

18. 목적 : 새로운 동물 보호소를 짓기 위한 기부를 요청

1. Dear animal lovers,

2. I am writing on behalf of the Protect Animal Organization.

3. Our organization was founded on the belief **that** all animals should be respected and treated with kindness, and must be protected by law.

4. Over the past 20 years, we have provided lost animals **with** protection, new homes, and sometimes health care.

5. Currently, our animal shelter is full, and we need your help to build a new shelter.

6. **We are seeking donations in any amount.**

7. Every dollar **raised** goes to building homes for animals in need.

8. You can donate to us online at www.protectanimal.org.

9. Thank you **for** considering supporting us.

10. Sincerely, Stella Anderson

19. scared → relieved

1. Dave sat up on his surfboard and looked around.

2. He was the last person in the water that afternoon.

3. Suddenly something out toward the horizon caught his eye and his heart froze.

4. It was every surfer's worst nightmare — the fin of a shark.

5. And it was no more than 20 meters away!

6. He turned his board toward the beach and started kicking his way to the shore.

7. Shivering, he gripped his board tighter and kicked harder.

8. 'I'm going to be okay,' he thought to himself. 'I need to let go of the fear.'

9. Five minutes of terror that felt like a lifetime passed before he was on dry land again.

10. Dave sat on the beach and caught his breath.

11. **His mind was at ease. He was safe.**

12. He let out a contented sigh as the sun started setting behind the waves.

*fin: 지느러미

20. 주제 : 자녀를 서로 비교하는 발언을 자제하라.

1. Sibling rivalry is natural, especially between strong-willed kids.

2. As parents, one of the dangers is comparing children unfavorably with each other, since they are always looking for a competitive advantage.

3. The issue is not how fast a child can run, but who crosses the finish line first.

4. A boy does not care how tall he is; he is vitally interested in who is tallest.

5. Children systematically measure themselves against their peers on everything from skateboarding ability to who has the most friends.

6. They are especially sensitive to any failure that is talked about openly within their own family.

7. Accordingly, parents who want a little peace at home should guard against comparative comments that routinely favor one child over another.

8. To violate this principle is to set up even greater rivalry between them.

21. 소재 : 보이지 않는 규칙

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

1. Author Elizabeth Gilbert tells the fable of a great saint who would lead his followers in meditation.

2. Just as the followers were dropping into their zen moment, they would be disrupted by a cat that would walk through the temple meowing and bothering everyone.

3. The saint came up with a simple solution: He began to tie the cat to a pole during meditation sessions.

4. This solution quickly developed into a ritual: Tie the cat to the pole first, meditate second.

5. When the cat eventually died of natural causes, a religious crisis followed.

6. What were the followers supposed to do?

7. How could they possibly meditate without tying the cat to the pole?

8. This story illustrates what I call invisible rules.

9. These are habits and behaviors that have unnecessarily rigidified into rules.

10. **Although written rules can be resistant to change, invisible ones are more stubborn.**

11. They're the silent killers. *zen: (불교) 선(禪) **rigidify: 굳게 하다

22. 요지 : 장기적인 성공을 위해 작은 습관부터 시작하는 것이 필요하다.

1. When it comes to the decision to get more exercise, you are setting goals that are similar to running a half marathon with very little training!

2. You make a decision to buy a gym membership and decide to spend an hour at the gym every day.

3. Well, you might stick to that for a day or two, but chances are ^you won't be able to continue to meet that commitment in the long term.

4. If, however, 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 far more likely to stick to your decision and to create a habit that offers you long-term results.

5. The key is to start small.

6. **Small habits lead to long-term success.**

23. 소재 : 상상력을 현실화 시키는 창의력

요약 : 창의력은 상상력을 현실화 시키는 것인데 이를 위해서는 무엇인가를 행해야 한다.

1. Creativity is a step further on from imagination.

2. Imagination can be an entirely private process of internal consciousness.

3. You might be lying motionless on your bed in a fever of imagination and no one would ever know.

4. Private imaginings may have no outcomes in the world at all. Creativity does.

5. **Being creative involves doing something.**

6. It would be odd to describe as creative someone who never did anything.

7. To call somebody creative suggests ^they are actively producing something in a deliberate way.

8. People are not creative in the abstract ; they are creative in something: in mathematics, in engineering, in writing, in music, in business, in whatever.

