



普通高等教育“十一五”国家级规划教材

# 新世纪大学英语系列教材

总主编 秦秀白

# 阅读教程

主编 黄源深



*Learning to Read:  
An English Reading Course*



教师手册  
Teacher's Manual

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# 阅 读 教 程

Learning to Read: An English Reading Course

主 编 黄源深  
副主编 邱东林  
编 者 (按姓氏笔画顺序)  
陈 进 徐 欣 董宏乐  
程 寅



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## 图书在版编目(CIP)数据

阅读教程. 第4册 / 黄源深主编. —上海: 上海外语教育出版社, 2008

(新世纪大学英语系列教材)

教师手册

ISBN 978-7-5446-0349-2

I. 阅… II. 黄… III. 英语-阅读教学-高等学校-教学参考资料 IV. H319.4

中国版本图书馆CIP数据核字(2008)第025262号

**出版发行: 上海外语教育出版社**

(上海外国语大学内) 邮编: 200083

电 话: 021-65425300 (总机)

电子邮箱: bookinfo@sflep.com.cn

网 址: <http://www.sflep.com.cn> <http://www.sflep.com>

责任编辑: 李法敏

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印 刷: 上海申松立信印刷厂

经 销: 新华书店上海发行所

开 本: 787×1092 1/16 印张 18 字数 395千字

版 次: 2008年7月第1版 2008年7月第1次印刷

印 数: 3 500 册

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书 号: ISBN 978-7-5446-0349-2 / H · 0288

定 价: 30.00 元

本版图书如有印装质量问题, 可向本社调换

# Unit

# One

## PART I

## Reading for Information

### Pre-Reading Questions

1. In every profession, half the people are below the half-way point, which is what the median is. Do you want to rise above that half-way point, or just stay in the middle? Give your reasons.
2. What do you think is the most essential quality you should possess in order to stand out among your fellows?

### TEXT

### How "Average" People Excel

By Alan Loy McGinnis

① In university Jim seemed a classic fast-tracker. He made good grades with little effort, and his classmates voted him "Most Likely to Succeed." After graduation, he had his pick of jobs.

② Jim joined the sales department of a large insurance company and at first did well. He quickly hit a plateau, however, and switched to a smaller company, where he also plateaued. Bored with sales, he tried sales management. Again, the same pattern developed: well-liked, regarded as a fast-tracker, he soon fizzled like a wet firecracker. Today he is selling insurance for yet another company — and wonders why he isn't doing better.

fast-tracker /'fa:sttrækə/ *n.* 快速成功的人

plateau /'plætəu/ *n.* (上升后的)稳定水平(或时期、状态)

*v.* 达到稳定水平(或时期、状态)

fizzle /'fɪzl/ *v.* 发微弱的嘶嘶声

firecracker /'faɪə,kɹækə/ *n.* 爆竹,鞭炮

fluke /flu:k/ n. 侥幸;偶然机会

③ Then there is Joseph D'Arrigo. "I've always regarded myself as average," D'Arrigo told me. "I got into life insurance and did reasonably well. By a fluke, I was put on a committee with several of the biggest salespeople in the industry. I was terribly intimidated."

④ As he came to know these achievers, however, D'Arrigo realized something: "They were no more geniuses than I was. They were just ordinary people who had set their sights high, then found a way to achieve their goals." He also realized something more: "If other average guys could dream big dreams, so could I." Today he owns a million-dollar company specializing in employee benefits.

⑤ Why do ordinary individuals like D'Arrigo often seem to achieve so much more than people like Jim? To find out, I interviewed over 190 men and women in my work as a corporate consultant. The results of this informal survey confirmed for me what Theodore Roosevelt once said: "The average man who is successful is not a genius. He is a man who has merely ordinary qualities, but who has developed those ordinary qualities to a more than ordinary degree."

⑥ I determined that "average" people who excel:

⑦ *Learn self-discipline.* "You don't need talent to succeed," insists Irwin C. Hansen, chief executive of Porter Memorial Hospital in Denver, Colorado, who has gained a reputation for turning around under-performing hospitals. "All you need is a big pot of glue. You smear some on your chair and some on the seat of your pants, you sit down, and you stick with every project until you've done the best you can do."

⑧ Average achievers stay glued to their chairs and postpone pleasure so they can reap future dividends. Many fast-trackers, on the other hand, expect too much too soon. When rewards

smear /smɪə/ v. 涂上

seat /si:t/ n. 裤子的臀部

dividend /'dɪvɪdend/ n. 股息,红利



By a fluke, I was put on a committee with several of the biggest salespeople in the industry.: As good luck would have it, I was put on a committee with several of the most successful salespeople in the industry.

*Passing the exam was a real fluke — he didn't work for it at all.*

*That discovery was something of a fluke.*

Theodore Roosevelt: (1858–1919) 26th U.S. president (1901–1909), affectionately known as “Teddy” or “T. R.” He was one of the most popular presidents as well as the youngest, at 42. He died of a blood clot in 1919.

