

READING PASSAGE 3

You should spend about 20 minutes on **Questions 27-40**, which are based on Reading Passage 3 below.

Innovation in Business

Innovation describes the way that we develop new ideas, products and approaches, and it is one of the most vital human endeavours. Over the history of humanity, innovation has made life better in so many different ways. It is part of human nature to recognise the benefits of innovation; however, the majority of us have little comprehension of the processes that actually lead to innovation occurring. It is a frequent topic for discussion in journals and university lecture theatres. However, in company boardrooms across New Zealand, the term is heard far too frequently and more caution should be applied. Certainly, a recent international survey showed that the idea of innovation is so broad as to appear almost meaningless, with different sectors of the business world – or different divisions inside the same business – often defining innovation in their own way.

While there is an obvious attraction to the new, innovation is not always about large-scale research and development projects or revolutionary business models; it can be on a small, highly localised scale and involve a step-by-step approach. The famous case study of the drinks company Lucozade shows it can be as simple as adding a screw top to a bottle. This carefully managed change in packaging shifted the public perception of the product from a medicine to a sports drink and Lucozade profited handsomely, clearly showing their approach was successful. So what steps can businesses take to keep ahead in the innovation game?

There seems to be a widespread belief that the world's best ideas are sudden and intuitive. Thomas Edison supposedly invented the light bulb with a sudden moment of clarity, but in fact the book *Edison: His Life and Inventions* shows that Edison's own inspiration usually resulted from laborious experimentation, rather than a moment of genius. Thus, business managers are at risk of overestimating the pace of development while underestimating the amount of perseverance needed. This is why we must reject the false assumption that innovation is just a moment of brilliance waiting to strike.

No exploration of innovation is complete without mention of Steve Jobs, the late chief executive officer (CEO) of Apple. No-one encapsulated the creative essence of Silicon Valley, the home of many global tech companies, better than Jobs, but he has also been accused of arrogance. Jobs' managerial approach often irritated his co-workers but, in part, it was the fuel for his visionary innovations. He felt it his duty to make society a better place, but his egotistical behaviour could have undesirable consequences, too. Jobs' former employees have suggested this type of demanding behaviour affects sickness rates and group morale, which in turn may squash creativity and innovation.

In his 2011 TED (Technology, Entertainment, Design) Talk, economist Tim Harford made this statement: ‘Show me a successful complex system, and I will show you a system that has evolved through trial and error.’ It sounds like common sense, and some commentators have claimed Harford’s TED Talk was not persuasive, because it was stating the obvious. But he responds that a trial and error approach is not all that obvious, because society expects all problems to have a quick and simple solution. Harford is right to point out that both consumers and investors expect consistent and clear breakthroughs. But the value of step-by-step innovation is often underrated and failure may in fact be crucial to eventual success.

Former chief solutions officer at Yahoo, Tim Sanders, believes that innovation is only ‘little ideas that combine with other little ideas that improve themselves into game-changing ideas’. This snowballing effect has similarities to the phenomenon that author and broadcaster Steven Johnson calls the ‘hummingbird effect’ of innovation. This points out that progress in one area or discipline can end up triggering small but significant developments elsewhere entirely. A good case to cite in support of this universal truth would be Gutenberg’s printing press, which was revolutionary in itself for making books accessible to the masses. However, the press also affected an unrelated industry by causing a rise in demand for reading glasses. This highlights the wider idea of connectivity, which is an essential component of innovation.

When Kode Biotech won a recent innovation award, CEO Steve Henry had this to say: ‘Most people think innovation is invention, but they don’t understand that innovation is the conversion of invention into something useful.’ This is particularly true when it comes to Kode’s highly specialised use of nano-technology. Henry says that Kode cannot chase all the opportunities it has created. Instead, Kode’s approach is to collaborate with similar nano-technology businesses, which take its innovations and develop them into commodities that can be sold in the marketplace.

Innovation can be hectic and disorganised, but that is the way that radical new ideas sometimes come about. But, for established businesses, the disorderly nature of innovation can seem discouraging. Previously Unavailable, a specialist innovation consultancy, says that while 84% of businesses consider innovation critical to their future, only 6% are satisfied with their innovation efforts. Previously Unavailable uses a process called Black Box, which was developed following a study at Harvard Business School. Black Box was formed to overcome the barriers that prevent innovation in larger organisations. Using this unique system, Previously Unavailable will lease a team of innovation experts on a short-term basis to client organisations to assist with conceiving, developing and launching new products and business innovation. It seems probable that this sort of innovation consultancy will become increasingly common, just as businesses already employ specialist consultants for legal, financial or marketing services.

