



15-1 know one's leadership stories

The most effective leaders are those who are in touch with their leadership stories. This is in part because, as Gail Sheehy once said, the story we tell to ourselves "becomes the story we are living." The story itself shapes our attitudes, actions and reactions. When we know our stories, we know ourselves. Stories, however, are equally important because they allow other people to know us. Stories create real, human connections by allowing others to get inside our minds and our lives. With their human leading characters, dramas, and climaxes, they engage listeners on an emotional and intuitive level that is rarely touched by the purely rational argument.

✓ Translation

가장 유능한 지도자는 자신의 지도력 이야기를 잘 알고 있는 사람들이다. 이것은 부분적으로는, Gail Sheehy가 언젠가 말했던 것처럼, 우리가 우리 자신에게 말하는 그 이야기가 '우리가 실생활에서 실천하고 있는 이야기가 되기' 때문이다. 이야기 그 자체가 우리의 태도, 행동, 그리고 반응을 형성한다. 우리가 자신의 이야기를 알고 있을 때, 우리는 우리 자신을 안다. 그러나 이야기는 그것이 다른 사람들로 하여금 우리를 알도록 해 주기 때문에 똑같이 중요하다. 이야기는 다른 사람들이 우리 마음과 우리 삶에 들어오도록 해줌으로써 실질적인 인간관계를 만들어 낸다. 자체의 인간적인 주인공, 드라마, 그리고 절정을 가지고 있는 이야기는 순전히 합리적인 논쟁을 통해서도 좀처럼 도달하지 못하는, 감정적이고 직관적인 수준에서 청자를 끌어들이는다.

✓ Note





✓Voca

- effective 유능한
- be in touch with ~을 잘 알다, ~에精通하다
- in part 부분적으로는
- shape 형성하다
- reaction 반응
- connection 관계, 연결, 접속
- get inside ~의 안에 들어가다
- leading character 주인공
- climax 절정, 클라이맥스
- engage (주의·관심을) 끌다[사로잡다]
- purely 순전히
- rational 합리적인
- argument 논쟁

✓핵심

The most effective leaders are those who are in touch with their leadership stories.

(A) Stories, however, are equally important because they allow other people to know us. Stories create real, human connections by allowing others to get inside our minds and our lives.

(B) This is in part because, as Gail Sheehy once said, the story we tell to ourselves "becomes the story we are living." The story itself shapes our attitudes, actions and reactions. When we know our stories, we know ourselves.

(C) With their human leading characters, dramas, and climaxes, they engage listeners on an emotional and intuitive level that is rarely touched by the purely rational argument.

✓Reminding

The most effective leaders are those who are in touch with their leadership stories. This is in part because, as Gail Sheehy once said, the story we tell to ourselves "becomes the story we are living." The story itself shapes our attitudes, actions and reactions. When we know our stories, we know _____. Stories, _____, are equally important because they allow other people to know us. Stories create real, human connections by allowing others to get inside our minds and our lives. With their human leading characters, dramas, and climaxes, they engage listeners on an emotional and intuitive level that is rarely touched by the purely rational argument.





15-2 unitary view of intelligence in education

Walk into a typical preschool classroom and what are you likely to find? A variety of learning centers and materials, such as an art table, a nature area, blocks, a math area, a reading corner, and a writing table, among others. **Despite the diversity suggested by this arrangement, much of the assessment of children's cognitive development has focused on two symbolic domains: language and mathematics. This conception of development is based on traditional notions of intelligence that take a unitary view of the human mind.** This model has had enormous impact not just on the way children are viewed in school but on Western thinking about intelligence in general. Children who do not exhibit competence in language and logic are often identified as at-risk for school failure. Some of these children may eventually fall through the cracks of the educational system if their strengths in other areas go unrecognized.

