



School as a social enterprise

Human Resource Forum, Seoul 2022

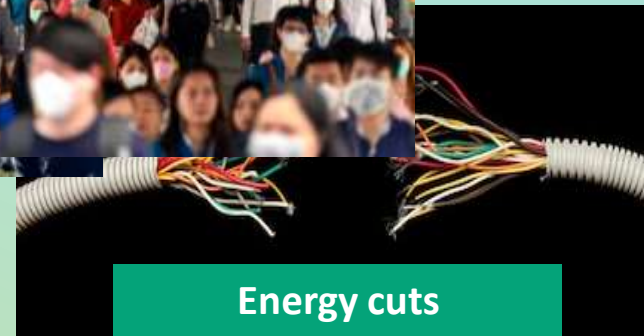


Andreas Schleicher, Director for Education and Skills



The future will always surprise us

Impact



Uncertainty

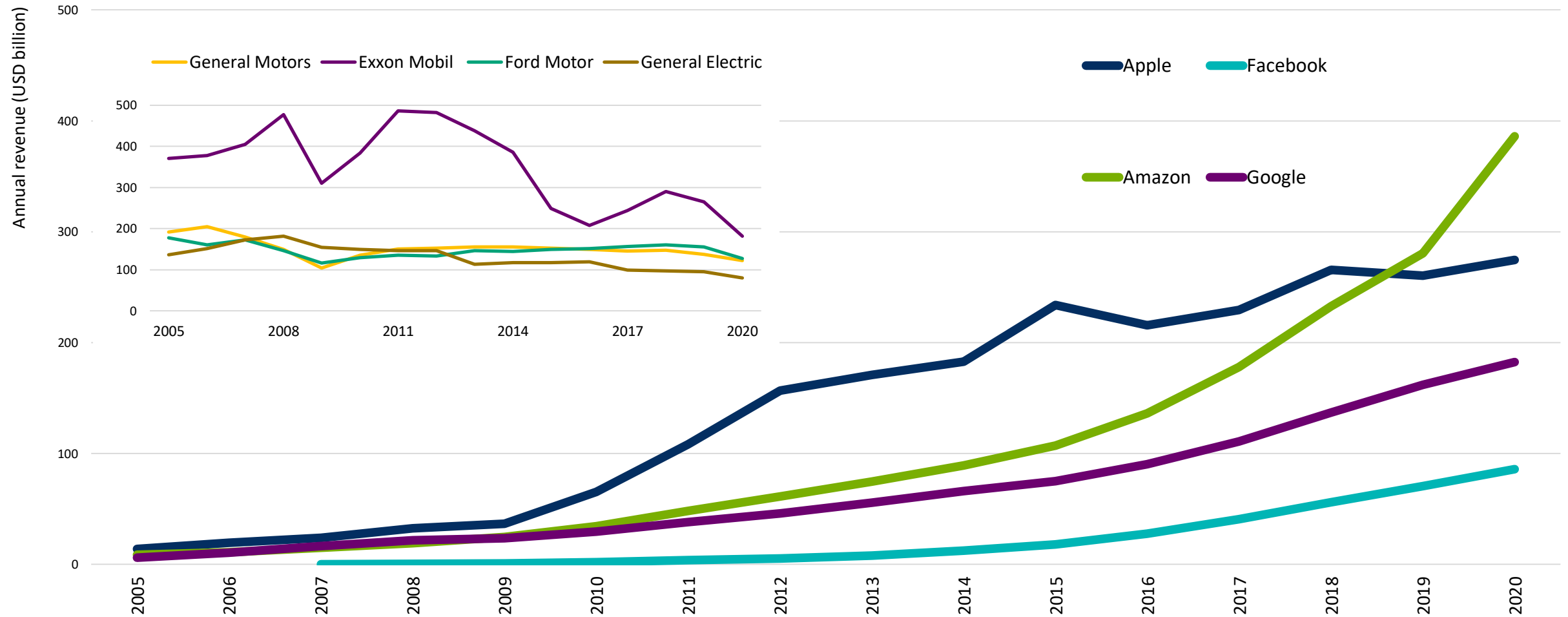
Growth

New sources of growth



The rise of Big Tech

Annual revenue of top four companies from the Fortune 500 in 1960 vs “Big Four” tech companies, 2005-2020 Figure 1.4



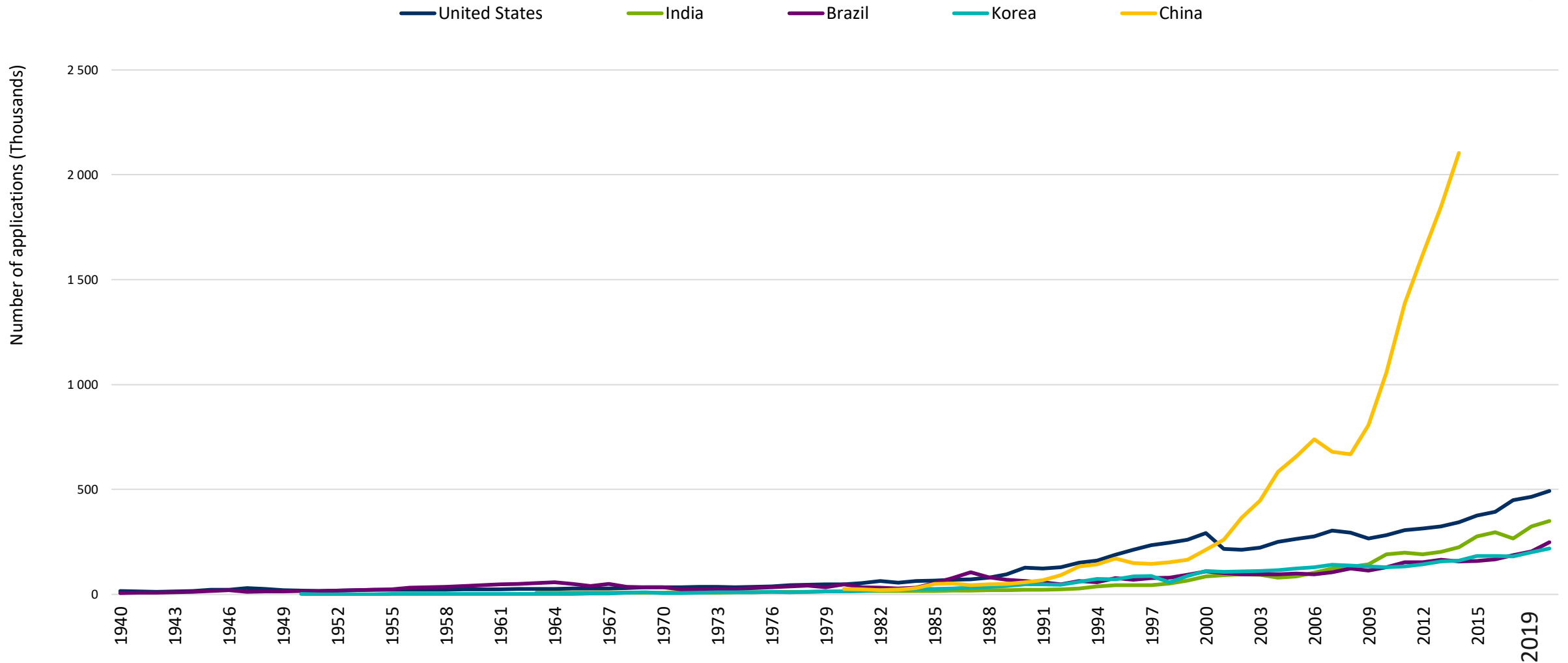
Source: OECD(2019), *An Introduction to Online Platforms and Their Role in the Digital Transformation*, <https://doi.org/10.1787/53e5f593-en>; 'companies' annual reports; and <https://macrorends.net>



Intangible innovation

Trademark applications for the top five offices, 1940-2019

Figure 1.3



Working and living

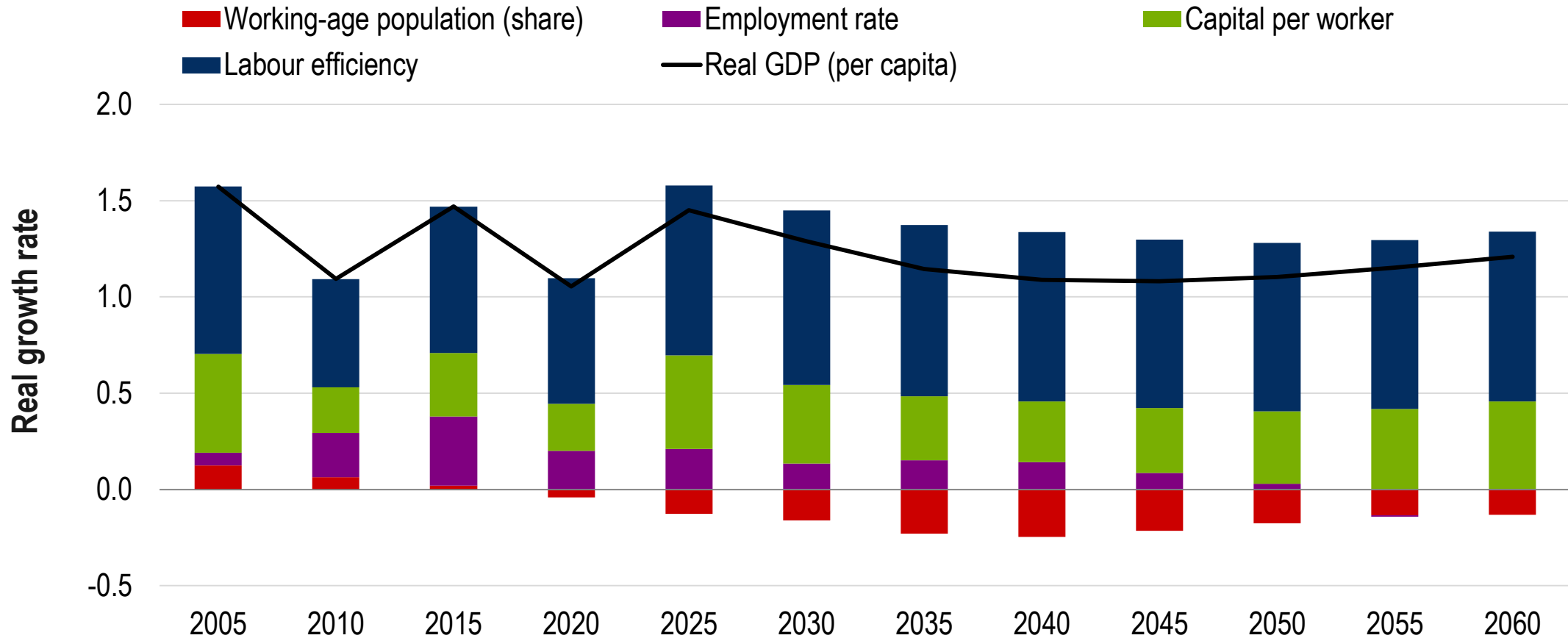
Growing grey





Productivity as an offset to an ageing population?

