

1.

My name is Susan and I work in the accounting department. I happened to hear that you are looking to promote someone within our company to the position of manager of the accounting department, and I felt a need to write you this letter. I think Victoria Kimball, my department colleague, is an ideal candidate for the position. She is always on time, she never leaves early, and she does excellent work while she is here. It is obvious to both me and the rest of our colleagues that she has a natural talent for what she does. Her clients love her and so do we. She is always quick to help with whatever we need no matter what it is. She is a fantastic employee and deserves the position. You would not regret choosing her. As you are thinking about who might best fit into the position, I hope you will consider Victoria.

2.

You took a month-long leave of absence starting from November 20th, 2019 to December 20th, 2019. As it was a month-long leave, it was obviously a part of your duties to hand over your work to your team members. Hence, it was very disappointing to discover that you went on the leave without giving them any information about the projects that you were handling. In turn, your carelessness led to unfortunate delays in the projects. We are sure that you are aware that during one's absence from work, the company cannot afford to put any work on hold. As you know, any work loss because of a failure to hand over work is a serious problem. This letter is the final warning regarding your irresponsible behavior. Failure to fulfill your duties in the future will not be tolerated and will result in us taking more severe actions.

3.

My name is David Lee and I'm a third-year chemistry major at Arizona State University. While completing both my introductory and upper-level coursework, I've developed a passion for science and am extremely interested in pursuing independent research as an undergraduate. Personally, I am especially interested in nanotechnology. Recently I read your 2017 papers on the potential applications of graphene and became fascinated by your work. In particular, I found it amazing that graphene can be utilized to make flexible, transparent solar cells that can turn virtually any surface into a source of electrical power. If possible, I would be honored to work on a long-term project in your lab. Would you be interested in including me as part of your research team? My résumé is attached in case you are interested. I look forward to hearing from you.

4.

We would like to express our deepest gratitude for considering AGL as your insurance provider. You have made a wise choice, and your business is very important to us. Unfortunately, however, we are afraid to inform you that your insurance policy application cannot be approved at the moment. The type of policy you applied for isn't available right now. Currently we are working on bringing that policy back. Therefore, we are keeping your application on hold for future reference and further processing when your preferred policy becomes available again. If you would prefer not to wait for approval and would like us to remove your application from our system, please let us know. We hope that you will still consider taking out a policy with us when it becomes available. We appreciate your patience and understanding on this matter.

1.

I was once out in the foothills of the Absaroka Mountains near my home in southern Montana when I saw a front of windy and snowy weather coming toward me. Because of the open nature of that part of the upper Yellowstone River Valley, I was able to see the storm coming from a long distance away, but I was so far out on an exposed hillside that I wasn't able to make it to cover before the blizzard hit. The slope where I was hiking was vegetated only with grass and sagebrush, so I started for a north-facing and timbered slope a mile or so away. Because the bare hillside was steep and already snow covered, the going was slow, so I didn't make it off the slippery slope before the blizzard hit. The wind hit with such force that I couldn't stand upright, and there was so much falling and blowing snow that I couldn't see much either. All I could do for some period of time was to crouch down and wait.

2.

My first morning in New York, I put on my girl-writer dress and heels and went to meet my editor, looking forward to a promising day. I figured we would start editing together that very morning, and then he could give me the last of the advance. It would turn out that I had bounced back from this devastating setback and that truth and beauty had once again triumphed. Everyone would be so shocked to hear that this book had almost been thrown away. But my hopes were shattered when my editor said, "I'm sorry." I looked at him quizzically. "I am so, so sorry," he said. "But it still doesn't work." I sat there staring at him as if his face were melting. I kept touching my forehead, the way you pat your head to make sure your hair is okay. Then I started to cry and told him I had to go right that very second. He told me to phone him the next day. I said I would, although I had no intention of actually doing so.

3.

In those more hopeful and innocent days there was much to enjoy about being newly a queen - not only that I had survived against the odds to inherit. I still remember the sensation of the royal white fur collar around my neck. I put my cheek to it and the fur seemed strangely warm against my skin. The grand garment smelt faintly of beeswax and the softest leather. Unable to resist, I buried my features in it and laughed with delight. It was thrilling to know that such luxury was mine. My ladies laughed with me, equally delighted. They could not wear the elegant clothes and jewelry that as queen I wore even a queen with her hair as yet unbrushed, but their circumstances as my attendants were vastly better now that I was queen.

