



18번 - 식당의 연례행사에 초대하려고

To invite to the restaurant's annual event.



① Dear Mr. Dennis Brown, We at G&D Restaurant are honored and delighted to invite you to our annual Fall Dinner.

② The annual event will be held on October 1st, 2021 at our restaurant.

③ At the event, we will be introducing new wonderful dishes that our restaurant will be offering soon.

④ These delicious dishes will showcase the amazing talents of our gifted chefs.

⑤ Also, our chefs will be providing cooking tips, ideas on what to buy for your kitchen, and special recipes.

⑥ We at G&D Restaurant would be more than grateful if you can make it to this special occasion and be part of our celebration.

⑦ We look forward to seeing you.

⑧ Thank you so much.

⑨ Regards, Marcus Lee, Owner - G&D Restauran.



19편 - 잠에서 깨 Matt

Matt Woke Up

mysterious and frightening



- <1> In the middle of the night, Matt suddenly awakened.
- <2> He glanced at his clock.
- <3> It was 3:23.
- <4> For just an instant he wondered what had wakened him.
- <5> Then he remembered.
- <6> He had heard someone come into his room.
- <7> Matt sat up in bed, rubbed his eyes, and
looked around the small room.
- <8> Mom? he said quietly, hoping he would hear his
mother's voice assuring him that everything was all right.
- <9> But there was no answer.
- <10> Matt tried to tell himself that he was just hearing things.
- <11> But he knew he wasn't.
- <12> There was someone in his room.
- <13> He could hear rhythmic, scratchy breathing
and it wasn't his own.
- <14> He lay awake for the rest of the night.



20번 - 독자가 능동적으로 사고할 수 있도록 글을 써야 한다.

You should write so that the reader can think actively.



〈1〉 As you set about to write, it is worth reminding yourself that while you ought to have a point of view, you should avoid telling your readers what to think.

〈2〉 Try to hang a question mark over it all.

〈3〉 This way you allow your readers to think for themselves about the points and arguments you're making.

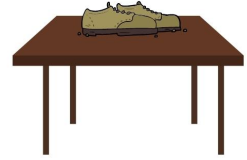
〈4〉 As a result, they will feel more involved, finding themselves just as committed to the arguments you've made and the insights you've exposed as you are.

〈5〉 You will have written an essay that not only avoids passivity in the reader, but is interesting and gets people to think.



21번 - 더러움에 대한 상대적 인식

Relative perception of dirt



① Nothing is trash by nature.

② Anthropologist Mary Douglas brings back and

analyzes the common saying that dirt is "matter out of place."

③ Dirt is relative, she emphasizes.

④ Shoes are not dirty in themselves, but it is dirty

to place them on the dining-table; food is not dirty in itself,

but it is dirty to leave pots and pans in the bedroom,

or food all over clothing; similarly, bathroom items in the

living room; clothing lying on chairs; outdoor things placed

indoors; upstairs things downstairs, and so on.

⑤ Sorting the dirty from the clean — removing

the shoes from the table, putting the dirty clothing

in the washing machine — involves systematic ordering

and classifying.

⑥ Eliminating dirt is thus a positive process.



22번 - 자신의 의견이 최선이 아닐 수 있다는 것을 인정하는 것이 필요하다.

It is necessary to acknowledge that one's opinion may not be best.



① It's important that you think independently and fight for what you believe in, but there comes a time when it's wiser to stop fighting for your view and move on to accepting what a trustworthy group of people think is best.

② This can be extremely difficult.

③ But it's smarter, and ultimately better for you to be open-minded and have faith that the conclusions of a trustworthy group of people are better than whatever you think.

④ If you can't understand their view, you're probably just blind to their way of thinking.

⑤ If you continue doing what you think is best when all the evidence and trustworthy people are against you, you're being dangerously confident.

⑥ The truth is that while most people can become incredibly open-minded, some can't, even after they have repeatedly encountered lots of pain from betting that they were right when they were not.



23번 - 젊은 사람들이 채식주의 식단을 하는 이유

reasons why young people go for vegetarian diets



〈1〉 Vegetarian eating is moving into the mainstream

as more and more young adults say no to meat, poultry, and fish.

〈2〉 According to the American Dietetic Association,

"approximately planned vegetarian diets are healthful, are nutritionally adequate, and provide health benefits in the prevention and treatment of certain diseases."

〈3〉 But health concerns are not the only reason

that young adults give for changing their diets.