Real GDP per capita growth in the OECD area in the baseline scenario, 2005-2060



Source: OECD (2021), "The Long Game: Fiscal Outlooks to 2060 Underline Need for Structural Reform", <https://doi.org/10.1787/b4f4e03e-en>.

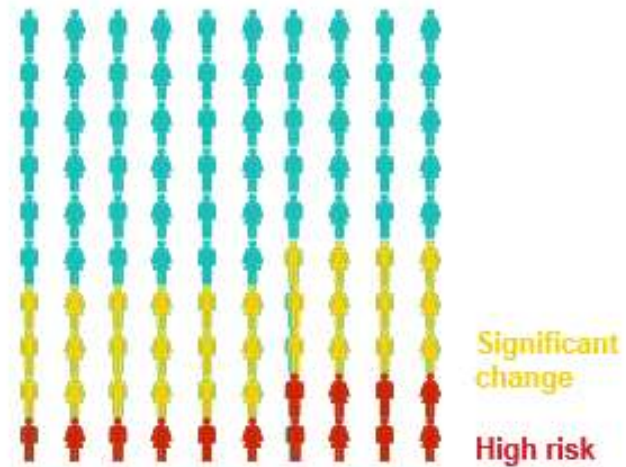
Working and living

Work to live or live to work?



Labour markets undergoing rapid, fundamental change

Jobs are at risk of automation

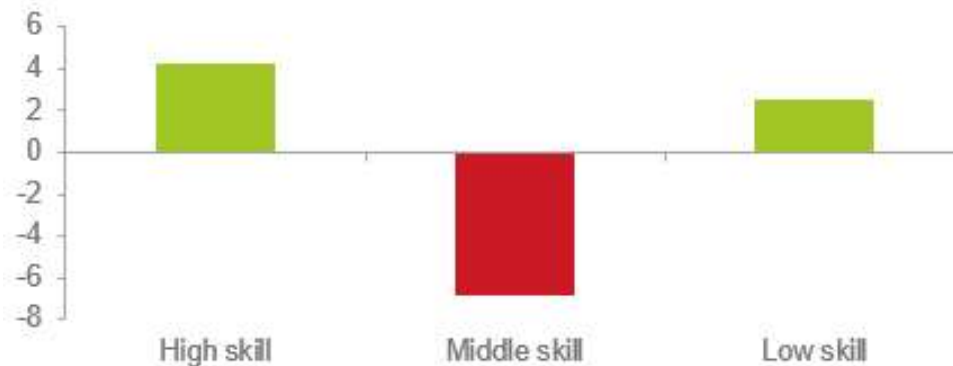


New forms of work are emerging



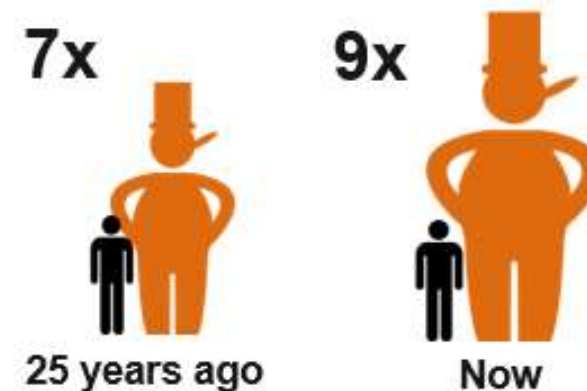
Labour markets are polarising

Percentage point change in share of total employment
(OECD average), 1995 to 2015



Inequality is rising

Richest 10% v. poorest 10%



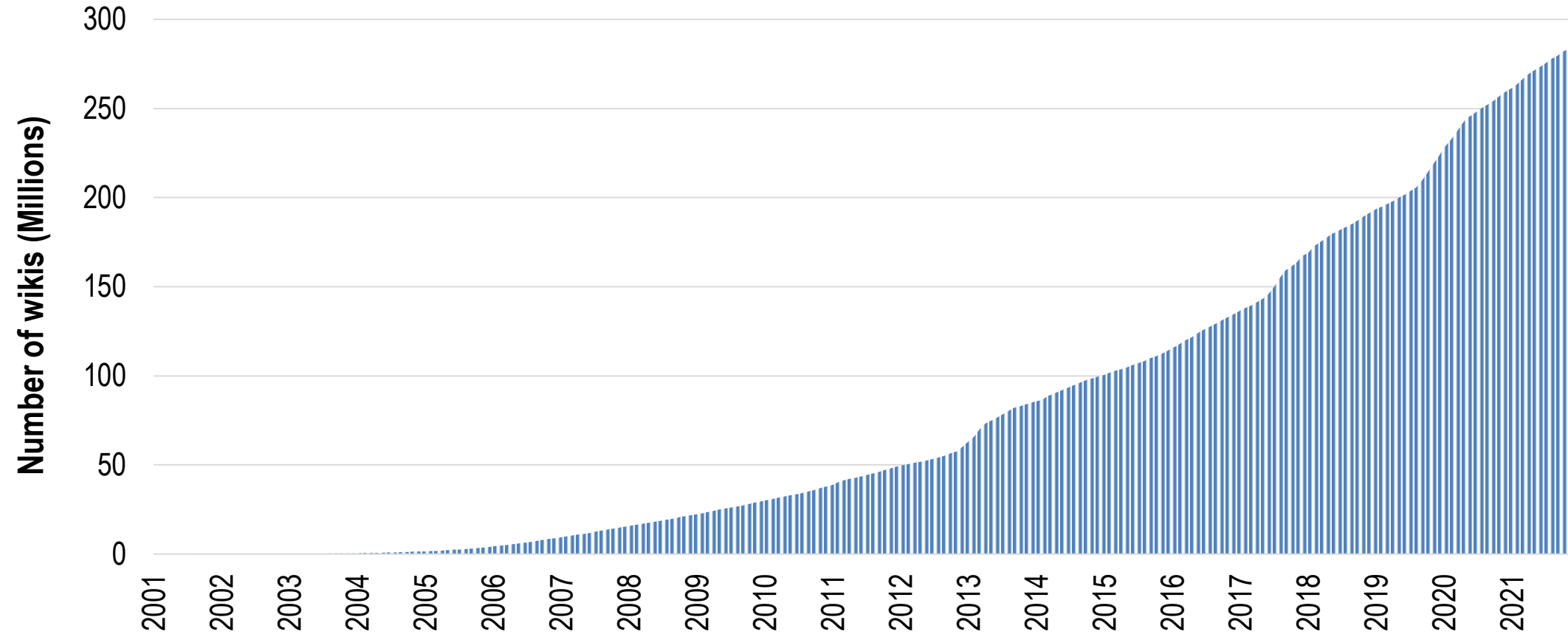
Knowledge and power

Knowledge societies



The wisdom of crowds

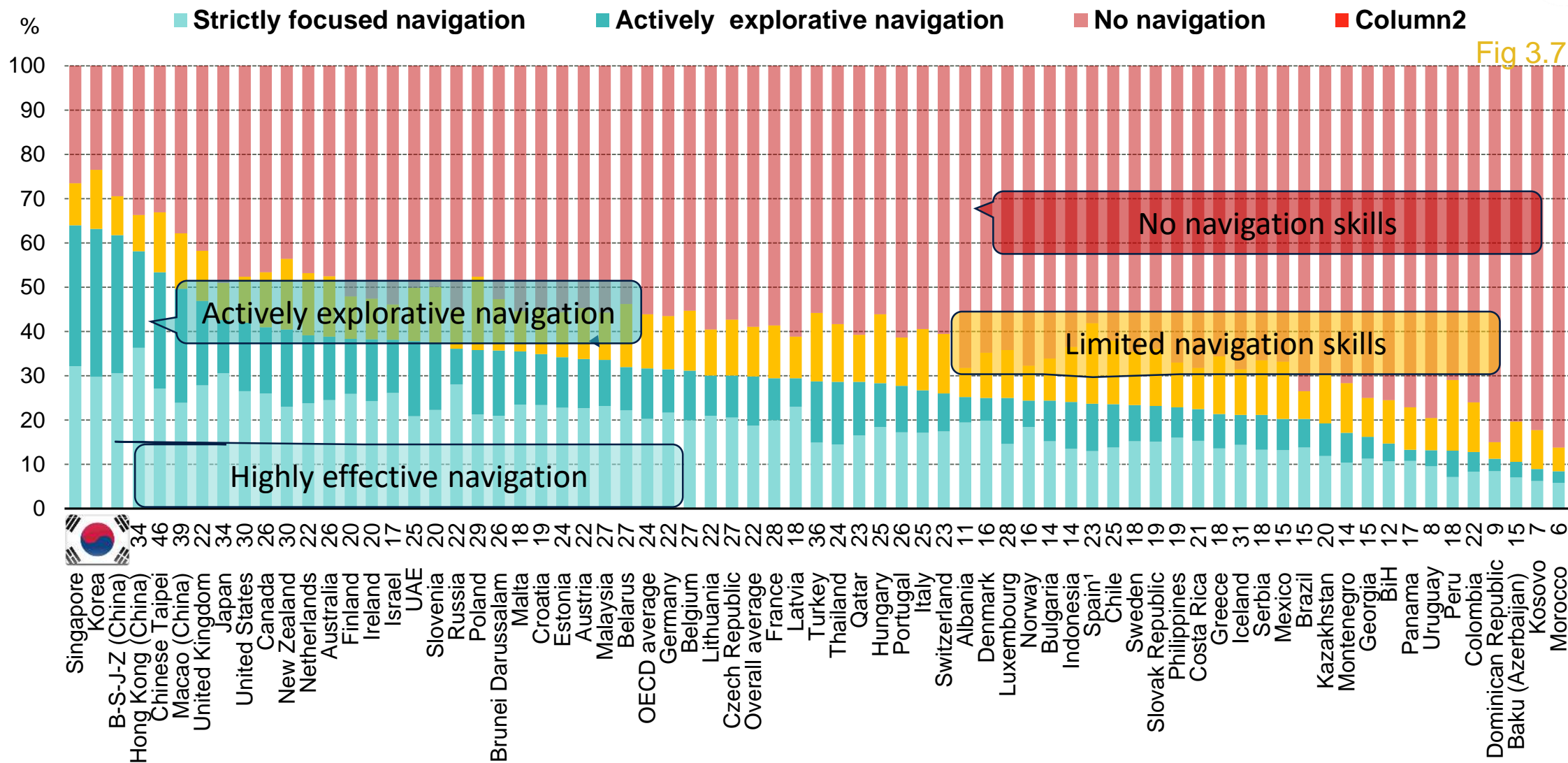
Number of pages in all wikis, 2001-2021



Source: Wikimedia (2021), Pages to Date, All Wikis, <https://stats.wikimedia.org/>



Task-oriented navigation activities (PISA 2018)



