Опарина О. И.

СЛУШАЕМ И ОБСУЖДАЕМ
Listening and Discussing

Учебно-методическое пособие

2026



Московский государственный университет имени М. В. Ломоносова

О. И. Опарина

СЛУШАЕМ И ОБСУЖДАЕМ

Учебно-методическое пособие

Электронное издание
локального распространения

Санкт-Петербург
Наукоемкие технологии
2026

© Опарина О. И., 2026
ISBN 978-5-00271-181-9



Lomonosov Moscow State University

O. I. Oparina

LISTENING AND DISCUSSING

An Academic English Course Book

Electronic Edition

Saint Petersburg
Naukoemkie technologii
2026

© Oparina O. I., 2026
ISBN 978-5-00271-181-9

УДК 811.111
ББК 81.2Англ
О-60

Автор:
О. И. Опарина – канд. филол. наук, доцент кафедры английского языка факультета вычислительной математики и кибернетики МГУ имени М. В. Ломоносова, доцент кафедры политико-правовых дисциплин и социальных коммуникаций общеакадемического факультета РАНХиГС (Президентская Академия)

Рецензенты:
И. А. Преснухина – доктор пед. наук, канд. филол. наук, заведующая кафедрой «Иностранные языки» ФГАОУ ВО «Московский политехнический университет»;
М. В. Федько – канд. филол. наук, специалист по УМР 2 категории кафедры правовых основ управления факультета государственного управления МГУ имени М. В. Ломоносова

О-60 Опарина О. И. Слушаем и обсуждаем = Listening and Discussing [Электронный ресурс]: учебно-методическое пособие / О. И. Опарина. – Электрон, текстовые дан. (0,7 Мб). – СПб.: Наукоемкие технологии, 2026. – 55 с. – 1 электрон., опт. диск (CD-ROM).

ISBN 978-5-00271-181-9

Учебно-методическое пособие представляет собой материал для аудирования с методическими разработками (понимание, лексика, создание собственных текстов) в качестве дополнения к базовому курсу английского языка. Цель пособия – развитие навыка восприятия больших фрагментов текста на слух. Выбранные темы аудио материалов охватывают широкий круг проблем, вызывающих интерес у студентов различных специальностей: публичная речь, нейронаука, искусственный интеллект, психология, социология. Предложенные темы являются популярными, что способствует дальнейшим дискуссиям на базе изученного материала. Издание предназначено для изучающих английский язык с уровнем владения Intermediate (B1) и выше. Оно может быть использовано как для аудиторной работы под руководством преподавателя, так и для самостоятельного изучения.

Данное пособие будет интересно и полезно для студентов различных специальностей, а также для широкого круга читателей.

Текстовое электронное издание

Минимальные системные требования:

- процессор: Intel x86, x64, AMD x86, x64 не менее 1 ГГц;
- оперативная память RAM ОЗУ: не менее 512 МБайт;
- свободное место на жестком диске (HDD): не менее 120 МБайт;
- операционная система: Windows XP и выше;
- Adobe Acrobat Reader;
- дисковод CD-ROM;
- мышь.

ISBN 978-5-00271-181-9 © Опарина О. И., 2026

Учебное издание

Опарина Ольга Игоревна

Слушаем и обсуждаем

Учебно-методическое пособие

Электронное издание
локального распространения

Издается в авторской редакции
Публикуется из оригинал-макета, подготовленного автором
Главный редактор *В. М. Коровин*

Издательство «Наукоемкие технологии»
ООО «Корпорация «Интел Групп»
https://publishing.intelgr.com
E-mail: publishing@intelgr.com
Тел.: +7 (812) 945-50-63

Подписано к использованию 01.10.2026 г.
Объем издания – 0,7 Мб.
Комплектация издания – 1 CD.
Тираж 100 CD.

ISBN 978-5-00271-181-9

Оглавление

Предисловие 6

Unit 1. Steve Jobs' 2005 Stanford Commencement Address 8

Unit 2. Magic Words. What is in it for me? Use words to your advantage 12

Unit 3. The Neuroscience of You. What is in it for me? Discover how every brain is wired differently, and what this means for our behavior 16

Unit 4. The AI–fication of Jobs. What's in it for me? Get a better idea of how AI will shape the future 21

Unit 5. Eat - Sleep - Work - Repeat. Learn how to be happier at work 26

Приложение. Appendix 32

Библиография 55

Предисловие

Изучение языка - это прежде всего приобретение навыков общения, что предполагает не только умение создавать высказывания в устной или письменной форме, но и воспринимать информацию. В рамках программ обучения иностранным языкам компетенции "Говорения" и "Восприятия речи на слух / Аудирования" занимают важное место, так как их объединение помогает освоить коммуникацию на иностранном языке.

Как правило, аудирование является частью учебников, объединенных отработкой различных навыков. Предлагаемые аудио фрагменты являются краткими и не отражают реальных ситуаций, встречающихся в повседневной жизни. Однако люди, поддерживающие общение с говорящими на иностранном языке, сталкиваются с необходимостью воспринимать большие фрагменты текста на слух (лекции, семинары, выступления). В большинстве случаев навык восприятия на слух больших фрагментов информации не приобретается посредством обучения на базе традиционных материалов.

Настоящее учебно-методическое пособие предназначено для студентов различных специальностей и всех, кто интересуется изучением английского языка, в качестве дополнительного материала, нацеленного на развитие умения воспринимать длинную звучащую речь на слух. Пособие также ориентировано на развитие навыка "Говорения" посредством обсуждения прослушанного материала и создания собственных текстов.

Учебно-методическое пособие включает 5 разделов (units). Структура каждого из разделов предполагает постепенное погружение в материал: прослушивание фрагмента; ответы на вопросы, что помогает уточнить содержание аудио фрагмента; базовые слова из прослушанного отрывка для изучения и запоминания; отработка употребления этих слов в собственной речи (составление рассказа); работу с синонимами, что расширяет словарный запас; работу с идиомами, устойчивыми метафорами, фразовыми глаголами (обогащает словарный запас, демонстрирует лексические приемы, допустимые в языке). Важным элементом заданий стали предложения на русском языке, которые отрабатывают пройденную лексику раздела и служат вспомогательным элементом для понимания аудирования. Каждый раздел завершается творческим заданием, нацеленным на самостоятельное создание текста: мотивационной речи, описательного эссе или рассуждения на тему, рассмотренную в Юните (Unit).

Автор постарался выбрать наиболее важные и интересные темы и создать удобные способы отработки лексического материала и коммуникационных навыков как устной, так и письменной речи. Тематика разделов затрагивает проблемы, которые вызвали наибольший интерес в процессе занятий со студентами компьютерной, экономической и управленческой специальностей. Первый раздел посвящен известной речи С. Джобса, произнесенной перед студентами Стэнфордского университета. Логическим продолжением стал

второй раздел "Magic Words", рассматривающий проблему выбора слов, построения фраз, что способствует успешному донесению и пониманию информации. Третий раздел "The Neuroscience of You" затрагивает научно-популярное описание работы мозга человека. Четвертый раздел "The AI–fication of Jobs" обсуждает популярную тему, связанную с влиянием искусственного интеллекта на современную и будущую жизнь людей. Заключительный раздел "Eat. Sleep. Work. Repeat" также является тематически актуальным, так как в нем обсуждаются проблемы, связанные с выгоранием и способы преодолеть это состояние. В конце пособия в разделе "Приложение" (Appendix) представлены скрипты аудиоматериалов, что поможет освоить материал тем, кто не имеет высокий уровень знаний английского языка.

Данное учебно-методическое пособие может использоваться как для аудиторной работы под руководством преподавателя, так и для самостоятельного изучения.

Автор надеется, что данное Пособие поможет всем желающим развить коммуникационные навыки, необходимые в реальных жизненных ситуациях, а для преподавателей станет удобным, структурированным и системно организованным учебным материалом.

Автор выражает благодарность рецензентам за замечания и советы, которые помогли внести коррективы и дополнения в данное учебно-методическое пособие.

О.И.Опарина

Unit 1.

Steve Jobs' 2005 Stanford Commencement Address

Pre–listening discussion.

What do you know about Steve Jobs?
How do you understand "*Commencement Address*"?
What do you know about Stanford University?

Listen to the speech.

Reference: https://disk.yandex.ru/i/Mc_hymVQ7KhZRw

Tasks

1. Issues to discuss.

1. What kind of speech is it? How can you characterize it?
2. How many parts are there in the speech? What are they?
3. What is the message of the introductory part?
4. What is the topic sentence of the first part?
5. What is supporting information in the first part?
6. What is the topic sentence of the second part?
7. What is supporting information in the second part?
8. What is the topic sentence of the third part?
9. What is supporting information in the third part?
10. What is the topic sentence of the concluding part?
11. What is supporting information in the concluding part?
12. How do you treat the final message of the speech?
13. What arguments are given to prove the main statements of the speech? What are they?

2. Comment on the phrases. Give explanation. Find them in the text.

Truth be told –
Connecting the dots –
To drop out of –
To pop out –
To figure out –
To drop in –

Story is about love and loss –
To start over –
In a remarkable turn of events –
To make the big choices in life –
To get one's affairs in order –
Overflowing with neat tools and great notions –
Early morning country road –
Hitchhiking on –
It was their farewell message as they signed off ... –

3. Make a story using some of the combinations of words above.

4. Find the synonyms to the following words and phrases. Pay attention to the context.

To figure out –
To start over –
To drop in –
To drop out –
To relent –
Scary –
To keep looking –
To stumble into –
Fascinating –
To get fired from –
To run the company –

5. Comment on the metaphorical phrases.

1. The heaviness of being successful was replaced by the lightness of being a beginner again.
2. Sometimes life hits you in the head with a brick.
3. Don’t settle.
4. Have the courage to follow your heart and intuition.
5. If you live each day as if it was your last, someday you’ll most certainly be right.
6. Because almost everything — all external expectations, all pride, all fear of embarrassment or failure — these things just fall away in the face of death, leaving only what is truly important.
7. Death was a useful but purely intellectual concept ...
8. Death is very likely the single best invention of Life.
9. It clears out the old to make way for the new

6. Choose several phrases from the previous exercise to make a small story.

7. Translate from Russian into English. Mind and use vocabulary from Listening.

1. Я бросил учёбу на 2 курсе, но потом ещё полтора года ходил в университет время от времени.

2. Они были уверены, что женщины должны иметь права, как и мужчины.

3. Он настаивал на своем в течение долгого времени, однако уступил лишь несколько месяцев спустя, когда мы представили доказательства.

4. Я не видел смысла продолжать учебу, но я ошибался.

5. Время от времени я посещаю дополнительные лекции, которые мне интересны.

6. Следуя своему любопытство и полагаясь на интуицию, я случайно нашёл нечто, что впоследствии оказалось бесценным.

7. Ничто из этого не имело ни малейшей надежды на практическое применение в моей жизни. Но ему это нравилось, увлекало, завораживало.

8. Этот подход никогда меня не подводил и полностью изменил мою жизнь.

9. Мы только что выпустили наше лучшее творение, цифровое устройство нового поколения, и очень гордимся этим.

10. Но потом наши взгляды на будущее начали расходиться, и в конце концов мы поссорились.

11. Всё, что составляло смысл моей взрослой жизни, исчезло, и это стало настоящим потрясением.

12. Меня недавно уволили, я очень расстроился, но оказалось, что увольнение было лучшим, что могло со мной случиться.

13. Я почти уверен, что ничего этого не случилось бы, если бы не та знаменательная встреча.

14. Я знаю, как не попасть в ловушку, думая о том, что тебе есть что терять.

15. Поступайте, как считаете необходимо. Нет причин не следовать зову сердца.

16. Проверяйте все тщательно. Это означает удостовериться, что всё в порядке и всё надёжно закреплено.

17. Не попадайтесь в ловушку догмы — не живите по чужим правилам.

18. Не позволяйте чужому мнению заглушить ваш внутренний голос. И самое главное — имейте смелость следовать зову своего сердца и интуиции.

19. Он был талантливым архитектором и вдохнул жизнь в свои творения своим поэтическим прикосновением.

20. Мы любили путешествовать автостопом, так как были авантюристами.

8. Think of your own motivation speech. The speech should be about 5 minutes. Try to convince the listeners to share your opinion.

Unit 2.

Magic Words
What is in it for me? Use words to your advantage.

Pre–listening discussion.

What do you expect from the title?

How do you understand the phrase "*use words to your advantage*". Do you use words to "*to your advantage*"?

What is *magic words* for you? Do you think *magic words* really exist?

Listen to the text.



Reference: https://disk.yandex.ru/d/kUTQO6eaQJQYcg

Tasks

1. Issues to discuss.

1. What kind of speech is it? How can you characterize it?
2. How many parts are there in the speech? What are they? How are they named?
3. What is the title of the first part?
4. How do you understand *a sense of identity*? Comment on it.
5. How many ways to activate one's own sense of identity are suggested?
6. What is the second part about? What is the title of it?
7. What is the difference between *hedges* and *definites*?
8. What helps D.Trump capture his audiences according to the audio fragment?
9. What is *a word of caution*?
10. What is *a filler word / words*?
11. Why is it important to ask good questions? How do you understand the notion of "*good question*"?
12. What is better *to be concrete* or *get abstract*?
13. Is it true that the more we know about something, the more abstractly we tend to think about it? Prove your answer.
14. When does emotional language work best?
15. What is good for utilitarian products?
16. Why is it important to use similar language to everything from better dates to more successful negotiations? Give the author's arguments. Do you agree with them?

