



次の英文を読み、設問に答えなさい。

It was Alex Osborn, an advertising executive in the 1940s and '50s, who invented the term *brainstorming**. He passionately believed in the ability of teams to generate brilliant ideas, provided they follow four rules: Share any idea that comes to mind; build on the ideas of others; avoid criticism; and, most notably, strive for quantity, not quality. Subsequent scientific research confirmed Osborn's instincts: Groups who follow his guidelines show more creativity than those who don't. For example, in one study, brainstorming groups given quantity goals generated both more ideas (an average of 29.88) and significantly higher-quality ideas (20.35) than those given a quality goal alone (averages of 14.24 and 10.5).

My colleagues, Elizabeth Ruth Wilson and Brian Lucas, and I decided to explore whether people could also be prepared for better brainstorming before the idea generation even starts. In our first experiment, we asked one set of participants to describe a time when they had felt embarrassed in the previous six months; we asked a second group to describe a time when they had felt proud. We then asked each individual to spend 10 minutes thinking of new uses for a paper clip*. We hypothesized that — just as quantity goals paradoxically yield better-quality ideas — telling an embarrassing story would lead people to drop their inhibitions and get more creative.

We scored our study subjects' output using two criteria: fluency (the volume of ideas they generated) and flexibility (how many different kinds of ideas they came up with). For example, one participant suggested (a) an earring, necklace, ring, and bracelet, while another suggested (b) an earring, wound stitch, artwork, and screwdriver. Both had four ideas, but the second person suggested a broader range of them, displaying more flexibility.

(2) On average, the embarrassing-stories group well outperformed their counterparts, scoring 7.4 for fluency and 5.5 for flexibility, whereas the prideful group scored 5.9 and 4.6.

In our second study, we investigated how the same dynamic might play out in a group. We suspected that the effects might be magnified if the narrating of accomplishments caused people to worry more about hierarchy and social comparisons, quelling creativity, and if a discussion of foibles

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helped people open up and take more risks, boosting brainstorming efficiency.

We randomly assigned 93 managers from a range of companies and industries to three-person teams and gave them one of two group "introduction" and "warm-up" exercises. Half the groups were told to share embarrassing stories; half talked about moments when they had felt pride. The episodes had to involve them personally and have happened in the previous six months.

My colleagues and I carefully watched these conversations develop. The people told to embarrass themselves were initially surprised and even uneasy. But inevitably someone would jump in ("OK, I'll go first ..."), and within minutes the three people in a group were laughing loudly. The people told to boast had, by contrast, no trouble starting their conversations and appeared more composed. However, there was little laughter and only a few polite head nods on the teams.

After 10 minutes, we introduced the brainstorming challenge — this time, to generate as many unusual uses for a cardboard box as possible, also in 10 minutes. Using the same scoring criteria — fluency and flexibility — we found that the "embarrassment" teams generated 26% more ideas ranging over 15% more use categories than their counterparts.

Being open led to greater creativity. Thus, we propose a new rule for brainstorming sessions: Tell a self-embarrassing story before you start.

(3) As uncomfortable as this may seem, especially among colleagues you would typically want to impress, the result will be a broader range of creative ideas, which will surely impress them even more.

*brainstorming: an activity or method of gathering numerous ideas about a certain topic to make creative suggestions

paper clip: a curved piece of metal which is used to bind several sheets of paper together

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Charles Darwin published "The Expression of the Emotions in Man and Animals" in 1872. He states the idea that the young and old people in very different races express the same emotions using the same body movements.

Recently, (1) two things made me think about Darwin's work on human facial* expressions; I met Darwin's great-great-grandson, and I read a study about how East Asians and Westerners interpret facial expressions differently. This study challenges Darwin's idea — that facial expressions are universal.

A research team at the University of Glasgow in Scotland led by Rachael Jack published a paper showing evidence that East Asians and Westerners look at faces differently. These differences make people read emotions differently. (2) Jack and her team say that people from Japan and China generally have a tougher time than those from European countries in deciding if a facial expression is fearful or if it looks surprised. Similarly, East Asians have more trouble distinguishing a face that shows disgust from one that shows anger.

Jack reported that East Asians and Westerners look at different facial features and understand facial expressions differently. East Asians pay attention to people's eyes, but Westerners look across the whole face. To Westerners, the eyes and the mouth are equally important. However, to Easterners, the eyes are key to understanding people's emotions. They often do not look at people's mouths. Jack claims that this means that Easterners have difficulty distinguishing facial expressions that look similar around the eyes.

This discovery argues that human communication of emotions is much more complicated than we thought — and even more than Darwin had thought. (3) The result of this is that facial expressions that had been considered universally recognizable do not communicate emotions reliably in intercultural situations.

Jack and her colleagues investigated cultural differences in 13 Western and 13 East Asian subjects*. The research team used a technique called the