

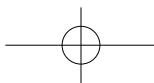
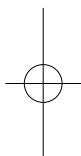
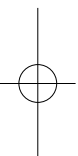


**UNIT** **1**

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# The way to success







# Passage A

## Directions

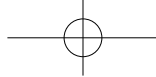
You are going to read a passage with 10 statements attached to it. Each statement contains information given in one of the paragraphs. Identify the paragraph from which the information is derived. You may choose a paragraph more than once. Each paragraph is marked with a letter.

阅读理解实际用时      分      秒 (      WPM)

答题正确率      %

## The secret of Apple's success: Simplicity

- A** Apple's package-design team had just returned from its presentation to Steve Jobs, and the faces told the story – they had that “things didn't go exactly as we planned” look. “The suspense is killing me,” I said to the project leader. “How'd it go this morning?” “Well,” he said, “Steve hit us with the Simple Stick.” Translation: Steve had rejected their work – not because it was bad but because, in some way, it failed to distil the idea to its essence. The person leading the project had directed the team to create packaging for two versions of the same product. Jobs had decided this was brain-dead. “Just combine them,” he said. “One product, one box.” There was no need to explore the idea of a second package.
- B** He was right. It was simpler, quicker, better. The conversation was over in minutes, and it left one very smart and talented group of people wondering why they hadn't thought of that before. The Simple Stick symbolizes a core value within Apple, which inspires people to think brutal, to think small, and to do business the Steve Jobs way. Sometimes it's held up as inspiration; other times it's wielded (挥动) like a caveman's club: a deep, almost religious belief in the power of simplicity.
- C** Steve Jobs demanded straightforward communication from others as much as he dished it out himself. He'd cut you off if you rambled (闲聊). He ran his business as if there were precious little time to waste, which well reflected the reality for Apple – as surely it does for any company serious about competing. This is probably the one element of simplicity that's easiest to institute. You'll make some people squirm (局促不安), but everyone will know where they stand; 100 percent of your group's time will be focused on forward progress – no need to decode what people are really saying.



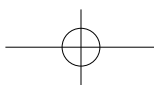
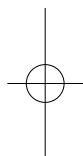
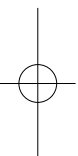
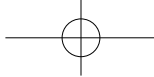
- D** There is a general perception that Jobs was the nasty tyrant who demanded allegiance (效忠), barked commands, and instilled (灌输) the fear of God in those around him. While Jobs certainly did exhibit such behavior, this portrait is incomplete. The man could also be funny, warm, and even charming. There is a huge difference between being brutally honest and simply being brutal.
- E** A former Apple senior staffer remembers a routine that he saw played out often during his time as a direct report to Jobs. He calls it “the rotating turret (旋转炮台)”. There was no predicting when it would happen, as it depended on how conversations evolved. But in some meeting, at some random time, some poor soul in the room would say something that everyone in the room could tell was going to light Jobs’ fuse. First came the uncomfortable pause. The offending comment would reverberate in the air, and it would seem as if the entire world went into slow motion as Jobs’ internal sensors fixed on the origin of the sound wave. You could almost hear the meshing (啮合) of gears as his “turret” slowly turned toward the guilty party. Everyone knew what was coming, but was powerless to stop it. Finally, the turret would lock on to its target. In a split second Jobs would activate his firing mechanism, and without a second thought he’d unload all his ammunition. It was uncomfortable to watch and even more uncomfortable to experience, but at Apple it was just a fact of life.
- F** How many overpopulated meetings do you sit through in a year? How many of those meetings get sidetracked (使离题) or lose focus in a way that would never occur if the group were half the size? The small-group rule requires enforcement, but it’s worth the cost. Out in the real world, when I talk about small groups of smart people, I rarely get any pushback. That’s because common sense tells us it’s the right way to go. Most people know from experience that the fastest way to lose focus, waste valuable time, and water down great ideas is to entrust them to a large group. Just as we know that there is equal danger in putting ideas at the mercy of a large group of approvers.
- G** One reason why large, unwieldy groups tend to be created in many companies is that the culture of a company is bigger than any one person. It’s hard to change “the way we do things here”. This is where the freaks of simplicity need to step in and overcome the inertia (惰性). One must be judicious and realistic about applying the small-group principle. Simply making groups smaller will obviously not solve all problems, and “small” is a relative term. You need to be the enforcer and be prepared to hit the process with the Simple Stick when the group is threatened with unnecessary expansion.
- H** In one iconic technology company with which I worked I found a framed sign in every conference room designed to nudge the employees toward greater productivity. The headline on the sign was how to have a successful meeting. What these signs really said, though, was: “Welcome to a very big company! Just follow these signs and you’ll fit in well.” It’s not hard to imagine Jobs, who actively fought big-company behavior, joyously ripping these signs off the wall and replacing them with Ansel Adams prints that might provide a moment of reflection or inspiration.



