



**ŠKOLA BUDUĆNOSTI:
ULOGA RAVNATELJA U IZGRADNJI
DRUŠTVA STVARANJA VRIJEDNOSTI**

Goran Vlašić

Znanstveni centar izvrsnosti za
školsku efektivnost i menadžment

Institut za inovacije

Ekonomski fakultet u Zagrebu

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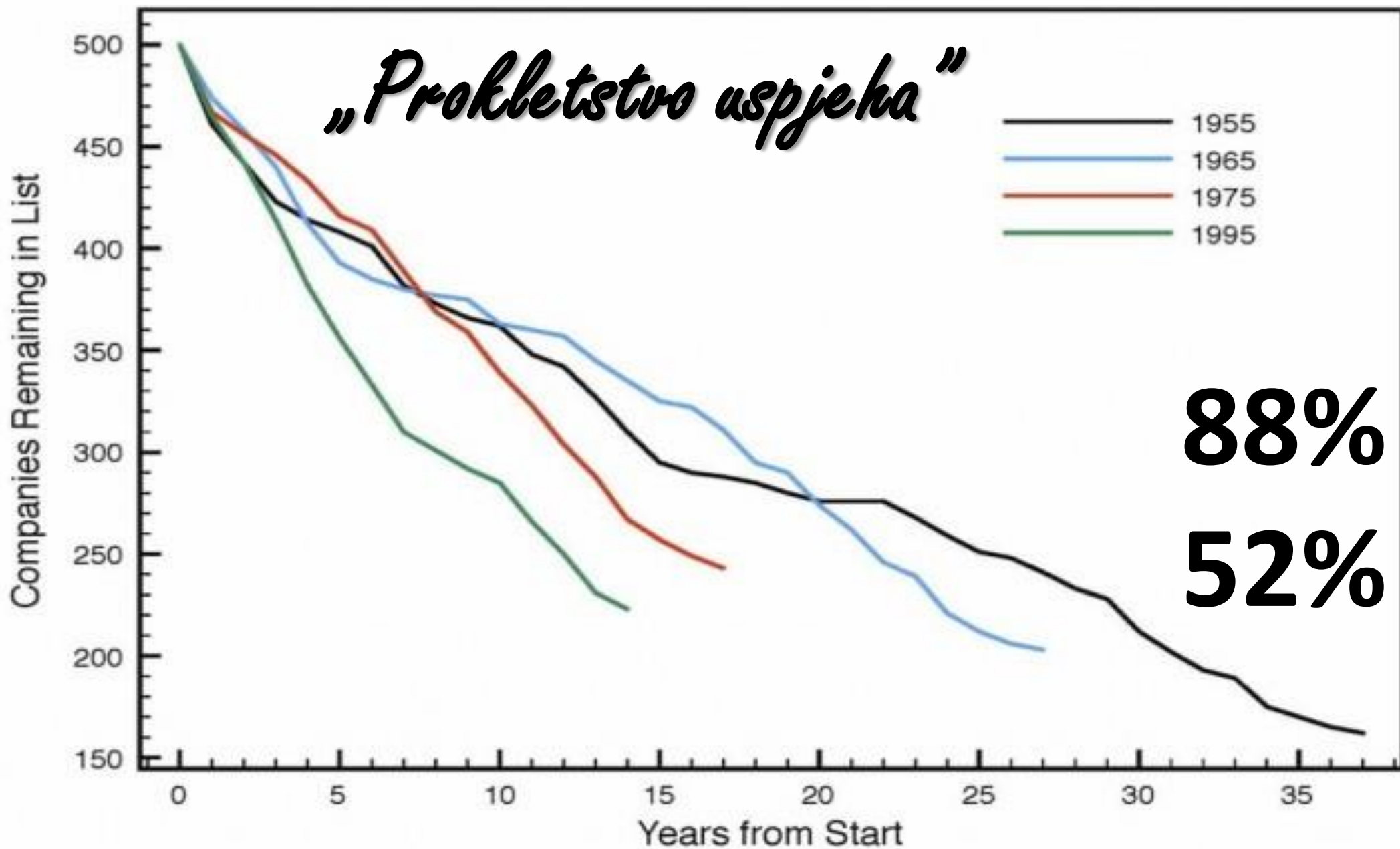


JURICA PAVIČIĆ, PhD.
UNIVERSITY OF ZAGREB



DANIELLA L. MARTINEZ, PhD.
ETH ZURICH

„Prokletstvo uspjeha“



88%

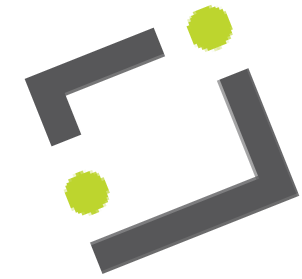
1955 -> 2017

52%

2000 -> 2017

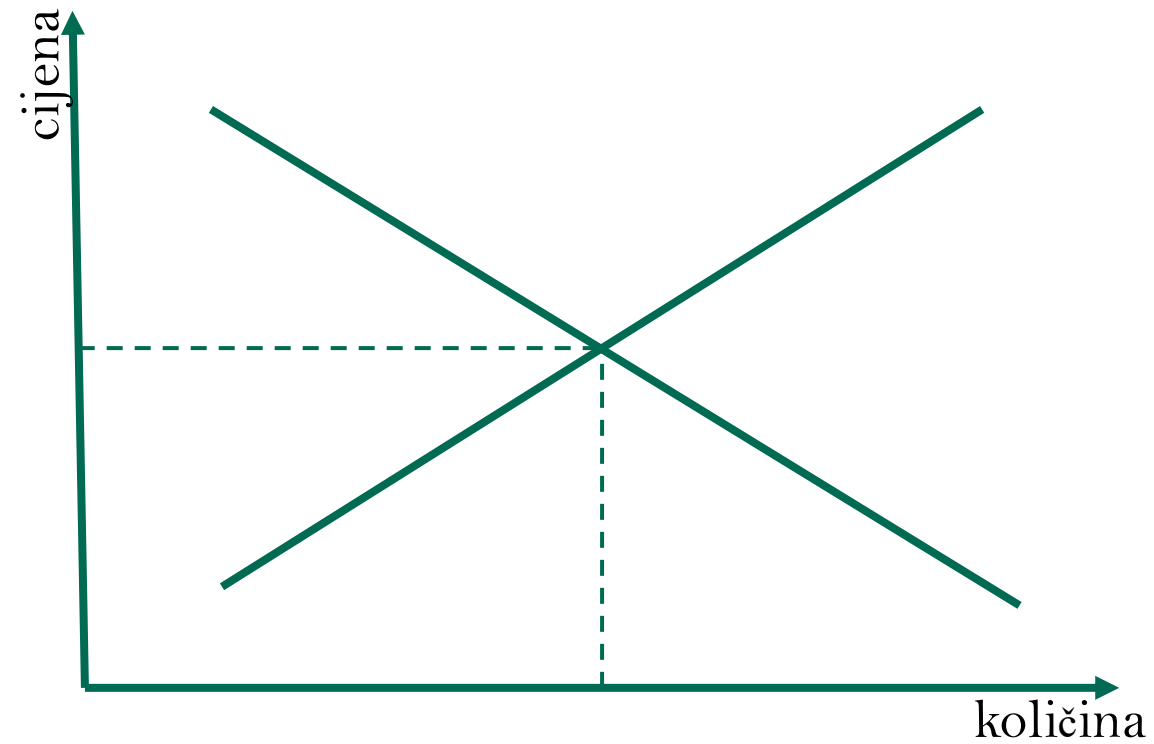






EKONOMSKI PRINCIPI

Preduvjet tržišne ravnoteže:
Nediferenciranost ponude

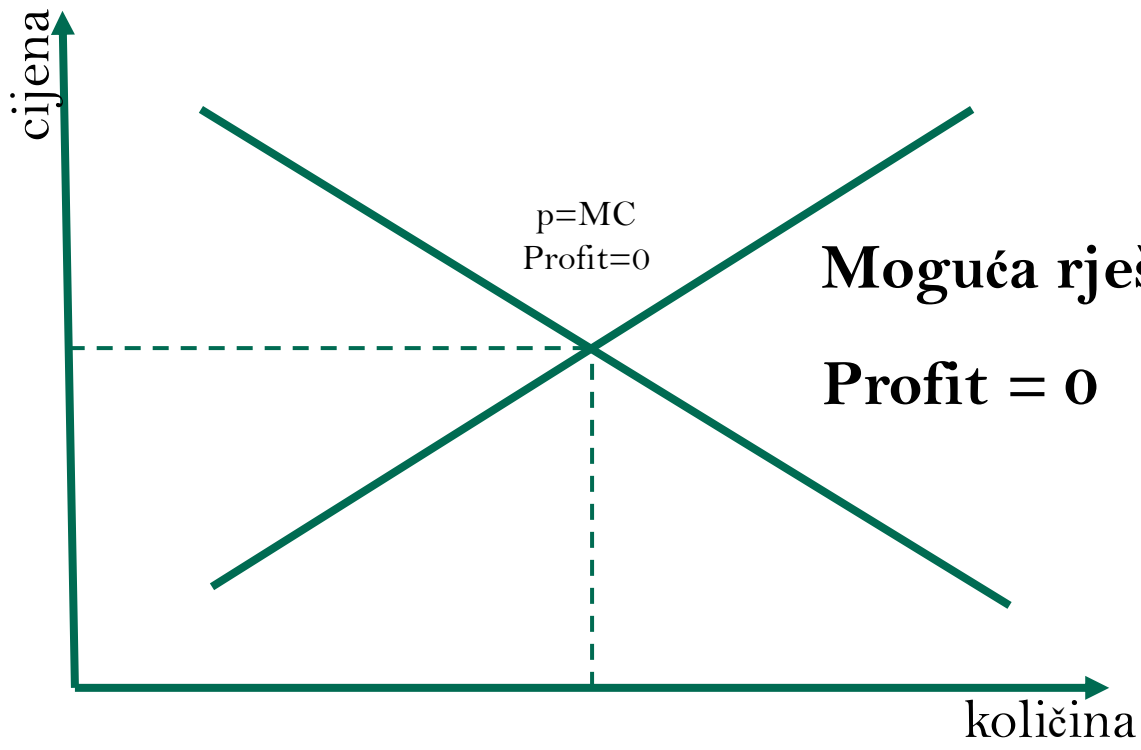




EKONOMSKI PRINCIPI

Preduvjet tržišne ravnoteže:
Nediferenciranost ponude

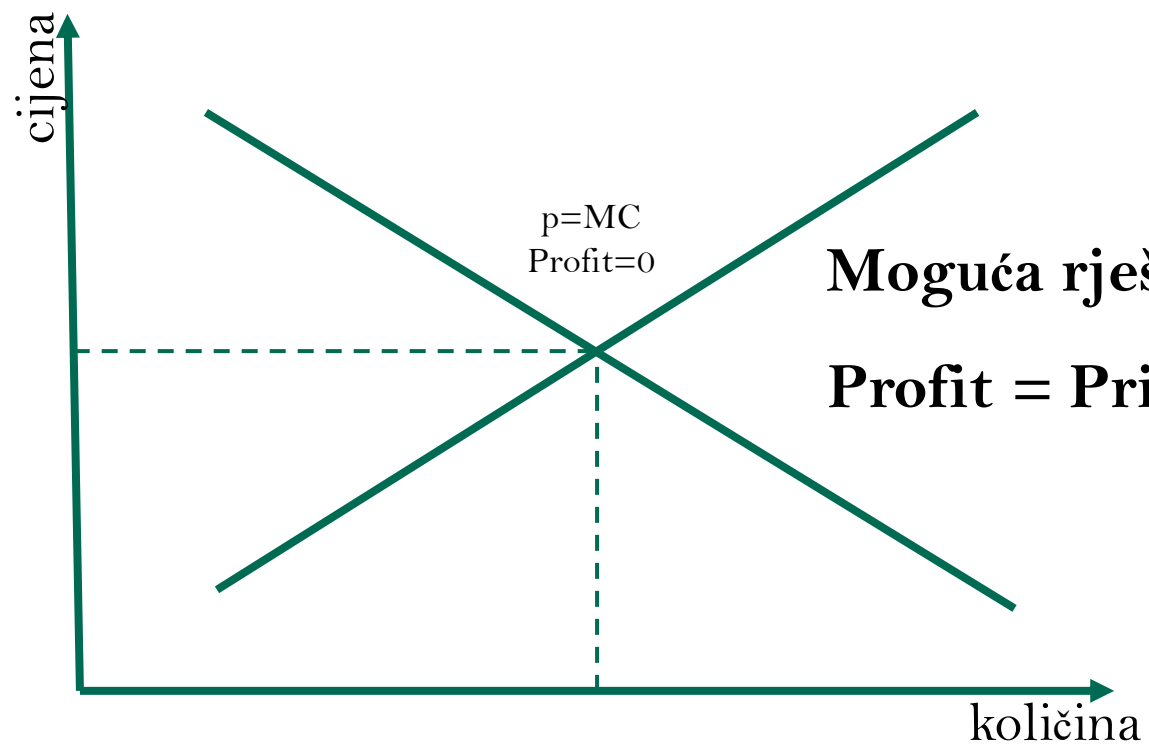
↓ $p = MC$ ↑





EKONOMSKI PRINCIPI

Preduvjet tržišne ravnoteže:
Nediferenciranost ponude



Moguća rješenja:

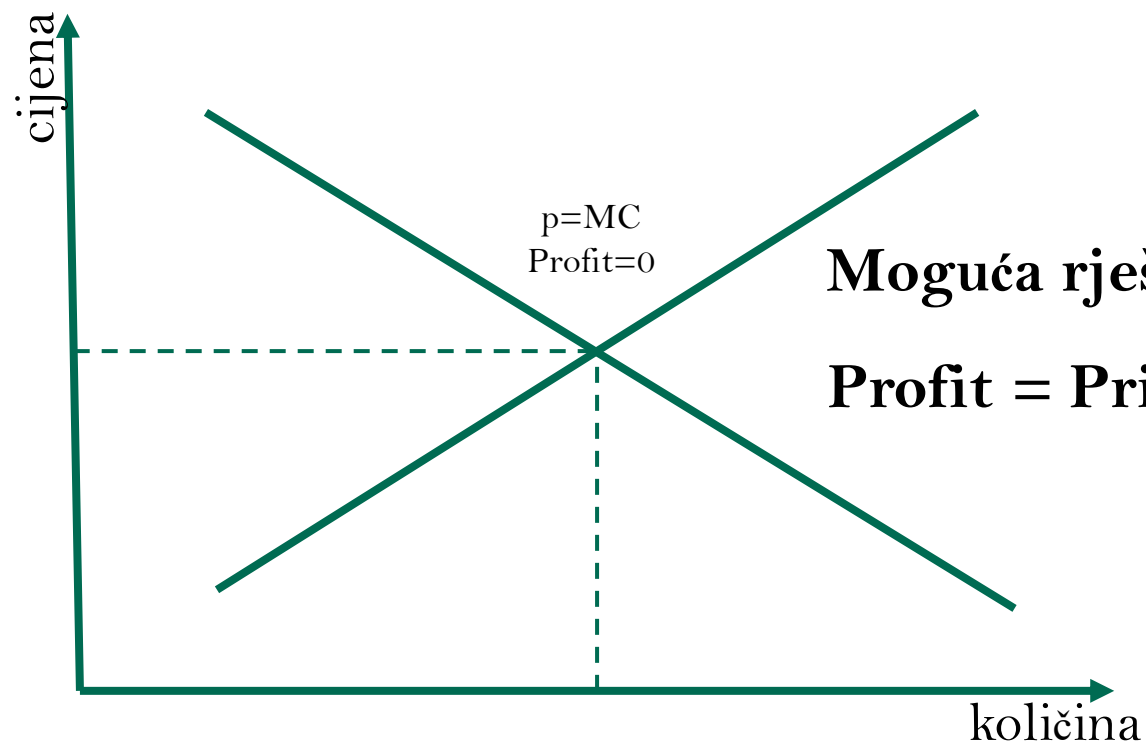
Profit = Prihod - Rashod





EKONOMSKI PRINCIPI

Preduvjet tržišne ravnoteže:
Nediferenciranost ponude



Moguća rješenja:

$$\text{Profit} = \text{Prihod} - \text{Rashod}$$

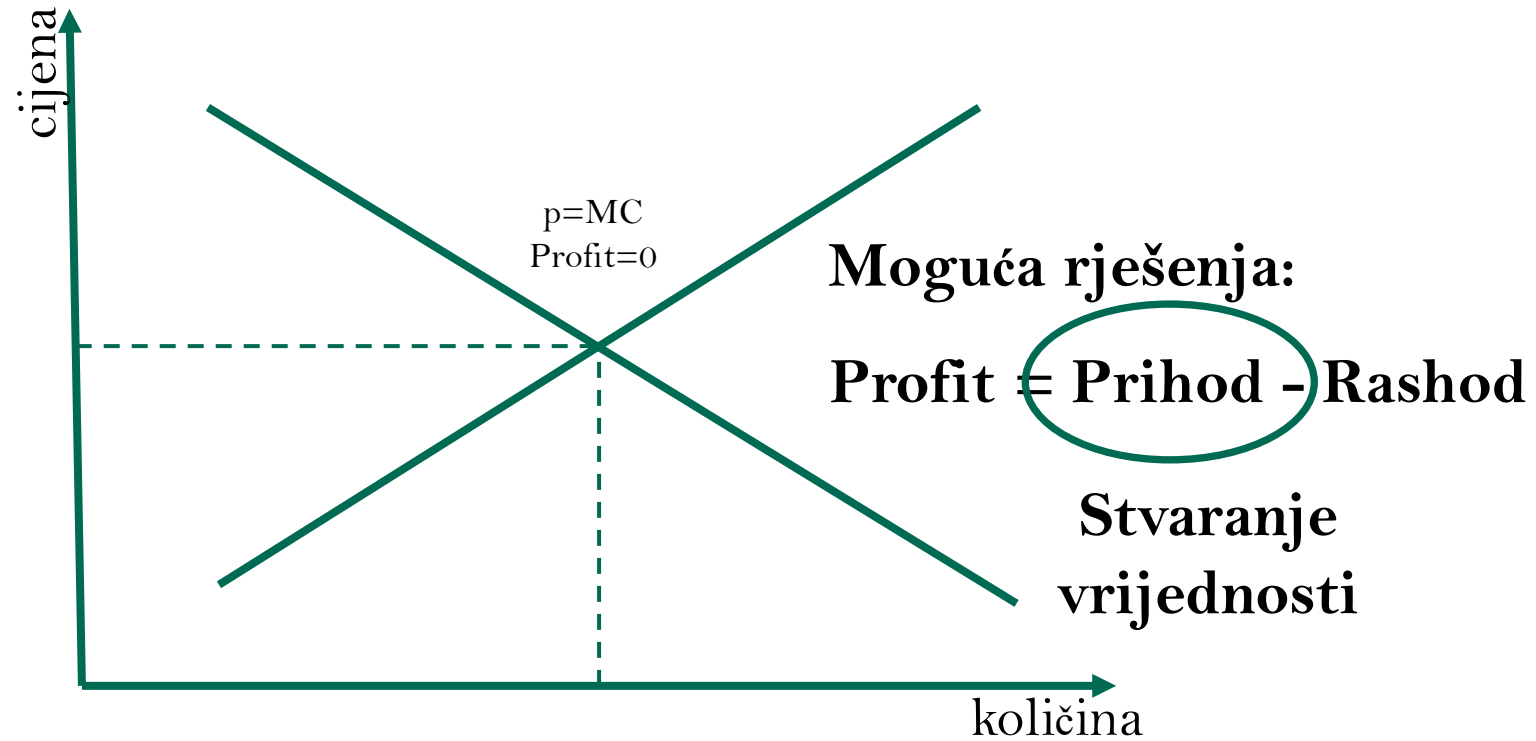
Sniženje
troškova





EKONOMSKI PRINCIPI

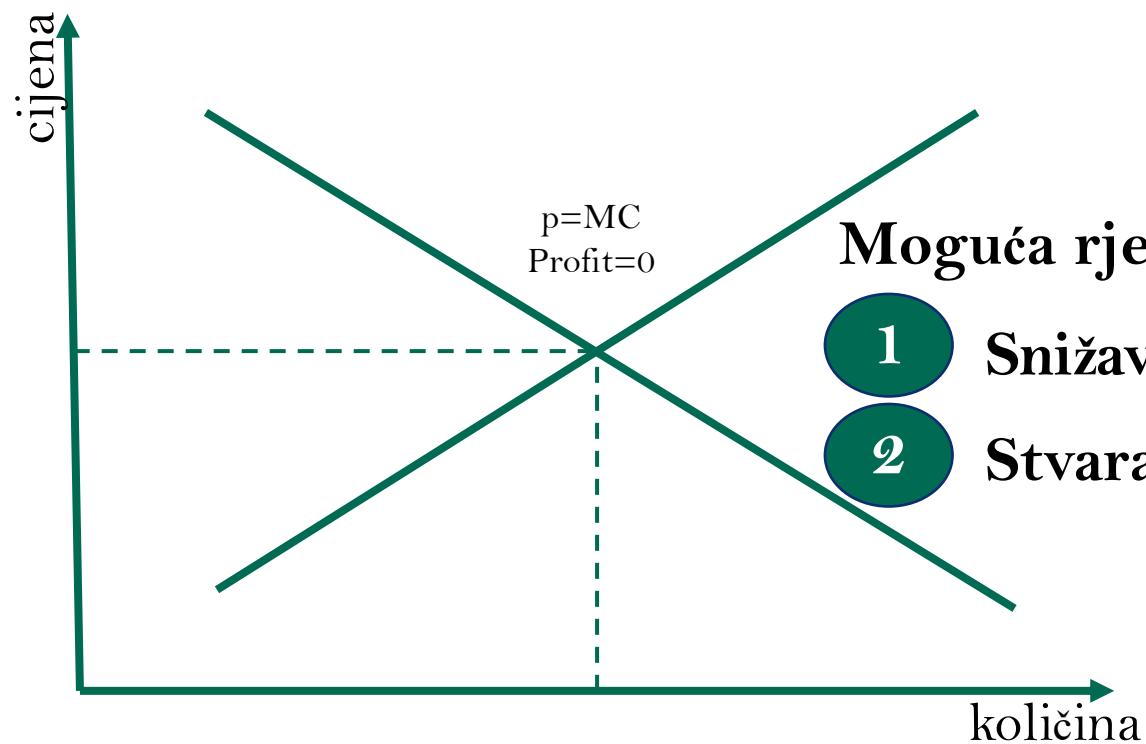
Preduvjet tržišne ravnoteže:
Nediferenciranost ponude