**The soft skills of the 20th century are becoming the
hard skills of the 21st century (*and vice versa*)**

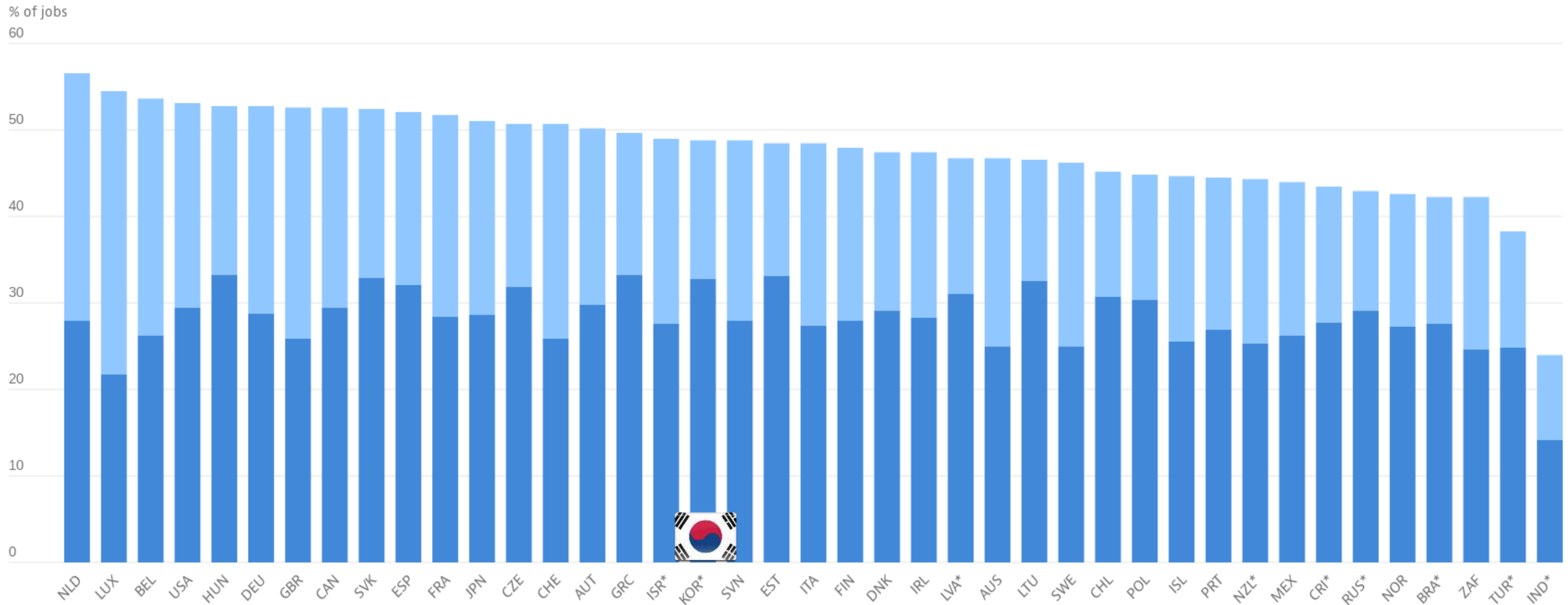
New employment for a new age?



Many jobs are digitally-intensive

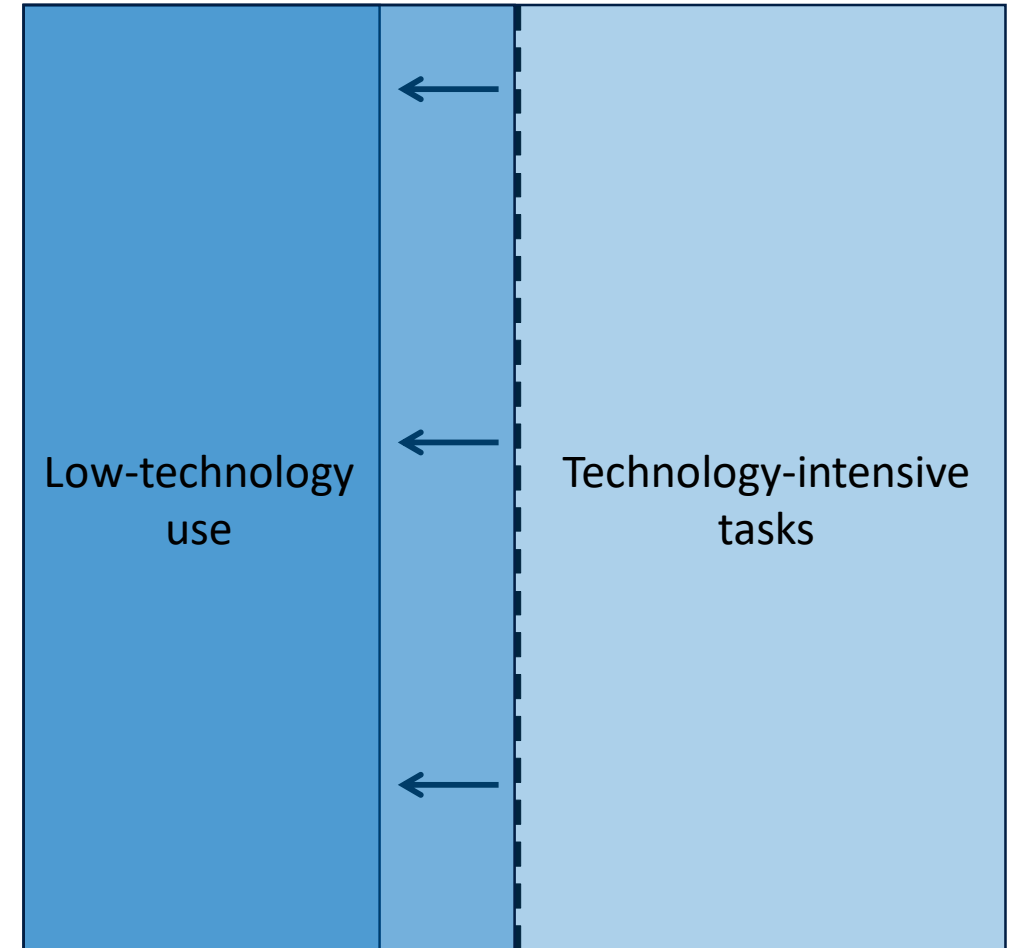
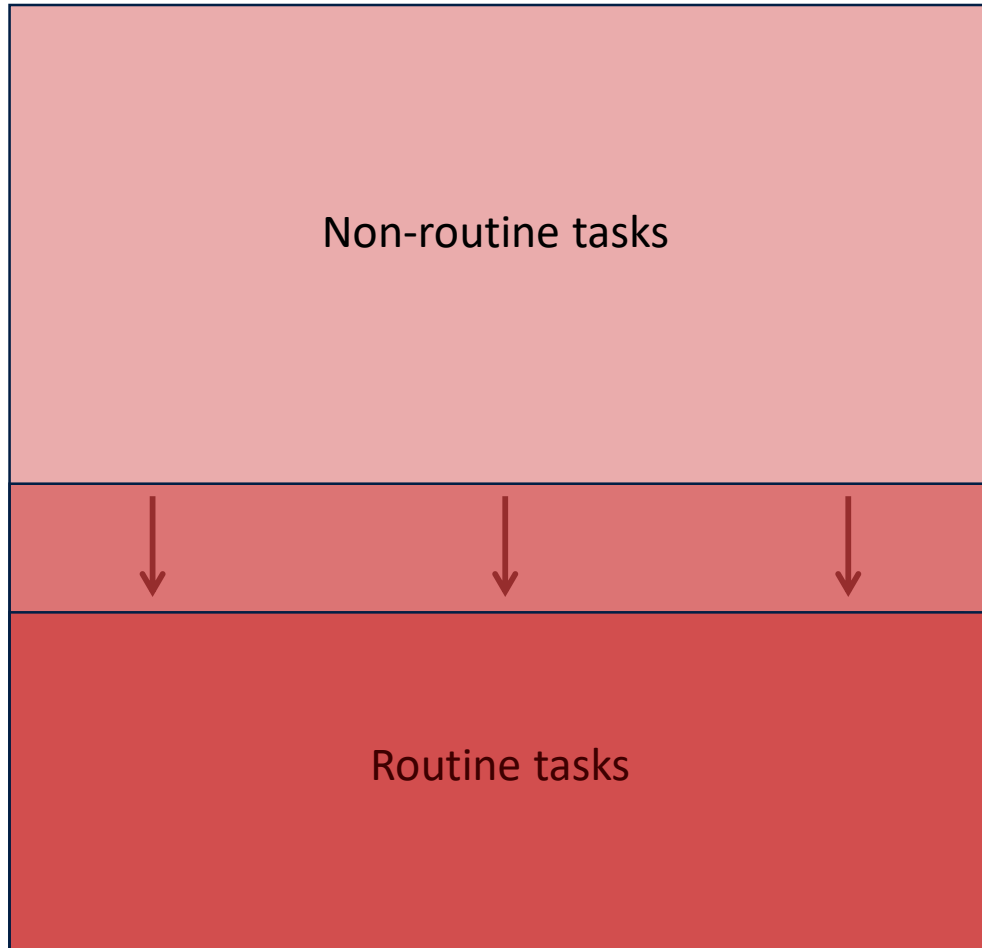
Employment in digital-intensive sectors as a share of total employment (2016)

■ High digital-intensive industries ■ Medium-high digital-intensive industries



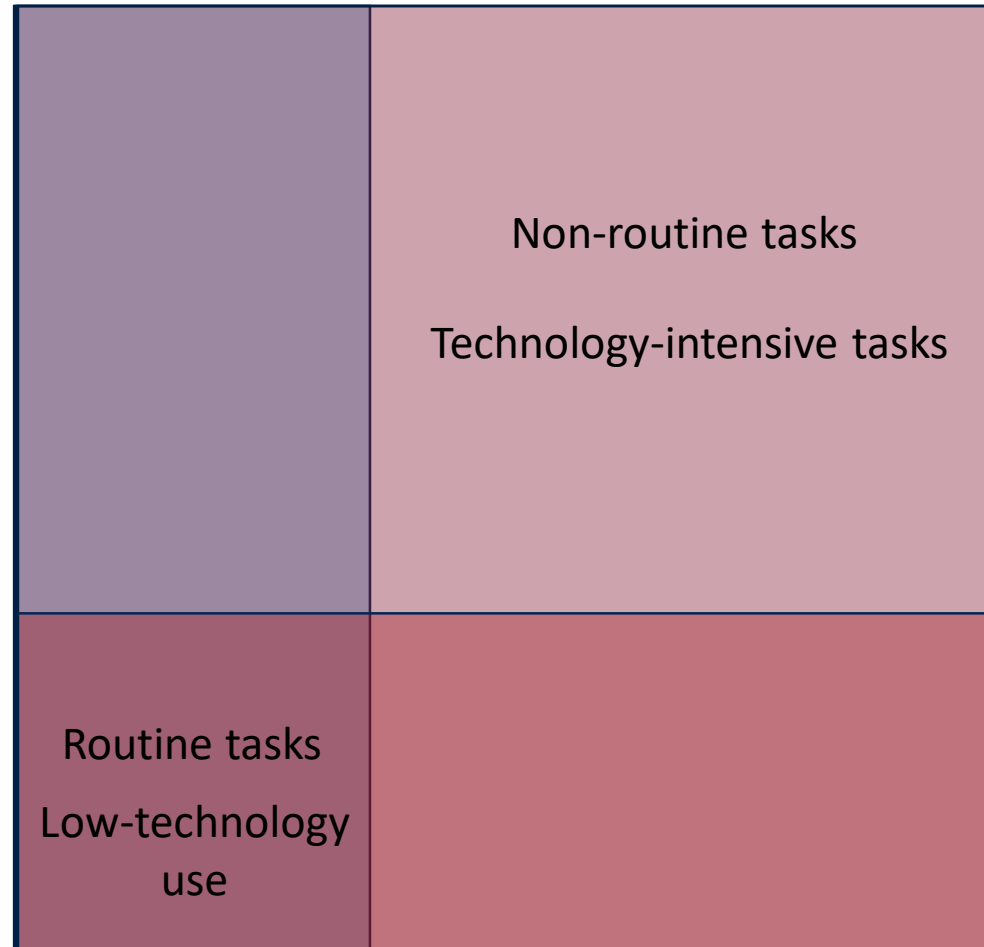


The kinds of things that are easy to teach...