✓ Translation

일반적인 유치원 교실에 들어가 보라. 그러면 무엇을 발견할 것 같은가? 무엇보다도 미술 책상, 자연 영역, 블록, 수학 영역, 독서 코너, 작문 책상과 같은 다양한 학습 센터와 자료들을 발견할 것이다. 이러한 배치에서 시사되는 다양성에도 불구하고 아동 인지발달에 대한 평가의 많은 부분은 두 가지 상징 영역, 즉 언어와 수학에만 초점을 맞추어 왔다. 이러한 발달 개념은 인간정신에 대해 단일한 관점을 취하는 지능에 대한 전통적인 개념에 근거하고 있다. 이러한 모델은 학교에서 학생들이 인식되는 방식뿐만 아니라 지능에 대한 일반적인 서양의 사고방식에 지대한 영향을 미쳐왔다. 언어와 논리에 능력을 보이지 않는 아동은 자주 학교에서 실패할 위험에 처해 있는 것으로 인식된다. 이러한 아이들 중 일부는 다른 분야에서 자신들의 강점이 인식되지 않으면 결국 교육 시스템에서 소외될 수 있다.

✓ Note





✓Voca

- exhibit 보이다, 전시하다
- at-risk 위험한 환경에 있는
- assessment 평가
- cognitive 인지적인
- conception 개념, 구상
- notion 개념
- fall through the cracks (부주의로) 소외되다
- strength 강점, 힘
- go unrecognized 인식되지 않다

✓해변

Walk into a typical preschool classroom and what are you likely to find? A variety of learning centers and materials, such as an art table, a nature area, blocks, a math area, a reading corner, and a writing table, among others. Despite the (A) diversity / simplicity suggested by this arrangement, much of the assessment of children's cognitive development has focused on two symbolic domains: language and mathematics. This conception of development is based on traditional notions of intelligence that take a (B) unitary / various view of the human mind. This model has had enormous impact not just on the way children are viewed in school but on Western thinking about intelligence in general. Children who do not exhibit competence in language and logic are often identified as at-risk for school failure. Some of these children may eventually fall through the cracks of the educational system if their strengths in other areas go (C) respected / unrecognized.

✓Reminding

Walk into a typical preschool classroom and what are you likely to find? A variety of learning centers and materials, such as an art table, a nature area, blocks, a math area, a reading corner, and a writing table, among others. _____ the diversity suggested by this arrangement, much of the assessment of children's cognitive development has focused on two symbolic domains: language and mathematics. This conception of development is based on traditional notions of intelligence that take a _____ view of the human mind. This model has had enormous impact not just on the way children are _____ in school but on Western thinking about intelligence in general. Children who do not exhibit competence in language and logic are often identified as _____ for school failure. Some of these children may eventually fall through the cracks of the educational system if their strengths in other areas go _____.





15-3 distinction between faith and belief

The social scientist George Vaillant suggests that faith comes from the emotion of trust, while belief - which may come from the six senses - is really a cognition. We all have faith or trust in something. Even nonbelievers have faith in their mind, in nature, in the universe, or in some other kind of thing. We tend to associate faith with religious discussions, but there are all kinds of ways to distinguish between faith and belief. For example, I might stand at the bottom of a rock-climbing wall and tell someone, "I believe in the rock-climbing techniques I've just been taught." But when I'm fifty feet up that wall, I may be thinking (if not saying), "I have faith in these rock-climbing techniques." **Maybe faith is about holding belief with enough confidence to take action, even when the outcome is not known.** Depending upon how we use our intellect, we may never climb the wall at all.

✓ Translation

사회 과학자 George Vaillant는 신념은 신뢰의 감정으로부터 오는 반면, 여섯 가지 감각들에서 나올 수 있는 믿음은 그야말로 인식이라고 말한다. 우리 모두는 어떤 것에 대한 신념이나 신뢰를 지니고 있다. 비신자(믿음이 없는 사람)조차도 자신의 마음, 자연, 우주, 또는 몇몇 다른 종류의 것에 대한 신념을 지니고 있다. 우리는 신념(신앙)을 종교적인 논의와 연관시키는 경향이 있지만, 신념과 믿음을 구별하는 온갖 종류의 방법이 있다. 예를 들어, 나는 인공 암벽의 아래에 서서 누군가에게 "난 내가 방금 배운 암벽 등반 기술을 믿어."라고 말할 수도 있다. 그러나 내가 암벽을 50피트 올라와 있을 때, 나는 (말은 안 하더라도) "난 이 암벽 등반 기술에 대한 신념이 있어."라고 생각할 수도 있다. 어쩌면 신념은 결과를 알지 못할 때에도 행동을 취하기에 충분한 자신감을 가지고 믿음을 견지하는 것에 관한 것일 것이다. 우리가 어떻게 우리의 지적 능력을 이용하는가에 따라, 벽을 결코 오르지 못할 수도 있다.