EKONOMSKI PRINCIPI

Preduvjet tržišne ravnoteže:
Nediferenciranost ponude



Moguća rješenja:

- 1** Snižavanje troškova
- 2** Stvaranje vrijednosti

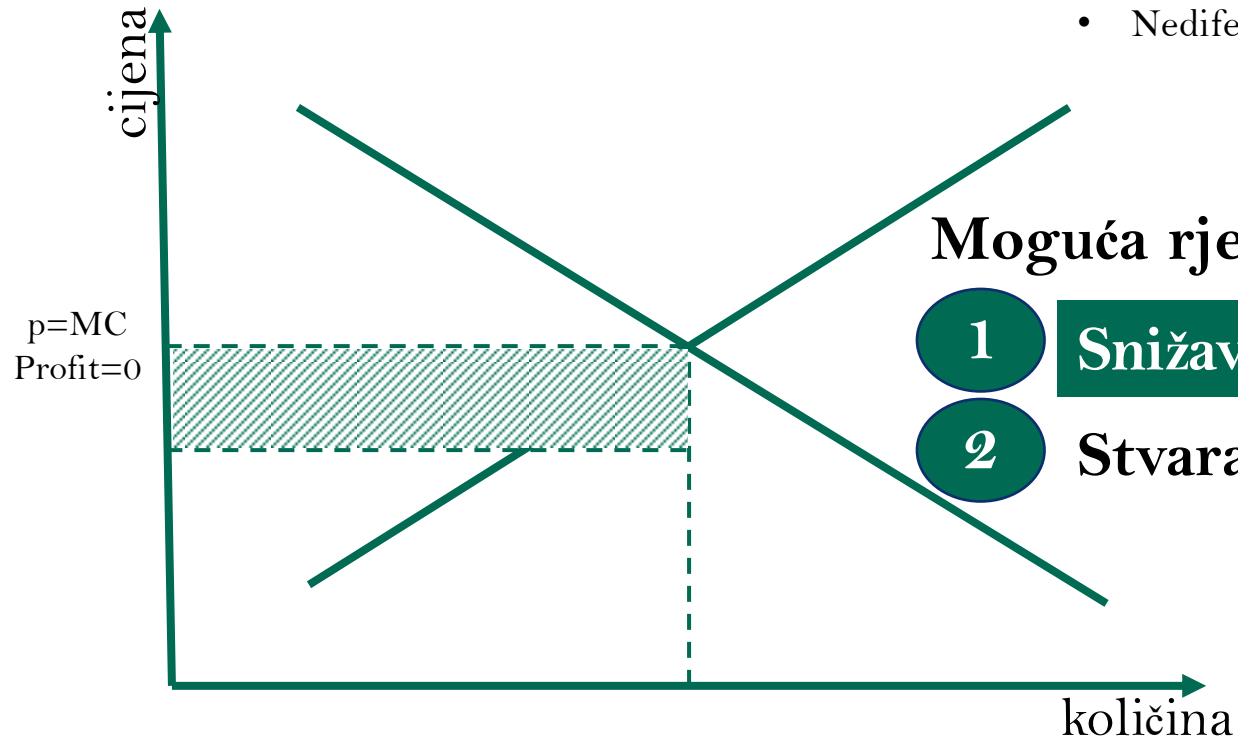




EKONOMSKI PRINCIPI

Karakteristike industrija:

- Faza zrelosti
- Globalni veliki igrači
- Jasno definirana „pravila igre”
- Kapitalno intenzivan rast
- Nediferenciranost ponude



Moguća rješenja:

1

Snižavanje troškova

2

Stvaranje vrijednosti

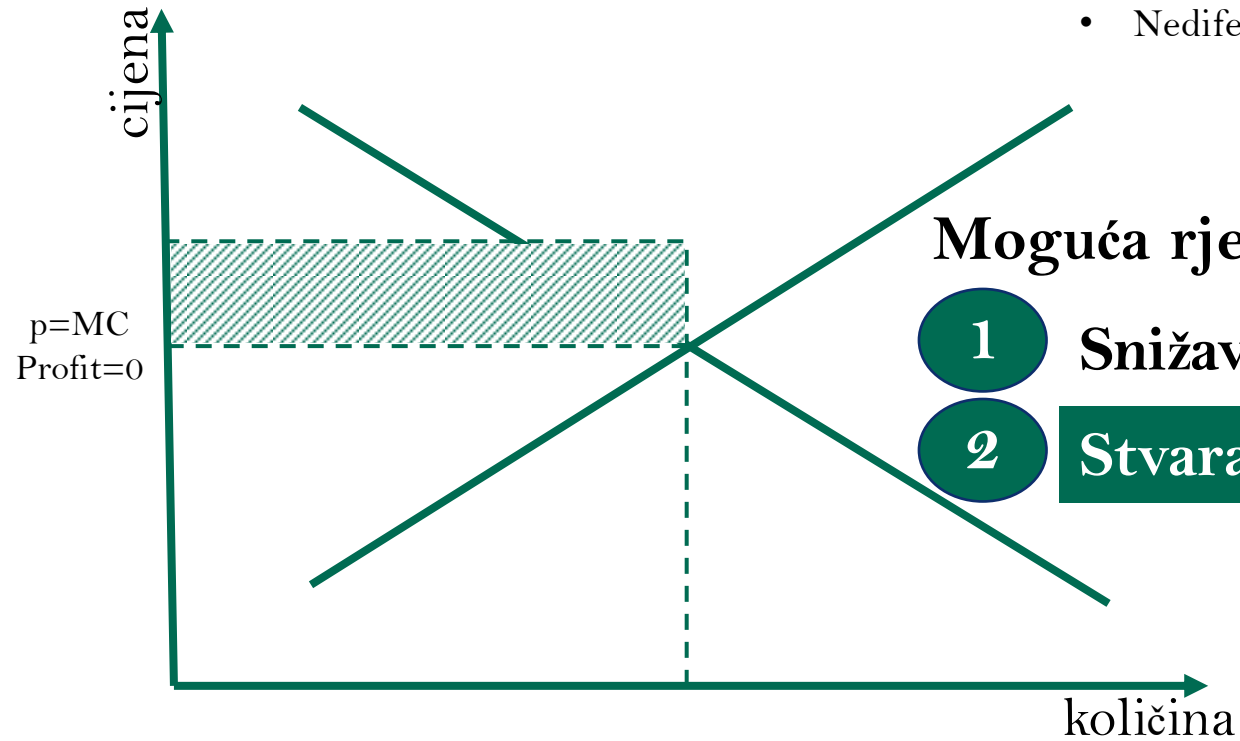




EKONOMSKI PRINCIPALI

Karakteristike industrija:

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- Jasno definirana „pravila igre”
- Kapitalno intenzivan rast
- Nediferenciranost ponude



Moguća rješenja:

1 Snizavanje troškova

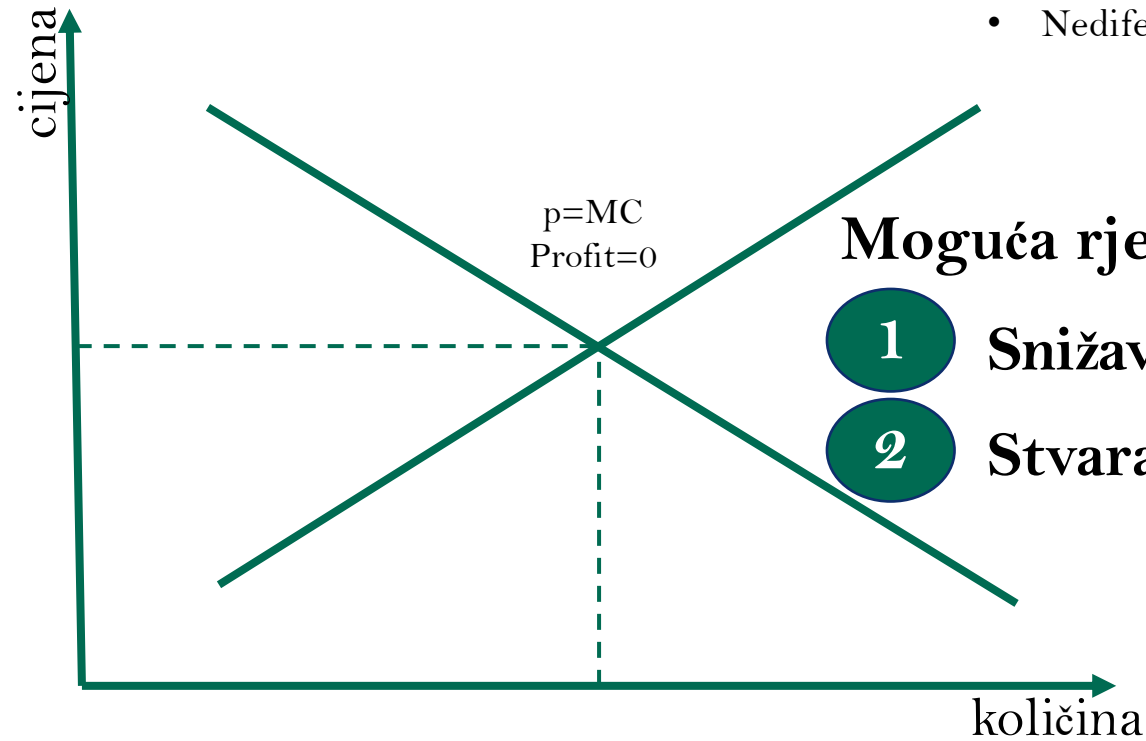
2 Stvaranje vrijednosti



EKONOMSKI PRINCIPI

Karakteristike industrija:

- Faza zrelosti
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- Kapitalno intenzivan rast
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Moguća rješenja:

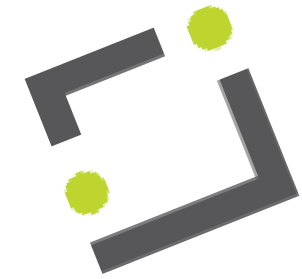
1

Snižavanje troškova -> Ek. obujma
Konsolidacija

2

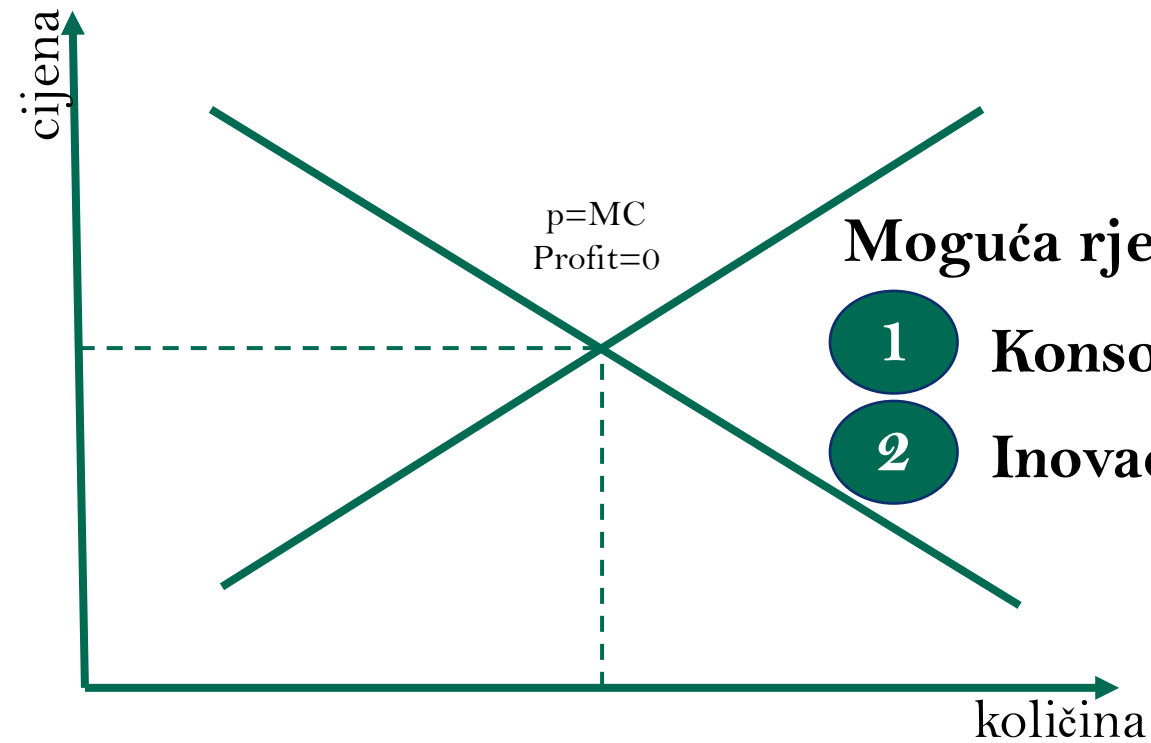
Stvaranje vrijednosti ->
Inovacija proizvoda/usluge
Inovacija tržišta





EKONOMSKI PRINCIPI

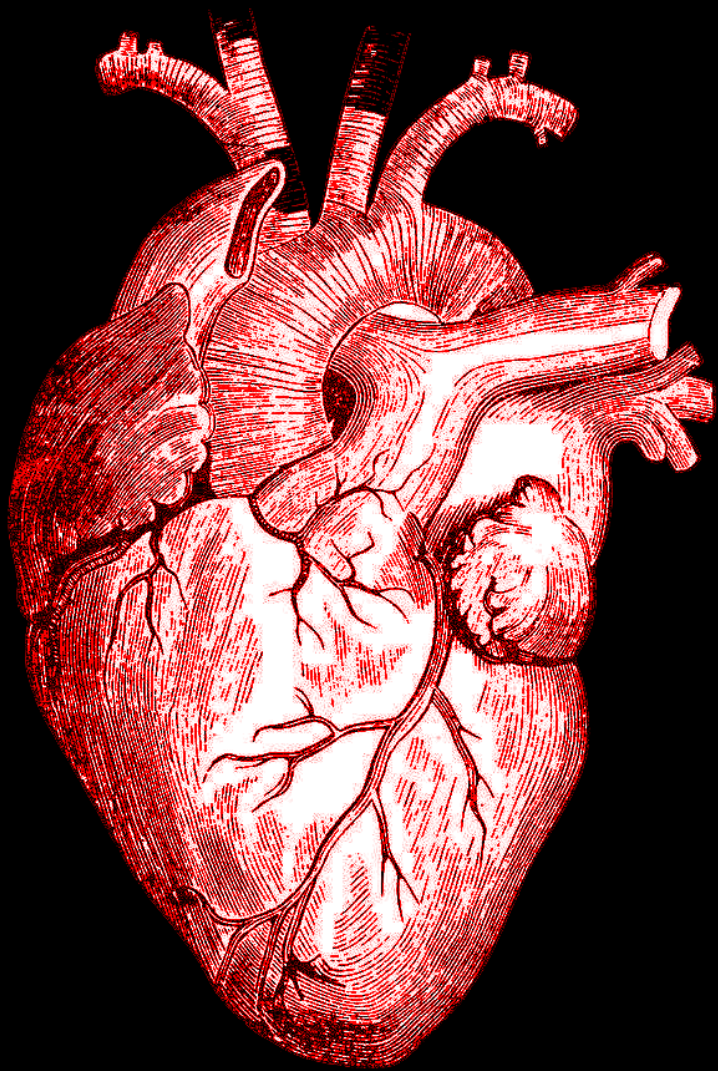
Tržište rada



Moguća rješenja:

- 1 Konsolidacija \approx Sindikat
- 2 Inovacija \approx Kreativnost

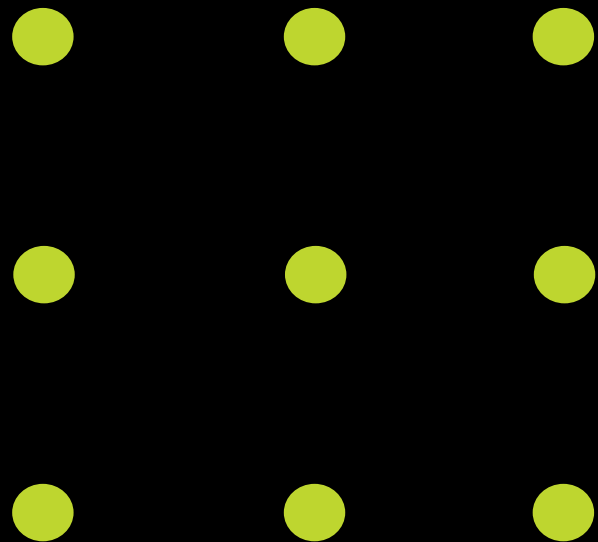




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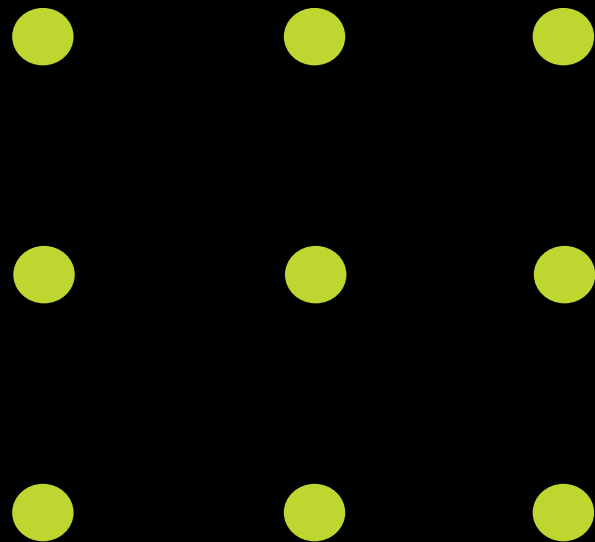
Enhancing Human Endeavor toward Structured Value Creation





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Enhancing Human Endeavor toward Structured Value Creation



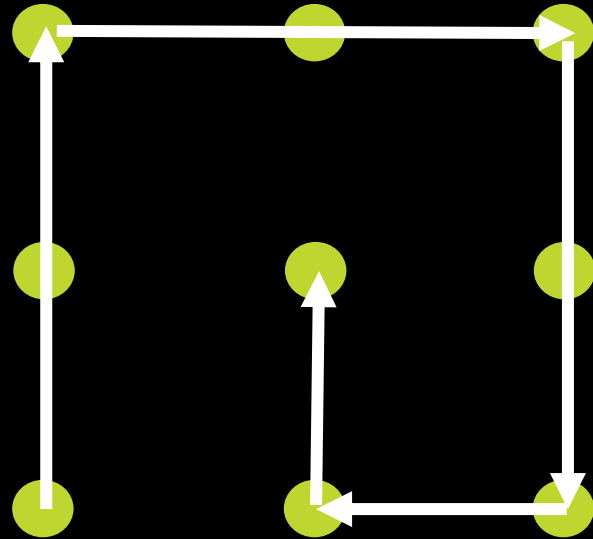
Povežite točke s 5
ravnih linija bez
podizanja olovke.



