



6-1 athletes / agony of waiting

The agony of waiting on the day of the race is almost unbearable. It is so intense that I used to say to myself, 'Why do I put myself through this? I don't want ever to do it again.' Yet in the subsequent high spirits of winning, the agony of the period of waiting beforehand is forgotten. **For some athletes this tension was too great.** Lennart Strand, part of the Swedish mile record-breaking team, eventually found the strain of races more than he could bear. After helping Arne Andersson and Gunder Hagg to their records he was forced to retire and became a concert pianist, which he found much less stressful!

✓ Translation

경주가 있는 날에 (대기하며) 기다리는 고통은 거의 참을 수 없을 정도이다. 그것은 너무 강렬해서 나는 '왜 이런 일을 겪고 있지? 다시는 그것을 하고 싶지 않아.' 라고 늘 혼잣말로 말했다. 그러나 그 후의 승리로 인해 기분이 좋은 상태에서, 이전에 기다림의 기간에 겪었던 고통은 잊혀진다. 어떤 육상 선수들에게는 이러한 긴장감은 너무 컸다. 1마일 경주에서 기록을 깨뜨린 스웨덴 팀의 일원이었던 Lennart Strand는 결국 경주의 긴장감이 자신이 참을 수 있는 수준을 넘어선다는 것을 알게 됐다. Arne Andersson과 Gunder Hagg가 기록을 세우는 것을 도운 이후에 그는 은퇴하지 않을 수 없었고 전문 피아니스트가 되었는데, 그는 그것이 스트레스가 훨씬 덜하다는 것을 알게 됐다.

✓ Note





✓Voca

- unbearable 참을 수 없는
- put-through... ~에게 ...을 겪게 하다
- subsequent 그 후의
- high spirits 기분 좋음, 씩씩함
- beforehand 이전에, 미리
- tension 긴장감
- record-breaking 기록을 깨뜨린
- eventually 결국
- strain 긴장감
- retire 은퇴하다





6-2 transferring liability

Some risks can be transferred to another company or even to the consumer. A park wanting to host a fireworks display may contract with another company to be responsible for the show. In this way, the park is transferring liability to the fireworks company. One method of transferring the risk to the fans is the inclusion of a statement on the back of the event ticket saying that the promoter is not responsible for any harm to the ticket holder. By accepting the ticket, the attendee agrees to accept liability for possible risks. However, neither of these examples of transferring risk relieves the facility or event management from providing a reasonably safe environment.

✓ Translation

어떤 위험 요인들은 다른 회사나 심지어 고객에게도 전가될 수 있다. 불꽃놀이를 주최하고 싶은 공원은 그 쇼에 대한 책임을 잘 다른 회사와 계약할 수도 있다. 이런 식으로 공원은 법적 책임을 불꽃놀이 회사에 전가하는 것이다. 위험 요인을 팬들에게 전가하는 한 가지 방법은 기획사는 입장권 소지자가 입는 어떤 피해에도 책임지지 않는다고 쓰여 있는 진술을 행사 입장권 뒷면에 집어넣는 것이다. 행사참석자는 입장권을 받아들임으로써 가능한 위험 요인에 대한 법적 책임을 받아들이는 데 동의하는 것이다. 그러나 위험요인을 전가하는 이런 예 중 그 어떤 것도 시설이나 행사 운영진에게 합당하게 안전한 환경을 제공하는 일을 면해 주지는 않는다.

✓ Note





✓Voca

- risk 위험 요인
- transfer 전가하다, 옮기다
- consume 소비자
- host 주최하다, 열다
- fireworks display 불꽃놀이
- method 방법
- statement 진술
- promoter 기획사, 기획자
- holder 소지자
- attendee 참석자
- relieve 면해 주다, 안심시키다
- facility 시설
- management 운영진
- provide 제공하다
- reasonably 합당하게, 꽤

✓해변

Some risks can be transferred to another company or even to the consumer. A park wanting to host a fireworks display may compete with another company to be responsible for the show. In this way, the park is transferring liability to the fireworks company. One method of transferring the risk to the fans is the inclusion of a statement on the back of the event ticket saying that the promoter is not responsible for any harm to the ticket holder. By accepting the ticket, the attendee agrees to accept liability for possible risks. However, neither of these examples of transferring risk relieves the facility or event management from providing a reasonably safe environment.