17. What are the final statements of the text?
18. How do you think who is the target audience of this information?
19. Do you find this information useful? Will you follow all these recommendations?

2. Comment on the phrases. Give explanation. Find them in the text.

The linguistic behavior of users –
Things that stick out –
A path to success –
Click bait headlines –
To have a much broader impact –
To feel connected to each other –
To be a great way to deflect –
To present a topic –
To be rated as more helpful –
To convey confidence –
To increase voter turnout –
Trying to change a habit –
Fictional incantations –
To get ahead –
Beer-rating website –
To make certain outcomes more likely than others –
Thoughtful follow-up questions –
On the flip side –
To stick around –

3. Make a story using some of the combinations of words above.

4. Find the synonyms to the following words and phrases. Pay attention to the context.

Hidden science –
To activate –
To turn out –
A trait –
Follow–up questions –
Inquiries –
To be the way to go –
To stick around –
To hold one's attention –
To evoke –
Creative arena –
To capture one's attention –

5. Comment on the metaphorical phrases.

1. It's the low points that make the high points feel that much more intense.
2. The more ups and downs the ride has, the more exciting it'll be for people to follow.
3. Ditch the hedges and filler words.

4. Know when to be concrete to signal that you are listening – and when to get abstract to sell a big idea.
5. Know when to blend in with your language – and when to use it to differentiate yourself.
6. It can be beneficial to take a step back from what you know...
7. This brings us to our first trick in the bag.
8. That is only the tip of the iceberg.
9. Confidence can make all the difference in whether your audience buys your point or not.
10. There are no dumb questions.

6. Choose several phrases from the previous exercise to make a small story.

7. Translate from Russian into English. Mind and use vocabulary from Listening.

1. Что бы вы ни думали о нашем новом начальнике, нельзя отрицать, что он умеет завладеть вниманием аудитории.

2. То, что пробуждает наше чувство идентичности, это делает нас увереннее.

3. Вопреки распространенному мнению, просьба о совете часто воспринимается положительно.

4. Они провели исследование и выяснили, как заставить детей убирать игрушки после игры.

5. Политические консультанты использовали этот принцип для повышения явки избирателей.

6. Когда люди сталкиваются с фактами, противоречащими их собственным убеждениям, они предпочитают не обсуждать спорные темы.

7. Обращение к эмоциям — эффективный способ привлечь внимание.

8. Постарайтесь не быть слишком эмоциональным в официальной обстановке.

9. Я предпочел не отвечать на это бестактный вопрос.

10. Когда Вы говорите, что проработали в одной компании больше 10 лет, это предполагает определенную стабильность и постоянство.

11. Как оказалось, языковое сходство — важный аспект формирования общности.

12. Это очень полезная статья.

13. Язык служит инструментом для общения с другими людьми. Его правила и ритмы со временем меняются так же медленно, как и само общество.

14. Вероятно, это связано с тем, что продуманные уточняющие вопросы показывают, что человек слушает и ему действительно интересно то, что говорит собеседник.

15. Мы будем опираться на передовые идеи в области развития искусственного интеллекта.

16. Мы часто сталкиваемся с неудачами в жизни, но с другой стороны – мы приобретаем больше опыта.

17. Оказывается, люди проявляют к нам больше интереса, когда мы проявляем интерес к ним.

18. Эта история о том, как человек попытался открыть свой бизнес, потерпел сокрушительную неудачу, взял себя в руки, попробовал еще раз и, в конце концов, стал успешным предпринимателем.

19. Использование эмоций другого человека для достижения своих целей — это не совсем хорошо.

20. Иногда излишняя прямолинейность может обернуться против вас.

8. Think of your own experience of using "magic words". Do you agree with this information? Are you going to take into account these hints? Will you use them in your communication in future? Discuss and write essay-reflection on the subject.

Unit 3.

The Neuroscience of You

What is in it for me? Discover how every brain is wired differently, and what this means for our behavior.

Pre–listening discussion.

What do you think the text will be about?
What kind of text is it? What is its target audience?
How do you understand the phrase "*the Neuroscience of you"?*
Do you think it is necessary to know "how brain is wired"?
What does our behavior depend on?

Listen to the text.

Reference: https://disk.yandex.ru/d/oPvP6WiEQ1zU4w

Tasks

1. Issues to discuss.

1. What kind of speech is it? How can you characterize it?
2. How many parts are there in the speech? What are they? How are they named?
3. Do you remember their titles?
4. Do you agree with the statement: "*small differences in our brains can cause big differences in our characters* "? Who is the author of the statement?
5. What is meant by "The Knowledge"?
6. What is the difference in the brain of taxi and bus drivers? Do you think the information is reliable?
7. Do you agree that specialization leads the brain to perform certain functions better at the expense of other functions? Give your arguments.
8. How does lopsidedness affect the way we solve problems?
9. Have you heard that analytical people are described as left–brained, and creative people are considered right–brained? Do you agree with it? Give examples.
10. Why do humans have rather different interpretations of the same input information?
11. What is a lopsided brain? Explain and give examples?
12. What does it mean to have a "balanced" brain? How is it revealed?
13. What is the difference between introverted and extraverted men?

14. Do you agree that extraversion is linked with obesity and addiction?
15. What do *neurotransmitters* do? How do they function?
16. Describe the phenomenon of introversion.
17. Describe the phenomenon of extraversion.
18. How does our past life create the lens through which we see the present? Give the authors point of view.
19. Describe the experiment with "The Dress"? What do you see?
20. Do you agree that suggests that you The Dress as white and gold because you are more familiar with natural lighting and that you are an early riser?
21. Do you agree that seeing The Dress as black and blue means your brain is assuming the lighting is coming from the front, probably through an artificial source?
22. What is meant by the phrase "*neurons that fire together, wire together*"? Explain and prove.
23. What is *Hebbian learning*?
24. What are the causes of biases?
25. What is the conclusion of the text?

2. Comment on the phrases. Give explanation. Find them in the text.

Biological differences –
Lopsidedness –
Hippocampus –
To be associated with spatial memory –
To have superior spatial memory –
To have a highly lopsided brain –
Lopsided-brained people –
To make it better equipped to integrate different types of information into a coherent whole –
To make inferences about a given situation –
All brains have forest and tree capabilities –
To consider the wider context over the specific details –
To switch between hands for at least some of these tasks –
A viewfinder of a camera –
Neurotransmitters –
Dopamine –
The pleasure circuits in your brain use to communicate ... –
To exceed the boost –
Feel-good chemicals –
To be introverted –
To be extraverted –
To seek novelty –
Anhedonia –
To override temptation –
To be linked with obesity and addiction –
To interact in a delicate balance –
Stark example –
To create alternate versions of reality –
To make different assumptions about –
A telling example –
Database entry –

To shape literally –
DNA blueprints –
Finite information–processing machines –
To be shaped by different experiences –
With a "divide and conquer" approach –

3. Make a story using some of the combinations of words above.

4. Find the synonyms to the following words and phrases. Pay attention to the context.

Head-to-head comparison –
On the other way around –
To dive into –
To turn our attention to –
The test weeds out –
Cutting-edge insights –
Work on average –
Glossing over one's individual differences –
Draw upon –
To take a closer look at –
To zoom into –
Picking up languages –
To break down –
A big-picture approach –
To turn outward –
To zoom back out –
Stark example –
Alternate versions –
Biases –
Fictitious –
The point is –

5. Comment on the metaphorical phrases.

1. It’s a bit like building a picture of a forest by processing one tree at a time.
2. Morning cup of joe ...
3. It’s a truly herculean task!
4. In a nutshell ...
5. There are a few quick–and–dirty ways of approaching this question.
6. Your brain is a unique neural cocktail, and its ingredients shape your personality.
7. Nudging you through the world ...
8. The unique mixology of our neural cocktails creates such starkly different individuals!
9. Took the internet by storm ...
10. The types of narratives you feed your mind ...
11. Provide a window into the self.
12. A grain of truth ...

6. Choose several phrases from the previous exercise to make a small story.

7. Translate from Russian into English. Mind and use vocabulary from Listening.

1. Мозг каждого человека преодолевает свои врождённые ограничения по–своему, используя те вычислительные процессы и функции, в которых он наиболее эффективен, чтобы разобраться в происходящем. Именно это во многом объясняет такое разнообразие мировоззрений и моделей поведения!

2. Чтобы разобраться, почему это так, можно представить, что наш мозг — это система с ограниченными возможностями обработки информации, функционирующая в условиях практически безграничной внешней среды.

3. То, что мы знаем о мозге, обычно основано на исследованиях ученых, которые изучают его работу в среднем, не принимая во внимание индивидуальные различия.

4. Это позволяет людям за доли секунды отправлять сложные сообщения по всему миру, в то время как шимпанзе занят поиском пищи и вычёсыванием вшей.

5. Откуда возникают эти предвзятые мысленные упрощения?

6. Как мозг с пониженным уровнем «гормонов счастья» может воспринимать мир принципиально иначе, чем мозг с повышенным уровнем этих гормонов?

7. Структурное различие является основной причиной того, что люди могут по-разному интерпретировать одну и ту же информацию.

8. Наш мозг в среднем сильно асимметричен: левое полушарие обычно больше правого.

9. На протяжении более ста лет в нейробиологии преобладает универсальный подход, или «один размер подходит всем».

10. Каждый мозг уникален (устроен по-своему).

11. Он рассматривал тот эпизод как упущенную возможность.

12. Чтобы понять, почему так происходит, необходимо обратиться к истории возникновения данной проблемы.

13. В настоящее время все больше внимания уделяется специализации, однако все забывают, что за специализацию приходится платить некомпетентностью специалистов.

14. Мозг, специализирующийся на разных функциях, по–разному интерпретирует окружающий мир.

15. Люди, у которых мозг работает более сбалансировано, чаще обращают внимание на общий контекст, а не на отдельные детали.

16. Кофеин повышает уровень нейромедиатора дофамина — химического вещества, которое используется центрами удовольствия в мозге для передачи сигналов.

17. Некоторые ученые считают, что наш жизненный опыт формирует наш мозг.

18. Экстраверты — это люди, которые склонны «смотреть вовне» и искать умственную стимуляцию во внешних раздражителях. Интроверты, напротив, часто предпочитают внутренний мир внешнему и склонны «уходить в себя».

19. Он из тех людей, которые стремятся к новизне и более мотивированы к обучению.

20. Вначале эти связи не очень прочные, однако с каждым повторением опыта они становятся сильнее, и процесс становится более интуитивным. Это и подразумевается под выражением «нейроны, которые активируются вместе, соединяются вместе».

21. Изменить то, как ваш мозг воспринимает информацию, не ограничивается простым осознанием своих предубеждений.

8. Is *Neuroscience* interesting for you? Think of your own experience of "investigating your brain". Do you agree with the information from the Listening? Can you give your own considerations and examples? Discuss and write essay-reflection on the subject.

Unit 4.

The AI–fication of Jobs

What's in it for me? Get a better idea of how AI will shape the future.

Pre–listening discussion.

What do you think the text will be about?

What kind of text is it? What is its target audience?

What do you think about AI (Artificial Intelligence)? Is it simply a popular trend or really the phenomenon of our future?

Do you think AI will change the life drastically? What spheres will be under the great influence of AI?

Will a man change with AI? What will possibly change? Give your ideas.

Listen to the text.



Reference: https://disk.yandex.ru/d/spPtqYx5-PirrA

Tasks

1. Issues to discuss.

1. What kind of speech is it? How can you characterize it?
2. How many parts are there in the speech? What are they? How are they named and what are they about?
3. Do you remember their titles?
4. How many percent of jobs will AI impact according to the Listening?
5. What is the challenge we face?
6. What are the three key trends we must embrace?
7. What does it mean by *three revolutions*? What do you know about industrial revolutions?
8. When did the first revolution happen? What was it? What were its results?
9. What are English Luddites? What do you know about them?
10. When did the second industrial revolution happen? What was it? What were its results?
11. Who were the losers and the winners of the second revolution?
12. When did the third industrial revolution happen? What was it? What were its results?
13. Why does the situation with AI differ from all industrial revolutions?

14. What are the two camps in the debate over AI?
15. What are the arguments of the camp that say AI will displace some jobs but create new industries and opportunities? Who are the supporters?
16. What are the arguments of the "This Time It's Different" camp? Who are the supporters?
17. What is the *CDE Innovation Prism*? What categories does the model break innovation into?
18. How does the clothing company Mango use AI?
20. When and how do we get collaboration between AI and humans?
21. What are the two choices that AI invention gives us? Speak about them.
22. How does to work alongside AI to amplify your capabilities?
23. Do you agree that AI is about transforming how we work and not replacing us? Give arguments from the Listening.
24. What is the conclusion of this Listening?

