

### 1-E 스트레스 요인에 대한 반응 속도<sup>1)</sup>

When you face a severe source of stress, you may fight back, reacting immediately. While this served your ancestors well when they were attacked by a wild animal, it is less helpful today unless you are attacked physically. Technology makes it much easier to worsen a situation with a quick response. I know I have been guilty of responding too quickly to people, on email in particular, in a harsh tone that only made things worse. The more something causes your heart to race, the more important it is to step back before speaking or typing a single word. This will give you time to think things through and find a way to deal with the other person in a healthier manner.

### 1-1 뉴스 기사의 생략에 의한 편향성<sup>2)</sup>

A reporter's job is to present a balanced story. As you read, listen to and watch the news, you may notice stories that you think are biased. One of the forms in which bias occurs is leaving one side out of an article, or a series of articles over a period of time; ignoring facts that tend to disprove liberal or conservative claims, or that support liberal or conservative beliefs. Bias by omission can occur either within a story, or over the long term as a particular news outlet reports one set of events, but not another. To find instances of bias by omission, be aware of the conservative and liberal perspectives on current issues. See if both the conservative and liberal perspectives are included in stories on a particular event or policy.

### 1-2 대학 지원 에세이 작성법<sup>3)</sup>

Perhaps the hardest thing for students to realize about the college application essay is that it is not their life story in five hundred words or less. In my experience, students try to give a complete picture of who they are, where they've come from, and what they want to do— all in a few hundred words! While any admissions committee would like to have the flexibility and time to read complete histories of each and every student, the simple truth is, there is not enough time. Students must understand that the college essay is the best way for an admissions committee to know something about them, but it cannot be the vehicle to know everything about them.

### 1-3 마음 챙김이 행복감에 미치는 영향<sup>4)</sup>

A series of studies conducted at the University of Rochester focused on people high in mindfulness—that is, those who are prone to be mindfully attentive to the here and now and keenly aware of their surroundings. It turns out that such individuals are models of flourishing and positive mental health. Relative to the average person, they are more likely to be happy, optimistic, self-confident, and satisfied with their lives and less likely to be depressed, angry, anxious, hostile, self-conscious, impulsive, or neurotic. Furthermore, people who are habitually mindful of their current experiences are more likely to experience frequent and intense positive emotions, to feel self-sufficient and competent, and to have positive social relationships, while those who are not usually mindful report more illness and physical symptoms.

### 1-4 성공의 조건으로서의 목표 설정과 헌신<sup>5)</sup>

Inspired after competing alongside the world's best swimmers as a fifteen-year-old in the Sydney Olympics, American Michael Phelps set out in earnest to be the best all-around swimmer four years later in Athens. To get there, he didn't stay in the pool two and a half hours every day—and double that on Mondays, Wednesdays, and Fridays— just to become good. He didn't do it because it was great exercise. He did it because he had a specific goal to become the best in the world. And the eight medals they hung around his neck in Athens, six of them gold, reflect that commitment. "I think that everything is possible as long as you put your mind to it and you put the work and time into it," Phelps said.

### 2-E 애완동물<sup>6)</sup>

It is important to recognize your pet's particular needs and respect them. If your pet is an athletic, high-energy dog, for example, he or she is going to be much more manageable indoors if you take him or her outside to chase a ball for an hour every day. If your cat is shy and timid, he or she won't want to be dressed up and displayed in cat shows. Similarly, you cannot expect macaws to be quiet and still all the time—they are, by nature, loud and emotional creatures, and it is not their fault that your apartment doesn't absorb sound as well as a rain forest.

### 2-1 신념에 의한 선택의 효과<sup>7)</sup>

Beliefs are powerful. They directly affect our feelings and behaviors, and so, the course of our lives. Most of the choices we make every day are the result of our beliefs, whether we're conscious of it or not. When you choose a bagel over a donut, it might stem from the belief that a bagel is better for you, or the belief that you'll like the taste better. This choice could affect your health and happiness for the rest of the morning. If you choose to take earth science instead of oceanography, it might stem from the belief that you'll enjoy the subject more, or maybe from the belief that it will be easier. This choice could affect your ability to stay awake in class, your grade point average, or even your choice of college.

### 2-2 발표를 할 때 소지해서는 안 되는 물품<sup>8)</sup>

Let's face it: for most people, giving a presentation is going to be a stressful experience. Giving a presentation is a performance. A show. An act. A drama. The presenter is on display to the whole world as he or she bares all to reveal himself or herself to the audience. The last thing you, as the presenter, need at this difficult time is anything that is going to get in the way of you giving your best performance. You don't really want any distractions right now. You want to remove from your environment any obstacles or dangers that are not strictly needed. With this in mind, this is a list of things which you can safely leave behind on your desk or in your bag when you are called to the podium: your mobile phone, watch, pens, keys, and coins.

### 2-3 식량 확보의 한 가지 방법<sup>9)</sup>

It would be far easier to feed nine billion people by 2050 if more of the crops we grew ended up in human stomachs. Today, only 55 percent of the world's crop calories feed people directly; the rest are fed to livestock (about 36 percent) or turned into biofuels and industrial products (roughly 9 percent). Though many of us consume meat, dairy, and eggs from animals raised on feedlots, only a fraction of the calories in feed given to livestock make their way into the meat and milk that we consume. For every 100 calories of grain we feed animals, we get only about 40 new calories of milk, 22 calories of eggs, 12 of chicken, 10 of pork, or 3 of beef. Shifting to less meat-intensive diets could free up substantial amounts of food across the world.

### 2-4 수학 문제를 풀 때 과정을 써야 하는 필요성<sup>10)</sup>

When completing math problems, it is important to avoid "answer-only" completions for several reasons. First, simply writing the answer to a problem without the procedure that precedes it negatively encourages students to produce careless errors. In other words, the written-out procedure supports the answer; if the procedure is not shown, it is much easier to make a computation error. Second, lack of a written-out procedure does not allow students to identify the origin of an answer or how an answer to a problem is derived. Third, lack of procedure contributes to poor study habits in note-taking and sloppiness, which may have negative consequences when taking tests. In short, homework and in-class math assignments should always include both procedures and answers when answering questions.

### 3-E 기부 요청<sup>11)</sup>

Dear citizens,  
As you all know from seeing the pictures on television and in the newspaper, Central America has been hit hard by a series of hurricanes. Tens of thousands of people are homeless and without basic necessities like food and clothing. I feel that we need to do something to help. So, we are asking you to donate canned goods, warm clothes, blankets, and money. Please bring all donations to the community center between 10 a.m. and 4 p.m., Saturday, September 10. Thank you for helping your fellow human beings in their time of desperate need.  
Sincerely,  
George Anderson

### 3-1 버스 노선 변경 요청<sup>12)</sup>

Dear General Manager,  
My wife and I are residents of the Lakeview Senior Apartment Complex. We have been asked by some of the residents here to see if we can help improve their ability to get around town independently. The closest bus stop is half a mile below the apartment complex, down a steep hill. Very few of the residents here feel comfortable walking all the way to (and especially from) the bus stop. We are asking if the route for Bus 16 could be altered slightly to come up the hill to the complex. I can promise you several very grateful riders each day in each direction. I look forward to hearing from you soon.  
Sincerely,  
Ron Miller

3-2 딸의 추가 수업을 위한 여행을 허락하는 편지<sup>13)</sup>

My dear Silvia,

I hope you are fine and doing well in school. Yesterday, I received your letter about wanting to take extra classes at Oxford University for additional credit. I also saw the recommendation letters from your teachers regarding these extra classes. Letting you stay in New York to study is hard as it is, and now you are saying that you want to go to England for two months. That means you won't be around for Christmas this year, which makes me very sad, but I understand that this is a very good opportunity for your educational career. So, your father and I have decided to give you permission to go to England. We think it'll be a great opportunity for you.

With lots of love,

Mom

3-3 작업으로 인해 망가진 연에 대한 배상<sup>14)</sup>

Dear Ms. Duddon,

Foster WeldRite, Inc. is sorry to hear about the loss of your seven-foot Chinese paper kite. We understand it was destroyed, while hanging in your office, when ceiling fire sprinklers were activated due to an overabundance of welding smoke from our crew's work site. As the Customer Service Department at Foster WeldRite, Inc. is unable to locate a replacement for you, will you please purchase another Chinese paper kite and send us the receipt? We will promptly pay you back. Foster WeldRite, Inc. has improved work-site ventilation to prevent similar unfortunate occurrences. Thank you for your understanding and your continued patronage of Foster WeldRite, Inc.

Sincerely,

Mark Hamilton

Customer Service Department

3-4 휴대전화 사용량과 관련한 아버지의 당부<sup>15)</sup>

Evan, Barbara, and Emily,

I am sending this letter to all three of you. Your mother and I agreed to pay for your cell phones. We are covered by a family plan and share a single pool of minutes. When we gave you the cell phone we agreed to pay for it, but you were to stay within the guidelines of a certain number of minutes each month, no more than 250 minutes per month for each of you. We just received the bill for May, and we find that each of you went significantly over that amount. The added cost to the family was nearly \$100. If this happens again we will have to limit your usage or ask that you pay for your own phone. We are not interested in controlling or interfering in your lives, but since we are paying the bills, we get to set the rules.

Love,

Dad

4-E 터널 안에서 생긴 일<sup>16)</sup>

I heard something moving slowly along the walls. I searched for a match in the dark and tried to strike it, but it wouldn't light. This time I was certain: Something was moving in the tunnels, something alive, and it wasn't a rat. A very unpleasant smell came into my nostrils. Finally, I managed to light a match. At first I was blinded by the flame; then I saw something creeping toward me. From all the tunnels. Shapeless figures crawling like spiders. The match fell from my trembling fingers. I wanted to start running, but I couldn't.

4-1 호숫가에서의 소풍<sup>17)</sup>

Once they arrived at the lake, Maggie took in a deep breath. She was always amazed at how beautiful the lake was this time of year. The water was a crystal blue, which allowed her to see to the bottom at the edge. She stepped out of the car onto the ground and looked at the spot Jamie chose for their picnic. It was perfect. Jamie strolled to the back of his car and took out a picnic basket and blanket from the trunk of his convertible. He spread the blanket beneath an enormous oak tree that shaded a grassy spot. He invited her to sit down beside him. He opened the basket and let her take a peek at the contents. He surprised her with her favorite fried chicken and potato salad. For dessert, he had bought chocolate-covered strawberries. She was very pleased with his choices and couldn't be more comfortable here.

