

Polish Digital Resilience Agenda 2040
a model of strategic preparedness
for the antinomies of digitalisation.

Scenario: Factory of obedience

**strategic area: Education, schooling and science
science**

Big Freeze Scenario - Poland until 2040

The main paradox

Apparent rationalization	Actual effect
Standardization = efficiency	Elimination of creativity and critical thinking
KPI for teachers = quality	Teacher as a "procedure operator"
School as a factory of graduates	Producing obedient performers without the ability to innovate
IT certifications = security	Destruction of the startup ecosystem (-73%)

A slow evolution from a society aspiring to innovation towards a deeply hierarchical and caste system - through seemingly rational decisions.

The insidiousness of the scenario: every step seems justified. Together they create a trap.

Educational Effectiveness Program (2026–2028): the four pillars of Taylorism



Process standardisation

- 15,000 ready-made lesson plans for all subjects
- The teacher = an 'operator' — with no room for improvisation or passion



The mass production of graduates

- Pupil = 'unit of output'
- 50 measurable competences to be assessed
- Classes of up to 32 pupils — numerical efficiency over pedagogical effectiveness



Hierarchical management

- KPI system for teachers and headteachers
- Strict monitoring of performance, not of the quality of thinking



Eliminating 'waste'

- Discussions, experiments, non-standard projects = a waste of time
- We measure what is easy to measure — not what is important

Three phases of the "Great Freeze"

2025–2028 DESTABILISATION

- Staffing crisis: a shortage of 80,000–100,000 teachers
- PISA: a drop of 25–35 points
- Starting point for the 'Efficiency Programme'

2028–2035 TAYLORISATION

- Schools become factories of obedience
- The middle class flees to private schools
- Consolidation of the dual education structure

2035–2040 THE GREAT FREEZE

- 'Low-level equilibrium' – stable but dead
- Caste system internalised as the 'natural order'
- Lack of actors capable of change

Three waves of automation: 2.8-4 million job cuts

Wave I: Routine cognitive tasks (2025–2030)

- Accountants,
- Translators,
- Customer service staff

Wave II: Repetitive physical (2028– 2035)

- Warehouse staff,
- Drivers,
- Cashiers

Wave III: Semi-creative (2033–2040)

- Journalists,
- Marketers,
- Junior programmers

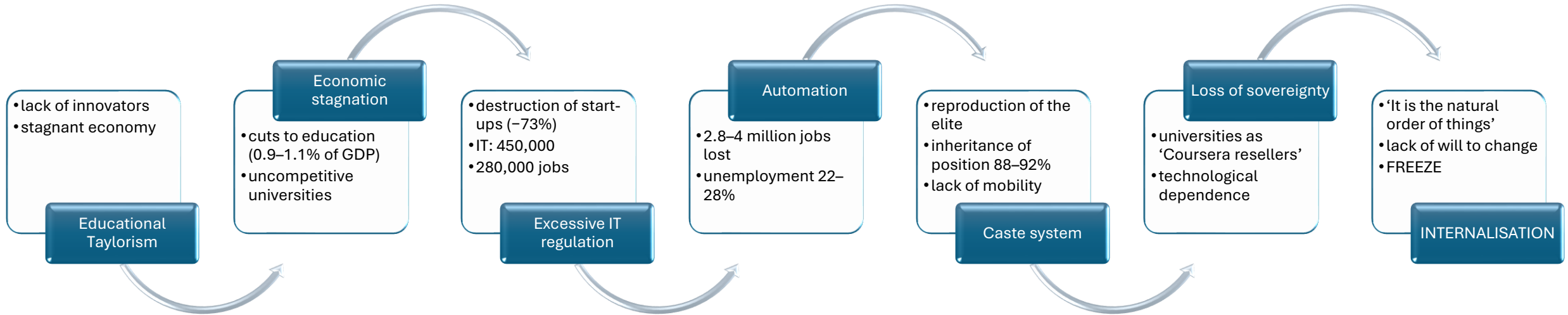


Caste system 2040: inheritance of position

	Caste 1: Elite	Caste 2: Working Class	Caste 3: Underclass
Participation	8–12%	55–60%	30–35%
Income	15-30 thousand PLN	5–9 thousand PLN	2-4 thousand PLN (transfers)
Education	Private schools developing creativity	"Obedience Factories"	The weakest public schools
Work	Top managers, global specialists	Services, industry - endangered car.	Part-time or no job
Mobility	88–92% status reproduction	Advancement: 2–3%	Advancement to elite: 0.3–0.8%
Environment	Gated communities, global mobility	Threat of degradation	Permanent exclusion