- I If you ever work at Apple there will be no signs on the wall telling you how to run a meeting. Likewise, there will be no signs telling you how to tie your shoes or fill a glass of water. The assumption is that you are well equipped with brains and common sense and that you're a fully functioning adult. If you're not already a disciple of simplicity, you'll become one soon. Either that, or you'll decide you'd rather not be part of such a thing, which is OK, too. Simplicity prefers not having to train a bucking bronco (野马).
  
- J It's natural for people to be resistant to change, large or small, so trying to change attitudes within an organization can be difficult. But when you spread the word about the value of simplicity you are not spreading some oddball theory, you're echoing one of the most successful people in business history. If you refer to the benefits Apple has enjoyed by embracing simplicity, and make the appropriate parallels to your own business, you'll build a compelling case.
  
- K You can spread the religion of simplicity project by project, by interacting with people and groups one at a time. Getting people to buy into a concept to the point where they start contributing their own ideas can literally create a movement within an organization.
  
- L Simplicity is a way of looking at every part of your job, the jobs of those around you, and the way your company operates. Once you start seeing the world through the lens of simplicity you'll be astounded at how many opportunities exist to improve the way your business works.

( 1,195 words)

- \_\_\_ 1 At Apple, your precious time will be concentrated on how to make forward progress instead of trying to figure out what others are really saying.
- \_\_\_ 2 It can be difficult to make changes in an organization for people tend to resist changes.
- \_\_\_ 3 If someone said something dissatisfying Steve Jobs, he would blow his fuse at any moment, and behave like a turret toward its target.
- \_\_\_ 4 A progress can be made within an organization by making people accept a concept to the point where they start offering their own ideas.
- \_\_\_ 5 People need to practice the idea of simplicity when the groups in some companies are likely to expand unnecessarily.
- \_\_\_ 6 Steve Jobs rejected the package-design team's work for its lack of simplicity.
- \_\_\_ 7 Steve Jobs would prefer the prints on the wall that might inspire some profound thinking rather than signs telling people how to run a successful meeting.
- \_\_\_ 8 The meetings of a small group may not distract attention, waste time, or weaken great ideas.
- \_\_\_ 9 The employees at Apple are supposed to be equipped with intelligence, common sense and the idea of simplicity, so there are no signs telling you how to do things.
- \_\_\_ 10 Simplicity, Steve Jobs' way of thinking and doing things, acts as a core value within Apple.





# Passage B

## Directions

You are going to read a passage with 10 statements attached to it. Each statement contains information given in one of the paragraphs. Identify the paragraph from which the information is derived. You may choose a paragraph more than once. Each paragraph is marked with a letter.

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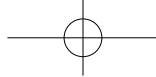
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## Designers must learn to embrace failure

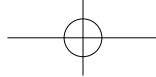
- A** In our experience, one of the scariest snakes in the room is the fear of failure, which manifests itself in many ways like fear of being judged, fear of getting started, and fear of the unknown. And while much has been said about fear of failure, it still is the single biggest obstacle people face to creative success.
- B** A widely held myth suggests that creative geniuses rarely fail. Yet according to Keith Simonton, a professor in University of California, actually the opposite is true: Creative geniuses, from artists like Mozart to scientists like Darwin, are quite prolific (多产的) when it comes to failure. His research has found that creative people simply do more experiments. Their ultimate “strokes of genius” don’t come about because they succeed more often than other people – they just do more, period. They take more shots at the goal. That is the surprising, compelling mathematics of innovation: If you want more success, you have to be prepared to shrug off more failure.
- C** Take Thomas Edison, for example. Edison, one of the most famous and prolific inventors in history, had failure baked into his creative process. He understood that an experiment ending in failure is not a failed experiment as long as constructive learning is gained. He invented the incandescent (白炽的) light bulb, but only after the lessons of a thousand unsuccessful attempts. Edison maintained that the “real measure of success is the number of experiments that can be crowded into 24 hours”.
- D** In fact, early failure can be crucial to success in innovation. Because the faster you find weaknesses during an innovation cycle, the faster you can improve what needs fixing. We grew up in Ohio, home of aviation pioneers Orville and Wilbur Wright. The



