

Montessori Perspectives on Newcomer Socialization

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Introduction

How can leaders **cultivate innovation** in their organizations while still promoting a culture of **stability, order, and discipline**?

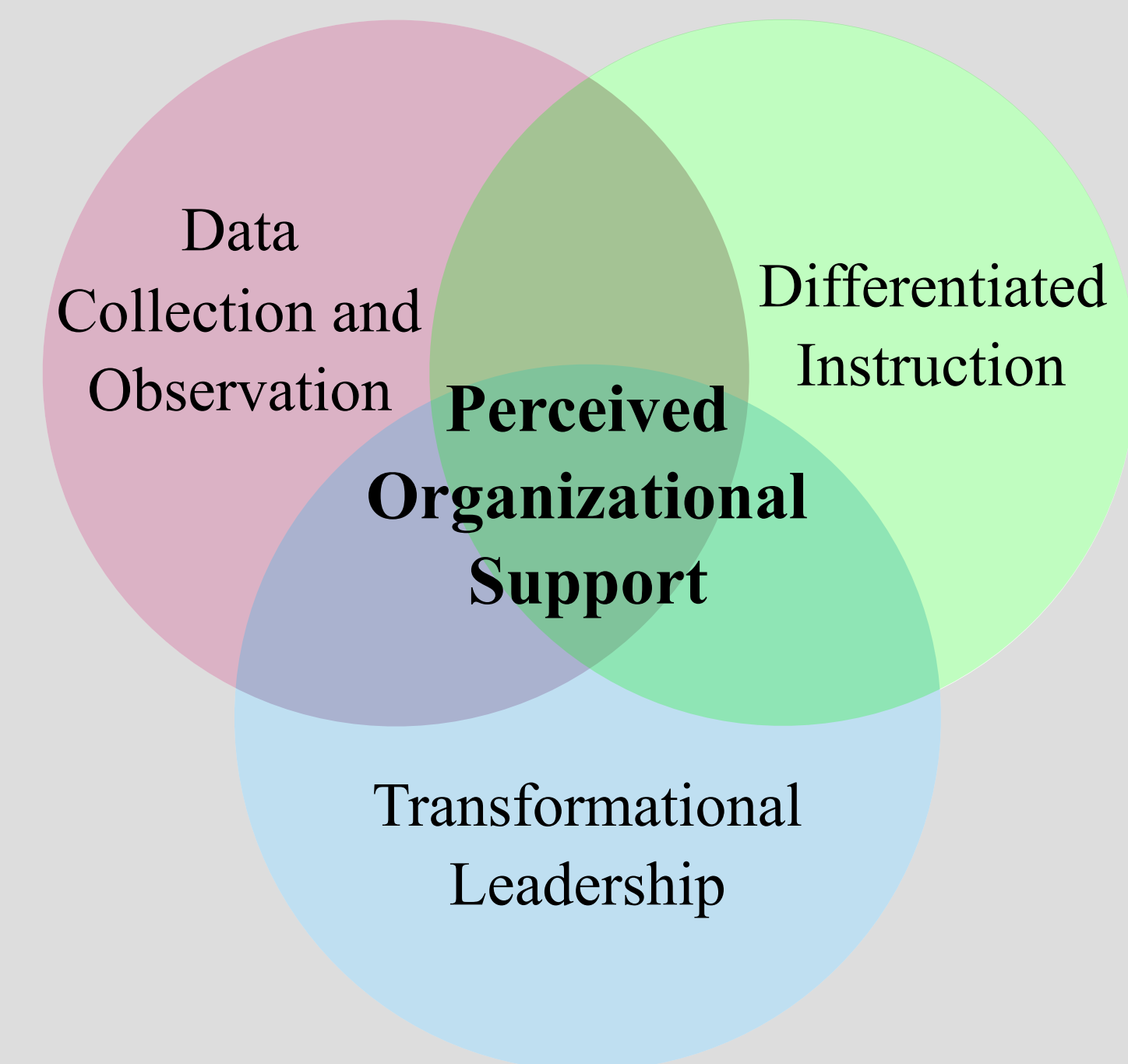
To achieve this balance, organizations can **use Montessori philosophy as a framework** for transmitting organizational culture, intentionally developing innovators from day one.

When viewed as an approach to organizing, Montessori philosophy offers a **systematic means of promoting innovation and development**.

Methods

Literature survey and teacher questionnaire supported by and in conjunction with insight gained from my seven years' teaching experience in a Montessori setting.