2. Comment on the phrases. Give explanation. Find them in the text.

To keep up with industry trends –
To use AI tools relevant to your role –
Hands-on experimentation –
To adopt a lifelong learning mindset –
To position oneself as indispensable –
To address the broader societal challenges –
To be enhanced productivity-wise –
To represent real lives, careers, and communities –
To recognize the gravity of these shifts and engage thoughtfully with AI's potential –
To drive the conversation –
To navigate this transformation –
To shift one's perspective –
To embrace three key trends –
Mass displacement –
Supercharged professionals –
To increase productivity –
Creative disruptors –
To be a talented artisan –
Despite one's efforts –
To be impoverished –
To be steep –
To see the pattern repeating –
Mass production methods –
To bring opportunities for many –
To create high-paying jobs –
To decimate middle-skilled roles –
To adapt faced declining wages and limited opportunities –
To widen the gap between high- and low-paid workers –
Overall employment rates –
To be disruptive at first –
To replicate human skills directly –
To put individual roles at risk in ways … –
To raise alarms about the pace of AI development and its potential risks –
In the long run –

Scenarios might play out … –
These are the bold, transformative ideas … –
To take risks and face high uncertainty –
To provide tools for smarter decision–making –
To streamline tasks, improve accuracy, and often outperform humans in repetitive or data-heavy roles –
At a fraction of the cost of hiring people –
To analyze massive datasets –
To deliver better results without replacing one's expertise –
To go beyond simply improving what we already have –
Self-driving cars –
To grapple with uncertainty –
To be shared equitably and accessibly –
Human-AI collaboration –
To supercharge one's careers –

3. Make a story using some of the combinations of words above.

4. Find the synonyms to the following words and phrases. Pay attention to the context.

To drive the conversation –
To shift one's perspective –
Supercharged professionals –
Skilled crafts –
To boost productivity –
To leverage AI for innovation –
Booming sectors –
To offsett losses –
Ultimately –
To replicate human skills directly –
To ripple out –
Unbundle services –
Enhancing innovations –
Big savings –
Things get more speculative and unpredictable –
To go beyond –
Detriment of society –
To work alongside …. in –
To reskill –

5. Comment on the metaphorical phrases.

1. To rage against the machines.
2. When we zoom out though, a bigger picture emerges.
3. Fast forward to the …
4. … transforming manufacturing into the backbone of the global economy…
5. So we ended up with clear winners and losers.
6. Digitalization opened doors for some while slamming them shut for others.

7. Wage inequality grew with each technological leap, leaving some thriving while others struggled to keep up.
8. The debate over AI and jobs boils down to two camps …
9. To skip this step …
10. To break the mold entirely …
11. To follow this path by …
12. AI can reshape the job market – not necessarily with an eye toward doing things faster or cheaper, but in ways that create whole new possibilities.
13. These kinds of breakthroughs don't just tweak how we work …
14. The fact of the matter is …
15. If we sit back and let it unfold without intervention, we risk …
16. To be in an arms race …
17. To be ahead of the curve …
18. It's a mindset …
19. How it all turns out is up to us.
20. There's little doubt that AI will drastically transform the workforce …

6. Choose several phrases from the previous exercise to make a small story.

7. Translate from Russian into English. Mind and use vocabulary from Listening.

1. Порой бывает очень трудно бороться с неопределенностью.

2. Нам также следует подумать о том, как ИИ может повлиять на нашу карьеру.

3. При любом раскладе, у нас есть два варианта на выбор.

4. Это помогает действующим игрокам адаптироваться, повышая производительность или доступность.

5. В то же время инновации усиливают то, что уже существует.

6. Никто не может предсказать будущее, но мы живем в такую эпоху, когда модели могут дать нам представление о том, как могут развиваться те или иные сценарии.

7. В прошлом технологии в первую очередь меняли облик целых отраслей. Эти изменения влияли и на работников, но в долгосрочной перспективе могли привести к появлению новых отраслей и увеличению числа рабочих мест.

8. Развитие электроэнергетики и сталелитейной промышленности, а также дальнейшее распространение методов массового производства создали миллионы рабочих мест, превратив обрабатывающую промышленность в основу мировой экономики.

9. Перенесемся в начало века и посмотрим, что происходило тогда.

10. Нет никакого сомнения, что это перспективная идея, которую необходимо реализовать.

11. В середине XIX века люди восстали против машин.

12. Подобные прогнозы могут показаться абстрактными, но за ними стоят реальные жизни, карьеры и сообщества.

13. Задача, которая стоит перед нами, — осознать всю серьезность этих изменений и вдумчиво использовать потенциал ИИ, чтобы движущей силой этого процесса стало общество, а не только технология.

14. Чтобы справиться с этими изменениями(трансформацией), мы должны изменить свой подход и учесть три ключевые тенденции.

15. Будущее сферы труда — это не то, чего стоит бояться, а то, что мы должны активно формировать.

16. Компьютеры и автоматизация изменили облик целых отраслей, создав высокооплачиваемые рабочие места в таких сферах, как разработка программного обеспечения, и одновременно уничтожив рабочие места, требующие средней квалификации, например, канцелярскую работу.

17. Для одних цифровизация открыла новые возможности, а для других закрыла их навсегда.

18. Неравенство в оплате труда росло с каждым технологическим скачком, в итоге, одни процветали, а другие едва сводили концы с концами.

19. ИИ конкурирует с человеком, предлагая более дешевые и быстрые альтернативы задачам, которые раньше выполняли люди.

20. GitHub помогает разработчикам писать код, повышая их продуктивность более чем на 25 процентов. Аналогичным образом в сфере консалтинга искусственный интеллект помогает специалистам анализировать огромные массивы данных, что позволяет им добиваться лучших результатов, не заменяя их опыт. Главное здесь то, что ИИ работает вместе с людьми, а не против них?

8. What are your ideas about Artificial Intelligence and its interaction with a human being / human life? Will it be harmful or mostly beneficial? Do you agree with the information from the Listening? Give your own considerations and examples? Make a speech on the subject.

Unit 5.

Eat - Sleep - Work - Repeat
What's in it for me? Learn how to be happier at work.

Pre–listening discussion.

What do you think the text will be about?
What kind of text is it? What is its target audience?
How do you think *work* is connected with *eat* and *sleep*?
What should be *work–sleep* ratio?
What do you think of such phenomenon as "*burning out*"?
What about the advantages and disadvantages of being a workaholic? Give your ideas and arguments.
What do you give preference: work or rest?

Listen to the text.

Reference: https://disk.yandex.ru/d/Lv-CEaV5XL6awg

Tasks

1. Issues to discuss.

1. What kind of speech is it? How can you characterize it?
2. How many parts are there in the speech? What are they? How are they named and what are they about?
3. Do you remember their titles?
4. Does "*eat, sleep, work, repeat*" sound Like every day routine life? What about your life?
5. What is meant by *Hurry Sickness*?
6. Do you agree that workplace unhappiness is a widespread problem that deeply affects our health, well–being, and productivity? Give your arguments.
7. Why are people asses working very low when they are asked to rank their daily activities from favorite to least favorite? What is your rank?
8. What was the study by Alexandra Michel? What were the results?
9. Do you agree with the results of the research at Warwick University that happy workers are 22 percent more productive than their unhappy counterparts? What are the reasons, in your opinion?

10. Does stress have only negative impact? Can you name the positive impact of stress?
11. Do you think that the greater the time pressure, the lower the creativity?
12. What is a "*sophomore slump*"? Who experienced it?
13. What was the case with the group "*The Strokes*"? Describe it.
14. Why is the lack of engagement bad for employers?
15. What is *discretionary effort*? Comment on this problem.
16. Do you know the situations when people are exhausted by overwork, constant connectivity, and continual distractions? Give examples. What are the consequences of such state?
17. What are open–plan offices? What do you think about them?
18. The results of the research have shown that 60 percent of professionals stay connected to work for 13.5 hours per weekday and 5 hours over the weekend, for a total of 70 hours of connectivity per week. What is your opinion about it? Do you think it is good?
19. How can we recharge our depleted energy?
20. Do you agree that walks can help to boost both our creativity and our concentration and the social interaction releases feel-good endorphins into the brain? Turn to your experience.
21. How do you understand "*monk mode*"? What is it?
22. What are more radical steps to recharge your energy suggested in the Listening? Which of them are the best in your opinion?
23. Minor tweaks of the work environment can lead to major improvements in our relationships to our colleagues, can't they? Give your arguments.
24. Comment on the phrase: " Small talk has a bad rap". How do you understand it? Do you agree with it?
25. What is "*workplace buzz*"? What feelings do it involve?
26. What is a *hack week* / *day*? Give explanation and comment on the examples from the Listening.
27. What is a final conclusion of this text?

2. Comment on the phrases. Give explanation. Find them in the text.

Limited free time –
To feel stressful, draining, and devoid of meaning –
It all adds up to a recipe for … –
To report negative sentiments about –
To exhibit a range of physical symptoms –
Hair loss –
Extreme weight changes –
Insomnia –
To trouble one's in their own right –
Business's bottom line –
To be serious cause for concern –
To confirm connection –
To undermine our ability to make accurate assessments of our own achievements –
To take a look at –
To give a little kickstart –
To activate one's brain's fear system –
To deliver a worthy follow–up album –
To be met with mixed reviews –

To lack engagement –
From a purely business–minded standpoint –
To be actively disengaged –
To go above and beyond the bare minimum –
To receive one's paychecks and keep one's jobs –
To be endemic to the modern workplace –
To feel a relentless pressure –
To demand one's attention –
To conducting meetings –
To recharge our energy at the workplace –
To check your inbox at designated times –
Ambient social atmosphere –
From a productivity standpoint –
To tweak the work environment –
To foster both feelings at once –
To feel overwhelmed by the sheer number of communication channels –

3. Make a story using some of the combinations of words above.

4. Find the synonyms to the following words and phrases. Pay attention to the context.

To trap in –
Draining –
To take a heavy toll on –
A totally heartless boss –
To be impacted –
To think straight –
Key message –
To fill out –
To pan –
To be a concern –
In fancy business jargon –
The average company’s profit –
A dedicated worker –
To be tied up with –
To stay on task –
To grab one's attention –
To be called away by smth. / smb. –
To sound a little trite –
To bring people together –
Free-floating emotion –

5. Comment on the metaphorical phrases.

1. It captures the main thrust of the cycle many of us feel trapped in
2. … burn the midnight oil
3. To wake up at the crack of dawn
4. To enter monk mode
5. ... a notch ahead of (being sick in bed)
6. The picture is pretty bleak ...
7. To experience first-hand ...
8. To work better under pressure ...
9. Nothing like a looming deadline to get your creative juices flowing.
10. To be true up to a certain point …
11. To go back to their same old bag of tricks …
12. To cling to old ways of doing things, rather than trying out new ones.
13. The problem gets even worse.
14. To show up for a paycheck ...
15. To keep busy ...
16. The task at hand ...
17. To keep pulling us away from our work ...
18. (The messages) never stop rolling into our phones ...
19. A quick word of warning
20. A couple of solid blocks of time
21. To go off–grid
22. To be a good rule of thumb

6. Choose several phrases from the previous exercise to make a small story.

7. Translate from Russian into English. Mind and use vocabulary from Listening.

1. Благодаря развитию цифровых коммуникационных технологий мы постоянно на связи с коллегами.

2. Работа с постоянными ситуациями стресса делает вашу жизнь невыносимой.

3. Постоянная усталость – это серьезный повод для беспокойства.

4. Работа, еда, сон – это суть замкнутого круга, в котором многие из нас чувствуют себя загнанными в ловушку.

5. Более половины всех британских служащих признаются, что чувствуют себя "выгоревшими" на работе.

6. Он был совершенно бессердечным начальником, которого интересовала только прибыль компании.

7. Во многих случаях, статистика говорит сама за себя.

8. Но, вероятно, здесь не нужна наука, чтобы понять то, что каждый из нас испытал на собственном опыте: когда вы устали, вам сложно ясно мыслить.

9. Это может показаться нелогичным, но на то есть причина.

10. Чем сильнее было давление от недостатка времени, тем выше они оценивали творческий потенциал (креативность) своей работы.

11. Когда мы испытываем стресс, в организме повышается уровень адреналина, что дает мозгу небольшой импульс.

12. Многие критики «разнесли» его последний роман в пух и прах, назвав менее вдохновенной копией первых рассказов.

13. По мнению музыкальных критиков, группа в основном вернулась к старым мелодиям, из–за чего в музыке не чувствовалось свежести и оригинальности.

14. Недостатком их работы было то, что они цеплялись за старые методы работы, вместо того чтобы пробовать новые.

15. Помимо стресса, связанного с работой, современные сотрудники также испытывают недостаток вовлеченности в работу.

16. Для начала нам нужно выявить проблемы, а затем искать пути их решения.

17. Вероятно, вы страдаете от так называемой «болезни спешки» — и вы в этом не одиноки. От нее страдают многие из нас.