4-2 포터 회복기 환자 센터에서의 자원봉사<sup>18)</sup>

On the first day of summer vacation, I approached the stone steps of Porter Convalescent Center. The Saturday before, I had attended junior volunteer orientation there. Now I was a completely trained "Cheery Blossom." I straightened my bright pink smock and marched inside. I felt like Florence Nightingale, striding into battle to heal and hearten the troops. The volunteer director assigned me to 3 South. As we rode the shaky elevator, she explained that this was a long-term care unit. Most of its patients would never go home. I felt sick to my stomach as we opened the door to 3 South. The foul odor of urine and Lysol overwhelmed me. The head nurse, Ms. Ticknor, was less than welcoming.

#### 4-3 서점에 숨어 들어가기<sup>19)</sup>

One block farther on, Brendan saw a small brick building. Like the rest of the buildings they had passed on this street, it looked deserted. He paused in front of it, not sure why this building had caught his attention. The front door was ajar. He took a deep breath to gather his courage, then pulled it open. No one shouted. There was no sound at all from inside. "Wait for me," Brendan whispered, releasing Dai Yue's hand. He slipped through the opening. There was a subtle odor that Brendan recognized but couldn't place for a moment. When he did, he almost smiled. The room smelled like the library at St. Mary's. Was this a bookstore? Brendan took one cautious step, then another, feeling his way. When his fingertips brushed a leather binding, he did smile. Books. No one would be likely to try to steal books tonight. He and Dai Yue would be safe here.

#### 4-4 비행기를 놓친 승객<sup>20)</sup>

My run slowed to a jog as we approached the gate for our flight to Paris. The plane was still there, but the door to the Jetway was shut. The gate agents were quietly sorting tickets. They had already retracted the hood connecting the Jetway to the airplane door. "Hi, we're on this flight!" I panted. "Sorry," said the agent. "We're done boarding." "But our connecting flight landed just ten minutes ago. They promised us they would call ahead to the gate." "Sorry, we can't board anyone after they've closed the door." My boyfriend and I walked to the window in disbelief. Our long weekend was about to fall to pieces. The plane waited right before our eyes.

#### 5-R1 정보 과다로 인해 잃어가는 어린 시절<sup>21)</sup>

Children today are "safe." Their only worries consist of fights with their parents, going to school, and dealing with the list of activities that they're signed up for. But what's going on? If they're "safe" and living "well," why do they experience so many problems? Children have learned to be cautious; a lot of kids have even lost that innate curiosity that no one should ever lose. The big problem is that they are exposed to large flows of information that are hard to process. It's even hard for us. That's why being exposed to so much stimuli causes stress that they're incapable of tolerating. All this causes children to grow up quickly, going through their developmental stages without enjoying them. They don't live their childhood the way they should, which could cause them serious problems that are difficult to solve later on.

#### 5-R2 선물을 갖고 온 산타<sup>22)</sup>

A few days before Christmas, a couple held the hands of their young son and walked quickly to their nearby church. But the boy pulled back a bit, slowed, and came to an abrupt halt. "Santa," he whispered. "Santa!" The four-year-old broke free of his parents' grasp and ran toward an elderly gentleman with a long, flowing white beard. Tugging on the stranger's coattail, the youngster begged, "Santa, will you bring me a teddy bear for Christmas?" Embarrassed, the couple started to apologize, but the man merely waved them aside. Instead, he patted their son on the head, nodded once, and without a word went on his way. On Christmas morning, a knock interrupted the family's festivities. In the doorway stood the old man holding out a large bear. "I didn't want the little fellow to be disappointed on his holiday," he explained with a smile and turned to leave. At a loss, the couple could only say, "Uh, th-thanks. And M-merry Christmas to you... Rabbi."

#### 5-R3 대학생이 가지는 선택의 자유<sup>23)</sup>

Uncertainty and freedom are intertwined. College students cannot decide whether they appreciate the freedom they have or resent it. You may be free from daily supervision by parents, free to pick classes and a major, and free to set a professional course. But those choices seem so numerous and important that you may be frozen with fear. You might quickly retreat to conventional choices (like medical school) or depend on influential advisors (like your parents) before giving yourself a chance to figure it out. Try not to confuse the joys and privilege of free choice with the fears of uncertainty. It may be scary to look at an open landscape, but it can and should be a thrilling moment of possibility.

#### 5-R4 학교 급식<sup>24)</sup>

Dear Principal Murphy,  
Brian is settling in well as a third-grade student at Fairview Elementary School. I do have a concern, though, about the food offered in the school cafeteria. The choices do not seem to have any relation to recognized medical studies about such things as excessive fat, sugar, and useless junk food. A recent menu included fried fish with fried potato nuggets, a hot dog with potato chips, and fried chicken with French fries. The most healthful piece of food seemed to be a small piece of green pepper floating on a sea of cheese on a pizza. I don't feed my child this sort of junk at home, and I don't think it's appropriate for school. I would very much like to talk to the school dietitian about the offerings at school.  
Sincerely,  
Karen Diamond

5-E 아기가 원하는 것 파악하기<sup>25)</sup>

Six-month-old Angela is sitting in her high chair during lunch and sees her bottle on the table. She is pretty tired—it's been a tough day!—and she wants her bottle. She looks at it as her mother, Sophie, feeds her and gets more and more frustrated. Eventually, she turns away from her mother's spoonfuls, arches her back, turns around in her high chair, and vocalizes as if she is about to cry. Sophie is clueless about what Angela wants. When Sophie happens to look at the table for another reason, she notices the bottle on it. "That's what you want," she says, and gives Angela her bottle. Success at last!

5-1 사회개혁가 이시와르 찬드라 비다사가의 일화<sup>26)</sup>

Once, Ishwar Chandra Vidyasagar, the well-known social reformer, was walking on the streets of Kolkata when he heard an old man crying. He approached the man and asked what was troubling him. "Everyone wants to know my problems, but no one is ready to help me!" replied the old man. On Vidyasagar's insistence, the old man at last poured his anguish out in words. A few years earlier, he had borrowed some money from a man, by mortgaging his house. Now his creditor had gone to court and soon his house would be confiscated. He and his family would be homeless. Vidyasagar listened to his story patiently, noting the names and dates and the details. "I shall do my best to help you," he promised. When the old man turned up in court for his hearing the following week, he was surprised to hear that all his debts had been paid up fully. His benefactor was none other than Vidyasagar!

5-2 집 없는 노인 돕기<sup>27)</sup>

In January 2004, George Wilson of Glebe Gardens, Edinburgh, Scotland, walked his children to school and saw an old man outside a still-closed shop in St. John's Road. Later, when Mr. Wilson took his children home, he saw the old man at the same place. Later, in the evening, he went out for a pint, and he saw the old man again, this time outside another shop. Taking pity on the man, who he knew now was homeless in weather that was forecast to be -1°C, Mr. Wilson gave the old man, who was dressed only in jeans and a sweater, things to keep him warm: a fleece and a blanket. The old man appreciated the gifts.

5-3 파가니니와 경쟁했던 바이올린 연주자<sup>28)</sup>

It is not always safe to laugh at one whose abilities seem to be less than our own. This lesson was painfully learned by a young violin professor of Berlin at an evening party, to which he had been invited. He played several pieces, not with great applause, however. After he finished, another young man was invited to play, but his playing was worse than that of his predecessor; in fact his style and execution were terrible. So our young professor again came forward and showed his superior abilities very boastfully, as if to utterly crush the strange musician. But when it again became the stranger's turn to play, his performance was given with such brilliance of execution as to utterly defeat the young professor, who disappeared and was seen no more that evening. He had been contending with Paganini, one of the world's great violinists.

5-4 가난으로 고생하는 친구를 도와준 데이비드 흄<sup>29)</sup>

David Hume was visited by the poet Thomas Blacklock, who complained at great length about his misfortunes: blind and poor, he no longer had the means to support his large family and did not know where to turn for help. Although he was in financial difficulties himself at that time, Hume managed to secure, through the influence of a friend, a university appointment worth about forty pounds a year. Nevertheless, he was so moved by the poet's tale of sorrow that he offered him the only means of assistance within his power to give. Taking from his desk the grant for the university post, he handed it to his unfortunate friend and promised to have the name changed from Hume to Blacklock. This generous sacrifice almost certainly saved Blacklock and his family from extreme poverty.

6-E 카스파르 푸르테나우의 생애<sup>30)</sup>

Kaspar Fürstenau was a German flutist and composer. After he was orphaned, Anton Romberg took care of him and taught him to play the bassoon, but Fürstenau was more interested in the flute. At the age of 15, he was already a skilled flutist and played in a military band. In 1793-94, Fürstenau made his first concert tour in Germany. In 1794, he became a member of the "Chamber Orchestra of Oldenburg," where he played until the orchestra was abolished in 1811. Kaspar Fürstenau continued his career as a flutist performing together with his son Anton Fürstenau in the major cities of Europe.

### 6-1 나담 축제<sup>31)</sup>

Although volunteer positions in Hustai are available year-round, most volunteers choose the spring, summer, and fall months, because winters in the Mongolian steppes are bitterly cold and inhospitable. Perhaps the very best time to visit is July, when herdsmen come from miles around to participate in the three-day Naadam Festival, an ancient and colorful competition of horse racing, archery, and wrestling—once called the “three manly games.” The Naadam Festival started as a religious event but has evolved into a celebration of Mongolian statehood. The horse race, with thousands of horses competing, takes place not on a track, but over high-altitude Mongolian grasslands. The race is a long-distance one, kicked off with a special song (“Giin-Goo”) that all the horses know. The jockeys are children, ages 7 to 12, who wear colorful costumes. The top five winners are celebrated in poetry and song.