Wright brothers are best remembered for what is sometimes called the “first flight” in December of 1903 at Kitty Hawk. But that accomplishment overlooks the hundreds of experiments and failed flight trials in the years that led up to that first successful flight. In fact, some reports suggest that the Wright brothers picked Kitty Hawk in part because the remote Outer Banks location would draw less media attention during their experiments.

- E** Edison and the Wright brothers may seem like ancient history, but the tradition of learning from enlightened trial and error is still very much alive today. When Steelcase decided to reinvent the traditional classroom chair, they worked with our design team to build over 200 prototypes of all shapes and sizes. They constructed plywood (胶合板) components, attaching them to pieces of existing chairs. They went to local colleges, asking students and professors to interact with these “experience models” and give feedback. They carved shapes out of foam and fabricated parts on 3D printers to get a sense of shape and size. All that relentless experimentation paid off. The Node chair replaced the rigidity of its predecessors with a comfortable swivel seat, an adjustable work surface, a tripod base to hold backpacks – and the whole thing is set on casters. The result is a mobile, flexible 21st-century classroom chair that quickly transits from lecture-based seating to group activities, fitting with today’s varied teaching styles. Launched in 2010, Node chairs are already in use at 800 schools and universities around the world.
- F** Neither Edison, nor the Wright brothers, nor modern-day innovators like the design team on the Node chair were defensive or embarrassed about their method of trial and error. Ask any seasoned innovator, and they will likely have an impressive collection of “war stories” about failures on their path toward success.
- G** Albert Bandura, a famous psychologist, used the process of guided mastery – a series of small successes – to help people gain courage and overcome deep-seated phobias. What would have been nearly impossible to accomplish in one giant leap became manageable in small steps, with the guidance of someone knowledgeable in the field. In a similar way, we use a step-by-step progression to help people discover and experience the tools and methodologies of design thinking, gradually increasing the level of challenge to help individuals transcend the fear of failure that blocks their best ideas. These small successes are intrinsically rewarding, and help people to go on to the next level.
- H** In our classes or workshops, we first ask people to work through quick design challenges, whether it’s to redesign the gift-giving experience or to rethink their daily commute. We may jump in with some help or a small nudge, but mostly we let them figure out solutions themselves. Building confidence through experience encourages more creative action in the future, which further bolsters (支撑) confidence. For this reason, we frequently ask students and team members to complete multiple quick design projects, rather than one big project, to maximize the number of learning cycles.





- I At the design school, one of the goals of getting people to work together on a project is to help them practice new skills and challenge themselves and most likely experience failure as a result. We believe the lessons learned from failures may make us smarter – even stronger. But that doesn't make failure any more fun. Failure is hard, even painful. As Stanford professor Bob Sutton and IDEO partner Diego Rodriguez often say at the design school, "Failure sucks, but instructs."
- J The inescapable link between failure and innovation is a lesson you can only learn through doing. We give students a chance to fail as soon as possible, in order to maximize the learning time that follows. Instead of long lectures followed by exercises, most of our classes at the design school give students a little instruction upfront, and then get them working on a project or a challenge. We follow up in debriefs (汇报) to reflect on what succeeded and what can be learned from things that didn't work.
- K Facing failure, in order to wipe away the fear, was something understood intuitively by our friend John Cass Cassidy, lifelong innovator and creator of Klutz Press. In his book, *Juggling for the Complete Klutz*, Cassidy didn't start us out juggling two balls, or even one. He began with something more basic: "the drop". Step one is simply to throw all three balls in the air and let them drop. Then repeat. In learning to juggle, the angst (忧虑) comes from failure – from having the ball fall to the floor. So with step one, Cassidy aims to numb aspiring jugglers to that. Having the ball fall to the floor becomes more normal than the ball not falling to the floor. After addressing our fear of failure, juggling becomes a lot easier. The two of us were skeptical at first, but with the help of his simple approach, we really did learn to juggle.
- L Fear of failure holds us back from learning all sorts of new skills, from taking on risks, and tackling new challenges. Creative confidence asks that we overcome that fear. You know you are going to drop the ball, make mistakes, and go in a wrong direction or two. But you come to accept that it's part of learning. And in doing so, you are able to remain confident that you are moving forward, despite the setbacks.