✓ Note





✓Voca

- associate ~ with ... ~와 ...을 연관시키다
- distinguish between ~을 구별하다
- cognition 인식, 인지
- nonbeliever 비신자(믿음이 없는 사람)
- rock-climbing wall 인공 암벽
- take action 행동하다, 조치를 취하다
- outcome 결과
- depending upon ~에 따라

✓해변

The social scientist George Vaillant suggests that faith comes from the emotion of trust, while belief - which may come from the six senses - is really a cognition. We all have faith or trust in something. Even nonbelievers have faith in their mind, in nature, in the universe, or in some other kind of thing. We tend to associate faith with religious discussions, but there are all kinds of ways to distinguish between faith and belief. For example, I might stand at the bottom of a rock-climbing wall and tell someone, "I believe in the rock-climbing techniques I've just been taught." But when I'm fifty feet up that wall, I may be thinking (if not saying), "I have faith in these rock-climbing techniques." Maybe faith is about holding belief with _____, even when the outcome is not known. Depending upon how we use our intellect, we may never climb the wall at all.

- ① enough confidence to take action
- ② no attempts to do something
- ③ some expectation from the sixth sense
- ④ having god in mind
- ⑤ humble acceptance for failing

✓Reminding

The social scientist George Vaillant suggests that faith comes from the emotion of trust, while belief - which may come from the six senses - is really a cognition. We all have faith or trust in something. Even nonbelievers have faith in their mind, in nature, in the universe, or in some other kind of thing. We tend to associate faith with religious discussions, but there are all kinds of ways to _____ between faith and belief. For example, I might stand at the bottom of a rock-climbing wall and tell someone, "I _____ in the rock-climbing techniques I've just been taught." But when I'm fifty feet up that wall, I may be thinking (if not saying), "I have _____ in these rock-climbing techniques." Maybe faith is about holding belief with enough _____ to take action, even when the outcome is not known. Depending upon how we use our intellect, we may never climb the wall at all.





15-4 helping by children / genuine care

Researchers have evidence that suggests that helping by children really is motivated by **genuine care for others**. My colleagues conducted an experiment in which an adult played with a three-year-old and asked him or her to hand over certain objects for certain tasks. For example, the adult had a pitcher of water next to her and asked the child, "Can you hand me the cup so that I can pour the water?" When the object requested was suitable - an unbroken cup, for example - children usually handed it over. But sometimes the object requested was unsuited for the task, such as a cup with a crack in it. The researchers found that children often ignored the requested item and reached for a suitable one, such as an intact cup in another part of the room. **So the children weren't just dumbly complying with the adult; they wanted to actually help her complete the task.**

✓ Translation

연구자들은 어린아이들의 도움이 정말로 타인에 대한 진정한 배려에서 우러나온다는 것을 보여 주는 증거를 가지고 있다. 내 동료들은, 어떤 어른이 세 살짜리 어린아이와 놀다가 그 아이에게 특정 과업을 위해 어떤 물건을 건네 달라고 부탁하는 실험을 하였다. 예를 들어, 그 어른은 자기 옆에 물 주전자를 가지고 있었고 아이에게 "물 따르게 그 컵 좀 건네주겠니?"라고 부탁하였다. 그 요청된 물건이 적합할 때에는 - 예를 들어 깨지지 않은 컵 - 아이들은 보통 그것을 건네주었다. 그러나 어떤 때는 요청된 물건이 금이 간 컵과 같이 그 과업에 부적합했다. 연구자들은 아이들이 자주 요청된 물건을 무시하고 손을 뻗어서 방 다른 쪽에 있는 온전한 컵과 같이 적합한 물건을 잡는다는 것을 발견하였다. 그러므로 그 아이들은 그냥 묵묵히 어른을 따른 것이 아니었다. 그 아이들은 어른이 과업을 완수할 수 있도록 실제로 돕길 원하였다.

✓ Note





✓Voca

- crack (갈라져 생긴) 금, 틈
- genuine 진심 어린, 진짜의
- conduct (특정한 활동을) 하다
- hand over ~을 건네주다
- object 물건
- pitcher 물주전자
- pour 따르다, 붓다
- suitable 적합한
- ignore 무시하다
- dumbly 묵묵히, 말없이
- comply with ~을 따르다, ~에 순응하다

✓해변

Researchers have evidence that suggests that helping by children really is _____.

