



01편 사무실 이전

Office relocation



[1] Dear Ron Smith, Often, in our industry (and I guess in yours as well), when a challenging plan or project is successfully brought to completion, we tend to remember the problems and the disputes rather than the pleasures of accomplishment.

[2] Happily, this is decidedly not the case with the completion of our office move thanks to you and your dedicated team.

[3] Paul McGill, our corporate facilities manager, joins me in extending our particular appreciation to the on-site estimator, Jack Vaknin and the project manager, Yaron Golan.

[4] Both were always ready to come up with a straightforward solution for any occurring problem.

[5] We are happy to say that everything arrived in superb condition at the correct destination.

[6] Thank you again for all your help.

[7] We are looking forward to working with you again in the future.

[8] All the best, Andrea Berg Office Manage.



02편 Daniel이 트레킹하다 겪은 일

What Daniel experienced while trekking



[1] After two hours of trekking through the valley, Daniel returned to the starting point.

[2] Now he began to take another trail through the dark forest.

[3] The sun was beginning to set and it was even darker.

[4] Soon he found himself lost and wandering in circles.

[5] He mumbled to himself, "I must have gone the wrong way or something."

[6] His phone battery was almost running out.

[7] Now Daniel was about to call 911 and ask for emergency help.

[8] At that moment, he saw a tour guide with her group walk past him and decided to follow them.

[9] She ended up leading him straight out of the woods.

[10] Daniel didn't say a word to the tour guide and her group.

[11] As they disappeared from sight, he sighed deeply, thinking he was now out of danger.



03편 감사하는 마음의 발생

A generation of gratitude



[1] Nothing destroys a sense of gratitude faster than being told

we "should" feel grateful.

[2] Some "should"s are necessary in teaching manners to children.

[3] But when we try to experience gratitude as a living force in our lives, guilt, whether imposed by others or by ourselves, is deadly.

[4] We've probably all had someone in our lives tell us we should be grateful for something, or perhaps we say it to ourselves.

[5] Either way, this is the least likely way to promote an attitude of gratitude.

[6] As far as I can tell, gratitude is generated in two ways: one, by a spontaneous upswelling of the heart toward the wonder of life; and two, by a conscious decision to practice looking at what's right in our lives rather than focusing on what's missing.

[7] Either way, we don't get to gratitude by guilt-trips.

[8] Guilt is a terrible motivator.

[9] It makes us want to run away from whatever is making us feel bad, and to avoid looking at whatever is underlying it.



04편 다른 동물과 구별되는 인간의 능력



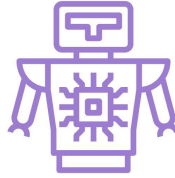
The ability of humans to distinguish themselves from other animals

- [1] There are hundreds of chimpanzees who have spent their whole lives in human captivity.
- [2] They've been institutionalized.
- [3] They've been like prisoners, and in the course of the day they hear probably about as many words as a child does.
- [4] They never show any interest.
- [5] They apparently never get curious about what those sounds are for.
- [6] They can hear all the speech, but it's like the rustling of the leaves.
- [7] They never get to share discoveries the way we do and to share our learning.
- [8] That is the single feature about human beings that distinguishes us most clearly from all others: we don't have to reinvent the wheel.
- [9] Our kids get the benefit of not just what grandpa and grandma knew.
- [10] They get the benefit of basically what everybody in the world knew, in the years when they go to school.
- [11] They don't have to invent calculus or maps or the wheel or fire.
- [12] They get all that for free.
- [13] It just comes as part of the environment.



05편 지능을 갖춘 기계에 대한 우려

Concerns about intelligent machines



[1] Beyond self-replication and the copying of minds, people have another concern with intelligent machines.

[2] Might intelligent machines somehow threaten large portions of the population, as nuclear bombs do?

[3] Might their presence lead to the superempowerment of small groups or malevolent individuals?

[4] Or might the machines become evil and work against us, like the implacable villains in *The Terminator* or the *Matrix* movies?

[5] The answer to these questions is no.

[6] As information devices, brainlike memory systems are going to be among the most useful technologies we have yet developed.

[7] But like cars and computers, they will only be tools.

[8] Just because they are going to be intelligent does not mean they will have special abilities to destroy property or manipulate people.