4.

About three months ago, my sister was having problems with her daughter, Amy, so my sister and I decided to have Amy move in with my family. We thought she could benefit from a change of environment. Sadly, almost instantly, my relationship with Amy started to fall apart. She tried to verbalize her need for limits and boundaries in the home and for time spent alone together. However, our conversations quickly spiraled out of control. Instead of remaining supportive of her when she would get excited, I minimized her feelings by telling her to grow up. I expected her to understand the cause of her fears. Also, I expected her to magically allow herself to be a part of a loving family. It wasn't that simple for her, and I should not have reacted to Amy's emotions. She needed a safe space to calm down, but I didn't give her that and didn't listen to her better. I should have respected her perspective and demonstrated that I was understanding of her fears. I should have allowed her to adjust to sharing space with my family.

1.

You are much more than just a list of your accomplishments. It's not only what you do, but how you do it that counts in the real scorebook of your life. Making the spectacular diving catch says more about you than the "out" that is recorded in the scorebook. It says you have game. It says you give 110%. Every performance in your life becomes a choice you have to make. Will you do just enough to get by, letting the ball drop in front of you for a base hit? Or will you push yourself to perform like an all-star, the legendary player you know you can be, and dive for the ball? Your special effort will be recorded in the minds and memories of the others. More importantly, you will have the peace of mind and self-respect that come from knowing that you gave your very best - even if you don't end up making the catch. That's the stuff of legends.

2.

Irrational acts don't just sabotage us. They can also make us heroes, lovers, and generous helpers. The qualities we admire most in others are their emotional ones, not their intellectual ones. Rarely does intellect alone inspire romantic acts or heroic deeds. The television mini-series *Lonesome Dove* was a big hit in the 1980s. Two rugged Texas Rangers shared a life together that eventually led them from Texas to Montana, where they made their fortune from a cattle drive. One partner died and the other promised to personally return the body to Texas; an incredible sacrifice. From rational point of view, the dead partner wouldn't know where he was buried; he was already dead. The surviving partner's friends thought his promise was foolish. They pressured him to ship the boy to Texas by train. No rational argument would ever win this battle, and if it had, the movie would have lost its charm.

3.

Ideas or theories about human nature have a unique place in the sciences. We don't have to worry that the cosmos will be changed by our theories about the cosmos. The planets really don't care what we think or how we theorize about them. But we do have to worry that human nature will be changed by our theories of human nature. Forty years ago, the distinguished anthropologist Clifford Geertz said that human beings are "unfinished animals." What he meant is that it is human nature to have a human nature that is very much the product of the society that surrounds us. That human nature is more created than discovered. We "design" human nature, by designing the institutions within which people live. So we must ask ourselves just what kind of a human nature we want to help design.

4.

Near my old office building, the window of a shoe store advertised the generous offer of a free shoe shine. I walked by this store dozens of times and thought nothing of it. One day, though, with my shoes looking a little scuffed and some time on my hands, I decided to avail myself of this small bounty. After my shine, I offered the shoeshine man a tip. He refused. Free was free, he said. I climbed down from the chair feeling distinctly indebted. "How could this guy shine my shoes," I thought, "and expect nothing?" So I did what I suspect most people who take the offer do - I looked around for something to buy. I had to even the score, somehow. Since I didn't need shoes, I found myself mindlessly looking at shoe trees, laces, and polish. Finally, I quietly walked out of the store empty-handed and uneasy. Even though I had managed to escape from the store, I was sure many others were not so fortunate.

1. People everywhere have their special cultural rites. It is just as true in the workplace as it is in the surrounding culture. All professions observe their distinctive ways. What appears to be a superficial set of actions to outsiders knits insiders together and puts them in an appropriate frame of mind to do their work successfully. Physicians scrub for seven minutes before doing a surgical procedure. While the necessity of the prolonged scrub is open to question with the advent of modern germicides, its traditional role in preparing the surgical team for a delicate procedure is undeniable. In the airline business, the first officer deplanes the aircraft and conducts a walk-around inspection before takeoff. Very seldom do they discover something wrong. But symbolically it prepares the cockpit crew for their awesome responsibility of getting all the souls aboard safely to their destinations.