My colleagues conducted an experiment in which an adult played with a three-year-old and asked him or her to hand over certain objects for certain tasks. For example, the adult had a pitcher of water next to her and asked the child, "Can you hand me the cup so that I can pour the water?" When the object requested was suitable - an unbroken cup, for example - children usually handed it over. But sometimes the object requested was unsuited for the task, such as a cup with a crack in it. The researchers found that children often ignored the requested item and reached for a suitable one, such as an intact cup in another part of the room. So the children weren't just dumbly complying with the adult; they wanted to actually help her complete the task.

- ① derived by their fear for others
- ② just a form of automatic reaction
- ③ motivated by genuine care for others
- ④ a calculated means to get others' love
- ⑤ strongly connected with how hard the task is

✓Reminding

Researchers have evidence that suggests that helping by children really is motivated by _____ for others. My colleagues conducted an experiment in which an adult played with a three-year-old and asked him or her to hand over certain objects for certain tasks. For example, the adult had a pitcher of water next to her and asked the child, "Can you hand me the cup so that I can pour the water?" When the object requested was _____ - an unbroken cup, for example - children usually handed it over. But sometimes the object requested was _____ for the task, such as a cup with a crack in it. The researchers found that children often _____ the requested item and reached for a suitable one, such as an intact cup in another part of the room. So the children weren't just _____ complying with the adult; they wanted to _____ help her complete the task.





15-5 psychology becomes definite and certain

The power of physics has been due to the fact that it is a very definite science, which has profoundly altered daily life. But this alteration has proceeded by operating on the environment, not on man himself. Given a science equally definite, and capable of altering man directly, physics would be put in the shade. This is what psychology may become. Until recent times, psychology was unimportant philosophical verbiage - the academic stuff that I learnt in youth was not worth learning. **But now there are two ways of approaching psychology which are obviously important: one that of the physiologists, and the other that of psychoanalysis. As the results in these two directions become more definite and more certain, it is clear that psychology will increasingly dominate man's perspective.**

✓ Translation

물리학의 힘은 그것이 매우 확실한 과학이라는 사실에 기인하는 것이었고, 그것은 일상의 삶을 엄청나게 바꾸어 놓았다. 그러나 이러한 변화는 인간 그 자체가 아니라, 환경에 영향을 미침으로써 진행되어 왔다. 똑같이 확실하고, 인간을 직접적으로 바꿀 수 있는 과학이 주어진다고 하면 물리학은 빛을 잃을 것이다. 이런 과학은 심리학이 될 수 있는 것이다. 최근까지 심리학은 중요하지 않은 철학적 장광설로, 젊었을 적 내가배운 바로는 배울 가치가 없던 비실용적인 잡동사니였다. 그러나 이제는 심리학에 접근하는 분명히 중요한 두 가지 방법이 있는데, 하나는 생리학자의 방법이고, 나머지 하나는 정신분석의 방법이다. 이 두 가지 방향에서 나타나는 결과가 더욱 확실해지고 더욱 분명해짐에 따라, 심리학은 점점 더 인간의 관점을 지배할 것이 명백하다.

✓ Note





✓Voca

- philosophical 철학의
- academic 비실용적인, 학구적인
- stuff 잡동사니, 것(들)
- physics 물리학
- due to ~에 기인하는
- definite 확실한
- profoundly 엄청나게, 심대하게
- alter 바꾸다, 변화시키다
- alteration 변화
- proceed 진행되다 진행하다
- operate on ~에 영향을 미치다 (=influence)
- capable of ~을 할 수 있는
- put~in the shade ~의 빛을 빼앗다
- approach ~에 접근하다
- physiologist 생리학자
- psychoanalysis 정신분석
- increasingly 점점 더
- dominate 지배하다
- perspective 관점, 시각

✓해변

The power of physics has been due to the fact that it is a very definite science, ① which has profoundly altered daily life. But this alteration has proceeded by operating on the environment, not on man himself. ② Given a science equally definite, and capable of altering man directly, physics would be put in the shade. This is ③ what psychology may become. Until recent times, psychology was unimportant philosophical verbiage the academic stuff that I learnt in youth ④ being not worth learning. But now there are two ways of approaching psychology which ⑤ are obviously important: one that of the physiologists, and the other that of psychoanalysis. As the results in these two directions become more definite and more certain, it is clear that psychology will increasingly dominate man's perspective.