[9] And just as we wouldn't put the control of the world's nuclear arsenal under the authority of one person or one computer, we will have to be careful not to rely too much on intelligent machines, for they will fail as all technology does.



06편 공유 경제 시대의 도래



The advent of the sharing economy

[1] We are witnessing, across a wide range of domains, a shift away from the exclusive ownership and consumption of resources to one of shared use and consumption.

[2] This shift is taking advantage of innovative new ways of peer-to-peer sharing that are voluntary and enabled by Internet-based exchange markets and mediation platforms.

[3] Value is derived from the fact that many resources are acquired to satisfy infrequent demand but are otherwise poorly utilized (for example, the average car in the US is used less than 5% of the time).

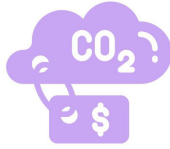
[4] Several successful businesses, such as Getaround for cars, Spinlister for bikes, and JustPark for parking, provide a proof of concept and evidence for the viability of peer-to-peer product sharing or collaborative consumption.

[5] These businesses allow owners to rent on a short-term basis poorly utilized assets and non-owners to access these assets through renting on an as-needed basis.

[6] Collectively, these businesses and other manifestations of the collaborative consumption of products and services are giving rise to what is becoming known as the sharing economy.



07편 탄소 배출권 거래



Carbon trading

[1] Carbon emissions trading – the buying and selling of permits to emit greenhouse gases caused by burning fossil fuels – is becoming a top strategy for reducing pollution that causes global climate change.

[2] Advocates say carbon trading is the best way to generate big investments in low-carbon energy alternatives and control the cost of cutting emissions.

[3] But carbon trading schemes in Europe and developing countries have a mixed record.

[4] Some industries are resisting carbon regulations, and programs intended to help developing countries onto a clean energy path have bypassed many poor nations, which are the most vulnerable to the impacts of climate change.

[5] Some experts argue that there are simpler, more direct ways to put a price on carbon emissions, such as taxes.

[6] Others say curbing climate change will require both taxes and trading, plus massive government investments in low-carbon energy technologies.



09편 Thomas Paine의 생애



The Life of Thomas Paine

[1] Born into a Quaker family in Thetford, England, in 1737, Thomas

Paine later recalled that his parents "were not able to give me a shilling, beyond what they gave me in education."

[2] After he left Thetford Grammar School, Paine worked as a corset maker, a profession that earned him a modest living.

[3] He tried a seaman's life aboard the ship *King of Prussia* but abandoned it quickly.

[4] In 1772 he was fired from a job as customs officer after writing an essay demanding higher wages.

[5] In 1774 he immigrated to America.

[6] In the turbulent political environment of the colonies, Paine found a situation suited to his talents.

[7] As the editor of *The Pennsylvania Magazine*, he published essays such as "Reflections on Titles," in which he attacked the institution of hereditary privilege, and "The Abolition of Slavery."

[8] He believed that American independence would lead to a new age, free of class and social distinctions.





12번 온라인 교육 설계와 교실 기반 교육의 설계

Online education design and classroom-based education design



[1] As instructional technology tools were developing, the level of technology sometimes drove the learning experience.

[2] However, it is the learning outcome that must be the focus of the activity, not the technological tool used to implement the activity.

[3] Thus, designing online activities is very similar to designing classroom-based activities.

[4] To determine whether a classroom-based activity is adaptable to the online environment, the activity must first be examined to see that it meets the learning outcomes of the online course.

[5] Often a classroom-based course is redesigned before it is put online, and learning outcomes or objectives are modified.

[6] Every activity should be scrutinized to determine whether it matches a learning objective.

[7] An activity that does not contribute to a learning outcome only adds confusion to the course and risks learner dissatisfaction at having to do an unnecessary activity.