2. From what I have seen in counseling, the besetting sin of the father as performance-focused parent is his misguided belief that dogged disapproval will cause his teenagers to try harder and do better. "I'll keep criticizing you until your attitude and motivation improve!" In fact, excessive criticism only hurts the teenager's feelings and discourages him or her from wanting to hear what the father has to say and from doing what the father wants him or her to do. The paternal criticism is offensive, not appreciated. The teen wants less to do with him and for him, not more. And the father contaminates his connection with his teenager by provoking his or her increased resentment and dislike. "Dad is never satisfied, no matter how I do, which is all he really cares about!" As a performance coach, a father would be far better served by praising the good than by only faulting mistakes in the misguided belief that his expressions of dissatisfaction will cause improvement.

3. When a young police officer puts on a uniform for the first time, it almost certainly feels strange and foreign. Yet other people react to that uniform in a range of more or less predictable ways — just as they do to a priest or to a white-coated doctor. These reactions help to make the police officer feel a part of the uniform and more comfortable with the role that goes with it. This is the point of uniforms: they help people think themselves into a particular way of behaving, and communicate clearly to other people what function that person is expected to perform. Our dress and appearance are a sort of uniform as well, whether we like it or not. They are very powerful statements to other people about what to expect from us. Equally, they are powerful statements to ourselves about what to expect of ourselves. This, together with the way other people react to our appearance, powerfully shapes how we feel, think and behave.

4. While individualism gives strength, it also can create a weakness if not moderated by involvement with others — family, friends, and society. Pure individualism may lead to a philosophy of convenience and a lack of participation in or appreciation of the civic and social process. This limits personal growth, mutes gaining leadership skills and traits, and deprives one of the true contexts of life that is the reality model of one's mind. The biggest problem the world now has is that we do not interact personally much anymore. Our technology removes some of reality and replaces it with perception, relativity, and inherent self-interest often pushing us to convenience. We look at the world as centered upon us and give ourselves undue influence on the reality of events. We need to move into a position of not thinking the world rotates around us but how we fit into the world. This is the concept of context.

5.

By taking a conscious interest in your brain and how it works, and by consciously trying some of the techniques that follow, you can acquire a variety of useful mental skills. It isn't really very difficult, but it won't happen by accident. The prevalence of negative thinking, fuzzy and illogical thinking, and rigid thinking in our society proves the fact that these higher-level thinking skills do not come naturally. A cross section of our society represents the "average" level of thinking skill — the level one might expect of a large number of people who have never thought very much about thinking. To move beyond the level of average thinking, you must think about thinking. You must pay attention to how your brain works, and you must experiment with new techniques. Once you do that, you will clearly see the value of it.

6.

The term statistical significance is an unfortunate choice of words. But it's part of our research vocabulary, and it will continue to appear in reports. It refers to the fact that the results discovered, or differences between two sets of data, could reliably be expected to occur again if another study was conducted in a similar manner. But too many people hear the phrase "statistically significant" and assume it also suggests that the results are significantly important. That may or may not be true. Instead, think of the term as suggesting that you would expect to find the same results 95 out of 100 times if a study is replicated in a similar manner or 90 out of 100 times, depending on what measure of reliability is used. True significance lies in interpreting the data correctly to ensure that it has meaning or importance for the organization you represent.

7.

The survival of wilderness — of places that we do not change, where we allow the existence even of creatures we perceive as dangerous — is necessary. Our sanity probably requires it. Whether we go to those places or not, we need to know that they exist. And I would argue that we do not need just the great public wildernesses, but millions of small private or semiprivate ones. Every farm should have one; wildernesses can occupy corners of factory grounds and city lots — places where nature is given a free hand, where no human work is done, where people go only as guests. These places function, I think, whether we intend them to or not, as sacred groves — places we respect and leave alone, not because we understand well what goes on there, but because we do not.

8.