✓Reminding

The power of physics has been due to the fact that it is a very _____ science, which has profoundly altered daily life. But this alteration has proceeded by operating on the environment, not on _____. Given a science equally definite, and capable of altering man directly, physics would be put in the shade. This is what _____ may become. Until recent times, psychology was unimportant philosophical verbiage the academic stuff that I learnt in youth was not worth learning. But now there are two ways of approaching psychology which are obviously important: one that of the physiologists, and the other that of psychoanalysis. As the results in these two directions become more _____ and more certain, it is clear that psychology will increasingly dominate man's perspective.





15-6 hard-hitting campaigns / on debate

Many health education campaigns have attempted to motivate people to change their behavior through fear or guilt. Anti-drinking and driving campaigns at Christmas show the devastating effects on families of road accident victims; smoking prevention posters urge parents not to 'teach your children how to smoke.' Increasingly hard-hitting campaigns are used amongst others to raise awareness of the consequences of heavy drinking, smoking and drug use. **Whether such campaigns do succeed in shocking people to change their behavior is the subject of ongoing debate.** Although fear can encourage a negative attitude and even an intention to change, such feelings tend to disappear over time and when faced with a real decision-making situation. Being very frightened can also lead people to deny and avoid the message. Protection Motivation theory suggests that fear only works if the threat is perceived as serious and likely to occur if the person does not follow the recommended advice.

✓ Translation

많은 건강 교육 캠페인은 두려움이나 죄책감을 통해 사람들이 자신의 행동을 바꾸도록 동기를 부여하려고 시도해 왔다. 크리스마스 때의 음주 운전 방지 캠페인은 도로 교통사고 희생자의 가족에게 가해진 끔찍스러운 영향을 보여 주고, 흡연 방지 포스터는 '자녀들에게 담배 피우는 것을 가르치지' 말 것을 부모들에게 촉구한다. 지나친 음주, 흡연, 약물 사용의 결과에 대한 인식을 높이기 위해 무엇보다도 점점 더 강력한 캠페인이 사용되고 있다. 그러한 캠페인이 정말로 사람들에게 충격을 주어 자신들의 행동을 바꾸도록 하는 데 성공하는지는 여전히 진행 중인 논쟁 주제이다. 두려움이 부정적인 태도, 심지어는 바꾸고자 하는 의도까지 촉진시킬 수는 있지만 그러한 감정은 시간이 지나면서, 그리고 진짜 의사결정 상황에 직면할 때 사라지는 경향이 있다. 또한 너무 겁먹는 것은 사람들로 하여금 그 메시지를 거부하고 피하도록 유도할 수도 있다. 보호동기이론은 그 위협이 심각한 것으로 인식되고, 또 그 사람이 권고된 조언을 따르지 않을 경우 그 위협이 일어날 것처럼 보이는 경우에만 두려움이 효과가 있다는 것을 시사한다.

✓ Note





✓Voca

- attempt 시도한 것
- guilt 죄책감
- victim 희생자
- urge 강력히 촉구하다, 충고하다
- hard-hitting 강력한, 직설적인
- awareness 인식, 의식
- consequence 결과
- ongoing 계속 진행 중인
- frightened 겁먹은, 무서워하는
- deny 거부하다, 부인하다
- perceive 인식하다, 감지하다

✓해변

Many health education campaigns have attempted to motivate people to change their behavior through fear or guilt.

(A) Whether such campaigns do succeed in shocking people to change their behavior is the subject of ongoing debate. Although fear can encourage a negative attitude and even an intention to change, such feelings tend to disappear over time and when faced with a real decision-making situation.

(B) Anti-drinking and driving campaigns at Christmas show the devastating effects on families of road accident victims; smoking prevention posters urge parents not to 'teach your children how to smoke.' Increasingly hard-hitting campaigns are used amongst others to raise awareness of the consequences of heavy drinking, smoking and drug use.

