1번 : Language, difference, words, different, mix, disadvantage, recognizable, group , pronunciation, dangerous

1. the question remains why those diverged languages don’t merge again when formerly separated people spread out and re-contact each other at speech boundaries.
2. Probably the main disadvantage of speaking a mixed language involves a basic function of human language: as soon as you start to speak to someone else, your language serves as an instantly recognizable badge of your group identity.
3. People who speak your language are your people, whereas someone speaking a different language is apt to be regarded as a potentially dangerous stranger.

2번 : “craving”, “relief” , “helpless” , “nothing” , “unpredictable” , “uncontrollable”, “compelled” , “opposed” , “deflect” , “control”

1. “Our craving for relief from feeling helpless is illustrated by a study of religious Israeli women, carried out by anthropologists Richard Sosis and W. Penn Handwerker.
2. Nevertheless, about two-thirds of the women interviewed by Sosis and Handwerker recited psalms every day to cope with the stress of the rocket attacks.
3. Although reciting psalms does not actually deflect rockets, it did provide the women with a sense of control as they took action in their own way.“,

3번 : “Risk” , “stress” , “recession” , “worst” , “estimate” , “outcome”, “inconsistency”, “exceeded” , “defect” , “*Lucretius”*

1. “Risk management professionals look in the past for information on the so-called worst-case scenario and use it to estimate future risks ― this method is called “stress testing.”
2. But they never notice the following inconsistency: this so-called worst-case event, when it happened, exceeded the worst case at the time.
3. It had been built to endure the worst past historical earthquake, with the builders not imagining much worse — and not thinking that the worst past event had to be a surprise, as it had no precedent.“,

4번 : “style” , “gradually” , “conditions” , “feedback” , “difficult” ,”experience” , “delay” , “outcomes”, “intuitive” , “practice”

1. The conditions for learning this skill are ideal, because you receive immediate and unambiguous feedback every time you go around a bend: the mild reward of a comfortable turn or the mild punishment of some difficulty in handling the car if you brake either too hard or not quite hard enough.
2. The situations that face a harbor pilot maneuvering large ships are no less regular, but skill is much more difficult to acquire by sheer experience because of the long delay between actions and their noticeable outcomes.
3. Whether professionals have a chance to develop intuitive expertise depends essentially on the quality and speed of feedback, as well as on sufficient opportunity to practice.

5번: “bonds” , “extensions” ,”technologies”, “implement” , “lengthens”, “blind” , “illustration” , “imagine” , “sensed” ,”shaping”

1. The tight bonds we form with our tools go both ways. Even as our technologies become extensions of ourselves, we become extensions of our technologies.
2. Nietzsche’s experience with his typewriter provides a particularly good illustration of the way technologies exert their influence on us.
3. Not only did the philosopher come to imagine that his typewriter was “a thing like me”; he also sensed that he was becoming a thing like it, that his typewriter was shaping his thoughts.“,

6번 : “confusing” ,”beneficial” , “punctual” , “unpredictable” , “stability” , “firms” , “vulnerabilities” ,”crises” ,”absence” , “trauma”

1. Indeed, confusing people a little bit is beneficial ― it is good for you and good for them.
2. For similar reasons, stability is not good for the economy: firms become very weak during long periods of steady success without failure, and hidden vulnerabilities accumulate silently under the surface ― so delaying crises is not a very good idea.
3. The longer one goes without a market trauma, the worse the damage when a real crisis occurs.

7번: “changes” , “strengths” , “weaknesses” , “decrease” , “increase” , “shifts” , “devote” , “efforts” , “strategic” , “decisions”

1. My suggestion is to understand and make use of the changes in people’s strengths and weaknesses as they grow older.
2. These shifts in strengths result in many older workers choosing to devote more of their efforts to supervising, administering, advising, and teaching.
3. For instance, my farmer friends in their 80s spend less time on horseback and on tractors, more time making strategic decisions about the business of farming; my older lawyer friends spend less time in court, more time mentoring younger lawyers.”,

8번: “knowledge” , “gain”, “tested” , “recollections”, “enthusiastic”, “superficial”, “representation”, “internal”, “conceptual”, “framework”

1. he saying that it takes knowledge to gain knowledge is captured in a study in which researchers wrote up a detailed description of a half inning of baseball and gave it to a group of baseball fanatics and a group of less enthusiastic fans to read.
2. The less enthusiastic fans remembered fewer important facts about the game and were more likely to recount superficial details like the weather.
3. Without a conceptual framework in which to embed what they were learning, they were extremely forgetful.”,

9번 : “attitude”, “orientation” ,”character” ,”object” , “indifferent” , “symbiotic” , “attachment”, “egotism”, “compared” , “truly” ,

1. Love is an attitude, an orientation of character which determines the relatedness of a person to the world as a whole, not toward one ‘object’ of love.
2. Yet, most people believe that love is constituted by the object, not by the faculty.
3. They believe that all that is necessary to find is the right object ― and that everything goes by itself afterward.

10번 : “potent” , “unconscious” , “terrible” , “unethical”, “wash” , “agreed” , “unconsciously” , “debts” , “sins”, “cleanliness”

1. A great example of how potent a force your unconscious can be was detailed by researchers in a 2006 paper published in the journal Science.
2. At the end of the study, they asked subjects if they would be willing to take part in later research for no pay as a favor to a desperate graduate student.
3. According to the researchers, one group had unconsciously washed away their guilt and felt less of a need to pay the debts of their sins.

