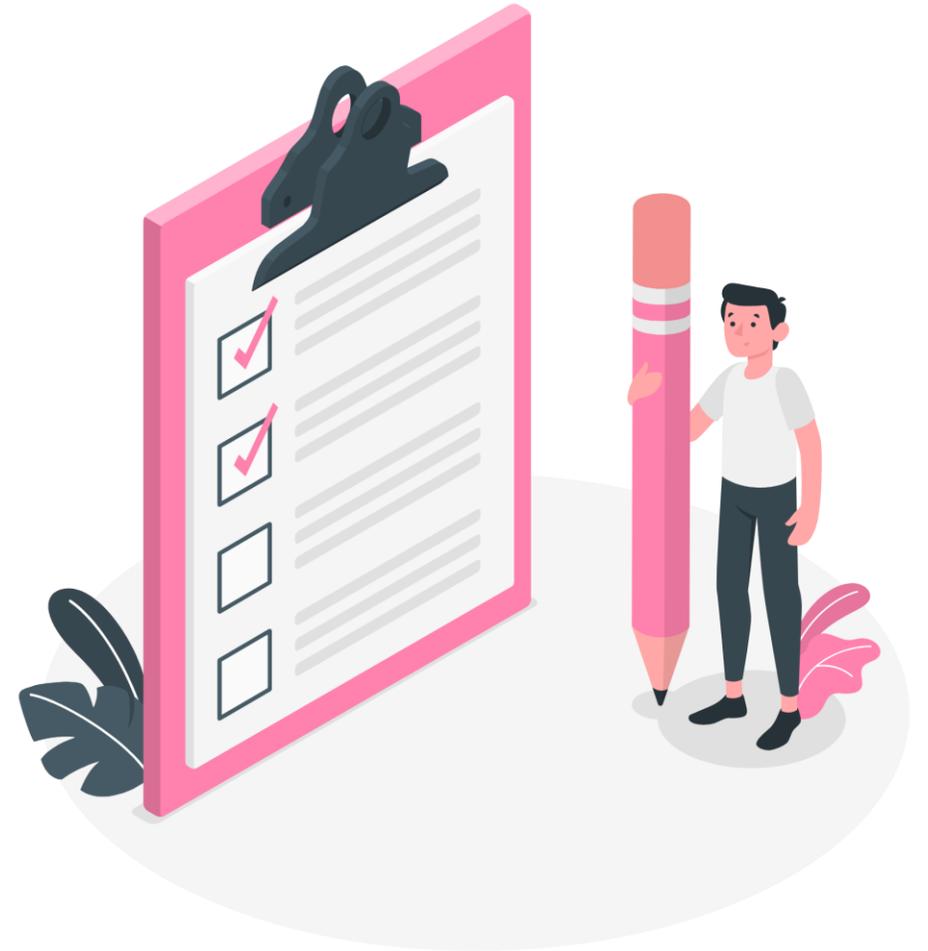
Input-level indicators



- Input indicators are also relevant, since they...
- provide information on the resources going into the project, and
- enable conclusions to be drawn regarding the project's efficiency and efficacy.

If you compare the inputs in relation to the outputs and results, you can answer key questions such as:

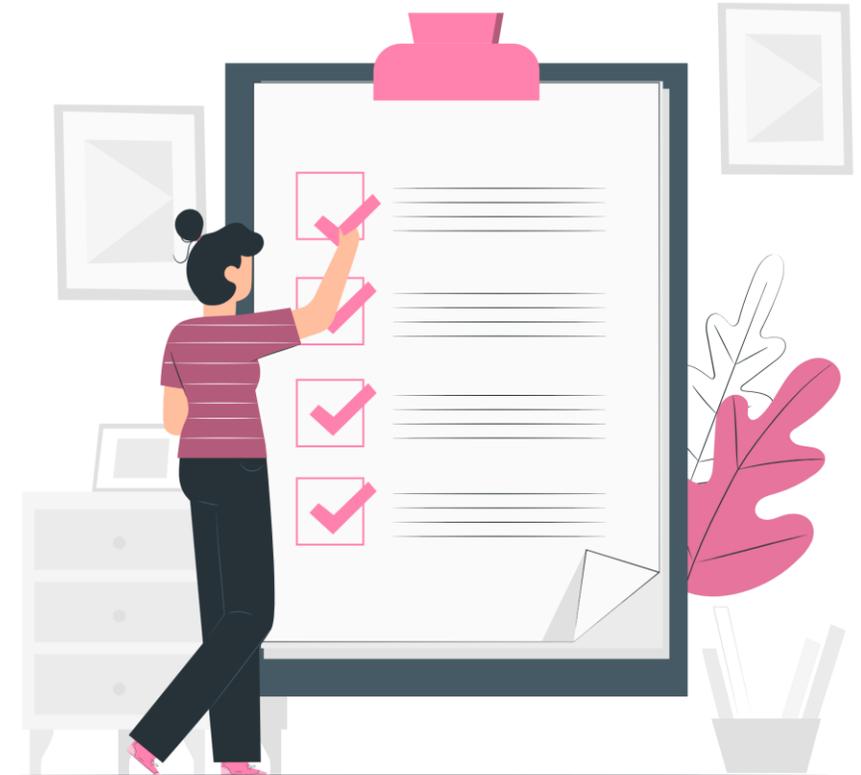
- What level of inputs produced how many outputs (**efficiency**)?
- What level of input was required to produce what results (**effectiveness**)?



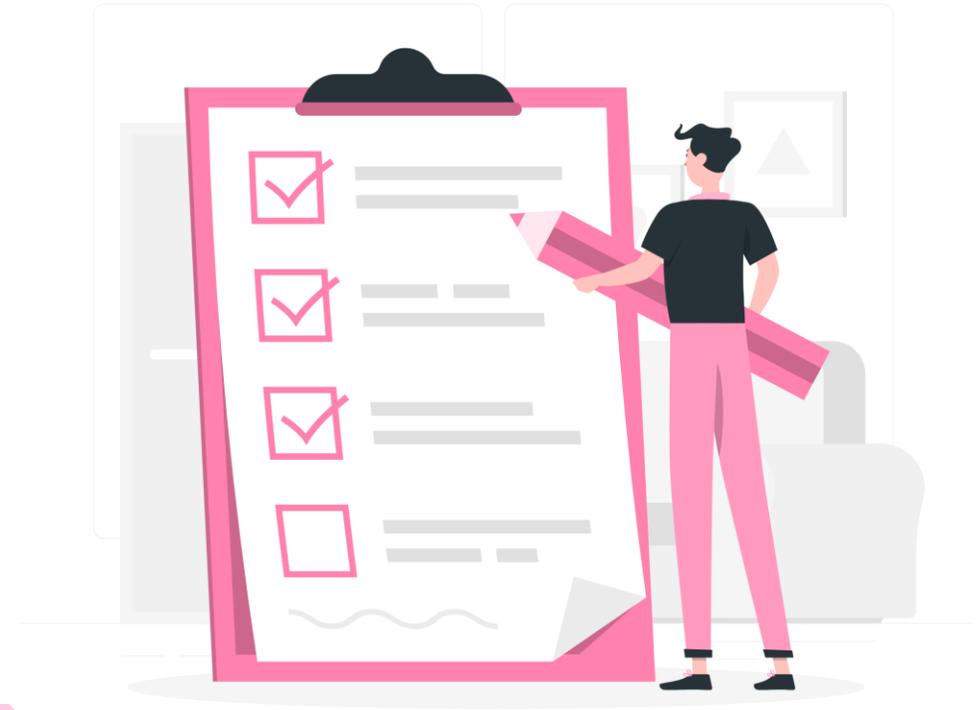
Quality–management indicators



- For impact–oriented project work, indicators that capture the quality of the project work are also important.
- Such **standards** could be, for example, the fact that tutoring sessions are carried out only by teachers or student teachers in the relevant subject, or that mentors are regularly provided with support by a trained supervisor. Later, as a part of the monitoring process, these quality criteria are **compared with what actually takes place**.



- What was true of output indicators is also true here: When you're implementing a project in which results are difficult to substantiate, you should try to establish the quality of your project with the help of meaningful quality indicators.



Indicators for the YEA project example

- YEA defined the following indicators for each step of the logic model.

Inputs

Ressources

„What we invest in the project“

Quantity of ressources invested:

- Number of full-time staff
- Number of mentors
- Number of supervisors
- Ratio: Time invested / employee
- Amount of financial investment
- Locations that can be used
- Materials that can be used (Laptops etc.)
- Did we invest these ressources as planned?
- What is the relation between ressources invested and offerings produced / results effectuated?

Outputs

Offerings

„What we do or offer in our project, and the people we reach“

1

Number of:

- Private tutoring lessons
- Application trainings
- Consultation hours
- Meetings of mentors and mentees
- Matches of mentors and mentees
- Preparation trainings for mentors
- Further trainings for mentors
- Project flyer
- Support materials

2

Number of

- Youths that participated in the project
- Youths that participated in single elements of the project

3

- Number of youths that are satisfied with the project and ist offerings

Outcomes

Results at the target-group level

„What we want our project to achieve within our target groups“

4

Number of youths, who...

- know how to apply successfully
- gained social competencies which are professionally relevant
- improved their knowledge in the main courses at school

5

Number of youths, who...

- can write high-quality applications on their own
- behave socially-competent in interviews
- feel more confident in interviews

6

Number of youths, who...

- have gained a qualified school degree
- found a vocational training position within x months after partaking in the project

Change in the socio-economic status of the youths (income, etc.)

Impact

Results at the societal level

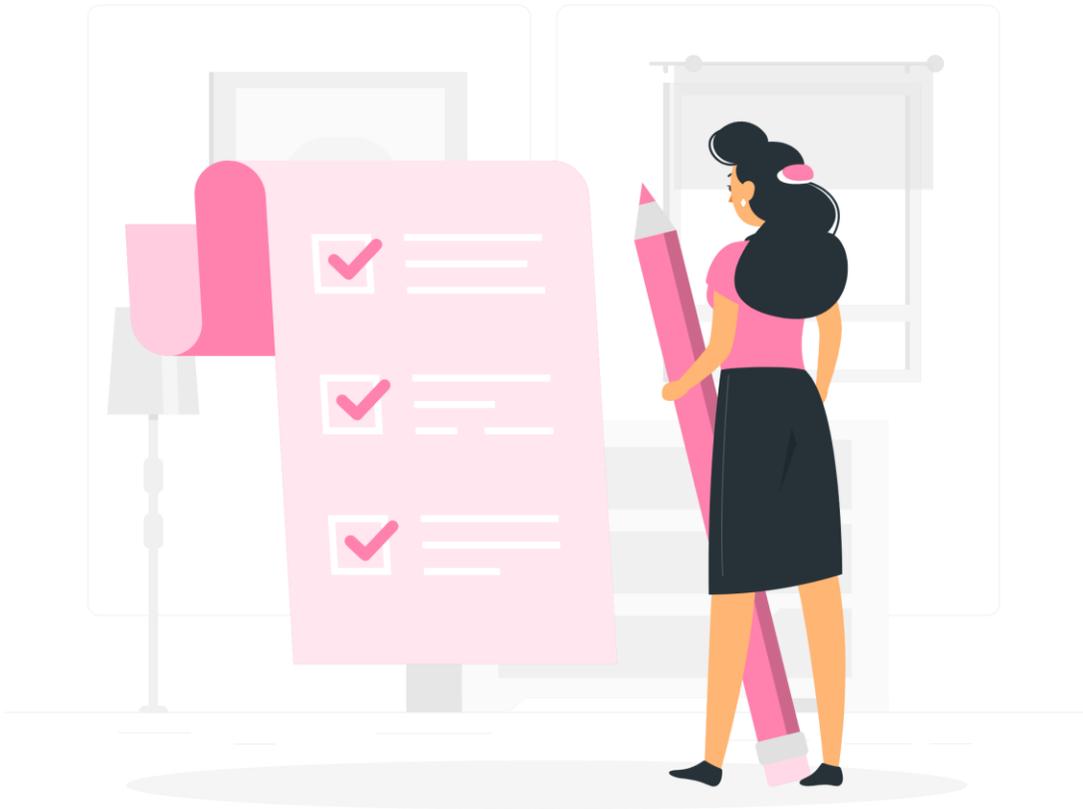
„The contribution we want to make with our project at the societal level“

7

- Change in transition rate (school => vocational training) in the district
- Change in youth unemployment rate in the district

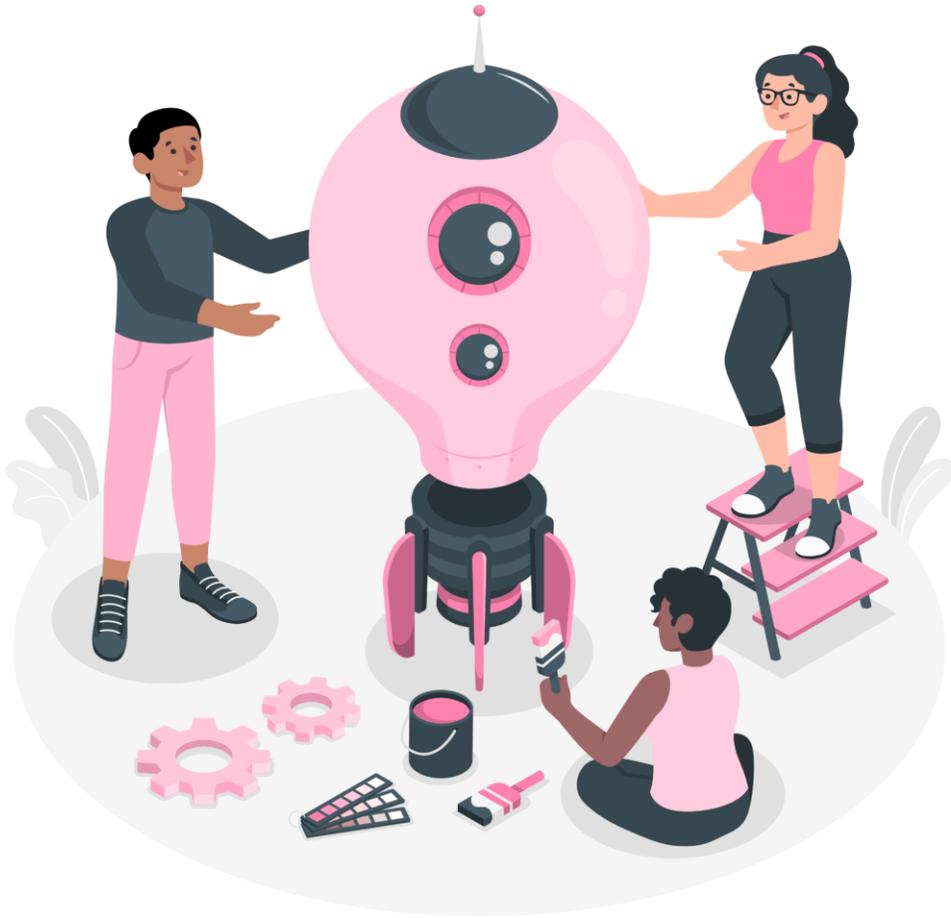


Indicators in Education



- Education indicators are **statistics that reflect important aspects of the education system**, but not all statistics about education are indicators. Statistics qualify as indicators only if they serve as yardsticks.

