

18. 새로운 동물 보호소를 짓기 위한 기부를 요청

Dear animal lovers,

I am writing _____ the Protect Animal Organization. Our _____ was _____ on the belief _____ all animals should be respected and treated with kindness, and must be _____ by law. Over the past 20 years, we have provided lost animals _____ protection, new homes, and sometimes health care. _____ our animal shelter is full, and we need your help to build a new shelter. **We are seeking donations in any amount.** Every dollar _____ goes to building homes for animals in need. You can donate to us online at www.protectanimal.org. Thank you _____ supporting us. Sincerely, Stella Anderson

19. scared → relieved

Dave sat up on his surfboard and looked around. He was the last person in the water that afternoon. Suddenly something out toward the _____ caught his eye and his heart froze. It was every surfer's worst nightmare - the fin of a shark. And it was no more than 20 meters away! He turned his board toward the beach and started kicking his way to the shore. _____ he _____ his board tighter and kicked harder. 'I'm going to be okay,' he thought to himself. 'I need to let go of the fear.' Five minutes of _____ felt like a _____ passed _____ he was on dry land again. Dave sat on the beach and _____ his _____. **His mind was at ease. He was safe.** He let out a _____ sigh _____ the sun started setting behind the waves.

*fin: 지느러미

20. 자녀를 서로 비교하는 발언을 자제하라.

_____ is natural, especially between strong-willed kids. As parents, one of the dangers _____ children _____ with each other, since they are always looking for a competitive _____. The issue is not how fast a child can run, but _____ A boy does not care how tall he is; he is _____ in _____ is tallest. Children systematically measure themselves against their peers on everything from skateboarding ability to _____ has the most friends. They are especially _____ to any failure that is talked about openly within their own family. _____ parents _____ want a little peace at home should guard against comparative comments that routinely favor one child over another. To _____ this principle is to set up even greater rivalry between them.

21. 쓰여진 규칙들은 변화에 저항할 수 있지만, 보이지 않는 규칙들은 더 저항하기 어렵다.

Author Elizabeth Gilbert tells the _____ of a great _____ who would lead his followers in _____. Just as the followers were dropping into their zen moment, they would be _____ by a cat that would walk through the temple _____ and _____ everyone. The saint came up with a simple _____. He began to tie the cat to a pole during meditation sessions. This solution quickly developed into a _____. Tie the cat to the pole first, meditate second. **When the cat eventually died of natural causes, a _____ followed.** What were the followers supposed to do? How could they possibly meditate without tying the cat to the pole? This story _____ I call _____ rules. **Although written rules can be resistant to change, invisible ones are more stubborn.** They're the silent killers. *zen: (불교) 선(禪) **rigidify: 굳게 하다

22. 장기적인 성공을 위해 작은 습관부터 시작하는 것이 필요하다.

_____ _ _____ the decision to get more exercise, you are setting goals that are similar to running a half marathon with very little training! You make a decision to buy a gym membership and decide to spend an hour at the gym every day. Well, you might _____ that for a day or two, but _____ ^you won't be able to continue to _____ that _____ in the long term. If, [] [] [] [], you make a commitment to go jogging for a few minutes a day or add a few sit-ups to your daily routine before bed, then you are _____ more likely to stick to your decision and _____ a habit _____ offers you long-term results. The key is to start small. **Small habits lead to long-term success.**

23. 상상력을 현실화 시키는 창의력

_____ is a step further on from imagination. Imagination can be an _____ private process of _____ You might be lying _____ on your bed in _____ imagination and no one would ever know. Private imaginings may have no _____ in the world at all. Creativity _____ **Being creative involves doing something.** _____ somebody _____ ^they are actively producing something in a _____ way. In a sense, creativity is applied imagination.

24. 기자들은 기사를 쓸 때 중요한 정보를 먼저 제시하는 방식(the lead)을 사용한다.

News reporters are taught _____ their stories with the most important information. The first sentence, _____ the lead, contains the most essential elements of the story. A good lead can _____ a lot of information. After the lead, information is presented [] [] [] [] call this the "[] []" structure - the most important information (the widest part of the pyramid) is at the top. The inverted pyramid is great for readers. No matter _____ the reader's attention _____ - whether she reads only the lead or the entire story - the inverted pyramid _____ the information ^she gets. Think of the _____ : If news stories were written like mysteries with a dramatic _____ at the end, then readers who _____ in mid-story would miss the point. Imagine _____ until the last sentence of a story to find out who won the _____ or the Super Bowl. *inverted: 거꾸로 된

29. 동물 행동 연구를 위한 스키너 상자

While _____ as a _____ at Harvard, B. F. Skinner _____ a series of experiments on rats, _____ an invention that later became _____ a "Skinner box." A rat was placed in one of these boxes, _____ had a special bar _____ on the inside. Every time the rat pressed this bar, it was _____ food. The rate of bar-pressing was automatically recorded. _____ the rat might press the bar _____ or simply out of _____ and as a _____ some food. _____ results from rats _____ the "positive _____ of food for their bar-pressing behavior with those _____ were not, or were presented with food at different rates, it became clear _____ when food _____ as a consequence of the rat's actions, [] [] [] []

30. 우리는 어떤 것을 명시적으로 (명칭을 부여하는 것처럼) 인지했을 때 그 문제들을 현실적으로 의식하게 된다.