(C) Being very frightened can also lead people to deny and avoid the message. Protection Motivation theory suggests that fear only works if the threat is perceived as serious and likely to occur if the person does not follow the recommended advice.

✓Reminding

Many health education campaigns have attempted to motivate people to change their behavior through _____. Anti-drinking and driving campaigns at Christmas show the devastating effects on families of road accident victims; smoking prevention posters urge parents not to 'teach your children how to smoke.' Increasingly _____ campaigns are used amongst others to raise awareness of the consequences of heavy drinking, smoking and drug use. Whether such campaigns do succeed in shocking people to _____ their behavior is the subject of ongoing debate. Although fear can encourage a negative attitude and even an intention to change, such feelings tend to disappear over time and when faced with a real decision-making situation. Being very frightened can also lead people to _____ the message. Protection Motivation theory suggests that fear only works if the threat is perceived as serious and likely to occur if the person does not follow the recommended advice.





15-7 one natural healthy diet is myth

A better understanding of basic human genetics might help explain what kind of diet is best for human bodies. Due to a lot of overly simplified storytelling, many people have come to believe that there was one way of eating that was "natural" for all humans. **As a result, many believe that there is one "natural" healthy diet that should be eaten if we want to become and stay healthy and active. This belief may, in fact, not be true at all.** When modern humans migrated out of Africa, they quickly expanded to all corners of the earth, including some places where there was no whole grain bread, lean beef, or gardens full of leafy greens! Luckily, humans can eat just about anything, and each group of people around the globe has its distinct diet, with its own mix of fat, protein, carbohydrates, fiber, and sugars. People with beautiful skin have been raised on each of these many different diets.

✓ Translation

인간의 기본적인 유전적 특질을 더 잘 이해하면 어떤 음식이 인간의 신체에 가장 좋은 것인가를 설명하는 데 도움이 될 수도 있다. 지나치게 단순화되어 말해지는 많은 이야기 때문에, 많은 사람들은 모든 인간에게 '자연스러운' 먹기 방식이 한 가지가 있었다고 믿게 되었다. 결과적으로 많은 사람들은 우리가 건강하고 활동적이 되고 그 상태를 유지하고 싶을 때 먹어야 하는 한 가지 '자연스러운' 건강식이 있다고 믿는다. 사실 이러한 믿음은 전혀 사실이 아닐 수도 있다. 현대 인류가 아프리카에서 이주해 나왔을 때, 그들은 통밀빵, 기름기가 적은 소고기, 또는 녹색 채소로 가득한 정원도 없던 몇몇 곳을 포함하여 지구 방방곡곡으로 빠르게 퍼져 나갔다! 다행히도, 인간은 거의 어느 것이나 먹을 수 있고, 온 세계 사람들의 각 집단은 지방, 단백질, 탄수화물, 섬유질, 그리고 당분을 나름대로 혼합한 독특한 음식을 갖고 있다. 아름다운 피부를 가진 사람들이 각각의 이런 많은 다양한 음식에 의해 길러져왔다.

✓ Note





✓Voca

- just about 거의
- distinct 독특한
- diet 음식, 식사
- protein 단백질
- fiber 섬유질
- genetics 유전적 특징; 유전학
- due to ~ 때문에
- overly 지나치게
- simplified 단순화된
- as a result 결과적으로
- migrate 이주[이동]하다
- expand 퍼져 나가다, 확장하다
- whole grain bread 통밀빵
- lean (고기가) 기름기가 적은
- leafy green 녹색 채소

✓해변

A better understanding of basic human genetics might help explain what kind of diet is best for human bodies. Due to a lot of overly simplified storytelling, many people have come to believe that there was one way of eating that was "natural" for all humans. As a result, many believe that there is one "natural" healthy diet that should be eaten if we want to become and stay healthy and active. This belief may, in fact, not be true at all. When modern humans migrated out of Africa, they quickly expanded to all corners of the earth, including some places where there was no whole grain bread, lean beef, or gardens full of leafy greens! Luckily, humans can eat just about anything, and each group of people around the globe has its distinct diet, with its own mix of fat, protein, carbohydrates, fiber, and sugars. People with beautiful skin have been raised on _____.