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Enhancing Human Endeavor toward Structured Value Creation

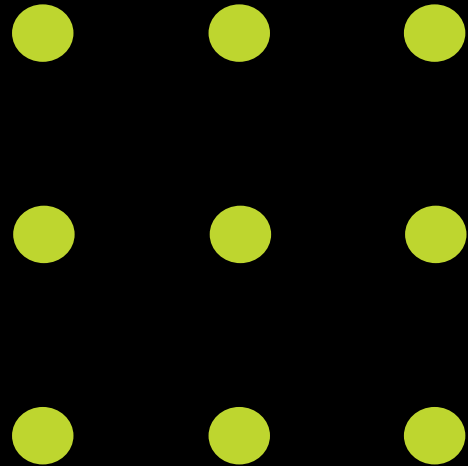
Povežite točke s 5
ravnih linija bez
podizanja olovke.



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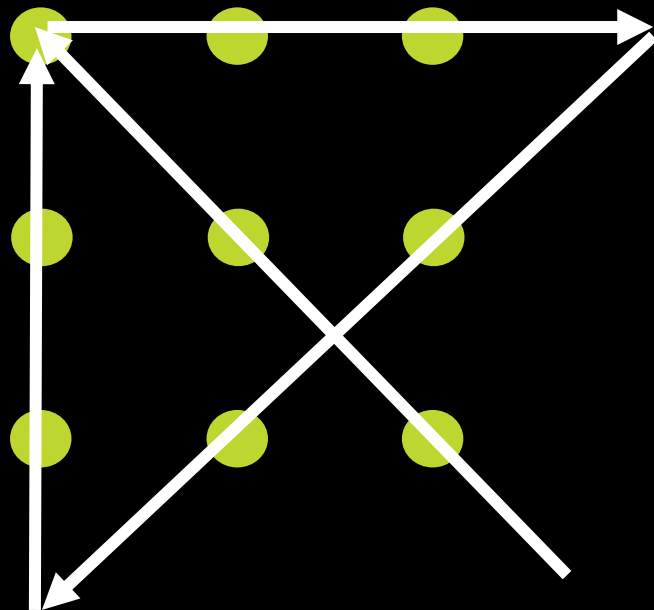
Enhancing Human Endeavor toward Structured Value Creation

Povežite točke s 4
ravne linije bez
podizanja olovke.



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Enhancing Human Endeavor toward Structured Value Creation



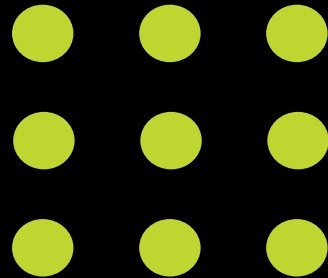
Povežite točke s 4
ravne linije bez
podizanja olovke.



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Innovation Institute

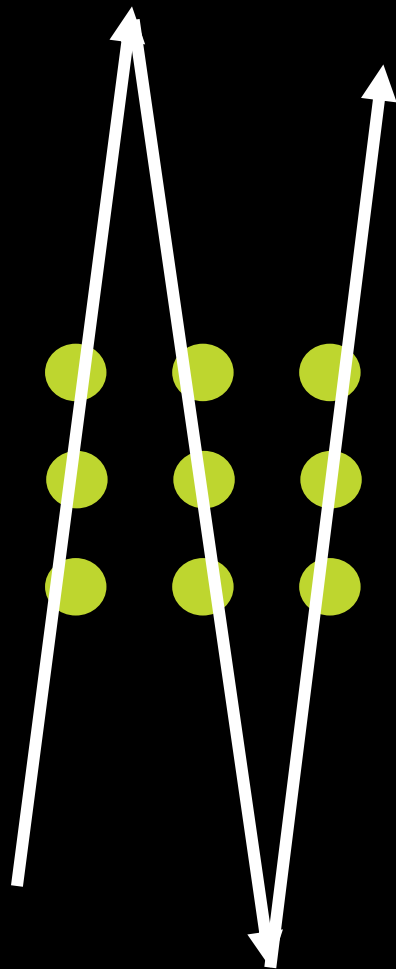
Enhancing Human Endeavor toward Structured Value Creation

Povežite točke s 3
ravne linije bez
podizanja olovke.



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Enhancing Human Endeavor toward Structured Value Creation



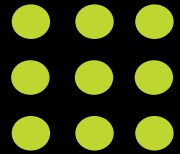
Povežite točke s 3
ravne linije bez
podizanja olovke.



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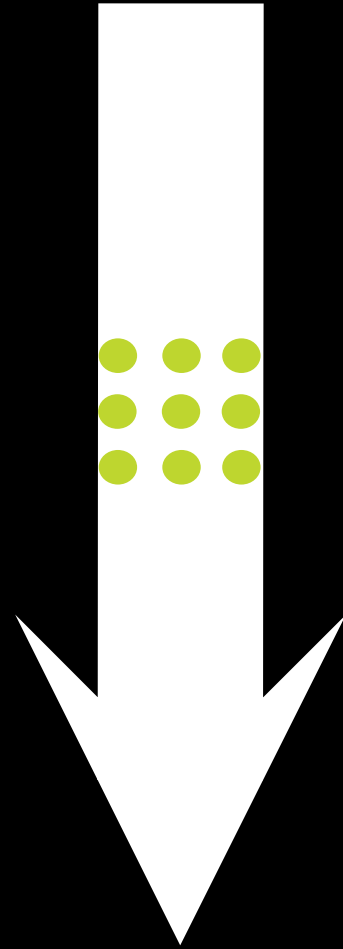
Enhancing Human Endeavor toward Structured Value Creation

Povežite točke s 1
ravnom linijom bez
podizanja olovke.



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Enhancing Human Endeavor toward Structured Value Creation



Povežite točke s 1
ravnom linijom bez
podizanja olovke.



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Enhancing Human Endeavor toward Structured Value Creation

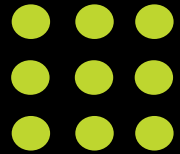
Jesmo li postali kreativniji?



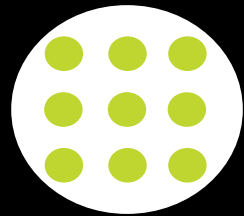
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Enhancing Human Endeavor toward Structured Value Creation

Povežite točke s 1
točkom.

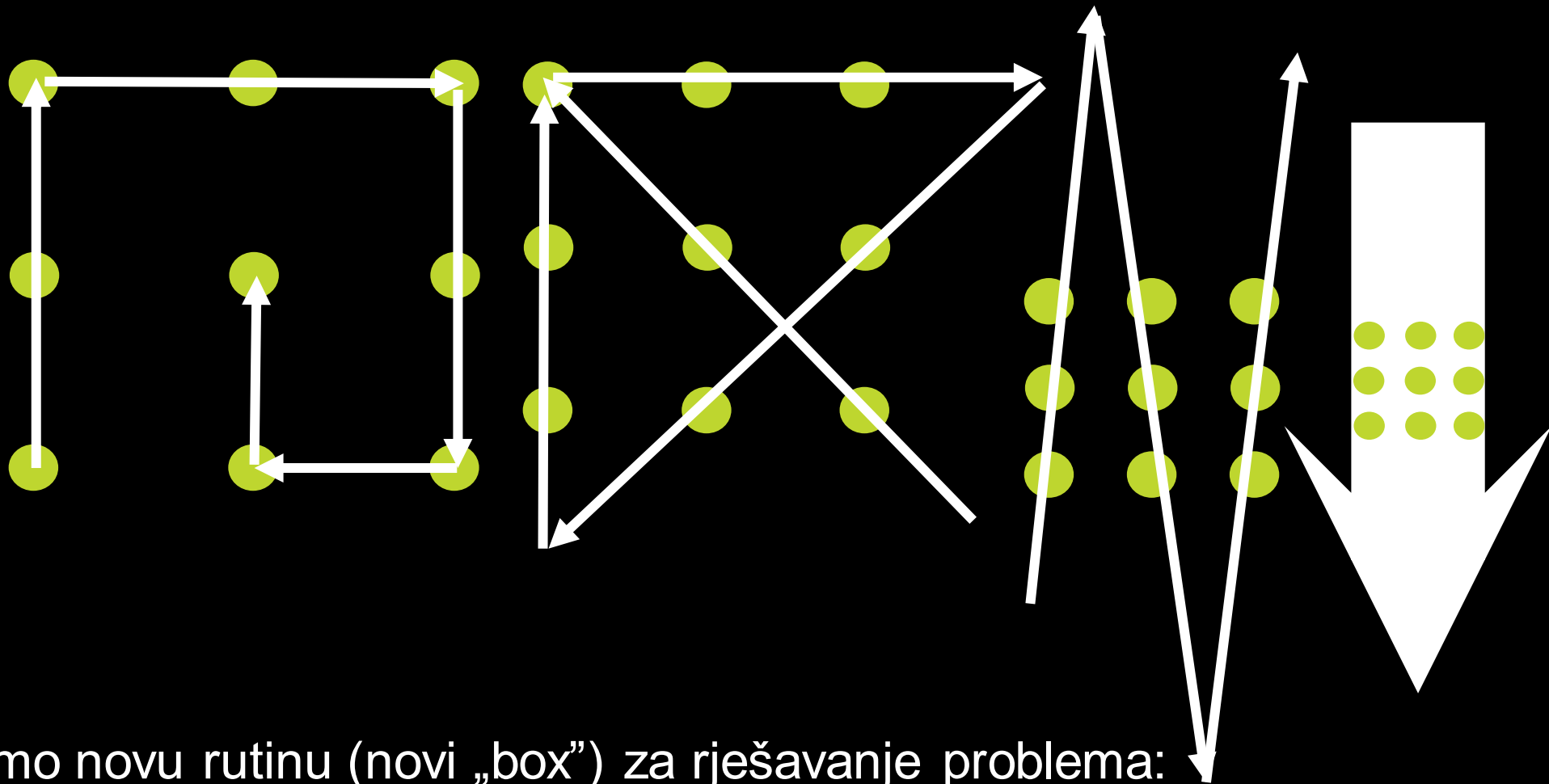


Povežite točke s 1
točkom.



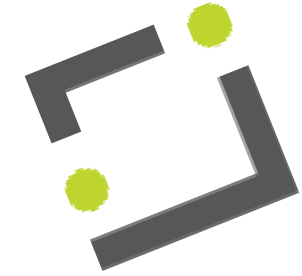
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Naučili smo novu rutinu (novi „box”) za rješavanje problema:

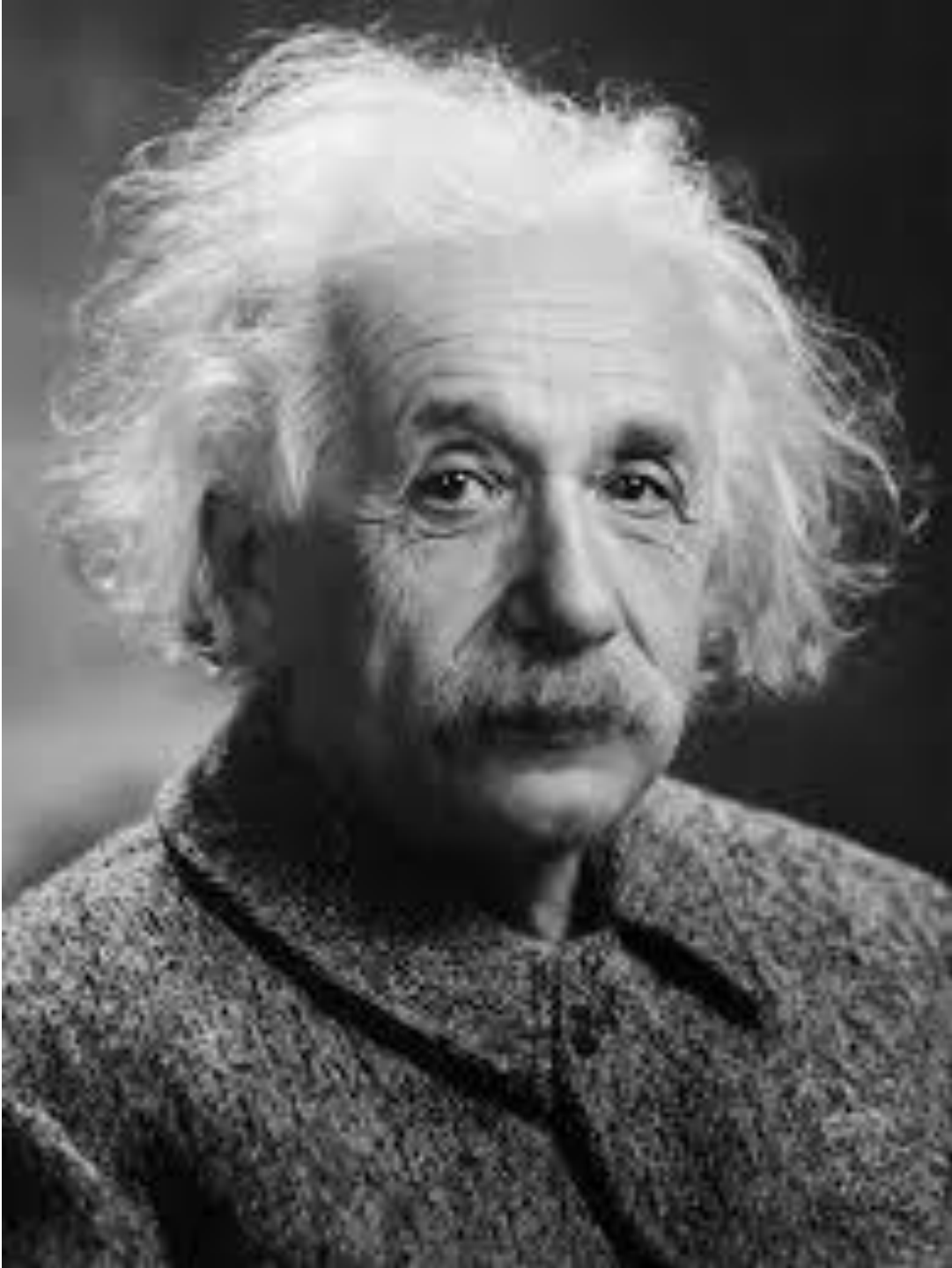
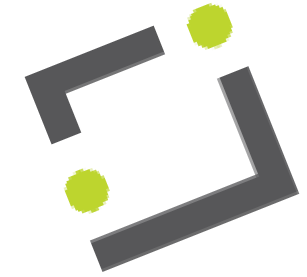
- Šira perspektiva („bliže točke” → točke mogu biti različitih udaljenosti)
- Promijeniti alate (deblja olovka → crta/točka imaju debljinu)



Isac Newton

- Objasnio gravitaciju
- Izumio calculus (diferencijalna matematika)
- Objasnio optiku
- Stvorio 3 zakona mehanike „Newton’s laws of motion”





372 citirana rada (>10 citata)





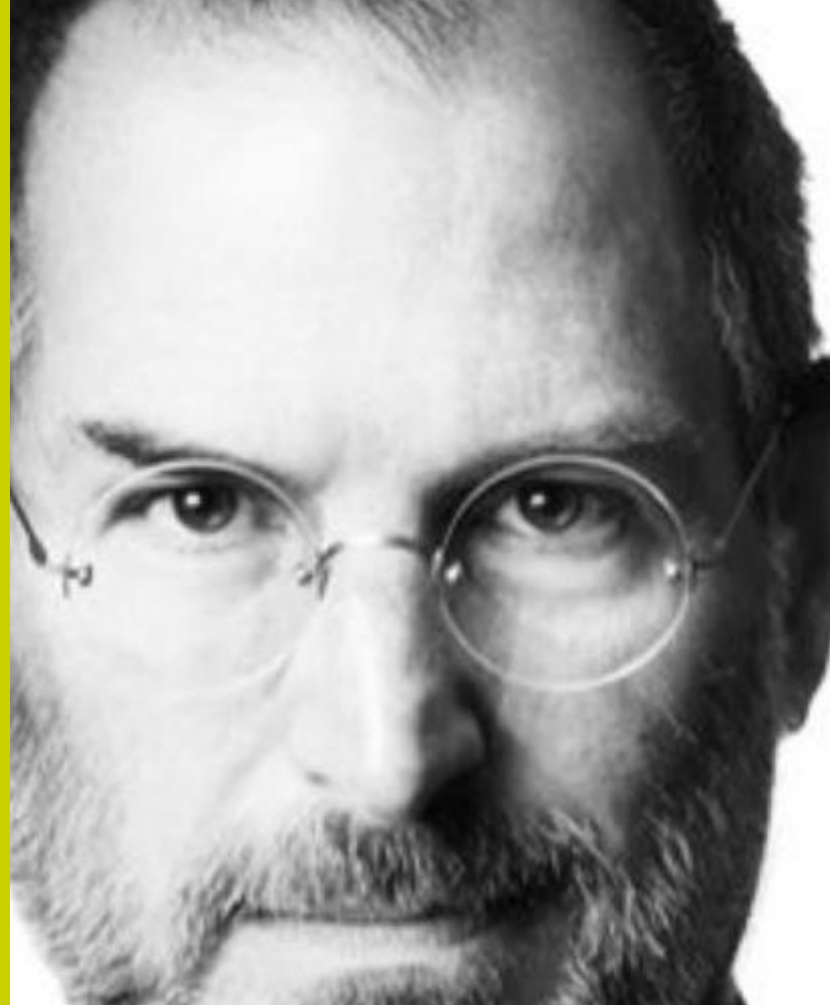
amazon

Jeff Bezos



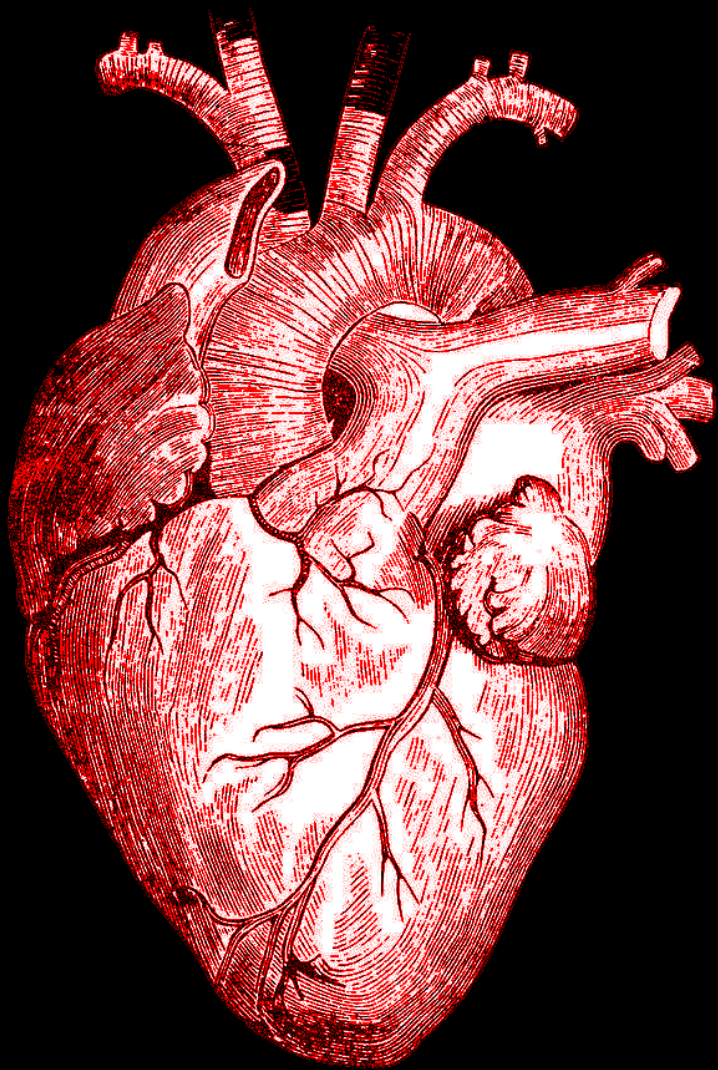

TESLA

Elon Musk



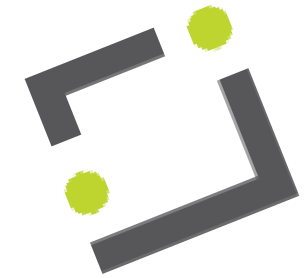
Steve Jobs





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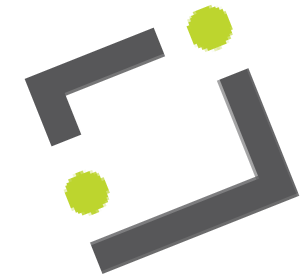
Mind Game

Loptica i bat zajedno koštaju \$1,10.
Bat košta \$1 više od loptice.
Koliko košta bat?



Hmm...





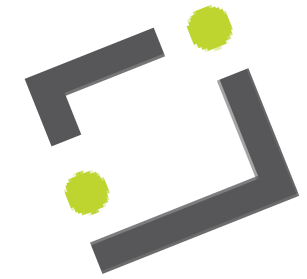
Mind Game

Loptica i bat zajedno koštaju \$1,10.
Bat košta \$1 više od loptice.
Koliko košta bat?



