"Sustainability" has become a popular word these days, but to Ted Ning, the concept will always have personal meaning. Having endured a painful period of unsustainability in his own life made it clear to him that sustainability-oriented values must be expressed though everyday action and choice.

Ning recalls spending a confusing year in the late 1990s selling insurance. He'd been though the dot-com boom and burst and, desperate for a job, signed on with a Boulder agency.

It didn't go well. "It was a really had move because that's not my passion," says Ning, whose dilemma about the job translated, predictably, into a lack of sales. "I was miserable, I had so much anxiety that I would wake up in the middle of the night and stare at the ceiling. I had no money and needed the job. Everyone said, 'Just wait you'll turn the corner, give it some time."

Who would have thought that, globally, the IT industry produces about the same volumes of greenhouse gases as the world's airlines do—roughly 2 percent of all CO₂ emissions?

Many everyday tasks take a surprising toll on the environment. A Google search can leak between 0.2 and 7.0 grams of CO2 depending on how many attempts are needed to get the "right" answer. To deliver results to its users quickly, then, Google has to maintain vast data centres round the world, packed with powerful computers. While producing large quantities of CO2, these computers emit a great deal of heat, so the centres need to be well air-conditioned, which uses even more energy.

and m	However, Google and other big tech providers monitor their efficiency closely and make improvements. Monitoring is the first step on the road to reduction, but there is much to be done, and not just by big companies.					
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When people in developing countries worry about migration, they are usually concerned at the prospect of their best and brightest departure to Silicon Valley or to hospitals and universities in the developed world ,These are the kind of workers that countries like Britain ,Canada and Australia try to attract by using immigration rules that privilege college graduates.

Lots of studies have found that well-educated people from developing countries are particularly likely to emigrate .A big survey of Indian households in 2004 found that nearly 40% of emigrants had more than a high-school education, compared with around 3.3% of all Indians over the age of 25. This "brain drain "has long bothered policymakers in poor countries, They fear that it hurts their economies, depriving them of much-needed skilled workers who could have taught at their universities, worked in their hospitals and come up with clever new products for their factories to make.

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I can pick a date from the past 53 years and know instantly where I was , what happened in the news and even the day of the week. I've been able to do this since I was four.

I never feel overwhelmed with the amount of information my brain absorbs. My mind seems to be able to cope and the information is stored away neatly. When I think of a sad memory, I do what everyone does—try to put it to one side. I don't think it's harder for me just because my memory is clearer. Powerful memory doesn't make my emotions any more acute or vivid. I can recall the day my grandfather died and the sadness I felt when we went to the hospital the day before. I also remember that the musical paly *Hair* opened on the Broadway on the same day- they both just pop into my mind in the same way.

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Most people would define optimism as endlessly happy, with a glass that's perpetually half fall. But that's exactly the kind of false cheerfulness that positive psychologists wouldn't recommend. "Healthy optimists means being in touch with reality." says Tal Ben-Shahar, a Harvard professor, According to Ben-Shalar, realistic optimists are these who make the best of things that happen, but not those who believe everything happens for the best.

Ben-Shalar uses three optimistic exercisers. When he feels down—say, after giving a bad lecture-he grants himself permission to human. He reminds himself that
mot every lecture can be a Nobel winner; some will be less effective than others. Next
is reconstruction, He analyzes the weak lecture, leaning lessons, for the future about
what works and what doesn't. Finally, there is perspective, which involves
acknowledging that in the ground scheme of life, one lecture really doesn't matter.
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Think about driving a route that's very familiar. It could be your commute to work, a trip into town or the way home. Whichever it is, you know every twist and turn like the back of your hand. On these sorts of trips it's easy to lose concentration on the driving and pay little attention to the passing scenery. The consequence is that you perceive that the trip has taken less time than it actually has.

This is the well-travelled road effect: People tend to underestimate the time it takes to travel a familiar route.

The effect is caused by the way we allocate our attention. When we travel down a well-known route, because we don't have to concentrate much, time seems to flow more quickly. And afterwards, when we come to think back on it, we can't remembe the journey well because we didn't pay much attention to it. So we assume it wa shorter.