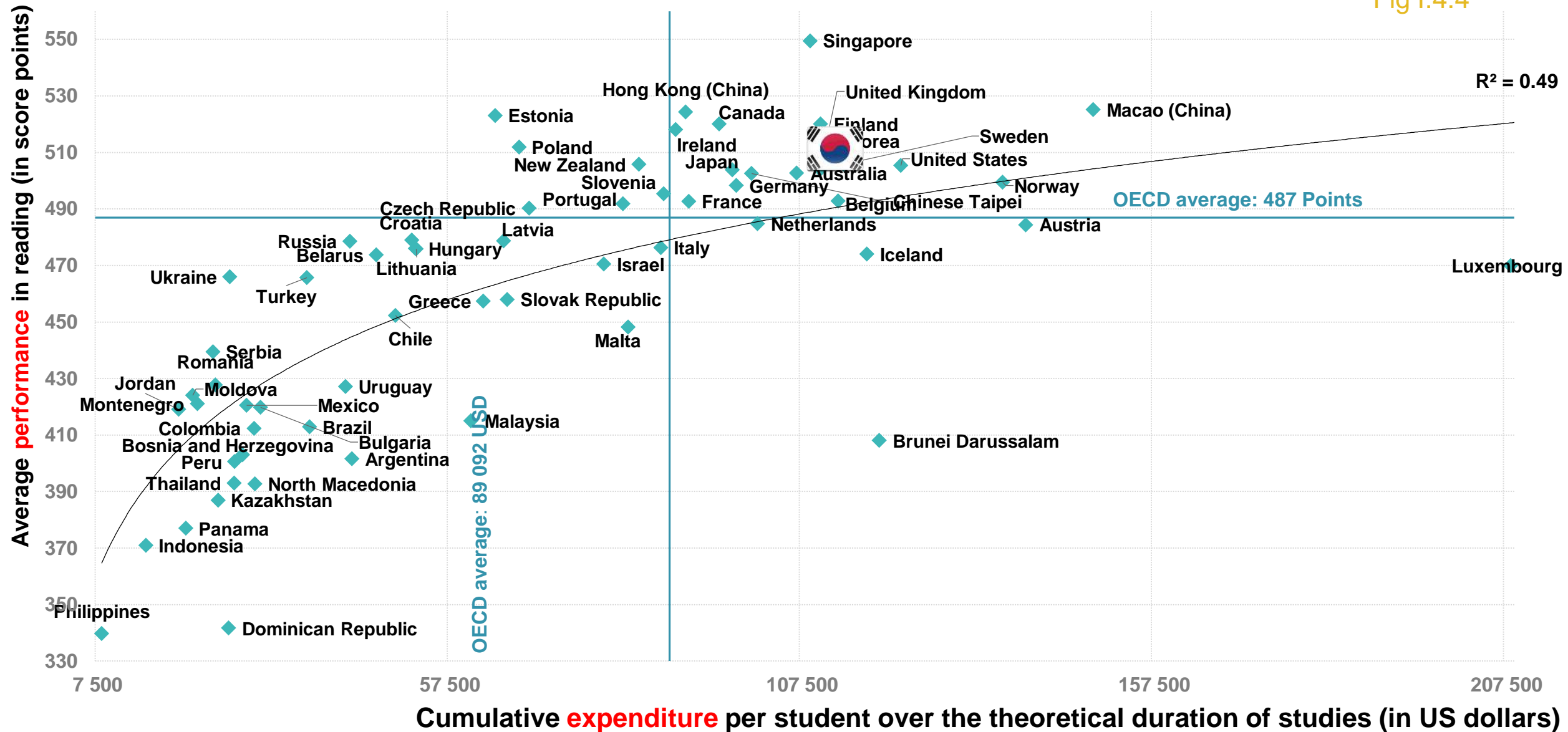
... have now become easy to digitise and automate





