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2026년 9월 시행 · 전국연합학력평가

Exclusion is a state that is ① ignored by the organization psychologists. Therefore, it is possible that precautions regarding organizational exclusion are not ② taken. Individuals react to organizational exclusion by trying to strengthen their basic needs, which are ③ threatened. Positive social behaviors develop belonging and self-respect. The likelihood that individuals who try to adapt to positive social behaviors will experience organizational exclusion ④ decrease. However, individuals may be faced with more exclusion when they cannot adapt to a group. When excluded individuals grow away from communication and social activities, their contribution to the organization they are in may decrease. When this situation is not avoided, exclusion increases even more and strongly ⑤ affects the performance of the employee in a negative way. Precautions need to be taken regarding organizational exclusion, which is very important for business.

1. 어법 윗글의 밑줄 친 부분 중, 어법상 틀린 것은?

① ② ③ ④ ⑤

2. 제목 윗글의 제목으로 가장 적절한 것은?

① Exclusion Improves Teamwork
② Exclusion at Work: A Hidden Threat to Performance
③ Why Psychologists Study Only Inclusion
④ Social Behavior Has No Effect at Work
⑤ Employees Prefer Working Alone

2025년 10월 고2 학평 20번

2025년 10월 시행 · 전국연합학력평가

When you are working in healthcare, it is important to develop a ① solid professional relationship with your patients. By establishing ② realistic self-boundaries, you can protect that relationship. It is important to keep the focus on the patient. When working with patients who are seen ③ rarely, it is easy to start to think of them as friends. With a friend, you are likely to share personal information that is not appropriate with a patient. Patients may feel that they cannot share important health-related information because you are their friend, and it would be ④ embarrassing to share that information. Self-boundaries can also be thought of as professional boundaries. You need to treat patients with ⑤ respect and keep the relationship professional. Be friendly to patients and always keep the focus on the patient.

1. 어휘 윗글의 밑줄 친 부분 중, 문맥상 낱말의 쓰임이 적절하지 않은 것은?

① ② ③ ④ ⑤

2. 주장 윗글에서 필자가 주장하는 바로 가장 적절한 것은?

① 의료 종사자는 환자와 전문적인 경계를 지켜 관계의 초점을 환자에게 두어야 한다.
② 자주 보는 환자와는 친구가 되어야 한다.
③ 환자에게 개인적인 이야기를 많이 해야 한다.
④ 환자에게 친절할 필요는 없다.
⑤ 의료 관계에서 경계는 불필요하다.

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2025년 9월 시행 · 전국연합학력평가

The future of work depends on two forces: a ① harmful substituting force and a helpful complementing one. Many tales have a hero and a villain fighting each other for dominance, but in our story, technology plays both roles at once, ② displacing workers while simultaneously raising the demand for their efforts elsewhere in the economy. This interaction helps explain why past worries about automation were ③ justified: our ancestors had predicted the wrong winner in that fight, ④ underestimating quite how powerful the complementing force would prove to be or simply ignoring that factor altogether. It also helps to explain why economists have traditionally been ⑤ dismissive of the idea of technological unemployment: there appeared to be firm limits to the substituting force, leaving lots of tasks that could not be performed by machines, and a growing demand for human beings to do them instead.

1. 어휘 윗글의 밑줄 친 부분 중, 문맥상 낱말의 쓰임이 적절하지 않은 것은?

① ② ③ ④ ⑤

2. 제목 윗글의 제목으로 가장 적절한 것은?

① Machines Will Replace All Workers
② Automation Always Wins Over Humans
③ Substitute and Complement: Technology’s Two Roles in Work
④ Why Economists Fear Technology
⑤ Technology: A Pure Villain

2024년 9월 고2 학평 21번

2024년 9월 시행 · 전국연합학력평가

In today's information age, in many companies and on many teams, the objective is no longer error prevention and replicability. On the contrary, it's creativity, speed, and keenness. In the industrial era, the goal was to minimize variation. But in creative companies today, _____ is more essential. In these situations, the biggest risk isn't making a mistake or losing consistency; it's failing to attract top talent, to invent new products, or to change direction quickly when the environment shifts. Consistency and repeatability are more likely to suppress fresh thinking than to bring your company profit. A lot of little mistakes, while sometimes painful, help the organization learn quickly and are a critical part of the innovation cycle. In these situations, rules and process are no longer the best answer. A symphony isn't what you're going for. Leave the conductor and the sheet music behind. Build a jazz band instead.

1. 빈칸 추론 윗글의 빈칸에 들어갈 말로 가장 적절한 것은?

