

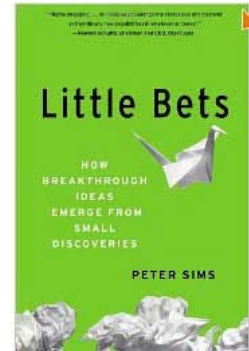
Is Montessori The Origin Of Google & Amazon?

Aug. 2 2011 - 10:42 am | 2,818 views | 0 recommendations | 6 comments

By STEVE DENNING

In your extended absence, you permit me use of earth, anticipating some return on investment. I must report failure in my assignment, principally regarding the tomato plants.

Louise Glück, *Vespers*



Unfortunately our failure these days goes way beyond the tomato plants and extends to the entire education system, as noted in my two last articles, [Wakeup Call For The Gates Foundation](#) and [What Does It Mean To Be Educated?](#) The articles sparked a lively conversation, parts of which deserve highlighting.

Let's learn from Montessori

The idea that we don't have to reinvent the wheel was striking. The example of thousands of Montessori schools is before us. Montessori puts the student at the center. It is proven to work. As noted by Sivadlk it's working on every inhabited continent, at every economic level. The approach is over 100 years old but the ideas are timeless. The world is finally catching up with Maria Montessori's insights.

Is Montessori the key to Apple & Amazon?

There was considerable interest in the [Wall Street Journal](#) article by Peter Sims, author of [Little Bets: How Breakthrough Ideas Emerge from Small Discoveries](#) (Free Press, 2011) about the possibility of a "Montessori Mafia", given that the Montessori approach has spawned a creative elite, including Google's founders Larry Page and Sergei Brin, Amazon's Jeff Bezos, videogame pioneer Will Wright, Wikipedia founder Jimmy Wales, cook Julia Child and rapper Sean "P.Diddy" Combs.

The Montessori learning method establishes a collaborative environment without grades or tests, multi-aged classrooms, as well as self-directed learning and discovery for long blocks of time.

Montessori methods go against the grain of traditional educational methods but they have uncanny parallels in the success of their alumni:

- Google [[GOOG] wasn't launched by Larry Page and Sergei Brin as a brilliant vision, but rather as a [project to improve library searches](#), followed by a series of small discoveries that unlocked a revolutionary business model.
- Amazon's [AMZN] strategy by Jeff Bezos involves developing ideas in new markets similar to "planting seeds" or "going down blind alleys." Amazon's executives learn and uncover opportunities as they go, with many dead ends but also sometimes a huge, broad avenue.

Montessori isn't just primary education

The impression that the Montessori approach is just for primary school was corrected. There are an increasing number of Montessori schools that educate kids in grades 7-12, as shown in this extensive overview of Montessori at the [secondary level](#). The crown jewel of these programs, according to Daniel Petter-Lipstein, is the Clark Montessori in Cincinnati, a free public high school which provides these results for a class of 88 students:

- 100% of the class of 2010 are expected to graduate
- 100% of the class of 2010 are going on to college
- 33% of current seniors are first generation in their families to go to college
- 33% of current seniors receive free or reduced lunch

The Center for School Change, a research center issued a [report](#) on models of great small high schools and cited Clark as a model.

The goal of education: lifelong learning

Overall, there was resonance with the idea that education concerns inspiring students to become life-long learners with a love of education.

Several readers (Geoff Barbaro, Robin Cangie) pointed to the dangers of the word "educated", which wrongly implies that education is a destination rather than a journey. In that sense, one is never "educated", one is always continuing to learn. If at any point, the point the journey stops, then education has failed.

Geoff Barbaro pointed to the need for education to be outward looking include the desire to face the situations of your life and to understand the situations of others, with the ability to gain the knowledge and create the experiences to achieve that desire.

Robert Picard suggested that education is really a way of looking at and interacting with the world. It involves having sufficient knowledge to ask good questions, having a willingness to consider different points of view, having the ability to analyze and make up one's own mind and understand the basis for one's opinion or decision. There are many ways to get an education and one of them is in school. Schools, however, turn out both educated and uneducated persons.

Randal Hendee is thrilled with [*A New Culture of Learning*](#) (2011) because it validates practices he started using in his high school English classes way back in the early 1980s. "In literature study, for example, student response came first, and the teacher's interpretation was never presented as definitive. Seeking to understand new material while interacting with classmates was valued over digesting spoon-fed teacher insights."

Getting away from test-driven teaching

There was general horror at the current thrust to equate education with being able to deliver the expected answers on a standardized test.

Some noted that looking at education as producing outputs (students who could pass the test) was a very 20th Century way of looking at the world, and out of sync with what is going to move society forward in the 21st Century.

Looking at education as lifelong learning is more and more in sync with what is happening in the workplace and marketplace, which is basically very good news. Firms need, and are beginning to want, people who are genuinely "educated".