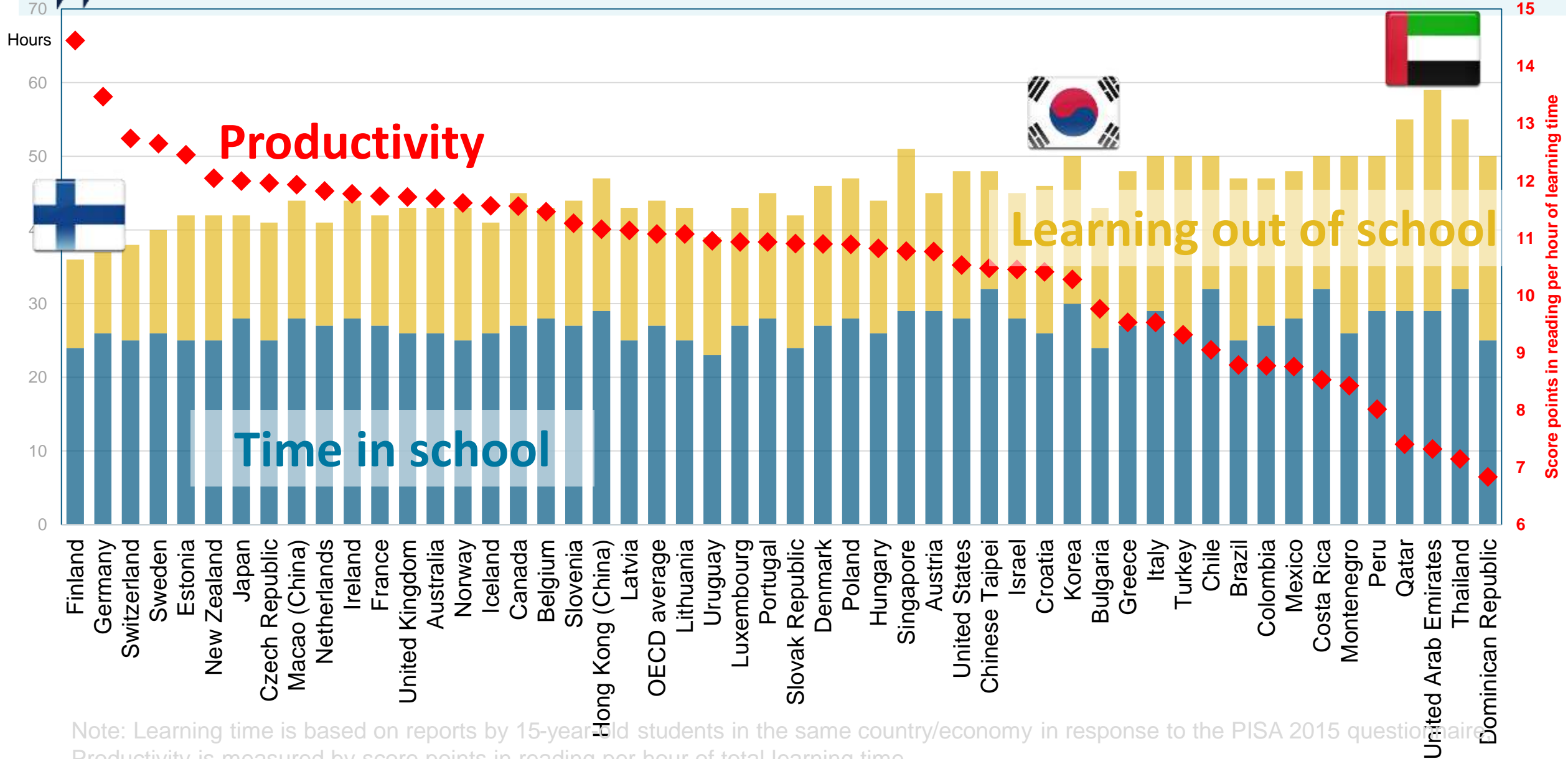
Money is necessary but not sufficient

Fig I.4.4

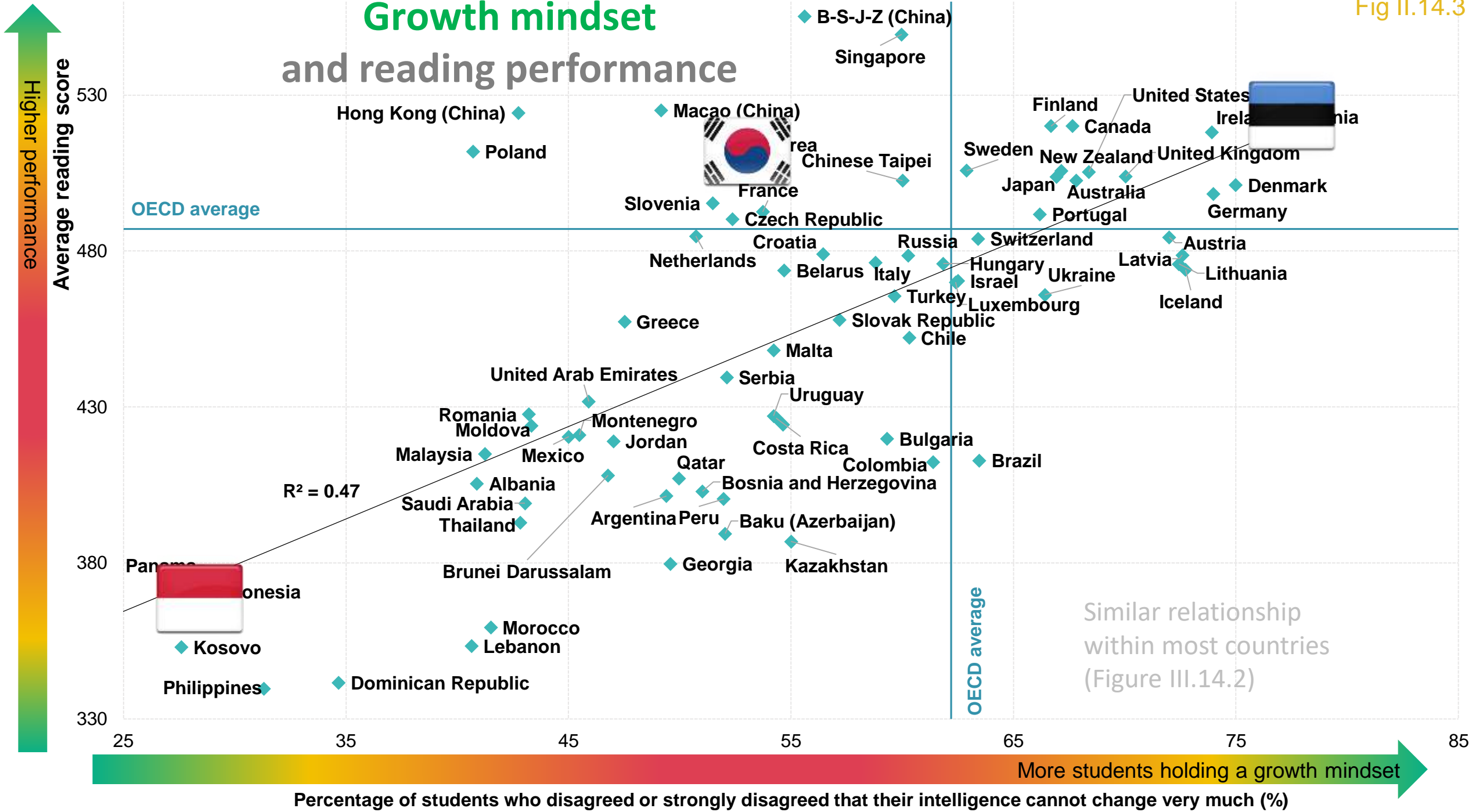




It's not lack of learning time, it's lack of productivity



Growth mindset and reading performance

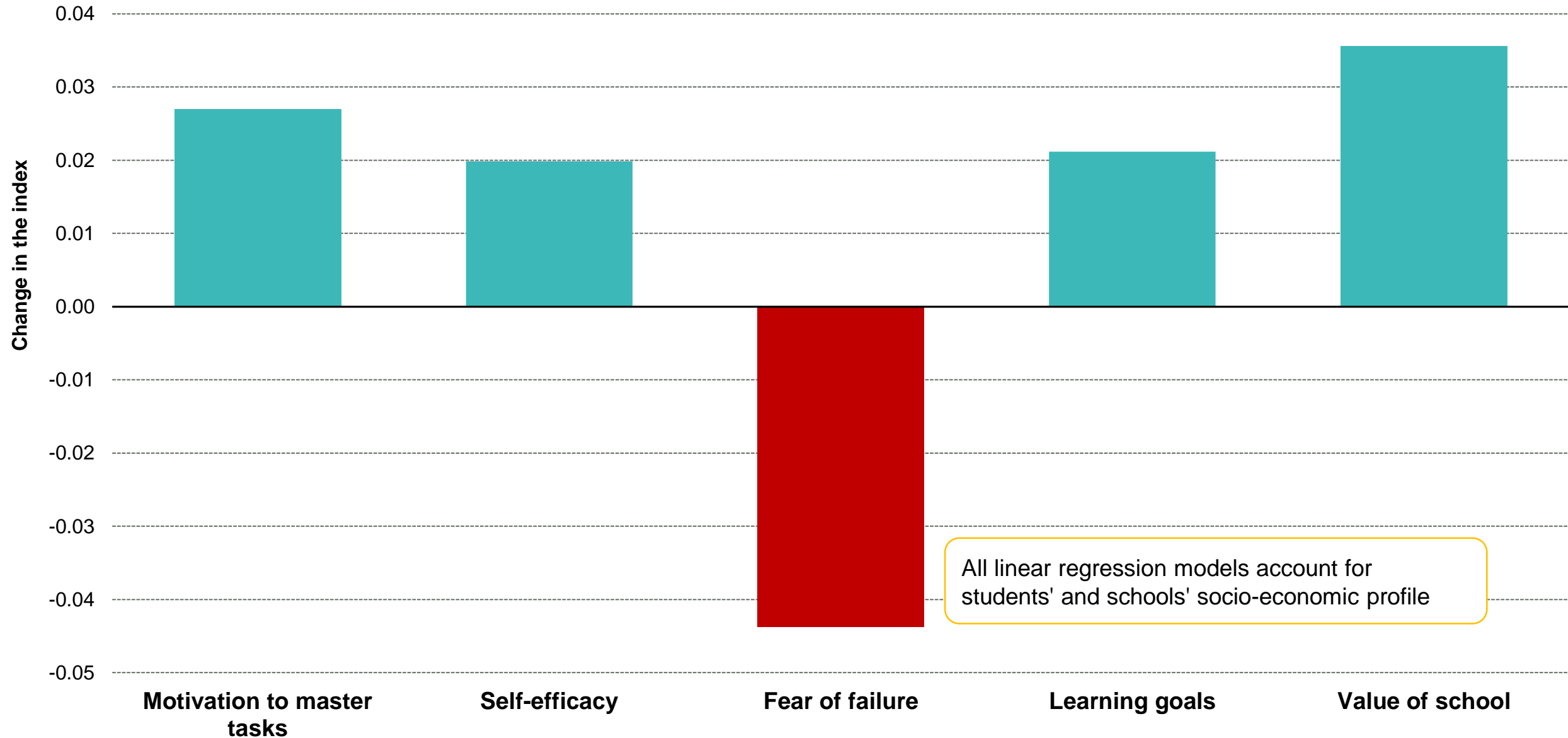




Growth mindset and student attitudes

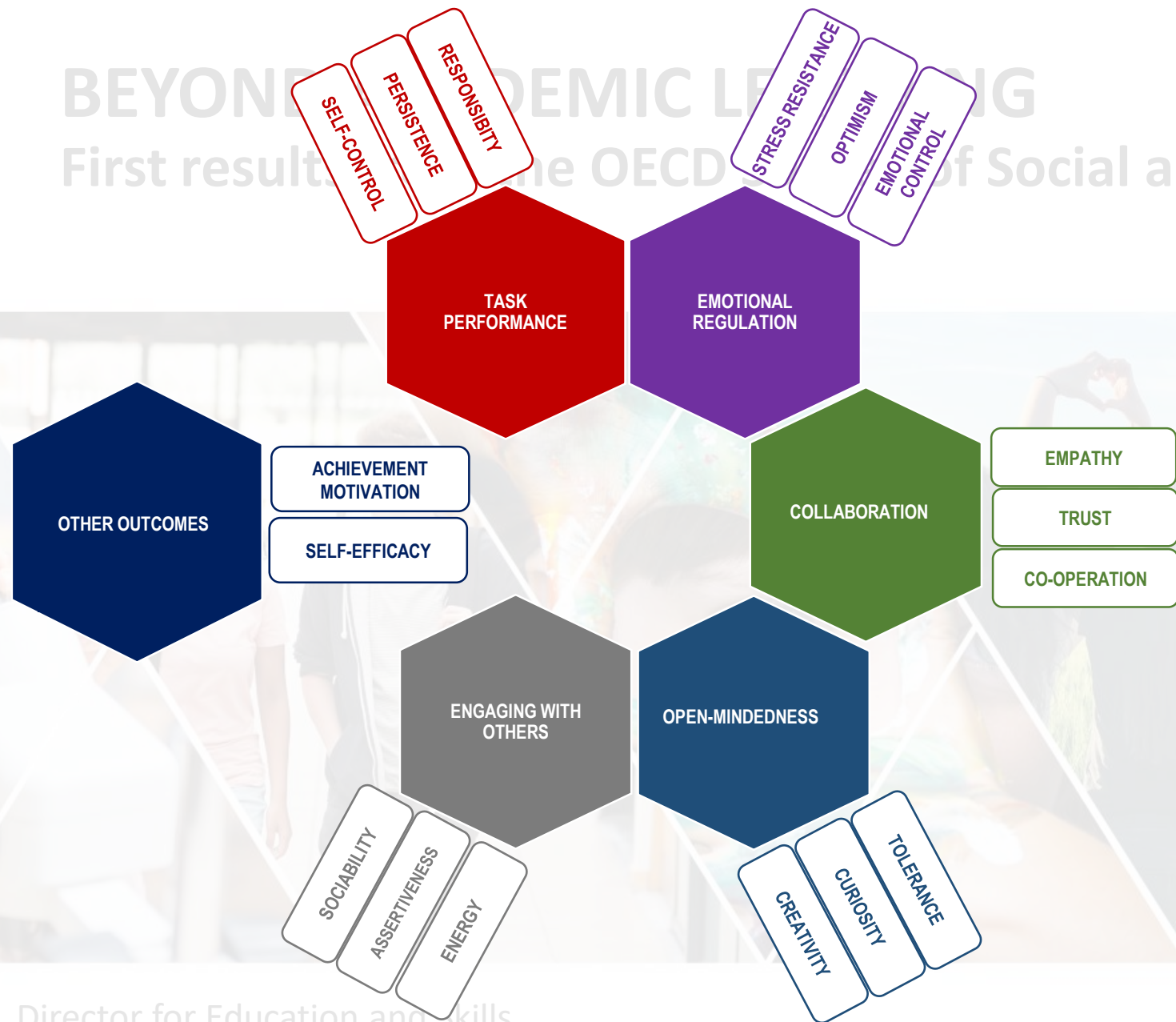
Fig III.14.5

Change in the following indices when students disagreed or strongly disagreed that "your intelligence is something about you that you can't change very much":



BEYOND ACADEMIC LEARNING

First results from the OECD Survey of Social and Emotional Skills





Amongst 15-year-olds, some skills are positively related, and others are negatively related to students' academic performance

Average relationship between social and emotional skills and school performance, after accounting for gender, socio-economic status, and scores in the cognitive ability test - 15-year-olds

