

1 강 01 참고용 웹사이트 주소의 오류

noticed the mistake in the website address  
in case you are considering submitting a correction in your next issue.

1 강 02 교사 연수의 유효성에 대한 평가 방식

whether or not teachers have learned the training content but have focused little on their use of this content in their classrooms.  
for successful implementation of training to occur,  
Evaluation of the effectiveness of training should include classroom implementation.

1 강 03 시위대에게 한 위협적인 행동과 모욕에 대한 사과 촉구

a group of teenagers from our neighborhood conducting a peaceful protest  
your toxics release / to see you drive dangerously close to the protesters / you insult the protesters  
I believe you owe these young citizens an apology.

1 강 04 무례한 사람들을 대처하는 방법

one of my first encounters with newspapers was one of disrespect.  
They ridiculed us and said that our business would never work.  
We learned to just ignore people like that.  
If you believe in what you're doing, you have to move forward against the disrespectful crowd.

1 강 05 부실한 비평에 대한 비판과 신중한 기사게재요청

the review of Social Distortion by Jack Churchill and couldn't have been more let down.  
no attempt to describe parts of the set list, or the highs and lows of the show,  
ignored the parts of the show / this uninspired review / no explanation or reason here.  
please take more care in choosing what you print.

1 강 06 상담 기록 접근 권한

Counselors  
are likely to find themselves caught between two principles which have both ethical and legal implications.  
Ownership is not necessarily the same as unlimited control and access.  
Counselors should be cautious about giving employers access to confidential information.  
a prudent counselor will establish clear guidelines



2 강 01 실제 참여를 통해서만 일어나는 뇌의 변화

Even elderly rats show brain changes in response to experience, contrary to the adage about old dogs and new tricks.

Evidently, we must grapple with the world to change the brain, not just sit back passively watching.

2 강 02 협상에서 일방적인 해결책 제안의 문제점

the most common negotiating mistakes is to **announce that you have found the solution to the problem.**

So, too, your negotiating counterparts are likely to reject your proposal if they have no role in shaping it.

2 강 03 고속도로 차로의 폭을 좁히는 것의 효과

So far, studies that have looked into the narrowing of highway lanes have come to mixed conclusions on whether the new layouts are more or less safe.

In some cases, the difference was not statistically significant.

2 강 04 성격과 행동의 일관성 여부

In fact, the results **failed to show any evidence of such consistency.**

On one day, one of the boys would be full of beans and very chatty, while on the next day the very same boy was quiet and withdrawn.

2 강 05 경쟁력 있는 경제를 만드는 것의 걸림돌

Individuals will often accept intellectual arguments, understand their need to change, and express commitment to changing, but then resort to what is familiar.

**This tendency to revert to the familiar** is not a cultural trait, but it is indicative of some of the deeper challenges faced by those who wish to promote a different, more prosperous vision of the future.

2 강 06 전기나 다른 연료를 이용한 수소 추출

To use hydrogen we have to separate the hydrogen from the other atoms.

these usually obtain the hydrogen by using other energy to separate it from water, by electrolysis or use of another fuel such as a purified metal.

3 강 01 식물 칼로리 생산의 효율성 (energy efficiency of producing plant calories over meet calories )

Herein lies a **golden opportunity** — perhaps the overall **best opportunity to greatly reduce our global consumption of energy.**

Using the more conservative number from the study, we realize that we can produce plant calories with 90 percent less energy from fossil fuels than it takes to produce the same number of meat calories.



3 강 02 한 번에 한 가지씩 하기 (Building Up Attention : Doing One Thing at a Time)

So not only do we lack true downtime, but we also miss true thinking time, which can help us separate the wheat from the chaff.

the myth of multitasking. We're sequential beings, not simultaneous.

One thing at a time: it's been around as a basic principle since the dawn of time!"

3 강 03 풍력 발전용 터빈이 새의 개체 수에 미치는 영향 (effects of wind turbines on bird populations)

Studies indicate that wind turbines kill up to 100,000 birds each year in the United States.

migration corridors // migration paths

In fact, wind power is a very minor cause of bird deaths compared to a number of other causes.