Hmm...





Mind Game

Koliko košta bat?

\$1,00

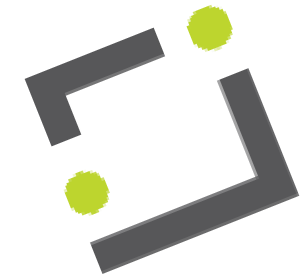
\$0,10

\$1,00



Hmm...





Mind Game

Loptica i bat zajedno koštaju \$1,10.
Bat košta \$1 više od loptice.
Koliko košta bat?



Hmm...



$$\text{Loptica} + \text{Bat} = 1,10$$

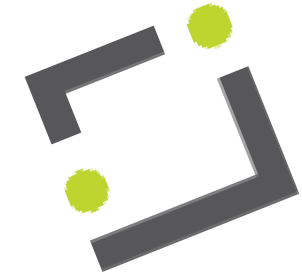
$$\text{Loptica} + (\text{Loptica} + 1,00) = 1,10$$

$$2x \text{ Loptica} = 1,10 - 1,00$$

$$2x \text{ Loptica} = 0,10$$

$$\text{Loptica} = 0,05 \quad // \quad \text{Bat} = 1,05$$





Stvaranje vrijednosti
vs. preraspodjela

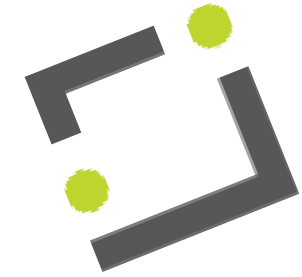


Novo i neočekivano
vs. poznato i očekivano

Dugoročni povrat
vs. kratkoročni

Apstraktno razmišljanje
vs. konkretno





Stvaranje vrijednosti
vs. preraspodjela



Novo i neočekivano
vs. poznato i očekivano

**Dugoročni povrat
vs. kratkoročni**

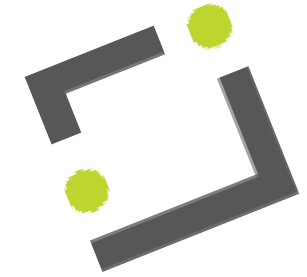
Apstraktno razmišljanje
vs. konkretno



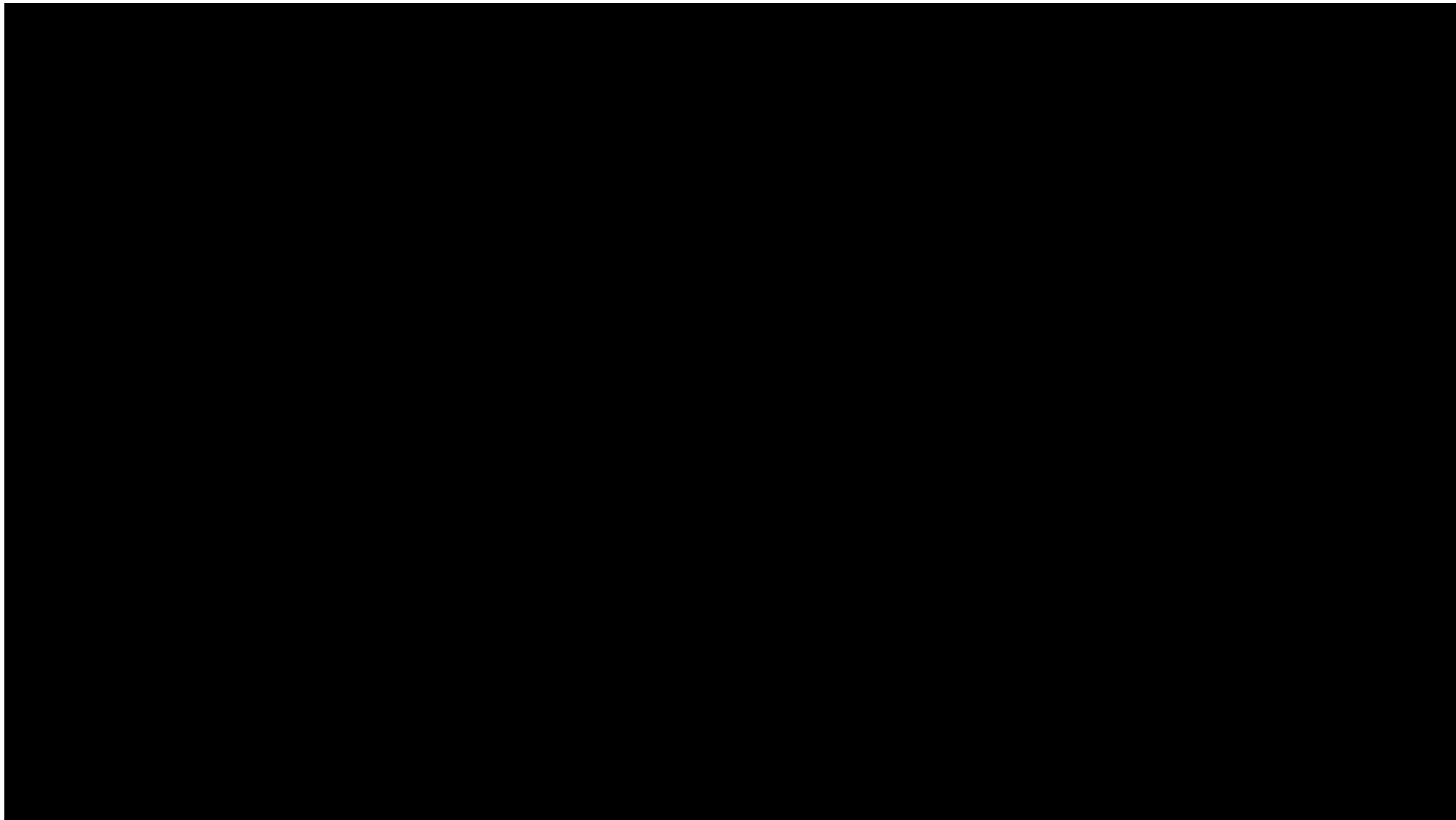


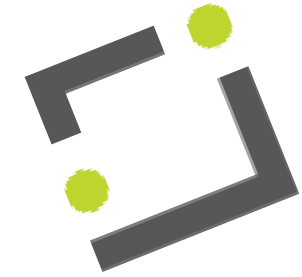
Odgodaње zadovoljstva (Delayed gratification)





Odgodaње zadovoljstva (Delayed gratification)



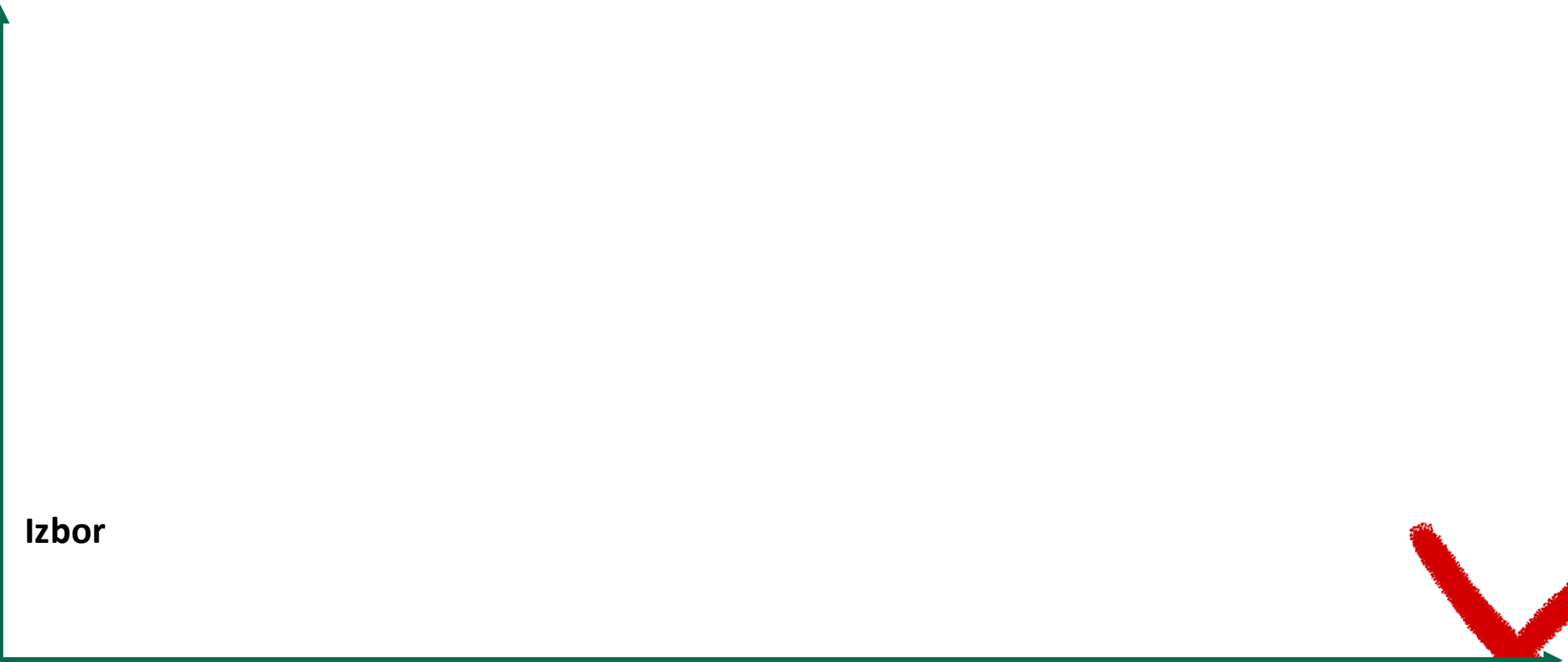


Odglašanje zadovoljstva (Delayed gratification)



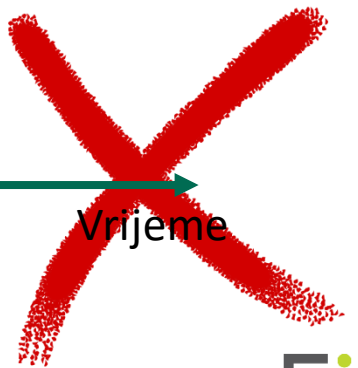


Vrijednost



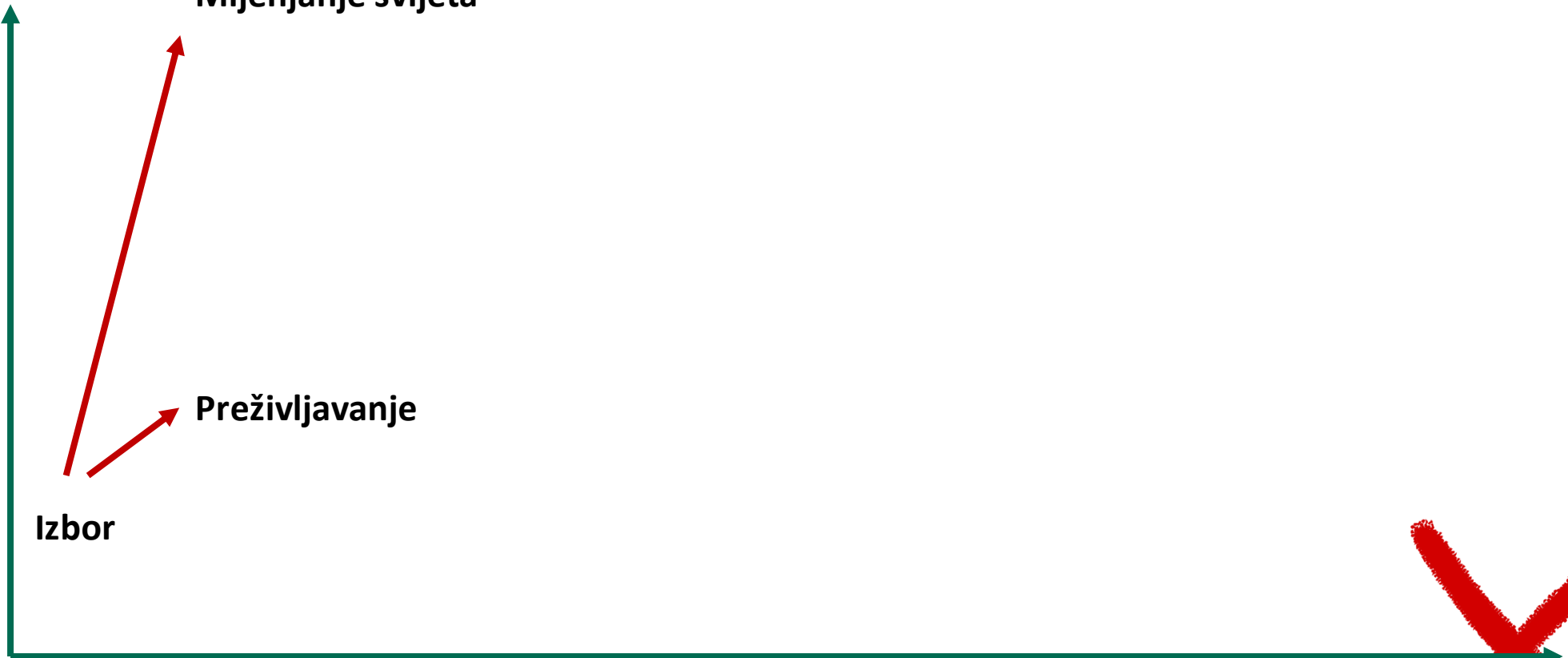
Izbor

Vrijeme





Vrijednost

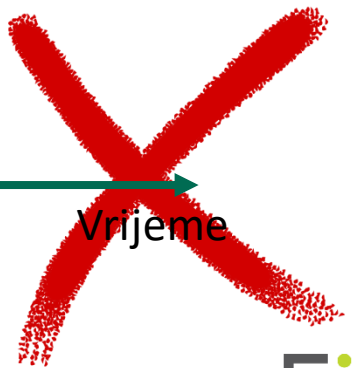


Mijenjanje svijeta

Preživljavanje

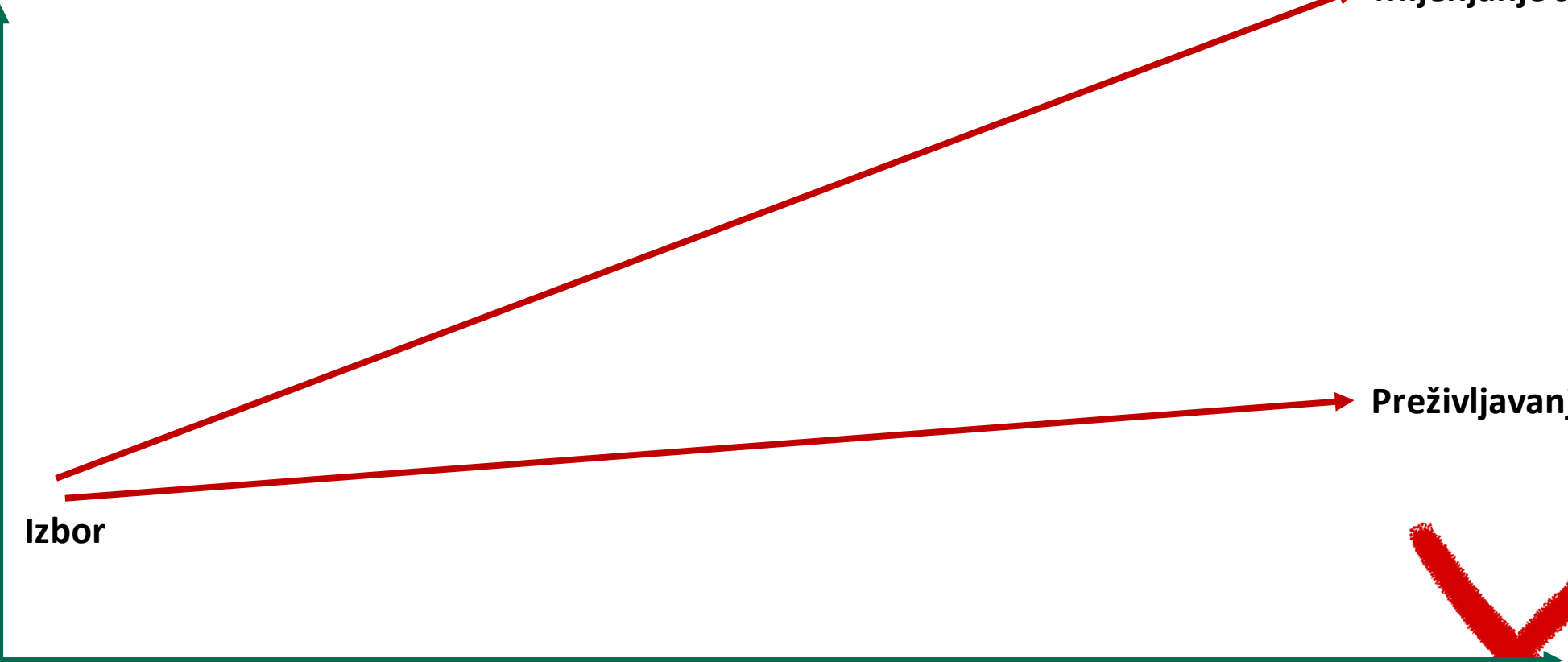
Izbor

Vrijeme





Vrijednost

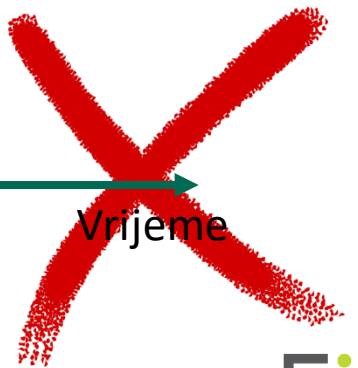


Izbor

Mijenjanje svijeta

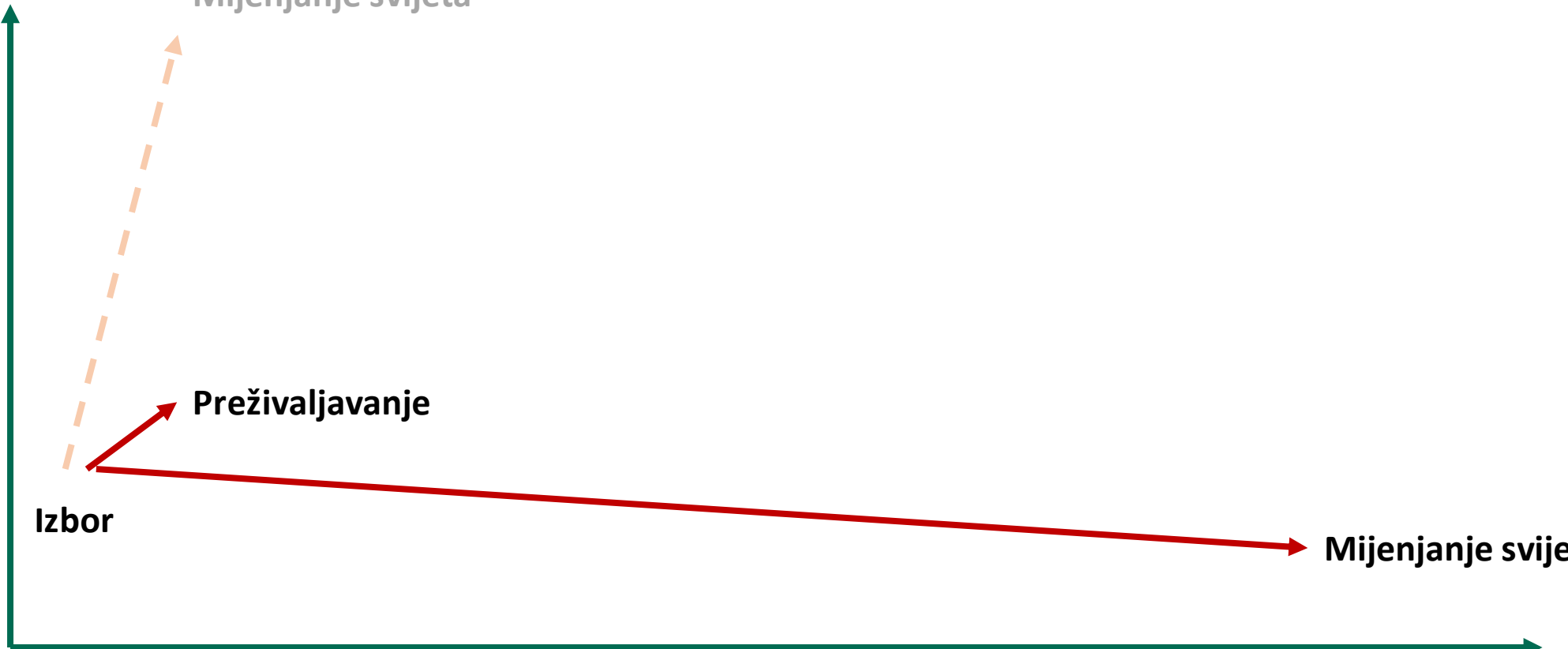
Preživljavanje

Vrijeme





Vrijednost



Mijenjanje svijeta

Preživaljavanje

Izbor

Mijenjanje svijeta

Vrijeme





Vrijednost
Problemi

**Problemi
sada**

Izbor:

Mijenjanje svijeta

**Vrijednost
kasnije**

Vrijeme





Vrijednost



Mijenjanje svijeta

Preživaljavanje

Izbor

Mijenjanje svijeta

Vrijeme



Preferiramo kratkoročno
Preferiramo poznato





Trenutni problemi

Excercise

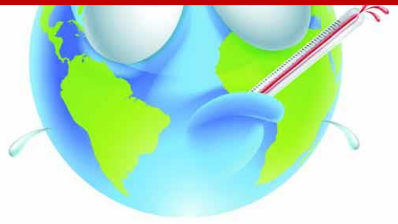


Chronic diseases

A chronic disease is a human health condition or long-lasting in nature. Chronic is usually applied to the disease.