Educational indicators examples



- Examples of this type of indicators in education are the geographical distance to school facilities, family and cultural background of students, foregone earnings of individuals and households, and direct private costs of education (fees, utensils, uniforms, etc.).

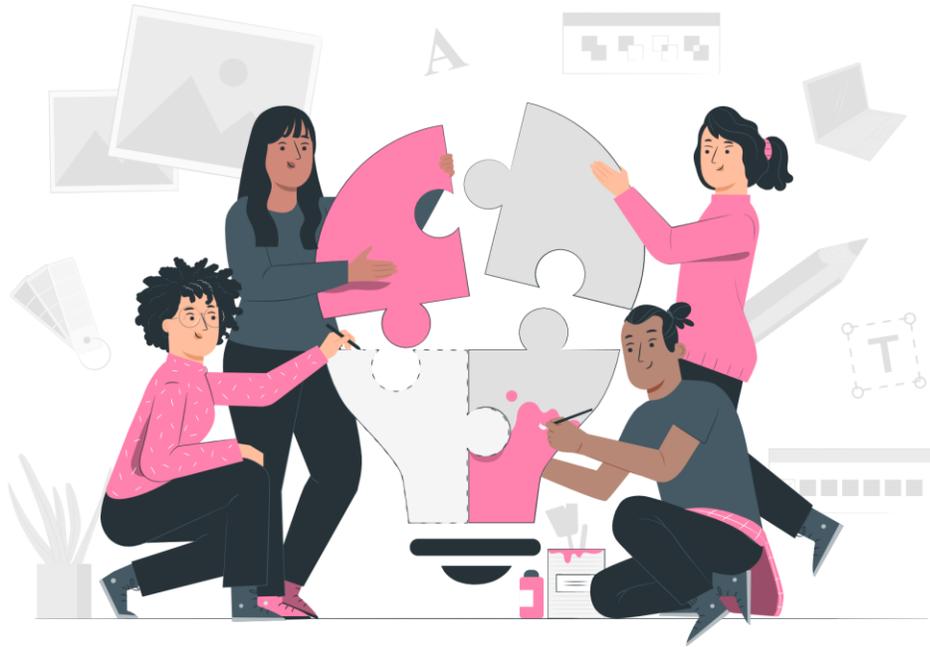
The Indicators of Excellence



- The Indicators of Excellence Evaluation Tool relies on data to document that leaders are annually improving across several key areas. Most notably, **student achievement; enrollment, retention and attendance; compliance; and managing the budget** are unique data points for charter school leaders.



Quality of Excellence Educational administrators

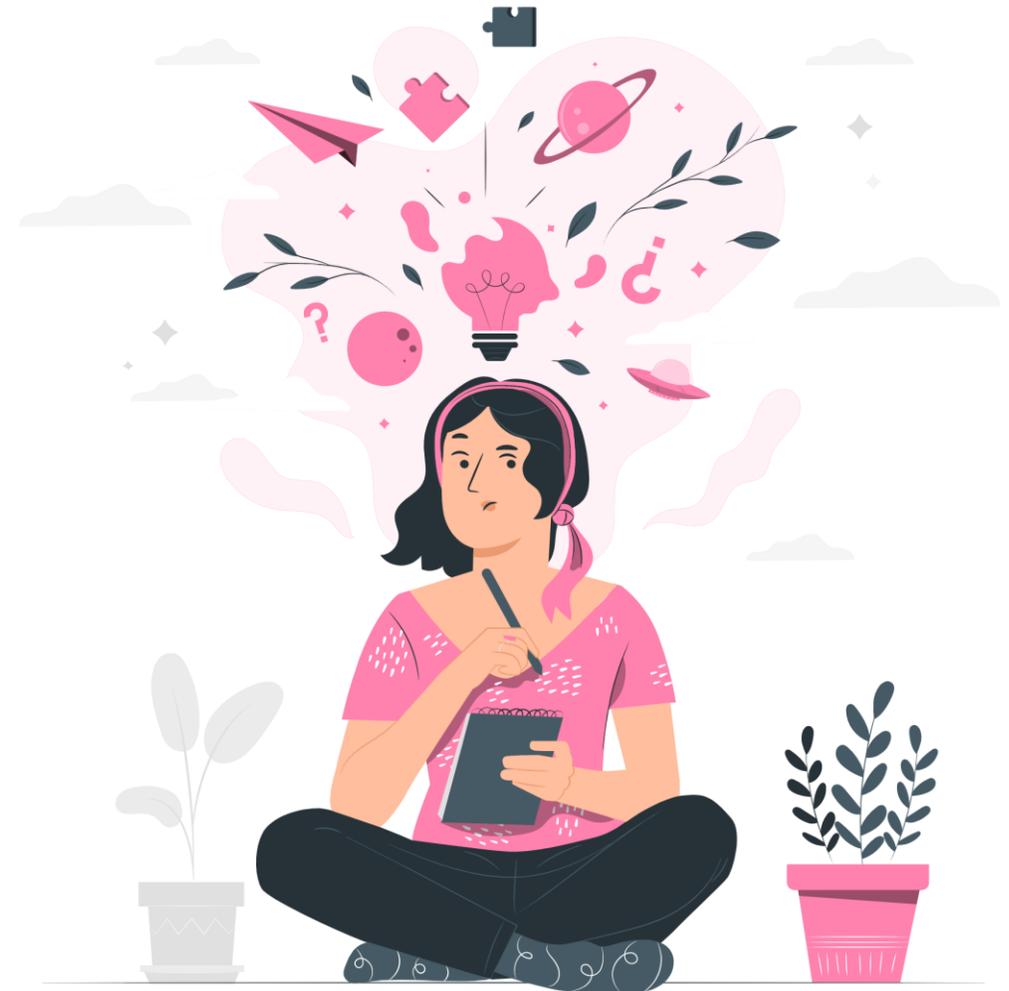


- Educational administrators work in schools, but not as teachers. They are responsible for overseeing the [administrative](#) duties at schools. They ensure a safe and productive learning environment for the students.



- They entirely look after the school and ensure that the teachers have the equipment and resources required to carry out the learning process smoothly. An educational administrator make rules and regulations of the school and check whether it is being followed properly or not.

- All staff members who work for a school, starting from teachers to housekeepers, all need to report to the administrator. Educational administrators are employed by public and private schools, school districts, colleges, and universities to plan and oversee educational policies. An administrator conducts day to day activities which includes meetings with teachers parents and school staffs.





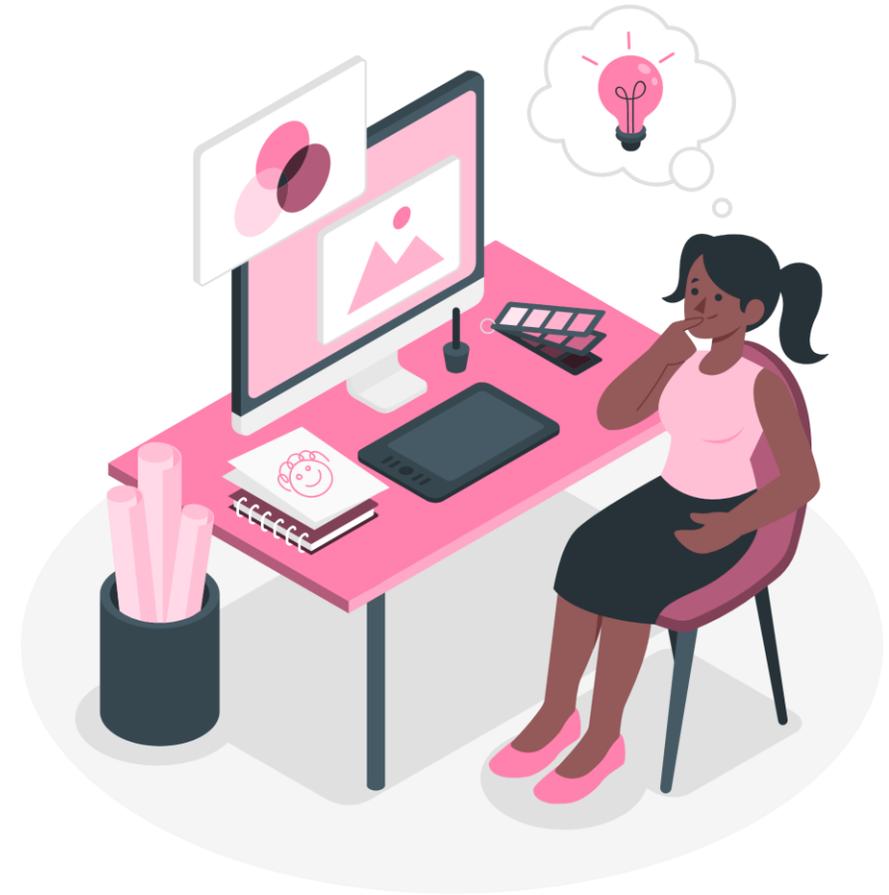
- The [educational](#) administrator needs to handle the school's reputation. An administrator ensures that students, teachers are collaborating towards a common goal while improving standards and opportunities. Together with proper leadership, school systems can meet goals set forth by school boards and foster students that are highly educated and prepared for their future.

The responsibilities of an educational administrator are as follows:–

1. Since, the entire responsibility of a school is in the hand of an administrator. Hence, he/she must have the ability to manage bud, logistics, and events or meetings.



2. An educational administrator organizes activities, annual concerts, functions, etc for the school. Moreover, he /she needs to record every detail of all the students as well as the staff members of the school.