13번 식물의 생존을 위한 적응

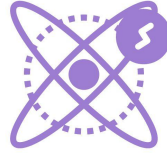
Plants' adaptation for survival



- [1] Plants must survive in their own environment.
- [2] They must be adapted to the conditions in the area where they live.
- [3] If they are not adapted to that area's conditions, they grow and reproduce poorly or die prematurely.
- [4] Other plants whose genes result in characters that make those plants more suited to live in that area grow and reproduce more successfully and produce more offspring.
- [5] Also, plants do not exist in isolation: A significant aspect of a plant's environment is the presence of other organisms.
- [6] Some neighboring organisms may be helpful to the plant; others may be harmful, and most perhaps have little effect on it.
- [7] This concept can be important when trying to understand a plant's structure and metabolism.
- [8] One type of photosynthetic metabolism and leaf structure may function well if a particular plant always grows in the shade of taller neighbors, whereas a different type of photosynthetic metabolism and leaf structure may be necessary for a plant that grows nearby but in an unshaded area.



14번 세상을 통제하는 물리적 힘



The physical power to control the world

[1] Physical forces that control the world are the same all the time

and everywhere.

[2] Water has always been and always will be composed of hydrogen

and oxygen; gravity is the same now as it has been in the past.

[3] The world itself changes – mountains erode, rivers change course,

plants evolve – but the forces remain the same.

[4] Experiments done at one time and place should give the same

results if they are carefully repeated at a different time and place.

[5] Constancy and universality allow us to plan future experiments

and predict what the outcome should be.

[6] If we do the experiment and do not get the predicted outcome,

it must be that our theory was incorrect, not that the fundamental

forces of the world have suddenly changed.

[7] This prevents people from explaining things as miracles or

the intervention of evil spirits.



15번 의학적 목적으로 이용되는 다양한 동식물

A variety of animals and plants used for medical purposes



[1] Many animal or plant species have proved to be very useful for medical purposes.

[2] Through millions of years of evolution, they have evolved many special chemicals to meet their special needs in their respective niches, which can be exploited by man.

[3] The saliva of the vampire bat of Central and South America contains a substance to prevent heart attacks.

[4] The Malayan pit viper contains a substance called ristrix, which has similar properties.

[5] Caribbean sponges can be used to tackle rejection of organ transplants.

[6] Rauwolfia serpentina, the serpent wood plant, has been traditionally used in India to treat snake bite, nervous disorders, cholera and fever.

[7] Reserpine, an extract from the plant, has become the principal source of materials for tranquilizers.

[8] Domesticated animals have given us hormones and enzymes, while fungi and microbes provide life-saving drugs such as antibiotics.



10번 음식이 갖는 의미



The meaning of food

[1] The development of food habits clearly indicates that for humans, food is more than just nutrients.

[2] Bread is an excellent example.

[3] White bread was traditionally eaten by the upper classes, dark bread by the poor, but whole wheat bread is consumed today by people concerned more with health than status.

[4] A person with money has "a lot of bread."

[5] In many cultures, bread is shared by couples as part of the wedding ceremony or left for the soul of the dead.

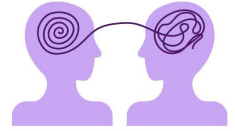
[6] Superstitions about bread also demonstrate its importance beyond sustenance.

[7] Greek soldiers took a piece from home to ensure their safe, victorious return; English midwives placed a loaf at the foot of the mother's bed to prevent the woman and her baby from being stolen by evil spirits; and sailors traditionally brought a bun to sea to prevent shipwreck.

[8] It is the symbolic use of food that is valued most by people, not its nutritional composition.



17번 기대의 중요성을 입증한 심리학 실험



A psychological experiment that proved the importance of expectations

[1] In a classic piece of psychology research, a primary school teacher and a professor teamed up to study how far expectations drive outcomes.

[2] To do so, they administered IQ tests to California pupils in grades one through six.

[3] Teachers were told that certain pupils – around 20 percent – showed great promise and could be expected to make exceptional progress.

[4] At the end of the year, that forecast proved true: the IQ of the nominated pupils showed superior improvement.

[5] But, like all great social psychology experiments, this one had a catch.

[6] The "high-potential students" had been chosen at random.

[7] What came to be known as the Pygmalion effect argued that it is expectations, more than innate ability, that influence outcomes.

[8] Never mind who's gifted, who's talented.

[9] Expect great things and you are more likely to get them.

[10] The talent, energy, insight, and opportunity of any organization lie with its people.

[11] They are where all ideas come from; they are its best early-warning system.



18번 의사소통 방법을 학습하는 과정

The process of learning how to communicate



[1] Because ways of thinking and communicating in any society are learned when we are very young, they seem natural and normal, like our use of the bathroom.