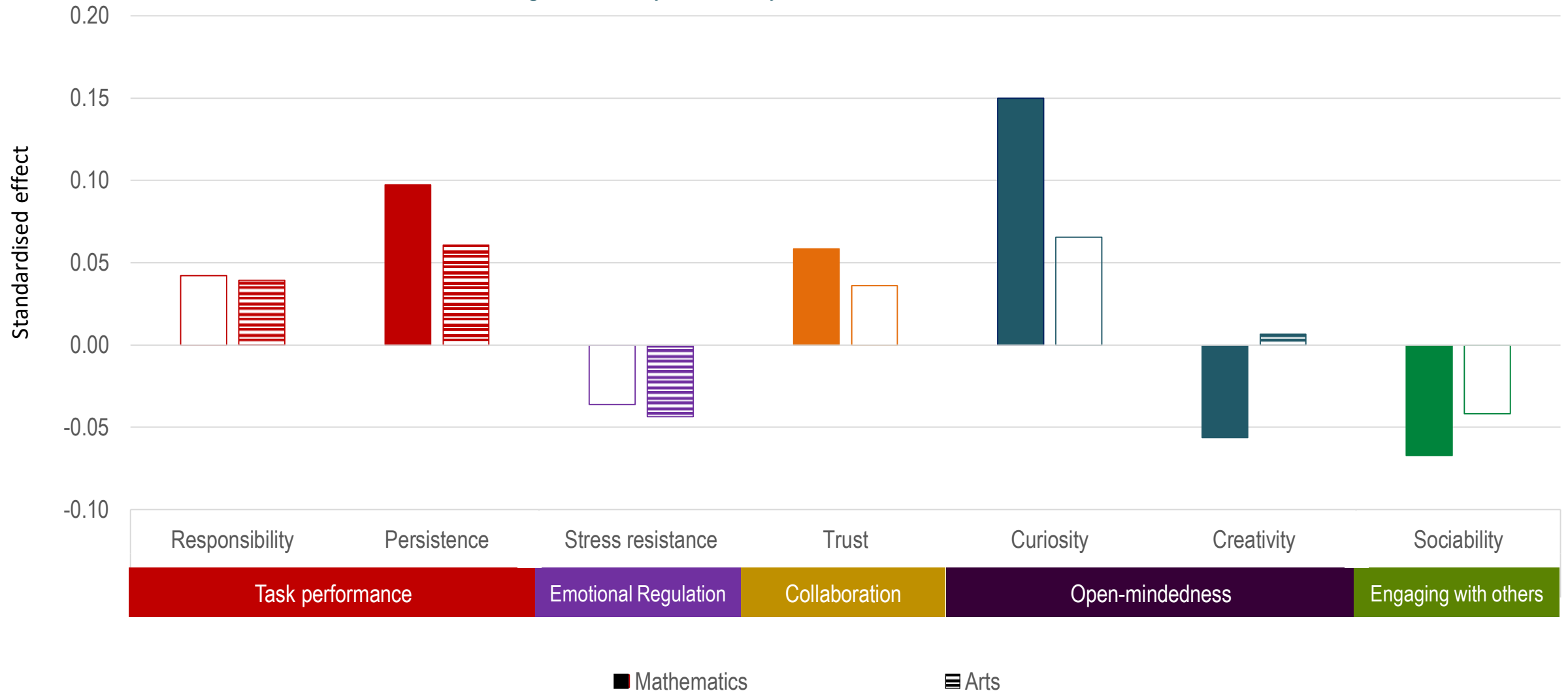


Figure 2.1



Boys and girls evaluate their strengths in social and emotional skills differently

Standardised gender differences (e.g. 15-year-old girls – 15-year-old boys) (international average)

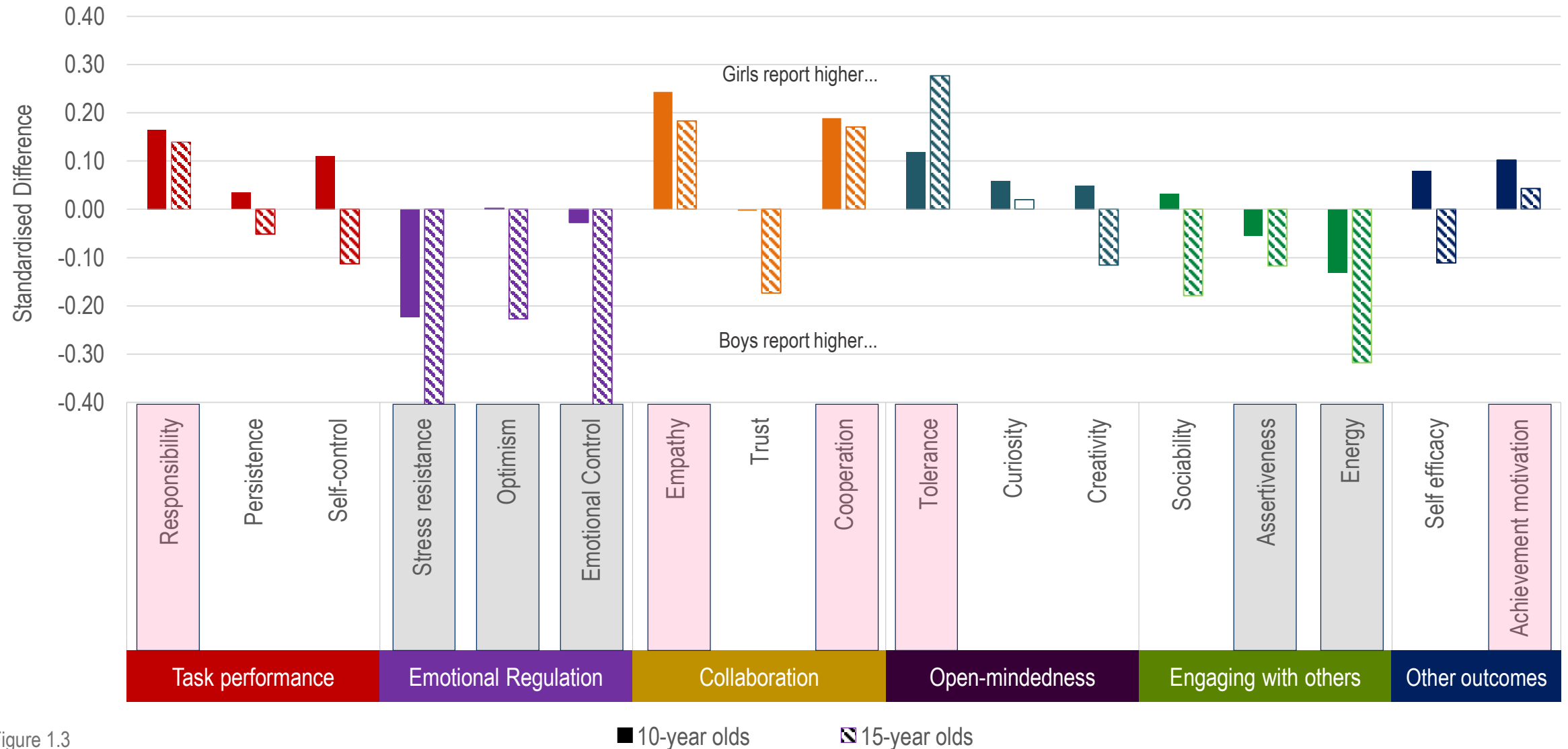


Figure 1.3



15-year-olds report lower **creativity** than 10-year-olds

Age gaps between 10 and 15-year-olds in creativity

mean scale difference (students and parents)

mean scale difference (teachers)

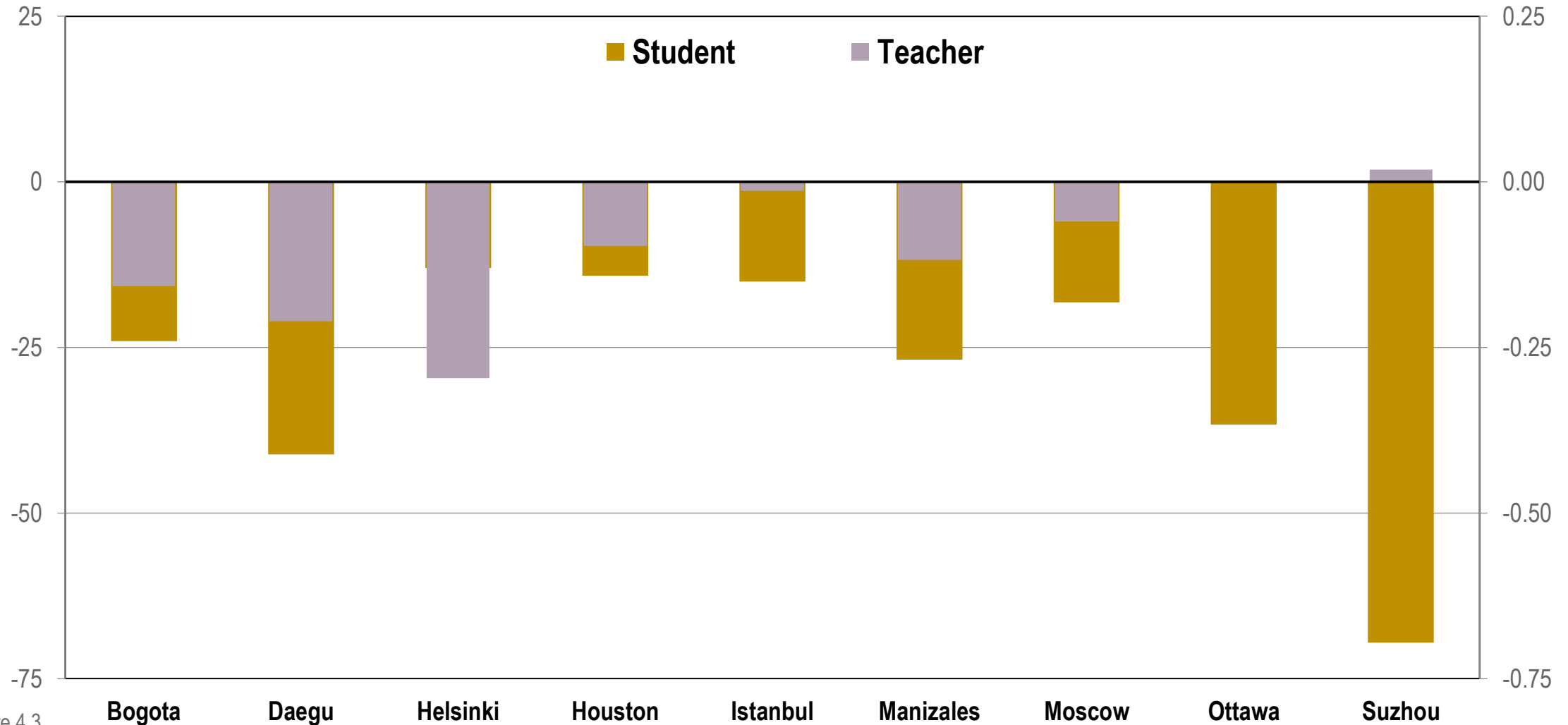


Figure 4.3



Students participating in **art activities** reported higher levels of creativity and curiosity

Difference in skill scores, by participation in sports and arts activities, accounting for socio-economic status and gender