Facing your difficulty head-on is the first positive step in the process of fixing it. Your promotion went to someone else — now what? Face it directly. There must be a reason why your boss selected the other person. Get your hurt and anger under control and go find out why you didn't get the promotion. Ask your boss what you need to do to improve yourself so you'll be considered more seriously next time. If you have just learned that you have a health problem, face it squarely and intelligently. What is the best treatment? Ask the top specialists for their advice. Follow the remedies they prescribe. If some project you are working hard to finish on time encounters severe problems, examine the difficulty as a scientist would. What caused the problem? What are the options? Try to discover the best ways of dealing with the realities you face, focus on what will be most beneficial, then act accordingly.

1.
Finding an ideal location for a piano is often difficult. In the order of importance, the location should help preserve the instrument, be acoustically satisfactory, and be aesthetically pleasing. Ideally, a piano should be placed on an inside wall, away from the direct rays of the sun. Moreover, it should not be placed next to heaters, stoves, air conditioners, or near heat ducts or cold air returns. Drafty locations next to open windows or doors should also be avoided. Instruments that are placed directly beneath water pipes or emergency sprinkler systems should be protected with a waterproof cover from possible water damage. Finding the best location for a piano also includes acoustical considerations; usually a piano sounds best in a room without thick wall-to-wall carpeting or heavy, sound-absorbing draperies.
2.
Power, considered by some theorists to be the “entrance requirement” for anger, is not necessary for sadness. Anger is an “approach” emotion, while sadness is a “retreat” emotion. Thinking of a person as sad makes us see them as weaker and more submissive. Anger, not sadness, is associated with controlling one’s circumstances, such as competition, independence, and leadership. Anger, not sadness, is linked to assertiveness, persistence, and aggressiveness. Anger, not sadness, is a way to actively make change and confront challenges. Anger, not sadness, leads to perceptions of higher status and respect. Like happy people, angry people are more optimistic, feeling that change is possible and that they can influence outcomes. Sad and fearful people tend toward pessimism, feeling powerless to make change.
3.
Sadly enough, some of us have distorted lessons of happiness that developed in our childhood. Our experiences developed as we grew up in different systems, such as our original family, our religious community, and our neighborhood. Many of us believe that only a few of us experience true happiness. Most believe attaining true happiness is like winning the lottery, and only some of us are lucky enough to win it. Or maybe some of us believe in “works of righteousness” — a theology that says if you work hard enough at anything, you will receive what you work for. Any one of these theories of happiness is born of the philosophy that happiness is scarce. Looking around our world right now I would have to agree that true happiness is in short supply. But this is because we have bought into a belief system that teaches us that happiness is as scarce as hen’s teeth.
4.
The causes and consequences of war may have more to do with pathology than with politics, more to do with irrational pressures of pride and pain than with rational calculations of advantage and profit. There is a Washington story, perhaps apocryphal, that the military intellectuals in the Pentagon conducted an experiment in which they fed data derived from the events of the summer of 1914 into a computer and that, after weighing and digesting the evidence, the machine assured its users that there was no danger of war. What this “proves,” if anything, is that computers are more rational than men; it also suggests that if there is a root cause of human conflict and of the power drive of nations, it lies not in hopes of economic development, historical forces, or the workings of the balance of power, but in the ordinary hopes and fears of the human mind.