Montessori Practices Contributing to Perceived Organizational Support (POS)



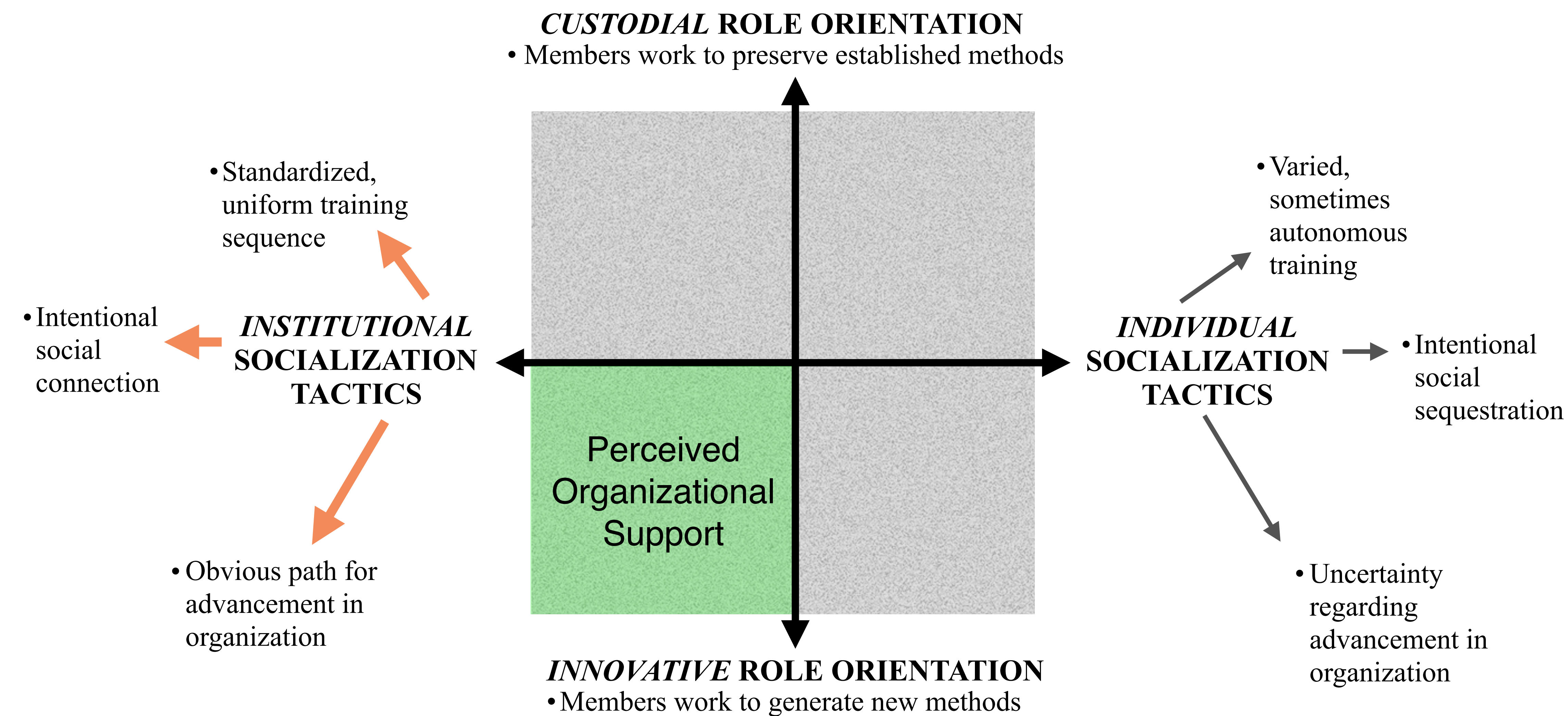
Results

For decades, organizational research has drawn associations between the manner in which new members of an organization are socialized (i.e. onboarded) and the behaviors those new members subsequently exhibit within the organization (Jones, 1986; Van Maanen & Schein, 1979). This research consistently demonstrated that formal, structured “onboarding” tactics tend to result in new members who take a conservative, conventional orientation to organizational engagement.

New data is emerging, suggesting that the level of personal support a new member perceives can mitigate this conservative orientation (Perrot et al, 2014). By prioritizing organizational support of new members, organizations can capitalize on factors contributing to successful learning: predictable structure that offers room for innovation and critical thinking.

At its core, Montessori philosophy excels at the interplay between structure and innovation. Montessori philosophy can thus be used as a socialization model for organizations seeking to promote stability, growth, learning, and critical thinking.





Interaction Between Socialization Tactics and Member Orientation



Ten students work independently in a Montessori classroom: a highly structured environment where innovation and development can thrive

Recommendations

To cultivate a highly structured organization where innovation can thrive, make sure new members feel supported from day one:

-  • **Standardize Training**
Use same process and sequence for all members
-  • **Connect Individuals**
Cultivate relationships, especially between new and returning members
-  • **Promote Concentration**
Allow for periods of uninterrupted work and reflection
-  • **Clarify Advancement**
Establish a clear path for advancement within the organization

Literature Cited

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