Pušenje

Precjenjujemo vrijednost **zadovoljstva** u sadašnjosti. Podcjenjujemo vjerojatnost i vrijednost „boli” u budućnosti.



Buduće koristi



Vrijeme

Donosimo odluke koje ćemo u budućnosti često požaliti.





**Stvaranje vrijednosti
vs. preraspodjela**

Relativistički mindset

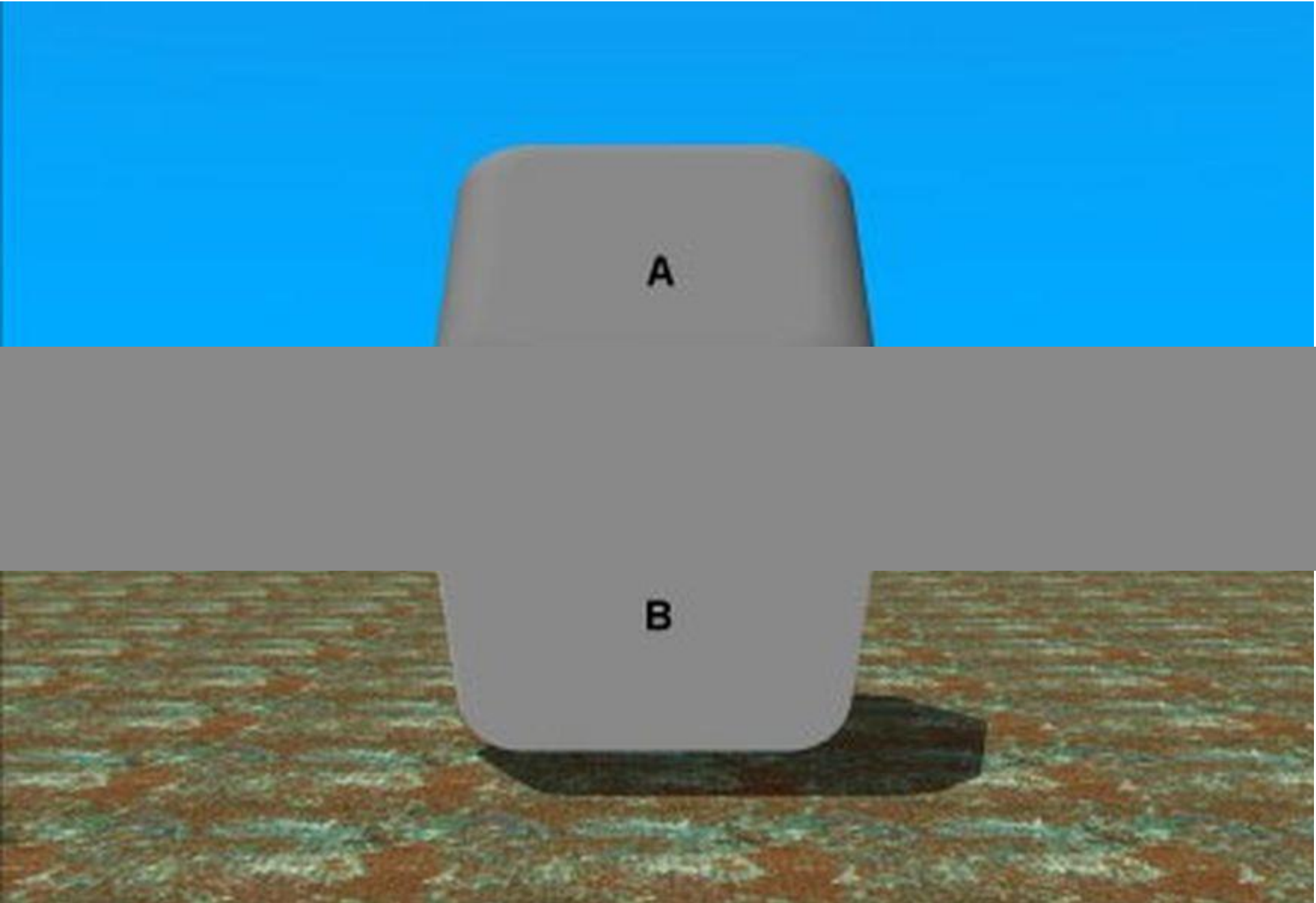
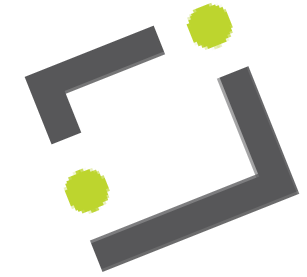


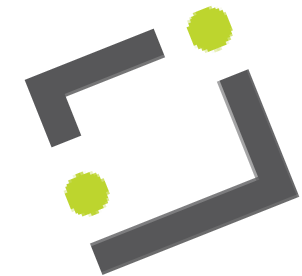
Novo i neočekivano
vs. poznato i očekivano

Apstraktno razmišljanje
vs. konkretno

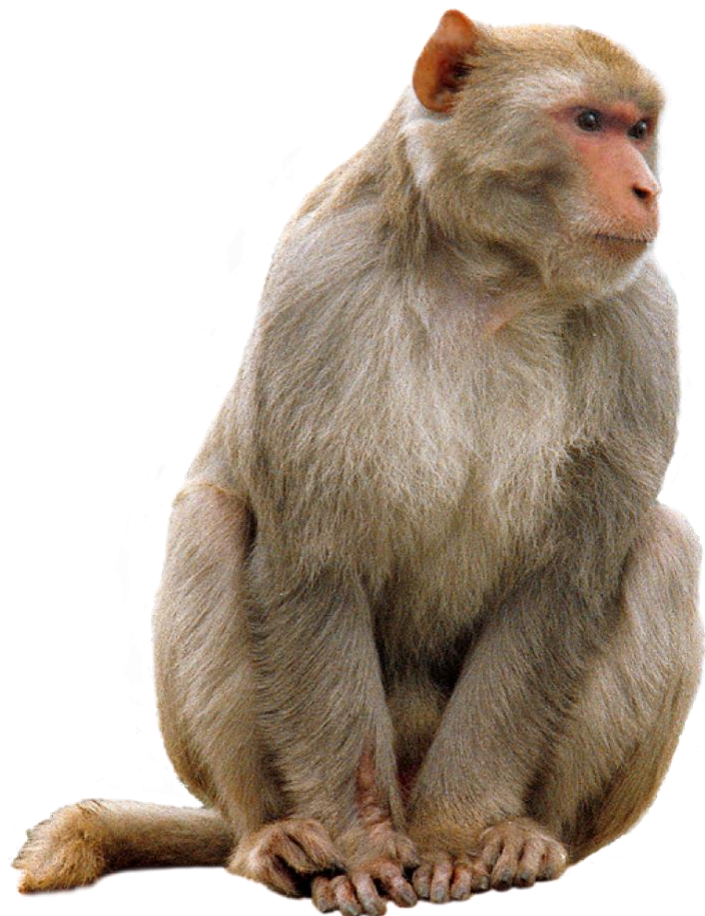
Dugoročni povrat
vs. kratkoročni







Relativistički mindset





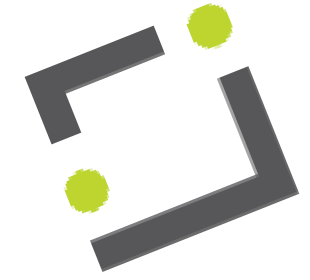
Relativistički mindset





Relativistički mindset



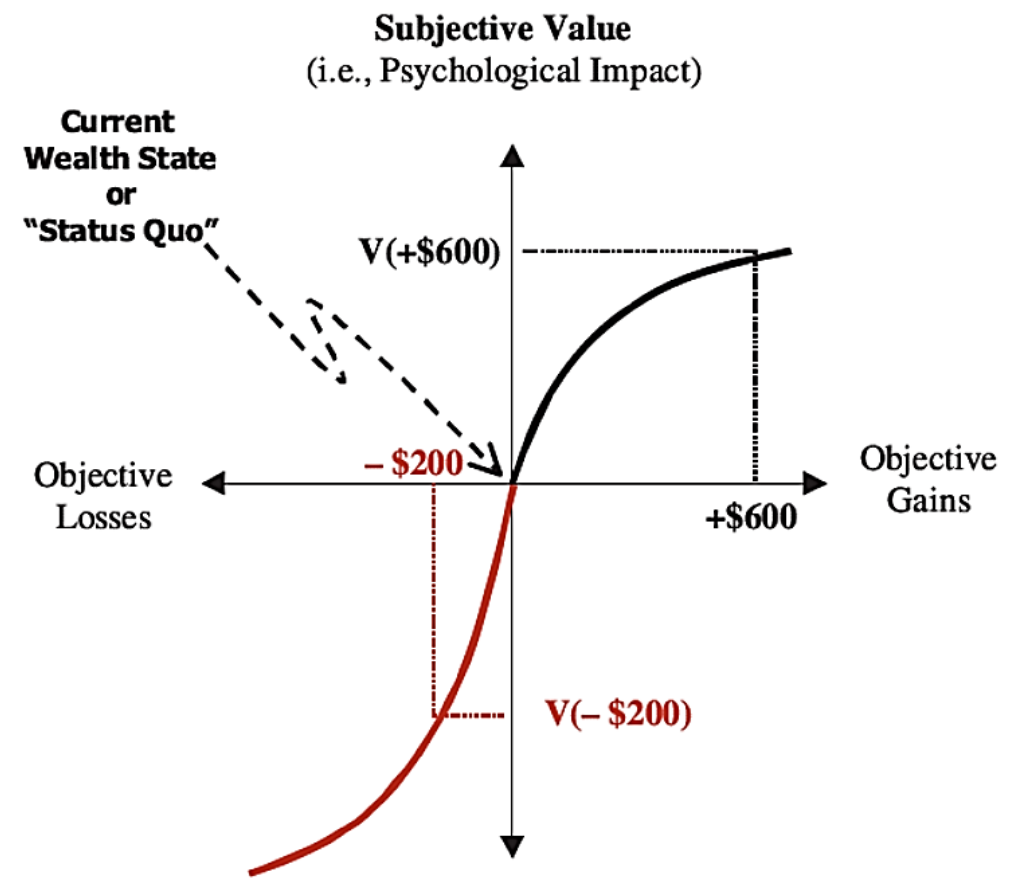
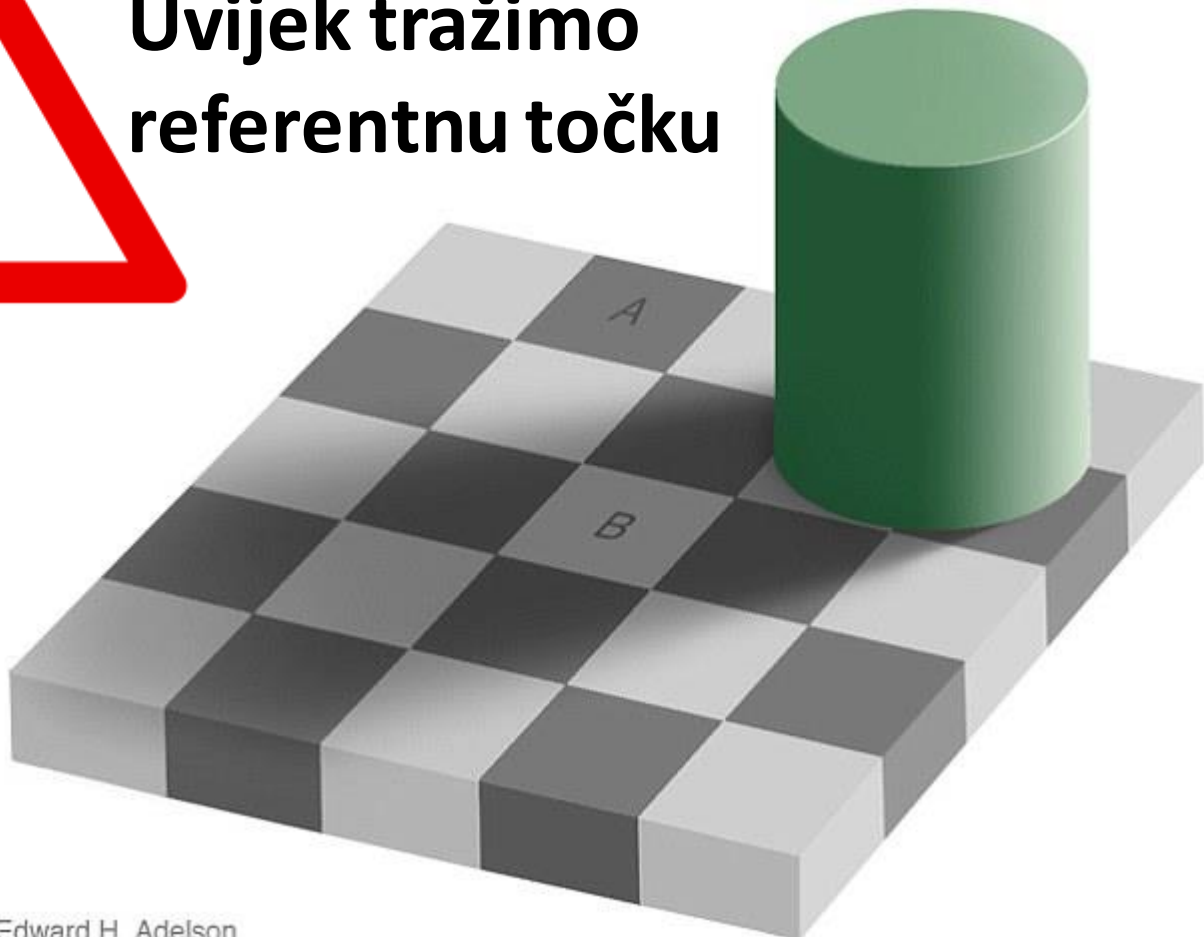


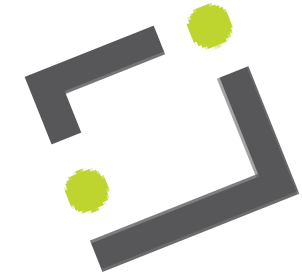






Uvijek tražimo referentnu točku





Stvaranje vrijednosti
vs. preraspodjela



Novo i neočekivano
vs. poznato i očekivano

Dugoročni povrat
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Stvaranje vrijednosti
vs. preraspodjela

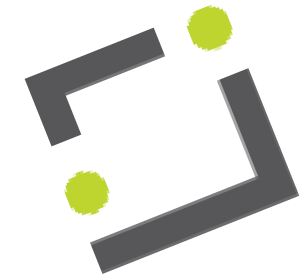


Novo i neočekivano
vs. poznato i očekivano

Dugoročni povrat
vs. kratkoročni

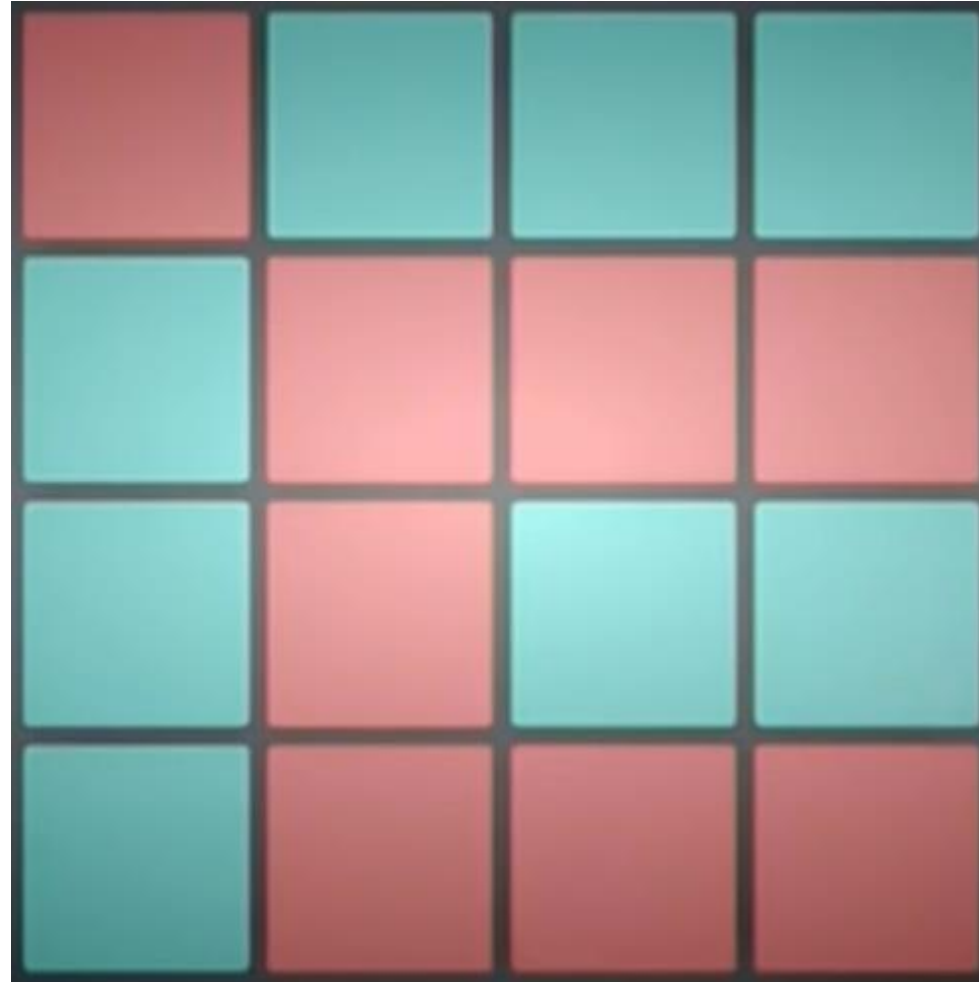
**Apstraktno razmišljanje
vs. konkretno**

