

10차시

33번, 35번

33번

- Pharmaceutical: 제약의
- Giant: 거대 기업
- Motivate: 동기를 부여하다
- Executives: 경영진
- Radical: 급진적인
- Generate: 만들어내다
- Out of business: 폐업한
- Soar: 치솟다
- Crush: 으스러뜨리다
- Challenge: 과제
- Reverse: 뒤바꾸다
- Reframe: 재구조화하다
- In terms of: ...의 관점에서
- Deliberate: 심사숙고하다
- Take risk: 위험을 무릅쓰다
- Urgency: 다급함
- Apparent: 명확한

At the pharmaceutical giant Merck, CEO Kenneth Frazier decided to motivate his executives to take a more active role in leading innovation and change.

He asked them to do something radical:  
generate ideas that would put Merck out  
of business.

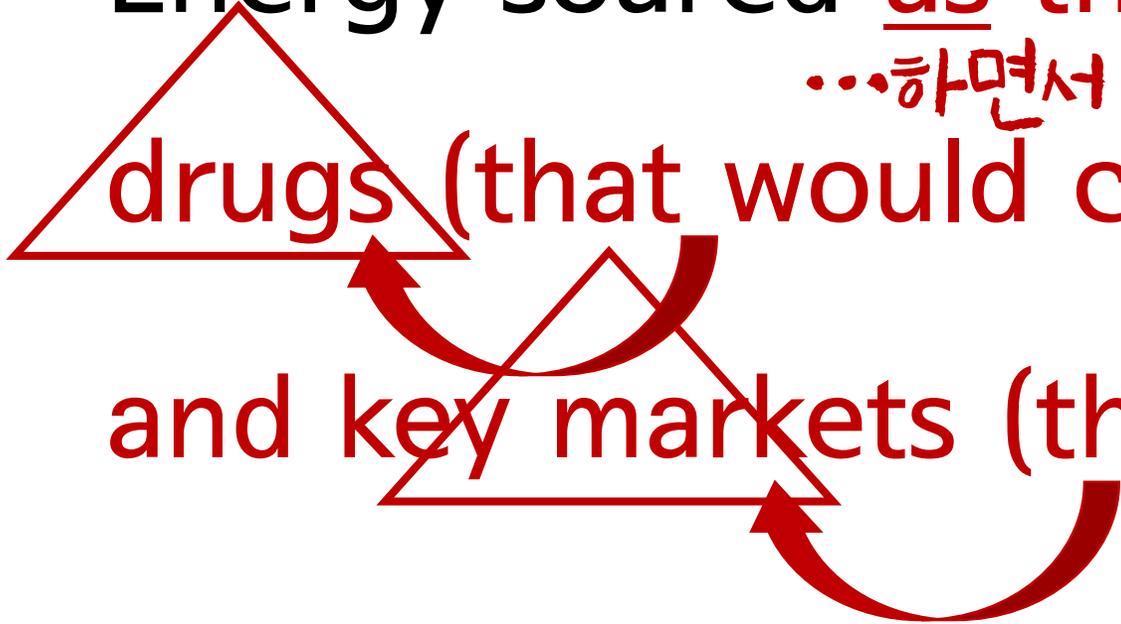
For the next two hours, the executives worked in groups, pretending to be one of Merck's top competitors.

Energy soared as they developed ideas for

...하면서

drugs (that would crush theirs)

and key markets (they had missed).



Then, their challenge was to reverse their roles and figure out how to defend against these threats.

This “kill the company” exercise is powerful because it reframes a gain-framed activity in terms of losses.

When deliberating about innovation opportunities, the leaders weren't inclined to take risks.

When they considered how their competitors could put them out of business, they realized that it was a risk not to innovate.

The urgency of innovation was apparent.

35번

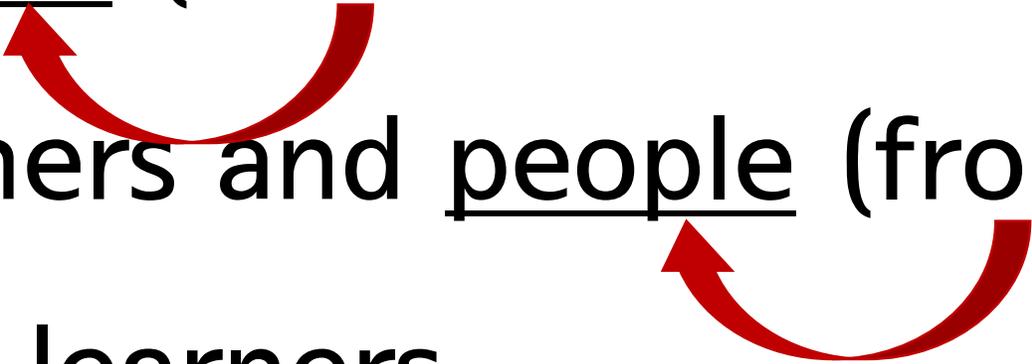
- Erroneously: 틀리게
- Intelligent: 똑똑한
- Evidence: 증거
- Cultural: 문화적인
- Accomplish: 성취하다
- Efficiency: 효율성
- Traditional: 전통적인
- Particularly: 특별히

- Enhance: 강화하다
- Adaptation: 적응
- Grassland: 초원
- Track: 뒤를 쫓다
- Wounded: 다친
- Groundwater: 지하수

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Yet there is no evidence to suggest that people (from some cultures) are fast learners and people (from others) are slow learners.



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