### 6-2 스톤 타운<sup>32)</sup>

Stone Town, a UNESCO World Heritage site, is one of the oldest districts on Zanzibar, an island off the coast of Tanzania. This former Swahili trading town is a labyrinth of tiny streets and alleys, markets, mosques, and other historic buildings—including the Anglican church on the site of the old central slave market, East Africa’s largest slave-trading port. Combining Persian, Indian, European, Arab, and African architecture, Stone Town has been occupied by humans for three centuries and is famed for its beautifully carved wooden doors. The House of Wonders, the former palace of Sultan Syiid Barghash, is open to the public. Its other claim to fame is that Freddie Mercury, the lead singer of Queen (a British rock band) was born there.

### 6-3 토마스 페인의 ‘카몬 센스’<sup>33)</sup>

Common Sense, written by Thomas Paine, swept through the American colonies in 1776 during the opening months of the American Revolutionary War. It sold more than 120,000 copies in three months and changed the whole nature of the debate among the colonists. In this book, Thomas Paine declared that only complete independence from Great Britain would bring prosperity to America. Without Common Sense, the American Revolution might have been shaken, and the establishment of the new United States would have been postponed indefinitely. At first, Common Sense was published anonymously in January 1776. It soon emerged that an English free thinker named Thomas Paine had written it. Within weeks, the short book—barely 20,000 words long—was being reprinted throughout the colonies.

### 6-4 화가 구스타프 꾸르베르<sup>34)</sup>

Gustave Courbet was born in 1819 in Ornas, France. His family was very well-off financially, and he received all of the education that lifestyle could offer. He was sent to Paris to study law in 1840. Against his father’s wishes, however, Courbet quit studying law and began his pursuit of a career as an artist. Many of his early works were in the Romantic tradition, but by the age of 23, Courbet had settled into his niche of painting Realistic works. He became the leader of the Realism movement in art. He chose themes from everyday life and did not exclude what might be considered ugly. He believed that paintings should be of things that were in the present and of subjects that could be seen every day.

### 9-R1 할리와 뉴턴의 일화<sup>35)</sup>

Edmond Halley was interested in the problems of gravity. One problem that attracted his attention was the proof of Kepler’s laws of planetary motion. In August 1684, he went to Cambridge to discuss this with Isaac Newton, only to find that Newton had solved the problem already. He asked to see the calculations and was told by Newton that he could not find them. Newton promised to redo them and send them on later. He eventually did submit his calculations to Halley. After this initial meeting, Halley visited Newton frequently; over the course of these visits Newton showed Halley his proof as well as many other unpublished papers. Halley recognized the importance of the works. He wanted Newton to publish but Newton was reluctant. With a lot of encouragement from Halley, eventually, Newton’s masterpiece was published at Halley’s expense in 1687.

### 9-R2 세파스 지오반니 톰슨의 삶<sup>36)</sup>

Cephas Giovanni Thompson (1809-88) was known particularly for portraits and Italian scenes, but he also painted genre and historical subjects. He was born in Middleborough and initially trained by his father. At eighteen he established a portrait practice in Plymouth, Massachusetts. He subsequently worked in Boston, where he studied with David Claypoole Johnston, in Philadelphia, and elsewhere before arriving in New York in 1837. There he flourished for a decade as a fashionable portrait painter. Spring (Metropolitan Museum, 1838), a softly romantic, idealized portrait of a young woman, exemplifies his most appealing strengths. In 1847 he moved to New Bedford for two years and then lived in Boston before sailing to Europe. He resided for most of the 1850s in Rome. In 1859 he returned permanently to New York but continued to produce Italian subjects during the remainder of his career.

### 9-E 한 항공사를 계속 이용한 고객<sup>37)</sup>

Recently on a flight to Asia, I met Debbie, who was warmly greeted by all of the flight attendants and was even welcomed aboard the plane by the pilot. Amazed at all the attention being paid to her, I asked if she worked with the airline. She did not, but she deserved the attention, for this flight marked the milestone of her flying over 4 million miles with this same airline. During the flight I learned that the airline's CEO personally called her to thank her for using their service for a long time and she received a catalogue of fine luxury gifts to choose from. Debbie was able to acquire this special treatment for one very important reason: she was a loyal customer to that one airline.

### 9-1 전문화의 출현 배경<sup>38)</sup>

The rise of cities and the improvement in transport infrastructure brought about new opportunities for specialization. Densely populated cities provided full-time employment for carpenters, priests, soldiers and lawyers. Villages that gained a reputation for producing really good wine, olive oil or ceramics discovered that it was worth their while to concentrate nearly exclusively on that product and trade it with other settlements for all the other goods they needed. This made a lot of sense. Climates and soils differ, so why drink ordinary wine from your backyard if you can buy a smoother variety from a place whose soil and climate is much better suited to grape vines? If the clay in your backyard makes stronger and prettier pots, then you can make an exchange.

### 9-2 고독의 힘<sup>39)</sup>

The modern world is so interconnected and constantly plugged in that finding the time and space to think can be difficult. However, without freedom from the influence and distractions of the world, it is virtually impossible to develop well-reasoned opinions, ideas, and values. History shows a lot of examples of the transcendent power of solitude. Darwin took long walks without company and firmly turned down dinner party invitations. Moses spent time alone in the desert. Jesus wandered the wilderness. Mohammed sat in the cave. Buddha went to the mountaintop. Find your own mountaintop and don't come down without your own thoughts, opinions, and values.

### 9-3 사라져가는 유형의 창조<sup>40)</sup>

Unlike previous generations, fewer and fewer modern men experience the satisfaction of tangible creation in the workplace. We move numbers around on a screen, manage people who manage other people, or sell advice, ideas, or someone else's creations. For many of us, the shift from working with our hands to working with our minds has created an unfulfilled need for connection with the physical world we live in. Physical creation (beyond the more abstract "creativity") provides that connection. A way for a man to announce to the world, simply, "I am." Creating is a primal need, but without an institutional directive to create, the internal fire to do so can flicker and die, or worse yet, we may start to believe that making things is only for certain types of people, not for us.

### 9-4 지속 가능한 토지 관리<sup>41)</sup>

The small community of Zorborgu, near Tamale in northern Ghana, comprises mainly farmers. They decided to stop burning crop residues and protect their community forest to reduce the risk of wildfires that cause widespread land damage. As a result, crop yields have increased and the water in a pond near a sacred grove is available throughout the year for farming, livestock watering and domestic use. The community forest also provides herbal medicines. The innovative blend of traditional and modern decision-making by committees that reflect traditional leadership makes this a successful social, economic and environmental initiative. This is one example of how community action and innovation are key to sustainable land management in Africa.

### 10-E 신생아가 있을 때 먹는 일의 어려움<sup>42)</sup>

It is not always easy to eat well when you have a newborn baby. It can seem like you do not have time to prepare tasty nutritious meals or even to eat them. You will need to learn the following trick. Try not to wait until you are really hungry to think about eating. When you have a newborn baby, preparing food will probably take longer than usual. If you start when you are already hungry, you will be absolutely starving before the food is ready. When you are starving and tired, eating healthy is difficult. You may want to eat fatty fast food, chocolates, cookies or chips. This type of food is okay sometimes, but not every day.

#### 10-1 지적 능력의 변화 가능성<sup>43)</sup>

Many people believe that their intellectual ability is hardwired from birth, and that failure to meet a learning challenge shows how bad their native ability is. But every time you learn something new, you change the brain—the residue of your experiences is stored. It's true that we start life with the gift of our genes, but it's also true that we become capable through the learning and development of mental models that enable us to reason, solve, and create. In other words, the elements that shape your intellectual abilities lie to a surprising extent within your own control. Understanding that this is so enables you to see failure as a badge of effort and a source of useful information—the need to dig deeper or to try a different strategy.

#### 10-2 건강한 식품 섭취를 통한 정신적 웰빙 향상<sup>44)</sup>

If we are what we eat, what is your teenage child? A bag of chicken and chips? A kebab? Litres of fizzy drink? The benefits of healthy eating and exercise are well documented and it is silly of us, as parents, to think we can feed our teens mostly junk food then expect them to perform at their best. In this age of pesticides, hormone treatment additives (hence the well-built structure of today's pre-teens), etc. that are in foods, both parents and teens need to understand that mental and physical well-being are aligned with what we eat. Depression, aggression, lack of focus, headaches and so much more can be improved with the right foods. Be open to this, for yourself and your young person.

#### 10-3 시간이 지날수록 보편화되는 핵심 역량<sup>45)</sup>

What was a core competence in one decade may become a mere capability in another. For example, in the 1970s and 1980s quality, as measured by defects per vehicle, was undoubtedly a core competence for Japanese car companies. Superior reliability was an important value element for customers and a genuine differentiator for Japanese car producers. It took more than a decade for Western car companies to close the quality gap with their Japanese competitors, but by the mid-1990s quality, in terms of initial defects per vehicle, had become a prerequisite for every car maker. There is a dynamic at work here that is common to other industries. Over long periods of time, what was once a core competence may become a base-line capability. Quality, rapid time to market, and quick-response customer service—once genuine differentiators—are becoming routine advantages in many industries.

#### 10-4 간접적 노력의 법칙<sup>46)</sup>

More than 2000 years ago, Aristotle wrote that happiness is a condition. It is not something that is achieved by pursuing it directly; rather, it is something that comes out through our engagement in purposeful activity. This is the statement of the law of indirect effort. This law simply says that almost anything we get in life involving emotional experiences comes to us indirectly rather than directly. It comes to us as a result of doing something else. If we pursue happiness directly, it eludes us. But if we get busy doing something that is important to us and make progress in the direction of our dreams, we find ourselves feeling very happy. Self-confidence is also subject to the law of indirect effort. We achieve higher levels by setting and achieving even higher goals and objectives. As we move forward, step by step, once we feel ourselves advancing in life, we feel better and more capable of taking on even more challenges.

#### 11-E 논증의 개념<sup>47)</sup>

In philosophy, the best way to understand the concept of an argument is to contrast it with an opinion. An opinion is simply a belief or attitude about someone or something. We express our opinions all the time: We love or hate certain films or different types of food. For the most part, people's opinions are based almost always upon their feelings. They don't feel they have to support their opinions with any kind of evidence. An argument is something a bit different from this. It is made to convince others that one's claims are true. Thus, it is an attempt to present reasons in support of one's claims. Arguments are the building blocks of philosophy, and the good philosopher is one who is able to create the best arguments based on a solid foundation.