Together these numbers total about 1.5 billion birds a year in the United States — 15,000 times the number of birds killed by wind turbines.

3 강 04 변화를 방해하는 개인적인 자동 조종 장치 (Personal Autopilot : An Obstacle to Change)

While the autopilot system in a car can easily be switched off so that the driver can resume control, disabling any part of your personal autopilot requires real effort.

routine // change // require changing scores of behaviors

Suddenly every action, every choice demands scrutiny, conscious effort, and willpower.

3 강 05 물물교환이 성사되기 위한 조건 (conditions under which bartering takes place)

Successful bartering depends on an agreement of value // effective trade // to agree that // is worth

Bartering also depends on what economists call a double coincidence of wants.

The system is most successful when you and a second person both want/need what the other has, at the same moment in time.

This method of indirect trading is clumsy and more time-intensive, but it can work if everyone agrees on the value of all items involved.

3 강 06 남녀의 가사(家事) 분담 비율 (Gender Equality at Home : Yet to Come)

Researchers call the time imbalance between paid work and unpaid domestic chores the "gendered division of labor" and, they say, it's been stalled for years.

women spend more time doing housework while men enjoy more leisure time.

fathers are feeling more time squeeze than mothers.

Still, time-use researchers report that the ratio of mothers' childcare time to fathers' ranges from 2:1 to more than 3:1

to nearly 10:1



7 강 01 취업 면접에 대한 조언

the interview

①10 minutes early, ② unaccompanied ③too early is not advised ④While you wait, read company publications  
**be polite and considerate to everyone**

7 강 02 호텔 수건 절도

Theft of hotel towels isn't high in the hierarchy of world problems, but it can be expensive for hotels.  
**making towels souvenirs of the hotel and more desirable to steal.**

The result is that the scope of defection is higher than hotels want. And large, fluffy towels from better hotels are expensive to replace.

7 강 03 석유의 현재와 미래

oil ← considered the biggest contributors to greenhouse gas emissions.

they do seem to get the most attention and blame.

**the age of oil for transportation fuels is over.**

because we import more and more oil every year and the cost fluctuates for a variety of reasons constantly hurting our economic stability.

**oil as a fuel has to go.** ☞ how and when we find that replacement.

7 강 04 손글씨 지도가 필요한 이유

**Is handwriting // important**

However, there is a problem with legibility in handwriting that the computer has not been able to remedy.

**The motor skills needed for handwriting contribute to learning in other areas as well, and multisensory handwriting instruction may provide a tool for helping children with learning disabilities.**

7 강 05 빵과 인간의 문명

**Bread is not a "natural" food.**

the result of a complex process of production and technology, and of a refined alimentary civilization that learned to control and utilize nature's secrets.

**only to man and to no other living creature.**

as a symbol not only of civilization but of the very identity of man, who distinguishes himself from other animals in that he knows how to construct his own food.

man becomes civilized when he is no longer limited to consuming foods and drinks available in nature,

7 강 06 예비 멘토를 찾아 부탁하는 요령

**find a mentor** ← You'll never know until you ask.

you may want to simply approach the subject **by telling the person that you are trying to get to a certain point in your life and you would love to have someone's guidance.**



8 강 01 조사자 유형의 성격을 가진 사람들의 특성

Investigators as a personality type place a high value on science, process, and learning.

They excel at research, using logic and the information gained through their senses to conquer complex problems.

Intellectual, introspective, and exceedingly detail-oriented,

8 강 02 인간과 내비게이션 시스템 사이의 소통 부재

But he has no way to interact with the system to tailor it to his needs.

he can't discuss with the system

The system's methods remain hidden so that even if Tom were tempted to trust it, the silence and secrecy promotes distrust, just as top-down business decisions made without collaboration are distrusted.

8 강 03 신체의 평화를 유지하는 인간의 면역체계

In this context, the body may be better off giving in to the reality that the worm is absent and learning to tolerate it.

They reserve the body's energy to fight another day against a more beatable or virulent foe.