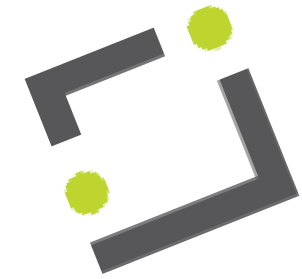




Mind Game

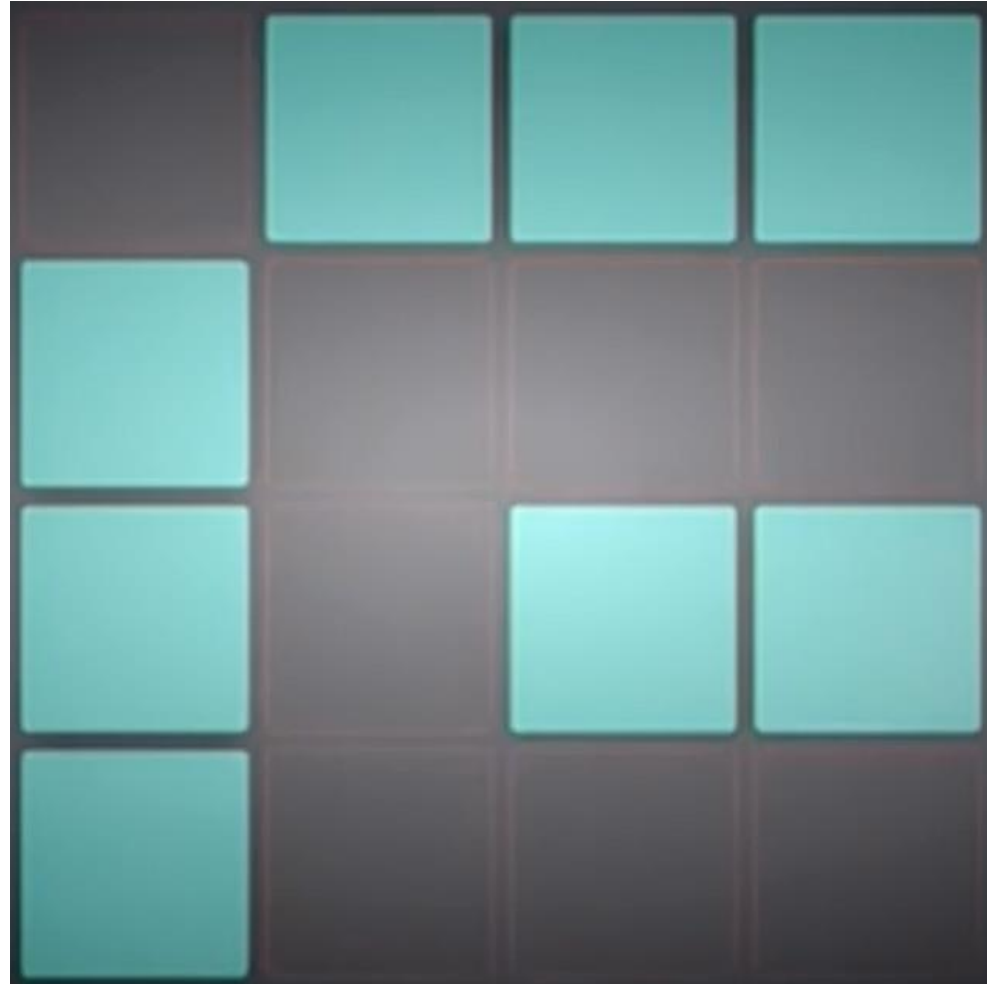
1. Započnite sa zelenim kvadratom
2. Pomaknite se lijevo ili desno do najbližeg crvenog kvadrata
3. Pomaknite se gore ili dolje do najbližeg zelenog kvadrata
4. Pomaknite se dijagonalno do najbližeg crvenog kvadrata
5. Pomaknite se dolje ili desno do najbližeg zelenog kvadrata

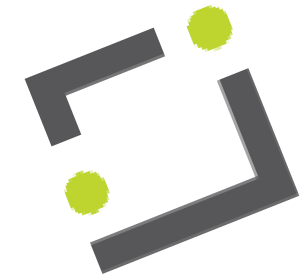




Mind Game

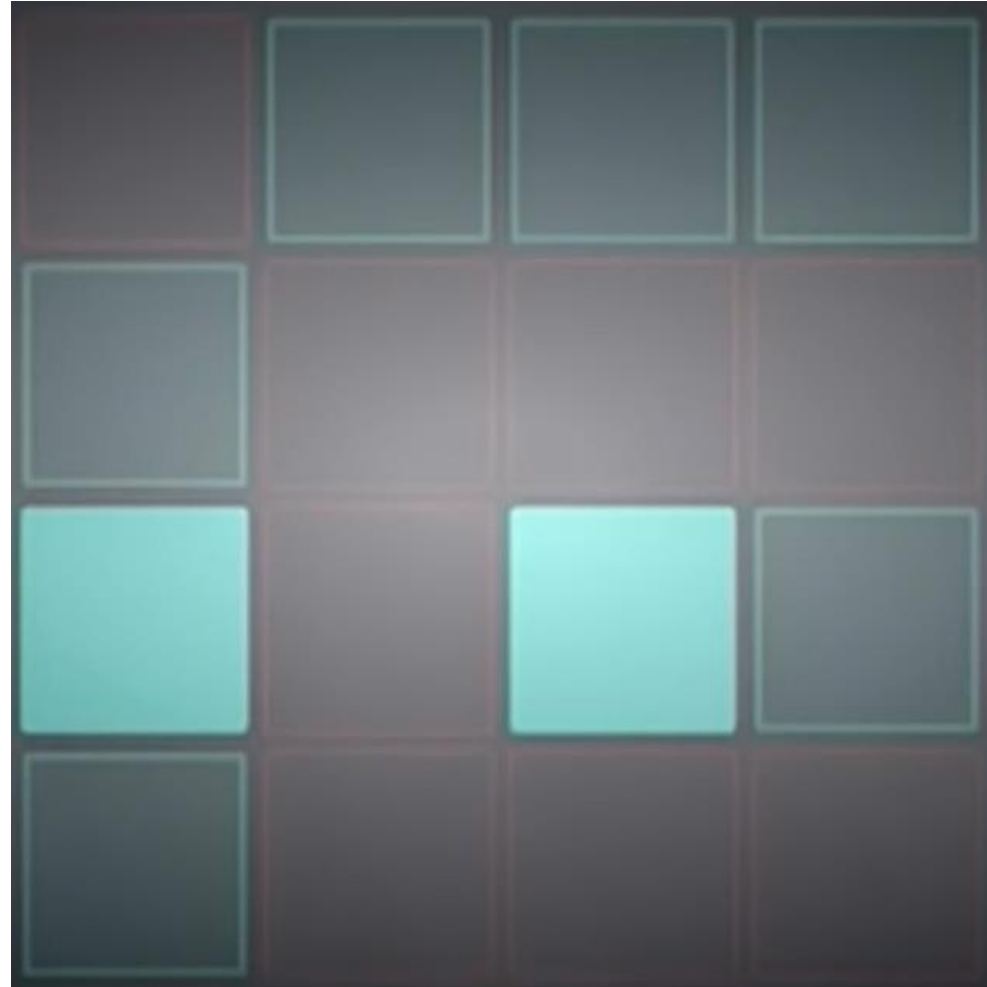
1. Započnite sa zelenim kvadratom
2. Pomaknite se lijevo ili desno do najbližeg crvenog kvadrata
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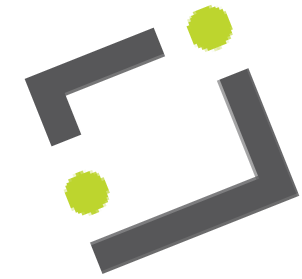




Mind Game

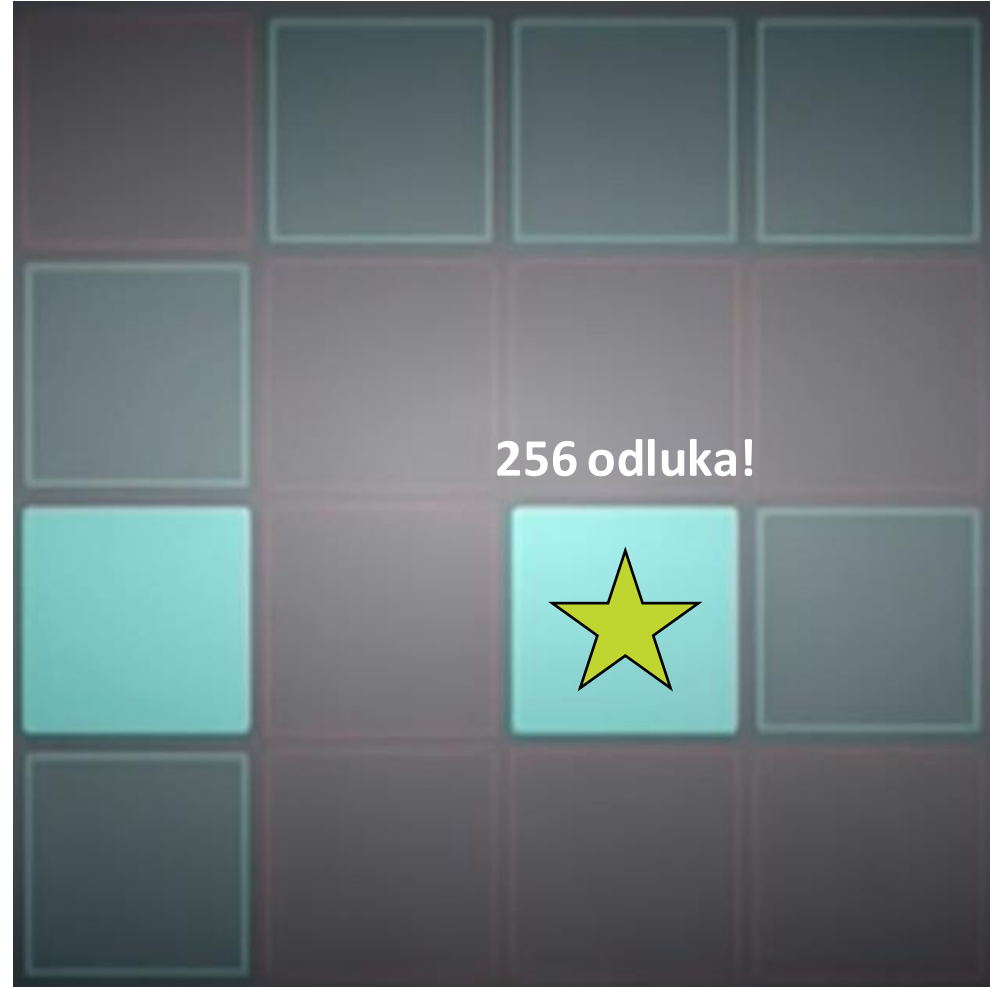
1. Započnite sa zelenim kvadratom
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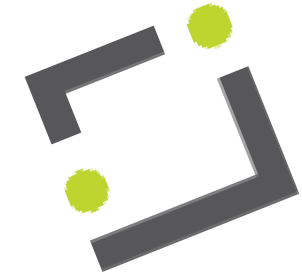




Mind Game

1. Započnite sa zelenim kvadratom
2. Pomaknite se lijevo ili desno do najbližeg crvenog kvadrata
3. Pomaknite se gore ili dolje do najbližeg zelenog kvadrata
4. Pomaknite se dijagonalno do najbližeg crvenog kvadrata
5. Pomaknite se dolje ili desno do najbližeg zelenog kvadrata





Stvaranje vrijednosti
vs. preraspodjela

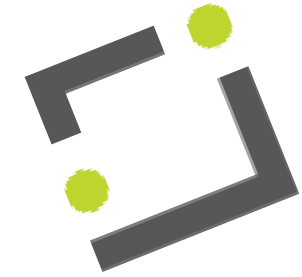


Novo i neočekivano
vs. poznato i očekivano

Dugoročni povrat
vs. kratkoročni

Apstraktno razmišljanje
vs. konkretno





Stvaranje vrijednosti
vs. preraspodjela



**Novo i neočekivano
vs. poznato i očekivano**

Dugoročni povrat
vs. kratkoročni

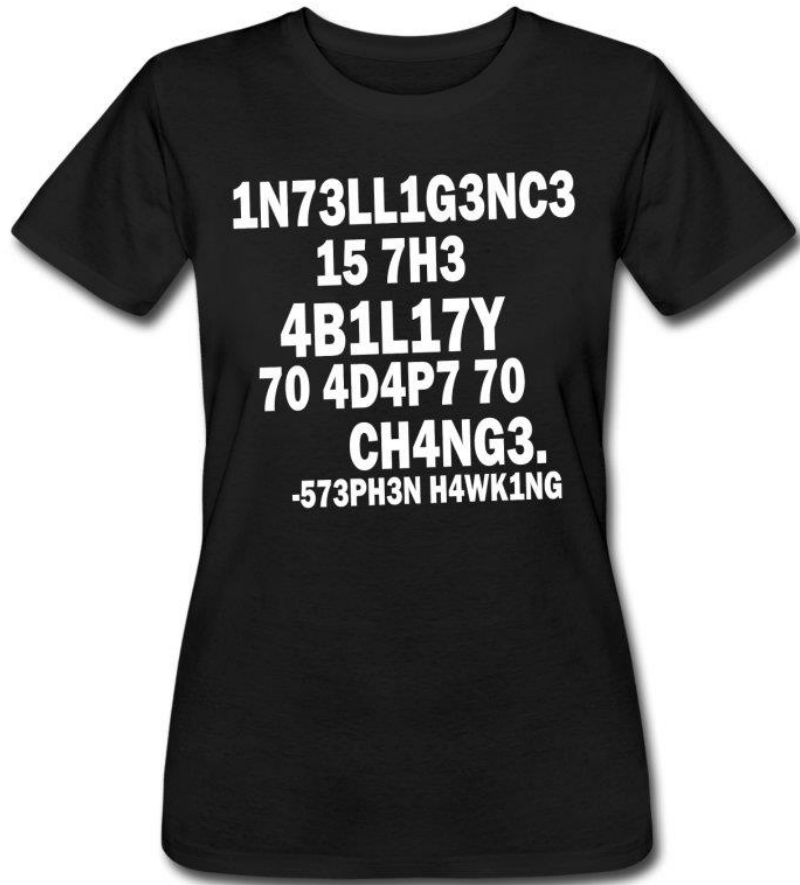
Apstraktno razmišljanje
vs. konkretno



Double Dutch

Double Dutch



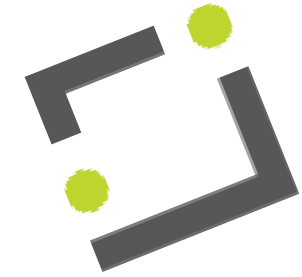


I CAN READ IT ! CAN YOU ???

fi yuo cna raed tihs, yuo hvae a sgtrane mnid too. Cna yuo raed tihs? Olny smoe plepoe can. i cdnuolt blveiee taht I cluod aulacilty uesdnatnrd waht I was rdanieg. The phaonmneal pweor of the hmuan mnid, aoccdrnig to a rscheearch at Cmabrigde Uinervtisy, it dseno't mtaetr in waht oerdr the ltteres in a wrod are, the olny iproamtnt tihng is taht the frsit and lsat ltteer be in the rghit pclae. The rset can be a taotl mse and you can sitll raed it whotuit a pboerlm. Tihs is bcuseae the huamn mniddeos not raed ervey lteter by istlef, but the wrod as a wlohe. Azanmig huh? yaeh and I awlyas tghuhot slpeling was ipmorantt! if you can raed tihs sahre it.







Stvaranje vrijednosti
vs. preraspodjela



Novo i neočekivano
vs. poznato i očekivano

Dugoročni povrat
vs. kratkoročni

Apstraktno razmišljanje
vs. konkretno





- Stvoriti **FRUSTRACIJU** s postojećim stanjem (what is)
- Stvoriti **STRAST** s inspirativnom vizijom budućnosti (what could be)
- Specificirati **KORAKE** (milestones) i **PRINCIPE** (kulturu)



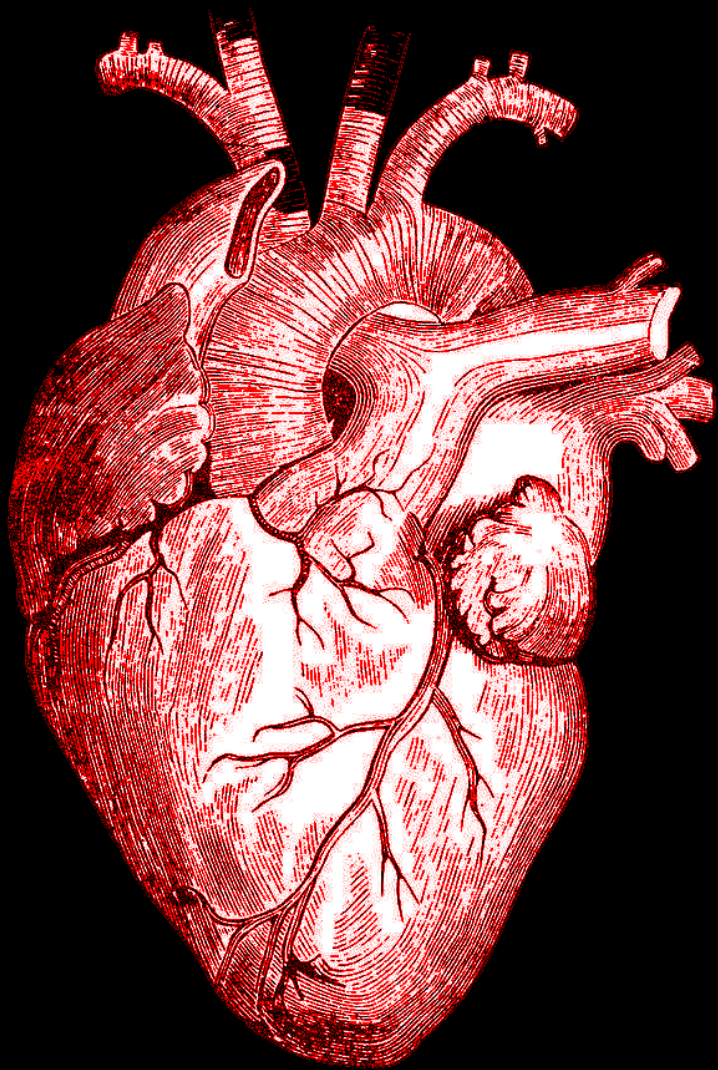
Stvaranje vrijednosti
vs. preraspodjela

Novo i neočekivano
vs. poznato i očekivano

Dugoročni povrat
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Apstraktno razmišljanje
vs. konkretno





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ORGAN DONATIONS?



Označite ako **ŽELITE** biti donator organa.

Označite ako **NE ŽELITE** biti donator organa.

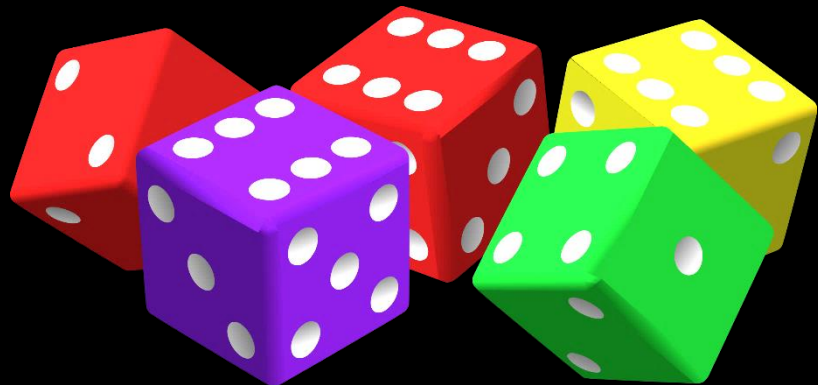
Najčešća odluka:
Ne donositi odluku.