〈4〉 Some make the choice out of concern for animal rights.

〈5〉 When faced with the statistics that show the majority

of animals raised as food live in confinement,

many teens give up meat to protest those conditions.

〈6〉 Others turn to vegetarianism to support the environment.

〈7〉 Meat production uses vast amounts of water,

land, grain, and energy and creates problems with

animal waste and resulting pollution.



24번 - 창의성은 안전한 놀이에서 오는 것이 아니다

Creativity Doesn't Come from Playing It Safe



- ① Diversity, challenge, and conflict help us maintain our imagination.
- ② Most people assume that conflict is bad and that being in one's "comfort zone" is good.
- ③ That is not exactly true.
- ④ Of course, we don't want to find ourselves without a job or medical insurance or in a fight with our partner, family, boss, or coworkers.
- ⑤ One bad experience can be sufficient to last us a lifetime.
- ⑥ But small disagreements with family and friends, trouble with technology or finances, or challenges at work and at home can help us think through our own capabilities.
- ⑦ Problems that need solutions force us to use our brains in order to develop creative answers.
- ⑧ Navigating landscapes that are varied, that offer trials and occasional conflicts, is more helpful to creativity than hanging out in landscapes that pose no challenge to our senses and our minds.
- ⑨ Our two million-year history is packed with challenges and conflicts.



2021년 - Paul Laurence Dunbar

Paul Laurence Dunbar



① Paul Laurence Dunbar, an African-American poet, was born on June 27, 1872.

② By the age of fourteen, Dunbar had poems published in the Dayton Herald.

③ While in high school he edited his high school newspaper.

④ Despite being a fine student, Dunbar was financially unable to attend college and took a job as an elevator operator.

⑤ In 1893, Dunbar published his first book, *Oak and Ivy*, at his own expense.

⑥ In 1895, he published the second book, *Majors and Minors*, which brought him national and international recognition.

⑦ The poems written in standard English were called "majors," and those in dialect were termed "minors."

⑧ Although the "major" poems in standard English outnumber those written in dialect, it was the dialect poems that brought Dunbar the most attention.



29편 - Say's 법칙

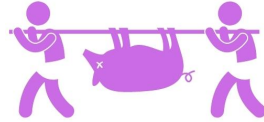
Say's law



- 〈1〉 An economic theory of Say's Law holds that everything that's made will get sold.
- 〈2〉 The money from anything that's produced is used to buy something else.
- 〈3〉 There can never be a situation which in which a firm finds that it can't sell its goods and so has to dismiss workers and close its factories.
- 〈4〉 Therefore, recessions and unemployment are impossible.
- 〈5〉 Picture the level of spending like the level of water in a bath.
- 〈6〉 Say's Law applies because people use all their earnings to buy things.
- 〈7〉 But what happens if people don't spend all their money, saving some of them instead? Savings are a 'leakage' of spending from the economy.
- 〈8〉 You're probably imagining the water level now falling, so there's less spending in the economy.
- 〈9〉 That would mean firms producing less and dismissing some of their workers.



30번 - 사냥의 이타성



altruism of hunting

- 〈1〉 Hunting can explain how humans developed reciprocal altruism and social exchange.
- 〈2〉 Humans seem to be unique among primates in showing extensive reciprocal relationships that can last years, decades, or a lifetime.
- 〈3〉 Meat from a large game animal comes in quantities that exceed what a single hunter and his immediate family could possibly consume.
- 〈4〉 Furthermore, hunting success is highly variable; a hunter who is successful one week might fail the next.
- 〈5〉 These conditions encourage food sharing from hunting.
- 〈6〉 The costs to a hunter of giving away meat he cannot eat immediately are high **low** because he cannot consume all the meat himself and leftovers will soon spoil.
- 〈7〉 The benefits can be large, however, when those who are given his food return the generous favor later on when he has failed to get food for himself.
- 〈8〉 In essence, hunters can store extra meat in the bodies of their friends and neighbors.



31편 - 상품의 단순성의 장점



Advantages of product simplicity

〈1〉 Sometimes it is the **simpler product** that gives

a business a competitive advantage.

〈2〉 Until recently, bicycles had to have many gears,

often 15 or 20, for them to be considered high-end.

〈3〉 But fixed-gear bikes with minimal features have become

more popular, as those who buy them are happy to pay

more for much less.

〈4〉 The overall profitability of these bikes is much higher

than the more complex ones because they do a single thing

really well without the cost of added complexity.