Colorado: a westcentral state of the United States

Average achievers stay glued to their chairs and postpone pleasure so they can reap future dividends.: Average achievers stick to their work and postpone pleasure so they can harvest future gains.

*Football enthusiasts will be glued to their televisions during this weekend.*

*He is listening hard to their conversation in the next room, with his ear glued to the keyhole.*

**NOTES**

don't materialize instantly, they may become frustrated and unhappy.

⑨ Fifty years ago, a group of researchers began an ambitious, long-term study of 268 male university students analyzing the paths their lives were to take. Among these men, now in their late 60s and 70s, the researchers found school performance was little related to job competence. Qualities like “steady and dependable” and “practical and organized” were more important. According to Dr. George E. Vaillant, the psychiatrist who now directs the study, one crucial mental habit was what he calls “the capacity to postpone — but not forgo — gratification.”

⑩ Frances Johansen, a financial planner, sees this principle at work in the way people manage their money, as well as their careers. She tells about two couples she counsels. One is a professional working couple, university-educated fast-trackers. “They bring home over \$140,000 a year,” Johansen says. “Yet they are \$60,000 in debt and have nothing to show for their hard work except a big mortgage and a lot of bills. Then there's another couple in their 40s,” she continues. “They sacrificed in the early years, bought a home as soon as they could, then made some investments and built a large equity. Now they are living in a lovely house and no longer have to stay on a budget.” The husband, a blue-collar worker, “has only a secondary-school diploma,” Johansen notes. “But he worked hard and built his career step by step, applying self-discipline and simply being patient.”

⑪ *Bring out the best in people.* Franklin Murphy, one-time chancellor of the University of California at Los Angeles and later chief executive of the Times Mirror Co., puts it bluntly: he succeeded on the talents of others. “I always sought out

materialize /mə'tiəriəlaɪz/ v. 实现

forgo /fɔ:'gəʊ/ v. 放弃

gratification /grætɪfɪ'keɪʃən/ n. 满足;

喜悦

mortgage /'mɔ:ɡɪdʒ/ n. 抵押

equity /'ekwɪti/ n. (股息不定的)普

通股, 股票

on a budget 精打细算



recruit /rɪ'kru:t/ v. 招募, 征集

elicit /ɪ'lɪsɪt/ v. 得到; 引来

transferable /træns'fɜ:rəbl/ adj. 可转

移的

75 people who were talented, who had self-discipline. Then I developed their affection and loyalty. I recruited them, motivated them, and when we achieved something, I shared the credit with them.”

80 12 Many of the fast-trackers I spoke with couldn't tolerate getting help from others or sharing success, often because of an overpowering ego. Collaboration is the key, and one of the best collaborators I've met is Marilyn Surbeck, who supervises ten people for the Los Angeles County Bar Association. “Many of them are more intelligent than I am, and that's the way I like it,” Surbeck says. “I'm there to manage their conflicts and motivate them enough so they can do the things they do well.”

90 13 How did she learn these skills? Surprisingly, Surbeck notes, “by being a single mother with a daughter who required lots of professional help.” Twenty-four-year-old Holly has multiple physical and mental handicaps, and over the years Marilyn Surbeck had to elicit help from many agencies, doctors and other specialists.

95 14 “Frequently,” she says, “I found myself sitting at a table with five or six professionals, all with different ideas about what would be best for my daughter. So I had to learn negotiation skills in a hurry” — and basically, how to get everyone on the same track. “They knew more than I did, but I knew how to bring them together. When I got into management, I discovered these were transferable skills that were seen as quite valuable.”

100 15 *Build a knowledge base.* Average achievers are not looking at the top job, as many fast-trackers tend to do — but at the job one step above. So they often broaden their knowledge base in a way that many fast-trackers don't.

105

When I got into management, I discovered these were transferable skills that were seen as quite valuable.: When I got into management, I discovered that the negotiation skills I had developed over the years could be employed in my present career.

*This ticket is not transferable — it may only be used by the person to whom it is issued.*

*Use the transferable skills acquired from your precious working background.*

# NOTES

16 Consider a young man named Holtz. He wasn't good enough to stand out in any one, single position on his secondary-school American football team. So he studied every position and waited for his opportunity. After graduating in the bottom half of his class, he went off to university, where he attracted little interest. Following his graduation, he became an assistant coach at five different universities.

17 By the time he took over as football coach at Notre Dame University in the United States in 1985, Lou Holtz had built a broad base of coaching knowledge and soon returned the school to the pinnacle of university football. During Holtz's six-season reign, Notre Dame had won a stunning 77 percent of its games.