- ① need for reading a ticket cautiously
- ② ways of transferring risks to others
- ③ tips for holding a successful firework event
- ④ consumers' legal responsibilities in buying tickets
- ⑤ companies' reasons for transferring responsibility to consumers





6-3 space / culture

People are social beings. We appreciate the company of our own kind. **How physically close we tolerate or enjoy the presence of others, for how long and under what conditions vary noticeably from culture to culture.** In a sparsely settled part of the world, the Kalahari Desert, the Kung Bushmen live under crowded conditions. In a Bushman camp the average space each person has is only 188 square feet, which is far less than the 350 square feet per person regarded as the desirable standard by the American Public Health Association. Space in a Bushman camp is arranged to ensure maximum contact. Typically huts are so close that people sitting at different hearths can hand items back and forth without getting up. The desert does not lack space. Bushmen live close by choice, and they do not show symptoms of biological stress.

✓ Translation

사람은 사회적 존재이다. 우리는 같은 부류의 사람들과 함께 있는 것을 반긴다. 우리가 다른 사람의 존재를 물리적으로 얼마나 가까이 용인하거나 즐기는지, 얼마나 오랫동안 그러하는지 그리고 어떤 상황에서 그러하는지는 문화마다 눈에 띄게 다르다. 세계에서 가장 인구 밀도가 낮은 지역인 Kalahari 사막에서, Kung Bushmen은 붐비는 환경 하에서 살고 있다. Bushman의 주거지에서 각 개인이 가지는 평균 공간은 고작 188 평방피트인데, 이는 미국공중 보건협회가 바람직한 기준이라고 여기는 개인당 350 평방피트보다 훨씬 더 작다. Bushman 주거지의 공간은 최대한의 접촉을 보장하도록 배열되어 있다. 보통 오두막이 (서로) 매우 가까이 있어서 서로 다른 화덕 주변에 앉은 사람들이 일어서지 않고도 물건을 앞뒤로 건넬 수 있다. 사막은 공간이 부족하지 않다. Bushmen은 자진해서 가까이 사는 것이어서, 생물학적 스트레스 증상을 보이지 않는다.

✓ Note





✓Voca

- appreciate 반기다, 고마워하다
- company 함께 있음, 교제
- tolerate 용인하다
- vary 서로 다르다
- desirable 바람직한
- hand 건네다
- symptom 증상

✓해변

People are social beings. We appreciate the company of our own kind. How physically close we tolerate or enjoy the presence of others, for how long and under what conditions _____.

In a sparsely settled part of the world, the Kalahari Desert, the Kung Bushmen live under crowded conditions. In a Bushman camp the average space each person has is only 188 square feet, which is far less than the 350 square feet per person regarded as the desirable standard by the American Public Health Association. Space in a Bushman camp is arranged to ensure maximum contact. Typically huts are so close that people sitting at different hearths can hand items back and forth without getting up. The desert does not lack space. Bushmen live close by choice, and they do not show symptoms of biological stress.

- ① vary noticeably from culture to culture
- ② is invariably the same for all human kinds
- ③ is determined by biological characteristics
- ④ is influenced by individual preferences for space
- ⑤ doesn't show any significant difference from other animals

✓Reminding

People are _____ beings. We appreciate the company of our own kind. How _____ close we tolerate or enjoy the presence of others, for how long and under what conditions vary noticeably _____.

In a sparsely settled part of the world, the Kalahari Desert, the Kung Bushmen live under _____ conditions. In a Bushman camp the average space each person has is only 188 square feet, which is far less than the 350 square feet per person regarded as the desirable standard by the American Public Health Association. Space in a Bushman camp is arranged to ensure _____ contact. Typically huts are so close that people sitting at different hearths can hand items back and forth without getting up. The desert does not lack space. Bushmen live close by _____, and they do not show symptoms of _____ stress.