Questions 27–30

Do the following statements agree with the views of the writer in Reading Passage 3?

In boxes 27–30 on your answer sheet, write

- | | |
|------------------|---|
| YES | <i>if the statement agrees with the views of the writer</i> |
| NO | <i>if the statement contradicts the views of the writer</i> |
| NOT GIVEN | <i>if it is impossible to say what the writer thinks about this</i> |

- 27** Most people naturally understand how innovation happens.
- 28** The word ‘innovation’ is overused in business in New Zealand.
- 29** There are many interpretations of what innovation means in business, according to one global study.
- 30** Research and development projects have a higher priority today than in the past.

Questions 31–35

Choose the correct letter, A, B, C or D.

Write the correct letter in boxes 31–35 on your answer sheet.

31 What is the writer doing in the third paragraph?

- A** criticising the conclusions of one publication
- B** praising the contribution of a famous inventor
- C** dismissing one common idea about innovation
- D** suggesting that innovation changes over time

32 What is the writer's main point in the fourth paragraph?

- A** Each industry will innovate in its own way.
- B** There are pros and cons to strong leaders.
- C** Some individuals are more innovative than others.
- D** Leadership requires building teams that work together.

33 The writer refers to Gutenberg's printing press in order to

- A** compare how two different innovations developed.
- B** illustrate an exception to his point about innovation.
- C** show why one approach to innovation was controversial.
- D** give an example of a general rule about innovation.

34 What is the writer's main point in the seventh paragraph?

- A** Companies should cooperate to turn ideas into products.
- B** A company tends to make profits from its own innovations.
- C** Science and business can often have common goals.
- D** Competition between businesses produces innovation.

35 According to the writer, companies like Previously Unavailable

- A** have published valuable research about innovation.
- B** help companies recruit people with skills in innovation.
- C** run university courses teaching innovation skills.
- D** can be hired to give businesses advice about innovation.

Questions 36–40

Complete each sentence with the correct ending, **A–G**, below.

Write the correct letter, **A–G**, in boxes 36–40 on your answer sheet.

- 36** A book about the life and work of Thomas Edison suggests that
- 37** People who have worked for CEOs like Steve Jobs claim that
- 38** Critics of Tim Harford's 2011 TED Talk say that
- 39** Steven Johnson's 'hummingbird effect' proposes that
- 40** Kode Biotech CEO Steve Henry believes that

- A** innovators do not get enough credit for their own ideas.
- B** innovation may influence a completely different field.
- C** expressing what everyone already knows is pointless.
- D** innovation can be enhanced through collaboration with similar companies.
- E** innovation requires a great deal of hard work.
- F** copying ideas that already exist is not true innovation.
- G** certain personality types can limit innovation.

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27–30 Yes / No / Not Given

题号	答案	题干翻译	关键定位句 (原文)	定位句翻译	详细解释
27	NO	大多数人自然而然就明白创新是如何发生的。	<i>...the majority of us have little comprehension of the processes that actually lead to innovation occurring.</i> (第1段)	“.....我们大多数人几乎不了解真正导致创新发生的那些过程。”	题干说 “most people naturally understand”，意思是“多数人本来就懂”。原文却明确说“多数人几乎不了解”创新发生的过程，是直接相反的观点，因此答案为 NO。
28	YES	在新西兰的商业领域，“innovation”这个词被过度使用。	<i>However, in company boardrooms across New Zealand, the term is heard far too frequently and more caution should be applied.</i> (第1段)	“然而，在新西兰各家公司董事会议室里，这个词被说得太频繁了，应该更谨慎些。”	“heard far too frequently”= 出现得太频繁、用得太多，对应题干的 “overused (过度使用)”。地点也正是“公司董事会议室 across New Zealand”，与题干完全一致，所以是 YES。
29	YES	根据一项全球研究，在商业中“创新”的含义有很多不同解释。	<i>...a recent international survey showed that the idea of innovation is so broad as to appear almost meaningless, with different sectors of the business world – or different divisions inside the same business – often defining innovation in their own way.</i> (第1段)	“.....一项近期的国际调查表明，‘创新’这一概念宽泛到几乎失去意义，商业世界的不同部门——甚至同一家公司内部的不同部门——经常以自己的方式来界定‘创新’。”	“recent international survey”就是“一项全球性的研究/调查”；结果是不同部门“各自给出自己的定义”，说明对“创新”有很多不同解释。与题干 “many interpretations of what innovation means in business” 一致，因此为 YES。
30	NOT GIVEN	现在，研发项目比过去更被重视。	<i>While there is an obvious attraction to the new, innovation is not always about large-scale research and development projects or revolutionary business models; it can be on a small, highly localised scale ...</i> (第2段)	“尽管人们显然会被新事物吸引，创新并不总是与大型研发项目或颠覆性商业模式有关；它也可以是在小范围内、逐步推进的做法.....”	原文只是说“创新不一定非得是大型研发项目”，并没有比较“现在 vs 过去的优先级/重要性”。题干涉及时间对比 (today than in the past)，文章完全没有提到，因此不能判断作者观点，答案为 NOT GIVEN。