8 강 04 다문화 환경에 적절한 교육의 필요성

Education that respects diversity creates an inclusive safe environment and also engages student motivation.

Using extrinsic reward to motivate students to learn may undermine interest and value for the subject matter being learned.

8 강 05 양이 무리를 짓는 이유

One of the great cop-outs in life is to avoid making choices.

Not choosing can save us from risk.

One way that a person can avoid making choices is to let others be their guide for how to live.

If you are in a flock of 100 sheep then the odds are you will not be eaten.

8 강 06 이메일을 활용한 교육의 장점

The strengths of e-mail as an online learning tool are many.

Because e-mail is asynchronous, another advantage as a learning tool is that it offers a communication medium that avoids scheduling conflicts.



10 강 01 사회학자의 연구태도

the sociologist should abstain from judging the human groups he studies in terms of his personal and cultural values.

In spite of this commitment to objectivity, sociologists have been rather abundantly evaluating their 'human data', passing judgments on their morality, efficiency, taste.

in terms of one's ethnic (or national) values = biases  
in terms of 'one's own century, one's own era or one's own lifetime'.

But even these two concepts are not sufficient to describe all types of biases resulting from investigators' unconscious involvement.

10 강 02 튜바 연주자들의 활기 없는 연주를 해결한 방법

A well-known conductor once had trouble with his tuba players. ☞ Their performance was lackluster.

As the tuba player listened to the rest of the orchestra, a smile crossed his face.

"Got it!" he exclaimed. Having the big picture made the difference.

Sometimes we have to change our location before we change our perspective.

10 강 03 동료를 설득해서 일을 추진하는 것의 중요성

The end result: The systems manager's appeal to the company president backfired, since it implied the manager couldn't work smoothly with peers.

What's more, // refused // languished

10 강 04 가위바위보

strategies that deliberately depart from randomization,

One kind of evidence would come from consistency of success.// deploying nonrandom strategies,

In general,// not consistent players

This suggests that the elaborate strategies do not give any persistent advantage.

10 강 05 표현의 중의성(ambiguity)

The ambiguity // results from a number of coincidences,

In an actual conversation, context would almost certainly clear up the meaning of a sentence like this.

philosophical problems arise when language "goes on holiday" — that is, when it's removed from the meaningful activities or "language games" in which it normally functions.

10 강 06 부정적 인식을 탈피하는 것의 어려움

Like product quality, once an organization has a reputation for poor service,

it is difficult to shake off. // Despite // were fed up with / were tired of // despite

Old opinions die hard and it will take a major shift in opinion (or legislation) to get people back on buses.



11 강 01 잘하지 못하는 것에 더 노력하는 엘리트 선수

When elite performers engage in deliberate practice, they set a specific performance improvement goal, and they engage in a task that provides immediate feedback.

elite performers do not do well.

only by working at what you can't do that you turn into the expert you want to become.“

did not have a strong left-handed shot.

11 강 02 좋아하는 것에 대한 적절한 양의 필요성

the notion that our capacity to enjoy different activities is limited and unique.

The same principle applies to my favorite activities,

Identifying the right activity, and then the right quantity for each activity, leads to the highest quality of life.

11 강 03 유아의 공감 인지 능력

the infant's capacity to understand other people's emotions

to distort her(m) affective feedback to her infant by assuming an expressionless face / restore affect

when the mother's face does not change, the child becomes indifferent, detached, and apathetic. Most infants react physiologically to the mother's still face

disruption of the infant's goal of relating to others.

11 강 04 청각 장애가 있는 아이가 수화를 배울 때 손 모양의 의미

ASL would be as foolproof as knowing how to point,

pointing is not pointing.

treating the gesture as a pure linguistic symbol

it pointed somewhere did not register as being relevant.

11 강 05 정신적 외상을 치유하기 위한 글쓰기

A rough measure of people's emotional state can be found by counting words in their trauma essays that signify positive emotion (e.g., love, care, happy) and negative emotion (e.g., sad, pain, anger).

the more people used positive emotions

the more their physical and mental health improved

Negative emotion words showed a different pattern. People whose physical health improved the most from writing used a moderate number of negative emotion words.

to gain the most benefit from writing about life's traumas, acknowledge the negative but celebrate the positive.