9. Creativity involves putting your imagination to work.

10. In a sense, creativity is applied imagination.

24. 소재 : 언론인들이 리드(중요한 정보를 먼저 제시하는 기사 구조)를 사용하는 이유
 주제 : 기자들은 기사를 쓸 때 중요한 정보를 먼저 제시하는 방식(the lead)을 사용한다.

1. News reporters are taught to start their stories with the most important information.

2. The first sentence, called the lead, contains the most essential elements of the story.

3. A good lead can convey a lot of information.

4. After the lead, information is presented in decreasing order of importance.

5. Journalists call this the "inverted pyramid" structure — the most important information (the widest part of the pyramid) is at the top.

6. The inverted pyramid is great for readers.

7. No matter what the reader's attention span — whether she reads only the lead or the entire story — the inverted pyramid maximizes the information ^she gets.

8. Think of the alternative : If news stories were written like mysteries with a dramatic payoff at the end, then readers who broke off in mid-story would miss the point.

9. Imagine waiting until the last sentence of a story to find out who won the presidential election or the Super Bowl.

*inverted: 거꾸로 된

29. 소재 : 동물 행동 연구를 위한 스키너 상자

요약 : 스키너 상자 실험은 동물의 특정한 행동에 대한 긍정적인 강화(음식을 줌)가 그 동물의 향후 행동에 영향을 미친다는 것을 밝혔다.

1. While working as a research fellow at Harvard, B. F. Skinner carried out a series of experiments on rats, using an invention that later became known as a "Skinner box."

2. A rat was placed in one of these boxes, ① which had a special bar fitted on the inside.

3. Every time the rat pressed this bar, it was presented with food.

4. The rate of bar-pressing was automatically recorded.

5. Initially, the rat might press the bar accidentally, or simply out of curiosity, and as a consequence receive some food.

6. Over time, the rat learned that food appeared whenever the bar was pressed, and began to press it purposefully in order to be fed.

7. Comparing results from rats given the "positive reinforcement" of food for their bar-pressing behavior with those that were not, or were presented with food at different rates, it became clear that when food appeared as a consequence of the rat's actions, this influenced its future behavior.

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

1. Let's return to a time **in which** photographs were not in living color.

2. During that period, people referred to pictures as "photographs" rather than "black-and-white photographs" as we **do** today.

3. The possibility of color did not exist, so **it** was unnecessary **to** insert the adjective "black-and-white."

4. **However, suppose we did include the phrase "black-and-white" before the existence of color photography.**

5. By highlighting that reality, we become conscious of current limitations and thus open our minds to new possibilities and potential opportunities.

6. World War I **was given** that name only after we were deeply **embattled** in World War II.

7. Before that horrific period of the 1940s, World War I was simply called "The Great War" or, even worse, "The War to End All Wars."

8. What if we **had called** it "World War I" back in 1918?

9. Such a label might have made the possibility of a second worldwide conflict a greater reality for governments and individuals.

10. We become conscious of issues **when we explicitly identify them.**

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

1. **The tendency for one purchase to lead to another one has a name: the Diderot Effect.**

2. The Diderot Effect states that obtaining a new possession often creates a spiral of consumption that leads to additional purchases.

3. You can spot this pattern everywhere.

4. You buy a dress and have to get new shoes and earrings to match.

5. You buy a toy for your child and soon find yourself purchasing all of the accessories that go with it.

6. It's a chain reaction of purchases. Many human behaviors follow this cycle.

7. You often decide what to do next based on what you have just finished doing.

8. Going to the bathroom leads to washing and drying your hands, which reminds you that you need to put the dirty towels in the laundry, so you add laundry detergent to the shopping list, and so on.

9. No behavior happens in isolation

10. Each action becomes a cue that triggers the next behavior.

32. 소재 : 리더들의 의사 결정

요약 : 리더들은 거대한 압박에 직면하여 선부른 결정을 하기 보다는 인내심을 가지고 모든 가능성을 검토하여 신중하게 결정하도록 만들어야 한다.

1. While leaders often face enormous pressures to make decisions quickly, premature decisions are the leading cause of decision failure.

2. This is primarily because leaders respond to the superficial issue of a decision rather than taking the time to explore the underlying issues.

3. Bob Carlson is a good example of a leader exercising patience in the face of diverse issues.

4. In the economic downturn of early 2001, Reell Precision Manufacturing faced a 30 percent drop in revenues.

5. Some members of the senior leadership team favored layoffs and some favored salary reductions.

6. While it would have been easy to push for a decision or call for a vote in order to ease the tension of the economic pressures, as co-CEO, Bob Carlson helped the team work together and examine all of the issues.

