

Úkol č.1

Úvod:

- 1) Researchers across disciplines have become increasingly interested in understanding why even people who care about morality predictably cross ethical boundaries. = **primární informace**
- 2) unethical behavior, defined as acts that violate widely held moral rules or norms of appropriate conduct = **sekundární informace**
- 3) Unethical behavior creates trillions of dollars in financial losses every year and is becoming increasingly commonplace = **sekundární informace**
- 4) ...dishonesty, seems especially pervasive = **sekundární informace**
- 5) ... dishonesty involves breaking a rule = **primární informace**
- 6) Much of the scholarly attention devoted to understanding why individuals behave unethically has therefore focused on the factors that lead people to break rules. = **primární informace**
- 7) Although rule breaking carries a negative connotation in the domain of ethics, it carries a positive connotation in another well-researched domain: creativity. = **primární informace**
- 8) To be creative, it is often said, one must —think outside the box and use divergent thinking = **terciární informace**
- 9) Divergent thinking requires that people break some (but not all) rules within a domain to construct associations between previously unassociated cognitive elements = **sekundární informace**
- 10) The resulting unusual mental associations serve as the basis for novel ideas = **sekundární informace**
- 11) The creative process therefore involves rule breaking, as one must break rules to take advantage of existing opportunities or to create new ones (Brenkert, 2009). = **sekundární informace**
- 12) Thus, scholars have asserted that organizations may foster creativity by hiring people slow to learn the organizational code (Sutton, 2001, 2002) and by encouraging people to break from accepted practices (Winslow & Solomon, 1993) or to break rules (Baucus, Norton, Baucus, & Human, 2008; Kelley & Littman, 2001). = **sekundární informace**
- 13) Given that both dishonesty and creativity involve rule breaking, the individuals most likely to behave dishonestly and the individuals most likely to be creative may be one and the same.
- 14) Indeed, highly creative people are more likely than less creative people to bend rules or break laws (Cropley, Kaufman, & Cropley, 2003; Sternberg & Lubart, 1995; Sulloway, 1996). = **sekundární informace**
- 15) The causal relationship between creativity and unethical behavior may take two possible forms: The creative process may trigger dishonesty; alternatively, acting unethically may enhance creativity. = **primární informace**
- 16) Research has demonstrated that enhancing the motivation to think outside the box can drive people toward more dishonest decisions (Beaussart, Andrews, & Kaufman, 2013; Gino & Ariely, 2012). = **sekundární informace**
- 17) ...behaving dishonestly can spur creativity and examined the psychological mechanism explaining this link. = **primární informace**

Diskuze a výsledky

- 18) behaving dishonestly enhances creativity = **primární informace**
- 19) Individual differences in creative ability between cheaters and noncheaters did not explain this finding = **primární informace**
- 20) cheating increased creativity on a subsequent task = **primární informace**
- 21) feeling unconstrained by rules underlies the link between dishonesty and creativity = **primární informace**
- 22) acting dishonestly makes people feel unconstrained by rules, and that this lack of constraint

enhances creative behavior = **primární informace**

23) people may become more creative after behaving dishonestly because acting dishonestly leaves them feeling less constrained by rules = **primární informace**

24) feeling unconstrained by rules enhances creative sparks = **primární informace**

25) people become more creative, which allows them to come up with more creative justifications for their immoral behavior and therefore makes them more likely to behave dishonestly (Gino & Ariely, 2012), which may make them more creative = **sekundární informace**

26) dishonesty may therefore lead people to become more creative in their subsequent endeavors = **primární informace**

- primární informace

- sekundární informace

Researchers across disciplines have become increasingly interested in understanding why even people who care about morality predictably cross ethical boundaries. This heightened interest in **unethical behavior**, defined as acts that violate widely held moral rules or norms of appropriate conduct ([Treviño, Weaver, & Reynolds, 2006](#)), is easily understood. **Unethical behavior creates trillions of dollars in financial losses every year and is becoming increasingly commonplace** ([PricewaterhouseCoopers, 2011](#)).

One form of unethical behavior, **dishonesty**, seems especially pervasive ([Bazerman & Gino, 2012](#)). Like other forms of unethical behavior, **dishonesty involves breaking a rule—the social principle that people should tell the truth**. Much of the scholarly attention devoted to understanding why individuals behave unethically has therefore focused on the factors that lead people to break rules.

