



01번 기업 지배 구조에서 내부인과 외부인의 혼합

A mix of insiders and outsiders in corporate governance



[1] Discussions of corporate governance still pay much attention to the structure, role, and responsibilities of the board of directors.

[2] Most boards contain a mixture of insiders and outsiders.

[3] Insiders are people who are employed or have been employed by the corporation or its subsidiaries.

[4] The CEO of a corporation, for example, is often a member of its board of directors.

[5] Outsiders are more independent of the corporation.

[6] The insiders provide specific insight into the relevant corporation.

[7] They have specialized information and experience of the corporation precisely because of their close links to it.

[8] The outsiders provide a more objective perspective and a more neutral oversight.

[9] They can prevent group-think and collusion among the insiders, thereby protecting the interests of the shareholders.

[10] Indeed, most accounts of corporate governance emphasize the importance of the board having a majority of outsiders.

[11] Studies suggest that having a majority of outsiders on the board generally improves the performance of a corporation.



02편 인간 개체의 유전적 차이

Genetic differences in human individuals



[1] Although all human populations represent a single evolutionary lineage, there are some genetic differences between human populations.

[2] These differences are minor compared to the interpopulation differences observed in most other species.

[3] We are not subdivided into discrete groups and clusters, as most of our diversity displays gradual changes, including such traditional "racial" traits such as skin color.

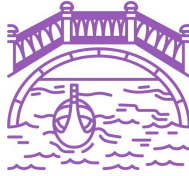
[4] The few genetic changes that show a more discrete distribution have distributions that reflect local selective agents and not races.

[5] For example, sickle cell is found in high frequency in malarial regions and is not a disease of "blacks," as it is in high frequency in many non-African populations that live in malarial regions.

[6] The vast majority of genetic diversity in humans exists between us as individuals, not members of a population, making each of us genetically unique.



08편 카라쿰 운하(Karakum Canal)



Karakum Canal

[1] Very huge expansions in irrigated cropland were achieved in parts of Central Asia during the 20th century during the period of the Soviet Union.

[2] The Karakum Canal, which diverts water from the Amudarya westwards across southern Turkmenistan, was completed in 1986 after more than 30 years in construction.

[3] The canal is no less than 1,400 kilometres long and the water it delivers has enabled crops to be grown on more than 7,000 square kilometres of land that would otherwise be too dry for cultivation.

[4] Sadly, however, Turkmenistan's irrigation systems are poorly designed and inefficient, resulting in large tracts of cropland facing problems of salinization and/or waterlogging.

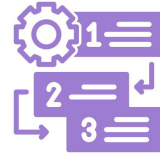
[5] The loss of water from irrigation canals is also considerable.

[6] Most are not lined, so water seeps away, and evaporation rates in the arid climate are high.

[7] Consequently, more than one-third of the water diverted from the Amudarya never reaches the fields.



04편 다른 사람들의 우선순위 처리를 우선하는 것의 비생산성



Unproductive of prioritizing other people's priorities

[1] No one likes the feeling that other people are waiting - impatiently

- for a response.

[2] At the beginning of the day, faced with an overflowing inbox,

an array of voice mail messages, and the list of next steps from your

last meeting, it's tempting to "clear the decks" before starting your

own work.

[3] When you're up-to-date, you tell yourself, it will be easier

to focus.

[4] The trouble with this approach is it means spending the best part

of the day on other people's priorities.

[5] By the time you settle down to your own work, it could be

mid-afternoon, when your energy dips and your brain slows.

[6] Oh well, maybe tomorrow will be better, you tell yourself.

[7] But tomorrow brings another pile of e-mails, phone messages,

and to-do list items.

[8] If you carry on like this, you will spend most of your time

responding to incoming demands and answering questions framed

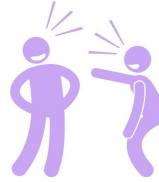
by other people.

[9] And you will never create anything truly worthwhile.



05편 코미디가 제공하는 즐거움과 정신적 외상

Comedy's entertainment and trauma



- [1] Every comic moment is traumatic.
- [2] The enjoyment that comedy offers is inseparable from the trauma associated with making conscious an unconscious connection.
- [3] Comedy forces us to confront, for instance, the failings of those whom we suppose to embody flawless authority.
- [4] This authority secures the ground of our existence.
- [5] Though we can laugh at this ground trembling, it nonetheless also delivers a traumatic shock.
- [6] Or comedy makes explicit the connection between the act of eating and the act of defecating, a connection that might make it harder to enjoy a hamburger.
- [7] Those who hate all forms of comedy and retreat from every joker they see coming are in some sense right.
- [8] They recognize the inseparability of the enjoyment that comedy provides from its traumatic impact.
- [9] There is no comedy without a jolt that potentially shatters the ground of our everyday lives.