① preventing every error
② repeating the same process
③ following strict rules
④ maximizing variation
⑤ minimizing risk

2. 요지 윗글의 요지로 가장 적절한 것은?

① 실수를 막는 것이 모든 조직의 최우선 목표이다.
② 규칙과 절차가 창의성을 높인다.
③ 산업 시대의 방식이 오늘날에도 최선이다.
④ 일관성이 회사의 이익을 늘린다.
⑤ 창의적인 조직에서는 일관성보다 변화와 실수를 허용하는 유연함이 혁신을 이끈다.

2024년 6월 고2 학평 21번

2024년 6월 시행 · 전국연합학력평가

Take a look at some of the most powerful, rich, and famous people in the world. Ignore the trappings of their success and what they're able to buy. Look instead at what they're ① forced to trade in return—look at what success has cost them. Mostly? Freedom. Their work demands they wear a suit. Their success depends on ② attend certain parties, kissing up to people they don't like. It will require—inevitably—③ realizing they are unable to say what they actually think. Worse, it demands that they become a different type of person or do bad things. Sure, it might pay well—but they haven't truly ④ examined the transaction. As Seneca put it, "Slavery resides under marble and gold." Too many successful people are prisoners in jails of their own making. Is that what you want? Is that what you're ⑤ working hard toward? Let's hope not.

1. 어법 윗글의 밑줄 친 부분 중, 어법상 틀린 것은?

① ② ③ ④ ⑤

2. 제목 윗글의 제목으로 가장 적절한 것은?

① The Hidden Price of Success: Lost Freedom
② Rich People Enjoy Total Freedom
③ Wear a Suit to Be Free
④ Success Costs Nothing
⑤ Parties Are the Key to Happiness

2024년 6월 고2 학평 39번

2024년 6월 시행 · 전국연합학력평가

Imagine that seven out of ten working Americans got fired tomorrow. What would they all do? ① It's hard to believe you'd have an economy at all if you gave pink slips to more than half the labor force. ② But that is what the industrial revolution did to the workforce of the early 19th century. ③ Two hundred years ago, 70 percent of American workers lived on the farm. ④ Farm life in the 19th century was often described in famous novels. ⑤ Today automation has eliminated all but 1 percent of their jobs, replacing them with machines. But the displaced workers did not sit idle. Instead, automation created hundreds of millions of jobs in entirely new fields. Those who once farmed were now manning the factories that manufactured farm equipment, cars, and other industrial products. Since then, wave upon wave of new occupations have arrived— appliance repair person, food chemist, photographer, web designer—each building on previous automation. Today, the vast majority of us are doing jobs that no farmer from the 1800s could have imagined.

1. 무관한 문장 윗글에서 전체 흐름과 관계 없는 문장은?

① ② ③ ④ ⑤

2. 요지 윗글의 요지로 가장 적절한 것은?

① 자동화로 일자리를 잃은 노동자는 계속 실업 상태였다.
② 오늘날에도 미국 노동자의 70%가 농장에서 일한다.
③ 산업 혁명은 전체 일자리 수를 줄였다.
④ 자동화는 일자리를 없애기도 했지만 완전히 새로운 분야에서 수많은 일자리를 만들어 냈다.
⑤ 새로운 직업은 자동화와 무관하다.

2024년 3월 고2 학평 20번

2024년 3월 시행 · 전국연합학력평가

Too many times people, especially in today's generation, expect things to just happen ① overnight. When we have these false expectations, it tends to ② discourage us from continuing to move forward. Because this is a high tech society, everything we want has to be within the parameters of our ③ comfort and convenience. If it doesn't happen fast enough, we're tempted to ④ lose interest. So many people don't want to take the time it requires to be successful. Success is not a matter of mere desire; you should develop ⑤ speed in order to achieve it. Have you fallen prey to impatience? Great things take time to build.

1. 어휘 윗글의 밑줄 친 부분 중, 문맥상 낱말의 쓰임이 적절하지 않은 것은?

① ② ③ ④ ⑤

2. 제목 윗글의 제목으로 가장 적절한 것은?

① Success Happens Overnight
② Great Things Take Time
③ Technology Makes Us Patient
④ Desire Alone Brings Success
⑤ Why Comfort Is the Key

2024년 3월 고2 학평 37번

2024년 3월 시행 · 전국연합학력평가

In order to bring the ever-increasing costs of home care for elderly and needy persons under control, managers of home care providers have introduced management systems. (①) These systems specify tasks of home care workers and the time and budget available to perform these tasks. (②) Electronic reporting systems require home care workers to report on their activities and the time spent, thus making the distribution of time and money visible and, in the perception of managers, controllable. (③) The home care workers, on the other hand, may perceive their work not as a set of separate tasks to be performed as efficiently as possible, but as a service to be provided to a client with whom they may have developed a relationship. (④) This includes having conversations with clients and enquiring about the person's well-being. (⑤) Restricted time and the requirement to report may be perceived as obstacles that make it impossible to deliver the service that is needed. If the management systems are too rigid, this may result in home care workers becoming overloaded and demotivated.