18. Трудно точно определить и говорить об этом однозначно, поскольку задача постоянно меняется.

19. Возможно, это прозвучит немного глупо или банально, но на самом деле это один из самых эффективных способов преодолеть трудности, с которыми Вы столкнулись.

20. Суть в том, что, «проговаривая» свои мысли, вы можете прояснить их, прежде всего, для себя.

21. Если это кажется вам непосильной задачей, то хотя бы в выходные отключайте интернет. Выходные без работы крайне важны, даже с точки зрения дальнейшей продуктивности.

22. Есть две вещи, которые могут помочь вывести эти мероприятия (события) на новый уровень.

23. Не бойтесь осуждения начальства!

24. Это также помогает нам спокойно относиться к ошибкам друг друга, ведь это неотъемлемая часть процесса работы и проведения различных экспериментов.

25. В больших коллективах мы часто теряемся "в толпе", среди остальных, ощущаем перегруженность из–за большого количества информации, поступающей к нам по разным каналам. Общение становится легче, когда ты в небольшой группе, где люди работают в тесном взаимодействии друг с другом.

8. What are your ideas about the best environment and atmosphere of work? What is the ideal way of working? Are you a career-minded person? What are the reasons of burning out? What are, to your mind, the ways to escape burning out? Do you agree with the information from the Listening? Give your own considerations and examples? Make a speech on the subject.

Приложение. Appendix

Unit 1.

I am honored to be with you today at your commencement from one of the finest universities in the world. I never graduated from college. Truth be told, this is the closest I've ever gotten to a college graduation. Today I want to tell you three stories from my life. That's it. No big deal. Just three stories.

The first story is about connecting the dots.

I dropped out of Reed College after the first 6 months, but then stayed around as a drop-in for another 18 months or so before I really quit. So why did I drop out?

It started before I was born. My biological mother was a young, unwed college graduate student, and she decided to put me up for adoption. She felt very strongly that I should be adopted by college graduates, so everything was all set for me to be adopted at birth by a lawyer and his wife. Except that when I popped out they decided at the last minute that they really wanted a girl. So my parents, who were on a waiting list, got a call in the middle of the night asking: "We have an unexpected baby boy; do you want him?" They said: "Of course." My biological mother later found out that my mother had never graduated from college and that my father had never graduated from high school. She refused to sign the final adoption papers. She only relented a few months later when my parents promised that I would someday go to college.

And 17 years later I did go to college. But I naively chose a college that was almost as expensive as Stanford, and all of my working-class parents' savings were being spent on my college tuition. After six months, I couldn't see the value in it. I had no idea what I wanted to do with my life and no idea how college was going to help me figure it out. And here I was spending all of the money my parents had saved their entire life. So I decided to drop out and trust that it would all work out OK. It was pretty scary at the time, but looking back it was one of the best decisions I ever made. The minute I dropped out I could stop taking the required classes that didn't interest me, and begin dropping in on the ones that looked interesting.

It wasn't all romantic. I didn't have a dorm room, so I slept on the floor in friends' rooms, I returned Coke bottles for the 5¢ deposits to buy food with, and I would walk the 7 miles across town every Sunday night to get one good meal a week at the Hare Krishna temple. I loved it. And much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on. Let me give you one example:

Reed College at that time offered perhaps the best calligraphy instruction in the country. Throughout the campus every poster, every label on every drawer, was beautifully hand calligraphed. Because I had dropped out and didn't have to take the normal classes, I decided to take a calligraphy class to learn how to do this. I learned about serif and sans serif typefaces, about varying the amount of space between different letter combinations, about what makes great typography great. It was beautiful, historical, artistically subtle in a way that science can't capture, and I found it fascinating.

None of this had even a hope of any practical application in my life. But 10 years later, when we were designing the first Macintosh computer, it all came back to me. And we designed it all into the Mac. It was the first computer with beautiful typography. If I had never dropped in on that single course in college, the Mac would have never had multiple typefaces or proportionally spaced fonts. And since Windows just copied the Mac, it's likely that no personal computer would have them. If I had never dropped out, I would have never dropped in on this calligraphy class, and personal computers might not have the wonderful typography that they do. Of course it was impossible to connect the dots looking forward when I was in college. But it was very, very clear looking backward 10 years later.

Again, you can't connect the dots looking forward; you can only connect them looking backward. So you have to trust that the dots will somehow connect in your future. You have to trust in something — your gut, destiny, life, karma, whatever. This approach has never let me down, and it has made all the difference in my life.

My second story is about love and loss.

I was lucky — I found what I loved to do early in life. Woz and I started Apple in my parents' garage when I was 20. We worked hard, and in 10 years Apple had grown from just the two of us in a garage into a $2 billion company with over 4,000 employees. We had just released our finest creation — the Macintosh — a year earlier, and I had just turned 30. And then I got fired. How can you get fired from a company you started? Well, as Apple grew we hired someone who I thought was very talented to run the company with me, and for the first year or so things went well. But then our visions of the future began to diverge and eventually we had a falling out. When we did, our Board of Directors sided with him. So at 30 I was out. And very publicly out. What had been the focus of my entire adult life was gone, and it was devastating.

I really didn't know what to do for a few months. I felt that I had let the previous generation of entrepreneurs down — that I had dropped the baton as it was being passed to me. I met with David Packard and Bob Noyce and tried to apologize for screwing up so badly. I was a very public failure, and I even thought about running away from the valley. But something slowly began to dawn on me — I still loved what I did. The turn of events at Apple had not changed that one bit. I had been rejected, but I was still in love. And so I decided to start over.

I didn't see it then, but it turned out that getting fired from Apple was the best thing that could have ever happened to me. The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything. It freed me to enter one of the most creative periods of my life.

During the next five years, I started a company named NeXT, another company named Pixar, and fell in love with an amazing woman who would become my wife. Pixar went on to create the world's first computer animated feature film, *Toy Story*, and is now the most successful animation studio in the world. In a remarkable turn of events, Apple bought NeXT, I returned to Apple, and the technology we developed at NeXT is at the heart of Apple's current renaissance. And Laurene and I have a wonderful family together.

I'm pretty sure none of this would have happened if I hadn't been fired from Apple. It was awful tasting medicine, but I guess the patient needed it. Sometimes life hits you in the head with a brick. Don't lose faith. I'm convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love. And that is as true for your work as it is for your lovers. Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. So keep looking until you find it. Don't settle.

My third story is about death.

When I was 17, I read a quote that went something like: "If you live each day as if it was your last, someday you'll most certainly be right. " It made an impression on me, and since then, for the past 33 years, I have looked in the mirror every morning and asked myself: "If today were the last day of my life, would I want to do what I am about to do today?" And whenever the answer has been "No" for too many days in a row, I know I need to change something.

Remembering that I'll be dead soon is the most important tool I've ever encountered to help me make the big choices in life. Because almost everything — all external expectations, all pride, all fear of embarrassment or failure — these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the

trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart.

About a year ago I was diagnosed with cancer. I had a scan at 7:30 in the morning, and it clearly showed a tumor on my pancreas. I didn't even know what a pancreas was. The doctors told me this was almost certainly a type of cancer that is incurable, and that I should expect to live no longer than three to six months. My doctor advised me to go home and get my affairs in order, which is doctor's code for prepare to die. It means to try to tell your kids everything you thought you'd have the next 10 years to tell them in just a few months. It means to make sure everything is buttoned up so that it will be as easy as possible for your family. It means to say your goodbyes.

I lived with that diagnosis all day. Later that evening I had a biopsy, where they stuck an endoscope down my throat, through my stomach and into my intestines, put a needle into my pancreas and got a few cells from the tumor. I was sedated, but my wife, who was there, told me that when they viewed the cells under a microscope the doctors started crying because it turned out to be a very rare form of pancreatic cancer that is curable with surgery. I had the surgery and I'm fine now.

This was the closest I've been to facing death, and I hope it's the closest I get for a few more decades. Having lived through it, I can now say this to you with a bit more certainty than when death was a useful but purely intellectual concept:

No one wants to die. Even people who want to go to heaven don't want to die to get there. And yet death is the destination we all share. No one has ever escaped it. And that is as it should be, because Death is very likely the single best invention of Life. It is Life's change agent. It clears out the old to make way for the new. Right now the new is you, but someday not too long from now, you will gradually become the old and be cleared away. Sorry to be so dramatic, but it is quite true.

Your time is limited, so don't waste it living someone else's life. Do not be trapped by dogma — which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.

When I was young, there was an amazing publication called*The Whole Earth Catalog*, which was one of the bibles of my generation. It was created by a fellow named Stewart Brand not far from here in Menlo Park, and he brought it to life with his poetic touch. This was in the late 1960s, before personal computers and desktop publishing, so it was all made with typewriters, scissors and Polaroid cameras. It was sort of like Google in paperback form, 35 years before Google came along: It was idealistic, and overflowing with neat tools and great notions.

Stewart and his team put out several issues of *The Whole Earth Catalog*, and then when it had run its course, they put out a final issue. It was the mid-1970s, and I was your age. On the back cover of their final issue was a photograph of an early morning country road, the kind you might find yourself hitchhiking on if you were so adventurous. Beneath it were the words: "Stay Hungry. Stay Foolish." It was their farewell message as they signed off. Stay Hungry. Stay Foolish. And I have always wished that for myself. And now, as you graduate to begin anew, I wish that for you.

Stay Hungry. Stay Foolish.

Thank you all very much.

(https://genius.com/Steve-jobs-commencement-address-at-stanford-university-2005-annotated)

Unit 2.

Magic Words

What's in it for me? Use words to your advantage.

What comes to mind when you think of magic words? Perhaps "Abracadabra" or "Expecto Patronum".

But this Blink is not about fictional incantations. It turns out that there are real-world phrases that make certain outcomes more likely than others – almost like magic.

For instance, saying that you "recommend" something makes a person 34 percent more likely to follow your suggestion than if you were to simply say that you "like" it. But that's only the tip of the iceberg.

This Blink shows you how to use the hidden science behind language to your advantage. It teaches you how to use words to sell an idea, resolve conflict, and get ahead – at home and in the office.

Blink 1 of 6

Activate a sense of identity

Words are all around us. We each use about 16,000 of them a day. Yet we rarely think about which words we use.

It turns out that this choice can be pretty important.

In 2014, scientists conducted a study to find out how to get kids to tidy up. They allowed 4- to 5-year-old children to play for a bit and then waited until they were engaged in another activity. Then, they asked them to tidy up. They asked one group of kids to "help" clean up the toys, while they asked the other group to be "helpers" in cleaning up the toys.

Which group do you think was more likely to tidy up?

The ones that were encouraged to be "helpers. "

This brings us to our first trick in the bag: using words that activate a sense of identity.

One way to do this is to use nouns instead of verbs – like in the study. Nouns evoke category labels. It's the difference between "Rebecca runs" and "Lisa is a *runner*." Category labels such as "runner" imply a certain permanence. They make us think that a trait is an integral part of someone's personality. Running seems like a stable part of Lisa's identity, whereas Rebecca simply jogs once in a while.

That's why it can help to use nouns to get people to do something good. Kids may not want to "help" at the moment, but they want to be seen as a "helper". In 2008, political strategists used this principle to increase voter turnout. Instead of encouraging people to "vote," campaigns talked about "being a voter." It worked: voter turnout rose by 15 percent.

Another way to activate our own sense of identity is to use the word "don't" instead of "can't." When we're on a diet, for instance, we tend to say things like, "I can't eat chocolate cake right now, because I'm trying to be healthy. " But this suggests that we actually *do* want to eat cake – it's just that some outside force is preventing it. This makes it much harder to resist. So next time you're trying to change a habit, speak in don'ts: "I don't eat chocolate cake." "Don't" activates our sense of identity, and that makes us feel empowered. It suggests that we are not trying to be healthy, we *are* healthy.

Blink 2 of 6

Speak with confidence

No matter what you think of Donald Trump, you can't deny that he captures his audiences. His speaking style is simplistic and repetitive – and yet he manages to convince a lot of people of what he's saying.

If there's one thing Trump gets right, it's the power with which he speaks.

Confidence can make all the difference in whether your audience buys your point or not.

How can our choice of words influence the confidence we convey?

Do what Donald does. Pretend you're 100 percent convinced of your point by using definites like "definitely," "obviously," and "clearly". In casual speech, we tend to *hedge* a lot. Hedges are phrases like "I think," "perhaps," and "sort of." We use them to signal that something is our personal opinion and we're not quite sure of it.

However, hedges suggest a lack of confidence. Definites, on the other hand, suggest things are crystal clear. And people are much more interested in listening to something that seems irrefutable.

However, a word of caution: sometimes being overly direct can backfire. When people are confronted with facts that go against their own beliefs, they tend to shut down and stop listening. It's like an anti-persuasion defense system. So when you already know someone has a drastically different opinion than you, expressing doubt about your own opinion can actually make them more sympathetic to your point.