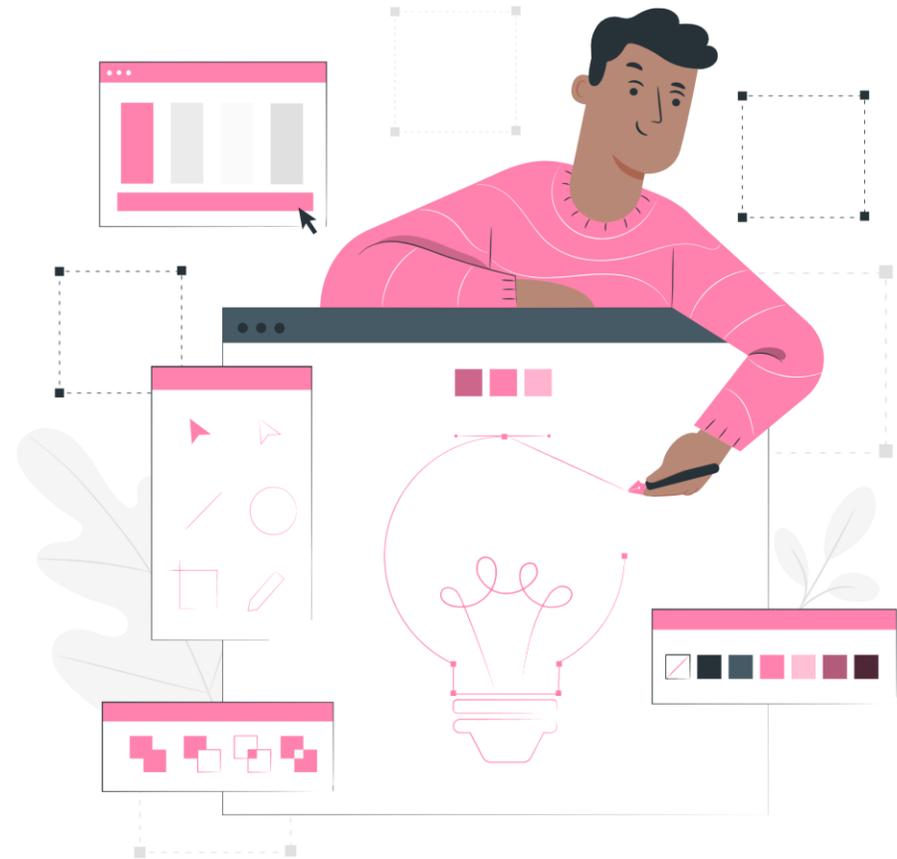


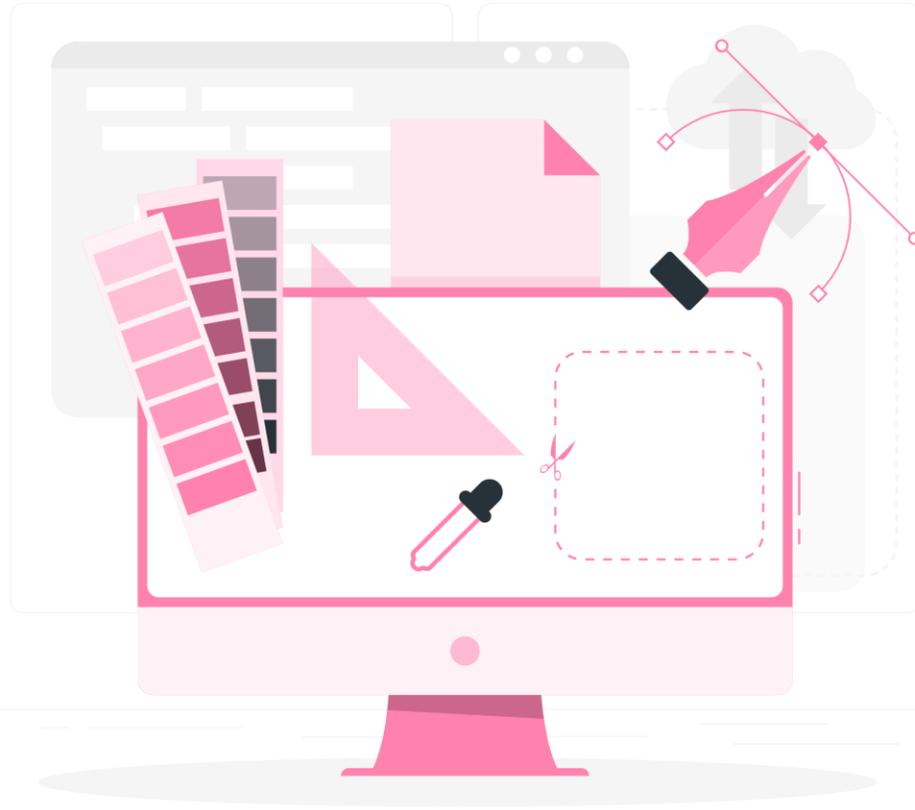
3. In case any conflict or grievances arise from the side of the staff members or the parents. It is the duty of the administrator to resolve the conflict and other issues.

4.Regular communication must take place between the parents and the school authority. He /she must implement actions that improve the school and the quality of education.



5. An efficient administrator must check whether the rules and regulations are being properly implemented and followed. If in case anybody breaking the rules, it must be immediately checked.

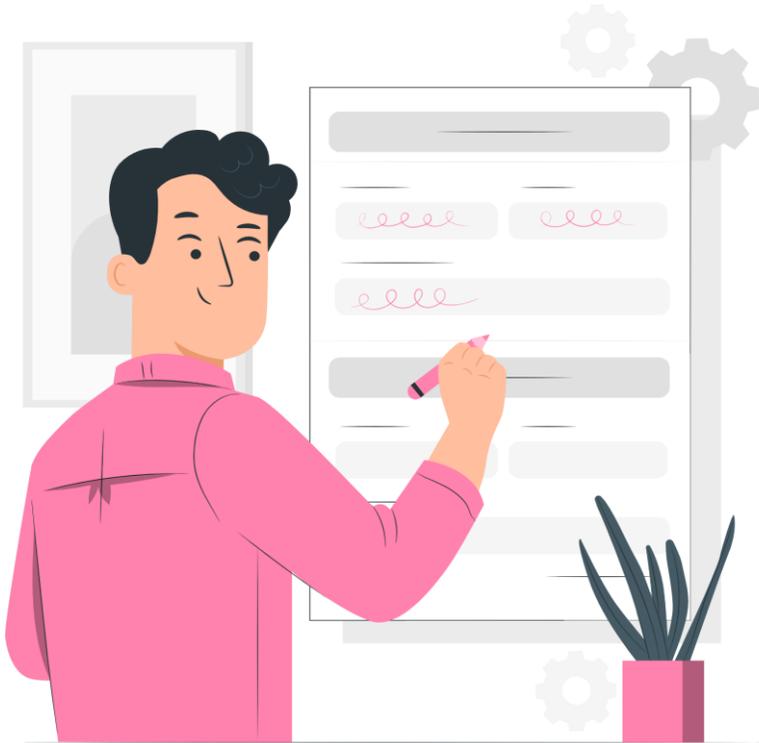




6. Teachers and staff members need to be evaluated every time, to ensure proper implementation of the curriculum. Training should be provided to them if required.



7. Most importantly, an administrator must always ensure the safety and the security of the students. A healthy learning environment should be provided to the children.



9. It is the responsibility of an educational administrator to [counsel](#) the students as and when required.

10. An efficient educational administrator should help to shape and uphold the vision of the school. The reputation of the school depends on the administrator itself.

- Thus, there are many responsibilities of an educational administrator. The entire functioning of a school totally depends on how effectively an administrator is carrying out the process of the education system.



The basic qualities of an educational administrator are as follows:-

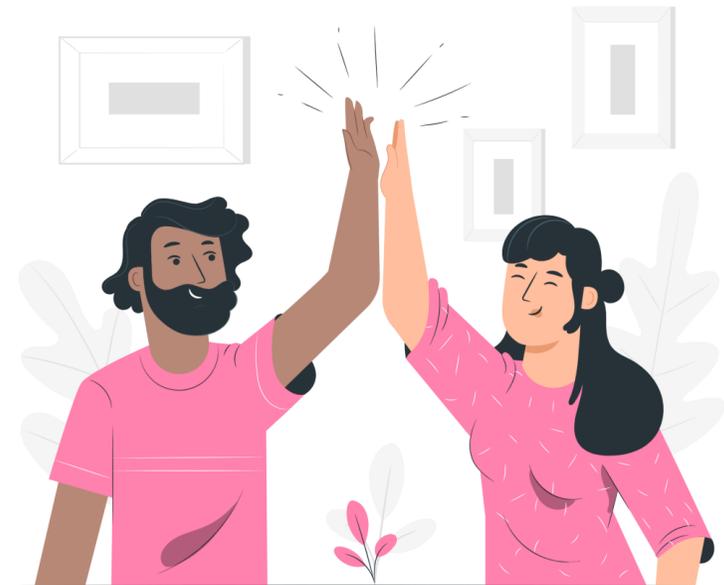
1. Leadership Skills –

- Excellent educational administrators must have leadership skills. They cannot run a school all alone, they must surround themselves with great teachers and colleagues, and not only that, they must fully support teachers and staff by encouraging them to learn, develop and become leaders themselves. An efficient administrator must have the capability of team building. He /She must run the school with the entire team.

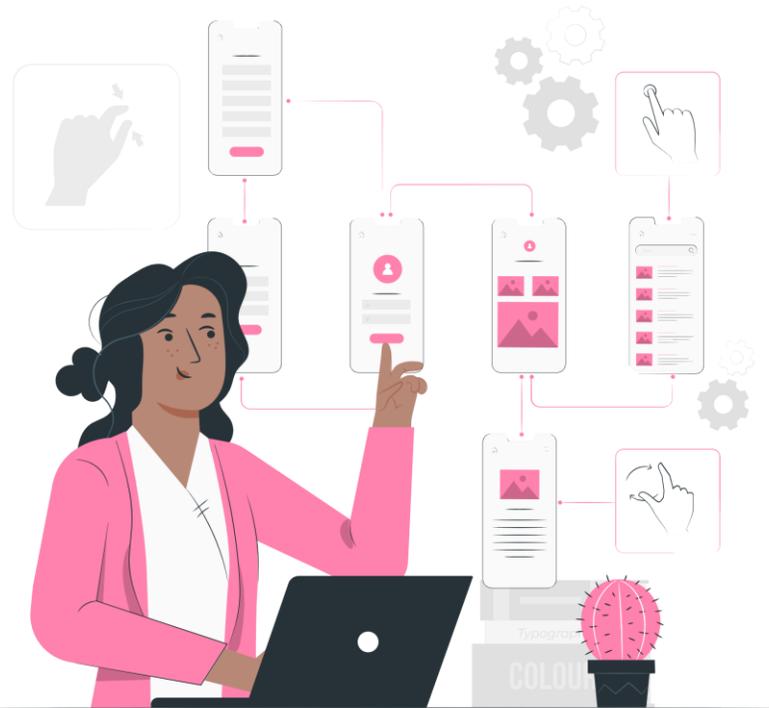


- Leadership not only sets the stage for long-term achievement, but it ensures that there will be sustainability long after they are gone. A leader has a continuous vision for improvement that guides how they operate. They must be passionate about what they do. A leader must have the ability of both short term and long-term vision to meet the needs of his members.

- An effective leader takes humble decisions that may be best for the school. A leader often sacrifices his personal time to help where and when they are needed. It should be remembered that they are the face of the school. People will come and admit their child in the school, only by trusting the school administrator. Hence, whatever actions they take, directly impacts the school authority



2. Problem solving Skills –

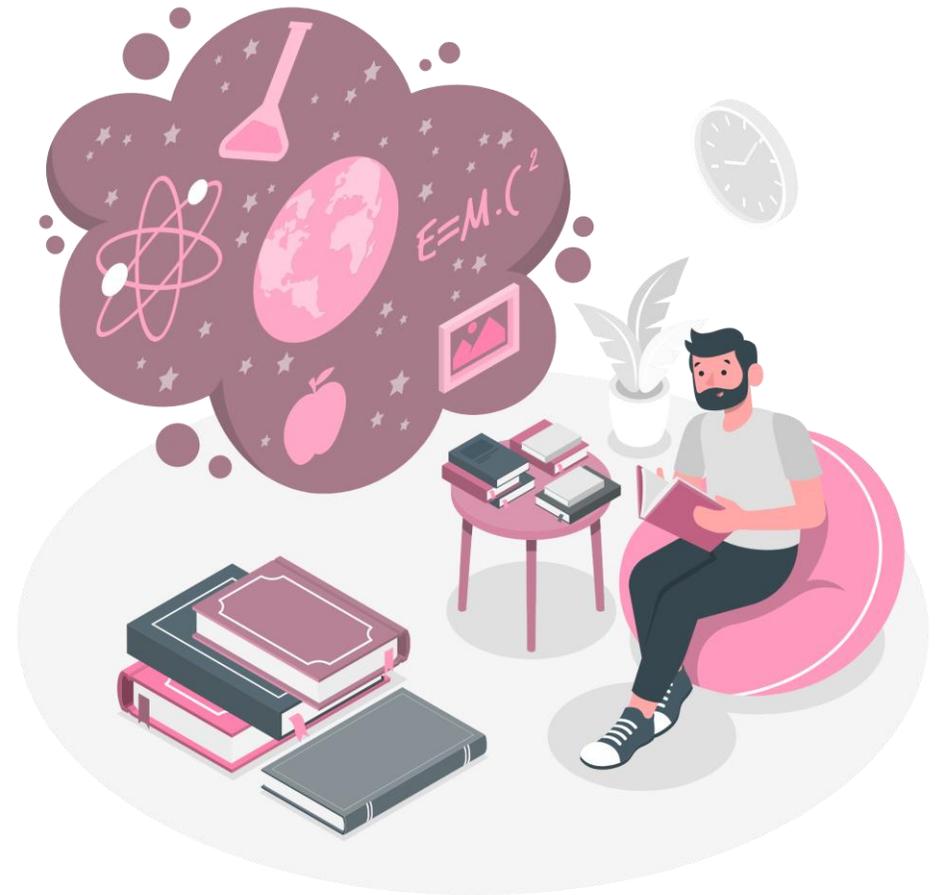


- Since an educational administrator is the face of the school. Thus, it ensures that they are an efficient Problem solver. They are able to find effective solutions to all the problems related to the school authority. They have the skills to think outside the box. They understand that each situation is unique. An efficient administrator must analyze the problem and then try to fix it.



- He should always think about the reputation and the benefits of the school. They should communicate with the staff members of the school as well as the parents on a regular basis. So, that no such grievance or problem arises. It should be sorted beforehand. An administrator must have decision-making skills.

- As for how to solve problems that arise, they need to make decisions. Research and analytical skills can help to make decisions. Problem-solving skills help us to determine the source of a problem and find an effective solution. Hence, an efficient educational administrator must have the quality of solving problems quickly and timely.