#### 11-1 연극을 통한 괴롭힘 문제 해소<sup>48)</sup>

An issue receiving much attention in the media and schools is bullying. This is seen as repeated, unprovoked abuse by one or more children that causes physical or psychological pain to another child. Bullying is harmful and can affect the classroom climate in a negative way. Drama can be used with children to build social perspective, emotional empathy, and compassion for others. In drama, the characters can work through a number of difficulties, including bullying. Tabone (2003) uses the children's book *Rotten Ralph*, a story about a rotten cat, for a class drama. The story is read to the children, and they discuss how Sarah feels about what her cat, Ralph, is doing. Some of his actions are breaking one of Sarah's dolls, making fun of her, sawing off a limb that holds her swing, and other terrible things. The children can dramatize some things they may do, while the teacher offers other options. This drama experience could be extended to drawing about the happenings of bullying.



#### 11-2 구조 조정 중에 있는 중간 관리자의 입장<sup>49)</sup>

Many middle managers and first-line employees must feel like the laborers who built the pharaohs' tombs. Every pharaoh hoped to build for himself a tomb of such intricate and deceitful design that no marauder would ever be able to enter it and steal the pharaoh's wealth. Think of the laborers as middle managers in the midst of corporate restructuring. All the workers knew that when the tomb was finished they would be put to death—this was how the pharaoh destroyed any memory of how to find the wealth. Imagine what would happen when the pharaoh showed up on a work site and inquired of a supervisor, "How's it going, are you about done yet?" "Not yet boss, it'll be a few more years, I'm afraid." No wonder tombs were seldom finished within the pharaoh's lifetime! And no wonder so few first-level and mid-level employees bring their full emotional and intellectual energies to the task of restructuring.

#### 11-3 지도자의 자질로서의 책임감<sup>50)</sup>

Responsibility is an attribute that great achievers have in common. No matter what their background or life history, true leaders seem to share the belief that they are the source—the creator. In other words, they are responsible for the outcome of their actions. On some level, they generated the outcome, if not by their physical actions, then by their mental actions. They seem to believe that they create whatever happens in their life. That is the bottom line. If someone cut them off on the road, they contributed to that outcome in some way. Maybe they were driving in the other car's blind spot, or they weren't paying close enough attention, or they didn't anticipate the lane change of a car. That is how leaders are—they take full responsibility.

#### 11-4 개인의 버블<sup>51)</sup>

We all surround ourselves with a "personal bubble" that we go to great lengths to protect. We open the bubble to our friends, children, parents, and so on, but we're careful to keep most people out of this space. When we stand in line, we make certain there is enough space so that we don't touch the person in front of us and aren't touched by the person behind us. At times, we extend our personal space. In the library, for example, you may place your coat on the chair next to you—claiming that space for yourself even though you aren't using it. If you want to really widen your space, you might even spread books in front of the other chairs, keeping the whole table to yourself by giving the impression that others have just stepped away.

#### 12-E 뇌가 정보를 처리하는 방식<sup>52)</sup>

What's happening when we're actually doing two things at once? It's simple. Our brain has channels, and so we're able to process different kinds of data in different parts of our brain. Therefore, you can talk and walk at the same time. There is no channel interference. But you're not really focused on both activities. One is happening in the foreground and the other in the background. If you were trying to explain on the cell phone how to operate a complex machine, you'd stop walking. Similarly, if you were crossing a rope bridge over a valley, you'd likely stop talking. You can do two things at once, but you can't focus effectively on two things at once.

#### 12-1 규제하거나 특별한 권한을 부여하는 규칙의 기능<sup>53)</sup>

Our beliefs about emotions not only describe what is, whether in fact or myth, but they also prescribe what should—or should not—be. For example, you should not laugh during a funeral. In addition to regulating how we respond, many rules also have an enabling function. To illustrate with a nonemotional example, rules of grammar regulate how a person speaks "properly"; more fundamentally, they help constitute the language that is spoken. Thus, without the rules of English grammar, there would be no English language. Similarly, without the rules of anger, say, there would be no anger, only unclear expressions of rage or frustration.

#### 12-2 고대인들의 예술에 대한 인식<sup>54)</sup>

The ancients recognized seven activities as arts: history, poetry, comedy, tragedy, mask, dance, and astronomy. Each was governed by its own muse, each had its own rules and aims, but all seven were united by a common motivation: they were tools, useful to describe the universe and our place in it. They were methods of understanding the mysteries of existence, and as such, they themselves took on the aura of those mysteries. As a result, they were each aspects of religious activity: The performing arts celebrated the rituals; history recorded the story of the race; astronomy searched the heavens. In each of these seven classical arts we can discover the roots of contemporary cultural and scientific categories. History, for example, leads not only to the modern social sciences but also to prose narrative: the novel, short stories, and so forth.

### 12-3 코치가 지녀야 할 효과적인 의사소통법<sup>55)</sup>

Verbal communication involves conveying messages that have both content (i.e. what is said) and form (i.e. how it is sent). Many coaches are very good at giving information that is high in content, for instance, when introducing new tactics or technical skills. However, players may “switch off,” become bored, confused and even frustrated if too much instruction is given. Furthermore, when coaches continually use verbal instruction, they become the main actors in the coaching theater thereby limiting or stopping the active participation of the players. Therefore, by involving the players through asking questions and listening to them, a coach obliges them to think, collect information, evaluate and create. This involves and encourages players to take more responsibility for their own learning and development.

### 12-4 문제점보다는 잘 해 온 것에 집중하기<sup>56)</sup>

As you assess your behaviors, attitudes, and values, you may realize that you are acting in ways that aren't as effective or appropriate as possible. How can you best change your behaviors, attitudes, and values? A strategy is useful. Focus on what you have done well in the past as well as on what you are currently doing well. By focusing on your successes instead of your problems, you can more quickly accomplish the results you desire. For example, golfers such as Tiger Woods or Annika Sorenstam are able to ignore hostile crowds, challenging weather conditions, and their competition. They focus their energy on accomplishing the task—striking the golf ball cleanly. Similarly, when people are depressed or anxious about their communication ability, they can lessen these feelings by focusing on situations where they have succeeded in not being depressed and anxious.

### 13-R1 서둘러 행동하는 것의 문제점<sup>57)</sup>

Not everything gets done by acting with great haste. Sometimes you have to be on high alert and think on your feet, but often you have to carefully consider matters and take your time analyzing every aspect before signing up for a project or relationship. That is what the turtle is teaching us. Fast is good, because you don't want to miss opportunities in a world that is so full of competitors. Yet, slow is good, too, because in many instances, you have to look before you leap. When in a hurry, the chance of making irrational or untimely decisions increases, and with that, also the chance of unnecessary failure increases. Like with everything, moderation and balance are golden rules here. There are times when you have to move rapidly, but when the water looks good, you should not dive in if you don't know how to swim yet. There are instances when you just have to wait.

### 13-R2 긍정 심리학이 추구하는 것<sup>58)</sup>

Until recently psychology has mainly been working within a disease model: a strong emphasis has been placed on discovering deficits in human behaviour and finding ways to repair this damage. Psychologists hardly focused on doing studies acquiring knowledge about healthy functioning and building strengths. In other words, they have focused solely on taking away something negative (the dysfunctioning) instead of adding something positive (increasing mental and behavioural health). The result is that psychologists know little about healthy and happy functioning. This situation has been changing now since the rise of positive psychology a few years ago. What is Positive Psychology? It is a new movement in psychology, originated by Martin Seligman and a few other prominent psychologists. It aims to be a psychological science about the best things in life.

### 13-R3 각인에 의해 왜곡되는 자아상<sup>59)</sup>

There are several ways in which your self image has become distorted. For instance, imprinting. I was at a shop, and a mother came in with a child in a buggy. The child was terrible. It cried and shouted. So the mother said: “Why do you always behave so badly when you are in a shop with me?” Now, that's a stupid remark, but one which can easily slip out of any parent. In the subconscious mind of the child, however, the message is received loud and clear. Next time she goes shopping with her mom, she will wonder: “Who am I when I go shopping with mom?” And the information will readily pop up, with the authority of the mother's voice: “You are someone who always behaves badly when you are with me!” So, of course the child will behave badly again.

### 13-R4 관광 산업과 환경의 관계<sup>60)</sup>

The quality of the environment, both natural and man-made, is essential to tourism. However, tourism's relationship with the environment is complex. It involves many activities that can have adverse environmental effects. Many of these impacts are linked with the construction of general infrastructure such as roads and airports, and of tourism facilities, including resorts, hotels, restaurants and shops. The negative impacts of tourism development can gradually destroy the environmental resources on which it depends. On the other hand, tourism has the potential to create beneficial effects on the environment by contributing to environmental protection and conservation. It is a way to raise awareness of environmental values and it can serve as a tool to finance the protection of natural areas and increase their economic importance.

### 13-E 나이 든 사람들의 시간 인식<sup>61)</sup>

In an experiment, when people were asked to count three minutes in their heads, 25-year-olds were quite accurate, but 65-year-olds went over on average by 40 seconds. Time seemed to pass faster for the older group. This may seem meaningless, but there are a lot of benefits to perceiving time like 65-year-olds. For example, if you have been working on a project for eight hours, but it only feels like six, you will have more energy to keep going. If you have been running for 20 minutes, and you perceive it to be only 13 minutes, you're more likely to have seven more minutes of energy. So, if you want to use your energy to work longer, just change your perception of how long you have been working.

### 13-1 재원의 확대를 통한 갈등 해결<sup>62)</sup>

Sometimes conflict can be resolved through an expansion of resources. For example, a department may need five computers but has a budget for only three. However, by talking the finance people into delaying the purchase of other equipment, there will be more money left for departmental computers. Alternatively, the company may be reorganized and some people given early retirement, thus freeing up funds for computer equipment. An expansion of resources involves a reworking of the budget for the purpose of determining how additional funds can be found.