〈5〉 Companies should be careful of getting into a war over

adding more features with their competitors,

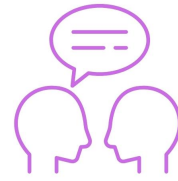
as this will increase cost and almost certainly reduce

profitability because of competitive pressure on price.



32편 - 언어 발달의 경제적 이유

Economic Reasons for Language Development



〈1〉 Many evolutionary biologists argue that humans

developed language for economic reason.

〈2〉 We needed to trade, and we needed to establish

trust in order to trade.

〈3〉 Language is very handy when you are trying

to conduct business with someone.

〈4〉 Two early humans could not only agree to trade

three wooden bowls for six bunches of bananas

but establish rules as well.

〈5〉 What wood was used for the bowls?

〈6〉 Where did you get the bananas?

〈7〉 That business deal would have been nearly impossible

using only gestures and confusing noises, and carrying

it out according to terms agreed upon creates a bond of trust.

〈8〉 Language allows us to be specific, and this is

where conversation plays a key role.



33편 - 실수로 부터의 배움

Learning from Mistakes



〈1〉 One big difference between science and stage magic

is that while magicians hide their mistakes from the audience,

in science you make your mistakes in public.

〈2〉 You show them off so that everybody can learn from them.

〈3〉 This way, you get the advantage of everybody else's experience, and not just your own idiosyncratic path through the space of mistakes.

〈4〉 This, by the way, is another reason why we humans are so much smarter than every other species.

〈5〉 It is not that our brains are bigger or more powerful, or even that we have the ability to reflect on our own past errors, but that we **share the benefits** that our individual brains have earned from their individual histories of trial and error.



34번 - 스스로 문제 해결을 장려하는 교수법

teaching methods that encourage self-solving



① The last two decades of research on the science of learning have shown conclusively that we remember things better, and longer, if **we discover them ourselves rather than being told them.**

② This is the teaching method practiced by physics professor Eric Mazur.

③ He doesn't lecture in his classes at Harvard.

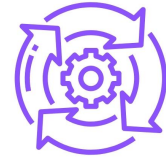
④ Instead, he asks students difficult questions, based on their homework reading, that require them to pull together sources of information to solve a problem.

⑤ Mazur doesn't give them the answer; instead, he asks the students to break off into small groups and discuss the problem among themselves.

⑥ Eventually, nearly everyone in the class gets the answer right, and the concepts stick with them because they had to find their own way to the answer.



33번 - The Zeigarnik 효과



The Zeigarnik effect

① The Zeigarnik effect is commonly referred to as the tendency of the subconscious mind to remind you of a task that is incomplete until that task is complete.

② Bluma Zeigarnik was a Lithuanian psychologist who wrote in the 1920s about the effects of leaving tasks incomplete.

③ She noticed the effect while watching waiters serve in a restaurant.

④ The waiters would remember an order, however complicated, until the order was complete, but they would later find it difficult to remember the order.

⑤ Zeigarnik did further studies giving both adults and children puzzles to complete then interrupting them during some of the tasks.

⑥ The results showed that both adults and children remembered the tasks that hadn't been completed because of the interruptions better than the ones that had been completed.



BC편 - 다른 문화 사이에 나타나는 의도치 않은 결과



Unintended consequences between different cultures

〈1〉 Understanding how to develop respect for and a knowledge of other cultures begins with reexamining the golden rule: I treat others in the way I want to be treated.

〈2〉 This rule makes sense on some level; if we treat others as well as we want to be treated, we will be treated well in return.

〈3〉 This rule works well in a monocultural setting, where everyone is working within the same cultural framework.

〈4〉 In a multicultural setting, however, where words, gestures, beliefs, and views may have different meanings, this rule has an unintended result; it can send a message that my culture is better than yours.

〈5〉 It can also create a frustrating situation where we believe we are doing what is right, but what we are doing is not being interpreted in the way in which it was meant.

〈6〉 This miscommunication can lead to problems.



37번 - 작은 호의 수락 후에 나타나는 더 큰 수용성



greater acceptability to appear after acceptance of small favors

① In a study, a researcher pretending to be a volunteer surveyed a California neighborhood, asking residents if they would allow a large sign reading "Drive Carefully" to be displayed on their front lawns.

② To help them understand what it would look like, the volunteer showed his participants a picture of the large sign blocking the view of a beautiful house.