6-4 anger / football positions

Studies have shown that **as anger increases, cognitive processing speed goes down, fine motor coordination and sensitivity to pain decrease, and muscle strength often increases.**

So for some athletes doing some tasks, anger can be helpful. For example, the defensive lineman who must make his way past a blocker to make a tackle might benefit from having some level of anger. For other tasks, anger would be a hindrance. The quarterback who needs to read the defense before deciding which receiver to throw to would likely perform better if he were not angry. In fact, some research supports this thesis. Players at football positions that require a lot of decision making tend to demonstrate lower levels of anger than players at positions that do not.

✓ Translation

여러 연구는, 분노가 증가함에 따라 인지 처리 속도가 떨어지고, 섬세한 운동 협응 능력과 고통에 대한 민감도는 감소하며, 근력은 흔히 증가한다는 것을 보여 주었다. 그래서 어떤 과업을 수행 중인 일부 운동선수들에게, 분노는 도움을 줄 수 있다. 예를 들면, 태클하기 위해 블로커를 지나 나아가야 하는 수비 측 라인맨은 일정 수준의 분노를 가짐으로써 이익을 얻을 수 있다. 다른 과업에 대해서, 분노는 방해 요인이 되기도 할 것이다. 어느 리시버에게 공을 던져야 할지를 결정하기 전에 수비진을 읽어야 하는 쿼터백은 화를 내지 않는다면 아마 더 잘 해낼 것이다. 사실상 어떤 연구는 이러한 논지를 지지한다. 많은 결정을 필요로 하는 포지션의 미식축구 선수들은 그렇지 않은 포지션에 있는 선수들보다 더 낮은 수준의 분노를 보여주는 경향이 있다.

✓ Note





✓Voca

- cognitive 인지, 인식의
- fine 섬세한, 미세한
- motor coordination 운동 협응
- sensitivity 민감도
- lineman 라인맨 (미식축구 포지션)
- blocker 블로커 (미식축구 포지션)
- quarterback 쿼터백 (미식축구 포지션)
- receiver 리시버 (미식축구 포지션)
- thesis 논지, 논제
- demonstrate 보여 주다

✓해변

The quarterback who needs to read the defense before deciding which receiver to throw to would likely perform better if he were not angry.

Studies have shown that as anger increases, cognitive processing speed goes down, fine motor coordination and sensitivity to pain decrease, and muscle strength often increases. (①) So for some athletes doing some tasks, anger can be helpful. (②) For example, the defensive lineman who must make his way past a blocker to make a tackle might benefit from having some level of anger. (③) For other tasks, anger would be a hindrance. (④) In fact, some research supports this thesis. (⑤) Players at football positions that require a lot of decision making tend to demonstrate lower levels of anger than players at positions that do not.

✓Reminding

Studies have shown that as anger increases, cognitive processing speed goes down, fine motor coordination and sensitivity to pain decrease, and muscle strength often increases. So for some athletes doing some tasks, anger can be _____. _____, the defensive lineman who must make his way past a blocker to make a tackle might _____ from having some level of anger. For other tasks, anger would be a _____. The quarterback who needs to read the defense before deciding which receiver to throw to would likely perform _____ if he were not angry. _____, some research supports this thesis. Players at football positions that require a lot of decision making tend to demonstrate lower levels of anger than players at positions that do not.





6-5 public speaking / anxiety

Why do so many people dislike public speaking? Perhaps the biggest fear is exposure. Standing up in front of a large group of people, with a hundred or more pairs of eyeballs all staring in our direction can be very intimidating. There is also the risk of losing face or making complete idiots of ourselves in a public forum. Sir George Jessel, a famous public speaker, once said, 'The human brain starts working the moment you are born and never stops until you stand up to speak in public.' **But it's also important to emphasize that few people experience no anxiety when performing in public and this includes the greatest actors and political leaders.** Winston Churchill, for example, had to overcome his fear of public speaking to become one of the greatest speakers of the 20th century.