7. The team finally agreed on salary reductions, knowing that, to the best of their ability, they had thoroughly examined the implications of both possible decisions.

*revenue: 총수입 **implication: 영향

33. 소재 : 자기 불구화

요약 : 사람들은 자존감을 보호하기 위해 의도적으로 성공의 가능성을 해치는 자기불구화 하는 경향이 있다.

1. When self-handicapping, you're engaging in behaviour that you know will harm your chances of succeeding: you know that you won't do as well on the test if you go out the night before, but you do it anyway.

2. Why would anyone intentionally harm their chances of success? Well, here's a possible answer.

3. Say that you do study hard.

4. You go to bed at a decent time and get eight hours of sleep.

5. Then you take the maths test, but don't do well: you only get a C.

6. What can you conclude about yourself?

7. Probably that you're just not good at maths, which is a pretty hard blow to your self-esteem.

8. But if you self-handicap, you'll never be in this position because you're creating a reason for your failure

당신이 실패에 대한 이유를 만들기 때문에

9. You were bound to get a C, you can tell yourself, because you went out till 1 a.m.

10. That C doesn't mean that you're bad at maths; it just means that you like to party.

11. Self-handicapping seems like a paradox, because people are deliberately harming their chances of success.

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

1. Early in the term, our art professor projected an image of a monk, his back to the viewer, standing on the shore, looking off into a blue sea and an enormous sky.

2. The professor asked the class, "What do you see?"

3. The darkened auditorium was silent.

4. We looked and looked and thought and thought as hard as possible to unearth the hidden meaning, but came up with nothing — we must have missed it.

5. 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!"

6. Hmm... why didn't we see it?

음... 왜 우리는 그것을 보지 못했을까?

7. So as not to bias us, she had posed the question without revealing the artist or title of the work.

8. In fact, it was Caspar David Friedrich's The Monk by the Sea.

9. **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. 소재 : social proof

주제 : 다른 사람들이 이미 그렇게 했음을 알 때 (사회적 증거를 확보했을 때) 사람들은 새로운 가치나 아이디어를 수용하기 쉽다.

1. An interesting phenomenon that arose from social media is the concept of social proof.

2. It's easier for a person to accept new values or ideas when they see that others have already done so.

3. If the person ^they see accepting the new idea happens to be a friend, then social proof has even more power by exerting peer pressure as well as relying on the trust that people put in the judgments of their close friends.

4. For example, a video about some issue may be controversial on its own but more credible if it got thousands of likes.

5. If a friend recommends the video to you, in many cases, the credibility of the idea ^it presents will rise in direct proportion to the trust ^you place in the friend recommending the video.

6. 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. 소재 : **협상의 방법**

요약 : 협상의 전형은 언급된 입자에만 집중하지 말고, 쌍방이 근원적으로 원하는 게 무엇인가를 살펴 보는 것이다.

1. Consider the story of two men quarreling in a library.

2. One wants the window open and **the other** wants it closed.

3. They argue back and forth about how much **to leave** it open: a crack, halfway, or three-quarters of the way.

4. No solution satisfies them both. Enter the librarian.

5. She asks one why he wants the window open: "To get some fresh air."

6. She asks **the other** why he wants it **closed**: "To avoid a draft."

7. After **thinking** a minute, she opens wide a window in the next room, **bringing** in fresh air without a draft.

8. This story is typical of many negotiations.

9. Since the parties' problem appears to be a conflict of positions, they naturally tend to talk about positions — and often reach an impasse.

10. The librarian **could not have invented** the solution ^she did if she **had focused** only on the two men's **stated** positions of wanting the window open or closed.

11. **Instead, she looked to their underlying interests of fresh air and no draft.**

*draft: 외풍 **impasse: 막다른

37. 소재 : 설문에서 질문의 프레이밍 효과

주제 : 설문에서 질문을 어떻게 프레이밍 하느냐에 따라 답변에 영향을 미칠 수 있다.

1. In one survey, 61 percent of Americans said that they supported the government spending more on 'assistance to the poor'.

2. But when the same population was asked whether they supported spending more government money on 'welfare', only 21 percent were in favour.