### 13-2 자녀의 위험한 행동에 대해 올바르게 경고하는 법<sup>63)</sup>

A child who hears a stern warning about the dangers of running in the street will have better self-esteem than a child who only hears that he's a "bad boy" when he runs into the street. The child who's a "bad boy" is getting the message that he and his behavior are not okay. He doesn't learn the difference between what he does and what he is. As an adult, his inner critic will attack both his behavior and his worth. Parents who carefully distinguish between inappropriate behavior and the basic goodness of the child raise children who feel better about themselves and have a far gentler inner critic.

### 13-3 건강의 비결이 될 수 있는 조상들의 생활방식<sup>64)</sup>

Let's go back to our ancestors, back before elevators, escalators, cars, and even horses. This is when our human physiology was coming of age. Our ancestors had to move to survive. Not unlike most other mammals, humans had to expend much energy in order to acquire food and water. These early humans, with whom we share most of our physiology, were nomadic, and therefore moving was an essential part of their lives. As descendants of these nomadic people, our physiology is based on abundant movement and a diet of vegetables, fruits, nuts, fish, and infrequent, small portions of meat. To the extent we have that, we are more likely to be healthy. To the extent we don't, problems arise.

### 13-4 여행사에게 사전에 문의할 사항들<sup>65)</sup>

Some travel companies are very specific about what's included in the price quoted for a trip, but in other cases, you'll have to ask for details. "Some meals" might mean dinner but not breakfast or lunch, and "sightseeing" may mean a guide and local transportation but not admission fees or tips. Another good topic to investigate is your accommodations. Some tour operators don't commit to specific hotels but simply promise three- or four-star properties, so if you're particular about lodging, ask where the group stayed on past trips. And if you and your traveling companion want two separate beds, confirm that up front.

### 14-E 유명 인사를 사전에 실을 때의 기준<sup>66)</sup>

Most dictionaries list names of famous people. The editors must make difficult decisions about whom to include and whom to exclude. Webster's New World Dictionary, for example, includes Audrey Hepburn but leaves out Spencer Tracy. It lists Bing Crosby, not Bob Hope; Willie Mays, not Micky Mantle. Executive editor Michael Agnes explains that names are chosen based on their frequency of use and their usefulness to the reader. According to him, however, entertainers who are alive are not included. For that very reason, Elton John and Paul McCartney aren't in the dictionary, but both Marilyn Monroe and Elvis Presley, who died decades ago, are.

#### 14-1 자연에 관한 진리 추구로서의 과학<sup>67)</sup>

Search for truths about nature is science. It is a creative activity. When one obtains a new insight into the working of nature, one is as much thrilled as, say, a painter or a sculptor when he creates a masterpiece. However, there is one major difference between science and the arts. Scientific effort is cumulative and cooperative, whereas each artistic creation is complete in itself. In science, every newly established fact, however insignificant it may appear to be at the time, and every new idea, however small, is bound sooner or later to contribute to major advances in our understanding of nature. Even such a great physicist as Newton wrote: "If I can see a little farther, it is by standing on the shoulders of giants."

#### 14-2 세계화가 미술에 끼친 영향<sup>68)</sup>

A key feature of the art scene in the 21st century is the impact of globalization—the accelerating interconnectivity of human activity and information across time and space. Aided by the Internet and mass media, awareness of the vitality of contemporary art in localities around the globe has grown tremendously. Anyone with access to the Internet can follow developments in Shanghai, Sydney, São Paulo, or Nairobi. Simultaneously the increased movement of artists across borders and oceans has added to the intermixing of influences and artistic vocabularies. For example, Wangechi Mutu, originally from Kenya, pursued further education in South Wales and then in the United States. Her collaged images of women are informed by African tribal arts, 20th-century European and American collage artists, and the latest illustrations from fashion, and medical sources, etc. Mutu is considered by many to be one of the most important contemporary African artists of recent years, and her work has achieved much global acclaim.

#### 14-3 컴퓨터의 교육적 활용<sup>69)</sup>

Despite all the spending, computers are not often used to do anything that couldn't be done as easily—and more cheaply and effectively—with old-fashioned books, pencils, paper, and chalk. "Interactive" whiteboards are too frequently used merely for displaying text or pictures to a dutifully seated class, not much different from what you can do with an overhead projector or chalkboard. Computers are used for mere word processing, to display cognitively bleak commercial software packages like PowerPoint, or to play dull educational games of uncertain merit. Computer "art" packages get used as bland substitutes for paint-and-paper art. But some educators are realizing that this is a dead end. They're doing something different with technology in the classroom. These teachers have realized that the point isn't to simply repeat more expensively what they're already doing quite well with paper, pencils, and books. It's to do new things that they currently can't do.

#### 14-4 자기 이해에 대한 상반된 철학적 입장<sup>70)</sup>

The reason why people like Sigmund Freud and Carl Jung became interested in the study of dreams is that they saw them as a source of self-knowledge. In dreams our subconscious minds may reveal things to us that our conscious minds deny. What the work of Freud, Jung and others indicates is that we may not be able to arrive at full self-knowledge unaided. We may need others to help us see what and who we are. A very different approach is taken by Existentialist philosophers, who reject the very idea that there is such a thing as 'human nature'. According to them, we do not need to discover who we are because we are who we choose to be. Each individual creates his or her own nature through making certain choices, and what we can make, we can also change.

#### 15-E 인간이 무엇인지에 대한 정의의 어려움<sup>71)</sup>

It is said that in ancient Athens the followers of Plato gathered one day to ask themselves the following question: "What is a human being?" After a great deal of thought, they came up with the following answer: "a human being is a featherless biped." Everybody seemed content with this definition until a philosopher burst into the lecture hall with a live featherless chicken. Holding it in his hand, he shouted "Look! I present you with a human being." After the stir had died down, the philosophers gathered again and improved their definition. A human being, they said, is a featherless biped with broad nails. This curious story from the history of early philosophy shows the kinds of difficulties philosophers have sometimes been faced with when attempting to give abstract, general definitions of what it is to be human.

#### 15-1 바비 인형의 기원<sup>72)</sup>

As Ruth Handler watched her daughter Barbara growing up during the 1950s, she noticed that she and her friends seemed more interested in playing with adult dolls than with the traditional baby versions. Unfortunately, the only grown-up dolls available at the time were made of cardboard. Ruth became convinced that a three-dimensional alternative would be a commercial success. She took her idea to the board of Mattel, the company that she and her husband established, but it was rejected as being too risky and expensive. The executives only decided to back Ruth's hunch when she returned from a trip to Switzerland with an adult doll called Lilli. Ruth's doll went into production and was named "Barbie" in honor of her daughter. Barbie was unveiled at the 1959 American Toy Fair in New York. Mattel sold 351,000 Barbies in year one.

15-2 자기 행동과 남의 행동을 평가하는 기준의 차이<sup>73)</sup>

One reason many of us have a higher regard for our own character than that of others is that we judge ourselves by our intentions and others by their acts, especially those acts we find annoying. For example, if we don't visit a friend or relative in the hospital, we usually don't think of ourselves as having done something wrong. Instead, we rationalize, "I really did think of paying a visit; I just didn't have enough time. But I wanted to go." Yet, when we are a hospital patient, and others don't visit, most of us don't spend time devising explanations for the non-visitors' behavior. Instead, we are apt to dismiss them as selfish or "fair-weather" friends. Therefore, in the future, make an effort to judge others by their intentions when their actions upset you, in the same way most of us judge ourselves when we have done something that has upset another.

15-3 학생이 공부를 안 하는 주된 이유<sup>74)</sup>

The main reason that students do not study is not that they do not have enough time; it is that they would rather be doing something else. Consider a student who has a French test in two weeks. We know that the earlier the student starts studying for the test, the fewer tasks will need to be completed each day. The French student, on the other hand, sees the test as a low priority because it is far away. He would rather watch television or read a book than take 15 minutes to study for the test. A week and a half later, the test becomes more important. By that time, the student will need several hours to prepare. He will most likely find it more difficult to fit a three-hour block of study time into his schedule than several 15-minute blocks.

15-4 재치 있는 민족주의 연설가 사티아무르티<sup>75)</sup>

Satyamurti was a leading nationalist in India. He was known for his great speech. His words carried logic and reason, wit and wisdom. So he usually got the better of others in arguments. Once he went to England to present India's case for freedom. He met the leading politicians in Britain. He pleaded with them to restore self-government to India. At one meeting, while he was presenting India's case for freedom, a heckler asked, "Do you know that the sun never sets on the British Empire?" That was true. For Britain had colonies all around the globe. And always it was day in some or the other part of the Empire. Satyamurti looked in the general direction of the crowd from where the question had come and smiled. The heckler felt he had nettled Satyamurti. He thought Satyamurti would not have a convincing reply. Here he went wrong. For Satyamurti replied, "Do you know why? Even the sun doesn't trust the British in the dark."

16-E 자신의 소유물을 지키려 하는 어린아이들의 성향<sup>76)</sup>

Children are much more resistant to giving something to someone else than to helping them. One can observe this difference clearly in very young children. Even though one-and-a-half-year-olds will support each other in difficult situations, they are not willing to share their own toys with others. The little ones even defend their possessions with screams and, if necessary, blows. This is the daily experience of parents troubled by constant quarreling between toddlers. There was no word I heard more frequently than "Mine!" from my daughters when they were still in diapers.

16-1 신뢰를 얻을 수 있는 증인의 말하기 태도<sup>77)</sup>

In a mock jury study, researcher Bonnie Erickson and her colleagues had people listen to a witness answer questions about a supposed accident—for example, "Approximately how long did you stay there before the ambulance arrived?" Some jurors heard the witness respond straightforwardly: "Twenty minutes. Long enough to help get Mrs. David straightened out." Others listened to the witness hem and haw: "Oh, it seems like it was about, uh, twenty minutes. Just long enough to help my friend Mrs. David, you know, get straightened out." What the witnesses said turned out to be less important than how they said it: the straightforward, confident witnesses were rated significantly more credible.

