

18. 목적 : _____

1. Dear Ms. Stevens,

2. My name is Peter Watson, and I'm the manager of the Springton Library.

3. Our storytelling program has been so well-attended that we are planning to **expand** the program to 6 days each week.

4. This means that we need to **recruit** more volunteers to read to the children.

5. People still talk about the week ^you **filled in** for us when one of our volunteers couldn't come.

6. You really brought those stories to life!

7. **So, would you be willing to read to the preschoolers for an hour, from 10 to 11 a.m. every Friday?**

8. I hope you will take this opportunity to let more children hear your voice.

9. We are looking forward to your **positive reply**.

10. Best regards, Peter Watson

19. ① terrified → relieved

1. I walked up to the little dark brown door and knocked.

2. Nobody answered. I pushed on the door carefully.

3. When the door **swung** open with a rusty **creak**, a man was standing in a back corner of the room.

4. My hands flew over my mouth as I started to scream.

5. He was just standing there, watching me!

6. As my heart continued to race, I saw that he had also put his hands over his mouth.

7. Wait a minute... It was a mirror!

8. I took a deep breath and walked past a table to the old mirror that stood in the back of the room.

9. I felt my heartbeat returning to normal, and calmly looked at my reflection in the mirror.

20. 주장 _____

1. In the rush towards **individual achievement** and **recognition**, the **majority** of those who make it forget their **humble** beginnings.

2. They often forget those who helped them on their way up.

3. If you forget where you came from if you **neglect** those who were there for you when things were tough and slow, then your success is **valueless**.

4. No one can **make it up** there without the help of others.

5. There are parents, friends, advisers, and coaches that help.

6. **You need to be grateful to all of those who helped you.**

7. **Gratitude** is the glue that keeps you connected to others.

8. It is the bridge that keeps you connected with those who were there for you in the past and who are likely to be there in the end.

9. **Relationships and the way ^you treat others determine your real success.**

grateful / gratitude / thankful / thank / appreciate

21. 주제 : _____

1. For companies interested in **delighting** customers, **exceptional** value and service become part of the **overall** company culture.

2. For example, year after year, Pazano ranks at or near the top of the **hospitality industry** in terms of customer **satisfaction**.

3. The company's **passion** for satisfying customers is summed up in its **credo**, which promises that its luxury hotels will deliver a truly memorable experience.

4. Although a **customer-centered firm** seeks to deliver high customer satisfaction relative to competitors, it does not attempt to **maximize** customer satisfaction.

5. A company can always increase customer satisfaction by lowering its price or increasing its services.

6. But this may result in lower profits.

7. Thus, the purpose of marketing is to generate customer value profitably.

따라서, _____

8. This requires a very **delicate** balance: the marketer must continue to generate more customer value and satisfaction but not 'give away the house'. *credo: 신조

22. 요지 _____

1. The problem with simply **adopting** any popular method of **parenting** is that **it ignores the most important variable in the equation: the uniqueness of your child.**

2. So, **rather than** insist that one style of parenting will work with every child, we might take a page from the gardener's handbook.

3. Just as the gardener accepts, without question or **resistance**, the plant's **requirements** and **provides** the right conditions ^each plant **needs** to grow and **flourish**, so, too, **do we parents need to custom-design our parenting to fit the natural needs of each individual child.**

4. Although that may seem difficult, it is possible.

5. Once we understand who our children really are, we can begin to figure out **how to make** changes in our parenting style **to be** more positive and **accepting** of each child ^we've **been blessed to parent.** *equation: 방정식

23. 주제 : _____

1. In the movie Groundhog Day, a weatherman played by Bill Murray is forced to re-live a single day over and over again.

2. Confronted with this **seemingly** endless loop, he eventually **rebels** against living through the same day the same way twice.

3. He learns French, becomes a great pianist, befriends his neighbors, helps the poor.

4. Why do we cheer him on?

5. **Because we don't want perfect predictability, even if what's on repeat is appealing.**

6. Surprise engages us.

7. It allows us to escape **autopilot**.

8. It keeps us awake to our experience.

9. In fact, the neurotransmitter systems involved in reward are tied to the level of surprise : rewards delivered **at regular, predictable times** yield a lot less activity in the brain than the same rewards delivered at random unpredictable times.