3. Dedication and commitment to students and faculty –

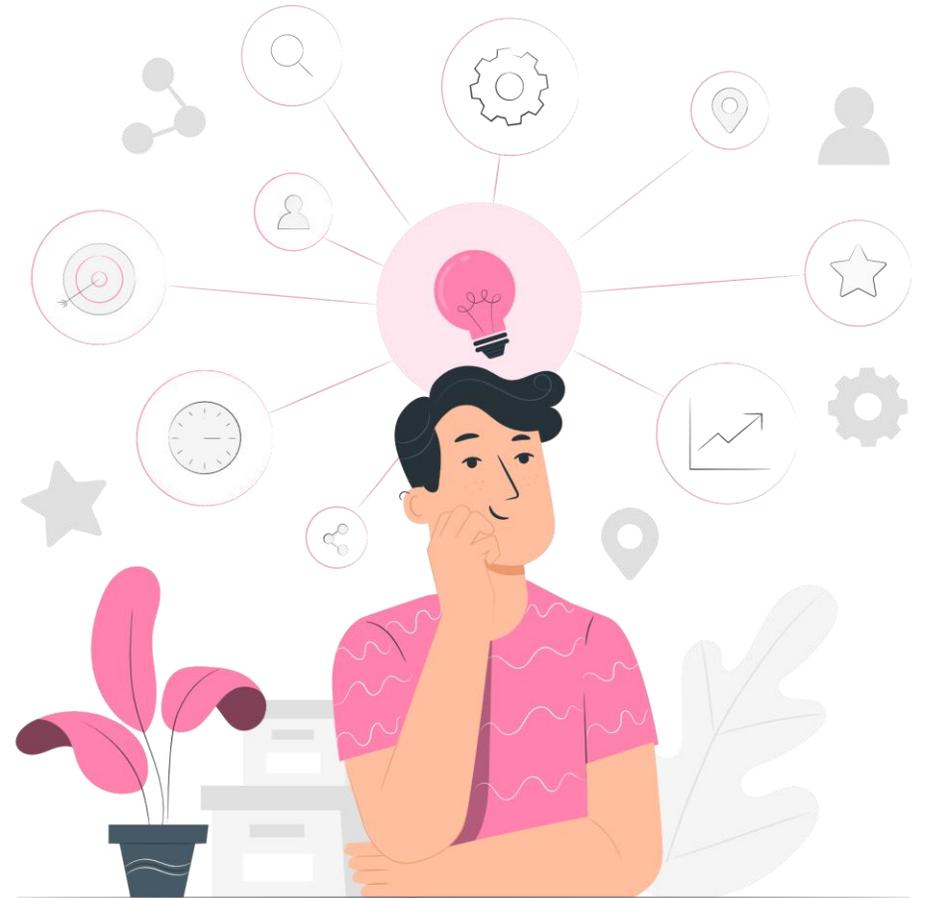


- The best administrator will always think first for his [children](#) and his team members. The Dedication towards the students can be shown by making your presence in the school and by the way they address the students. An administrator must be present in all the activities conducted by the school. This will encourage the students and will motivate them. The students must be encouraged to live a disciplined life.



- On the other hand, faculties too have expectations from their administrator. A good principle actively assists in planning and supports the instructions. Teachers should be helped, whenever they need, an administrator must provide positive feedback on the work done by the teachers.

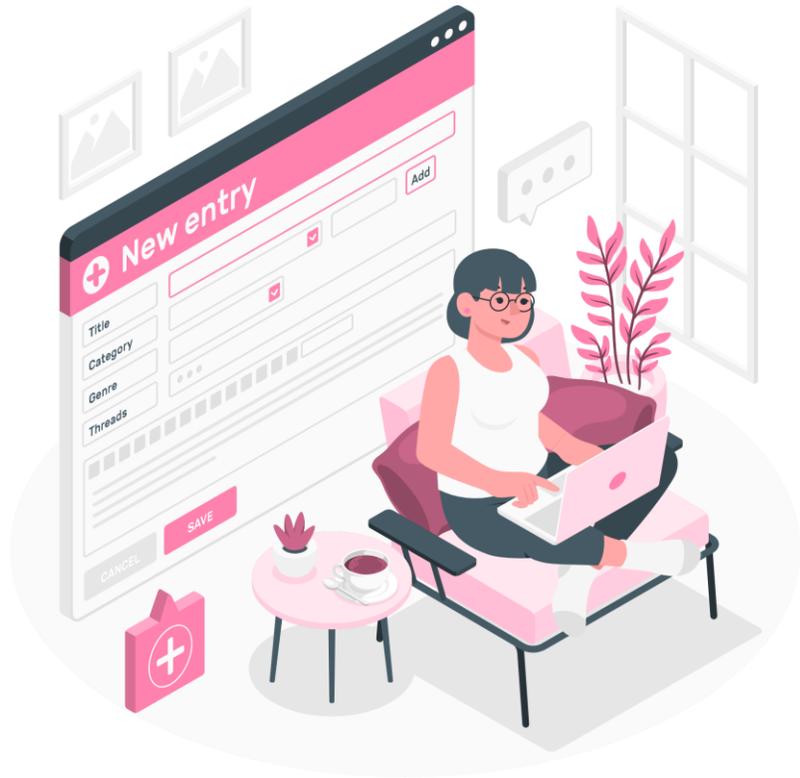
- This will encourage the faculties and motivate them to work in a much better way. Thus it will help to build a healthy work environment. Moreover, commitment to faculties will help the administrator to hire good employees and retain high-quality teachers.



4.Planning and organizing skills –

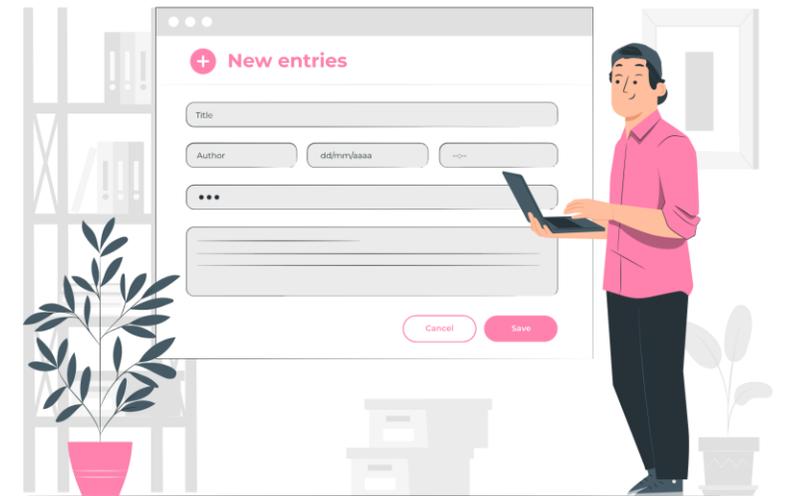


- As an efficient educational administrator, it is important that they should set their own plans for each day, each week, and each year. This will make their work easier and will help them to work smoothly.



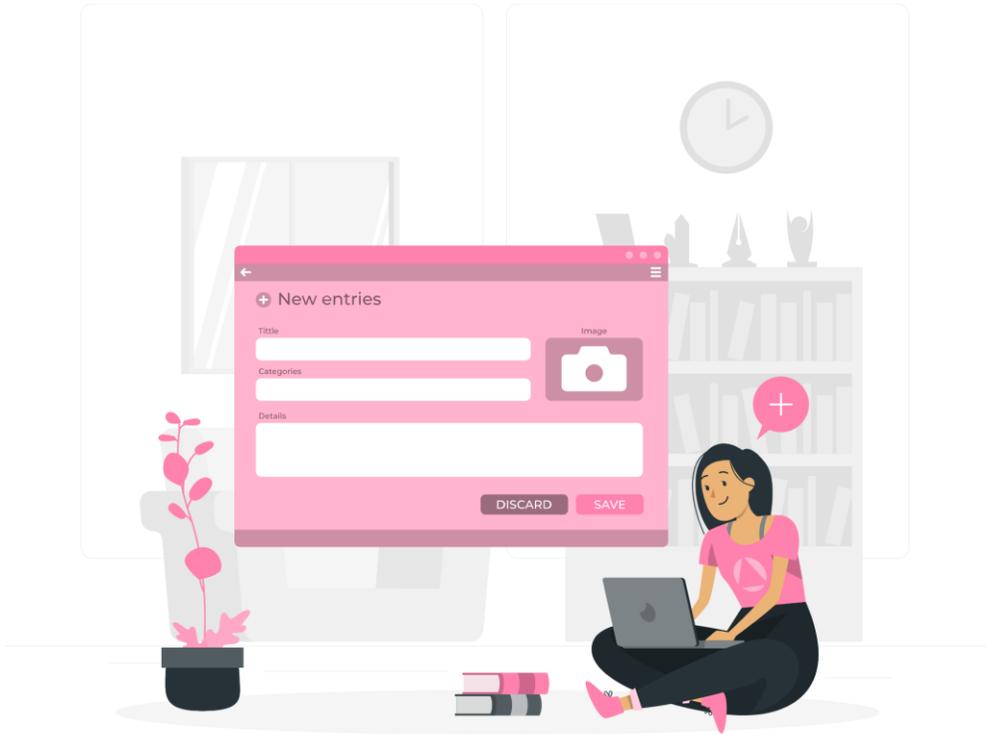
- Spending time mapping your goals and objectives, giving tasks to yourself will help an administrator to run the organization smoothly. Whatever decisions he takes, prior to that effective planning must be made. As any decision taken will entirely affect the organization. So he needs to be very careful before taking any actions.

- Teachers and parents should also be engaged and they must be aware of what is happening in school. Seeking input from those who have a vested interest in what goes on at school each day is key to being a successful principal. Regular communication should take place with the parents about what their children need. An effective leader must organize everything in an effective way. So, that the functioning of the school does not get affected. As the future of the children solely depends on the school.

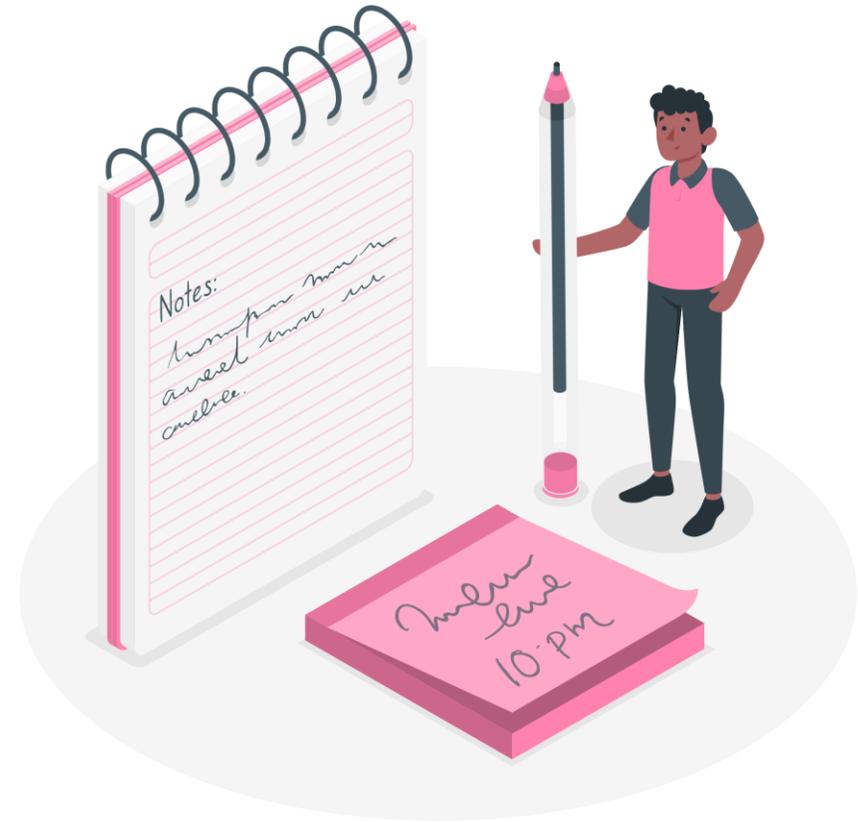


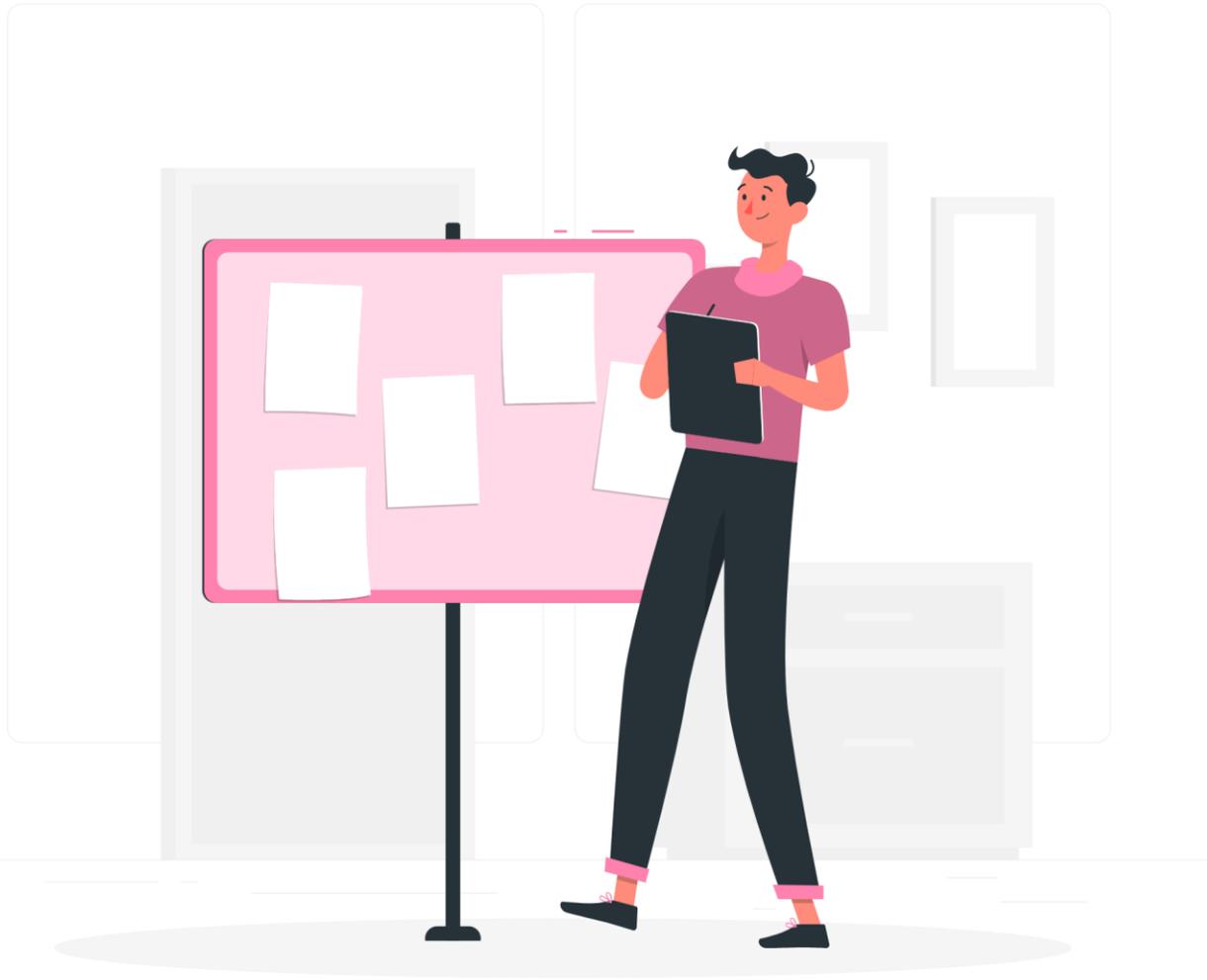
5. Updated on current educational trend –

- It is very important for an administrator to update himself as and when required. In the field of education new thoughts, [techniques](#) and devices are rising rapidly. Thus, a leader must understand these issues, know how to communicate these new ideas to colleagues, and must be willing to incorporate as many inspiring inventions as possible.