The supermarket is designed to lure customers into spending as much time as possible within its doors. The reason for this is simple: The longer you stay in the store, the more stuff you'll see, and the more stuff you see, the more you'll buy. And
supermarkets contain a lot of stuff. The average supermarket, according to the Food
Marketing Institute, carries some 44,00 different items, and many carry tens of
thousands more. The sheer volume of available choice is enough to send shoppers into a state of information overload. According to brain-scan experiments, the demands of
so much decision-making quickly become too much for us. After about 40 minutes of
shopping, most people stop struggling to be rationally selective, and instead begin
shopping emotionally-which is the point at which we accumulate the 50 percent of
stuff in our cart that we never intended buying.

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My dream has always been to work somewhere in an area between fashion and publishing. Two years before graduating from secondary school, I took a sewing and
design course thinking that I would move on to a fashion design course. However,
during that course I realized I was not good enough in this area to compete with other
creative personalities in the future, so I decided that it was not the right path for me.
Before applying for university I told everyone that I would study journalism, because
writing was, and still is. One of my favorite activities. But, to be honest, I said it,
because I thought that fashion and me together was just a dream I knew that no one
could imagine me in the fashion industry at all! So I decided to look for some
fashion-related courses that included writing. This is when I noticed the course
"Fashion Media & Promotion".
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A fifth grade gets a homework assignment to select his future career path from a list of occupations. He ticks "astronaut" but quickly adds "scientist" to the list and selects it as well. The boy is convinced that if he reads enough. He can explore as many career paths as he likes. And so he reads—everything from encyclopedias to science fiction novels. He reads so passionately that his parents have to institute a "no reading policy" at the dinner table.

the most science fiction and reference books; recently, he revealed that he reads at least so nonfiction books a year. Gates chooses nonfiction title because they explain how the world works "Each book opens up new avenues of knowledge," Gates says.			

最近,"承受力"成了一个流行词,但对特德·宁来说,他对其含义有自己亲身的体会。 在经历了一段无法承受的痛苦生活后,他清楚地认识到,旨在提高承受力的价值观只有通过 每日的行为和选择才能得到体现。

宁回忆起 20 世纪 90 年代后期销售保险度过的那困惑的一年。在经历了网络泡沫的膨胀和破灭之后,他急需找到一份工作,因此就与博尔德公司签了约。

但情况并不顺利。"这的确是糟糕的一步,因为它激不起我的工作热情。"宁说。不出所料,工作上的进退维谷造成销售业绩不佳。"我很痛苦,愁肠百结,常常在半夜惊醒,望着天花板发愣。我身无分文,需要这份工作。大家都说:'等等看,过一段时间情况会好转的。'" 2011

谁会想到信息技术行业产生的温室气体总量会与航空业不相上下,约占全球二氧化碳排放量的 2%?

信息技术行业的许多日常工作对环境造成了意想不到的危害。每用谷歌搜索一次就会释放出 0.2 克至 7.0 克的二氧化碳,释放量的多少取决于使用者需要搜索多少次才能得到"正确"答案。为了把搜索结果迅速传输给用户,谷歌不得不在全世界范围内建立大型数据中心,并配备大功率计算机。除了排放大量二氧化碳,这些计算机还释放许多热量,因此数据中心心还需要良好的空调环境,而这又会消耗更多的能量。

不过,谷歌和其他大型技术供应商已在密切监控其数据中心的工作效率并做出改进。监控只是减排的第一步,需要做的还有很多,而且这不仅仅是大公司的事情。

发展中国家的人们考虑移民时通常担忧的是,自己国家中最优秀和最聪明的人都离开了。这些人正是英国、加拿大和澳大利亚等国家想要通过对大学毕业生提供优惠的移民条例来吸引的人才。

许多研究表明,发展中国家受过良好教育的人尤其可能移民。2004 年对印度家庭的一项大规模调查表明,将近 40%移居国外的人受过高中以上的教育,而与之形成对比的是,全印度 25 岁以上受过高中以上教育的人约为 33%。这种"人才流失"现象长期困扰着贫困国家的决策者。他们担心这会损害本国经济,使他们失去急需的熟练劳动者,这些人本可以留在国内在大学任教在医院工作或设计出新颖的产品供工厂生产。2013