10. Surprise **gratifies**. *loop: 고리 **neurotransmitter: 신경전달물질

24. 주제 : _____

1. A building is an **inanimate** object, but it is not an inarticulate one.

2. Even the simplest house always makes a statement, one expressed in brick and stone, in wood and glass, rather than in words -- but no less loud and obvious.

3. When we see a **rusting** trailer surrounded by weeds and abandoned cars, or a brand-new mini-mansion with a high wall, we **instantly** get a message.

4. In both of these cases, though in different accents, it is "Stay Out of Here."

5. It is not only houses, of course, that communicate with us.

6. All kinds of buildings - churches, museums, schools, hospitals, restaurants, and offices - speak to us silently.

7. Sometimes the statement is **deliberate**.

8. A store or restaurant can be designed so that it welcomes mostly low-income or high-income customers.

9. Buildings tell us what to think and how to act, though we may not register their messages consciously.

*inarticulate: 표현을 제대로 하지 못하는

29. 주제 : _____

1. Even though **institutions** like the World Bank use wealth to differentiate between “developed” and “developing” countries, they also agree that development is more than economic growth.

2. “Development” can also include the social and environmental changes that are caused by or accompany economic growth, some of which are positive and thus may be negative.

3. Awareness has grown - and continues to grow - that the question of how economic growth is affecting people and the planet needs to be addressed.

4. Countries are slowly learning that it is cheaper and causes much less suffering to try to reduce the harmful effects of an economic activity or project at the beginning, when it is planned, than after the damage appears.

5. To do this is not easy and is always **imperfect**.

6. But an awareness of the need for such an effort **indicates** a greater understanding and **moral concern** than did the **previous widespread attitude** that focused only on creating new products and services.

30. 소재 : _____

1. The most **advanced military** jets are fly-by-wire:

2. They are so **unstable** that they require an automated system that can sense and act more quickly than a human **operator** to maintain control.

3. Our **dependence** on smart technology has led to a **paradox**.

4. As technology **improves**, it becomes more **reliable** and more **efficient**, and human operators depend on it even more.

5. Eventually they lose focus, become **distracted**, and check out, leaving the system to run on its own.

6. In the most **extreme** case, **piloting** a **massive airliner** could become a **passive occupation**, like watching TV.

7. This is fine until something unexpected happens.

8. The unexpected **reveals** the value of humans; what we bring to the table is the **flexibility** to handle new situations.

9. Machines aren't collaborating in **pursuit** of a **joint goal** ; they are merely serving as tools.

10. So when the human operator gives up oversight, the system is more likely to have a serious accident.

*fly-by-wire: 전자식 비행 조종 장치

31. 주제 : _____

1. **Followers** can be defined by their position as **subordinates** or by their behavior of going along with leaders' wishes.

2. But followers also have power to lead.

3. Followers **empower** leaders as well as **vice versa**.

4. This has led some leadership **analysts** like Ronald Heifetz to avoid using the word followers and refer to the others in a power relationship as "citizens" or "**constituents**."

5. Heifetz is correct that too simple a view of followers can produce misunderstanding.

6. In modern life, most people wind up being both leaders and followers, and the categories can become quite fluid.

7. Our behavior as followers changes as our **objectives** change.

8. If I trust your **judgment** in music more than my own, I may follow your lead on which concert we **attend** (even though you may be **formally** my subordinate in position).

9. But if I am an expert on fishing, you may follow my lead on where we fish, **regardless of** our formal positions or the fact that I followed your lead on concerts yesterday.

*vice versa: 반대로, 거꾸로

32. 주제 : _____

1. Color is an **interpretation** of **wavelengths**, one that only exists **internally**.

2. And it gets stranger, because the wavelengths ^we're talking **about** **involve** only what we call "**visible light**", a spectrum of wavelengths **that** runs from red to violet.

3. But visible light **constitutes** only a tiny **fraction** of the **electromagnetic** spectrum - less than one ten-trillionth of it.