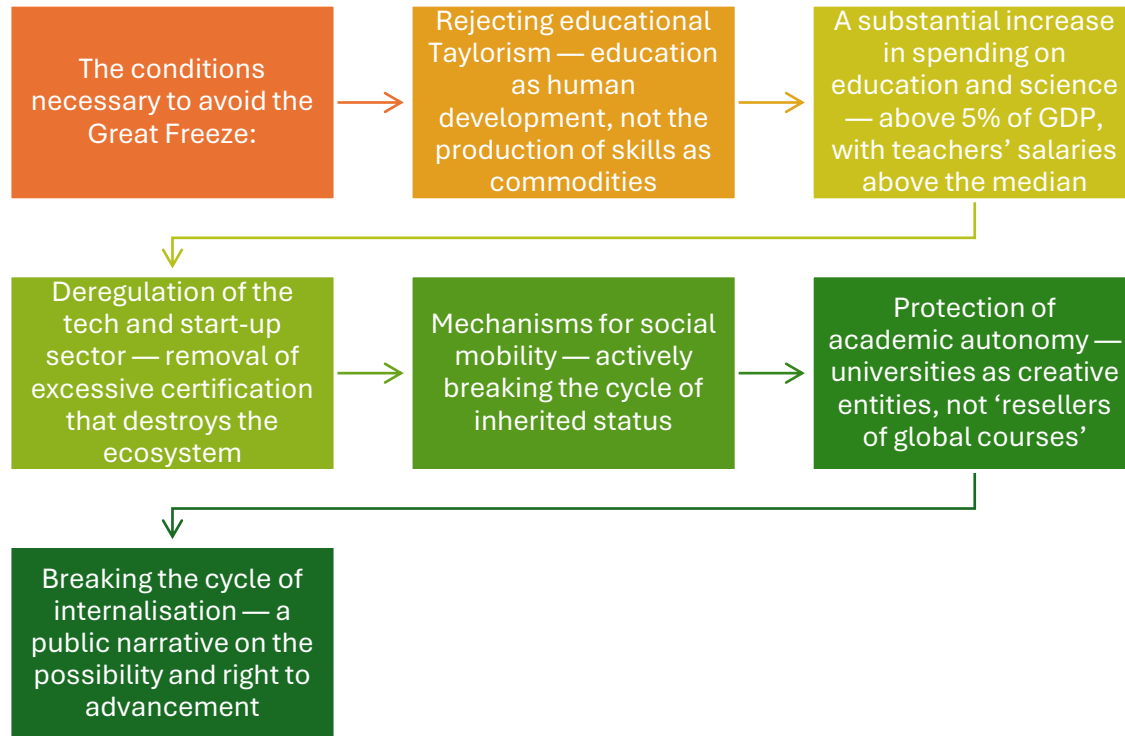
Chance of rising from the bottom to the top: 0.3–0.8% — a de facto closed caste system

Seven Feedbacks: The Big Freeze Mechanism



when people stop imagining otherwise, change becomes impossible

What to do: Break the spirals



Bottom line: the most dangerous scenario

"Poland 2040 is a country reaching a destructive balance - stable, efficiently managed, but lacking the energy to change."



Ministerstwo Nauki
i Szkolnictwa Wyższego



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Postscript: one-page script

This is the darkest of all four scenarios in the strategic area because it is the most insidious. There is no dramatic breakdown here, no rebellion or crisis to be seen and described. There is something much more dangerous: a slow, seemingly rational degeneration that makes each step seem justified.

Poland does not collapse in this scenario. She freezes — and that's why it's the "Big Freeze." The education system is not rapidly collapsing, but is being redesigned under the guise of efficiency. The Educational Efficiency Program (2026-2028) sounds technical and reasonable - and that is its most dangerous feature. Taylorism applied to school: 15,000 ready-made lesson plans, KPIs for teachers, 50 measurable competencies, classes of 32 students. The teacher becomes the operator of procedures. Student - A unit of product.

The main paradox is: the more efficiently a system operates as a factory of obedient performers, the more it cuts the economic roots of its own future. It produces people incapable of innovation - and therefore condemns Poland to a model of low costs, stagnation and dependence on technologies it does not understand. This is a trap from which it is increasingly difficult to escape, because the seven feedback loops block each other, and the last one is the most dangerous: society internalizes this order as natural.

The end result is a caste system with an 88-92% inheritance for the elite - and a 0.3-0.8% chance of rising from the bottom to the top. There is no revolution because there is no imagination that it could be otherwise.