11 강 06 비전문가의 지식과 경험을 활용하는 새로운 문제 해결 방식

many organizations have adopted NASA's strategy of using technology to open up their innovation challenges and opportunities to more eyeballs. // 'open innovation' and 'crowdsourcing,' whose expertise **was far away from the apparent domain of the problem** were more likely to submit winning solutions. // not obviously relevant for the problem.

12 강 01 사무실의 종이 절약을 통한 비용 절감

The easiest savings at the office come from not using paper that's unwanted or unneeded.

12 강 02 건배사 준비의 필요성과 적절한 건배사

However, it is more common and therefore it is wise to be prepared.  
a well-delivered toast is worth anticipating, even to the point of developing a small repertoire for different occasions.

12 강 03 플라톤의 이분법적 세계관

Plato divided the world into an "apparent" world that appears to us through our senses, and a "real" world that we can grasp through the intellect.

12 강 04 우정과 지인관계 형성의 의의

Our social relationships outside of our love and professional lives are important to our lives.  
Therefore, let us engage ourselves fully in the life task of community and consequently contribute to our inner peace and the peace of others through the development of an encouraging attitude toward self and others.

12 강 05 행복의 측정 기준

Although the well-being of societies has hitherto been judged according to economic measures, **economic indicators alone are not enough to reveal the quality of life within nations.**  
Therefore, while monetary considerations are currently dominant in policy debates, other goals should be kept in mind.

12 강 06 음악과 춤 간의 관계

The relationship between music and dance parallels that between speech and gesture.  
Just as speech is composed of linguistic and gestural components, music necessarily includes a gestural component - a rhythmical movement of the body we call "dance" or the "playing" an instrument.  
Musical behavior can be expressed through voice or other body movements  
"Music is a pattern of sound as well as a pattern of body movement, both in creating this sound and in responding to it in dance."



13 강 01 포도당을 생성하는 간의 기능

Claude Bernard provides a detailed account of his discovery of ‘the glycogenetic function of the liver’ —the capacity of the liver to produce sugar.

This indicated that glucose did not derive from food, but was produced by the body.

13 강 02 외적 산물로서의 행복

thinking // but

The fact that what we choose to focus on — our perception — matters so much does not mean that just anybody can find happiness in any situation.

For example, // derive // pleasure from

Happiness is a product of the external as well as of the internal, of what we choose to pursue as well as of what we choose to perceive.

13 강 03 위험(risk)의 정의(definition)

The risk of a particular event is defined as the product of the probability of that event’s occurring multiplied by the consequences should it actually occur.

A large earthquake has a lower probability of occurring than does a small one, but its consequences are likely to be greater.

13 강 04 늑대의 사냥 습성과 유사한 양치기 개의 습성

catch

Indeed, it is this inclination that is thought to be the basis for what has become, through artificial selection, the highly skilled herding ability seen in herding dogs.

the kill // not// The rest of the patterns can be discerned in many wild cooperative canid hunters.

13 강 05 고대 그리스 여성의 글을 읽고 이해하는 능력

Many Greek females received formal education.

13 강 06 인디언 원주민을 동화시키려는 캐나다의 스포츠 교육 정책

By the late 1940s, it was clear to the officials at Indian Affairs that a program of physical education that included Euro-Canadian sports and games could help move its agenda along.

facilitate the integration // into // assimilation into // assimilation into



14 강 01 아리스토텔레스가 바라본 진정한 행복의 조건

'One swallow doesn't make a summer.' You might think this phrase comes from William Shakespeare or another great poet. It sounds as if it should.

a few moments of pleasure don't add up to true happiness.

Happiness for Aristotle wasn't a matter of short-term joy.

True happiness, // required a longer life.

14 강 02 해양 생물의 서식 환경으로서의 차가운 바다에 대한 오해

the notion that our capacity to enjoy different activities is limited and unique.