4. All the rest of the spectrum - including radio waves, microwaves, X-rays, gamma rays, cell phone conversations, wi-fi, and so on - all of this is flowing through us right now, and we're completely unaware of it.

5. This is **because** we don't have any **specialized biological receptors** **to pick up** on these signals from other parts of the spectrum.

6. **The slice of reality that we can see is limited by our biology.**

*electromagnetic: 전자기의 **receptor: 수용체

33. 주제 : _____

1. What is unusual about journalism as a profession is its lack of independence.

2. In theory, practitioners in the classic professions, like medicine or the clergy, contain the means of production in their heads and hands, and therefore do not have to work for a company or an employer.

3. They can draw their income directly from their clients or patients.

4. Because the professionals hold knowledge, moreover, their clients are dependent on them.

5. Journalists hold knowledge, but it is not theoretical in nature ; one might argue that the public depends on journalists in the same way that patients depend on doctors, but in practice a journalist can serve the public usually only by working for a news organization, which can fire her or him at will.

6. Journalists' income depends not on the public, but on the employing news organization, which often derives the large majority of its revenue from advertisers.

34. 주제 : _____

1. In most of the world, **capitalism** and free markets are accepted today as constituting the best system for **allocating** economic **resources** and encouraging economic output.

2. Nations have tried other systems, such as **socialism** and **communism**, but in many cases they have either switched **wholesale** to or adopted **aspects** of free markets.

3. **Despite the widespread acceptance of the free-market system, markets are rarely left entirely free.**

4. Government **involvement** takes many forms, ranging from the **enactment** and **enforcement** of laws and **regulations** to direct **participation** in the economy through **entities** like the U.S.'s **mortgage** agencies.

5. Perhaps the most important form of government involvement, however, comes in the attempts of central banks and national **treasuries** to control and affect the **ups and downs** of economic cycles.

*enactment: (법률의) 제정 **entity: 실체

35. 소재 : _____

1. Inflationary risk refers to **uncertainty regarding** the future real value of one's investments.

2. Say, **for instance**, that you hold \$100 in a bank account **that** has no fees and accrues no interest.

3. If **left untouched** there will always be \$100 in that bank account.

4. If you keep that money in the bank for a year, **during which** inflation is 100 percent, you've still got \$100.

5. Only now, if you take it out and put it in your wallet, you'll only be able to **purchase** half the **goods** ^you **could have bought** a year ago.

6. **In other words**, if inflation increases faster than the amount of interest you are earning, this will decrease the purchasing power of your investments over time.

7. That's **why** we **differentiate** between **nominal value** and real value.

*accrue: 생기다 **nominal: 명목의, 액면(상)의

36. 주제 : _____

1. Touch receptors are spread over all parts of the body, but they are not spread evenly.

2. Most of the touch receptors are found in your fingertips, tongue, and lips.

3. On the tip of each of your fingers, for example, there are about five thousand separate touch receptors.

4. In other parts of the body there are far fewer.

5. In the skin of your back, the touch receptors may be as much as 2 inches apart.

6. You can test this for yourself.

7. Have someone poke you in the back with one, two, or three fingers and try to guess how many fingers the person used.

8. If the fingers are close together, you will probably think it was only one.

9. But if the fingers are spread far apart, you can feel them individually.

10. Yet if the person does the same thing on the back of your hand (with your eyes closed, so that you don't see how many fingers are being used), you probably will be able to tell easily, even when the fingers are close together.

37. 주제 : _____

1. One interesting **feature** of network markets is that "history **matters.**"

2. A famous example is the QWERTY keyboard used with your computer.

3. You might wonder why this particular **configuration** of keys, with its **awkward placement** of the letters, became the **standard.**

4. The QWERTY keyboard in the 19th century was developed in the era of **manual typewriters** with **physical** keys.

5. The keyboard was designed to keep frequently used keys (like E and O) physically separated in order to prevent them from **jamming.**

6. By the time the technology for electronic typing **evolved**, millions of people had already learned to type on millions of QWERTY typewriters.