16-2 다중 업무의 비효율성<sup>78)</sup>

Consider the tasks of surfing the web and proofreading a report for errors. The rules for surfing include using the mouse to move the cursor, double clicking screen choices, clicking the "back" key to return to a previous screen, pushing another button once to bookmark a page, and so on. The rules for proofreading are different and might include first skimming a page for obvious mistakes, reading the report one word at a time to check for spelling, and then rereading the report paragraph by paragraph to see if one's points are clear. Someone who surfs and proofreads at the same time actually is switching from one task to another. The decision that it is time to stop, say, proofreading and begin surfing takes a fraction of a second. And then, the decision to "get in the mind-set" of surfing, and bring to mind how one surfs takes another fraction of a second. Although each switch may waste only a second or so, the multitasker makes many switches, wasting much time. What is more efficient? Prioritizing and organizing one's time.

### 16-3 역사의 경로를 바꾸는 힘<sup>79)</sup>

Dr. King didn't change America by himself. He wasn't a legislator, for example, but legislation was created to give all people in the United States equal rights regardless of skin color. It wasn't Dr. King who changed America; it was the movement of millions of others whom he inspired that changed the course of history. But how do you organize millions of people? Forget millions, how do you organize hundreds or tens of people? The vision and charisma of a good leader first attract innovators and early adopters. Trusting their guts and their intuition, these people will make the greatest sacrifices to help see the vision become a reality. With each success, with every tangible demonstration that the vision can in fact become more reality, the more practical-minded majority starts to take interest. What was previously just a dream soon becomes a provable and tangible reality.

### 16-4 문화적 차이<sup>80)</sup>

While medical anthropologist Jennifer Roberts conducted urban fieldwork in Kuala Lumpur, Malaysia, her research assistant introduced Roberts to a woman who was accompanied by her five-year-old daughter. Roberts was so taken by the girl's beauty that she patted the girl on the head while commenting to the mother what a gorgeous child she had. Much to Roberts's surprise, the mother responded by saying that the girl was not pretty at all and then abruptly left. What had Roberts done? She was simply trying to pay the woman and her daughter a compliment. In fact Roberts had inadvertently committed two cultural mistakes. First, in this part of the world, patting a child on the head is viewed as a violation of the most sacred part of the body. Second, complimenting a child on her beauty or health is regarded in Malaysia as inviting bad fortune for the child.

### 17-R1 피드포워드<sup>81)</sup>

Giving people feedback about their past performance can be a powerful way to help them learn. Equally useful is "feedforward," which means exploring new options for the future. Marshall Goldsmith, a management consultant, suggests a way to do this. First, talk about a specific, high-impact behavior that you'd like to change—for example, "I want to be a better listener." Then gather with a small group of trusted friends and ask for suggestions about ways to accomplish your goal. To make this process work, avoid any conversation about what's happened in the past. Focus instead on the next actions you intend to take.

### 17-R2 하루 일과 후 작성하는 근무 일지의 효과<sup>82)</sup>

Harvard Business School professor Francesca Gino and her colleagues asked workers to spend 15 minutes at the end of their workdays writing about what went well that day, and they found that the journaling employees had 22.8% higher performance than those who didn't ponder on their workday. As former Tech Insider reporter Drake Baer points out, reflecting on the day's successes can help you incorporate those lessons into the next day. "You introduce a stimulus, gather the data of your experience, and then improve from there," he writes. It's worth noting that study participants didn't simply think about what went well, but wrote their responses down. "It's very easy to deceive yourself if you're just thinking about it," Gino explains, "but when you write things down on paper, it's easier to identify what's helpful."

### 17-R3 직장을 선택할 때의 직감의 중요성<sup>83)</sup>

At one point in my career in business, I applied for a job that looked perfect on paper. It paid about thirty thousand dollars a year more than what I was currently making. It was a job with lots of budget and personnel responsibility, doing work that I knew and liked. But on the day that I was called with the job offer, I got off the telephone, sat down, and started to cry. My gut instinct was telling me something was wrong. But I didn't listen. I took the job because it paid so well and my brain kept telling me it was the right thing to do. Less than two years later, I left that job, having been miserable for almost every minute I was there. My gut knew that I shouldn't have taken the job, but I talked myself into it. That almost never works out well. Listen to your instincts. If something seems wrong, then spend time to figure out what it is.

### 17-R4 천문학을 이용한 미술의 기원 찾기<sup>84)</sup>

At 7:35 a.m. on November 13, 1872, in the port city of Le Havre, France, Claude Monet gazed out his hotel window and began to paint what he saw. The result was "Impression, Soleil Levant" ("Impression, Sunrise's") and the birth of a movement. How do we know exactly when Impressionism began? Because of Donald Olson, a Texas State University astrophysicist who uses astronomy to solve art and literary mysteries. When asked to help determine the painting's provenance, Olson began by examining maps and photos very carefully to identify Monet's hotel and room. Then he turned to astronomy—using the rising sun and the moon to determine the tide, season, and time of day—and consulted digitized 19th-century weather observations. The final clues were the smoke plumes in the painting, showing the wind blowing east to west. Those findings—plus the "72" by Monet's signature—closed the case and put a precise time stamp on a timeless work of art.

17-E 용돈 관리<sup>85)</sup>

Your parents may be afraid that you will not spend your allowance wisely. You may make some foolish spending choices, but if you do, the decision to do so is your own and hopefully you will learn from your mistakes. Much of learning occurs through trial and error. Explain to your parents that money is something you will have to deal with for the rest of your life. It is better that you make your mistakes early on rather than later in life. Explain that you will have a family someday and you need to know how to manage your money. Not everything is taught at school!

17-1 사라진 친절의 즐거움<sup>86)</sup>

The pleasures of kindness were well known in the past. Kindness was mankind's "greatest delight," the Roman philosopher-emperor Marcus Aurelius declared, and thinkers and writers have echoed him down the centuries. But today, many people find these pleasures literally incredible or at least highly suspect. An image of the self has been created that is utterly lacking in natural generosity. Most people appear to believe that deep down they (and other people) are mad, bad, and dangerous to know; that as a species—apparently unlike other species of animals—we are deeply and fundamentally hostile to each other, that our motives are utterly self-seeking, and that our sympathies are forms of self-protection.

17-2 프리시아의 왕 프레데릭의 단호함<sup>87)</sup>

On a campaign in Silesia, Frederick, King of Prussia, gave orders one day that all fires and lights were to be extinguished in his camp by a certain hour. To make certain that his order was obeyed, the king himself went the rounds. Passing by the tent of a certain Captain Zietern, he noticed the glimmer of a candle, and upon entering found the officer sealing a letter to his wife. Frederick demanded to know what Zietern thought he was doing; didn't he know the orders? The captain threw himself at the king's feet, unable to deny or excuse his disobedience. Frederick instructed him to sit down and add a postscript to the letter, which Frederick himself dictated: "Tomorrow I shall perish on the scaffold." Zietern wrote what he was told and was duly executed the following day.

17-3 아이에게 책임을 가르치기<sup>88)</sup>

Before you begin teaching your children responsibility, be certain you have the concept clear in your own mind. What does responsibility mean to you? What responsibilities do you think children should have, and at what ages? Most parents feel that basic responsibilities include keeping a clean room and picking up any mess made in other rooms of the house. When our children become students, we want them to meet the requirements of being a learner and to do their homework religiously. Another responsibility is for personal hygiene, being bathed and combed and well dressed. There is financial responsibility, in which children learn to budget and to spend wisely their allowances or income from part-time jobs. Children need to become responsible with their time, getting to school before the bell rings, keeping curfew, managing to fit in all their activities and still have down-time left.

17-4 설문 조사의 특징<sup>89)</sup>

A survey is somewhat like an interview in that the person conducting it prepares a set of questions. However, an interview is done one-on-one, and the conversation has great flexibility. A survey, on the other hand, is usually written in advance. A number of participants agree to answer a set of questions. If they write their answers, the survey takes the form of a questionnaire. They may or may not complete the survey in your presence. What you will get will be the briefest answers to your questions—no more, no less. Obviously, you will run into difficulty if you realize later on that you should have asked different questions. Therefore, in a survey, most of the work lies in the preparation of the questions so as to get the best answers.

18-E 광고의 효용<sup>90)</sup>

A lot of customers buy products only after they are made aware that the products are available in the market. Let's say a product, even if it has been out there for a while, is not advertised. Then what might happen? Not knowing that the product exists, customers would probably not buy it even if the product may have worked for them. Advertising also helps people find the best for themselves. When they are made aware of a whole range of goods, they are able to compare them and make purchases so that they get what they desire with their hard-earned money. Thus, advertising has become a necessity in everybody's daily life.

18-1 의사소통에서 신체적인 단서를 없앨 때 생기는 일<sup>91)</sup>

When you remove body language and facial expressions from communication, you remove many of the signals we use to read other people. Communication over the phone leaves you and your customer with limited insight into how the person on the other end of the conversation is reacting. Is he in a defensive posture and getting more withdrawn as you talk? Is she rolling her eyes while you tell her how much you value her business? Is he reading his email instead of listening to you? The more physical cues we remove from our interactions, the easier it is to have misunderstandings. Fortunately, you can still tell a lot from tone of voice.

18-2 응원단의 개념<sup>92)</sup>

The tradition of a pep squad as a support for sports teams is one that many people are familiar with. These groups exist for many different types of high school and college sports, most notably football. Essentially, a pep squad is a group of individuals who have the responsibility of motivating and promoting enthusiasm for a particular sports team before and during a sports competition. The use of the term varies to a degree from place to place. In some settings, the pep squad is considered to be the same as a cheerleading squad. Other locations see it as a separate entity from the cheerleaders, although they share a common purpose. This may lead to the squad being more of a dance team, performing more complicated routines that are usually associated with cheerleading.

18-3 공유하는 '야만인들'의 삶<sup>93)</sup>

It was usual among "savages" for the man who had food to share it with the man who had none, for travelers to be fed at any home they chose to stop at on their way, and for communities harassed with drought to be maintained by their neighbors. If a man sat down to his meal in the woods, he was expected to call loudly for someone to come and share it with him, before he might justly eat alone. When a Western traveler told a Samoan about the poor in London, the "savage" asked in astonishment: "How is it? No food? No friends? No house to live in? Where did he grow? Are there no houses belonging to his friends?" The hungry Indian had but to ask to receive; however small the supply was, food was given to him if he needed it: "no one can want food while there is corn anywhere in the town."