- This will not only help the administration but also help in developing the school and staff. Nowadays there are many schools and it has become a business to run it successfully. Thus, to complete with the rivals, one needs to be updated.





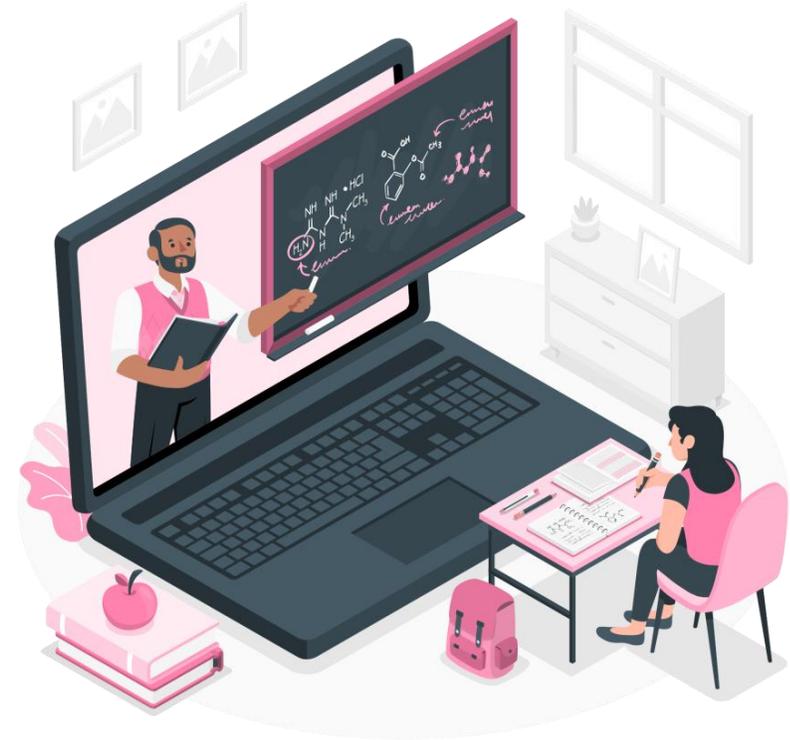
- So, that your school can stand first leaving behind all the competitors. This will encourage the parents and your school will hold a good reputation. Therefore to run an educational organization smoothly and effectively. An educational administrator must have certain qualities. How good the school totally depends on how well the administration is working.

The 5 Key Indicators of School Performance:

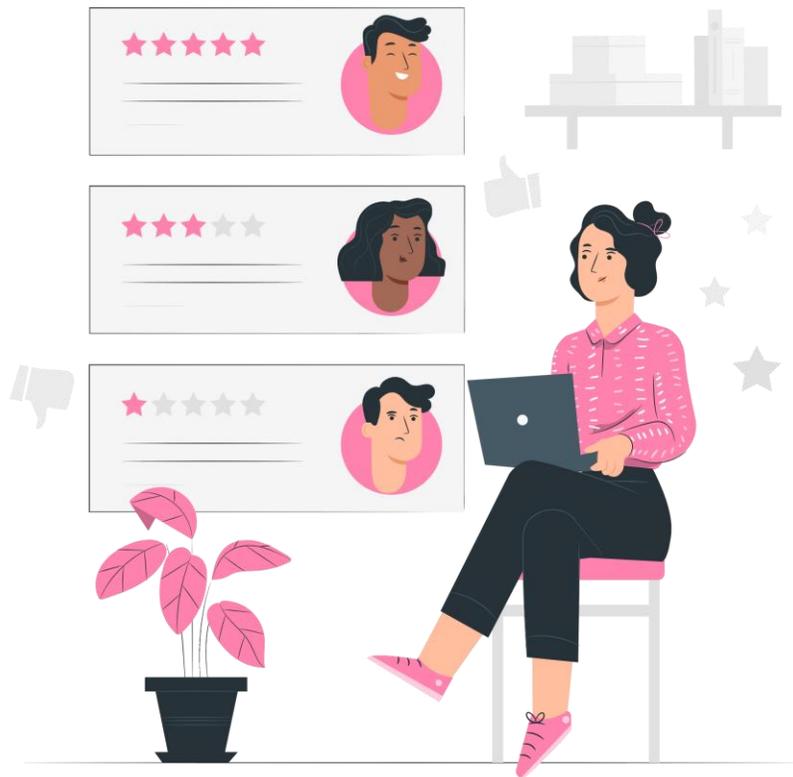


- Here are the 5 Key Indicators of School Performance:

1. Student Achievement.
2. Discipline Referrals.
3. Attendance Rates.
4. Graduation Rates.
5. Teacher Satisfaction.



1. Student Achievement



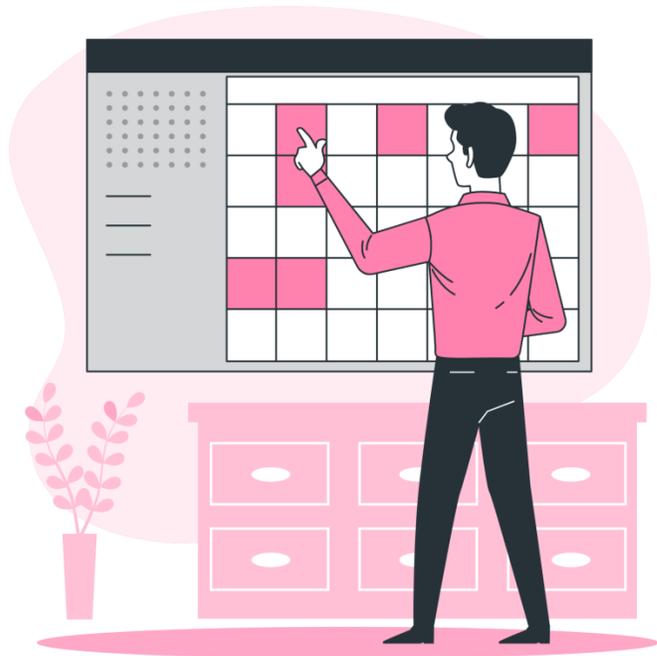
If you get this wrong, anxiety increases on your campus, students quickly lose their motivation and teachers become frustrated. But if you get it right it's celebrated on campus, throughout your community, across your boardroom, and you attain rock-star status among your peers.

2. Discipline Referrals

If you get this wrong, your time and attention are lost on inappropriate student behavior, redirection, issuing consequences, and your teachers end up burned out. But if you get this right both your teachers and students become happy together because your campus is safer and teachers feel respected.



3. Attendance Rates

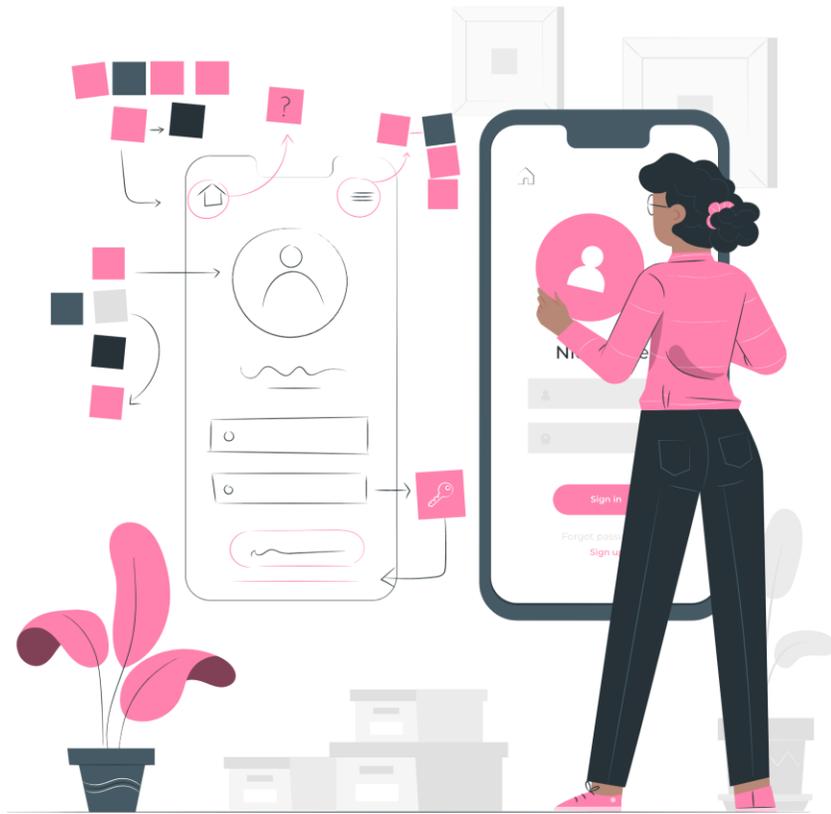


If you get this wrong, your students simply don't show up in the classroom, they're not learning, and grades plummet. But if you get this right then you at least have the CHANCE to teach students because they're in the classroom. Not to mention the fact that in many cases, funding is tied to your attendance rate!

4. Graduation Rates

If you get this wrong, your drop-out rates increase, students in your community are not prepared for post-secondary jobs and opportunities, crime in your community increases, and your area's real-estate values decrease.



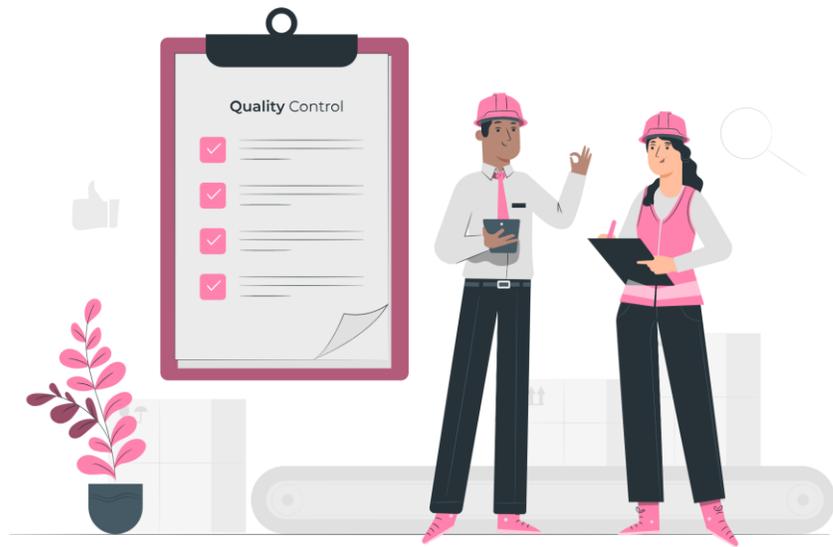


But if you get this right students and parents see your campus as a place where students receive the skills they need for success in post-secondary education and most importantly, their future careers.

5. Teacher Satisfaction

If you get this wrong, recruiting excellent teachers is like pulling teeth, your teacher retention rate decreases, and campus complaints prevail from the teacher's lounge to social media.





But if you get this right your teachers are excited about opportunities to help students succeed, they see possibilities rather than problems, and they're willing to go the extra mile to innovate and take instruction beyond the classroom.



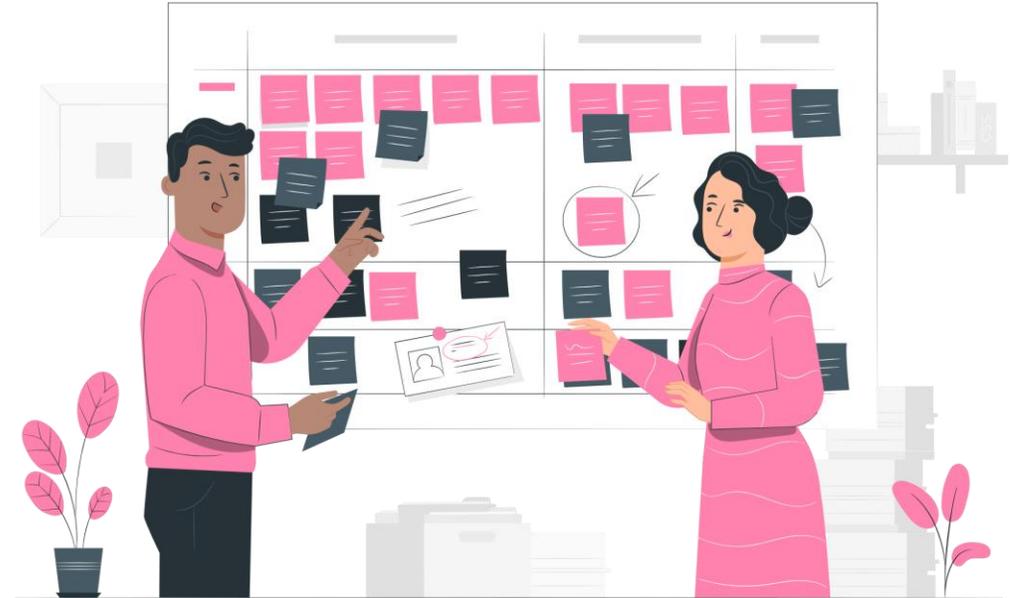
- A key performance indicator (KPI) is a type of performance measurement that helps you understand how your organization, department, or institution is performing and allows you to understand if you're headed in the right direction with your strategy.