( 1,208 words)

- \_\_\_\_\_ 1 During an innovation cycle, the earlier you find your weaknesses, the earlier you can improve what is unsatisfying.
- \_\_\_\_\_ 2 Building confidence based on experience urges more creative action in the future, which in turn helps to keep and strengthen confidence.
- \_\_\_\_\_ 3 Juggling will become much easier if you overcome the fear of failure of dropping the ball.
- \_\_\_\_\_ 4 Opposite to a widely believed thought, a professor has found that creative people just conduct more experiments, and their success is based upon more failures.



- \_\_\_\_\_ 5 One giant leap may be impossible to realize, but when divided into small steps, it can be manageable.
- \_\_\_\_\_ 6 The inevitable relationship between failure and innovation is a lesson you can only learn through acting.
- \_\_\_\_\_ 7 The success of the Node chair indicates that the tradition of learning from inspiring trial and error still pays off today.
- \_\_\_\_\_ 8 When you accept that failure is part of learning, you are able to stay confident that you are advancing.
- \_\_\_\_\_ 9 Failure is hard, exhausting, and even painful, but the lessons learned from failure may make us smarter and stronger.
- \_\_\_\_\_ 10 Edison claimed that the number of experiments done in a day could be the real measure of success.



# Passage C

## Directions

In the following article, some sentences have been removed. Choose the most suitable one from the choices listed from A to H to fit into each of the numbered gaps. There is ONE which does not fit in any of the gaps.

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答题正确率      %

## Why failure is good for success

To achieve the greatest success, you have to embrace the prospect of failure. The sweetest victory is the one that's most difficult. The one that requires you to reach down deep inside, to fight with everything you've got, to be willing to leave everything out there on the battlefield – without knowing, until that do-or-die moment, if your heroic effort will be enough.

Society doesn't reward defeat, and you won't find many failures documented in history books. 1  Such is the case with Thomas Edison, whose most memorable invention was the light bulb, which purportedly took him 1,000 tries before he developed a successful prototype. "How did it feel to fail 1,000 times?" a reporter asked. "I didn't fail 1,000 times," Edison responded. "The light bulb was an invention with 1,000 steps."

2  In fact, we're so focused on not failing that we don't aim for success, settling instead for a life of mediocrity. When we do make missteps, we gloss over (掩盖) them, selectively editing out the miscalculations or mistakes in our life's resume. To many in our success-driven society, failure isn't just considered a non-option – it's deemed a deficiency, says Kathryn Schulz, author of *Being Wrong: Adventures in the Margin of Error*. "Of all the things we are wrong about, this idea of error might well top the list," Schulz says. "It is our meta-mistake: We are wrong about what it means to be wrong. Far from being a sign of intellectual inferiority, the capacity to err is crucial to human cognition."

When we take a closer look at the great thinkers throughout history, a willingness to take on failure isn't a new or extraordinary thought at all. From the likes of Augustine, Darwin and Freud to the business mavericks (自行其是的人) and sports legends of today, failure is as powerful a tool as any in reaching great success.

"Failure and defeat are life's greatest teachers but sadly, most people, and particularly conservative corporate cultures, don't want to go there," says Ralph Heath, managing partner



of Synergy Leadership Group and author of *Celebrating Failure: The Power of Taking Risks, Making Mistakes, and Thinking Big*. “Instead they choose to play it safe, to fly below the radar, repeating the same safe choices over and over again. They operate under the belief that if they make no waves, they attract no attention; no one will yell at them for failing because they generally never attempt anything great at which they could possibly fail or succeed.”