11번:”nature”,”consciousness”,”inherent”,”potential”,”original”,”seed”,”static”,”spectrum”,”primitive”,”enlightened”

1. But does the inherent character and essence of a person ever change?
2. imilarly, human nature does not change; yet, like the seed with the potential of becoming a tree, human nature is not a static thing but a spectrum of potentials.
3. We human beings can grow from a primitive to an enlightened condition without a change in our basic human nature.

12번 :”side”,”differently”,”influence”,”empathetically”,“view”,”emotional”,”judgment”,”strongly”,”negotiator”,”right”

The ability to see the situation as the other side sees it, as difficult as it may be, is one of the most important skills a negotiator can possess

If you want to influence them, you also need to understand empathetically the power of their point of view and to feel the emotional force with which they believe in it.

To accomplish this task you should be prepared to withhold judgment for a while as you “try on” their views.

13번:”Costs”,”degrees”,”capacity”,”standby”,”negligible”,”guaranteed”,”probability”,”differ”,”important” ,”particular”

Costs vary not only with the volume of output, and to varying degrees from one industry to another, they also vary according to the extent to which existing capacity is being used.

Different levels of probability have different costs in airline tickets, as elsewhere.

Those on urgent business may want a guaranteed reservation, even at a higher price, while others may be in a position where saving money is more important than being on one particular flight rather than another.”,

14번:”appealing”,”labeled”,”better”,”labeling”,”accurate”,”framed”,”presented”,”ikelihood”,”recompute” ,”gains”

The less appealing labeling option is just as accurate as the more appealing option.

Medical procedures may sound scarier when presented in terms of the risk of dying, rather than the likelihood of coming through unharmed.

Therefore, it is a useful exercise to recompute losses in terms of gains or gains in terms of losses.

15번: “excellence”,”simplicity”,”collecting”,”improve”,”externals”,”Sports”,”complex”,”Contrast”,”recognizes”,”flows”

The true champion recognizes that excellence often flows most smoothly from simplicity, a fact that can get lost in these high-tech days.

a good 25 percent of his athletic time was devoted to externals other than working out.

Many times in running, and in other areas of life, less is more.

16번 : “traced”,”foundations”,”Greek”,”novel”,”rational”,”evaluate”,”theories”,”foundation”,”competition”,”reasoned”

1. Their novel approach was to pursue rational inquiry through adversarial discussion: The best way to evaluate one set of ideas, they decided, was by testing it against another set of ideas.
2. In the political sphere, the result was democracy, in which supporters of rival policies vied for rhetorical supremacy; in philosophy, it led to reasoned arguments and dialogues about the nature of the world; in science, it prompted the construction of competing theories to try to explain natural phenomena; in the field of law, the result was the adversarial legal system.
3. This approach is the foundation for the modern Western way of life, in which politics, commerce, science, and law are all rooted in orderly competition.

17번:”shift”,”analog”,”digital”,”Renaissance”,”limited”,”Medieval”,”painstaking”,”liberated”,”redefines”,”compositions”

I would like to compare the shift from analog to digital film-making to the shift from fresco and tempera to oil painting in the early Renaissance

The switch to oils greatly liberated painters by allowing them to quickly create much larger compositions as well as to modify them as long as necessary.

Similarly, by allowing a filmmaker to treat a film image as an oil painting digital technology redefines what can be done with cinema.

18번:”discrepancy”,”judgment”,”facial”,”enthusiasm”,”unintentionally”,”candid”,”strategic”,”nonverbal”,”muted”,”adjustment”

When there is a discrepancy between the verbal message and the nonverbal message, the latter typically weighs more in forming a judgment.

That is, the nonverbal message is deliberate, but designed to let the partner know one’s candid reaction indirectly.

It is then the partner’s responsibility to interpret the nonverbal message and make some adjustment in the plan.

19번:”penalty”,”enough”,”trajectory”,”decision”,”spotted”,”standing”,”jeopardize”,”appearnace”,”impressive”,”embarrassing”

Rarely do they stay standing in the middle―even though roughly a third of all balls land there.

The simple answer: appearnace.

It looks more impressive and feels less embarrassing to dive to the wrong side than to freeze on the spot and watch the ball sail past.”,

20번:”childhood”,”ethically”,”immoral”,”harshly”,”effect”,”memories”,”traumatic”,”innocence”,”compass”,”interventions”

Recalling childhood memories can lead people to behave more ethically, according to a study published in April in the *Journal of Personality and Social Psychology*.

Youngsters may or may not behave especially ethically, but childhood tends to connote innocence ― a frame of mind that affects behavior.

“It’s promising research in thinking about ways in which people are following their moral compass with very simple interventions,” Gino says.

21번: “way”,”right”,”left”,”probabilities”,”will”,”maneuver”,”unspoken”,”bias”,”tendency”,”majority”

Replay the same scene in many parts of Asia, however, and you would probably move to the left.

The chance of a successful maneuver increases as more and more people adopt a bias in one direction, until the tendency sticks.

Whether it’s right or left does not matter; what does is that it is the unspoken will of the majority.