The same principle applies to my favorite activities,

Identifying the right activity, and then the right quantity for each activity, leads to the highest quality of life.

14 강 03 효율적인 분류법

People make ample use of searching images.// One unexpected context is sorting.

separating the items into coherent groups. // randomly picking up individual objects,

So the sorting sequence is nonrandom, producing runs of items of a single type.

It is a faster, more efficient technique, and much of the increased efficiency is due to the use of searching images.

14 강 04 거래상의 적자와 흑자

Consider the trade "deficits" and "surpluses" of a doctor who likes to golf.

run trade deficits with countries that are low-cost suppliers of items it imports and trade surpluses with countries that buy a lot of the things it exports.

doctors selling few items - (deficit) - suppliers selling items in sizable quantities  
doctors purchasing little from them - (surpluses) - clients who can be major purchasers  
nations - (deficit) - countries with low-cost items

nations - (surpluses) - countries purchasing many

14 강 05 개발도상국의 물 공급 문제

people lack access to sufficient quantities of safe water,

An increasing number of experts who study the provision of safe water no longer see this enormous problem as one of engineering. // it is not the lack of technical solutions

the problem seems to be related to dysfunction in the structure of the legal and administrative institutions.

a lack of adequate institutions for the maintenance, pricing, and distribution of rights to land and water.



14 강 06 예술가가 가진 창의성의 특징

An independent artist is probably the one who lives closest to an unbounded creative situation. however, we know that artists usually restrict themselves quite forcefully by choice of material and form of expression. Such choices are not made to limit creativity, but rather to cultivate it. Creativity is strange in that it finds its way in any kind of situation, no matter how restricted. the same amount of water flows faster and stronger through a narrow strait than across the open sea.

15 강 01 다중 작업의 비효율성

Unfortunately, multitasking is one of the surest ways to waste time.

15 강 02 정서적으로 불안정한 지도자의 문제점

People working under the direction of an emotionally unstable leader hide or minimize bad news because that bad news leads to unpleasant interactions.

As a result, the lines of communication within an organization suffer; information is not being given to everyone who needs it.

Good leaders need to create an environment with consistent expectations for the people working for them. Emotional instability gets in the way of this goal.

15 강 03 두 가지 형태의 문제 해결 과업

problems can be distinguished according to whether they are reasonable or unreasonable.

15 강 04 학술 발표와 학술 강연의 유사점과 차이점

However, they differ in several subtle ways, including the fact that the main goal for the two situations is slightly different.

15 강 05 환경 보호의 중요성을 알리기 위한 노력

Conservationists and environmental activists have been trying to elevate the priority given to the protection of the environment and its inhabitants for many years, but the public, politicians, and criminologists have largely ignored their efforts.

As more prominent public figures become active in the fight against crimes involving nature, the problem of illegally trading endangered species will gain prominence in society.

15 강 06 기상 예보가 어려운 이유

Part of the difficulty is that the input information for the forecast is imperfect, but a more basic objection is the "butterfly problem".



16 강 01 정치가의 입장 바꾸기에 대한 견해

If we were to remove the concept of 'consistency' from the expected virtues of politicians, much political commentary would cease overnight.  
not consistent with // a change of opinion. // stick to that.  
 but in many cases changing a view is a sign of the intelligent political behavior for which most people vote. // not stand by // but rather // support

16 강 02 제한된 자본을 가지고 투자할 때의 어려움

economy as big/ can  
In contrast, a country as small as Israel cannot.  
 Israel has to focus, concentrate its money, and place its bets on a very limited number of technologies if it is to spend enough money on any one technology to have any chance of success.  
 Since small countries and companies have to bet in what is an intrinsically riskier, more uncertain environment, they not surprisingly tend to bet less.  
countries and companies with limited capital // to reduce the scale of investment.

16 강 03 과학자의 의도와 다르게 사용될수 있는 연구 결과 (연결어 유의)

only helped // beneficial // likewise // only benefits  
 But as genetic engineering comes of age, bringing with it the possibility of various forms of eugenics, even this choice appears to have its dangers.  
previously / advantageous // turned out to be harmful.