Testing the right things

The discussion touched on what's wrong with the current approach to testing. It's not that testing is wrong. Testing is good, provided that the right things are being measured. We desperately need to know where we are making progress and where we aren't. The problem with today's tests in education is what's being tested. It's a focus on solely counting numbers of people who have acquired the knack of providing the expected answer to a standardized test, rather than whether they have deeply understood the material, know what questions to ask and how to apply the learning in real life. In short, as in business where the world is largely run by bean counters, they are measuring outputs, rather than outcomes, with the same dispiriting result.

This way of testing is the consequence, as in business, of a view of both teachers and students as "things" to be manipulated, rather than people to be interacted with and conversed with and responded to.

The importance of self-testing: ELLI

What is the right approach to measurement? Douglas Thomas and John Seely Brown in [A New Culture of Learning](#) suggest that testing must measure the ability to ask the right questions, not just regurgitate the expected answers.

Self-measurement is another key, since any teacher-imposed test about “the right answers” will always be subject to skepticism and gaming.

In this respect Randal Hendee drew our attention to ELLI, the Effective Lifelong Learning Inventory, a self-assessment tool that identifies seven dimensions of “learning power.”

The ELLI approach provides a research-derived rubric for a person of any age to cultivate for themselves, with the help of teachers, peers, and community members, these key dimensions of learning: changing; learning, meaning making, critical curiosity, creativity, learning relationships, strategic awareness, and resilience. In classroom practice these seven dimensions are illustrated and reinforced through metaphors and stories. Students are invited to use various metacognitive processes to enhance and evaluate their own progress. In this way they learn how to improve their own learning within a community of learners that includes both kids and adults.

Randal feels that this approach, which emphasizes developing “students’ self-awareness and motivation to learn,” offers more promise than the currently popular testing regimes. Consciously evaluating and improving your own learning processes will likely educate you better than simply preparing for tests. There are links [here](#) and [here](#).

Issues are systemic, not individuals!

There was general recognition that the traditional way of educating—the sage on the stage—is today seriously suboptimal, particularly if teachers are tied to teach-to-the-test treadmills. Such systems bring out the worst in everyone and make it difficult for even the best to succeed. The top priority should be system change that brings out the best in everyone.

Daniel Petter-Lipstein wrote: the testing regime and the need for students to perform on tests is so pervasive and dominant due to *Race to the Top* and *No Child Left Behind*, that it is simply not fair to criticize any teacher who is not trying to “delight” students.

Unions must also commit to the goal

Obviously as in any sector, some actors are not up to par. In education, the performance of some teachers is problematic. While witchhunts aimed at seeking them out don’t help,

neither do teachers' unions whose principal modus operandi is protecting the incompetent from accountability. Unions need to focus on the common goal of getting better education for kids. For horror stories on this subject, read [Joel Klein in The Atlantic](#).

The debt ceiling debate as a case study

Dan Timberlake thought the discussion timely as the U.S. watches its elected leadership debate the role of national debt. A debate within his own family prompted to wonder why some combatants saw the issue as one of getting the right information, rather than being educated, with a disposition to learn more. When large numbers of people are in this condition, then we see the kind of debacle now before us, in which the drive to cut budgets is pursued without understanding that it will slow the recovery and thus make the deficit worse. All of which underlines the urgency and the importance of having an education system that instills lifelong learning in everyone.

Would having women in charge help?

The lack of learning and understanding in the debt ceiling debate led to the suggestions from Sasha Galbraith that there could be too testosterone in the room for much genuine debate to occur and that putting women in charge would lead to improvement. One response to the the suggestion (from Junaid Mirza from Doha, Qatar) was that this would only make the situation worse. It is however hard to imagine how the situation could be worse than it currently is. (Opinions differed on Nancy Pelosi's performance during her tenure as Speaker of the House.)

The etymology of “education”

Robin Cangie, appropriately, drew our attention to the etymology of the word. “Etymologically, the word education is derived from educare (Latin) ‘bring up’, which is related to educere ‘bring out’, ‘bring forth what is within’, ‘bring out potential’ and ducere, ‘to lead’.” She sees the goal of education as bringing forth human potential and helping us become more self-actualized people. Rather than occurring within a set amount of time spent at an institution, education is a never-ending process of expanding one's potential and realizing the possibilities of one's life. It was noted that drawing on the riches of the past and the contributions of others is an important aspect of this. The process is interactive. Being educated is a continuing journey rather than a destination. If learning stops, it would imply that education has failed.

Advice for the Gates Foundation

Robin Cangie said that it's telling that we would even try to apply traditional business management models to education. Education is neither a business nor a commodity, and when we treat it as such, the capacity of our institutions to actually educate breaks down.

Lewis Perelman reminded us of Henry Ford's dictum that if he had asked customers what they wanted they would have said, 'a faster horse.' He believes that the Gates Foundation is sadly pouring substantial resources into the wrong paradigm, effectively seeking to breed a faster horse.