Čimbenici:

- Nejasnoća (Ambiguity)
- Rizik
- Kratkoročno vs. Dugoročno
- Potencijalni negativni učinci

Vrijednost = Koristi – Troškovi – Rizici

Vrijednost = p (Koristi) x Koristi
- p (Troška) x Trošak
- p (Rizika) x Rizik



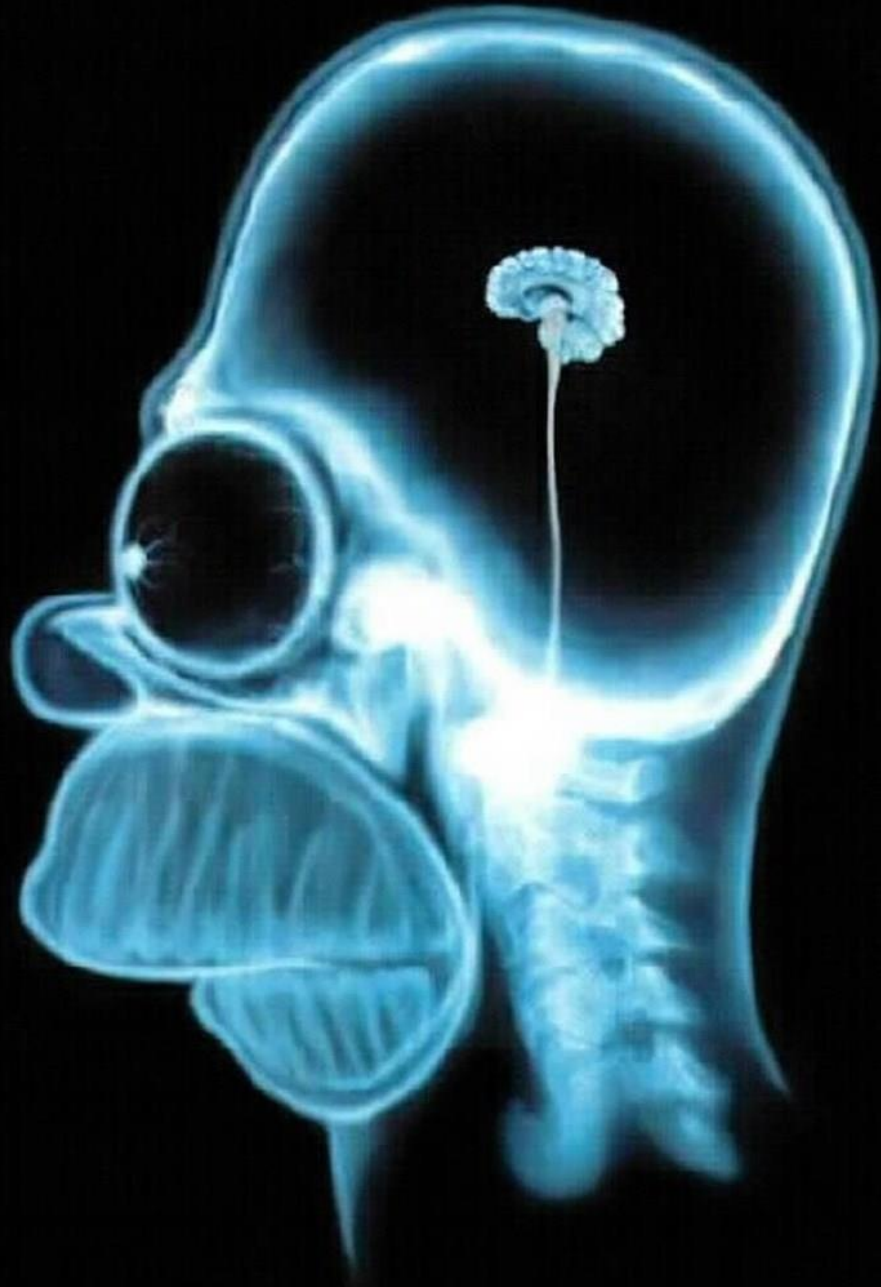
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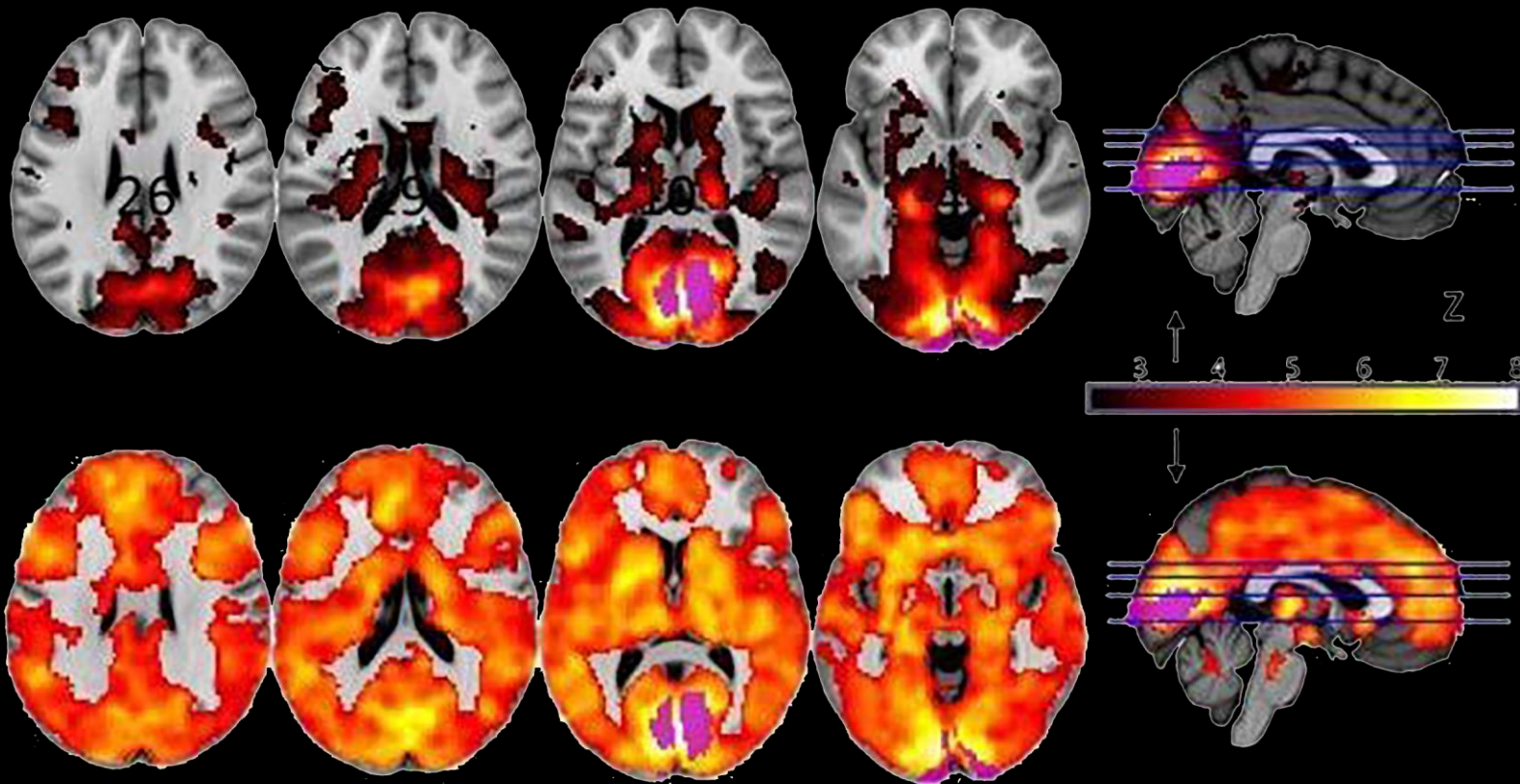
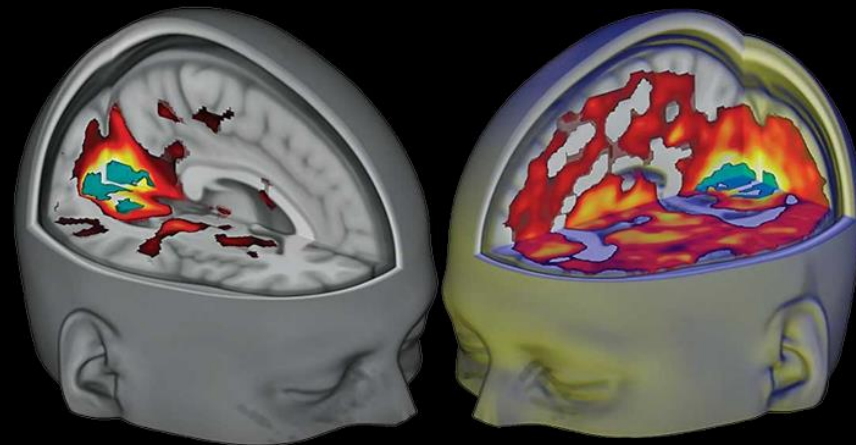
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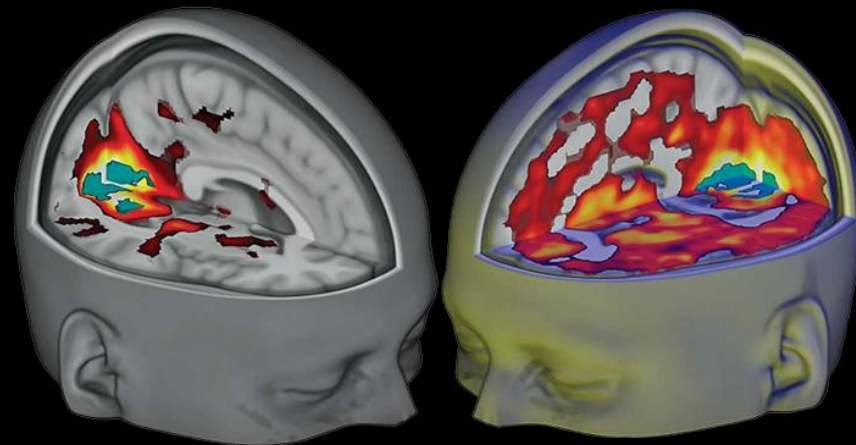
Rješavanje kreativnih/strateških zadataka



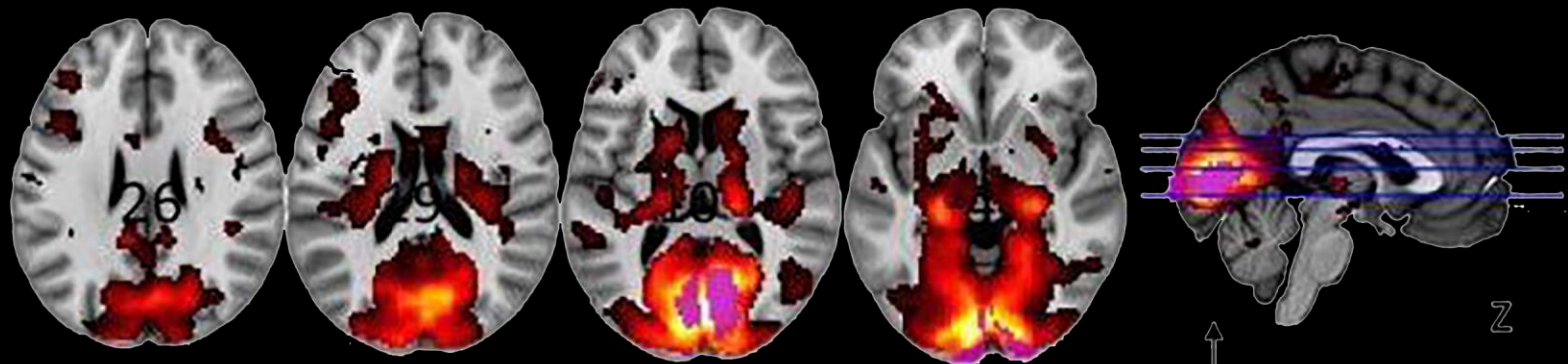
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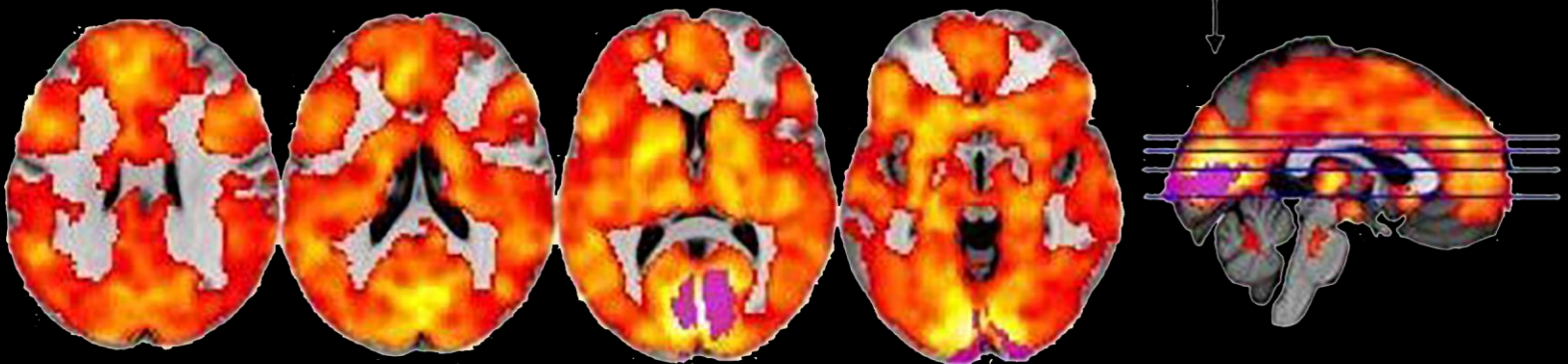
Rješavanje kreativnih/strateških zadataka



Placebo



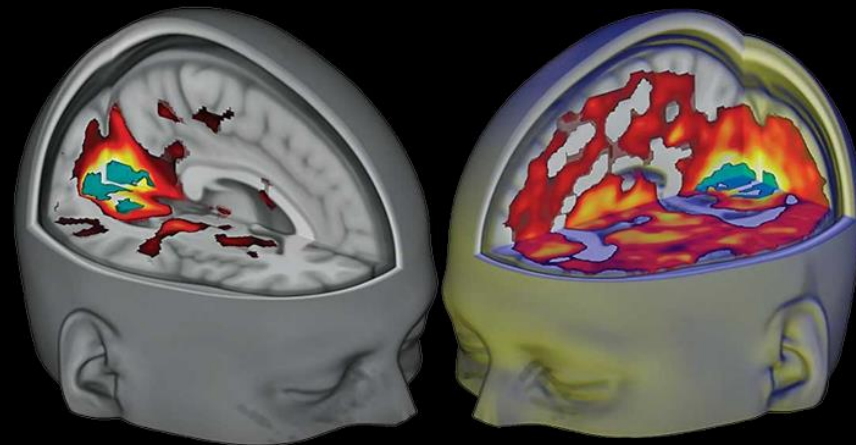
LSD



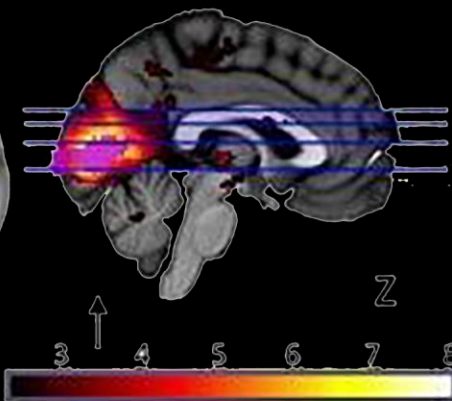
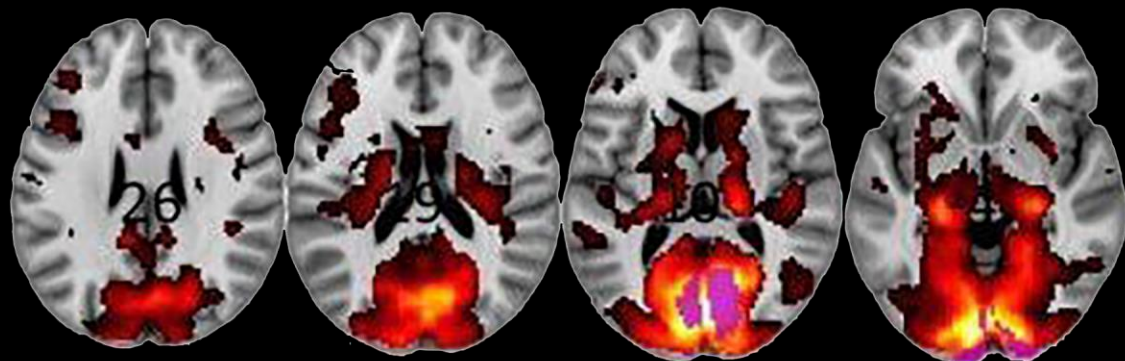
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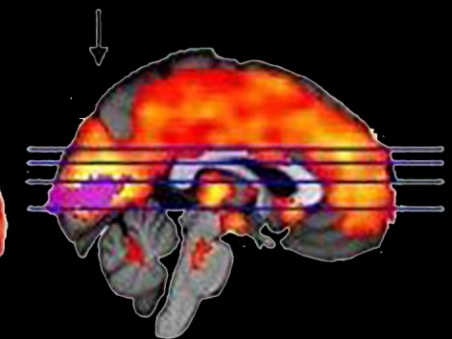
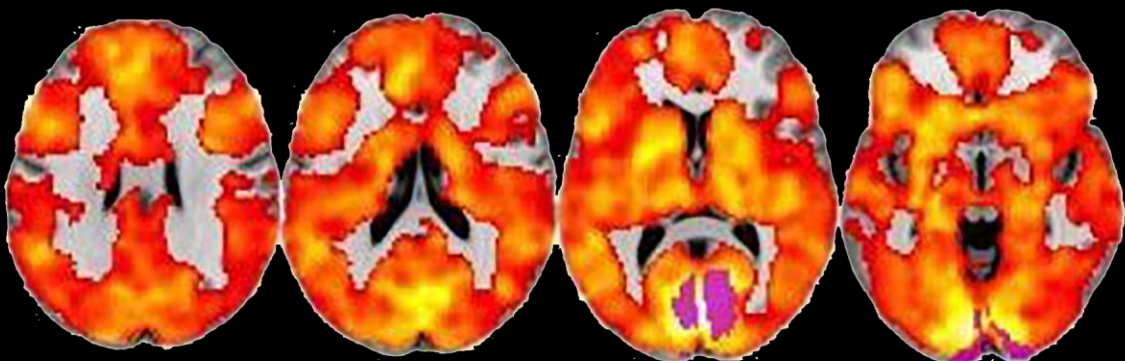
Rješavanje kreativnih/strateških zadataka



Bez strasti za problem / rješavanje problema

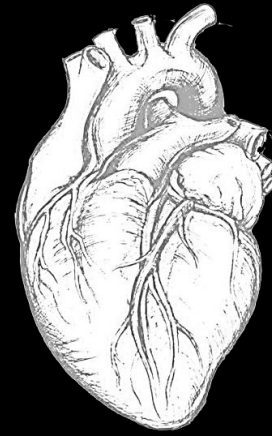
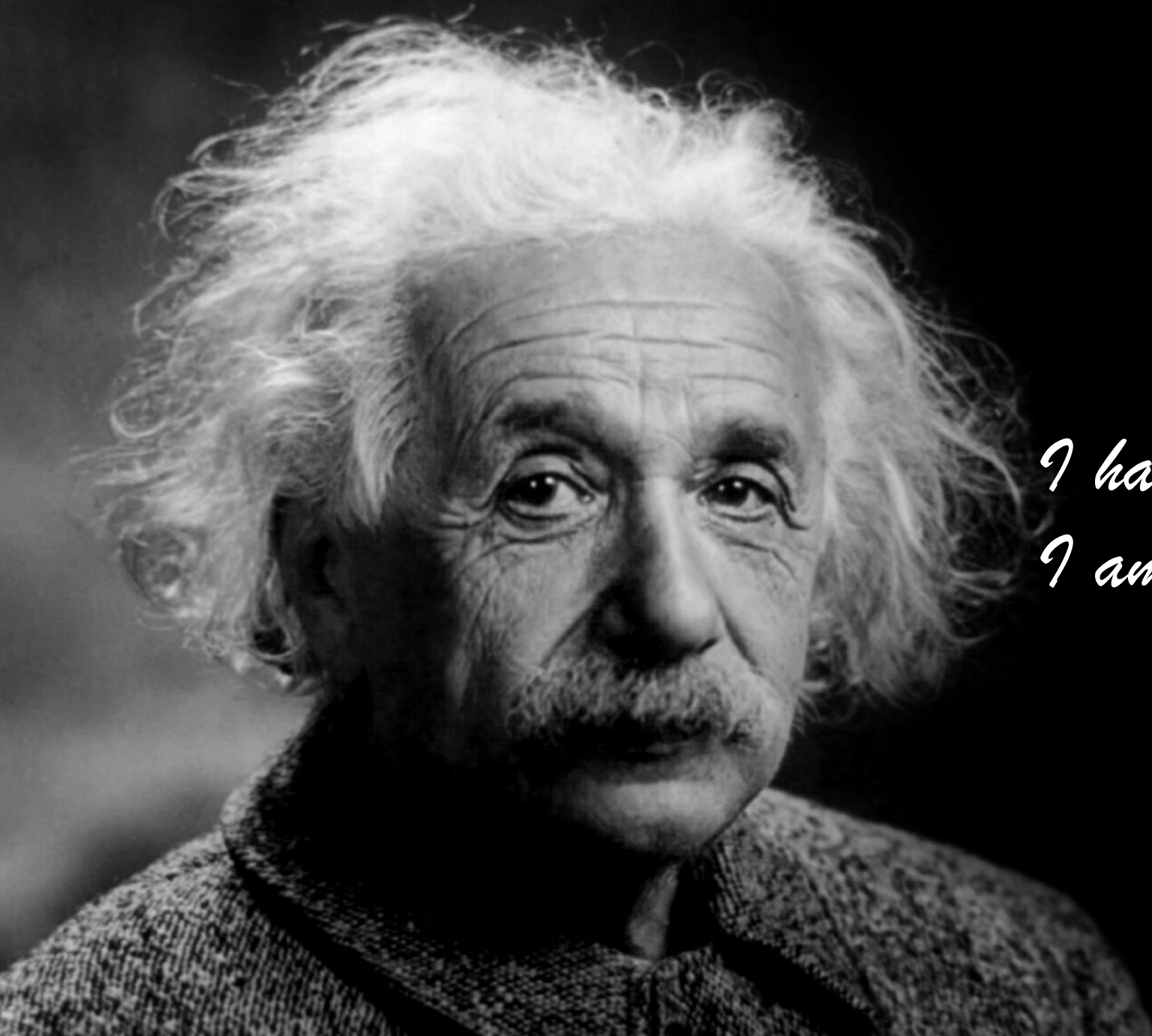