Let's return to a time _____ were not in _____ color. During that period, people _____ pictures as "photographs" rather than "black-and-white photographs" as we _____ today. The possibility of color did not exist, so _____ was unnecessary _____ the _____ "black-and-white." However, suppose we did include the phrase "black-and-white" before the existence of color photography. By _____ that reality, we become _____ of _____ limitations and thus open our minds to new possibilities and _____ opportunities. World War I _____ that name only after we were deeply _____ in World War II. Before that _____ period of the 1940s, World War I was simply called "The Great War" or, even worse, "The War to End All Wars." _____ we _____ it "World War I" back in 1918? Such a _____ might have made the possibility of a second worldwide _____ a greater reality for governments and individuals. We become conscious of issues _____

31. 한가지 구매가 다른 구매를 불러 일으키는 디드로 효과 (Diderot Effect.)

The tendency for one purchase to lead to another one has a name: the Diderot Effect. The Diderot Effect states that _____ a new _____ often creates a _____ of consumption that leads to additional purchases. You can _____ this pattern everywhere. You buy a dress and have to get new shoes and earrings to match. You buy a toy for your child and soon find yourself _____ all of the accessories that _____ it. It's a chain reaction of purchases. Many human behaviors follow this cycle. You often decide what to do next based on _____ you have just finished _____ Going to the bathroom leads to washing and drying your hands, _____ you that you need to put the dirty towels in the laundry, so you add laundry _____ to the shopping list, and so on. No behavior happens in _____ Each action becomes a _____ the next behavior.

32. 리더들의 의사 결정

While leaders often face _____ decisions quickly, _____ are the leading cause of decision failure. This is primarily _____ leaders respond to the _____ issue of a decision rather than taking the time to _____ the _____ issues. Bob Carlson is a good example of a leader _____ in the face of diverse issues. In the economic _____ of early 2001, Reell Precision Manufacturing faced a 30 percent drop in _____ Some members of the senior leadership team _____ and some favored salary reductions. While _____ would have been easy _____ for a decision or _____ a vote in order to _____ the _____ of the economic pressures, as co-CEO, Bob Carlson helped the team _____

_____ The team finally agreed on salary reductions, _____ that, to the best of their ability, they had _____ examined the implications of both possible decisions. *revenue: 총수입 **implication: 영향

33. 자기 불구화

When _____ you're _____ behaviour _____ you know will harm your _____ of _____ you know _____ you won't do as well on the test if you go out the night before, but you _____ it anyway. Why would anyone _____ harm their chances of success? Well, here's a possible answer. Say that you do study hard. You go to bed at a _____ time and get eight hours of sleep. Then you take the maths test, but don't do well: you only get a C. What can you _____ about _____? Probably that you're just not good at maths, _____ is a pretty hard _____ to your _____ But if you self-handicap, you'll never be in this position because you're creating a reason for your failure You _____ get a C, you can tell yourself, because you went out till 1 a.m. That C doesn't mean that you're bad at maths; it just means that you like to party. Self-handicapping seems like a paradox, because people are deliberately harming their chances of success.

34. 세상을 더 잘 이해하기 위해서, 보야 할 것으로 기대되는 것을 추측하기보다는 (편견을 가지지 말고) 실제로 보이는 것을 의식적으로 인정하라.

Early in the _____ our art professor _____ an image of a monk, his back to the viewer, _____ on the shore, _____ off into a blue sea and an enormous sky. The professor asked the class, "What do you see?" The _____ was silent. We looked and looked and thought and thought as _____ as possible to _____ the hidden meaning, but came up with nothing - we _____ it. With dramatic exasperation she answered her own question, "It's a painting of a monk! His back is to us! He is standing near the shore! There's a blue sea and enormous sky!" Hmm... why didn't we see it? _____ us, she _____ the question _____

_____ In fact, it was Caspar David Friedrich's The Monk by the Sea. To better understand your world, consciously acknowledge what you actually see rather than guess at what you think you are supposed to see. *exasperation: 격분

35. social proof

An interesting _____ from social media is the _____ of social proof. It's easier _____ a person _____ accept new values or ideas when _____ If the person ^they see _____ the new idea _____ to be a friend, then social proof has even more power by _____ as well as _____ the trust _____ people put in the judgments of their close friends. _____, a video about some issue may be _____ on its own but more _____ If a friend recommends the video to you, in many cases, the credibility of the idea ^it _____ will rise in _____ to the trust ^you place in the friend _____ the video. This is the power of social media and part of the reason why videos or "posts" can become "viral."