✓ Translation

왜 그렇게 많은 사람들이 대중 연설을 싫어할까? 아마도 가장 큰 두려움은 사람들 앞에 서는 일일 것이다. 백 쌍 이상의 눈이 모두 내 쪽을 쳐다보고 있는 가운데 많은 사람들 앞에 서 있는 것은 정말 겁나는 일일 수도 있을 것이다. 또한 공개 토론에서 체면을 잃거나 완전히 바보가 될 위험도 있다. 유명한 대중 연설가인 George Jessle 경은 "사람의 뇌는 태어나는 순간 작동하기 시작했다가 대중 앞에서 연설을 하기 위해 서면 비로소 멈춘다."라고 말했다. 그러나 또한 대중 앞에서 연설할 때 불안을 전혀 느끼지 않는 사람은 거의 없다는 것과 여기에는 가장 위대한 배우나 정치 지도자도 포함된다는 것을 강조하는 것이 중요하다. 예를 들어 Winston Churchill은 20세기의 가장 위대한 연설가 중 한 명이 되기 위해 대중 연설에 대한 두려움을 극복해야만 했다.

✓ Note





✓Voca

- exposure 여러 사람 앞에 나타남, 노출
- eyeball 안구, 눈알
- stare 뻘히 쳐다보다, 응시하다
- intimidating 겁나는
- lose face 체면을 잃다
- idiot 바보, 멍청이
- emphasize 강조하다
- overcome 극복하다

✓핵심

Why do so many people dislike public speaking? Perhaps the biggest fear is exposure.

(A) Standing up in front of a large group of people, with a hundred or more pairs of eyeballs all staring in our direction can be very intimidating.

(B) But it's also important to emphasize that few people experience no anxiety when performing in public and this includes the greatest actors and political leaders. Winston Churchill, for example, had to overcome his fear of public speaking to become one of the greatest speakers of the 20th century.

(C) There is also the risk of losing face or making complete idiots of ourselves in a public forum. Sir George Jessel, a famous public speaker, once said, 'The human brain starts working the moment you are born and never stops until you stand up to speak in public.'

✓Reminding

Why do so many people dislike public speaking? Perhaps the biggest fear is _____. Standing up in front of a large group of people, with a hundred or more pairs of eyeballs all staring in our direction can be very intimidating. There is also the risk of losing face or making complete idiots of ourselves in a public forum. Sir George Jessel, a famous public speaker, once said, 'The human brain starts working the moment you are born and never stops until you stand up to speak in public.' But it's also important to emphasize that _____ people experience no _____ when performing in public and this includes the greatest actors and political leaders. Winston Churchill, for example, had to overcome his fear of public speaking to become one of the greatest speakers of the 20th century.





6-6 under the tone of the other person

Taking steps to keep others connected with the rational part of their brain, even in intense conflict situations, helps minimise the impact of behaviours acted out in anger. **A key step is to re-enter the conversation under the tone of the other person.** Imagine you're having a conversation with someone and you or your conversational partner is whispering and the other person is shouting. It is clear that the shouter is having by far the more uncomfortable experience. Individuals do not usually sustain shouting for very long if the other party does not reciprocate the intensity or loudness of voice. **So keep your volume down and your voice even and others will start to reciprocate.**

✓ Translation

극심한 갈등 상황 속에서도 다른 사람들이 그들의 뇌의 이성 담당 부분과 계속 연결되도록 조치를 취하는 것은 분노 속에서 행해진 행동의 영향을 최소화하는 데 도움을 준다. 중요한 조치는 상대방의 음조보다 낮은 음조로 대화에 다시 참여하는 것이다. 여러분이 누군가와 대화를 나누고 있는데 여러분과 여러분의 대화 상대자 둘 중의 하나가 속삭이듯 말하고 다른 한 사람은 소리를 지르고 있다고 상상해 보라. 소리를 지르던 그 사람이 훨씬 더 불편한 경험을 가지고 있다는 것은 분명하다. 사람은 상대방이 목소리의 세기나 크기에 똑같이 응대하지 않으면 오랫동안 계속 소리를 지르지 않는 것이 보통이다. 그러므로 음량을 낮추고 목소리를 고른 상태로 유지하면 다른 사람들도 그에 맞추어 응대하기 시작할 것이다.