1. Aging is an economic challenge because unless retirement ages are drastically increased so that older members of society can continue to contribute to the workforce (an economic imperative that has many economic benefits), the working-age population falls at the same time as the percentage of dependent elders increases. As the population ages and there are fewer young adults, purchases of big-ticket items such as homes, furniture, cars and appliances decrease. In addition, fewer people are likely to take entrepreneurial risks because aging workers tend to preserve the assets they need to retire comfortably rather than set up new businesses. This is somewhat balanced by people retiring and drawing down their accumulated savings, which in total lowers savings and investment rates.
2. During the 1890s Richard Henry was caretaker of Resolution Island in remote Fiordland on the west coast of New Zealand's South Island. A keen naturalist, he noted with concern the impact on native birds of the arrival of recently introduced stoats as they invaded this last corner of New Zealand. In a desperate attempt to protect populations of the flightless kakapo and little spotted kiwi between 1894 and 1900 he translocated hundreds of individuals from the mainland on to Resolution Island. Unfortunately, Resolution was too close to the mainland and stoats invaded in 1900. Thus, Henry's efforts were in vain. Nevertheless, the technique of isolating species in danger on predator-free islands that may or may not have been occupied by the species in the past became a vital tool to prevent extinctions from predation by introduced predators in New Zealand.
3. Genes give us the foundation of our models. Experiences give us individual identities. Behaviors express our individual needs, desires, urges, attitudes, beliefs, and so on. In this way, all behaviors are purposeful. It is our job as supportive adults to find a constructive purpose. This does not mean that we should view violent behavior as resourceful; rather, we can enlist the core of violent behavior as a positive resource (e.g., Violent behavior may exemplify an eagerness to take control, an ability to respond authoritatively, or a refusal to be victimized). Ask yourself in what context or situation the core of a particular behavior would signify value. For example, "Your refusal to be victimized will help you grow more tolerant with people as you mature." This comment orients the child toward a more fulfilling future because it validates the child's world view and enlists the core of the behavior as a positive resource.
4. Managing relationships is a value that represents how someone considers the interests and well-being of other people involved in a person's social world. When people provide food for others, share food with others or receive food from others, they typically consider the needs, preferences and feelings of those people related to what, how, when and where food is eaten. Personal needs and preferences are often compromised to build, maintain or repair relationships. Food is central to family harmony, and someone who adopts the role of the 'household food manger' is typically very attentive to the preferences, dislikes and patterns of eating of others. For example, newly married couples must negotiate ways to make joint food choices and parent-child relationships contribute to constructing family food decisions. Being a host, guest or co-worker also shapes food choice situations where roles and relationships are primary considerations in food choice.

1.

Thomas Edison failed ten thousand times until, like a bolt of lightning, the solution to the challenge of the incandescent light bulb hit him, and because of this, he transformed the world. Rosa Parks had no idea that choosing to resist her conditioning — the injustice of racial prejudicing — and risking imprisonment, beating, or even worse, would spark a revolution that would transform history for all men and women, regardless of race. When Mother Teresa chose to leave her position educating the privileged classes of India in order to care for the poor and forgotten, people thought that she was crazy. At the time, Mother Teresa had no idea of the global impact that this decision would have on the world. Albert Einstein received the solution to his Theory of Relativity while dreaming that he was riding on a beam of light. So, too, will you receive your aha moments of brilliance, unexpectedly and through no effort of your own.

2.

The major themes of country music are work, freedom, and alienation, appearing in approximately one-sixth of all Top 20 selections. Country music is itself a commercial offshoot of the traditional song and instrumental music of the South, formerly carried on in an oral tradition. Consequently, from the start country music was an eclectic mix, which included ancient British ballads, Americanized versions of these, sacred songs, minstrel tunes, early blues, and songs of many sorts absorbed from the commercial popular music industry over the years. Over the 20th century it has grown from a homegrown and heartfelt music, expressing working-class identity, into a commercial music, produced by others to appeal to a working-class identity, whether or not its listeners are actually working class. The symbolic meaning of country music as the declared favorite music of New England-educated, upper-class President George Bush — presenting him as a “regular American” — is unmistakable.

3.

We must understand that busyness does not necessarily equal productivity, and in order to accomplish anything in life, we must prioritize. What we put at the top of our list determines how we spend our time and how much value we get out of each and every day. The truth is, most of us are unconscious about how we truly spend our time, prioritizing things that we say don't really matter to us. We waste our extra time watching TV, complaining, or sleeping our lives away. We mindlessly scroll through social media and spend hours talking on the phone, and we don't make good use of our time traveling to and from work. We do so much in a day, yet wonder where all of our time went. Once we get honest about how we're actually spending our days, we can begin to prioritize what's most important to us, and start taking back our time.

4.