However, when you're speaking to an undecided audience, confidence is key. Another principle for conveying confidence is the elimination of filler words such as "uh," "um," and "er." Speakers who use a lot of filler words are perceived as less powerful and lower status. Simply waiting a little longer before you talk can reduce the number of filler words you'll need.

Finally, speak in the present tense. When the author and his colleagues analyzed millions of product reviews, they found that those written in the present tense were rated as more helpful than those written in the past tense. Saying a book "is" an amazing read suggests that this is still the case. Saying it "was" an amazing read suggests that perhaps this was only true at a particular point in time.

Blink 3 of 6

Ask good questions

There's the old saying that "there are no dumb questions". The good news is, that's probably true! But there are certainly better and worse questions depending on the situation.

Researchers at Stanford analyzed thousands of first dates to see which factors contribute to a good first impression. Apart from the obvious factors, like appearance, word choice significantly influenced how people were perceived.

The more questions someone asked, the better the first impression they had on their dates. People who asked lots of follow-up questions were perceived most positively of all. Probably because thoughtful follow-up questions signal that one is listening and genuinely interested in what the other person has to say. It turns out that people tend to be more interested in us when we show interest in them.

Asking questions is such powerful social glue that relationship researchers Arthur and Elaine Aron developed a 36-item questionnaire that can make any two people feel connected to each other. The 45-minute exercise builds from fun and casual questions ("Would you like to be famous?") to deep and intimate inquiries ("If you died right now, what would be the thing you regretted not having told someone?"). It has helped thousands of strangers become fast friends.

Contrary to popular belief, asking for advice is often viewed positively. Researchers found that asking someone for advice on a task made people seem *more*, not less, competent.

Questions can also be a great way to deflect – as politicians know all too well. But the strategy also works for everyday life. Seeking information is usually viewed favorably. So if someone asks you an uncomfortable question, answering with your own question can save you from sharing information you don't want to share.

Imagine a potential employer asks you if you plan on having kids. Answering with your own question, such as "Do you have any kids?" can serve as a deflection, helping you avoid answering this intrusive question.

On the flip side, you can learn to ask questions that coax people into sharing information they might otherwise withhold. In one study, researchers found that people were much more likely to divulge negative information when directly asked about it.

Imagine you're buying a used laptop online. Asking "What problems does the laptop have?" instead of "Is there anything I should know about the laptop?" makes sellers about 50 percent more likely to be honest about any existing issues with the laptop.

Blink 4 of 6

Be concrete or get abstract

Questions are a great way to signal to others that we're listening to *them*. And feeling heard makes people like and listen to *us*.

There's another way we can harness this effect: by using *concrete* language. Being concrete is the difference between a retail employee telling someone "I'll go look for *that*" and "I'll fetch you *those green sneakers you asked for*". The action is the same, but the latter formulation makes the customer feel much more cared for.

To study linguistic concreteness, the author and his colleague analyzed hundreds of customer service calls to a big online retailer. They found that the more concrete language the service employees used, the more satisfied the customers left the conversation. And not only that: customers also spent 30 percent more money with the retailer in the following weeks.

Using concrete language makes people feel like you're paying attention and that you understand them. It also makes it easier for those people to pay attention to you and understand you.

The problem is that the more we know about something, the more abstractly we tend to think about it. For someone who doesn't have the same knowledge, it can be hard to follow those abstract thoughts. That's why it can be beneficial to take a step back from what you know, and think about how to present a topic as if the other person had zero prior knowledge of it. Often, complicated expert jargon like "identifying a value proposition" can be replaced by simple language, such as "making a case for why people should buy the product." Using simple, concrete language rather than vague, abstract ideas helps people understand us.

Sometimes, though, being abstract can work in our favor. When researchers analyzed the impact of different startup pitches, they found that those that used more abstract language were more likely to receive investment. Abstract language made investors think a startup idea had more potential for growth.

Imagine, for instance, Uber had billed itself as a "ride-hailing app", rather than a "transportation solution". The first one sounds pretty useful, but the second one sounds like it could have a much broader impact. So if you're trying to convince someone of the potential of an idea, abstract concepts are the way to go.

Blink 5 of 6

Leverage emotion

Consider two restaurants you know nothing about. The review for Restaurant A says "the food was delicious and the ambience electrifying". The review for Restaurant B reads that "the food was expertly prepared and the ambience well-curated". Which one would you rather go to?

Probably the first one. "Delicious" and "electrifying" are much more emotional words than "expertly prepared" and "well-curated".

And emotions have a big impact on our judgment. For instance, restaurants with emotional reviews get more reservations.

It's also why media outlets use clickbait headlines such as "10 Shocking Facts about Prince Harry". Appealing to emotions is a powerful way to grab attention.

And a satisfying emotional arch is also the key to good storytelling.

When the authors analyzed the language used in blockbuster movies, they found that the most popular movies took people on an emotional rollercoaster. They switched between highly positive and highly negative moments.

Think about it: No one wants to hear a story about how a successful entrepreneur became even more successful. But people might like to hear a story about how an unemployed veteran became a successful entrepreneur. And people *love* to hear a story about how an unemployed veteran tried to start his own business, failed bitterly, pulled himself together again, tried once more, and finally became a successful entrepreneur. It's the low points that make the high points feel that much more intense.

The more ups and downs the ride has, the more exciting it'll be for people to follow. This goes for movies as well as for books, speeches, or online articles. Certain emotions are better at holding people's attention than others though.

For instance, people are 30 percent more likely to finish an online article that makes them feel anxious than one makes them feel sad. Overall, people pay more attention when the emotions evoked involve a degree of uncertainty – such as anxiety, surprise, or hope.

Appealing to emotions doesn't work across the board though. When researchers analyzed Amazon reviews, they found that emotional language works best for lifestyle products such as music, movies, and books. For utilitarian products such as razors, tools, or appliances, emotional language actually backfired. Emotional reviews were rated as less helpful.

So don't get too teary in your review of your new dishwasher if you want other people to listen to you. But if you're trying to tell a compelling story, using rich and varied emotional terms will work in your favor.

Blink 6 of 6

Blend in or stick out

Language serves as a tool for communicating with others. Its rules and rhythms change slowly over time, just as the community around it evolves.

Researchers at Stanford looked at the linguistic behavior of users of a beer-rating website to study this development on a small scale. They found that the beer enthusiasts' online lingo changed over time, like a living organism. For instance, users began using more and more fruit-related words such as "citrusy" – even though the beers themselves didn't change.

But the researchers also found something else. New users who adopted the site's linguistic conventions quickly tended to stick around for longer.

As it turns out, *linguistic similarity* is an important aspect of community-building. Individuals who adopt the same language as their group, meaning they use similar phrases and expressions, are more likely to remain part of that group.

This holds true even in the workplace. When researchers analyzed the email communication of employees of a mid-sized firm, they found that those whose linguistic style matched that of their coworkers were three times more likely to be promoted. On the flip side, employees with a different linguistic style were four times more likely to be fired.

Other research has linked using similar language to everything from better dates to more successful negotiations.

But fitting in isn't always a path to success. When it comes to music, for instance, differentiation – both in language and style – is a plus. Take Lil Nas X's super hit *Old Town Road.* The catchy tune mixes elements of country and hip hop, and talks of "cowboy hats" as well as "Porsches".

In the creative arena, things that stick out because of their dissimilarity tend to be more memorable and popular.

So if you're in a field that values creativity, innovation, and originality, not talking like the others may benefit you.

Final summary

The right word choice can get people to take action, change their minds, or invest in your idea. There are six linguistic strategies we discussed in this Blink.

One, use words that activate a sense of identity – nouns instead of verbs, for instance. Two, speak with confidence – ditch the hedges and filler words. Three, ask good questions – no one will fault you for it! Four, know when to be concrete to signal that you're listening – and when to get abstract to sell a big idea. Five, use emotional language to capture people's attention. And finally, know when to blend in with your language – and when to use it to differentiate yourself.

You'll be surprised what you can accomplish with these simple linguistic magic tricks.

(https://telegra.ph/Magic-Words-03-31)

Unit 3.

The Neuroscience of You

What's in it for me? Discover how every brain is wired differently, and what this means for our behavior.

What makes us who we are?

Everyone's brain is structurally different – even the brains of identical twins conjoined at birth – and these structural differences matter. They shape how we see the world, and how we decide to operate in it. It affects whether we're thrill seekers, how good we are at picking up languages, and even how we feel about karaoke.

Despite their importance, the biological differences in our brains are rarely discussed. The field of neuroscience has been dominated by a one-size-fits-all approach for over a century. What we know about brains is usually informed by scientists who focus on how brains work on *average,* glossing over our individual differences. But this is a missed opportunity to understand ourselves, other people, and the brain more deeply.

In this Blink, we'll draw upon the cutting-edge insights of neuroscientist Chantel Prat, who researches how brains differ, and why *small differences in our brains can cause big differences in our characters.*

You'll discover how our brain's lopsidedness affects how we approach problems, that our neurochemical cocktail determines how extraverted we are, and why it is that brains see colors differently. Ready? Let's zoom into the inner workings of your brain and discover what makes you *you.*

Blink 1 of 4

Brains that specialize in different functions interpret the world in varied ways.

Have you ever heard of The Knowledge?

It's the test required to be a taxi driver in London, and it's one of the most famously difficult exams in the world. The test demands that you memorize London's 20,000 windy streets *and* every business or landmark on each street. The test weeds out over half the people who take it— even if they've studied for it for years. It's a truly herculean task!

A landmark study in 2000 showed that drivers who successfully acquired The Knowledge of London's streets have a larger-than-average tail of the hippocampus, the region of the brain that is associated with spatial memory. In other words, by repeatedly asking their

brains to perform specific tasks– like memorizing London, a complex and disorganized system– the taxi drivers actually changed their brains' physicality.

Studying the cabbies' brains led to another important discovery: though the tail of the hippocampus grows as they study for The Knowledge, the top of the hippocampus was actually smaller than average. Researchers then compared the brains of the taxi drivers to those operating in a similar environment: London bus drivers. They found that the taxi drivers had superior spatial memory to the bus drivers, but they had *worse* short-term memory and visual memory.

What this head-to-head comparison shows us is that there's a cost to specialization. Certain enhancements of one type of memory will crowd out brain regions that are performing other jobs. After all, there's only so much room in any given brain! Now, it's not just that specialization leads your brain to perform certain functions better at the expense of other functions. What ends up happening is that brains that specialize in different functions end up interpreting the world in different ways – which is what Dr. Prat's book is all about.

To begin to break down why that is, it's helpful to think of our brains as *finite* information-processing machines operating in an essentially *infinite* environment. And in order to do its job effectively of keeping you alive in the big bad universe, your brain has to process the infinite environment into manageable pieces. In other words, it's constantly filtering, and filling in the missing blanks with what it thinks is probably happening. It's a bit like being given a stack of blurry photographs and being asked to make a movie with them. You have to decide which images are important and how to connect the dots to make a coherent video when there is missing information.

And because brains are structurally different and shaped by different experiences, they'll process information in varying ways. One brain will deal with its inherent limitations differently than another, by relying on the computations and functions at which it's more adept in order to figure out what is happening. And this is a major factor in why we have so much variation in worldviews and behaviors!

Now let's take a closer look at how specific features of our brains will lead us to operate in varied ways in the real world. We'll start with how the degree of our brain's lopsidedness affects how we solve problems.

Blink 2 of 4

Your brain's lopsidedness affects how you process information.

Imagine the human brain for a moment. It's about three pounds, and it looks something like a large walnut, with two largely independent hemispheres connected at the core.

Now, this isn't a very unique brain design. We can find divided brains throughout the animal kingdom, within all vertebrate animals.

What's peculiar to humans is that our brains are, on average, remarkably *lopsided,* with the left hemisphere tending to be larger. This cerebral asymmetry is actually what makes us particularly good at complex speech and analytical tasks. But some of us are more lopsided than others, and it's these variations of degree that make a difference in how we approach problem solving.

You might have heard analytical people described as left-brained, and creative people are considered right-brained. There's a grain of truth to this, but it's a bit more complicated than that. In reality, your strengths are not determined by which hemisphere is the "boss" of your brain — rather, it's the degree to which your brain is lopsided that affects what types of mental computations you rely on more than others when faced with ambiguous information. This structural difference is a major reason why humans can have widely different interpretations of the same input.

It's true that the left hemisphere is, in most people, optimally structured for analytical processes — it accomplishes its various functions with a "divide and conquer" approach by executing specialized computations that don't interact with one another. If someone has a highly

lopsided brain, they tend to rely more on computations associated with the left hemisphere. What this looks like in everyday life is that lopsided-brained people tend to solve problems by focusing on its specific details. It's a bit like building a picture of a forest by processing one tree at a time.

In contrast, the right hemisphere is structured in a way that makes it better equipped to integrate different types of information into a coherent whole. So it builds a picture of a forest with a big-picture approach – it looks at something vertical and brown and says "Hmm, I know I'm in a forest, so this is most likely a tree." In other words, it relies on wider context to make inferences about a given situation.