31–35 多项选择题

题号	答案	题干翻译	关键定位句 (原文)	定位句翻译	详细解释
31	C	在第三段中，作者在做什么？	<i>"There seems to be a widespread belief that the world's best ideas are sudden and intuitive... ...This is why we must reject the false assumption that innovation is just a moment of brilliance waiting to strike."</i> (第3段)	“似乎普遍存在一种看法：世界上最好的点子是突然、直觉式地产生的.....这就是为什么我们必须否定这样一种错误假设：创新不过是灵光乍现的瞬间。”	这一段先指出一种“普遍看法”，随后用爱迪生传记证明事实并非如此，最后说“we must reject the false assumption”。也就是在否定/驳斥一种关于创新的常见观念，对应选项 C dismissing one common idea about innovation 。其它选项：A 说“批评某本出版物的结论”，但书的内容是被用来支持作者观点的；B 是“赞扬爱迪生”，不是重点；D “创新随时间改变”也未提及。
32	B	在第四段中，作者的主要观点是什么？	<i>"No-one encapsulated the creative essence of Silicon Valley... better than Jobs, but he has also been accused of arrogance. ... it was the fuel for his visionary innovations. ... but his egotistical behaviour could have undesirable consequences, too. Jobs' former employees have suggested this type of demanding behaviour affects sickness rates and group morale, which in turn may squash creativity and innovation."</i> (第4段)	“没有人能像乔布斯那样体现硅谷的创造精髓.....但他也被指责为傲慢。.....这种作风是他富有远见的创新的燃料。.....但他的自我中心行为也可能带来不良后果。他的前员工指出，这种苛求的行为会影响员工病假率和团队士气，进而可能抑制创造力与创新。”	段落反复用“but”展示：一方面乔布斯的强势个性推动了创新，另一方面也带来了负面结果。核心是“强势领导既有点也有缺点”，对应选项 B There are pros and cons to strong leaders 。A “每个行业各有创新方式”在第1段；C “有些人更有创新力”不是主旨；D “领导需要建设团队”也不是这段重点。
33	D	作者提到古腾堡印刷机是为了.....？	<i>"...the 'hummingbird effect' of innovation. This points out that progress in one area or discipline can end up triggering small but significant developments elsewhere entirely. A good case to cite in support of this universal truth would be Gutenberg's printing press... However, the press also affected an unrelated industry by causing a rise in demand for reading glasses. This highlights the wider idea of connectivity, which is an essential component of innovation."</i> (第6段)	“.....约翰逊称之为创新的‘蜂鸟效应’。这指出，在某一领域取得进展，最终可能在完全不同的领域引发虽小却重要的发展。这一普遍规律的一个很好例证就是古腾堡印刷机.....不过，这台印刷机还影响了一个不相关的行业——带来了对眼镜的需求上升。这凸显了更广泛的‘联结性’概念，这是创新的重要组成部分。”	先提出一条“universal truth (普遍规律)”，再说“a good case to cite in support of this universal truth would be Gutenberg's printing press”，显然是用印刷机作为一般规则的例子。因此选 D give an example of a general rule about innovation 。A “比较两种不同创新”、B “举例说明例外”、C “说明某种创新方式有争议”都与文意不符。
34	A	第七段的主旨是什么？	<i>"Most people think innovation is invention, but they don't understand that innovation is the conversion of invention into something useful. ... Henry says that Kode cannot chase all the opportunities it has created. Instead, Kode's approach is to collaborate with similar nano-technology businesses, which take its innovations and develop them into commodities that can be sold in the marketplace."</i> (第7段)	“大多数人认为创新就是发明，但他们不明白，创新其实是把发明转化为有用之物。.....亨利说，Kode 无法追逐它创造出的所有机会。相反，Kode 的做法是与类似的纳米科技公司合作，由这些公司把它的创新发展可以在市场上销售的商品。”	这一段强调：创新不仅是发明，更是把发明变成可销售产品；Kode 通过与其他公司合作来完成这一转换。主旨是“公司应合作把想法变成产品”，对应选项 A Companies should cooperate to turn ideas into products 。C “科学与商业目标相同”只隐约涉及，不是中心；B、D 与合作无关。
35	D	根据作者说法，像 Previously Unavailable 这样的公司怎样？	<i>"Previously Unavailable, a specialist innovation consultancy, says that... Previously Unavailable uses a process called Black Box... Using this unique system, Previously Unavailable will lease a team of innovation experts on a short-term basis to client organisations to assist with conceiving, developing and launching new products and business innovation. It seems probable that this sort of innovation consultancy will become increasingly common, just as businesses already employ specialist consultants for legal, financial or marketing services."</i> (第8段)	“Previously Unavailable 是一家专业创新咨询公司.....利用这一独特系统，它会在短期内向客户公司‘租赁’一支创新专家团队，帮助它们构思、开发和推出新产品与业务创新。这种创新咨询很可能变得越来越普遍，就像企业已经习惯聘请法律、金融或市场营销方面的专业顾问一样。”	这里把它说成“specialist innovation consultancy”，并说明它向企业派出专家团队，帮助客户完成创新项目——本质就是被雇来为企业提供创新方面的专业建议和服务，与选项 D can be hired to give businesses advice about innovation 完全吻合。A “发表研究”没提到；B “帮助招聘人才”未提；C “开大学课程”也没有。