The term genius can be traced back to the Latin word *ingenium*: a natural-born talent. The essence of this talent is seen as original productivity, which employs confident intuition to access new areas of creativity. The person who has genius — a brilliant creative power — is also known as an genius. It was not until the Renaissance that people began to describe an artistic creative potential or the source of inspiration as genius. The key significance for invention is that the so-called genius develops ideas that no one has had previously and, in the words of Immanuel Kant, that 'genius must be considered the very opposite of a spirit of imitation'. In addition, Kant established that genius 'cannot indicate scientifically how it brings about its product, but rather gives the rule as nature. Hence, where an author owes a product to his genius, he does not himself know how he conceived the ideas, nor is it in his power to invent the like at pleasure, or methodically, and communicate the same to others in such precepts as would put them in a position to produce similar products'.

5.

The way our society views weight and getting into shape is one example of where expectations are often out of touch with reality, and lead to impatience — one of the top reasons why over 95 percent of all diets fail. We are led to believe through various media that dropping pounds is something that can be done quickly and effectively if we just try hard enough. The reality show *The Biggest Loser*, where contestants drop ten or even twenty pounds in one week, implies that rapid results are not only possible but commonplace. We search for the latest fads and are drawn to products claiming to trim our waistline in thirty days or less. Yet time after time we find ourselves, after attempts to diet, with ever more weight to lose. While there are many factors that go into weight loss and healthy living, one of the hardest things for people to accept is that any real lifestyle change takes time: time to break bad habits and time to form new healthy ones.

6.

Recent psychological research has revealed that college students who look at a two-second video clip of a professor teaching can predict how students who spend an entire semester with that professor will like that professor by the end of the semester. In other words, a student watching a two-second clip of a professor says, “I like him.” Or “I don’t like him.” That statement is then recorded. At the end of the semester, students who have taken a class with the professor anonymously record whether or not they liked the professor. With incredible accuracy, those watching the two-second clip predict what the entire class will feel at the end of the semester. It sounds unbelievable, but it is true. One of the big mistakes we make is making a poor impression on others.

7.

Imagination and creativity are the gate keys of fantasy role-playing. If students cannot imagine themselves engaged by the fantasy world described to them, then the game cannot get off the ground. The students exercise their imagination and creativity in countless ways, from taking on the role of their assigned characters to interacting with other creatures and alien environments. In every case, what is minimally called for is imaginative flexibility in order to react appropriately to the multiple situations the students encounter, while looking ahead to the consequences of various actions and decisions. This means that fantasy role-playing provides an ideal environment to cultivate and test the productive use of imagination, utilizing it to enliven the fantasy narrative, envision alternatives, and empathize with others.

8.

Advertising is a form of persuasion. This means that from square one, your goals and interests are often very different from those of the advertiser. Let’s say your goal is to buy the best dishwashing machine you can afford. I don’t have to be the first to break it to you that this is not the main concern of an advertising copywriter for a home appliance company. He’s unlikely to suffer a single pang of failure upon finding out that, by buying the washer in his beautifully-crafted ad, you’ve passed up a wiser purchase. If you really want to read something that’s written with your best interests in mind, you pick up a copy of *Consumer Reports* — you don’t go flipping through *Good Housekeeping* to find that dishwasher ad you saw last week. When you do read the ad, you take it for granted that any comparisons it makes to the competitions are not necessarily “fair and balanced.”

1.

Yale psychologist Irving Janis showed that just about every group develops an agreed-upon view of things — a consensus reality, the "PC" or politically correct view. Any evidence to the contrary is automatically rejected without consideration, often ridiculed, and may lead to exclusion of the person presenting the un-PC data. So group members are careful not to rock the boat by disagreeing with the consensus — doing so can seriously damage their standing. In his classic book, *Groupthink*, Janis explained how panels of experts made enormous mistakes. People on the panels, he said, worry about their personal relevance and effectiveness, and feel that if they deviate too far from the consensus, they will not be taken seriously. People compete for stature, and the ideas often just tag along. Groupthink causes groups to get locked into their course of action, unable to explore alternatives, because no one questions the established course. The more cohesive the group, the greater the urge of the group members to avoid creating any discord.

*stature 위상, 지명도

2.

