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 supported by and in conjunction with insight gained from my six years' teaching experience in a Montessori setting.

Montessori Practices Contributing to Perceived Organizational Support (POS)

Results
Using institutional socialization tactics, Montessori teachers create unique organizations in which students perceive themselves as highly supported members of a highly structured group.

In these conditions, potentially-disruptive cycles of growth and mastery ("disequilibrium" and "equilibrium") do not interrupt the organization's overall goals. Instead, when such cycles are intentionally anticipated and accounted for, they foster even greater development and innovation.

Holly Earnest, Master of Arts Candidate
Human Dimensions of Organizations, The University of Texas at Austin

Interaction Between Socialization Tactics and Outcomes

CUSTODIAL ROLE ORIENTATION
- Members work to maintain the status quo
  - Varied, sometimes autonomous training
  - Intentional social sequestration

INNOVATIVE ROLE ORIENTATION
- Members work to change what is expected of them
  - Standardized, uniform training sequence
  - Obvious path for advancement in organization

INSTITUTIONAL SOCIALIZATION TACTICS
- Standardized, uniform training sequence
- Intentional social connection and integration

PERCEIVED ORGANIZATIONAL SUPPORT
- Mastery ("Equilibrium")
- Growth ("Disequilibrium")

INDIVIDUAL SOCIALIZATION TACTICS
- Uncertainty regarding advancement in organization

Montessori Perspectives on Newcomer Socialization

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

Recommendations
To cultivate a highly structured organization where innovation can thrive, socialize and support new members from day one:

- Standardize training process and sequence for all members
- Intentionally connect new members with returning members and with one another
- Promote concentration and periods of uninterrupted work
- Establish a clear path for advancement within the organization

Literature Cited

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