*exert: 발휘하다 **viral: 바이러스성의, 입소문이 나는

36. 협상의 방법

_____ the story of two men _____ in a library. One wants the window open and _____ wants it closed. They argue back and forth about how much _____ it open: a crack, halfway, or three-quarters of the way. No solution satisfies them both. _____ the librarian. She asks one why he wants the window open: "To get some fresh air." She asks _____ why he wants it _____ "To avoid a draft." After _____ a minute, she opens wide a window in the next room, _____ in fresh air without a draft. This story is _____ of many _____. Since the parties' problem appears to be a _____ of _____ they naturally tend to talk about positions - and often reach an impasse. The librarian _____ the solution ^she did if she _____ only on the two men's _____ positions of wanting the window open or closed. Instead, she looked to their underlying interests of fresh air and no draft.

*draft: 외풍 **impasse: 막다른

37. 설문에서 질문을 어떻게 프레임 하느냐에 따라 답변에 영향을 미칠 수 있다.

In one _____ 61 percent of Americans said that they supported the government _____ more on _____ to the poor'. But when the same population was asked _____ they supported spending more government money on 'welfare', only 21 percent _____ in favour. _____, if you ask people about individual welfare programmes - such as giving _____ help to people who have long-term illnesses and _____ for school meals for families with low income - people are broadly _____ if you ask about 'welfare' - _____ those exact same programmes that you've just listed - they're against it. The word 'welfare' has negative connotations, perhaps because of the way ^many _____ and newspapers _____ it. _____, the framing of a question can heavily influence the answer in many ways, which matters if your aim is to obtain a 'true measure' of what people think. And next time you hear a politician say 'surveys prove that the majority of the people agree with me', _____

*wary: 조심성 있는 **connotation: 함축

38. 불확실성의 회피 수단으로 사용되는 정통성 있는 업자와의 하청 계약

Risk often _____ from _____ about how to approach a problem or situation. One way to avoid such risk is to contract with a party who is experienced and knows how to do it. [], [], to minimize the financial risk _____ the _____ of tooling and equipment for _____ of a large, _____ system, a _____ might _____ the production of the system's major _____ to suppliers _____ those components. This _____ the manufacturer of the financial risk _____ the tooling and equipment to produce these components. [], _____ of one kind of risk often means _____ another kind. [], _____ work for the components _____ the manufacturer in the position of relying on outsiders, _____ the risks _____ with quality control, scheduling, and the _____ of the _____ system. But these risks often can be reduced through careful _____ of the suppliers.

*subcontract: 하청을 주다(일감을 다른 사람에게 맡기다)

39. 포드 자동차의 컨베이어 벨트 시스템을 통해 증명된 좋은 진보가 통해 이끌어 낸 위대한 진보

Ransom Olds, the father of the Oldsmobile, could not produce his "horseless _____". In 1901 he had an idea to speed up the _____ process - instead of building one car at a time, he created the _____ The _____ in production was _____ - from an output of 425 _____ in 1901 to an impressive 2,500 cars the following year. While other competitors were in awe of this _____ Henry Ford dared to ask, "Can we do even better?" He was, in fact, able to improve upon Olds's clever idea by introducing conveyor belts to the assembly line. As a result, Ford's production _____ Instead of taking a day and a half to manufacture a Model T, as in the past, he was now able to _____ at a rate of one car every ninety minutes. The _____ of the story is that good progress is often the herald of great progress.

*in awe of: ~에 깊은 감명을 받은 **herald: 선구자

40. Thorndike에 의해 수행된 연구는 병원 구내식당에 음료를 배치하는 것이 사람들이 하는 선택에 영향을 주어, 탄산음료의 소비를 낮춘다는 것을 보여주었다.

Anne Thorndike, a _____ in Boston, had a crazy idea. She believed she could improve the eating habits of thousands of hospital staff and visitors without changing their _____ or motivation in the _____ way. In fact, she didn't plan on talking to them at all. Thorndike designed a study to _____ the "choice architecture" of the hospital cafeteria. She started by changing _____ drinks _____ in the room. _____ the refrigerators _____ next to the _____ in the cafeteria _____ only soda. She added water as an option to each one. Additionally, she placed baskets of bottled water next to the food stations throughout the room. Soda was still in the primary refrigerators, but water was now available at all drink locations. Over the next three months, the number of soda sales at the hospital dropped by 11.4 percent. [], sales of bottled water increased by 25.8 percent.

[41~42] 소재 : 분석에 의한 마비

Paralysis by analysis is a state of over-thinking and analyzing a particular problem, but you still end up not making a decision. One famous ancient ____ of the fox and the cat _____ this situation of paralysis by analysis in the simplest way. In the story, the fox and the cat discuss how many ways they have to escape their hunters. Cat quickly climbs a tree. Fox, on the other hand, begins to analyze all the ways to escape _____ he knows. This story perfectly _____ the analysis paralysis _____ the _____ to act or decide due to over-thinking about _____ . People experience that although they start with a good _____ to find a solution to a problem, they often analyze indefinitely about various factors that might lead to wrong decisions. They don't feel _____ with the available information and think ^they still need (c)more data to perfect their decision. Most often this situation of paralysis by analysis arises when somebody is afraid of making an erroneous decision that can lead to potential catastrophic consequences_ it might impact their careers or their organizations' _____. So that's why people are generally in making decisions that involve huge stakes.*paralysis: 마비
**stakes: (계획·행동 등의 성공 여부에) 걸려 있는 것