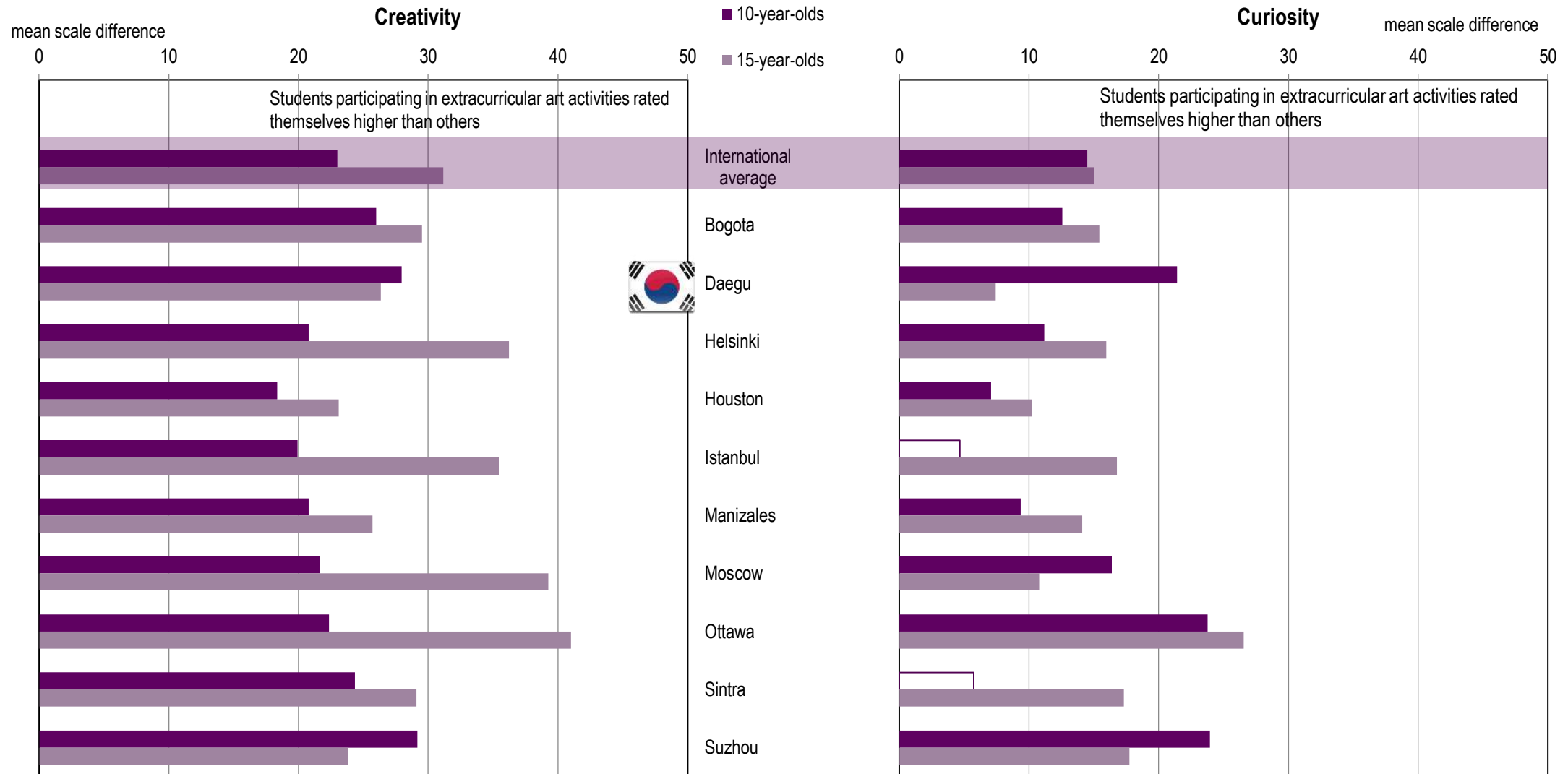
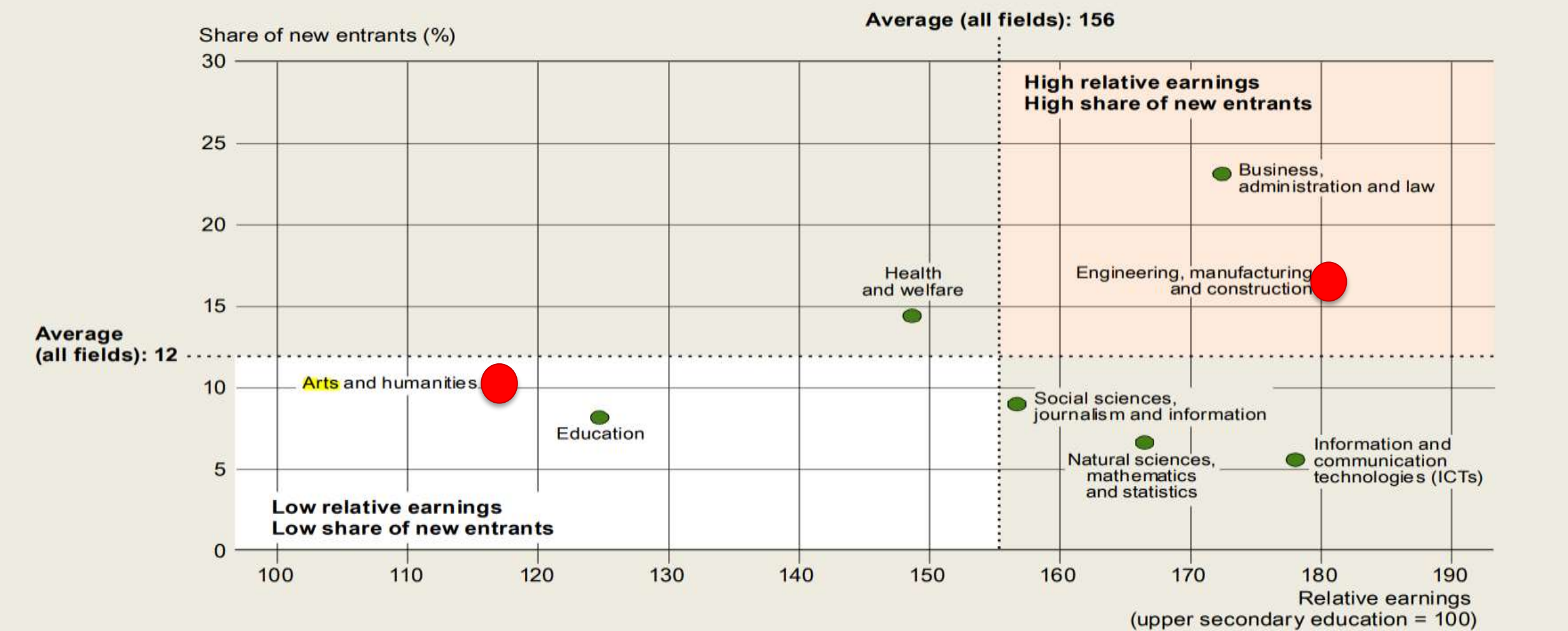


Figure 4.8

Figure A4.5. Relationship between the share of tertiary new entrants and relative earnings, by field of study (2017)

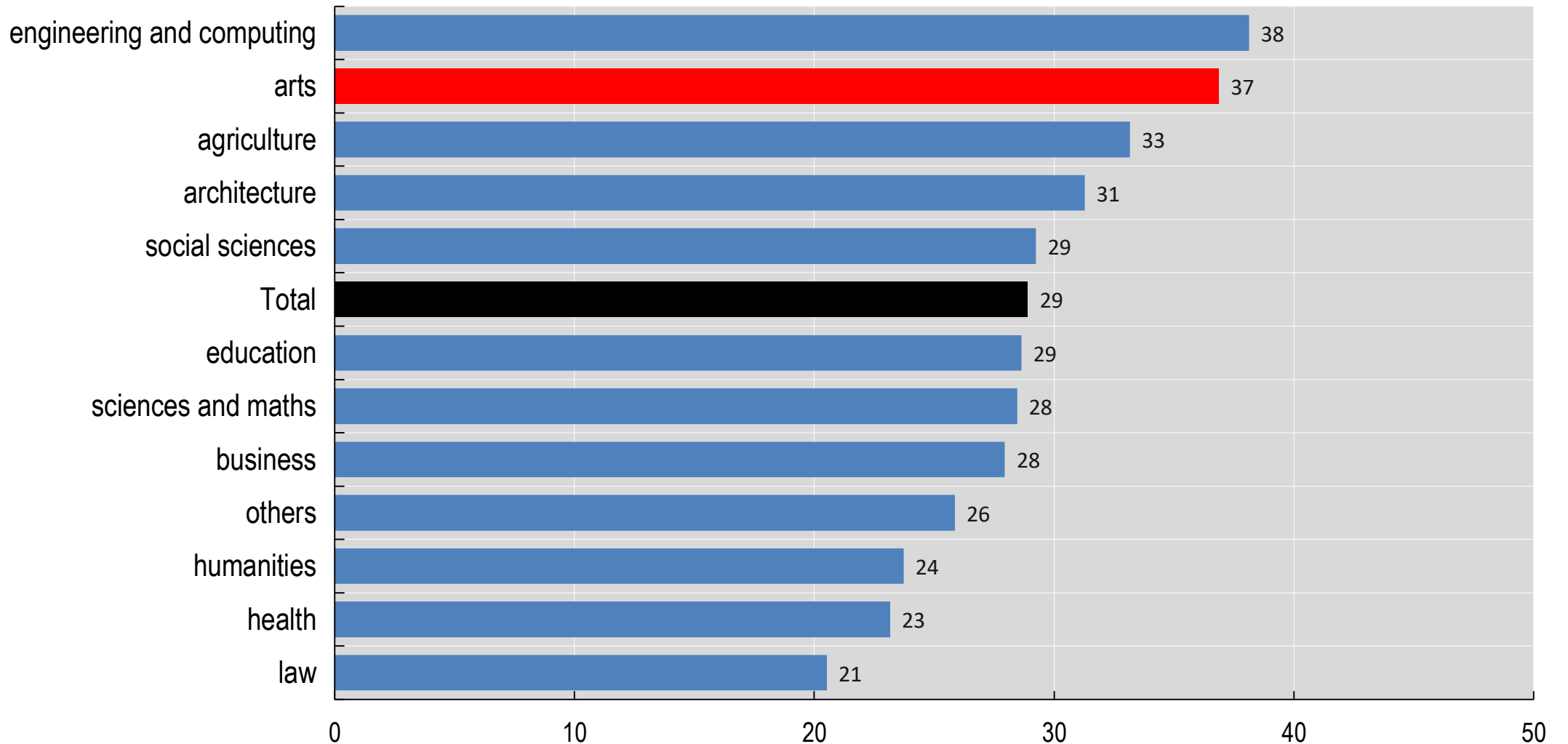
Average across OECD countries with available data



Source: OECD (2020). Education at a Glance Database, <http://stats.oecd.org/>. See Source section for more information and Annex 3 for notes (<https://doi.org/10.1787/f8d7880d-en>).