Now, all brains have forest and tree capabilities. Both approaches are vital to the many complex tasks we humans perform on a daily basis, so we've gotten really good at both over our evolutionary history. But if your brain is more lopsided, you're more likely to focus on specific details to solve problems, and people with more balanced brains tend to consider the wider context over the specific details.

So, how lopsided is *your* brain? There are a few quick-and-dirty ways of approaching this question.

First, consider these everyday tasks: Brushing your teeth. Writing with a pen. Eating with a spoon. Opening a box. Holding the top of a broom handle as you sweep.

Now ask yourself if you would perform these tasks *only* with your dominant hand. Or would you feel comfortable switching between hands for at least some of these tasks?

How about looking into a microscope or the viewfinder of a camera: do you have an eye that you prefer?

If you could *only* imagine performing these tasks with your dominant hand and your dominant eye, then your brain is likely more lopsided. If you're more comfortable switching between right and left hands, and right and left eye, your brain is likely more balanced. In the next section, we'll turn our attention to the smallest parts of our brain features – the *neurotransmitters*, which are the chemicals that your neurons need to communicate – and dive into why such tiny parts can have a huge impact on us.

Blink 3 of 4

Your brain is a unique neural cocktail, and its ingredients shape your personality.

Ah, coffee. What would life be without it?

There's a reason caffeine is the most popular drug in the world. In fact, a life without coffee would be a life with less pleasure! That's because caffeine increases the availability of the neurotransmitter *dopamine*, the chemical that the pleasure circuits in your brain use to communicate.

Now consider this: what if someone else's baseline levels of dopamine exceed the boost you get from your morning shot of espresso? In other words, what if they feel generally more pleasure than you? Or the other way around: someone else's highest feelings of pleasure might be how you feel before you've had your morning cup of joe.

Anyone who is experienced depression knows well how a brain with a lower level of feel-good chemicals can have a fundamentally different experience of the world than someone with higher levels. But dopamine levels profoundly affect our personalities and behaviors, whether we have depression or not.

Dopamine circuits play a big role in decision-making because they're nudging you through the world in a way that will bring about the most amount of pleasure possible. In effect, differing levels of dopamine from brain to brain will affect how strongly one is motivated toward different behaviors. One key way this plays out in our personalities is in how introverted or extraverted we are.

Extraverted people are those who tend to "turn outward" and seek mental stimulation from external stimuli. Introverted people, on the other hand, often prefer their own thoughts and

feelings to the outer world and tend to "turn inward". You probably have a good idea of where you fall on this continuum.

Converging research demonstrates that dopamine is at least partially responsible for our introversion or extraversion because of how dopamine rewards our brains. It turns out that when unexpected rewards happen to extraverts, their brains actually release *more* dopamine than in their introverted counterparts. Another way of putting it is: if life were a video game, then extraverts get more pleasure points every time they're positively surprised. So this makes them extra motivated to seek out outside stimulation.

So what does different susceptibility to dopamine look like in practice? Well, extraverts consistently rate themselves as more optimistic and happier than introverts. They're also more likely to seek novelty and are more motivated to learn– and it's no wonder, since external stimulation brings them extra pleasure.

You may be wondering if it's simply *better* to be an extravert. It's true that introversion has been linked to anhedonia and depression. But, despite extraverts experiencing more pleasure, there are also downsides to this design feature. For one thing, additional susceptibility to dopamine makes it more difficult for extraverts to override temptation for things that are bad for us. Extraversion has been linked with obesity and addiction, for example.

Now, let's zoom back out for a moment and give your right hemisphere some big-picture context to consider. Dopamine is just one neurotransmitter of *hundreds* that drive the way you think, feel, and behave. Others include oxytocin, serotonin, and cortisol – and they're all interacting with each other in a delicate balance. If varied levels of just one of these can affect your experience of the world so profoundly, it's no wonder that the unique mixology of our neural cocktails creates such starkly different individuals!

In the last two sections, we discussed how the brain features of lopsidedness and neurochemistry affect our behavior. Now, in the final section, we'll explore how our life experiences shape our brains. We'll discover how our past life creates the lens through which we see the present.

Blink 4 of 4

Experience creates lenses through which we filter the world.

Who here remembers The Dress?

No, not one worn by Marilyn Monroe, Princess Diana, or Monica Lewinsky.

The Dress was a viral image that took the internet by storm in 2015. It's a photograph of a striped dress that about half the population saw as blue and black, and the other half as white and gold. If you don't know what I'm talking about, look up "The Dress" on Wikipedia. What colors do you see?

Dr. Prat posits that The Dress went viral because it's a very stark example of how our brains create alternate versions of reality. It's fascinating to discover that even something as basic as the colors of a static image are open to interpretation!

Even when told that the "actual" colors of The Dress in the photograph are blue and black, the people who see it as white and gold usually cannot see its true colors unless the lighting of the image is altered. As it turns out, the reason for this is at least partially due to our life experiences.

The lighting in the viral image is ambiguous, so our brain relies on a shortcut to make sense of the incomplete data it's faced with. This results in brains with different past experiences making different assumptions about the source of the light, which in turn affects how the brain perceives the colors of The Dress.

If you're seeing The Dress as white and gold, your brain is assuming that The Dress is in shadow and that the light is coming from behind. Research suggests that this is likely because you're more familiar with natural lighting and that you're an early riser. On the other hand, if you're seeing The Dress as black and blue, your brain is assuming the lighting is coming from

the front, probably through an artificial source. This perception correlates with people who tend to be night owls and have more experience with artificial lighting.

Our brains are shaped so profoundly by previous experience due to a process called *Hebbian learning*. In a nutshell, the theory of Hebbian learning states that when our brains learn something new, neurons are activated and connected with other neurons. At first these connections are weak, but they grow stronger every time the experience repeats, so the process becomes more intuitive. It's what people mean when they say "neurons that fire together, wire together".

Hebbian learning influences your brain over your lifespan and allows you to make shortcuts that are critical to your survival, so that you can make split-second inferences without processing an event as new every time. That would be time-consuming and exhausting. Hebbian learning is also at play when we learn skills like driving, that are difficult at first but become more and more automatic over time. But experience-based shortcuts can also lead us into some problematic territories that can be difficult to correct, such as biases.

A telling example of this has been demonstrated many times: people are more likely to assume an ambiguous object is a gun when presented next to a Black person's face than a white person's face. This mental shortcut arises without a correlation to someone's actual experiences with Black people and guns, especially considering that gun ownership is common across many demographics in the United States.

So where do these biased mental shortcuts come from, if not from direct experience? Well, if your brain does not have direct experiences with something in real life – or some people – then it's more likely that its database entry on a given topic is based on what it sees on television or in fictitious depictions. In this way, systemic biases can quite literally shape the way your brain perceives the world.

Changing your brain's perception isn't as simple as just becoming aware of your biases. Remember, those who see The Dress as white and gold can't flip their perception just because they discover it's actually blue and black. Instead, correcting your brain's shortcuts is more likely to occur if you expose yourself to diverse and real-world experiences, and become more intentional about the types of narratives you feed your mind.

Final summary

You've just listened to our Blink to *The Neuroscience of You*, by Chantel Prat. The key message in this Blink is: Small differences in our brains that we're either born with or adapt to create big differences in our thoughts, behaviors, emotions, and abilities. Just consider that the DNA blueprints that underlie chimp and human brains differ by only 5 percent – but that 5% allows humans to send complex messages in split-seconds across the globe, while the chimp's day is occupied with finding food and picking nits.

Or on a much subtler level, think about how differently you feel in the morning versus in the evening. The changes in neurochemical signaling throughout the course of just twelve hours can cause a significant difference in how you're experiencing the world. The point is: our differences matter, and a neuroscience that looks into them can provide a window into the self.

Thanks so much for listening. And if you can, please leave us a rating. You can find the "rate it" button on your screen right now – we always appreciate your feedback. See you in the next Blink.

(https://telegra.ph/The-Neuroscience-of-You-12-18)

Unit 4.

The AI-fication of Jobs

What's in it for me? Get a better idea of how AI will shape the future.

Experts predict that AI will impact up to 60 percent of jobs in developed economies, with half of these jobs being enhanced productivity-wise and the other half potentially being eliminated altogether.

While predictions like these may seem abstract, they represent real lives, careers, and communities. The challenge we face is to recognize the gravity of these shifts and engage thoughtfully with AI's potential, ensuring that society, not just technologists, drives the conversation.

To navigate this transformation, we must shift our perspective and embrace three key trends: mass displacement, supercharged professionals using AI to increase productivity, and creative disruptors who leverage AI for innovation. The future of work isn't something to fear but something we must actively shape, and this Blink aims to guide us in doing just that.

Blink 1 of 5

Three revolutions

To understand the specific kind of impact that AI can have on jobs and society in general, it's helpful to look to the past and see what's happened in these kinds of situations before. In particular, we can look at three different industrial revolutions.

The first one happened in the early nineteenth century, when mechanization first began to threaten jobs in areas like the textile industry. The English Luddites, who got their name from a protester named Ned Ludd, raged against the machines. But their rebellion wasn't just about smashing equipment; they were talented artisans fighting for their survival.

Yet, despite their efforts, there was no stopping the first Industrial Revolution. By the mid-1800s, the skilled crafts the Luddites had fought to preserve were mostly replaced by mass production, leaving many artisans displaced and impoverished.

When we zoom out though, a bigger picture emerges. Mechanization also boosted productivity and enabled economic growth on an unprecedented scale. On the whole, more jobs were created than lost. The costs were steep for some, but for British society in general, the first Industrial Revolution laid the foundation for modern economic prosperity.

Fast forward to the second Industrial Revolution, in the early twentieth century, and we see the pattern repeating. The rise of electricity, steel, and the further expansion of mass production methods created millions of jobs, transforming manufacturing into the backbone of the global economy.

While factory work brought opportunities for many, it also devalued skilled craftsmanship. So we ended up with clear winners and losers. The winners were the engineers, managers, and industrial workers in booming sectors like automobiles and chemicals. And the losers were the artisans and agricultural workers, whose trades were overshadowed by machines and urbanization.

Then came the Third Industrial Revolution, starting in the mid twentieth century and driven by the internet and digital technologies. Computers and automation reshaped industries, creating high-paying jobs in fields like software development while decimating middle-skilled roles like clerical work. Digitalization opened doors for some while slamming them shut for others. Those who couldn't adapt faced declining wages and limited opportunities, widening the gap between high- and low-paid workers.

Still, throughout all these revolutions, overall employment rates remained surprisingly stable. Jobs didn't disappear – they shifted. Societies found new ways to adapt, with emerging industries offsetting losses in older ones.

But the transitions were rarely smooth. Wage inequality grew with each technological leap, leaving some thriving while others struggled to keep up. Now, as we enter the era of AI, history offers valuable lessons. Like the industrial revolutions before it, AI will reshape work. But as we'll see in the next section, this time will be different.

Blink 2 of 5

Why AI is different

The debate over AI and jobs boils down to two camps: those who say "We've Seen It Before" and those who believe "This Time It's Different". Even the so-called three godfathers of AI – Yoshua Bengio, Geoffrey Hinton, and Yann LeCun – are split between these two sides.

The "We've Seen It Before" camp sees AI as part of the historical pattern – disruptive at first, but ultimately a driver of job creation and economic growth. They say AI will displace some jobs but create new industries and opportunities, just like the steam engine, electricity, and the Internet before it. In this camp you'll find optimists like Yann LeCun and Bill Gates.

Then there's the "This Time It's Different" camp. They argue that AI isn't just another tool – it's fundamentally different. Why? Because AI doesn't just transform industries; it replicates human skills directly, putting individual roles at risk in ways we've never seen before. On this side of the debate you'll find Geoffrey Hinton, who left Google in protest in 2023, raising alarms about the pace of AI development and its potential risks, as well as fellow AI pioneer Yoshua Bengio. Elon Musk is also firmly in the "This Time It's Different" camp, warning that AI could disrupt society on an existential scale.

The author Huy Nguyen Trieu also believes that this time is different. The main reason lies in AI's unique transmission mechanism. Past technologies reshaped industries first. That reshaping would ripple out to affect workers, but it could lead to new industries and more jobs in the long run. AI, however, skips this step. It directly targets individual tasks and roles, leaving the industries doing the same kind of work, just with fewer human beings. Many jobs, including customer service representatives, translators, and even fashion models, are already seeing their entire professions change as companies experiment with AI-generated models.

AI doesn't just improve tools or processes – it substitutes human expertise. Unlike previous shifts, this AI-fication of jobs challenges the value of human skills outright. This change is profound, personal, and happening faster than it ever has before.

Blink 3 of 5

Modeling for the future

No one can predict the future, but we do live in an age where models can give us a good idea of how certain scenarios might play out. The *CDE Innovation Prism* is one such model, and it offers a practical framework to make sense of how AI might affect us.

The model breaks innovation into three categories: Cheaper / Better / Faster (C), Different (D), and Enhancing (E). By examining these categories, we can better understand how new technologies disrupt markets and create opportunities.