18-4 유일한 인간 종인 된 '호모 사피엔스'<sup>94)</sup>

Over the past 10,000 years, Homo sapiens has grown so accustomed to being the only human species that it's hard for us to think of any other possibility. Our lack of brothers and sisters makes it easier to imagine that we are the best example of creation, and that a chasm separates us from the rest of the animal kingdom. When Charles Darwin indicated that Homo sapiens was just another kind of animal, people were outraged. Even today many refuse to believe it. If the Neanderthals had survived, would we still imagine ourselves to be a creature apart? Perhaps this is exactly why our ancestors wiped out the Neanderthals. They were too familiar to ignore, but too different to tolerate.

19-E 정기적인 리듬 공유를 통한 관계의 강화<sup>95)</sup>

When people share the same daily, weekly, monthly, and seasonal rhythms, connections among them form faster and stay stronger. The people trust each other more deeply, and coordination becomes easier. After all, they are frequently doing the same things and working on the same problems together. In fact, several organizations use regular stand-up meetings to maintain strong bonds and reinforce a shared mindset. A CEO of a food company talks about his short daily meeting with his team. He explains, "The rhythm that frequency generates allows relationships to strengthen, personal habits to be understood, and stressors to be identified. All of this helps the members of the team understand not only their roles but also how they can get the best out of one another."

19-1 팀 스포츠의 긴장감<sup>96)</sup>

Team sports offer a particularly compelling form of drama. The outcome of a game, unlike that of a scripted drama, is unknown. Few people watch the same play or motion picture repeatedly because after they have seen it once they know the ending. The tension is gone. But tension fills each and every game of baseball, football, and basketball. Moreover, in organized sports the tension carries beyond each individual game and tends to increase over time. Each game is part of a designated sequence—a season—the goal of which is to produce a champion. Both individual games and the season as a whole attract interest and attention. Spectators follow the first to find out which of the two contesting teams will win, and the second to learn which one will emerge as the ultimate champion. Suspense mounts because, as the end of the season approaches, games tend to become more important to the determination of the champion.



### 19-2 끊임없는 자기 성찰적 질문의 중요성<sup>97)</sup>

Benjamin Franklin began and ended each day with a question: "What good shall I do this day?" in the morning, and "What good have I done this day?" in the evening. In fact, many great thinkers embraced the idea of constantly questioning things. As Albert Einstein reportedly said, "Learn from yesterday, live for today, hope for tomorrow. The important thing is not to stop questioning." Of course, getting into the habit of self-reflection is easier said than done, as we often prefer to avoid asking ourselves the tough questions. As philosopher and psychologist John Dewey explained in his 1910 book, *How We Think*, reflective thinking involves overcoming our predisposition to accept things at face value and the willingness to endure mental unrest. Enduring this discomfort is well worth the effort, as it can result in the confidence boost necessary to perform better in our work and daily lives.

### 19-3 자존감을 지나치게 강조하는 것의 위험성<sup>98)</sup>

Telling schoolchildren that they are smart impairs their future performance, whereas telling them that they work hard or not praising them at all leads them to work harder in the future. Therefore, attempting to convince people to be impressed with themselves can actually make people do worse, which isn't all that surprising really. Convincing people to rely mostly on their self-esteem is really telling them that they can't count on other people, and that is a mighty unhappy thought indeed. Worse still, some probably hear the message that they should think and act like they are better and more important than other people, or even that ordinary rules don't apply to them. Real "self-esteem" derives from the esteem of others. Why shout out your victories if no one hears you?

### 19-4 감정을 말로 나타내는 것이 가져오는 진정 효과<sup>99)</sup>

Help your teen verbally label emotions. This isn't as easy as it sounds because hurting teens often feel multiple emotions at the same time. Develop a rich, accurate vocabulary for emotions, and allow your teen to "name" what he is feeling. Various studies have shown that verbally naming an emotion has a quieting effect on the nervous system, which can in turn help teens recover faster from emotional stress. This has to do with the brain's structure and how emotions are processed. By verbalizing an emotion, the language area in the left side of the brain is engaged, which also impacts logic and other higher-level types of thinking. Activating the connections between the logic areas and emotional processing areas of the brain may help your teen think about his emotion in a different way, thus leading to a calming effect.

### 20-E 상황의 지배를 받는 감정<sup>100)</sup>

In most people, emotions are situational. Something in the here and now makes you mad. The emotion itself is tied to the situation in which it originates. As long as you remain in that emotional situation, you're likely to stay angry. If you leave the situation, the opposite is true. The emotion begins to disappear as soon as you move away from the situation. Moving away from the situation prevents it from taking hold of you. Counselors often advise clients to get some emotional distance from whatever is bothering them. One easy way to do that is to geographically separate yourself from the source of your anger.

### 20-1 아테네의 민주주의<sup>101)</sup>

Democracy in ancient Athens was more extensive than today's version in that individual involvement occurred as citizens took turns holding various offices. There were no elected officials in ancient Athens. Instead, governmental positions, such as those of the councilors, were filled by random drawings in which names were picked from a box. The selected persons served for about a year, and no person could serve twice in their lifetime. Where the knowledge of professionals was needed, there would be permanent positions, but most governmental positions were temporary. Many Athenians felt that the benefits of more experienced politicians and officials would be spoiled by a growth in corruption. Today we sometimes find that long-term positions for career politicians lead to aspirations of power and selfish actions.

### 20-2 '5초 법칙'의 오류<sup>102)</sup>

If you're tempted to eat food you've dropped on the floor, you may want to think again: A new study disproved the "5-second rule," or the idea that food is safe to eat off the floor if you pick it up fast enough. The study found that bacteria from a surface can move to food very quickly, in less than a second in some cases. In the study, the researchers contaminated four different surfaces— stainless steel, ceramic tile, wood and carpet—with bacteria. Then, they dropped four food types on the surfaces: watermelon, bread, bread and butter, and gummy candy. Results showed that, in general, the longer the food was allowed to sit on the surface, the more bacteria was transferred to the food. But some bacterial infection happened in less than a second. Watermelon picked up the most bacteria, while gummy candies picked up the least.

20-3 소규모 사업체들의 사업 성공률<sup>103)</sup>

An often-repeated statistic says that four out of five small businesses will fail within five years. This 80 percent is a frightening prospect for anyone thinking about starting a business. But a study by Bruce A. Kirchoff of the New Jersey Institute of Technology found the failure rate for small businesses to be only 18 percent during their first eight years. Why the huge gap? It turns out that studies by the U.S. government and others defined business failures much too broadly. Any closing of a business, even if it occurred because someone died, sold the business, or retired, was recorded as a business failure. In fact, only 18 percent of the 814,000 small businesses tracked by Kirchoff for eight years went out of business with unpaid bills. This should be a comfort to would-be entrepreneurs.

20-4 심상 떠올리기 활용<sup>104)</sup>

Visualization techniques will help you display pleasure, interest and other emotions in your everyday interactions. If your Impression Management Plan calls for you to smile at a meeting that you dread, think in advance of several happy moments in your life to replay mentally during the meeting. If the occasion calls for full attention, when you find yourself bored silly by someone's presentation, create an interest in him by focusing on the subtle changes in the intonation of his voice as he speaks, or think about the words he chooses to express his ideas. Let your rational brain outwit your emotional brain by injecting images consistent with the emotions you want to project. Remember, the emotional brain doesn't distinguish between realistic visualization and reality!

21-R1 음식을 익혀 먹는 이유<sup>105)</sup>

How much of your food should be cooked? Proponents of the newly popular raw food diets claim that cooking ruins vitamins and enzymes, making food difficult to digest and therefore contributing to disease. But all traditional peoples cooked some or most of their food. Even in the tropics, where people did not have to build fires to keep warm, they built fires every day to cook. In addition to cooking grains, they usually cooked their vegetables, the very foods some recommend that people eat raw. Why cook? Cooking helps neutralize many naturally occurring anti-nutrients and irritants in food, also breaking down indigestible fiber. Many foods, such as beans and potatoes, are indigestible until cooked. While cooking—especially at very high temperatures—does destroy some nutrients, it makes minerals more available.

21-R2 이례적으로 따뜻했던 지난 만 년의 기간<sup>106)</sup>

Long-term climate variations on Earth—ice ages are but one example—are thought to be influenced by such factors as small wobbles in Earth's orbit, and the inclination of its axis, as well as cycles of radiation coming from the Sun. These variations occur in cycles of 10,000 years or even hundreds of thousands of years. An ice core drilled at Lake Vostok in Antarctica reveals that for most of the last 250,000 years, Earth has been considerably colder than it is today. In fact, the relatively warm weather experienced on Earth for the last 10,000 years looks like an unusual period when compared with the previous 200,000 years. Ten thousand years is a short period in geologic terms, but it covers just about the entire span of modern human civilization.

21-R3 말로 한 것과 말로 하지 않은 것이 드러내는 의미<sup>107)</sup>

Words can be clues to inner experience, revealing hidden thoughts, feelings, or wants. We can, therefore, use words in much the same way as we use nonverbal messages, such as voice tone, rate and volume of speech, facial expressions, and body positions or movements, to help understand athletes. Words, however, not only express experience, but they also contribute to it, operating as a feedback loop. An example would be athletes who call themselves "losers." They not only reveal their dissatisfaction and unhappiness, they also reinforce their sense of impotence and undermine their self-confidence. Words that are not spoken can be as meaningful as those that are. A useful clue to something that is avoided is the unanswered question. Not answering a question may indicate an underlying fear, guilt, embarrassment, shame, or other unpleasant feeling or thought.

