CHAPTER 1. VIEW OF HISTORY

PART 7. Arnold Toynbee 2

"Creative Minority"

Arnold Toynbee(1889-1975) interpreted human history in a schema called "Challenge and Response." **He called those who recognized the mission of overcoming it with faith and proclaiming305 hope courageously without [concealing595/hiding595] or avoiding the crisis of the times 'Creative Minority.'** And there are two types of public reaction to the 'Creative Minority.'

Mimesis 미메시스

Mimesis is the meaning of imitation. Plato said that individual objects in the apparent121 world were **[essences29/imitations]** of Idea and thought of them in a **[high/lower]** dimension관점 than Idea. **He despised132 art because he understood it as a(an) [nature/imitation], saying it was an image of Idea.**

Impressed by the courage, dedication, and sacrifice of the 'creative minority', we imitate and follow 'creative minority'. [Development]

Nemesis 네메시스

Follower loses the target to be imitated and argues over [appointment/disappointment], transfer215 of responsibility, and revenge326.
[Retreat & Destruction]

Catfish Effects



In the past, the biggest concern of Nordic fishermen was to transport운송 sardines정어리 **[catch/caught]** in the sea to the port. There was only one Norwegian fisherman with the skill of transporting sardines **[live/alive]**, but he never **[disclosed117/concealed595]** his secret recipe. But not until after his death **[the secret was/was the secret]** known. The trick was a very simple way to put catfish in an aquarium. In the face of a situation where survival is at stake위태로운, everyone has the **[utmost507/lethargic무기력한]** potential. If you put catfish, a natural enemy천적, in an aquarium full of sardines, it seems that sardines will be **[free/eaten]**, but rather, they move steadily to survive until they arrive at the port. In the face of such a **[comfortable356/desperate526]** situation where survival is at stake, it is nature's reason that even rice exhibits210 its **[maximum/minimum]** potential. In general, the catfish effect is that a fierce287 competitive environment is beneficial to promote the development of individuals and organization.

This is in line with~와 일치하다 the view of historian Toynbee, who saw that the process of 'challenge and response' is the '**dr□□□□□ force**추진력' behind the development of human civilization.

Examples of catfish effects

Controversy **[arose/rouse]** around the entry of Swedish furniture company IKEA into Korea. In general, there were many concerns that it would erode침식[풍화]시키다[되다] a large part of the Korean furniture market. Contrary to such expectations, **[similarly/however]**, IKEA's landing in Korea served as역할을 하다 an opportunity for domestic46 furniture companies **[to listen/listening]** more to consumer preferences756, and the market erosion308 **[that/in which]** they were worried about did not take place.

IKEA, which entered the domestic furniture market, has become a "catfish" that has served as a beneficial stimulus for domestic furniture companies. It can be seen that the fact **[that/which]** many companies are trying to develop their companies by creating a competitive atmosphere among employees today **[is/being]** actually due to the catfish effect.

Thanks to such a strong competitor, the level of activity of the weak **[increases/decreases]** and the overall325 atmosphere is **[revitalized**새로운 활력을 주다**/aggravated580]**. It's called 'catfish effect'. Arnold Toynbee also enjoyed **[to use/using]** anecdotes617 from the catfish effect during his lecture.