Cheaper / Better / Faster innovations focus on efficiency. Disruptors target specific market inefficiencies, unbundle services to improve quality or price, and eventually rebundle to expand their reach. Think of Amazon: it started with books, offering a faster and more affordable way to shop, then grew into a global powerhouse. AI fits this model when it directly competes with human labor by offering cheaper, faster alternatives to tasks once done by people.

Next we have *Different* innovations, which break the mold entirely. These are the bold, transformative ideas – like Facebook reinventing social interaction or the iPhone defining the smartphone era. Disruptors take risks and face high uncertainty, but when successful, they don't

just improve industries; they redefine them. AI could follow this path by generating entirely new roles or sectors we haven't yet imagined.

Enhancing innovations, meanwhile, amplify what already exists. They help incumbents adapt by improving productivity or accessibility. Think of Salesforce, which optimized workplace efficiency for businesses. AI could work as an enhancer rather than a replacer of human work. It could automate the repetitive tasks in someone's job and provide tools for smarter decision-making, enabling companies and individuals to achieve more.

Whether AI is competing, creating, or enhancing, the CDE Prism gives us a structured way to understand its impact and prepare for the future. With this framework in mind we'll jump into the next section.

Blink 4 of 5

Looking through the prism

As we've just seen, the 'C' in the CDE Innovation Prism stands for *Cheaper / Better / Faster*. When applied to AI, this means using the technology purely as a means of efficiency and cost reduction. AI can streamline tasks, improve accuracy, and often outperform humans in repetitive or data-heavy roles. Think about customer service chatbots or AI-powered data entry. These tools can work 24/7, in multiple languages, and at a fraction of the cost of hiring people.

The clothing company Mango already uses AI to create marketing campaigns without the need for photographers *or* models. In this mode, AI means big savings for businesses, but it can also lead to massive job displacement, especially for roles that are routine or predictable.

But it doesn't have to be this way. When AI is used for *Enhancing* – the 'E' in CDE – we get collaboration between AI and humans. Here, AI acts as a tool to *augment* human capabilities – making our jobs faster, easier, and more efficient.

A great example is GitHub Copilot, which helps developers write code more effectively, boosting their productivity by over 25 percent. Similarly, in consulting, AI helps professionals analyze massive datasets, enabling them to deliver better results without replacing their expertise. The key here is that AI works *with* people, not against them.

Now we get to *Different* – the 'D' in CDE. Here, things get more speculative and unpredictable. What we're looking at are ways in which AI can reshape the job market – not necessarily with an eye toward doing things faster or cheaper, but in ways that create whole new possibilities. Can AI innovations go beyond simply improving what we already have? Can it lead to entirely new products, services, and industries?

Think of things like AlphaFold 2, where AI revolutionized protein folding and led to new drug discoveries. Or self-driving cars that could reshape transportation. These kinds of breakthroughs don't just tweak how we work; they change what we think is even possible. And while it's thrilling, it can also go in any number of directions. AI like this can displace jobs but also lead to new forms of collaboration.

In our rapidly evolving workplace, knowing the different ways AI can innovate is an advantage. This is what we'll look at in the last section: ways in which you can prepare yourself to be among those who are working alongside AI in creative, strategic, and problem-solving roles.

Blink 5 of 5

Preparing to be supercharged

The fact of the matter is, AI is shaking up the world of work, and it's happening fast. Unlike how we ignored the warnings about climate change decades ago, we need to act now. It's not too late.

AI has the potential to solve massive global challenges, from advancing healthcare to reducing energy waste. But if we sit back and let it unfold without intervention, we risk deepening inequality, displacing millions of workers, and unraveling the social fabric of our societies.

Right now, tech giants like OpenAI, Google, and Microsoft are in an arms race, pushing AI to outpace human capabilities. While this innovation is exciting, it also runs a very serious risk of emphasizing business and money interests to the detriment of society.

This leaves us with two choices: passivity or action. If we're passive, AI's wealth and power will remain concentrated among tech elites, while the rest of us grapple with uncertainty. But if we actively shape its development, we can create a future where AI serves humanity – not just corporate profits.

Taking action means policymakers creating regulations to ensure AI's benefits are shared equitably and accessibly. Businesses must invest in human-AI collaboration and help employees reskill so that they can collaborate with AI, not be replaced by AI. We should all be advocating for ethical practices, and pushing AI leaders toward solving societal challenges rather than just making profits. The future of AI is in our hands, and the choices we make today will determine whether AI means abundance for all, or for the few.

What we can also do is prepare ourselves for the ways in which AI can supercharge our careers. Becoming a supercharged professional isn't about competing with AI – it's about working alongside it to amplify your capabilities. Here's how to make it happen:

First, *focus on your domain expertise*. Think of your field – whether it's marketing, healthcare, engineering, or education – as your foundation. Deep industry knowledge gives you the edge to apply AI effectively and strategically, knowing how it can solve specific challenges in your work. The key here is staying curious and continually updating your skills to keep up with industry trends.

Second, *develop AI literacy*. You don't need to code or build algorithms, but you do need to know how to use AI tools relevant to your role. For example, marketers might use AI for gaining customer insights, healthcare professionals might rely on AI for diagnosis support, and engineers could leverage it for design optimization. Courses, tutorials, or hands-on experimentation with AI tools can help you get comfortable with this tech.

Third, *adopt a lifelong learning mindset*. AI is evolving quickly, and the roles we're familiar with today will continue to shift. Staying adaptable is essential. That means regularly exploring new tools, attending workshops, or networking with professionals who are ahead of the curve.

Lastly, *blend your human skills with AI-driven efficiency*. Soft skills like creativity, problem-solving, communication, and emotional intelligence are irreplaceable and highly valuable in an AI-powered world. By combining these strengths with AI's analytical power, you can position yourself as indispensable.

Becoming a supercharged professional isn't just a strategy – it's a mindset. It's about seeing AI as a partner, not a competitor, and leveraging its capabilities to thrive, innovate, and stay ahead of the curve. In the end, AI doesn't have to be about replacing jobs; it can be about transforming how we work. How it all turns out is up to us.

Final summary

The main takeaway of this Blink to *The AI-fication of Jobs* by Huy Nguyen Trieu is that unlike previous industrial revolutions, AI is different in that it brings change that doesn't start at the industry level, but rather at the human level by directly replacing human skills.

The future of AI can be seen in three different categories: Cheaper / Better / Faster AI, which leads to the most job displacement, Different AI, which leads to wholly new innovations, and Enhancing AI, which leads to collaborative relationships and supercharged professionals.

There's little doubt that AI will drastically transform the workforce, but with a better understanding, it's possible that we can still see it as a cooperative tool rather than a threat of displacement. While we need to upskill workers so that they can excel as AI collaborators, we must also address the broader societal challenges and create policies and ethical practices that

prevent mass displacement. This way, we can guide AI development so that it serves the collective good, avoiding a future where the benefits of AI are concentrated in the hands of a few. The future of work is not something to fear but something to shape.

Okay, that's it for this Blink. We hope you enjoyed it. If you can, please take the time to leave us a rating – we always appreciate your feedback. See you in the next Blink.

(https://telegra.ph/The-AI-fication-of-Jobs-02-24)

Unit 5.

Eat - Sleep - Work - Repeat

What's in it for me? Learn how to be happier at work.

Eat, sleep, work, repeat. For many of us, that sounds like an all too accurate description of our day-to-day lives. Of course, it's a bit of an exaggeration. Even those of us who work more than 40 hours per week still manage to do other things with our limited free time.

But still, it captures the main thrust of the cycle many of us feel trapped in. And in some ways, it's even an understatement. Many of us skip our lunch breaks, burn the midnight oil, and wake up at the crack of dawn for our jobs. Forget about "eat" and "sleep" – it's mostly just "work, repeat".

Even worse, the work itself often feels stressful, draining, and devoid of meaning. It all adds up to a recipe for a profoundly unhappy, unfulfilling work-life. What's gone wrong? And what can we do about it? Those are the questions we're about to explore.

In these blinks, you'll learn

- what a rock band can teach us about stress;
- why you might be suffering from Hurry Sickness; and
- how to disconnect from distractions by entering monk mode.

Blink 1 of 8

Workplace unhappiness is a widespread problem that deeply affects our health, well-being, and productivity.

Feeling unhappy at your job? If so, welcome to the club!

In one survey after another, the majority of people report negative sentiments about their work. An overwhelming 83 percent of American employees say their jobs make them stressed. More than half of all British workers report feeling burned out by their jobs. And when workers across the world are asked to rank their daily activities from favorite to least favorite, being at work ends up in second-to-last place – just a notch ahead of being sick in bed.

The picture is pretty bleak, and it gets even bleaker when you start looking at the consequences of all this unhappiness.

The key message here is: Workplace unhappiness is a widespread problem that deeply affects our health, well-being, and productivity.

A stressful job doesn't just make your life unpleasant. It can also take a heavy toll on both your body and your mind. Consider a study by Alexandra Michel, a researcher at the University of Southern California. She looked at how working long, stressful hours impacted investment bankers, who routinely put in 15-hour days at the beginning of their careers.

Michel found that the bankers exhibited a range of physical symptoms, including hair loss, extreme weight changes, panic attacks, and insomnia. By the fourth year on the job, they were suffering from an increased rate of diabetes, heart problems, and even cancer. The mental

health consequences were also serious. They included higher rates of depression, anxiety, and addiction to drugs and alcohol.

These are all problems that should trouble us in their own right. But even if you were a totally heartless boss who cared only about your business's bottom line, there would still be serious cause for concern – it's not just workers' health and well-being that are being negatively impacted, it's also their ability to do their jobs.

Here again, the statistics speak for themselves. A study by researchers at Warwick University shows that happy workers are 22 percent more productive than their unhappy counterparts. And the symptoms of stress can also have a major impact on work performance. For instance, a lack of sleep can increase the rate at which workers make mistakes on the job.

Researchers have confirmed this connection in a variety of job sectors, ranging from the healthcare industry to the military. But you probably don't need science to tell you what all of us have experienced first-hand: it's hard to think straight when you're exhausted.

Blink 2 of 8

Stress is generally bad for our creativity.

Sure, stress can have negative impacts on our health and well-being – but can't it also be a good thing? After all, many people say they "work better under pressure".

Hit a wall with a project? Nothing like a looming deadline to get your creative juices flowing – or so it seems to many of us. But that's only true up to a certain point.

The key message here is: Stress is generally bad for our creativity.

This might seem counterintuitive, but there's a reason for that. In addition to interfering with our creativity, stress can also undermine our ability to make accurate assessments of our own achievements. As a result, the work we do under pressure can feel a lot more creative than it actually is.

That was the conclusion of a study conducted by Teresa Amabile, a professor at Harvard Business School. In this study, office workers were given a diary to fill out while they did their jobs. The greater the time pressure they were under, the higher they tended to rate the creativity of their work. But when Amabile took a look at their diaries for signs of creative thinking, she found the opposite to be the case: the greater the time pressure, the lower the creativity.

Some basic neuroscience can help to explain why this happens. To be creative, we need to be willing to explore new ideas and take risks. Now, when we're under pressure, the stress boosts our adrenaline, which can give our brains a little kickstart. But it also activates our brain's fear system. This, in turn, deactivates the parts of the brain involved in exploration and risk-taking.

That's one reason why musical artists often experience a "sophomore slump". Consider The Strokes. In 2001, the New York City rock band released their critically acclaimed debut album, *Is This It*. But then the pressure to deliver a worthy follow-up album went to their heads.

After scraping whole recording sessions and restarting the project multiple times, the band finally released their sophomore album, *Room on Fire*, in 2003 – only to be met with mixed reviews. Many critics panned it, calling it a less inspired copy of The Stroke's first album. In their view, the band had mostly just gone back to their same old bag of tricks, resulting in music that lacked a sense of freshness.

The lesson? Pressure encourages people to play it safe – to cling to old ways of doing things, rather than trying out new ones. In an economy where innovation is increasingly the key to success, that should be a concern for rock bands and corporations alike.

Blink 3 of 8

Many employees lack engagement with their jobs, which is bad for business.

Less productivity, less creativity – even from a purely business-minded standpoint, the case against workplace unhappiness is already compelling. But wait, the problem gets even worse.

On top of being stressed out by their jobs, today's workers are also experiencing a lack of engagement. That means they don't feel enthusiastic about or connected with the jobs they do or the people they work for. A 2018 Gallup survey found this to be the case for 53 percent of US workers, while another 13 percent were actively disengaged.

From a management perspective, that's a problem. Why? Well, it comes down to something called *discretionary effort.*

The key message here is: Many employees lack engagement with their jobs, which is bad for business.

Imagine you're a CEO. What do you want your employees to do? Well, obviously, you want them to do their work – but that's not all. Ideally, you want them to go above and beyond the bare minimum of what they need to do to receive their paychecks and keep their jobs. In fancy business jargon, this extra work is called discretionary effort, since it's something workers can choose to do or not to do, depending on how motivated they feel.

And that brings us back to engagement. The more employees feel engaged by their jobs, the more motivated they'll be to put in discretionary effort. After all, if they're just showing up for a paycheck, they'll tend to only do what's needed to get paid and go home. In contrast, if they feel enthusiastic about their work and connected to their companies, they'll tend to apply themselves more to their jobs.