06편 메시지의 힘



The power of the message

[1] The response you make to someone's message does not have to be immediate.

[2] You can respond minutes, days, or even years later.

[3] For example, your second-grade teacher may have asked you to stop throwing rocks at a group of birds that were on the playground.

[4] Perhaps the teacher added that the birds were part of a family and were gathering food for their babies.

[5] She might also have indicated that birds feel pain just like people.

[6] Perhaps twenty years later, as you think about eating an animal, you remember those words from your teacher and decide to become a vegetarian.

[7] It is important to remember the power of your messages and to consider the ethical consequences of your communication actions, for, whether or not you want to grant those consequences, you are changing people each time you exchange messages with them.



07편 조직 내 위계질서의 장단점



Advantages and Disadvantages of Hierarchy in an Organization

[1] Hierarchy is probably the most common form of organizing the workplace.

[2] There aren't a lot of good alternatives to it, and companies need some say in managing workers, particularly as they scale.

[3] However, there are also a lot of downsides to hierarchy, and over the last decade my collaborators and I have documented the many ways in which it can go wrong.

[4] Team members squabble over resources, engage in power struggles, and battle over rank.

[5] All of this harms performance.

[6] One of the burning questions in management research right now is, what are the best alternatives to hierarchy?

[7] But it's a complex picture – hierarchy isn't always bad or harmful, and its effectiveness may depend on where and how it's implemented, and how the person at the top manages the hierarchy.

[8] For example, there is growing interest in remote work and virtual teams, and in that context, hierarchy works quite well.



08편 쓸모없는 것들의 수집에서 얻는 즐거움



The pleasure of collecting useless things

[1] When we look around at our dwellings at the end of our lives and survey all the commodities that we have accumulated, we often come to the insight that they amount to nothing but a heap of worthless junk.

[2] Like most insights that come as one approaches the end, this one is entirely misleading.

[3] The fact that the commodities were worthless junk from the beginning is what gave them their sublimity and what gave us enjoyment in accumulating them.

[4] No one values accumulating useful things.

[5] The collector, who is a derivation of the capitalist bent on total accumulation, always collects items with no use value – old stamps, empty beer cans, baseball trading cards, and so on.

[6] One doesn't collect useful items because there is no enjoyment attached to their accumulation.

[7] Though capitalism preaches self-interest, the enjoyment that it offers – the enjoyment of the sublime commodity – is an enjoyment that depends on the absence of self-interest.



9-11편 선물로 고객을 끄는 Sydney의 택시 운전자



Sydney's Taxi Driver Attracting Customers with a Gift

- [1] Gifts build fans and result in people sharing on social media and in person to their friends.
- [2] A gift is often so unexpected that people can't help but feel compelled to talk about it.
- [3] When Paul needed to go from his hotel at Sydney Olympic Park to the international airport for a flight to Los Angeles, he asked a hotel staffer to call a cab.
- [4] About halfway through the forty-five-minute ride to the airport, Paul's driver turned to him and handed him a pen with the words "HI CHARLIE" (in all capital letters) and his telephone number on it.
- [5] Paul smiled and said "Hi, Charlie!"
- [6] At first, Paul thought he didn't really need a pen, and was about to give it back.
- [7] And then he started to think about that gift.
- [8] The hotel called Charlie's cab over the other cabs in the area, so he was doing something right to get that work.
- [9] But with ride-sharing companies, the traditional cab business was getting squeezed.
- [10] How could an independent cab driver compete?
- [11] The pen was an interesting way to stand out and be remembered.



9-11편 선물로 고객을 끄는 Sydney의 택시 운전자

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[12] And then Charlie gave Paul another unexpected gift.

[13] When they were about a mile from the airport, Charlie did

something Paul has never experienced before in hundreds of cab rides

in cities all over the world.

[14] He turned the meter off at exactly one hundred dollars.

[15] Paul and Charlie didn't set that as a fixed price, and Paul was

willing to pay the full fare.

[16] He just turned off the meter!

[17] At the end of the ride, Paul tried to give Charlie a tip,

but he refused.

[18] Paul had such a great experience and shared it on his blog.

[19] Five months later Paul was in Sydney again.

[20] This time, he didn't ask the hotel to call him a cab.

[21] And he didn't use a ride-sharing company.

[22] This time when he was ready to go to the airport, he knew what

to do.

[23] And when he got into his cab for the second time, he greeted his

driver with "Hi, Charlie!"

[24] Just as the free pen had prompted Paul to do.