1. 문장 삽입 글의 흐름으로 보아, 다음 문장이 들어가기에 가장 적절한 곳은?

This, in the view of managers, has contributed to the resolution of the problem.

① ② ③ ④ ⑤

2. 주제 윗글의 주제로 가장 적절한 것은?

① why home care costs are falling
② how elderly people report their activities
③ the conflict between managerial control and care workers' view of their job
④ the benefits of rigid management systems
⑤ why care workers avoid conversations

정답 및 해설

8-17 **1.**④ **2.**② · 8-18 **1.**③ **2.**① · 8-19 **1.**③ **2.**③ · 8-20 **1.**④ **2.**⑤ · 8-21 **1.**② **2.**① · 8-22 **1.**④ **2.**④ · 8-23 **1.**⑤ **2.**② · 8-24 **1.**③ **2.**③

8-17 · 2026년 9월 고2 학평 39번
1. ④ 주어가 단수 The likelihood이므로 decreases가 알맞다. ④ decrease → decreases.
2. ② 조직 내 배제는 간과되기 쉽지만, 직원의 기여와 성과를 크게 떨어뜨리므로 예방 조치가 필요하다는 글이다.

8-18 · 2025년 10월 고2 학평 20번
1. ③ '자주' 보는 환자일수록 친구처럼 여기기 쉽다. ③ rarely → frequently.
2. ① 환자와 친구가 되면 중요한 건강 정보를 나누기 어려워지므로, 친절하되 전문적인 경계를 지키라는 주장이다.

8-19 · 2025년 9월 고2 학평 22번
1. ③ 조상들은 보완하는 힘을 과소평가해 승자를 잘못 예측했으므로, 자동화에 대한 과거의 걱정은 '잘못된' 것이었다. ③ justified → misplaced.
2. ③ 기술은 일자리를 대체하는 동시에 다른 곳의 수요를 늘리는 두 역할을 하며, 과거에는 보완하는 힘이 더 컸다는 글이다.

8-20 · 2024년 9월 고2 학평 21번
1. ④ 산업 시대에는 편차를 줄이는 것이 목표였지만, 오늘날 창의적인 회사에서는 '편차를 극대화하는' 것이 더 중요하다. ①은 산업 시대의 목표다.
2. ⑤ 오늘날 창의적인 조직은 오케스트라가 아니라 재즈 밴드처럼 변화와 작은 실수를 허용해야 혁신할 수 있다는 것이 요지다.

8-21 · 2024년 6월 고2 학평 21번
1. ② 전치사 on의 목적어이므로 동명사 attending이 알맞다. ② attend → attending.
2. ① 부와 명성을 얻은 사람들은 그 대가로 자유를 잃어 스스로 만든 감옥에 갇힌다는 글이다.

8-22 · 2024년 6월 고2 학평 39번
1. ④ 글은 자동화가 일자리를 없애고 새 일자리를 만들었다는 내용이다. ④는 19세기 농촌을 그린 소설 이야기로 흐름과 무관하다.
2. ④ 농업 일자리의 대부분이 자동화로 사라졌지만, 그 노동자들은 공장 등 새 분야로 옮겨 갔고 새로운 직업들이 계속 생겼다는 것이 요지다.

8-23 · 2024년 3월 고2 학평 20번
1. ⑤ 성공은 바람만으로 이루어지지 않으므로 '인내심'을 길러야 한다. 뒤의 impatience와 Great things take time이 근거다. ⑤ speed → patience.
2. ② 하룻밤 사이의 성공을 기대하면 쉽게 포기하게 되므로, 인내심을 갖고 시간을 들여야 한다는 글이다. ①은 글이 비판하는 기대다.

8-24 · 2024년 3월 고2 학평 37번
1. ③ 전자 보고 시스템이 비용을 통제 가능하게 했다는 문장 뒤에 관리자 입장의 평가가 오고, 이어 on the other hand로 돌봄 노동자의 관점이 대조된다.
2. ③ 관리자는 업무와 시간을 통제해 비용 문제를 해결했다고 보지만, 돌봄 노동자는 이를 관계 중심의 서비스를 가로막는 장애로 느낀다는 내용이다.