21-R4 동물의 감정 소유<sup>108)</sup>

Today, studies increasingly show that many non-human beings feel. Elephants appear to feel grief, while dolphins and whales express joy, or something much like it. Parrots can become unhappy, pigs and cows terrified, chickens saddened, monkeys seemingly embarrassed. Experiments have shown that rats become agitated when seeing surgery performed on other rats; when presented with a trapped lab-mate and a piece of chocolate, they will free their caged brethren before eating. There's even evidence that rats take pleasure in being tickled. None of this will come as a surprise to pet owners or anyone who has observed virtually any kind of animal for any length of time. Science is rediscovering what Charles Darwin, in his book *The Expression of the Emotions in Man and Animals*, concluded: that the variations between humans and other species in their capacity to feel and express emotion are differences in degree rather than in kind.

#### 21-E 음식으로 직장 분위기 좋게 만들기<sup>109)</sup>

Food is one of the most important tools you can use as a manager. Having a full stomach makes people feel satisfied and happier. Eating together gives employees time to make connections with each other. Providing an occasional snack or paying for a lunch now and then can help your employees feel appreciated and make the office feel more welcoming. These do not need to be elaborate setups. If you have a small budget, you're not going to want to buy lunch at a restaurant for your entire group. Bringing in some cookies once in a while is enough; you can also encourage employees to bring in food themselves. The key to using food effectively is for it not to become a planned event. If everyone knows you bring donuts to the Friday morning meeting, it becomes an expectation and not a surprise. To create goodwill, the food must appear to be unexpected. It is also a good idea to praise employees who bring food in without being asked; this creates an atmosphere of sharing.

#### 21-1~2 걷기와 창의성의 관련성<sup>110)</sup>

In a recent study, Stanford University psychologists Manly Oppezzo and Daniel Schwartz divided participants into two groups: walkers and sitters. They then administered something called Guilford's Alternative Uses Test, in which participants come up with alternative uses for everyday objects. It's designed to measure "divergent thinking," an important component of creativity. Divergent thinking is when we come up with multiple, unexpected solutions to problems. Divergent thinking is spontaneous and free-flowing. Convergent thinking, by contrast, is more linear and entails a narrowing, rather than an expanding, of your options. Convergent thinkers are trying to find the one correct answer to a question. Divergent thinkers reframe the question. The results, published in the Journal of Experimental Psychology, confirm that the ancient Greeks were onto something. Creativity levels were "consistently and significantly" higher for the walkers versus the sitters. Curiously, it didn't matter whether participants walked outdoors in the fresh air or indoors on a treadmill staring at a blank wall. They still produced twice as many creative responses compared with the sedentary group. It didn't take a lot of walking to boost creativity, either—anywhere from five to sixteen minutes.

#### 21-3~4 지탱을 통해 끌어낼 수 있는 잠재력<sup>111)</sup>

No matter how experienced, no matter how proficient, a trapeze artist will not attempt a totally new death-defying leap without first trying it with a net below him. And depending on how death-defying the trick is, he may insist on always having a net when performing the trick. Besides its obvious advantage of catching you if you fall, the net also provides a psychological benefit. Knowing it is there gives the trapeze artist the confidence to try something he's never done before, or to do it again and again. Remove the net and he will only do the safe tricks, the ones he knows he can land. The more he trusts the quality of the net, the more he will take personal risks to make his act better. The trust the circus management gives him by providing him a net is probably afforded to other performers too. Soon all the performers will feel confident to try new things and push themselves further. That collection of personal confidence and personal risk results in the entire circus putting on a much better show. An overall better show means more customers. And the system thrives. But not without trust. For those within a community, or an organization, they must trust that their leaders provide a net—practical or emotional. With that feeling of support, those in the organization are more likely to put in extra effort that ultimately benefits the group as a whole.

#### 22-E 프로 야구 선수인 팀 버크의 가정을 위한 결정<sup>112)</sup>

Families don't grow strong unless parents invest precious time in them. In *New Man*, Gary Oliver writes about a difficult decision made by professional baseball player Tim Burke concerning his family. From the time Tim can first remember, his dream was to be a professional baseball player. Through years of hard work he achieved that goal. While he was a successful pitcher for the Montreal Expos, he and his wife wanted to start a family but discovered that they were unable to have children. After much thought, they decided to adopt four special-needs international children. This led to one of the most difficult decisions of Tim's life. He discovered that his life on the road conflicted with his ability to be a quality husband and dad. Over time, it became clear that he couldn't do a good job at both. After more thought, he made what many considered an unbelievable decision: he decided to give up professional baseball. When Tim left the stadium for the last time, a reporter stopped him. And then he asked why he was retiring. "Baseball is going to do just fine without me," he said to the reporter. "It's not going to miss a beat. But I'm the only father my children have and I'm the only husband my wife has. And they need me a lot more than baseball does."

22-1~3 주차 공간을 놓고 일어난 일<sup>113)</sup>

Mark Robinson drove to a jewelry store with his wife to pick up her engagement ring, which had been repaired. The store was in a fairly tough area of Los Angeles. It was hard to find a parking space relatively close to the store. Mark saw someone walking toward a parked car. So Mark pulled ahead of the car, patiently waiting for the parked car to leave. After what seemed like an eternity, the parked car left, pulling around Mark waiting to back in. As he started to back in, another car came up from behind and pulled into the space. Inside were two tough-looking guys. Mark decided to negotiate the situation. His wife was horrified. "My wife wanted me to drop the matter," Mark said. "I, on the other hand, focused on the other driver. Maybe he didn't see me. Maybe this was negotiable." Calmly, Mark got out of the car and walked over to the two tough guys. He went to the driver's side window, smiled, and waved. "Hi!" he said. After a few seconds, the driver rolled down the window. "Yeah?" he said. Mark spoke to him like they were acquaintances. Mark said, "You probably didn't see me patiently waiting for the space. But I've been here for a long time. Would you allow me to have the space?" He gestured to his wife. "I was hoping not to look bad in front of my wife," he said. "It's up to you. But I appreciate anything you might do." The two guys looked at each other and then at this guy. Clearly, he wasn't a threat. He accused them of nothing. Moreover, he gave them a chance to be generous. "Okay man, we're cool with that," one said. Mark shook the driver's hand. The driver then started his car and pulled away. Surprised? Well, Mark had given them a big emotional payment. One that the guys could tell their friends about—how they helped some guy not look bad in front of his wife.

22-4~6 마담 말리브란의 일화<sup>114)</sup>

No more excellent or generous lady has ever graced the operatic stage than Madame Malibran. Pure in life, beautiful in character, generous in heart, she made friends of all who knew her. When she arrived in Venice on one of her continental tours, Malibran found the manager of a theater which had just been built, to be on the verge of bankruptcy. The great expense of completing his building had brought him to this point. Hearing of Malibran's arrival, the manager visited her and begged her to sing on the opening night and save him from ruin. She agreed; but owing to his financial difficulties, she declined the sum which he offered for her services. The manager was not mistaken in the drawing power of Madame Malibran. When it became known that Malibran was to sing in the opening night opera, every seat was taken. In the course of the opera, Malibran slipped on a leaf from a bouquet thrown to her. As it happened, one of her slippers came off and dropped from the stage. The occupants of the pit at once entered on a struggle for the possession of this prized token. Malibran was much amused at their efforts and, taking off the other slipper, threw it to those in the rear of the theater. Both slippers were torn in pieces and the fragments carried away by the enthusiastic Italians as tokens of the pleasant disturbance. At the close of this incident, Malibran was led forward by the happy manager. He explained the circumstances of her appearance at his theater and added that, in view of her service, he should name his theater after the generous prima donna. And today the "Teatro Malibran" stands as a monument to her kindness of heart.

23-R1~2 인종 화합을 이끈 벽화 프로그램<sup>115)</sup>

Since 1984 the city of Philadelphia has sponsored the Mural Arts Program, which has brought neighborhood residents together to plan and paint more than 2,800 architectural-scale murals on the sides of buildings. But these murals are more than art. They represent neighborhood identity, civic pride, and involvement in the community. And they help bridge racial, ethnic, and class divisions. To illustrate how the Mural Arts Program works, we can look at the Grays Ferry neighborhood, which in the 1990s was the scene of a racial protest march caused by the beating of a black family by a group of whites. With racial tensions running high, the director of the Mural Arts Program suggested that the community create a mural with the theme of racial harmony. Even though many people, both black and white, were skeptical at first, after several community planning sessions, the doubts and suspicions were replaced by a desire to cooperate on the project. The mural, titled "Peace Wall," depicts overlapping hands of varying skin tones on a sky-blue background. The planning and execution of the mural provided an opportunity for people of different backgrounds to get to know one another better and to form a sense of community. Once "Peace Wall" was completed, residents took on other community projects such as trash collection and street repair. Thus, as illustrated by the Philadelphia Mural Arts Program, large-scale art projects requiring cooperation can knit people together into the fabric of a unified community.

23-R3~5 장애가 있는 친구를 배려하도록 가르치는 엄마<sup>116)</sup>

"Hi, Mom!" called Olivia as she came in from school. "Hi, honey," replied Mom. "Sara called and wanted to know if you would come over and play later." "I don't have time to play with Sara today," said Olivia. "I told Margie I'd ask if I could have her come over to play. Can I?" Mom ignored Olivia's question. "You never seem to have time to play with Sara anymore," she said. "She really misses playing with you. Sara doesn't have many friends." "You know how it is, Mom," pleaded Olivia. "Sara can't really do anything but play baby games. I'm too old for that kind of stuff." Mom frowned. "You never minded playing with Sara before. In fact, you always had a good time together." "I know," admitted Olivia. She hesitated before adding, "But she's disabled. My friends at school just wouldn't understand if they knew I played with her." She picked up an apple. "Do you know where my doll Anabella is?" Olivia wanted to change the subject. "Margie and I want to play with our dolls today. Margie can come over, can't she?" "Why do you want to play with that doll?" asked Mom. "She's broken. What will Margie say if she sees you playing with a broken doll?" "I don't care what she says. Anabella is my favorite doll," declared Olivia. "Besides, she's not broken so bad that I can't play with her." "I see," said Mom. "It's all right to use something, even if it's broken. But if a person is 'broken,' you just throw her away?" Olivia blushed. "I ... I never thought about it that way before," she said slowly. After a moment, she added, "I do like Sara, and I bet Margie would too. Would it be all right if I asked both Margie and Sara to come over?" Mom smiled. "I think that would be a good idea."