36–40 句子配对 (A–G)

题号	答案	题干翻译	关键定位句 (原文)	定位句翻译	详细解释
36	E	关于托马斯·爱迪生生平与工作的那本书表明.....	<i>“...Thomas Edison supposedly invented the light bulb with a sudden moment of clarity, but in fact the book Edison: His Life and Inventions shows that Edison's own inspiration usually resulted from laborious experimentation, rather than a moment of genius.”</i> (第3段)	“据说爱迪生是在某个灵光乍现的瞬间发明了电灯，但事实上，《爱迪生：他的生平与发明》这本书表明，爱迪生的灵感通常是源自艰苦的反复试验，而不是天才的瞬间爆发。”	这里强调 “laborious experimentation (艰苦的反复实验)”，说明创新需要大量持续的努力，对应选项 E innovation requires a great deal of hard work。其它选项都与这句不符。
37	G	曾在像史蒂夫·乔布斯这样的CEO手下工作过的人声称.....	<i>“Jobs' former employees have suggested this type of demanding behaviour affects sickness rates and group morale, which in turn may squash creativity and innovation.”</i> (第4段)	“乔布斯的前员工指出，这种苛求的行为会影响员工的病假率和团队士气，进而可能压制创造力和创新。”	这说明某种性格/行为风格(苛刻、强势)会限制或压制创新，正好对应 G certain personality types can limit innovation。
38	C	对蒂姆·哈福德 2011 年 TED 演讲的批评者认为.....	<i>“It sounds like common sense, and some commentators have claimed Harford's TED Talk was not persuasive, because it was stating the obvious.”</i> (第5段)	“这听上去像常识，有评论者认为哈福德的 TED 演讲缺乏说服力，因为他只是把显而易见的事讲出来而已。”	评论者的观点是：演讲只是在说“显而易见的东西”，所以“not persuasive”。这就是“把大家已经知道的话说出来是没有意义的”，对应 C expressing what everyone already knows is pointless。
39	B	史蒂文·约翰逊的“蜂鸟效应”提出.....	<i>“...the phenomenon that author and broadcaster Steven Johnson calls the 'hummingbird effect' of innovation. This points out that progress in one area or discipline can end up triggering small but significant developments elsewhere entirely.”</i> (第6段)	“.....作家兼主持人史蒂文·约翰逊称之为创新的‘蜂鸟效应’，它指出，在某一领域取得的进展，最终可能在完全不同的领域引发虽小但重要的发展。”	这说明创新在一个领域的进步会影响 “elsewhere entirely (完全不同的领域)”，即“可能影响一个完全不同的领域”，对应项 B innovation may influence a completely different field。
40	D	Kode Biotech 的 CEO 史蒂夫·亨利认为.....	<i>“Henry says that Kode cannot chase all the opportunities it has created. Instead, Kode's approach is to collaborate with similar nano-technology businesses, which take its innovations and develop them into commodities that can be sold in the marketplace.”</i> (第7段)	“亨利说，Kode 无法追逐自己创造出的所有机会。相反，Kode 的做法是与类似的纳米科技公司合作，由这些公司把它的创新发展成可以在市场上销售的商品。”	这里的重点是 “collaborate with similar nano-technology businesses”，说明通过与相似企业合作来加强和实现创新，对应 D innovation can be enhanced through collaboration with similar companies。