Ten Qualities of a Good School Administrator



1. Leadership.
2. Effective Communication.
3. Generation of Commitment.
4. Social Interaction.
5. Persuasion.
6. Empower Others.
7. Assign More Tasks.
8. Act Decisively.
9. Managing Risk
10. Priority Management

- A school administrator is one of the figures with the greatest responsibility in educational institutions, especially at the basic and upper secondary levels.

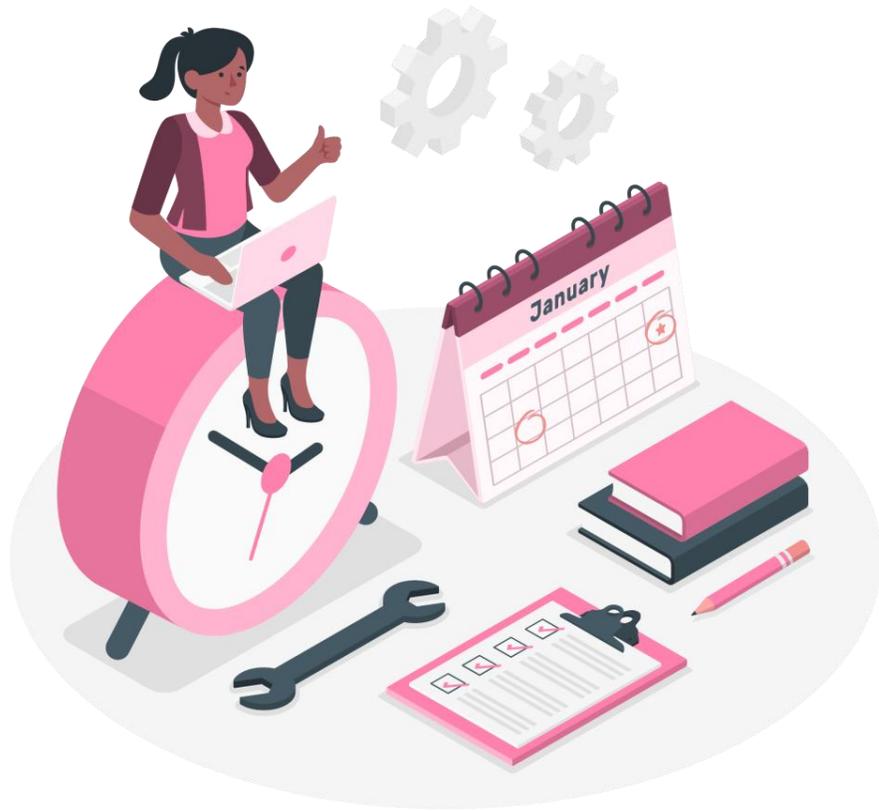




- Among the most important functions of the school administrator is decision-making. These decisions are related to the operation, organization, and administration of a school.

- Public schools have an average of 13 staff members (excluding teachers) per campus, while private schools have eight staff. The performance and effectiveness of supervisory and support personnel depend on different factors: the roles and functions assigned to them, the organizational structure in which they operate, the workload, and how they are managed.





- Individuals' attitudes and abilities are strongly influenced by the training and support they receive when preparing for a career or job, as well as their working conditions and financial incentives. To a large extent, this also depends on the personal image entering the industry, which depends on the recruitment standards and procedures, and is inspired by its main role. The career opportunities open to them are equally influential.

- Although it may be difficult for the managers of the central supervisory department to influence the daily work of supervisors directly, they still have a lot to say so that many reforms can be made to the management of supervisors. If careful reforms are carried out, it may have a major positive impact on the quality of supervision services.





- It's no surprise to educators when you tell them that the most annoying period of the day is the school dismissal period when you have to face angry parents and other challenges. For a safe dismissal process, you can trust Qmanager.



- In addition to management and administration responsibilities of a school administrator, He or she must consider a decisive factor: the human factor.

- Because a school administrator's position is key to educational quality, here are the ten qualities necessary to be a successful educational administrator and to efficiently assume responsibilities of school management or coordination.



1. Leadership

- Leadership is one of the most important skills that a school administrator must possess due to the responsibilities that he must assume.



- The leader in educational environments is responsible for promoting the work and collaboration of all people related to learning: authorities, teachers, administrative employees and parents.





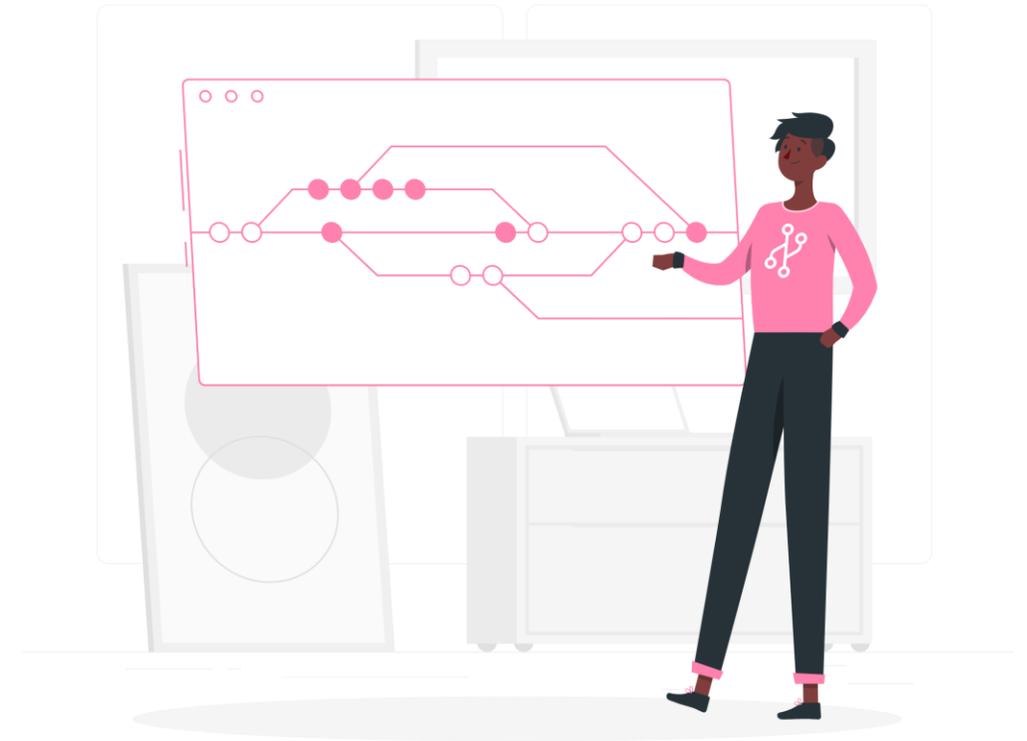
- This leader must inspire and intellectually stimulate the people with whom he collaborates, listening personally to each of them and encouraging them to develop their best capacities to benefit from the common goal.

- The most important traits of the educational leader are the ability to influence others without imposing their authority, the reflection of personal and professional values, and the ability to convey a vision.



2. Effective Communication

- The ability to communicate assertively is one of the keys to leadership in educational settings.
- The successful administrator conveys his ideas clearly, honestly, and directly.





- His objective is to achieve adequate harmony between the different people who collaborate on the same project.
- Good communication skills are also related to good listening skills. One of the most effective communication medium for an administrator is Qmanager.
- The responsive leader adequately channels the opinion and perspective of the people who speak to him.

3. Generation of Commitment

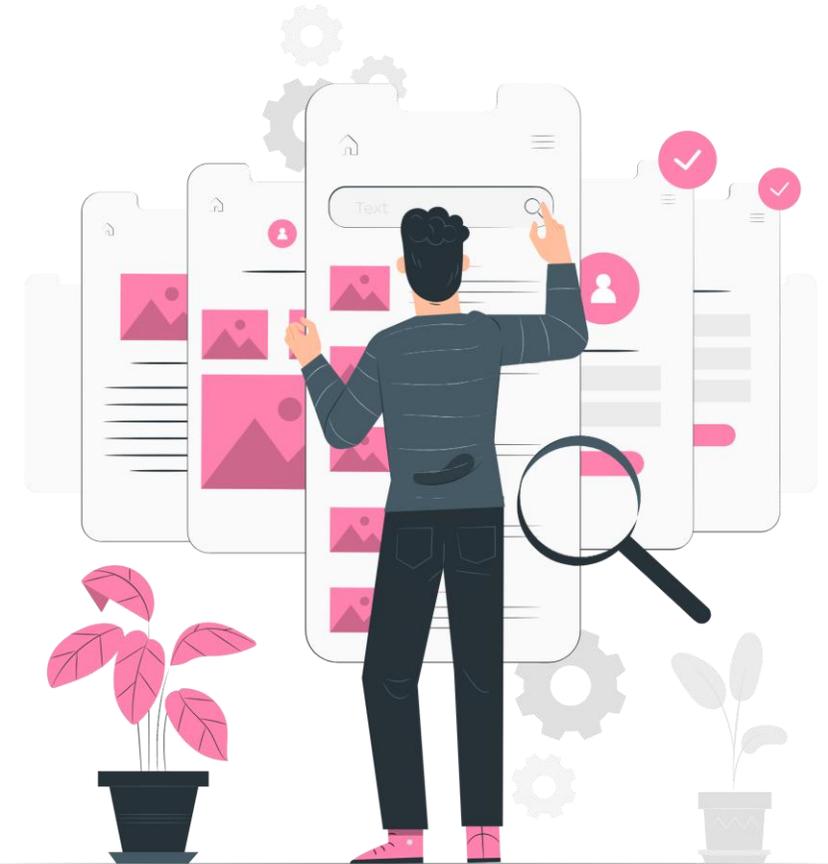
- The leader seeks the commitment of all members of the school community, including parents and students.
- To achieve the commitment and involvement of all the participants in a common school project, the leader must have the ability to show openness and receptivity.





- An educational administrator succeeds in generating his educational community's commitment when its different participants are capable of working with autonomy and independence.
- Ongoing communication and interaction are important to achieve the best results in school community engagement.

4. Social Interaction



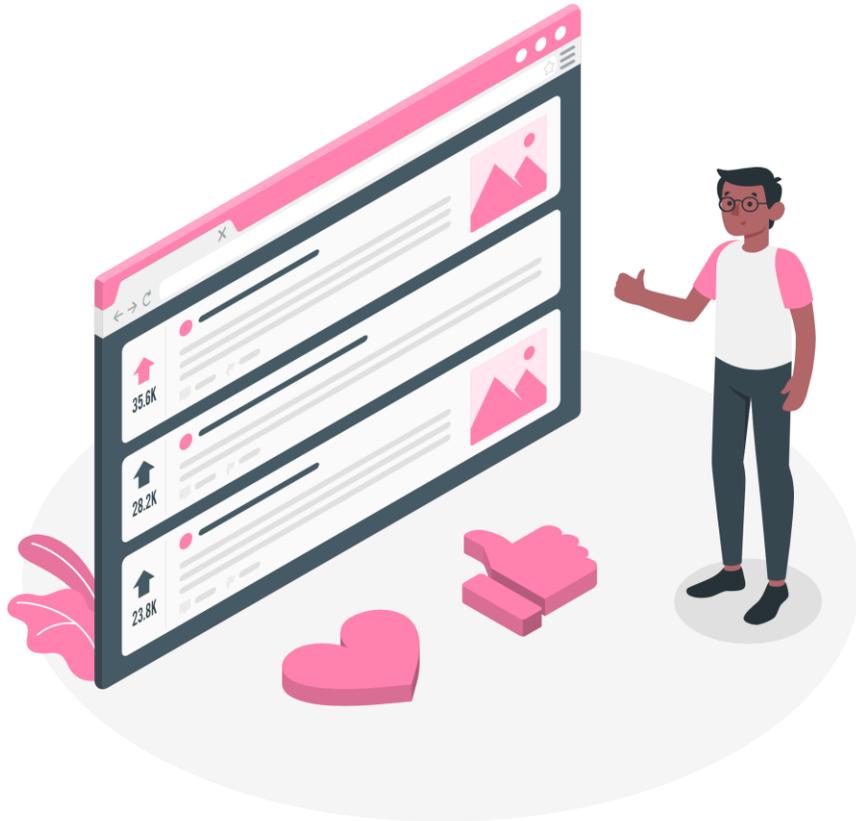
- The leader represents the interests of a group or a community. This representation implies the ability to constantly interact with community members to learn about their motivations, ideas, and goals.
- The successful educational leader is one who stays in contact with the community he leads and who manages to make each of the members identify with a common project

5. Persuasion

- Due to their work nature, persuasion is one of the most important social skills for those who run or coordinate schools.
- The leader who uses persuasion efficiently unifies criteria, channels efforts and leads his team on a path of collaboration and working together.



6. Empower Others



- Successful leaders see greatness in others and work hard to bring the greatness out of them. The decision of a leader results in school growth. Every leader will tell you the role they played in making a school grow.

7. Assign More Tasks

- Strong leaders lead by example, with the zeal of getting things done by themselves. It is important to assign some roles to other staff. The benefits of assigning tasks include enabling their team to meet set goals, better workload management and staff development. It will also make the team produce great results.



8. Act Decisively

- Great administrators dedicate time to understand the problems they face and take strong, decisive action to solve such a problem.