✓ Note





✓Voca

- take steps 조치를 취하다
- rational 이성적인
- intense 극심한, 강렬한
- conflict 갈등
- minimise 최소화하다
- tone 음조
- by far 훨씬
- sustain 기속하다
- intensity 세기, 강도
- loudness (소리의) 크기
- even 고른

✓햇변

Taking steps to keep others connected with the rational part of their brain, even in intense conflict situations, helps minimise the impact of behaviours acted out in anger. A key step is to re-enter the conversation _____. Imagine you're having a conversation with someone and you or your conversational partner is whispering and the other person is shouting. It is clear that the shouter is having by far the more uncomfortable experience. Individuals do not usually sustain shouting for very long if the other party does not reciprocate the intensity or loudness of voice. So keep your volume down and your voice even and others will start to reciprocate.

- ① deciding to stay silent
- ② with a stronger tone of voice
- ③ under the tone of the other person
- ④ being ready to shout louder than the other
- ⑤ with more sharpened reasons and arguments

✓Reminding

Taking steps to keep others connected with the _____ part of their brain, even in intense conflict situations, helps minimise the impact of behaviours acted out in anger. A key step is to re-enter the conversation _____ the tone of the other person. Imagine you're having a conversation with someone and you or your conversational partner is whispering and the other person is shouting. It is clear that the shouter is having by far the more uncomfortable experience. Individuals do not usually sustain shouting for very long if the other party does not _____ the intensity or loudness of voice. So keep your volume _____ and your voice even and others will start to reciprocate.





6-7 service / competition / intense

In many industries within the service economy, competition stays very intense. This factor, combined with the pressure from investors for higher returns on capital, has resulted in pressure to increase productivity and reduce costs. In many cases, managers seek to reduce labor costs by running leaner operations or using technology to replace humans for some tasks. An example of this was when several domestic airlines encouraged passengers to check in via the Internet, thereby reducing the number of passengers who wanted to check in at the airport. They offered an incentive of 1,000 extra frequent-flyer miles to any passenger who accepted this service. Later, they added fees for customers that accessed their services in person, but offered the services for no cost if customers used the Internet or non-face-to-face engagement.

✓ Translation

서비스 경제 내의 많은 산업에서, 경쟁은 매우 치열한 상태이다. 이런 요인이 자본금에 대한 더 높은 수익을 요구하는 투자자로부터의 압력과 결합될 때 생산비를 늘리고 비용을 줄이려는 압력을 초래했다. 많은 경우에 관리자는 몸집을 더 줄인 사업을 하거나 어떤 업무에서는 인간을 대체하는 기술을 사용함으로써 인건비를 줄이려고 한다. 이것의 한 예는 몇몇 항공사가 승객들로 하여금 인터넷을 통해서 탑승 절차를 밟도록 장려하고 그렇게 해서 공항에서 탑승 절차를 밟고 싶어 하는 승객들의 수를 줄였던 경우였다. 그들은 이 서비스를 거절했던(→ 이용했던) 승객 누구에게나 우대책으로 1000 마일의 상용 고객 마일리지를 추가로 제공했다. 나중에, 그들은 자신들의 서비스를 직접 이용했던 고객들에게는 수수료를 부과했지만, 고객이 인터넷이나 비대면 업무를 이용할 경우 무료로 서비스를 제공했다.