Visoka strast za problem / rješavanje problema



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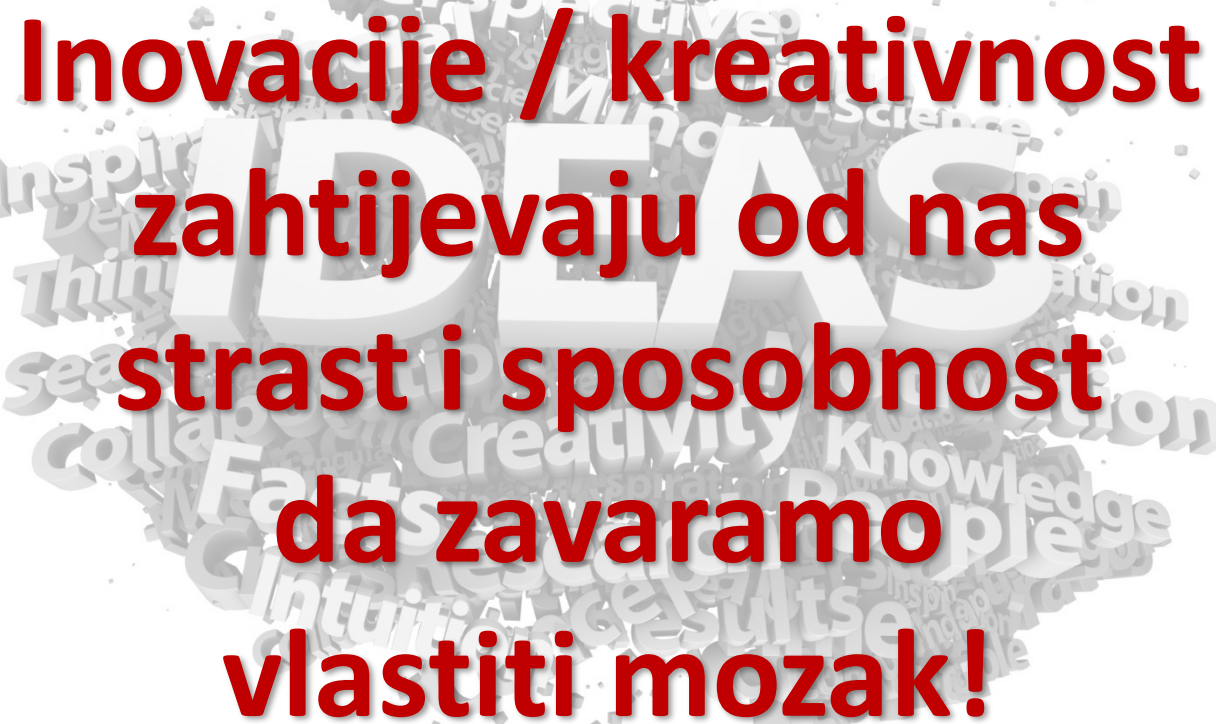
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*I have no special talent.
I am only passionately curious.*

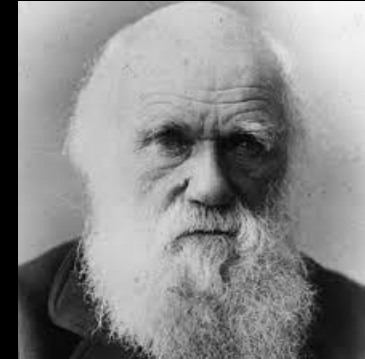
Albert Einstein



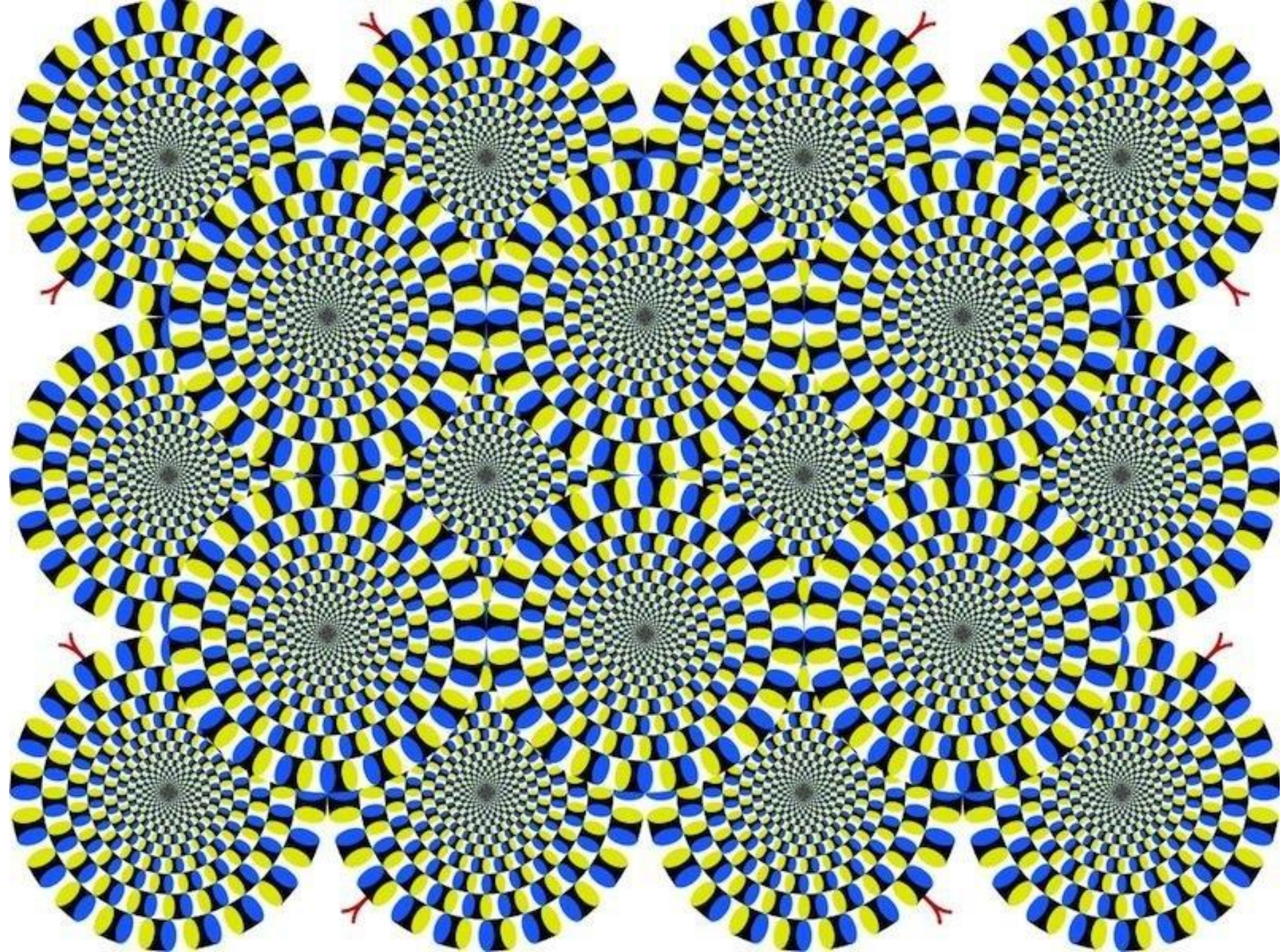
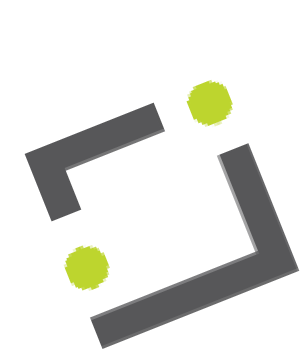


**Inovacije / kreativnost
zahtijevaju od nas
strast i sposobnost
da zavaramo
vlastiti mozak!**

Evolucija



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Mozak → optimizacijski mehanizam



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Ne samo da ne stvara promjenu.
Nego ju ignorira i simplificira svijet oko sebe za preživljavanje.

Obrazovanje



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Obrazovanje

Medij prijenosa znanja

Fokus:
Kako efikasnije prenijeti znanje („istine”) kroz vrijeme / unutar određenog vremena vs.

Prenošenje vrijednosti
Razumijevanje polazišnih principa

Digitalni mediji

Pismo

Govor

Oponašanje



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„Contributed to invention, painting, sculpting, architecture, science, music, mathematics, engineering, literature, anatomy, geology, astronomy, botany, writing, history, and cartography.”

Fokus:

Specijalizacija i „stručnost”

vs.

Jedinstvena kombinacija znanja i sposobnosti uz jedinstvenu perspektivu i način promišljanja

Obrazovanje

Specijalizacija



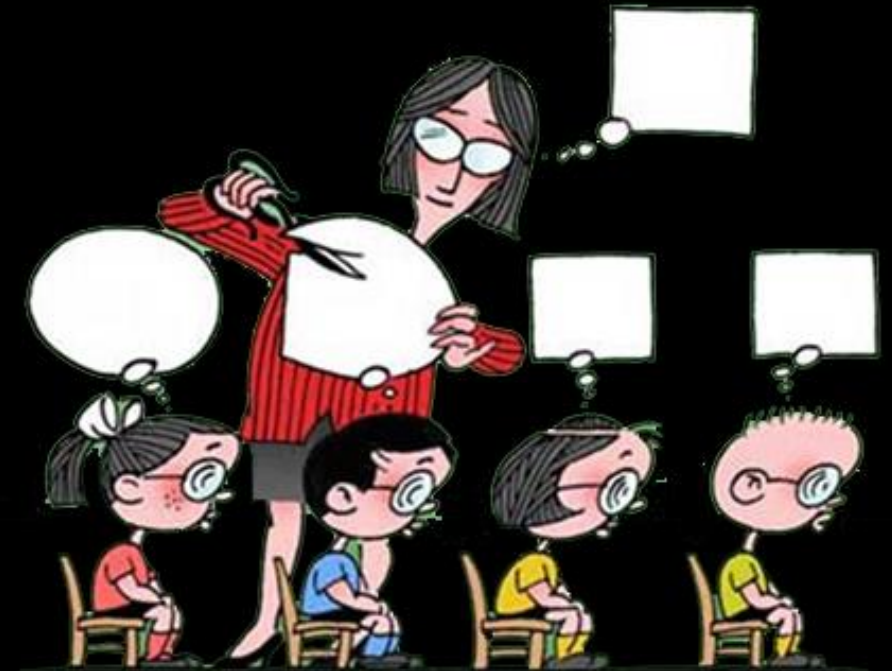
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Obrazovanje

Fokus:
Završavanje, ujednačavanje i „protočnost”
vs.
Razvoj interesa/strasti i želje za izučavanjem

Fokus:
Instrukcijski pristup
vs.
Istraživački pristup



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Pojedinci

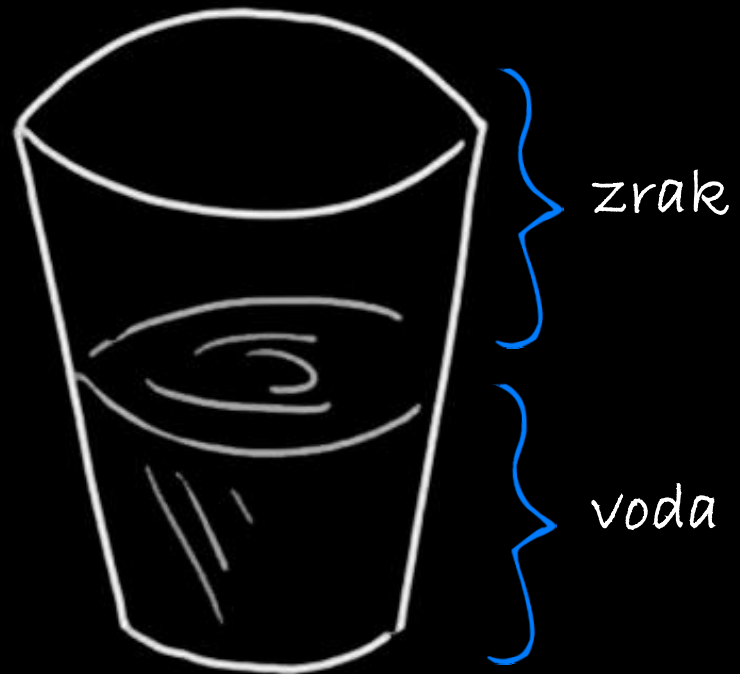


Je li čaša napola puna
ili napola prazna?



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Je li čaša napola puna
ili napola prazna?



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Obrazovanje

Ključne (pogrešne) pretpostavke:

1. Znamo ŠTO raditi
2. Znamo KAKO to najbolje raditi
3. Djeca su kreativna rođenjem
a obrazovanje „ubija” kreativnost



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Uloga



Mozak

Definiramo uloge u smislu
zadataka koje očekujemo
da netko izvrši.



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Uloga
↑
Mozak



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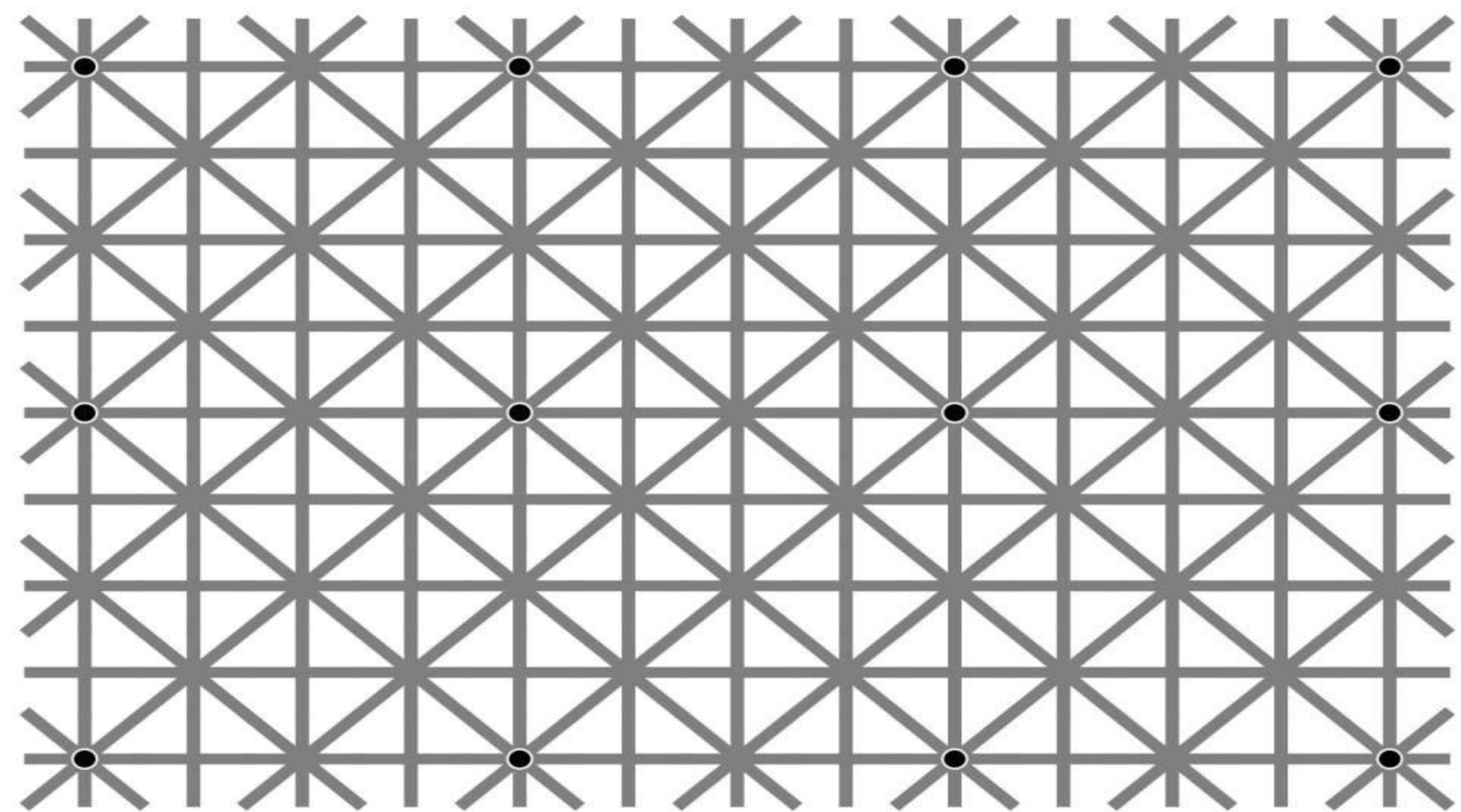
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Organizacije



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Organizacije

Ethernet

PC

Printer

Laptop

E-mail

Mouse

Graphical user interface

Text editor



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xerox



Organizacije

Ethernet

PC

Printer

Laptop

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Mouse

Graphical user interface

Text editor



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Xerox' Personal Computer Alto (1973)



Xerox 9700 Laser Printer (1977)



Organizacije



“Tell him we haven't got time for any of his bright ideas – we've got a battle on our hands”



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Pretpostavke (BOX) inovacija



Inovacije pretpostavljaju „razmišljanje izvan kutije”

Mozak ne može razmišljati izvan kutije → Cilj: Izgraditi sustav i naučiti djecu da promišljaju „o kutiji”

Svi imaju kreativni mozak i mogu inovirati

Niti jedan mozak nije kreativan → Cilj: Izgraditi sustav i naučiti djecu da kontriraju nekreativnosti



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A photograph of Elon Musk speaking, wearing a grey blazer over a dark shirt. He is gesturing with his right hand. The background is dark with some blue lighting.

"The normal way we conduct our lives is we reason by analogy ..."

„... it's like something else that was done, or it is like what other people are doing.”

„[With first principles] you **boil things down to the most fundamental truths** ... and then reason up from there.”

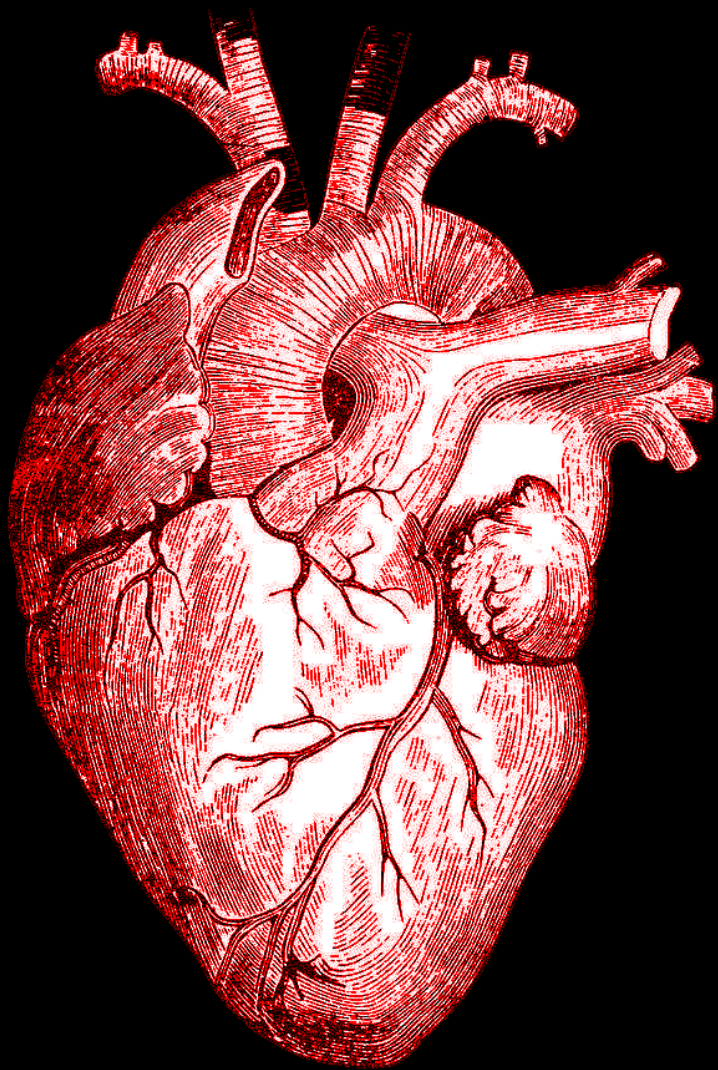
Elon Musk

"Books allow you to **fully explore a topic and immerse yourself in a deeper way** than most media today,,,"

"I'm looking forward to shifting more of my media diet towards reading books."



Mark Zuckerberg



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Uloga ravnatelja/ravnateljice

Poduzetnik vs. manager vs. facilitator

Facilitator platforme koja integrira:

- učitelje
- učenike
- roditelje
- zajednicu
- bivše učenike
- ostale dionike

Vođenje primjerom vs. Vođenje strukturom
Autoritet/hijerarhija vs. Meritokracija



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**ŠKOLA BUDUĆNOSTI:
ULOGA RAVNATELJA U IZGRADNJI
DRUŠTVA STVARANJA VRIJEDNOSTI**

Goran Vlašić

Znanstveni centar izvrsnosti za
školsku efektivnost i menadžment

Institut za inovacije

Ekonomski fakultet u Zagrebu

We are often

BLINDED BY CONQUERING OTHERS

that

WE FORGET TO CONQUER OURSELVES



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www.apb.hr
#daretochallenge