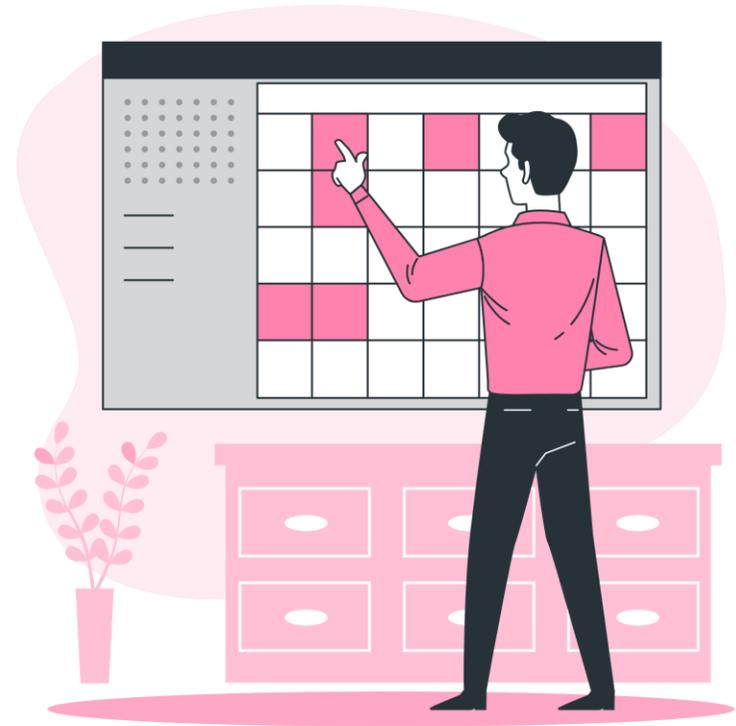
9. Managing Risk



- A good leader must weigh both costs and benefits when making decisions. They have to consider both possibilities and prospective outcomes of their decision. Successful administrators must look at both risks and opportunities that affect their schools.

10. Priority Management

- To save time and energy wasted on unimportant tasks, it is advisable to get priorities right. The better an administrator can prioritize tasks, the easier will the task will be accomplished.



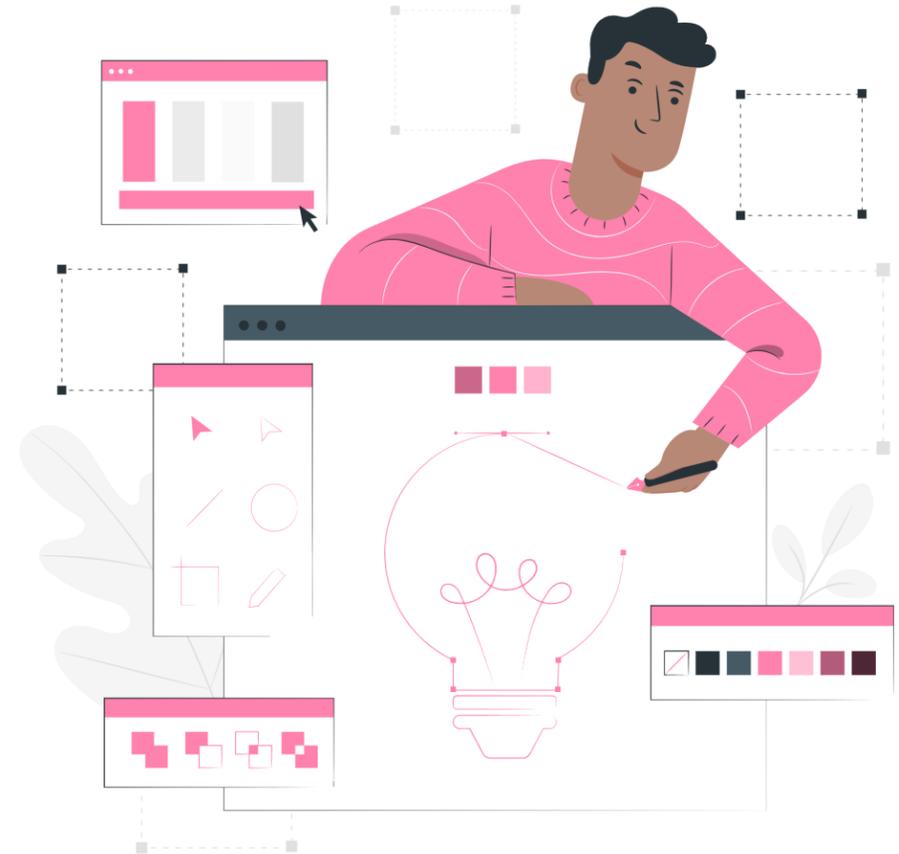


- When you develop yourself with these skills, you will not only become a good administrator but a successful leader. Hence, for a safe dismissal process, you should make use of Qmanager.

Defines an excellent administrator



- Administrators usually have **exceptional communication skills** to greet office visitors, relay information to managers and work closely with other employees. It's important for administrators to exhibit strong communication skills while also encouraging others to communicate

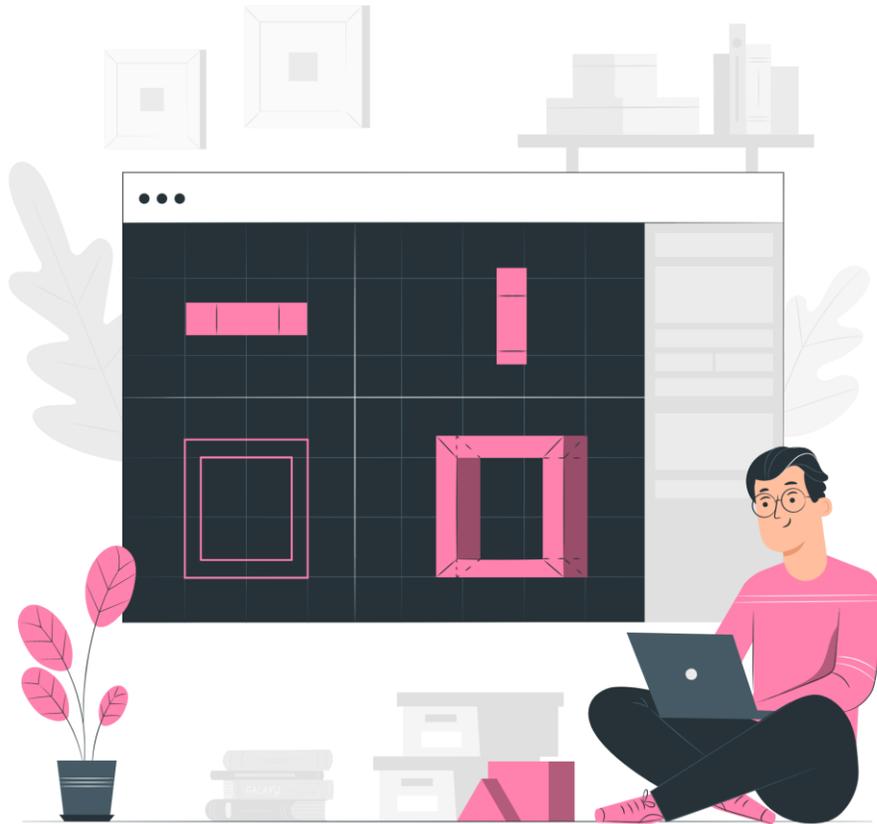


The Top Qualities of an Administrator



1. Commitment to Vision.
2. Excitement trickles down from leadership to the employees on the ground
3. Strategic Vision.
4. Conceptual Skill.
5. Attention to Detail.
6. Delegation.
7. Growth Mindset.
8. Hiring Savvy.
9. Emotional Balance.
10. Digital Communication and Social Media Expertise
11. Communication Skills
12. Public Engagement





- Public administrators choose their profession because of their love of service and their desire to make their communities better places. These 12 qualities can help rising public administrators find success in their careers.

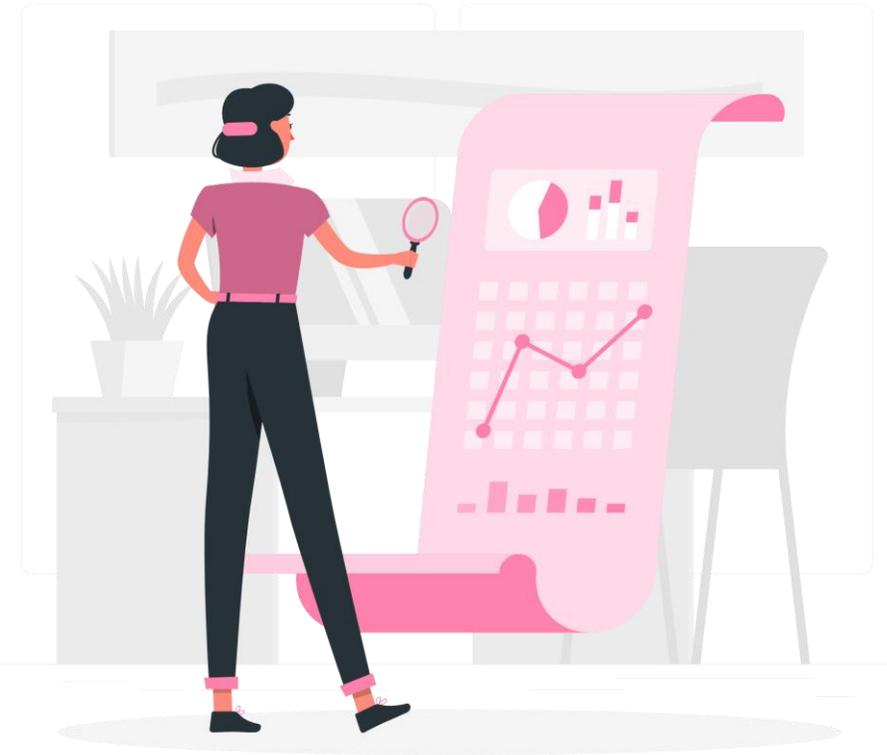
1. Commitment to Vision



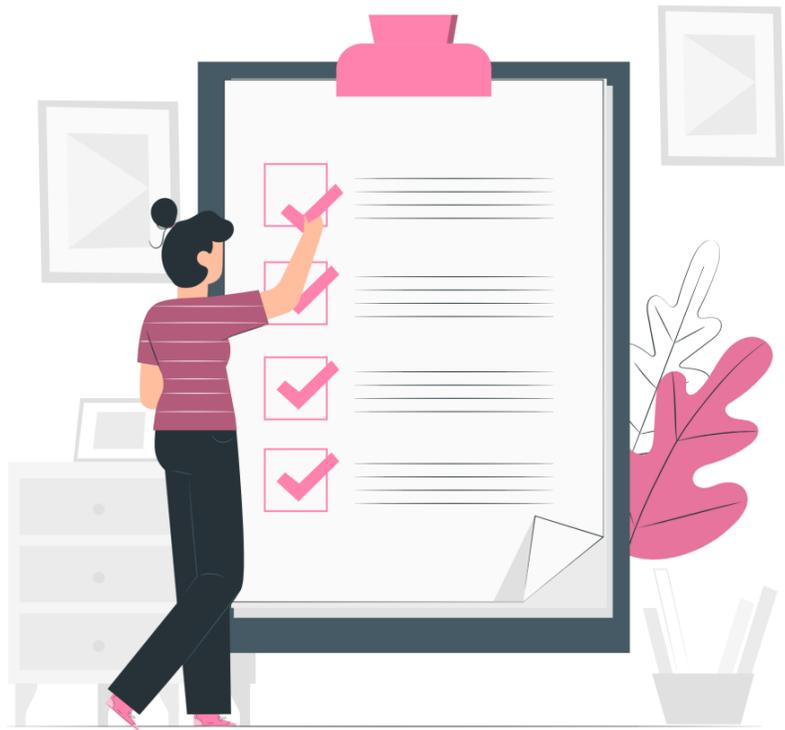
- Excitement trickles down from leadership to the employees on the ground. When the administrator is enthused about the organization or agency's mission, the employees will mirror those feelings. In times of crisis, great administrators remind their staff of the purpose of their mission and the role their organization plays in the larger society.

2. Strategic Vision

- A public administrator must always remain focused on the strategic vision and the long-term mission of the agency or organization. Staff members can become narrowly obsessed with the day-to-day operations of the agency, but they count on their leaders to understand the five, 10-year, and 20-year plans. It is important to remember that the agency or organization was often around long before the public administrator arrived, and will remain in operation long after the administrator leaves.