③ Naturally, most people refused, but in one particular group, an incredible 76 percent actually approved.

④ The reason that they agreed was this.

⑤ Two weeks earlier, these residents had been asked by another volunteer to make a small commitment to display a tiny sign that read "Be a Safe Driver" in their windows.

⑥ Since it was such a small and simple request, nearly all of them agreed.

⑦ The astonishing result was that the initial small commitment deeply influenced their willingness to accept the much larger request two weeks later.



38편 - 카페인 섭취의 장단점

pros and cons of caffeine intake



- ① Studies have consistently shown caffeine to be effective when used together with a pain reliever to treat headaches.
- ② The positive correlation between caffeine intake and staying alert throughout the day has also been well established.
- ③ As little as 60 mg (the amount typically in one cup of tea) can lead to a faster reaction time.
- ④ However, using caffeine to improve alertness and mental performance doesn't replace getting a good night's sleep.
- ⑤ One study from 2018 showed that coffee improved reaction times in those with or without poor sleep, but caffeine seemed to increase errors in the group with little sleep.
- ⑥ Additionally, this study showed that even with caffeine, the group with little sleep did not score as well as those with adequate sleep.
- ⑦ It suggests that caffeine does not fully make up for inadequate sleep.



39번 - 물리적 보상 이외에 인정을 통한 보상

Rewards through recognition in addition to physical rewards



① Rewarding business success doesn't always have to

be done in a material way.

② A software company I once worked for had a great way

of recognizing sales success.

③ The sales director kept an air horn outside his office

and would come out and blow the horn every time

a salesperson settled a deal.

④ The noise, of course, interrupted anything and everything

happening in the office because it was unbelievably loud.

⑤ However, it had an amazingly positive impact on everyone.

⑥ Sometimes rewarding success can be as easy as that,

especially when peer recognition is important.

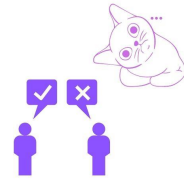
⑦ You should have seen the way the rest of the

sales team wanted the air horn blown for them.



40번 - 다른 의견에 대한 학습 흥미의 증가

Increasing interest in learning different opinions



- ① Nancy Lowry and David Johnson conducted an experiment to study a teaching environment where fifth and sixth graders were assigned to interact on a topic.
- ② With one group, the discussion was led in a way that built an agreement.
- ③ With the second group, the discussion was designed to produce disagreements about the right answer.
- ④ Students who easily reached an agreement were less interested in the topic, studied less, and were less likely to visit the library to get additional information.
- ⑤ The most noticeable difference, though, was revealed when teachers showed a special film about the discussion topic – during lunch time!
- ⑥ Only 18 percent of the agreement group missed lunch time to see the film, but 45 percent of the students from the disagreement group stayed for the film.
- ⑦ The thirst to fill a knowledge gap –to find out who was right within the group – can be more powerful than the thirst for slides and jungle gyms.



41-42편 - 불만 사항: 기업이 환영해야 하는 이유

Complaints: Why Firms Should Welcome Them



① The market's way of telling a firm about its failures

is harsh and brief.

② Not only are complaints less expensive to handle

but they also can cause the seller to improve.

③ The seller may learn something as well.

④ I remember a cosmetics company that received complaints

about sticky sunblock lotion.

⑤ At the time, all such lotions were more or less sticky,

so the risk of having customers buy products from a

rival company was not great.

⑥ But this was also an opportunity.

⑦ The company managed to develop a product that was not

sticky and captured 20 percent of the market in its first year.

⑧ Another company had the opposite problem.

⑨ Its products were not sticky enough.



41-42번 - 불만 사항: 기업이 환영해야 하는 이유

Complaints: Why Firms Should Welcome Them

〈10〉 The company was a Royal Post Office in Europe

and the product was a stamp.

〈11〉 The problem was that the stamp didn't stick

to the envelope.

〈12〉 Management contacted the stamp producer

who made it clear that if people just moistened the stamps

properly, they would stick to any piece of paper.

〈13〉 What to do?

〈14〉 Management didn't take long to come to the conclusion

that it would be less **more** costly to try to educate its customers

to wet each stamp rather than to add more glue.

〈15〉 The stamp producer was told to add more glue and

the problem didn't occur again.

〈16〉 Since it is better for the firm to have buyers complain

rather than go elsewhere, it is important to make

it easier for dissatisfied customers to complain.