16 강 04 독점적인 정보가 인간의 의사 결정에 미치는 영향 (연결어 유의)

all / effects of the scarcity principle  
However, there is a less tangible domain in which the scarcity principle operates both subtly and powerfully: the domain of information.  
 Studies have demonstrated that information that is exclusive is viewed as both more valuable and more persuasive.  
 For example,  
Yet, when those purchasers were told that the information came from an exclusive source and was not generally available to the rest of the public (both pieces of scarcity information were true), they increased their orders by a remarkable 600 percent!  
available only to you,/. influential



16 강 05 영화 분석이 영화 이해에 미치는 영향

Film analysis offers several clear benefits.

But the ultimate purpose of analysis, and its greatest benefit, is that it opens up new channels of awareness and new depths of understanding.

It seems logical to assume that the more understanding we have, the more completely we will appreciate art.

Love of movies does not emerge from a book or from any special critical approach.

It comes only from that secret, personal union between film and viewer in a darkened room.

understanding

stems from the direct experience

16 강 06 인지적 부담에 따른 판사의 가석방 결정의 차이

According to a study, judges on parole boards tend to grant parole more frequently when they are most refreshed.

But it seems that when the judges felt rejuvenated, which was first thing in the morning or after just having eaten and taken a break, they had an increased ability to override their standard decision, make a more effortful decision, and grant parole more frequently.

cognitive burden// building up,

the simpler, default decision of not granting parole.

are more likely to make a generous decision // lower cognitive burden.

17 강 01 ~ 02 일부 특정 분야에 십 대 영재들이 없는 이유

why is it that in certain other fields, notably business, we never see sixteen-year-old wonders?

when to begin training a young person in particular domains, how to do it, and what the principles of early development mean for business and related fields.

The fundamental reason why there are no teenage prodigies in certain domains is that it's impossible to accumulate enough development time by the teenage years.

acquiring the necessary knowledge these days seems to take at least twenty years.

17 강 03 ~ 04 우리가 사고하지 않고 반사적으로 행동하는 이유

There is a simple reason why you rush around rather than stop and reconstruct.

Thinking is difficult, as it calls not only for recall but for patient analysis.

you desperately rush about. Your horizons narrow as you focus on immediately finding

reacting so obsessively that you become a victim of the situation.

In our day-to-day activities most of our thinking is reactive.

It is spurred by immediate needs and demands.

It takes things as they are; the problem is to adjust to them, make them workable, acceptable.

We adjust as best we can

Our thinking is practical, expedient, sometimes shrewd, and usually short-run. We cope.



17 강 05 ~ 06

Heiden 효과의 개념

such knowledge would demoralize and deflate skaters who had to compete against Heiden.

Just the opposite proved true.

Heiden actually achieved greater personal speeds than ever before simply because they were doing their best to be the equal of Eric Heiden.

which now is defined as achieving new personal victories by striving to equal a competitor one knows one can never be equal to or surpass.

19 강 01

후원금 요청에 대한 정중한 거절

Because of sales declines and organizational downsizing, we're forced to take a much harder look at funding requests that we receive this year.

19 강 02

기업의 위기 종료 선언의 필요성

The problem is, if you don't declare an end to the crisis, the public perception will persist

that you are still mired in crisis and that your products and services may somehow be affected.

So, once a crisis has ended, be sure to declare to the public that the crisis is over and normalcy has returned.

19 강 03

현재의 인식을 통한 미래의 변화에 대한 선택

Choices about change can only be made in the present.

That means that it is important above all to accept where you are now.

The first condition, therefore, for fruitful change is that you see clearly where you are at the moment.

The potential for changing the future can lie only in the present.

19 강 04

아름다움 추구하고 실용성

It's a common mistake in homes everywhere.

Davidson says: "The eye candy is what draws our attention, and we make decisions based on that."

19 강 05

상황에 따른 좋음과 나쁨의 가변성

In many situations, however, the boundary between good and bad is a reference point that changes over time and depends on the immediate circumstances.