Share of graduates having a highly innovative job (Product /service innovation)



Source: OECD, based on REFLEX and HEGESCO data



Psychological well-being of 10-year-olds

Percentage of 10-year-old students who reported feeling like this “most of the time” or “all of the time” (international average)

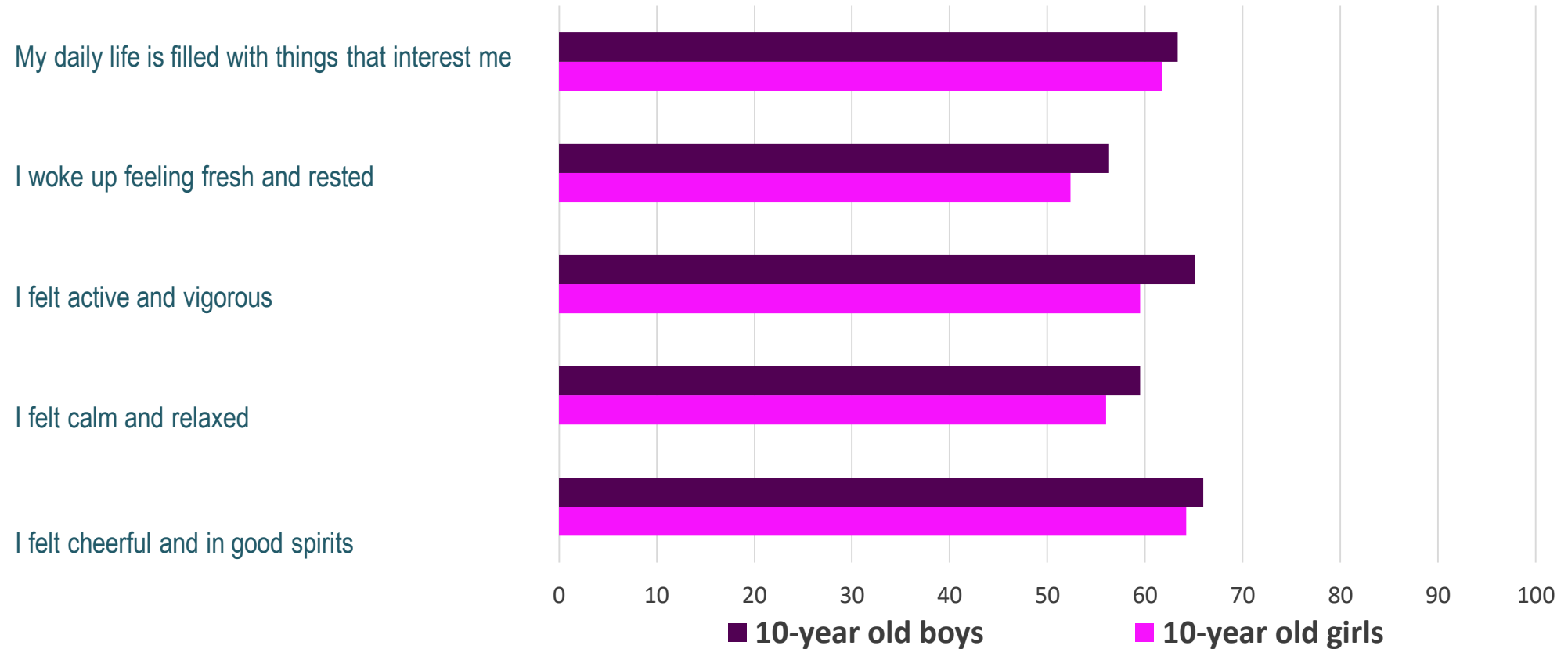


Figure 3.2



Psychological well-being of 15-year-olds

Percentage of 15-year-old students who reported feeling like this “most of the time” or “all of the time” (international average)

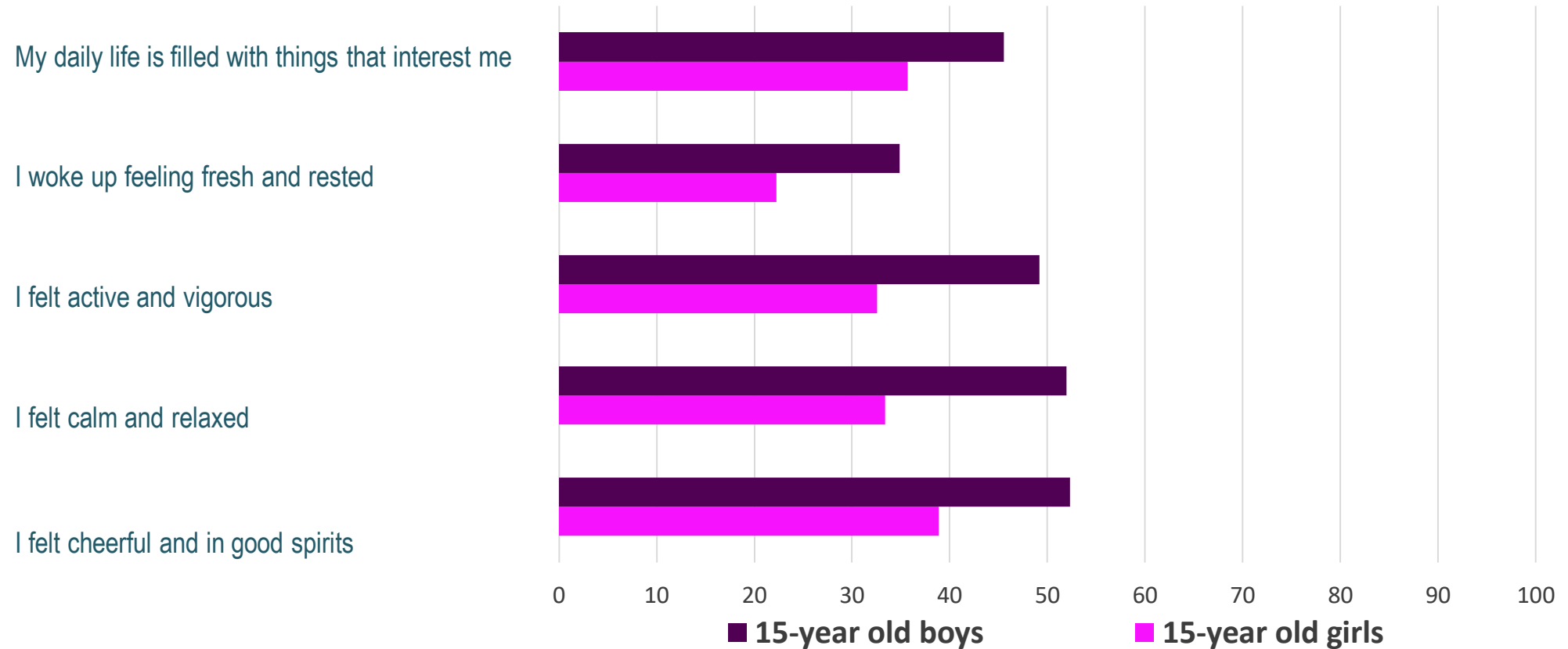


Figure 3.2



Students who are more stress resistant, optimistic and energetic indicated higher current psychological well-being amongst 15-year-olds

Social and emotional skills most strongly associated with current psychological well-being, by city

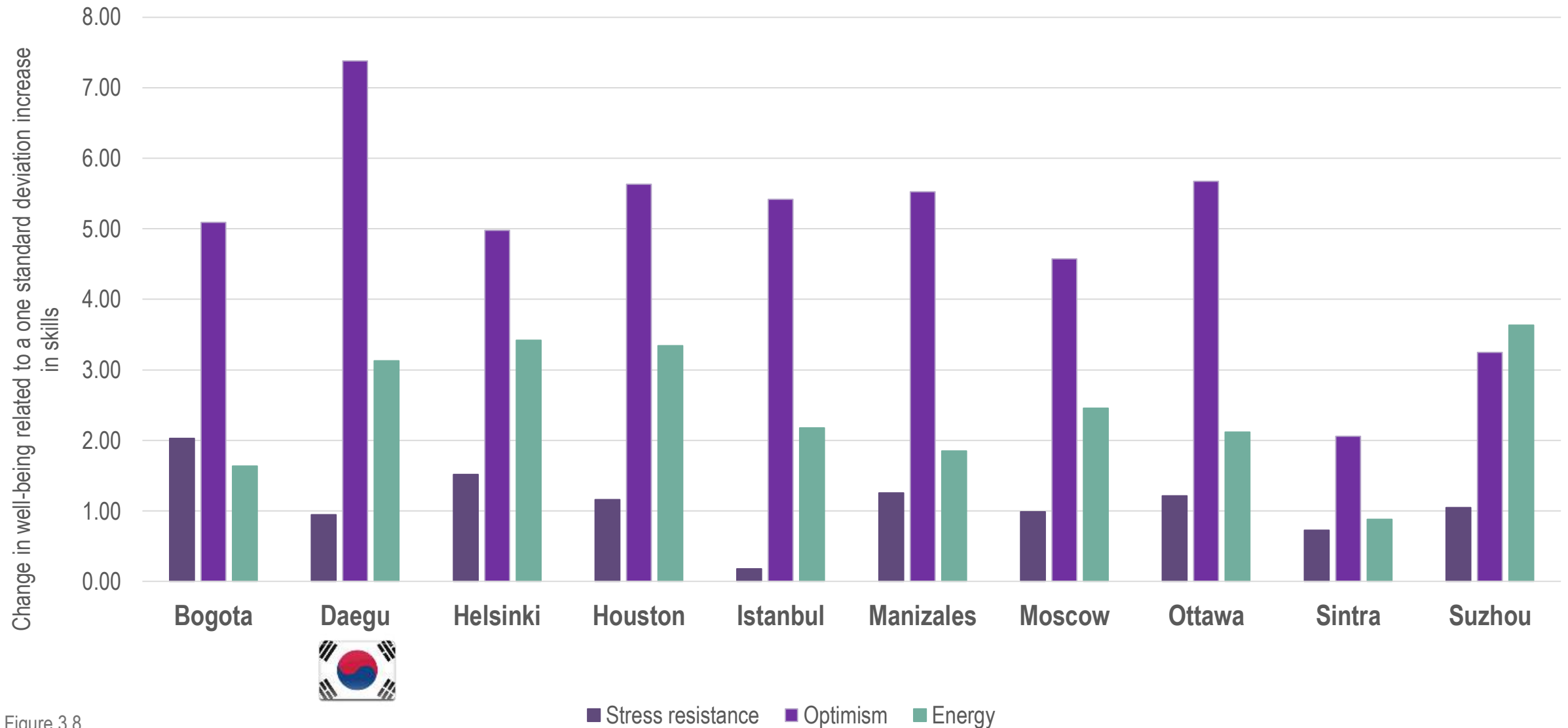


Figure 3.8



Better student-teacher relations are linked with improved social and emotional skills

Relations between student-teacher relations and social and emotional skills, 15-year-olds



Figure 5.9

When fast gets really fast, being slow to adapt can make education really slow

The past

The future

Routine cognitive skills

Curriculum, instruction and assessment

Complex ways of thinking and working

Some students learn at high levels

Student inclusion

All students learn at high levels

Standardisation and compliance

Role of teachers

High-level professional knowledge workers

‘Tayloristic’, industrial

Work organisation

Flat, collegial, entrepreneurial

Primarily to authorities

Accountability

Primarily to peers and stakeholders

Education is a constant balancing act



URGENT



IMPORTANT



MODERNISING



DISRUPTING



NEW GOALS



OLD STRUCTURES



GLOBAL



LOCAL



INNOVATION



RISK AVOIDANCE



POTENTIAL



REALITY



VIRTUAL



FACE-TO-FACE



LEARNING



EDUCATION



A young boy in an orange polo shirt is smiling and painting a picture on a canvas. He is in a classroom setting with other students and a teacher in the background. The text "Thank you" is overlaid on the top of the image.

Thank you

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