我能从过去的 53 年中挑个日子,然后很快反应出出自己那天在哪里、当天有什么新闻, 甚至是星期几。从四岁起,我就有了这种能力。

我从来不会因为大脑吸收的信息量太庞大而感到难难以承受。我的大脑似乎有能力应对,而信息的储存也有条有理。我想起伤心往事的时候,也和大家一样一一尽量搁到一边不管。我不觉得记得越清就越难忘记。惊人的记忆力并没有使我的情绪变得更为敏感或者更加细腻。我能够记得祖父去世那天的情景,以及前一天我们去医院时我有多么难过。我也记得音乐剧剧《长发》是在这天首登百老汇舞台的一一这两件事情就这样以相同的方式迅速跳进我的脑海。

2014

大多数人将乐观定义为永远快乐,总觉得杯子里的水还有一半。但积极心理学家并不提倡这种虚假的快乐。"健康的乐观是与现实联系在一起的,"哈佛大学教授泰·本·沙哈说道。根据他的观点,现实的乐观主义者是去积极实现事情的圆满,而不是坐等事情自己变得圆满。

本·沙哈提出了乐观训练的三个阶段。当他心情低落时——比如,一个糟糕的演讲之后他宽慰自己这是人之常情。他提醒自己不是每一次演讲都要求达到诺贝尔奖的标准,有些演

讲的效果会不如其他的。下一个阶段是重塑。他会分析这次失败的演讲,哪些地方可取,哪些不可取,为将来的演讲积累累经验。最后一个阶段是前贍,我们要认识到在生命的宏伟蓝图中,一次演讲根本算不上什么

2015

设想一下,你你正开车行驶在一条非常熟悉的路线上。可以是你每天上下班、去城里或者回家的路。不管是哪条路,你对每一个拐每一个弯都了如指掌,非常熟悉。在这样的路途中,我们很容易在开车的时候心不在焉,对途中的景色也几乎是全然不顾。结果是你觉得路途上所花的时间比实际要少

这就是所谓的"熟路效应":人们往往会低估在熟悉的线路上所花费的时间。

这种效应是由我们注意力分配的方式不同引起的。如果我们行驶在熟悉的路线上,因为不需要太集中精力,会感觉时间流逝得更快。以后,一旦回想这段路程,因为注意力没有集中在此我们的记忆就不那么清晰。这样,我们就会觉得路程更短。

超市旨在吸引顾客在店里停留尽量长的时间。其原因非常简单:顾客在店里停留的时间越长看到的商品就越多;看到的商品越多,买的就越多。超市里陈列了大量的商品。根据食品推广协会的调查,一般超市里有大约 44000 种不同的商品;大多数超市多达数万种。如此众多的选择足以使顾客面对的信息过于繁杂。脑部扫描实验发现,需要快速做这么多的决定就会使我们太累。大约购物 40 分钟以后,大多数人不再努力做出理性的选择,转而开始冲动购物一一此时,我们已经在购物车里装了一半根本没想买的东西。

2017

2016

我的梦想

我的梦想一直是在时装设计和出版界之间找寻一个工作。在我中学毕业的两年前,我参加了一个缝纫和设计课程,原以为我能再继续参加一个时装设计的课程。然而,就在这个课程上,我意识到,将来在这个领域,我是无法和那些富于创新精神的精英们相媲美的。于是,我断定到这条路走不通。在申请上大学之前,我和所有人都讲,我想学新闻学,因为,写作曾经是,现在也是我最喜欢的活动之一。但是,说实话,我之所以这样说,是因为我以为从事时装设计不过是一个梦想,我也知道,除了我之外,没有人能想象出我会从事时装设计的工作。

2018

有一名五年级的学生收到了一份家庭作业,要他在一系列职业清单中选出自己未来的取业之路。他选了"宇航员",但是随即又迅速在单子上加了个"科学家",并且也选上了。这个男孩相信如果书读得够多,他就能随心所欲地探索尽可能多的职业道路。因此,他博览群书一无论是百科全书还是科幻小说。他如此痴迷于阅读,以至于父母不得不规定他吃饭时"禁止阅读"。

这个男孩就是比尔·盖茨,他还没有停止阅读一哪怕自己已然成为这个世界最成功的人之一。如今,他阅读的材料不再是科幻类小说和工具类书籍:最近,他透露自己一年至少要读50本非小说类书籍。盖茨选择非小说类书籍,是因为它们可以解释世界是如何运转的。

"每一本书都会打开探索知识的新道路",盖茨说道。