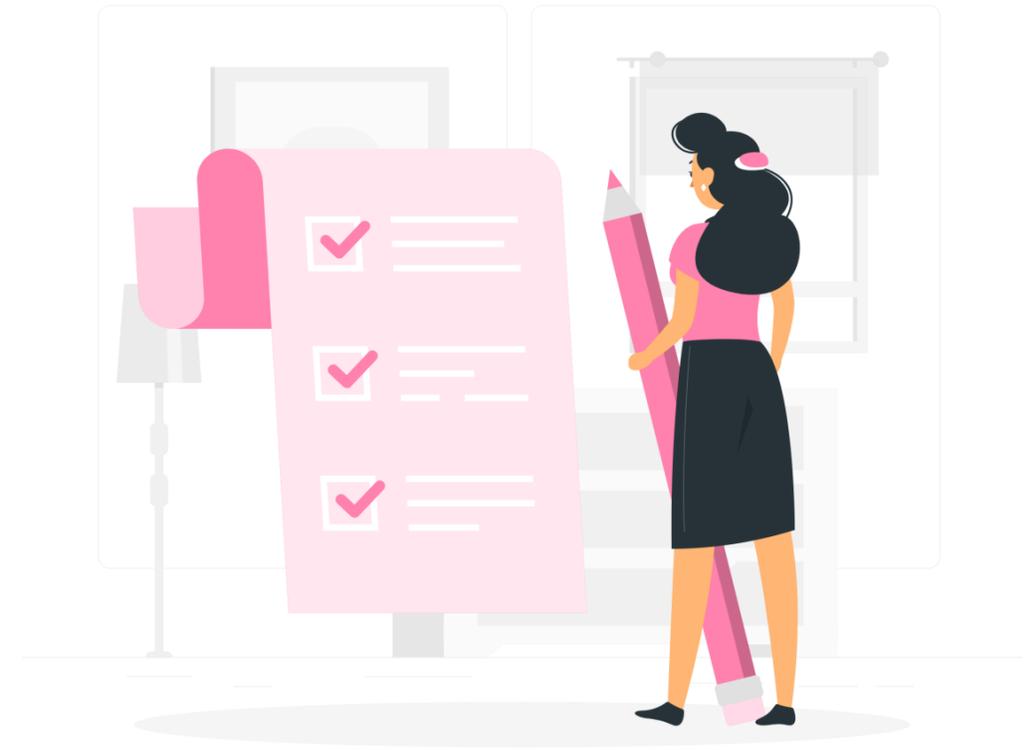
3. Conceptual Skill



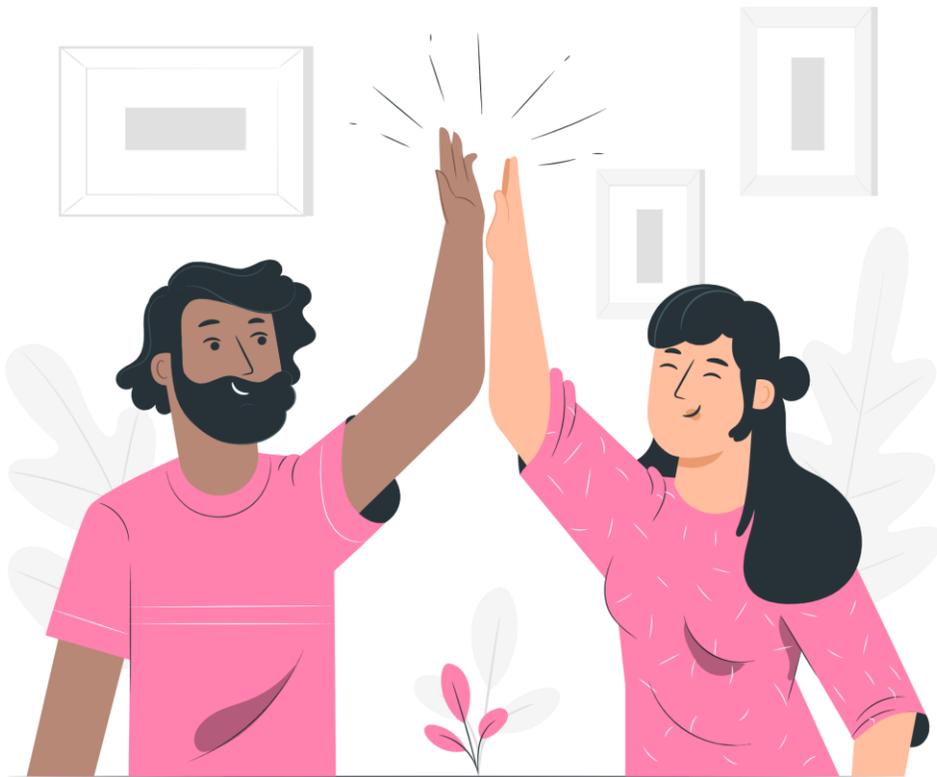
- Business magnate Chester I. Barnard argued the importance of conceptual skill when he wrote: “...the essential aspect of the [executive] process is the sensing of the organization as a whole and of the total situation relevant to it.” What he means is that leaders must always be able to see how any one action or decision affects every part of the company or organization. Staff members may only see as far as their department or shift; leaders must always see beyond those limits.

4. Attention to Detail

- One quality of an administrator is to see the big picture and think strategically. However, it is equally important for effective administrators to pay attention to details. This does not mean leaders must be involved in every minor decision, or undermine the decisions of subordinates; rather, leaders must remain aware of the activities of their staff and the status of projects, allowing autonomy whenever possible.



5. Delegation



- There is a fine line between delegating tasks to staff and shirking from responsibilities, knowing subordinates will take up the slack. Great public administrators navigate this distinction by assigning not just tasks, but clearly defined spheres of influence where staff members have the authority to make decisions. Delegating tasks and responsibilities in this manner empowers staff members to grow in their positions, preparing them for future leadership positions.

2. Strategic Vision

- Internal promotions save companies and organizations thousands of dollars over adding outside hires. A public administrator must be able to take existing talent within the organization, nurture it, and place staff members in positions where they can be successful. Public administrators must be careful not to stifle staff growth by becoming overbearing or forcing staff members into positions for which they are ill-suited.

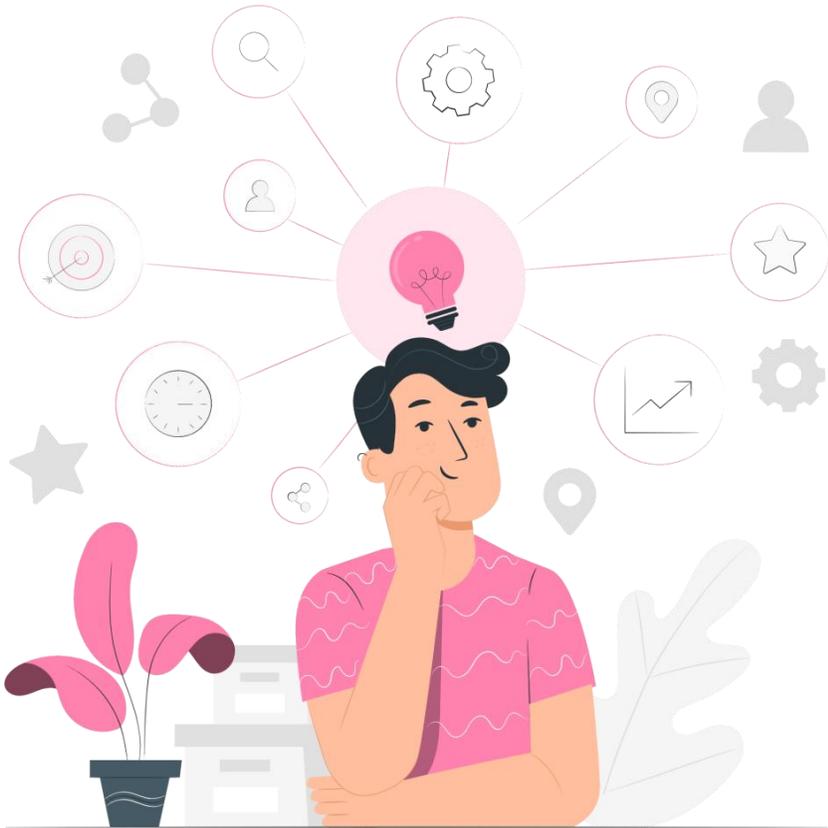


7. Hiring Savvy

- Many people enter public service because they have a deep desire to make their community a better place; however, desire and skill do not necessarily go hand in hand. Public administrators can set their agency or organization up for success from the very beginning by hiring the right people, for the right jobs, at the right time. Great administrators take measured risks, knowing that one bad hire can have negative ripple effects through the rest of the organization.



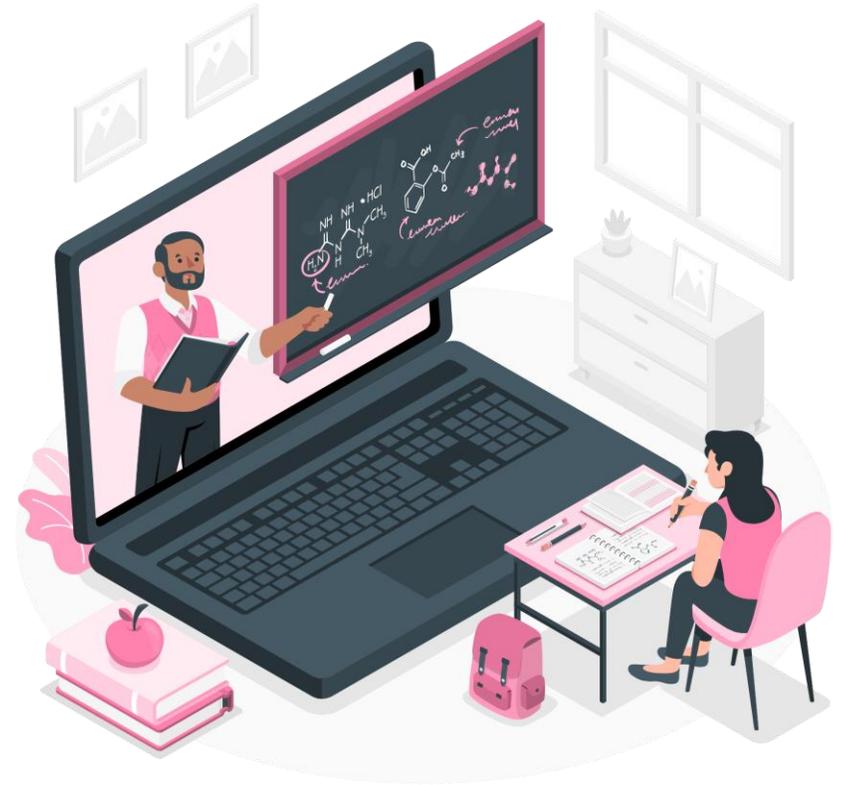
8. Emotional Balance



- Almost every person experiences deep emotions at one time or another, and those emotions can be harnessed for good or ill by leaders. Great leaders funnel emotions, such as rage, anger, and happiness, into positive action that drives change. Poor leaders use emotions as an excuse to lash out at staff members, creating uncomfortable working conditions.

9. Creativity

- In most circumstances, public administrators work on shoestring budgets with short deadlines and difficult, seemingly impossible objectives. Another quality of an administrator is to thrive on those unique challenges and use the restrictions as a way to showcase their creativity. Public administrators are able to come up with creative solutions to complex problems, usually by seeing an issue from a new perspective or by innovating a new approach to the solution.



10. Digital Communication and Social Media Expertise

- Social media and digital communication platforms, such as email and video, are cornerstones of modern communications. While leaders in for-profit organizations are responsible to shareholders, they have much more freedom to determine when and where they will communicate. Public administrators largely work for the people of a community and may be held accountable for their actions at any time. Successful administrators exhibit excellent digital communication skills, especially communication via social media.

11. Communication Skills

- Good communication skills help public leaders in several overarching ways. An agency that communicates information and expectations clearly, both internally and externally, runs efficiently and accomplishes more. Proper communication also aids in transparency, which is an important quality for organizations that operate in the public eye.

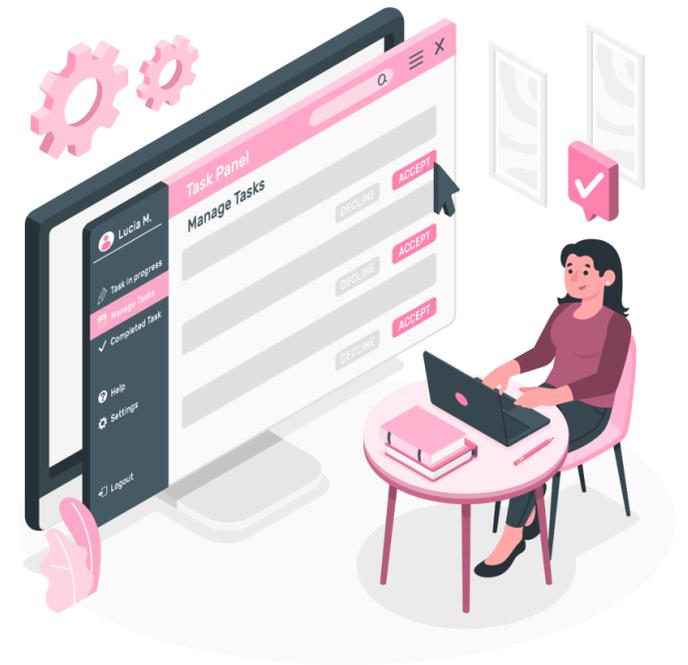




- On the flip side, poor communication can reduce efficiency, which can hamper an organization's effectiveness. Lack of transparency can promote public suspicion and cause problems where none actually exist. By learning good communication skills and practicing them every day, public leaders can avoid these pitfalls and guide their agencies to success.

12. Public Engagement

- An essential quality of an administrator is to cultivate public engagement. To support policy development activities, government and nonprofit leaders must engage the public and keep them well informed about what is happening in the organization. Proper communication in these categories reap many benefits.



- Citizens who are well informed about a policy that is being implemented are more likely to react according to public administration expectations.
- Citizens' opinions about policy issues are based on reliable knowledge instead of negative emotions.
- Citizens know their rights and responsibilities in the legislative process.
- Citizens understand how they can benefit from and access proposed social programs.
- An organization can avoid having a negative public policy opinion turn into a crisis situation, which in turn will save time and money.



- Informed citizens are clearly better partners. By fostering this relationship, public administrators who are good communicators both serve the public, and make their own jobs easier and more effective.

The roles of effective quality school administrators



An administrator's actions over the course of time also help them to become a true school leader.



- Lead by Example. ...
- Be Well Respected. ...
- Be a Problem Solver. ...
- An Effective School Leader Is Selfless. ...
- Adapt to Change. ...
- Understand Individual Strengths and Weaknesses. ...
- Makes Those Around You Better. ...
- Admit When You Make a Mistake.