The temperature of 54°F appears to be a magic threshold for several species. For example, at the height of summer, billowing meadows full of grasses and herbs are the habitat for grasshoppers and crickets, which provide an orchestral backdrop with their chirping. However, this soundscape is by no means constant. Because to really make a decent sound, the air temperature must be at least 54°F. If it is cooler, you'll barely hear a squeak from these tiny musicians. As cold-blooded creatures, grasshoppers can't regulate their own body temperature, and only really get going when it's warm enough. Their body movements become faster with rising temperatures, resulting in ever more rapid vibrations of the legs and wings, which produce the chirping sound, depending on the type. This also changes the frequency of the tone produced: the warmer it is, the higher the pitch.

*threshold 문턱, 한계점 *billow 물결치다

*chirp 짹짹거리다

3.

In America we have developed the Corporation Man. His life, his family, and his future lie with his corporation. His training, his social life, the kind of car he drives, the clothes he and his wife wear, the neighborhood he lives in, and the kind and cost of his house and furniture are all dictated by his corporate status. His position in the pyramid of management is exactly defined by the size of his salary and bonuses. The pressures toward conformity are subtle but irresistible, for his position and his hopes for promotion are keyed to performance of duties, activities, and even attitudes which make the corporation successful. In the areas of management, sales, and public relations, the position of the corporation man is secure only from one stockholders' meeting to the next; a successful rebellion there may sweep out whole cadres of earnest men and replace them with others.

*cadre 간부, 핵심그룹

4.

Unfortunately, there are some social scientists who refuse to admit the limitations of their field of study. They push hard to make social science imitate physical science. This is usually done by the use of all sorts of numbers, tables, charts, and graphs in order to give the impression of a profound quantification of the subject matter. Now, as a matter of fact, some things can be quantified and some things cannot. We cannot really quantify prejudice or love, for instance. When all is said and done, such attempted quantification is in vain. What is often forgotten, even in the physical sciences, is that science is not primarily a matter of quantification. The use of mathematical techniques is not an end in itself but only a means to an end, namely, the discovery of what's true about the material world. The use of numbers is one way to be more precise in our effort to rationally understand causes.

*quantification 수량화

5.

Culture consists of the linked stock of ideas that define a set of commonsense beliefs about what is right, what is natural, what works. These commonsense beliefs are not universal, but are instead typically bounded by time as well as by space. Today's orthodoxy may be the heterodoxy of yesterday and tomorrow. Although cultural change is not usually perceptible from day to day, when we look over a longer time span it becomes apparent that even the most fundamental assumptions about morality and the standards by which quality of life should be evaluated are subject to change. In his 1972 paper, Anthony Downs offers a vivid illustration of the extent of cultural change with his observation that "One hundred years ago, white Americans were eliminating whole Indian tribes without a blink. Today, many serious-minded citizens seek to make important issues out of the potential disappearance of the whooping crane, the timber wolf, and other exotic creatures."

*orthodoxy 정설, 통설 **heterodoxy 이설,
비정통적 학설

6.

There is the question of the innate musicality of humans. We know that all normal humans inherit the ability to learn language — it is somehow "hardwired" in the human brain — but whether the same is true of music, whether all humans are basically musical is not clear, in part because cultures differ so much in their conception of "singing." Yet it seems likely that all humans can learn to sing minimally, to beat rhythms accurately, and to recognize simple pieces. Not all can attain professional proficiency; but then, although all humans can learn to speak, not all can become great orators. The world's societies differ in the degree to which they encourage individuals to participate in music. In some rural societies, most people are considered about equally good at singing, and everyone participates in music-making at public events. In many urban societies, musical participation is largely limited to listening to live music and even more to recordings, whereas performance is left to professionals.

*orator 연설가

7.

Graham Allison intriguingly laid out his ideas about the Thucydides Trap, tensions between an established power and a rising one, in an essay for The Atlantic. As part of the Thucydides Trap Project, a team under Allison's direction examined sixteen cases where a rising power challenged an established one and determined the outcome of such challenges. The results are disturbing. Fourteen out of sixteen cases resulted in war. The worrying factor, according to Allison, is the fact that normal events or 'standard crises' that can otherwise be resolved, nevertheless trigger war. In the case of Athens and Sparta, it was the actions of smaller allies that drew them closer to war. This can easily happen in East Asia. Both Taiwan and Japan have the potential to draw the US closer to war with China. Arguably, the US's allies might play a bigger role in the Thucydides Trap than fear of a rising power. This results in a situation where a great deal of effort is required to escape the Thucydides Trap.