19 강 10

Charles Robert Darwin의 두 가지 과제

The naturalist, Charles Robert Darwin, set himself two major tasks. One was to work out a mechanism by which evolution might occur.

His other task was to collect enough evidence to convince people that evolution had occurred.



19 강 11 혁신을 방해하는 기업의 평가 기준

Most companies use the same standards for evaluating both routine and innovative work.  
But applying this standard to innovative work suppresses intelligent risks.

19 강 13 정보의 홍수 속에서 믿을 만한 정보 제공처

As knowledge becomes more available – and decentralized through the Internet – the notions of accuracy and authoritativeness have become clouded.  
Conflicting viewpoints are more readily available than ever, and in many cases they are disseminated by people who have no regard for facts or truth.  
Many of us find we don't know whom to believe, what is true, what has been modified, and what has been examined.

19 강 14 물체에 대한 그리스인과 중국인의 생각

The Greeks' focus on the salient object and its attributes led to their failure to understand the fundamental nature of causality.  
But the Chinese saw the world as consisting of continuously interacting substances, so their attempts to understand it caused them to be oriented toward the complexities of the entire "field," that is, the context or environment as a whole.

20 강 15 대통령의 건강에 대한 비밀 엄수

The notion that the president's health was a national secret continued through the twentieth century.  
but it wasn't stressed.  
 The extent of his paralysis was kept hidden.  
Hidden, too, was his high blood pressure and heart condition.

20 강 16 유전적인 변화와 문화적인 변화

Genetic changes// take many generations,  
Cultural characteristics, on the other hand, are not only passed from parents to offspring, but may be passed on from any one individual to another by word of mouth or by writing.  
be adopted quite quickly / spread very quickly,  
In the same way, / cultural habits / spread very quickly  
But, other deep-rooted cultural characteristics of races and racial subgroups are much more difficult to change.  
resistant to alteration



20강 17 비 오는 날의 출근길

He curses inwardly as he spies the other suited people standing on the edge of the kerb.

20강 18 전화를 사용하는 고객 서비스 센터의 변화

While the telephone is still the main communication line between customers and companies, the use of other channels such as text messaging, instant messaging, and e-mails is becoming more prevalent.  
that expansion,

20강 19 오늘날의 육상 경기의 모체가 된 스코틀랜드의 운동경기

Developments in Britain in the second half of the nineteenth century had enormous significance for sport and athletics. One important source of inspiration came from the Highland Games in Scotland.

20강 20 사람들이 인플레이션을 싫어하는 이유

People hate inflation for the same reasons that Brooklyn Dodger fans hated the New York Yankees: the Yankees were annoying, and they “stole” awards that the Dodgers should have had. Inflation is annoying. For instance, averages 2 percent, prices double every thirty-six years.  
But up to 8 percent, prices double every nine years.

20강 21 액정(liquid crystal)의 발견

The term liquid crystal sounds to be an oxymoron, like living dead.  
This analogy can be carried a little further; what liquid crystal refers to is the intermediate state between the stationary (dead) arrangement of molecules in the solid phase and the mobile (living) condition of the liquid state.  
(B)The transition between these two states // two melting points.

20강 22 조직의 최고 책임자 고용

In his latest research, Joseph Bower argues that chief executives may even find highly capable successors at the periphery of their organizations.  
the benefit of a wealth of experience// However, / too  
That cognitive inflexibility  
Bower notes that many successful succession processes involve the hiring of an executive who has spent extensive time at the periphery of the organization, working in foreign markets, new ventures, and the like.



## 20강 23 도덕적인 선택에 대한 이유

From ethics textbooks to professional association codes to our everyday life, any discussion of moral choices is dominated by the use of rules.

**But** // It's clearly not a rule that is telling us what to do. Both maxims are good rules of thumb, but we don't talk about why we picked one and not the other in any particular case.

Instead of // ethical choice.

## 20강 24 ~ 25 온라인에서 익명성이 미치는 영향

Thinking about what happens online as not “really real,” but rather as taking place in an alternate reality, gives many of us further license for abuse.

The “everything goes” mode of online communication is inevitably causing a relaxing of standards in the offline world.