[2] As adults care for, speak to, and play with their babies, they are at the same time gradually turning a biological being into a social being, who will learn as it grows to share the language he or she absorbs, spoken and unspoken.

[3] Babies pick up signals through all their senses, and the emphasis on communicating through different senses is another variable feature from one social group to another.

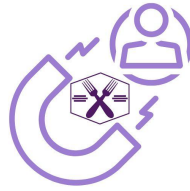
[4] Sounds, for example, which babies may at first seem to use indiscriminately, gradually take on a meaning shared with the surrounding adults, and they soon learn when and where it is appropriate and useful to apply those sounds to maximum effect.

[5] They also learn when some other form of communication, such as smiling, laughing, or crying, might transmit better what they have in their highly absorbent minds.



19번 먹는 것을 유인하는 요인

Factors that attract food



[1] Physiological responses that prepare the body for food occur

in response to cues normally related to eating.

[2] These cues are such things as the sight or smell of food, other

people eating, and the clattering of dishes.

[3] This means that hunger also is a response to environmental cues

that indicate food is on the way, rather than simply being a response

to specific changes occurring within the body.

[4] Another control over eating is the incentive value of food.

[5] The early phases of eating depend on the taste of food, but as

you continue eating the same food, its positive incentive value

declines.

[6] The first taste of barbecued ribs may be wonderful, but they lose

their appeal with each bite.

[7] Because of this, you tend to eat more when there is a variety

of food available rather than just one type of food.

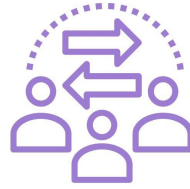
[8] Food variety matters in how much you eat.





20번 소통의 특성

Characteristics of Communication



- [1] Every human contact we experience is unique.
- [2] It has never happened before and will never again happen in just the same way.
- [3] Our interpretation of the adage "You can never step into the same river twice" is that the experience changes both you and the river forever.
- [4] A communication encounter similarly affects and changes people so that one encounter can never occur exactly in the same way a second time.
- [5] In addition to being unrepeatable, communication is also irreversible.
- [6] We cannot take back something we have said or tweeted any more than we can erase the effects of something we have done.
- [7] Just as toothpaste cannot be squeezed back into a tube, the e-mails, texts, and tweets we send are going to be out there forever.
- [8] Because of this, knowing how to communicate carefully in a wide variety of contexts and with a variety of people becomes very important.



21번 열평형



Thermal equilibrium

- [1] When two objects at different temperatures come into contact, the warmer object cools down, and the colder object warms up.
- [2] Heat flows from hot bodies to cold ones and continues to flow until the objects reach the same temperature, which will be somewhere between the two initial temperatures.
- [3] This is thermal equilibrium.
- [4] For example, a marble at 65°F (18.3°C) and a small steel ball at 75°F (23.9°C) placed together might both end up at a temperature of 68°F (20°C), which is the thermal equilibrium temperature.
- [5] The heat transfers in this case by conduction – the contact allows the atomic and molecular motion of one solid object to influence the other.
- [6] A further change may take place, as the marble and steel gradually adopt the temperature of the surroundings (for instance, the room that holds the objects).
- [7] After that, there is no change, unless the room temperature changes.



22번 소셜 미디어의 힘



The power of social media



- [1] Traditional forms of media, such as television, radio, and print, provide an excellent means of reaching vast amounts of people quickly, but their downside is that these touches are both brief and scarce.
- [2] This works if the objective is to create awareness, but it falls short of creating loyalty for an organization or a cause.
- [3] Loyalty, unlike awareness, takes time to develop.
- [4] It finds its roots in the trust, familiarity and respect that stem from frequent interactions with an organization, and the repetitive validation of a value alignment without which these interactions are meaningless.
- [5] Through the use of social media, organizations can breed loyalty in their members by interacting regularly with them, befriending them, and empowering them to make a difference.
- [6] The magic stems from the fact that social media can help humanize communications to such a degree that genuine friendships can begin to form between an organization's staff and the members they interact with online, even if they have never met in the real world.
- [7] The depth of these interactions, combined with their potential frequency, can accelerate this process to such an extent that a new member can begin to feel loyal to an organization in a matter of days rather than in a matter of months.