8.

Mummification in Ancient Egypt was developed in response to a gradual change in the burial preferences of its deceased. The artificial preservation of bodies, both human and animal, was practised in Egypt from about 2686 BC until the beginning of the Christian era. The earliest Egyptians were buried in the sand, typically in the foetal position to reduce the size of the hole that would need to be dug, and the hot, dry climate would dehydrate the body. The physical features of the body would be retained, and this lifelike appearance of the corpse may have supported the belief of an afterlife. As burial practices became more sophisticated, with the construction of elaborate tombs and monuments to the dead, the bodies of the deceased were no longer buried in the desert sand. However, as belief in the afterlife and rebirth was fundamental to Egyptian burial practices, mummification was developed to artificially preserve the body in readiness for the journey to the underworld and to be judged by Osiris.

*the deceased 고인(故人) **foetal 태아의

1

Fos Whitlock was a successful businessman. He asked me to talk to his son, Brant. Brant was about to graduate from college and was obsessed with the idea that he had the potential to be a professional golfer. Fos asked me to meet with Brant, obviously hoping that I would steer him toward giving up his dream of being a professional golfer. After seeing Brant, I met with Fos and suggested that he had too much to lose. If Brant were deprived of the chance to see if he had the right stuff to become a pro golfer, he would never know if he could have been successful. He would then hate his father for the rest of his life for depriving him of this opportunity. What was worse: The possibility of risking some money by supporting his son or running the risk of his son's lifelong enmity? To his great credit, Fos did an about-face and made what I think was the right choice.

*enmity 증오 **do an about-face 갑자기 태도를 바꾸다

2

"Do you like the garden, Ms. Danby?" Charlotte spoke softly, her voice no more than a dry whisper, but Sarah had no difficulty hearing her. The accent was more noticeable than it had first been on the telephone. "Yes" she said with a thin smile. "I like it very much." Charlotte smiled appreciatively. She pulled open the door and gestured with her hand. "Please, won't you come in?" The smile instantly vanished. Sarah allowed Charlotte to lead the way. Once inside, she was instantly drawn to the artful blend of fine decoration in this private sector of being the house. It was just like the garden, filled with simplicity and colour, much like the former owner, she suspected. Each piece of furniture filled its rightful place with pride. The paintings on the walls, every one obviously a masterpiece, were each unique. She recognised a few celebrated names, which meant the collection had grown over the years.

3

There was Hungry Anderson, who was known to be a tight man with a dollar. He and his wife lived about a mile out of town. He got his name on an occasion when he had a carpenter working on the roof of his house. At noon, it took the carpenter about six or seven minutes to get down off the roof, and by the time he did, Hungry had eaten his lunch. He explained that when the carpenter was late, he had thought he didn't want to eat. He was called Hungry Anderson from that day on, and people began to say he was a miser. To prove that he wasn't, he bought a shiny Chalmers automobile, but his instincts were too strong for him. He kept the car in a shed in town and came in with his horse and buggy, motored about town, put up the car, and trotted back to his farm.

*horse and buggy 말 한 필이 끄는 마차

4.

The Prussian king, Wilhelm I, was a conventional man, and not particularly clever or insightful — in other words, the opposite of his minister, Bismarck. He disliked much of what Bismarck did and how he did it. Yet at some level, the king recognized that he and his dynasty needed Bismarck even though, as Wilhelm once mildly complained, "It's hard to be Kaiser under him." Since the monarch had the final say over foreign and defence policy, and governments answered only to him, and not the other way around, Bismarck only in the name of Wilhelm was able to exert great control over domestic and foreign affairs. The two men's relationship was marked by terrible arguments. Bismarck would come down with severe headaches and fits of vomiting and claim that he was dying. He frequently threatened to resign. In the end it was always Wilhelm who backed down saying, "Bismarck mustn't think of resigning." Wilhelm wrote to him after one scene: "It is my greatest happiness to live with you and thoroughly agree with you!"

*kaiser 황제 **monarch 황제, 군주