- ① a diet rich in mineral
- ② only a certain kind of diet
- ③ a diet specialized for skin
- ④ each of these many different diets
- ⑤ an emotional and physical relaxation

✓Reminding

A better understanding of basic human genetics might help explain what kind of diet is best for human bodies. Due to a lot of overly _____ storytelling, many people have come to believe that there was _____ of eating that was "natural" for all humans. As a result, many believe that there is one "natural" healthy diet that should be eaten if we want to become and stay healthy and active. This belief may, in fact, not be _____ at all. When modern humans migrated out of Africa, they quickly expanded to all corners of the earth, including some places where there was no whole grain bread, lean beef, or gardens full of leafy greens! Luckily, humans can eat just about _____, and each group of people around the globe has its _____ diet, with its own mix of fat, protein, carbohydrates, fiber, and sugars. People with beautiful skin have been raised on each of these _____ diets.





15-8 technology influences workforce division

Technology influenced and even rearranged the traditional divisions between professions and the workforce. The introduction of automation in manufacturing allowed many manufacturing processes to be done by less skilled workers. Also, the new, more complicated technology associated with automated manufacturing required more know-how. Technical know-how became the domain of an increasingly powerful but small group of people. During the 1960s and 1970s, automation also reached the office, with the same results. For example, when the first computers appeared in management, banking, and administration, they were completely puzzling to the average worker, and the few computer "specialists" gained considerable earning power. Meanwhile, some of the tasks secretaries and bookkeepers normally do could now be handled by word-processing and spreadsheet programs that a manager could use himself or herself.

✓ Translation

과학기술은 전문 직종과 노동 인력에서의 전통적인 구분에 영향을 끼쳤고 심지어는 이를 재정리하였다. 제조업에서의 자동화 도입은 많은 제조 공정이 덜 숙련된 노동자에 의해 수행되도록 했다. 더불어 자동화된 제조업과 관련된 새롭고 더 복잡한 기술은 더 많은 노하우를 요구하였다. 기술적 노하우는 점점 더 영향력을 발휘했지만 소규모인 집단사람들의 영역이 되었다. 1960년대와 1970년대에 자동화가 사무실에까지 이르렀는데 같은 결과를 보였다. 예를 들어 경영과 은행업무, 행정에서 처음 컴퓨터가 등장하였을 때 평범한 직원들에게 컴퓨터는 완전히 난해한 것이어서 소수의 컴퓨터 '전문가들'이 상당한 수익력을 얻었다 한편, 비서나 회계장부 담당자가 주로 하는 일의 일부는 이제 관리자가 직접 사용할 수 있는 문서 작성과 스프레드시트 프로그램에 의해 다뤄질 수 있게 되었다.

✓ Note





✓Voca

- automation 자동화
- rearrange 재정리[재배열]하다
- division 구분, 분할
- profession (전문적인) 직종, 직업
- manufacturing 제조업
- skilled 숙련된
- complicated 복잡한
- associated with ~와 관련된
- gain 얻다
- considerable 상당한, 많은
- earning power 수익력
- bookkeeper 회계장부 담당자

✓핵심

Technology influenced and even rearranged the traditional divisions between professions and the workforce. The introduction of automation in manufacturing allowed many manufacturing processes to be done by less skilled workers.

(A) For example, when the first computers appeared in management, banking, and administration, they were completely puzzling to the average worker, and the few computer "specialists" gained considerable earning power.

(B) Meanwhile, some of the tasks secretaries and bookkeepers normally do could now be handled by word-processing and spreadsheet programs that a manager could use himself or herself.

(C) Also, the new, more complicated technology associated with automated manufacturing required more know-how. Technical know-how became the domain of an increasingly powerful but small group of people. During the 1960s and 1970s, automation also reached the office, with the same results.

✓Reminding

Technology influenced and even rearranged the traditional _____ between professions and the workforce. The introduction of automation in manufacturing allowed many manufacturing processes to be done by less skilled workers. Also, the new, more complicated technology associated with automated manufacturing required more know-how. Technical know-how became the domain of an increasingly powerful but small group of people. During the 1960s and 1970s, automation also reached the office, with the same results. For example, when the first computers appeared in management, banking, and administration, they were completely puzzling to the average worker, and the few computer "specialists" gained considerable earning power. _____, some of the tasks secretaries and bookkeepers normally do could now be handled by word-processing and spreadsheet programs that a manager could use himself or herself.