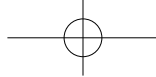
3  According to a recent article in *BusinessWeek*, many companies are deliberately seeking out those with track records (表现记录) reflecting both failure and success, believing that those who have been in the trenches, survived battle and come out on the other side have irreplaceable experience and perseverance. They’re veterans of failure.

The prevailing school of thought in progressive companies – such as Intuit, General Electric, Corning and Virgin Atlantic – is that great success depends on great risk, and failure is simply a common byproduct. 4  “The quickest road to success is to possess an attitude toward failure of ‘no fear,’” says Heath. “To do their work well, to be successful and to keep their companies competitive, leaders and workers on the front lines need to stick their necks out a mile every day. They have to deliver risky, edgy, breakthrough ideas, plans, presentations, advice, technology, products, leadership, bills and more. And they have to deliver all these fearlessly – without any fear whatsoever of failure, rejection or punishment.”

5  To achieve your personal best, to reach unparalleled heights, to make the impossible possible, you can’t fear failure, you must think big, and you have to push yourself. When we think of people with this mindset, we imagine the daredevils, the pioneers, the inventors, the explorers: They embrace failure as a necessary step to unprecedented success.

But you don’t have to walk a tightrope, climb Mount Qomolangma or cure polio (小儿麻痹症) to employ this mindset in your own life. When the rewards of success are great, embracing possible failure is key to taking on a variety of challenges, whether you’re reinventing yourself by starting a new business or allowing yourself to trust another person to build a deeper relationship. “To achieve any worthy goal, you must take risks,” says writer and speaker John C. Maxwell. In his book *Failing Forward: Turning Mistakes into Stepping Stones for Success*, he points to the example of legendary aviator Amelia Earhart, who set several records and achieved many firsts in her lifetime, including being the first female pilot to fly solo (单飞) over the Atlantic Ocean. 6

Of course, the risks you take should be calculated; you shouldn’t fly blindly into the night and simply hope for the best. Achieving the goal or at least waging a heroic effort requires preparation, practice and some awareness of your skills and talents. “One of the biggest secrets to success is operating inside your strength zone but outside of your comfort zone,” Heath says. Although you might fail incredibly, you might succeed incredibly – and that’s why incredible risk and courage are requisite (必不可少的). Either way, you’ll learn more



than ever about your strengths, talents and resolve, and you'll strengthen your will for the next challenge.

If this sounds like dangerous territory, it can be. **7**  The first is to consciously maintain a positive attitude so that, no matter what you encounter, you'll be able to see the lessons of the experience and continue to push forward. "It's true that not everyone is positive by nature," says Maxwell, who cites his father as someone who would describe himself as a negative person by nature. "Here's how my dad changed his attitude. First he made a choice: He continually chooses to have a positive attitude. Second, he's continually reading and listening to materials that bolster that attitude. For example, he's read *The Power of Positive Thinking* many times. I didn't get it at first, so once I asked him why. His response: 'Son, I need to keep filling the tank so I can stay positive.'"

Finally, Heath stays motivated by the thought that, "If I become complacent and don't take risks, someone will notice what I am doing and improve upon my efforts over time, and put me out of work. You've got to keep finding better ways to run your life, or someone will take what you've accomplished, improve upon it, and be very pleased with the results. Keep moving forward or die."

( 1,093 words)

- A** Executives of such organizations don't mourn their mistakes but instead parlay them into future gains.
- B** In pursuit of those inspirational successes, we have to prepare, work and fail.
- C** Unlike Edison, many of us avoid the prospect of failure.
- D** Although her final flight proved fateful, Maxwell believes she knew the risk – and that the potential reward was worth it.
- E** However, in today's post-recession economy, some employers are no longer shying away from failure – they're embracing it.
- F** But there are ways to ease into this fearless mindset.
- G** The exceptions are those failures that become stepping stones to later success.
- H** The same holds true for personal quests, whether in overcoming some specific challenge or reaching your full potential in all aspects of life.

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_ 6 \_\_\_\_\_ 7 \_\_\_\_\_