3. In other words, if you ask people about individual welfare programmes — such as giving financial help to people who have long-term illnesses and paying for school meals for families with low income — people are broadly in favour of them.

4. But if you ask about 'welfare' — which refers to those exact same programmes that you've just listed — they're against it.

5. The word 'welfare' has negative connotations, perhaps because of the way ^many politicians and newspapers portray it.

6. **Therefore, 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.**

7. And next time you hear a politician say 'surveys prove that the majority of the people agree with me', be very wary.

*wary: 조심성 있는 **connotation: 함축

☞ wary = careful = precautionary

38. 주제 : 불확실성의 회피 수단으로 사용되는 정통성 있는 업자와의 하청 계약

1. Risk often arises from uncertainty about how to approach a problem or situation.

2. **One way to avoid such risk is to contract with a party who is experienced and knows how to do it.**

3. For example, to minimize the financial risk associated with the capital cost of tooling and equipment for production of a large, complex system, a manufacturer might subcontract the production of the system's major components to suppliers familiar with those components.

4. This relieves the manufacturer of the financial risk associated with the tooling and equipment to produce these components.

5. However, transfer of one kind of risk often means inheriting another kind.

6. For example, subcontracting work for the components puts the manufacturer in the position of relying on outsiders, which increases the risks associated with quality control, scheduling, and the performance of the end-item system.

7. But these risks often can be reduced through careful management of the suppliers.

*subcontract: 하청을 주다(일감을 다른 사람에게 맡기다)

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

1. Ransom Olds, the father of the Oldsmobile, could not produce his "horseless carriages" fast enough.

2. In 1901 he had an idea to speed up the manufacturing process — instead of building one car at a time, he created the assembly line.

3. The acceleration in production was unheard of — from an output of 425 automobiles in 1901 to an impressive 2,500 cars the following year.

4. While other competitors were in awe of this incredible volume, Henry Ford dared to ask, "Can we do even better?"

5. He was, in fact, able to improve upon Olds's clever idea by introducing conveyor belts to the assembly line.

6. As a result, Ford's production went through the roof.

7. Instead of taking a day and a half to manufacture a Model T, as in the past, he was now able to spit them out at a rate of one car every ninety minutes.

8. The moral of the story is that good progress is often the herald of great progress.

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

☞ 선구자 : frontier = pioneer = pathfinder = leader

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

1. Anne Thorndike, a primary care physician in Boston, had a crazy idea.

2. She believed ^she could improve the eating habits of thousands of hospital staff and visitors without changing their willpower or motivation in the slightest way.

3. In fact, she didn't plan on talking to them at all.

4. Thorndike designed a study to alter the "choice architecture" of the hospital cafeteria.

5. She started by changing how drinks were arranged in the room.

6. Originally, the refrigerators located next to the cash registers in the cafeteria were filled with only soda.

7. She added water as an option to each one.

8. Additionally, she placed baskets of bottled water next to the food stations throughout the room.

9. Soda was still in the primary refrigerators, but water was now available at all drink locations.

10. Over the next three months, the number of soda sales at the hospital dropped by 11.4 percent.

11. Meanwhile, sales of bottled water increased by 25.8 percent.

[41~42] 소개 : 분석에 의한 마비

요약 : 분석에 의한 마비는 특정한 문제에 대해 잘못된 결정을 두려워하여 지나치게 분석함으로써 여전히 결정을 내리지 못하는 상태이다.

1. **Paralysis by analysis is a state of over-thinking and analyzing a particular problem, but you still end up not making a decision.**

2. One famous ancient fable of the fox and the cat explains this situation of paralysis by analysis in the simplest way.

3. In the story, the fox and the cat discuss how many ways they have to escape their hunters.

4. Cat quickly climbs a tree.

5. Fox, on the other hand, begins to analyze all the ways to escape that he knows.

6. But unable to decide which one would be the best, he (a)fails to act and gets caught by the dogs.

7. This story perfectly illustrates the analysis paralysis phenomenon: the (b)inability to act or decide due to over-thinking about available alternatives.

8. People experience that although they start with a good intention to find a solution to a problem, they often analyze indefinitely about various factors that might lead to wrong decisions.

9. They don't feel satisfied with the available information and think ^they still need (c)more data to perfect their decision.

10. 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' productivity.

11. So that's why people are generally overcautious in making decisions that involve huge stakes.

*paralysis: 마비 **stakes: (계획 · 행동 등의 성공 여부에) 걸려 있는 것