✓ Note





✓Voca

- competition 경쟁
- intense 치열한
- factor 요인
- be combined with ~와 결합되다
- pressure 압력, 압박
- investor 투자자
- returns 수익
- capital 자본금, 자금
- productivity 생산성
- labor cost 인건비
- lean 몸집을 줄인, 군살을 뺀
- operation 사업, 회사, 업무
- replace 대체하다
- domestic airline 국내 항공사
- via ~을 통해서
- thereby 그렇게 해서
- incentive 우대[장려]책
- frequent-flyer (비행기의) 상용고객
- access 이용하다, 접근하다
- for no cost 무료로
- non-face-to-face engagement 비대면 업무

✓해변

In many industries within the service economy, competition stays very intense. This factor, combined with the pressure from investors for higher returns on capital, has resulted in pressure to increase productivity and reduce costs.

(A) An example of this was when several domestic airlines encouraged passengers to check in via the Internet, thereby reducing the number of passengers who wanted to check in at the airport. They offered an incentive of 1,000 extra frequent-flyer miles to any passenger who accepted this service.

(B) In many cases, managers seek to reduce labor costs by running leaner operations or using technology to replace humans for some tasks.

(C) Later, they added fees for customers that accessed their services in person, but offered the services for no cost if customers used the Internet or non-face-to-face engagement.

✓Reminding

In many industries within the service economy, competition stays very _____. This factor, combined with the pressure from investors for higher returns on capital, has resulted in pressure to _____ productivity and _____ costs. In many cases, managers seek to reduce labor costs by running leaner operations or using technology to _____ humans for some tasks. An example of this was when several domestic airlines encouraged passengers to check in via the Internet, thereby reducing the number of passengers who wanted to check in at the airport. They offered an incentive of 1,000 extra frequent-flyer miles to any passenger who accepted this service. Later, they added fees for customers that accessed their services _____, but offered the services for no cost if customers used the Internet or non-face-to-face engagement.





6-8 New World coffee / few varieties

In discussing coffee varieties, it should be kept in mind that **nearly all the coffee in the New World is descended from just a few beans and two varieties** — Typica and Bourbon: This extremely narrow genetic base has been crossed within itself and with a very few other varieties. Almost no additions have come from the hundreds, perhaps thousands, of varieties existing in coffee's original home, Ethiopia. Since New World coffee has been more or less the same for the past 200 years, the only factors affecting quality have been cultural and climatic - not much else was possible. In turn, this led to very indistinctive differences in taste and to the appearance of very fine-tuned cups of coffee. Few can tell the difference between a Jamaican Blue and a Kona coffee.

✓ Translation

커피의 품종을 논할 때, 신대륙의 거의 모든 커피는 단 몇 가지의 열매와 'Typica'와 'Bourbon'이라는 두 가지 품종에서 유래한다는 것을 잊지 말아야 한다. 이렇게 극히 좁은 유전적 기반은 자체 내에서 그리고 극소수의 다른 품종과 이종 교배되어 왔다. 커피의 본고장인 에티오피아에 존재하는 수백 가지의, 아마도 수천 가지의 품종에서는 추가종이 거의 나오지 않았다. 신대륙의 커피는 지난 200년 동안 거의 똑같은 것이었기 때문에, 품질에 영향을 미치는 유일한 요인은 문화적, 기후적 요인이었고 그밖에 가능했던 요인은 많지 않았다. 결과적으로, 이것이 매우 분명한(→ 감지하기 힘든) 맛의 차이와 매우 미세하게 조정된 커피의 등장이라는 결과를 초래했다. 자메이칸 블루 커피와 (하와이의) 코나 커피 사이의 차이를 구별할 수 있는 사람은 거의 없다.

✓ Note





✓Voca

- variety 품종
- keep ~ in mind ~을 잊지 않다, ~을 명심하다
- the New World 신대륙(남부 아메리카)
- be descended from ~에서 유래하다
- bean 열매, 콩
- extremely 극히, 매우
- narrow 좁은
- genetic base 유전적인 기반
- cross 이종 교배하다
- addition 추가된 것, 부가품
- factor 요인, 요소
- climatic 기후의
- in turn 결과적으로, 결국
- appearance 등장, 출현
- fine-tuned 미세하게 조정된, 미세하게 다른