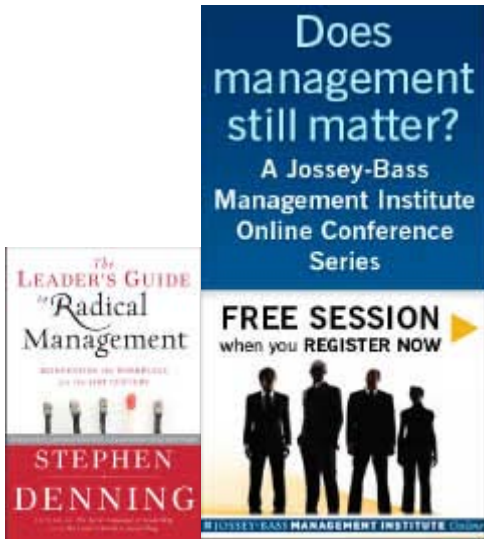
He sees Thomas and Brown in their book, *[A New Culture of Learning](#)* as being closer to the right track, though he remains concerned that the term "learning" invokes shopworn images of classroom and teacher. He drew our attention to a [fascinating 1997 interview](#), as well as his own prescient book written in 1992, *[School's Out: Hyperlearning, the New Technology, and the End of Education](#)*.

Customer delight is as old as the Romans!

Susan Haviland pointed to the famous treatise on architecture by the Roman architect Vitruvius for his patron Caesar Augustus, *[De Architectura](#)*. The most quoted sentence in *[De Architectura](#)* goes something like this: Good building has three qualities: firmness, commodity and delight.

She loves the idea that successful companies of today do not focus directly on making money for shareholders but focus instead on "delighting the customer with continuous innovation." The money comes, but it is secondary. She says: "It's the delight part I love. We don't talk enough about delight. Imagine if teachers took delight as a part of their role. It would be delicious. We are all way too serious. Seriously."

Thanks to all who participated in this lively discussion. Seriously!



Steve Denning's most recent book is: *The Leader's Guide to Radical Management: Reinventing the Workplace For the 21st Century* (Jossey-Bass, 2010).

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Join the Zurich Gathering For C-Suite Leaders with Steve Denning Zurich Sep 12, 2011

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1.



5:12 pm on 08/02/11



tecevans

May I ask what your background is with montessori education? I could not agree more with you on this topic and I find it very frustrating to sit back and watch the current systems mess it up again and again. I am a 3-6 Montessori teacher and I have a passion for the learnings of Dr. Montessori and what she has done to restructure education with the teacher leaving the stage and the numerous other ways she has gotten education right on. Do you know if the Bill and Melinda Gates Foundation has looked into the Montessori Methodology? I think they would be surprised to see that a lot of who they are as a Foundation resembles the work done by Maria Montessori. It seems to me that they would find it enlightening, but I wonder if they have it on their radar screen. I was hoping you could tell me more about that and what the Foundation is doing. I understand they have a "project school" where they attempt to try different ideas for the Early childhood segment. ironically sounds a lot like what Maria Montessori did in Rome over 100 years ago in 1907. Why don't they try to begin with what she learned before they go trying to reinvent the wheel. It surely couldn't hurt.

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5:26 pm on 08/02/11



Steve Denning RETHINK

Dear tecevans

Thanks for your insightful comments.

Confession: I am not a Montessori alumnus. Hence I do not speak about Montessori from personal experience. I am not part of the "Montessori Mafia". I am simply trying to make sense of the education scene, based on who is doing what, the reasons that they give and the results that they achieve.

For the eloquent reasons you give in your comment, Montessori makes sense to me.

To me, what Bill Gates said in his Wall Street Journal interview does not. It's his money and so he is free to do with it as he sees fit. What I am suggesting is that there are better uses for it, which would contribute more to his declared philanthropic objectives.

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10:17 pm on 08/02/11



marthateien

Dear Mr. Denning,

I thank you for bringing attention to the success that come from a Montessori education. I am a Montessori Directress for 3-6 year olds and hold a MA Ed in Montessori. It is my passion. It is my passion because it works. The results astound me each and every year.

But not just the academics. Did you know Maria Montessori was nominated for the Nobel Peace Prize? She believed and incorporated conflict resolution into her curriculum. She believed in the inner curriculum and drive of each child. As teachers, we merely had to present and maintain the materials/environment.

Did you know that a Montessori teacher has a minimum of 750 hours of their own education studying philosophy, child development, and the proper use of materials before they work with a child as a guide? Once that work is done it is followed by a full academic year as an intern under the tutelage of a mentor. A Montessori teacher is a well trained, well educated individual. It has much to do with the success of the method itself.

Thank you for acknowledging our work. It means more than you know!

Sincerely,
Martha Teien

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10:36 pm on 08/02/11



Steve Denning RETHINK

Dear marthateien

Thanks for your wonderful comments. Much appreciated!