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What Characterizes Effective Management Teams?

A Research-based Approach

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Leading Teams of Leaders

What Helps Team Member Learning?

A study of Connecticut leadership teams finds that they are more effective when team members, not team leaders, coach other members and when coaching focuses on accomplishing their task.

By Monica Higgins, Lissa Young, Jennie Weiner, and Steven Wlodarczyk

There is a myth in education that portrays the superintendent as a charismatic hero. Just as CEOs in business have often been seen as "charismatic saviors" of large private organizations (Khanam, 2002), so, too, can we see evidence of school districts searching for charismatic saviors today. The all-powerful hero superintendent is expected to be both omniscient and

MONICA HIGGINS is an associate professor at the Harvard Graduate School of Education, where LISSA YOUNG and JENNIE WEINER are doctoral students. STEVEN WLODARCZYK is an education program officer at the Connecticut Center for School Change.

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