23번 소유 욕구를 이용하는 마케팅



Marketing using the desire to own

[1] Have you ever wondered why companies offer a free sample of products, test drives, or trial subscriptions for 1 month, or 14-day free trial?

[2] Many brands use money-back guarantee and free day trial strategy to pull the customer into the product.

[3] They know that these strategies make consumers overvalue and pay more for what they're selling.

[4] When they put the expiry date on the availability of freebies, it also triggers loss aversion and creates a sense of urgency for added potency.

[5] In the same way, lots of audiobook and podcast apps offer free trial.

[6] Once we get to hang on to it, we feel the desire to purchase the subscription.

[7] Many e-commerce companies also use this strategy to let customers order multiple dresses or any products with a promise that they can return the items that they don't like for free of cost.



24-25번 인간 사회의 변화를 바라보는 관점

A view of the change in human society



[1] Many people who understand human social evolution as a story of continual progress fail to appreciate the role that environmental degradation has played.

[2] Commonly, people believe that the change from food foraging to agriculture happened because people traded an insecure way of life for one that was more secure and satisfying.

[3] Little evidence exists to support this view.

[4] Rather, climate changes that "shrank" livable environments, human population growth, the exhaustion of edible plant and large animal populations, and the discoveries and innovations that made dependence on agriculture possible all combined to cause this transformation.

[5] Furthermore, fossil records and archaeological evidence confirm that hunter-gatherers did not abandon their lifestyle until forced to do so by the problems, and did so at different times and in widely scattered areas around the world.

[6] A similar combination of environmental problems, scarcities, and technological possibilities caused the decline of ancient empires (like the Mayans, Mesopotamians, and Romans) and stimulated the emergence of industrial societies.



24-25편 인간 사회의 변화를 바라보는 관점

A view of the change in human society



[7] The growth of innovations and technologies produced more complex human systems having ever-larger productive capacities to support human populations.

[8] Elites may have benefited from an enhanced ability to extend their control and powers of taxation across larger systems.

[9] Non-elites, however, often did not change their lifestyles from positive attractions but rather to survive when they had no other choices.

[10] In the nineteenth and twentieth centuries, established farmers often did not willingly move to cities seeking urban employment, but the story of rural to urban migration is also one of progressive rural poverty, bankruptcy, and foreclosed farm mortgages.



20-28편 청각 장애 개구리의 생존



The survival of deaf frogs

- [1] A group of frogs were hopping contentedly through the woods, going about their froggy business, when two of them fell into a deep pit.
- [2] All of the other frogs gathered around the pit to see what could be done to help their companions.
- [3] When they saw how deep the pit was, the rest of the dismayed group agreed that it was hopeless and told the two frogs in the pit that they should prepare themselves for their fate, because they were as good as dead.
- [4] Unwilling to accept this terrible fate, the two frogs began to jump with all of their might.
- [5] Some of the frogs shouted into the pit that it was hopeless, and that the two frogs wouldn't be in that situation if they had been more careful, more obedient to the froggy rules, and more responsible.
- [6] The other frogs continued sorrowfully shouting that they should save their energy and give up, since they were already as good as dead.
- [7] The two frogs continued jumping as hard as they could, and after several hours of desperate effort they were quite weary.
- [8] Finally, one of the frogs paid attention to the calls of his fellows.



20-28편 청각 장애 개구리의 생존



The survival of deaf frogs

[9] Spent and disheartened, he quietly resolved himself to his fate, lay down at the bottom of the pit, and died as the others looked on in helpless grief.

[10] The other frog continued to jump with every ounce of energy he had, although his body was wracked with pain.

[11] His companions began a new yelling for him to accept his fate, stop the pain and just die.

[12] The weary frog jumped harder and harder and - wonder of wonders!

[13] Finally leapt so high that he sprang from the pit.

[14] Amazed, the other frogs celebrated his miraculous freedom and then gathering around him asked, "Why did you continue jumping when we told you it was impossible?"

[15] Reading their lips, the astonished frog explained to them that he was deaf, and that when he saw their gestures and shouting, he thought they were cheering him on.

[16] What he had perceived as encouragement inspired him to try hard and to succeed against all odds.