Unsurprisingly, companies that try to create a more positive "employee experience" don't only enjoy higher levels of employee engagement; they also have greater success. Calculated on a per employee basis, their profits are four times higher than the average company's profit. They're also 28 times more likely to end up on Fast Company's coveted "Most Innovative Companies" list.

So, to sum up what we've learned so far: a happy, relaxed, and engaged worker is a healthy, productive, creative, and dedicated worker. That's an outcome that employers and employees alike can celebrate. But how can we achieve it?

Well, first we need to identify the problems behind workplace unhappiness, and then we need to find some solutions.

Blink 4 of 8

Many of us are exhausted by overwork, constant connectivity, and continual distractions.

Do you feel restless about your job? Does it seem like there's always more work to be done? Do you feel guilty or anxious if you don't keep busy?

If so, you might be suffering from a condition called *hurry sickness* – and you're definitely not alone. It's a condition that afflicts many of us. That's because it's tied up with some larger problems that are endemic to the modern workplace.

The key message here is: Many of us are exhausted by overwork, constant connectivity, and continual distractions.

There are many ways we can end up getting overworked by our jobs. Long workdays and workweeks are the most obvious examples, but the problem isn't just how many hours we spend at work. It's also how we spend our time inside and outside those hours.

Inside our working hours, many of us feel unable to take any breaks, and we feel a relentless pressure to keep busy. Especially if we work in offices, we feel tied down to our desks, needing to constantly "stay on task" – whatever that task might be.

It’s hard to pinpoint and talk about it in the singular, because the task at hand is always shifting from one thing to another. Maybe you’re trying to focus on a project, but then you get an email that grabs your attention. Or you’re interrupted by a colleague who comes over to ask a question. Or you’re called away by your boss for yet another meeting.

Thanks to the rise of digital communication technologies, we’re constantly connected to our colleagues – and continually distracted by them as a result. If it’s not one of the 200 emails the average office worker sends and receives per day, it’s one of the myriad texts, chat messages, or phone calls that demand our attention. Meanwhile, thanks to the popularity of open-plan offices, we’re constantly vulnerable to our colleagues interrupting and distracting us in person as well. Add to that the obsession that many companies have with conducting meetings all the time, and it’s a wonder any of us can get any work done.

Or to put it another way: it’s hardly surprising that we feel like there’s always more work to do. The interruptions and distractions keep pulling us away from our work, and the messages never stop rolling into our phones and computers – even when we’re at home, where we continue to monitor them.

As a result, 60 percent of professionals stay connected to work for 13.5 hours per weekday and 5 hours over the weekend, for a total of 70 hours of connectivity per week. No wonder we’re exhausted.

Blink 5 of 8

Some simple changes of practice can help us to recharge our energy at the workplace.

Alright, so we feel exhausted by overwork, constant connectivity, and continual distraction – but how can we start recharging our depleted energy?

In this blink, we’ll start with the simplest and most unobjectionable things we can do. In the next blink, we’ll then look at some more radical and potentially controversial solutions.

The key message here is: Some simple changes of practice can help us to recharge our energy at the workplace.

Now, this first thing might sound a little silly or trite, but it’s actually one of the most effective things you can do: turn off the email notifications on your phone and computer. When the notification ping or banner goes off, it’s really hard to resist the urge to check your messages immediately. So why not remove the temptation altogether and only check your inbox at designated times?

OK, now another straightforward thing you should do: have a lunch break, preferably with your colleagues. Don’t skip lunch – and don’t eat alone – if you can help it. Obviously, skipping lunch can deplete your energy that same day, but research suggests it can also interfere with your sleep and make you exhausted over the weekend. As for eating alone, researchers at Oxford University have found that this is the second greatest contributor to unhappiness, right after having a preexisting mental illness. In contrast, when we share lunch with other people, the social interaction releases feel-good endorphins into the brain.

Ready for another no-brainer? Go for a walk. The physical benefits of this are obvious, but there are mental benefits too. Studies from researchers at Stanford University have found that walks can help to boost both our creativity and our concentration.

Want to take your walks to the next level? Add a social and professional element to them by having a walking meeting with a colleague. Here’s how it works: the two of you go for a walk, and one of you talks about a work problem you’re experiencing while the other person just listens. The idea is that by "talking it out," you can clarify your thoughts.

How long should you walk? Anywhere from seven minutes to half an hour – whatever works for you.

Blink 6 of 8

With the cooperation of their employers, workers can take even more radical steps to recharge their energy.

Ready for some more radical steps you can take to recharge your energy? Great – but first, a quick word of warning.

If you're an employee, keep in mind that these "hacks" will ultimately require the cooperation of your employer – but that doesn't mean you shouldn't start a conversation about trying them out at your workplace!

The key message here is: With the cooperation of their employers, workers can take even more radical steps to recharge their energy.

If you have a smartphone, you know about airplane mode – but you might not have heard about *monk mode*. OK, it's not an actual feature on your phone, but it's still something you and your colleagues can start implementing. It means you're unavailable for any form of contact during certain pre-established hours – say, every Wednesday and Friday morning until 11 a.m., or whatever works for you. This way, you can focus entirely on your work for at least a couple of solid blocks of time per week. To help enforce your monk-like solitude, you could work from home during these hours.

Back at the workplace, you can also have designated hours during which you and your colleagues are allowed to wear headphones. There are pros and cons to both having and not having headphones in the workplace, but this way, you can experience the best of both worlds. During the designated hours, you can use headphones to tune out the noise of your surroundings and send a signal to other people that you'd rather not be interrupted right now. Outside those hours, you will be reconnected with the ambient social atmosphere of your workplace.

If headphones or monk mode aren't enough and you want a stronger fix of peace and quiet, try going off-grid for a whole day. No email. No texts. Nothing. You're completely unreachable for the day. You and your colleagues can take turns doing this, so that only one of you is unavailable at a time.

If that's a bridge too far, you should at least be going off-grid over the weekend. Having a work-free weekend is crucial, even from a productivity standpoint. Research from Stanford University shows that people who work 48 hours per week with Sunday off get more work done than when they work 56 hours with no day off.

Shorter work hours can be a huge energy booster in general. In Sweden, an experiment with a large group of public sector workers showed that when their work schedules were reduced from eight hours per day to six, their productivity increased, their health improved, and they missed less work – a win, win, win for employers and employees alike.

Blink 7 of 8

Minor tweaks of the work environment can lead to major improvements in our relationships to our colleagues.

You go to work, you're surrounded by dozens – or maybe even hundreds – of colleagues, yet somehow you still feel isolated. Does this sound at all familiar?

If it's any consolation, you're not alone in feeling alone. Workplace loneliness is on the rise. Nearly half of American adults report feeling lonely sometimes or always, despite spending most of the day with other people at work.

This loneliness is another major cause of workplace unhappiness. What can we do to combat it and feel more connected to our coworkers?

The key message here is: Minor tweaks of the work environment can lead to major improvements in our relationships to our colleagues.

Let's start with the obvious: if you want to bring people together, you've got to get them talking to each other! But not just any kind of talking – we need to have real conversations with our colleagues. Email exchanges or meetings won't cut it.

Small talk has a bad rap, but it's a surprisingly important aspect of building relationships with other people. That's especially true at the workplace. Not only does casual conversation enable us to get to know our colleagues, but it also allows us to talk about our work problems, share tips, and bounce ideas off each other.

Research by MIT professor Alex Pentland shows that one-third to one-half of all improvements in productivity come from innovations that originally arise out of informal interactions. Those same interactions also make our brains release endorphins – so once again, we have a win-win situation for employees' happiness and employers' bottom line.

To encourage informal conversation, companies should tweak the work environment to facilitate it. Want two teams talking to each other more? Place the coffee machine or water cooler in between their two areas of the office, or let them share a break room together.

Another great way to bring people together is to have social events during work hours – say, every Friday at 4:30 p.m. After-work gatherings can be nice, but they unfairly exclude or inconvenience employees who have responsibilities at home, such as parenting, so companies shouldn't rely on them.

Two things can help bring these events to the next level. First, a little structure: at each event, gather everyone together and have a couple people introduce themselves. Second, have some food and drinks. There's nothing like a pizza, a cup of tea, or a bottle of beer to help bring people together!

Blink 8 of 8

Companies can generate workplace buzz by promoting feelings of positive affect and psychological safety.

Have you ever walked into an office and felt as if you were stepping into some sort of cross between a library and a morgue? Everyone's silently sitting at their desks, typing away at their computers with a grim look on their faces. The whole place feels dead.

That's not the work environment that most of us want to experience. We'd like there to be a sense of excitement in the air. But unfortunately, that's the prevailing atmosphere in all too many workplaces. In this final blink, let's look at how we can turn this around and generate the "buzz" that turns a place of work into a great place to work.

The key message here is: Companies can generate workplace buzz by promoting feelings of positive affect and psychological safety.

To feel a sense of buzz, members of a work team need to have two feelings. The first is *positive affect*. This is sort of like being in a good mood, only it's even more diffuse. You don't feel it about anything in particular; it's more of a general, free-floating emotion that fills your overall outlook on life with a sense of well-being.

The second feeling is *psychological safety*. In this context, this means you feel comfortable and secure around your bosses and colleagues. You don't fear their judgment. You don't worry about what will happen if you make a small mistake in front of them. Instead, you feel like you can be yourself around them.

Here's one way that companies can foster both feelings at once: have a *hack day* every couple of months, or even a whole *hack week* once or twice a year. The idea is that for an entire day or week, everyone at the workplace splits into teams, puts aside their normal tasks, and experiments with new ideas for improvements in a product or service. This reintroduces a sense of playfulness into our teamwork. It also encourages us to be OK with each other making mistakes, since that's part of the whole experimental process.

Having a theme can help to structure a hack day or hack week. For example, at Twitter, themes have included a focus on improving the social media network's ability to foster conversations. This has led to many improvements in the company's app and website, including threaded conversations and ways to combat abusive Twitter users.

If you follow Twitter's lead with a hack week of your own, what kind of innovations could you and your colleagues discover?

Final summary

The key message in these blinks:

Workplace unhappiness is a widespread problem with many causes: overwork, constant connectivity, continual distraction, loneliness, and lack of a sense of buzz. Companies can solve these problems by enabling employees to energize themselves and come together as team members. To accomplish these objectives, employees and employers have many options available to them. These include taking breaks, implementing periods of disconnection, limiting work hours, hosting social events, and instituting hack days or hack weeks.

Actionable advice:

Generate more connection and buzz by focusing on small teams.

For large companies, one of the reasons that hack days and hack weeks can work so great is that they involve huge workforces splitting into small teams. In larger groups, we have a tendency to get lost in the crowd and feel overwhelmed by the sheer number of communication channels we have to deal with. In contrast, exchange is easier when you're part of a small group of people who work closely together. Instead of obsessing with our overall company's culture so much, we should be focusing on cultivating the culture of small teams instead. For many companies, that requires creating smaller teams – eight or nine people is a good rule of thumb.

(https://telegra.ph/Eat-Sleep-Work-Repeat-09-10)

Библиография

1. *Опарина О.И.* К вопросу преподавании языка профессионального общения в вузе: теоретические стандарты и / или существующая практика //Гуманитарное образование в экономическом вузе: материалы VII Международной научно-практической конференции. 1-28 ноября 2018 г. М.,2019. С.126-131.

2. *Щукин А. Н.* Методика обучения речевому общению на иностранном языке. – М. : Издательство Икар, 2011. – 454 с.

3. *Izmailyan D.B., Oparina O.I.* English proficiency within academic and professional competence // Меняющеаяся коммуникация в меняющемся мире. Волгоград,2021. С.95-103.

4. *Berger J.* Magic words. 2023. [Электронный ресурс] / J.Berger - Режим доступа: https://telegra.ph/Magic-Words-03-31 (дата обращения 15.09.2026).

5. *Daisley B.* Eat Sleep Work Repeat. 2020. [Электронный ресурс] / B. Daisley - Режим доступа: https://telegra.ph/Eat-Sleep-Work-Repeat-09-10 (дата обращения 15.09.2026).

6. *Jobs St.* Stanford Commencement Address. 2005. [Электронный ресурс] / Steve Jobs - Режим доступа: https://www.yandex.ru/video/preview/13176202137434586576 (дата обращения 21.09.2026).

7. *Jobs St.* Stanford Commencement Address. 2005. [Электронный ресурс] / Steve Jobs - Режим доступа: https://genius.com/Steve-jobs-commencement-address-at-stanford-university-2005-annotated (дата обращения 21.09.2026).

8. *Nguen Trie H.* AI-fication of jobs. 2024. [Электронный ресурс] / H. Nguen Trie - Режим доступа: https://telegra.ph/The-AI-fication-of-Jobs-02-24 (дата обращения 15.09.2026).

9. *Prat Ch.* The Neuroscience of you.2022. [Электронный ресурс] / Chantel Prat - Режим доступа: https://telegra.ph/The-Neuroscience-of-You-12-18 (дата обращения 15.09.2026).