7. **Replacing** the QWERTY keyboard with a more efficient design would have been both expensive and difficult to **coordinate.**

8. Thus, the **placement** of the letters stays with the **obsolete** QWERTY on today's English-language keyboards.

*obsolete: 구식의 **configuration: 배열

38. 주제 : _____

1. One way of **measuring** temperature occurs if an object is **hot enough** to visibly **glow**, such as a metal **poker** that **has been left** in a fire.

2. The color of a glowing object is **related** to its temperature : as the temperature rises, the object is first red and then orange, and finally it gets white, the "hottest" color.

3. The **relation** between temperature and the color of a glowing object is useful to **astronomers**.

4. The color of stars is related to their temperature, and since people cannot as yet travel the great distances to the stars and **measure** their temperature in a more **precise** way, astronomers **rely on** their color.

5. This temperature is of the surface of the star, the part of the star **which** is **emitting** the light that can be seen.

6. The **interior** of the star is at a much higher temperature, though it is **concealed**.

7. But the information **obtained** from the color of the star is still useful.

39. 주제 : _____

1. The **holy grail** of the first wave of creativity research was a **personality test** to measure general creativity ability, in the same way that IQ measured general **intelligence**.

2. A person’s creativity score should tell us his or her creative **potential** in any field of **endeavor**, just like an IQ score is not limited to **physics**, math, or **literature**.

3. But by the 1970s, psychologists realized ^there was no such thing as a general “**creativity quotient**.”

4. Creative people aren’t creative in a general, universal way ; they’re creative in a specific sphere of activity, a particular domain.

5. We don’t expect a creative scientist to also be a **gifted** painter.

6. A creative violinist may not be a creative **conductor**, and a creative conductor may not be very good at **composing** new works.

7. Psychologists now know that creativity is domain specific.

*quotient: 지수 **holy grail: 궁극적 목표

40. 요약 : _____

1. The great irony of performance psychology is that it teaches each sportsman to believe as far as he is able, that he will win.

2. No man doubts. No man **indulges** his inner **skepticism**.

3. That is the logic of sports psychology.

4. But only one man can win. That is the logic of sport.

5. *Note the difference between a scientist and an athlete.*

6. Doubt is a scientist's **stock in trade**.

7. **Progress** is made by focusing on the evidence that **refutes a theory and by improving the theory accordingly.**

8. Skepticism is the rocket fuel of scientific advance. But doubt, to an athlete, is poison.

9. Progress is made by **ignoring** the evidence ; it is about creating a mindset **that is immune to doubt and uncertainty.**

10. Just to reiterate : From a **rational perspective**, this is nothing less than crazy.

11. Why should an athlete **convince himself** ^he will win when he knows that there is every possibility he will lose?

12. Because, to win one must **proportion** one's belief, not to the evidence, but to whatever the mind can usefully **get away with**.
*reiterate: 되풀이하다

41~42. 주제 : _____

1. **Common sense** suggests that discussion with others who express different opinions should produce more **moderate attitudes** for everyone in the group.

2. Surprisingly, this is not always the case.

3. In group polarization, a period of discussion pushes group members to take more extreme positions in the direction that they were already inclined to prefer.

4. Group polarization does not **reverse** the direction of attitudes, but rather **accentuates** the attitudes held at the beginning.

5. Two pressures appear to push individuals to take more extreme positions following a group discussion.

6. First, **conformity** and desire for **affiliation** contribute to group polarization.

7. If the majority of a group is **leaning** in a particular direction, what could be a better way of fitting in than agreeing with that majority, and maybe even taking its argument one step farther?

8. There is also a **tendency for like-minded** people to affiliate with one another, which can provide **reinforcement** for **existing** opinions, increase people's confidence in those opinions, lead to the discovery of new reasons for those opinions and **counterarguments** to opposing views, and reduce exposure to **conflicting** ideas.

9. Second, exposure to discussion on a topic introduces new reasons for an attitude.

10. If you are already opposed to gun control and you listen to additional arguments supporting your position, you might end up more opposed than you were originally.

*accentuate: 강화하다 **affiliation: 소속