18 *Develop special skills.* Howard Gardner, a psychologist, notes that standard I.Q. tests primarily measure only two kinds of ability: math and language skills. In fact, he says, there are at least seven basic intellectual skills: mathematical-logical, linguistic, musical, spatial, bodily kinesthetic and two types of personal intelligence — how we understand others, and how we deal with our own dreams, fears and frustrations. So while you may not be good at math, you may have an aptitude for design; or you may have an ability for persuading people and could, with training, become an excellent negotiator.

19 Thomas J. Watson, Jr., had trouble living in the shadow of his father, the long-time head of IBM. Always a lackluster student, the younger Watson even needed a tutor to get through the IBM sales school. "I had no distinctions, no successes," he writes in *Father, Son & Co.*

20 When Watson started flying lessons, however, something happened. "What a feeling!" he says. "I was good at flying, instantly good. I plowed everything into this mad pursuit and gained a lot of self-confidence."

pinnacle /'pɪnəkl/ *n.* 顶峰, 极点

reign /reɪn/ *n.* 统治时期

spatial /'speɪʃəl/ *adj.* 与空间有关的

kinesthetic /,kɪnɪs'tetɪk/ *adj.* (肌肉等的)运动感觉的

aptitude /'æptɪtju:d/ *n.* 能力

lackluster /'læk.lʌstə/ *adj.* 无生气的;  
平凡的

plow ... into 把...投入

140 21 This single success led to greater successes. Because of his experience as a pilot, Watson became an officer in the U.S. Air Force during World War II. He was not brilliant, he concedes. But he discovered he had “an orderly mind and an unusual ability to focus on what was important and to put it across to others.” Watson eventually became chief executive of IBM — and took the company into the computer age. In 15 years, he increased IBM’s revenues almost tenfold.

145 22 *Keep promises.* Wendell Will, an attorney in my town, once told me, “I’d like to think my success as a lawyer is due to my brilliant legal mind. But I think it is really because I always keep my word. If I promise a client that a document will be ready at a certain time, it is ready. That quality is so rare today that if you have it, people think you’re a genius.”

150 23 Three women started a design company 14 years ago, furnishing model homes for the U.S. housing industry. From the first, they built their business far more on simple dependability than on any strokes of creative genius. Last year, the company’s volume exceeded \$2 million.

155 24 “Because we’ve never been late with an installation,” says Kathy Scroggie, one partner, “we’ve survived the recession when our competitors were declaring bankruptcy. Once, with a grand opening scheduled for the end of the week, and much of our furniture still on a truck somewhere between here and the wholesaler, several days’ drive away, we went out and bought \$5,000 worth of items at retail prices. That ate up most of our profit, but we couldn’t let the builder down.”

160 25 Samra Keller, vice president of sales and marketing for the developer on that project, verifies the value of such reliability. “The best ability is dependability,” she says. “We’d stick with these women to our dying day because we know

installation /,ɪnstəˈleɪʃən/ n. 安装



an orderly mind and an unusual ability to focus on what was important and to put it across to others: an orderly mind and an unusual ability to concentrate on what was important and to convey it to others

*He doesn't know how to put himself across at interviews.*

*She is very good at putting her ideas across.*

IBM: the abbreviation of International Business Machines, a U.S. company that was the first to develop computers successfully

Abraham Lincoln: (1809–1865) the 16th president of the United States (1861–1865), who guided his country through the most devastating experience in its national history — the Civil War. He is considered by many historians to have been the greatest American president.

they'll go to such lengths to keep their word."

26 Ultimately, there is nothing more powerful than a person with an average mind who holds his or her head high and goes about life with zest and surety. U.S. President Abraham Lincoln could have been destroyed by his seeming ordinariness. He came from a poor background and had an ungainly appearance. Instead, he went on to greatness — while giving new meaning and dignity to what the world considered "average." As Lincoln was once quoted as saying, "God must have loved the common people, because he made so many of them."

(1,679 words)

zest /zest/ n. 热情

surety /'suəti/ n. 信念; 自信

ungainly /ʌn'geɪnli/ adj. 难看的

NOTES

- 1. After graduation, he had his pick of jobs. (Para. 1): 毕业后,他有几个工作可选。
- 2. He quickly hit a plateau, however, and switched to a smaller company, where he also plateaued. (Para. 2): 但他很快陷入一种停滞不前的状态,随后跳到一家更小的公司,情况同样如此。
- 3. From the first, they built their business far more on simple dependability than on any strokes of creative genius. (Para. 23): 与其说从一开始她们的生意是基于创意非凡的天才,倒不如说是基于简单不过的诚信。

USEFUL EXPRESSIONS

1. turn around: to reverse the direction of somebody or something  
"You don't need talent to succeed," insists Irwin C. Hansen, chief executive of Porter Memorial Hospital in Denver, Colorado, who has gained a reputation for turning around under-performing hospitals.

ONE MORE EXAMPLE The company was losing money and they hired a new president to turn it around.

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