Although rule breaking carries a negative connotation in the domain of ethics, it carries a positive connotation in another well-researched domain: creativity. **To be creative, it is often said, one must “think outside the box” and use divergent thinking** ([Guilford, 1967](#); [Runco, 2010](#); [Simonton, 1999](#)). **Divergent thinking requires that people break some (but not all) rules within a domain to construct associations between previously unassociated cognitive elements** ([Bailin, 1987](#); [Guilford, 1950](#)). **The resulting unusual mental associations serve as the basis for novel ideas** ([Langley & Jones, 1988](#); [Sternberg, 1988](#)). **The creative process therefore involves rule breaking, as one must break rules to take advantage of existing opportunities or to create new ones** ([Brenkert, 2009](#)). Thus, scholars have asserted that **organizations may foster creativity by hiring people slow to learn the organizational code** ([Sutton, 2001, 2002](#)) and by **encouraging people to break from accepted practices** ([Winslow & Solomon, 1993](#)) or to **break rules** ([Baucus, Norton, Baucus, & Human, 2008](#); [Kelley & Littman, 2001](#)).

Given that both dishonesty and creativity involve rule breaking, the individuals most likely to behave dishonestly and the individuals most likely to be creative may be one and the same. Indeed, **highly creative people are more likely than less creative people to bend rules or break laws** ([Cropley, Kaufman, & Cropley, 2003](#); [Sternberg & Lubart, 1995](#); [Sulloway, 1996](#)). Popular tales are replete with images of “evil geniuses,” such as Rotwang in *Metropolis* and “Lex” Luthor in *Superman*, who are both creative and nefarious in their attempts to ruin humanity. Similarly, news articles have applied the “evil genius” moniker to Bernard Madoff, who made \$20 billion disappear using a creative Ponzi scheme.

The causal relationship between creativity and unethical behavior may take two possible forms: The creative process may trigger dishonesty; alternatively, acting unethically may enhance creativity. Research has demonstrated that **enhancing the motivation to think outside the box can drive people toward more dishonest decisions** ([Beaussart, Andrews, & Kaufman, 2013](#); [Gino & Ariely, 2012](#)). But could acting dishonestly enhance creativity in subsequent tasks?

In five experiments, we obtained the first empirical evidence that behaving dishonestly can spur creativity and examined the psychological mechanism explaining this link. We suggest that after behaving dishonestly, people feel less constrained by rules, and are thus more likely to act creatively by

constructing associations between previously unassociated cognitive elements.

Results and discussion

These results provided initial evidence that **behaving dishonestly enhances creativity**. Individual differences in creative ability between cheaters and noncheaters did not explain this finding.

Results and discussion

These results indicate that **cheating increased creativity on a subsequent task** and provide further support for our main hypothesis.

Results and discussion

Thus, **cheating enhanced creativity**.¹

Results and discussion

These results provide evidence that **feeling unconstrained by rules underlies the link between dishonesty and creativity**.

Results and discussion

These results provide further evidence that **acting dishonestly makes people feel unconstrained by rules, and that this lack of constraint enhances creative behavior**.

General Discussion

There is little doubt that dishonesty creates costs for society. It is less clear whether it produces any positive consequences. This research identified one such positive consequence, demonstrating that **people may become more creative after behaving dishonestly because acting dishonestly leaves them feeling less constrained by rules**.

By identifying potential consequences of acting dishonestly, these findings complement existing research on behavioral ethics and moral psychology, which has focused primarily on identifying the antecedents to unethical behavior ([Bazerman & Gino, 2012](#)). These findings also advance understanding of creative behavior by showing that **feeling unconstrained by rules enhances creative sparks**. More speculatively, our research raises the possibility that one of the reasons why dishonesty is so widespread in today's society is that by acting dishonestly, **people become more creative, which allows them to come up with more creative justifications for their immoral behavior and therefore makes them more likely to behave dishonestly ([Gino & Ariely, 2012](#)), which may make them more creative**, and so on.

In sum, this research shows that the sentiment expressed in the common saying "rules are meant to be broken" is at the root of both creative performance and dishonest behavior. It also provides new evidence that **dishonesty may therefore lead people to become more creative in their subsequent endeavors**.

Úkol č.2

1) Unethical behavior creates trillions of dollars in financial losses every year and is becoming increasingly commonplace = : *our 2011 survey shows that more organisations are saying they have been victims of fraud / We have seen a 13% rise since our last survey and*

organisations see more fraud ahead. / These statistics clearly show that cybercrime is a growing threat

2) To be creative, it is often said, one must —think outside the box and use divergent thinking = *Divergent thinking is often tied to the potential for creative thought.*

3) ...one of the reasons why dishonesty is so widespread in today's society is that by acting dishonestly, people become more creative, which allows them to come up with more creative justifications for their immoral behavior and therefore makes them more likely to behave dishonestly which may make them more creative ... = *...were more likely to behave dishonestly because of their greater ability to justify their dishonest behavior*

Úkol č.3

Dohledání původní informace mi nijak výrazně nepomohlo porozumět vybranému textu, ale to souvisí s tím, že jsem vyhledával informace, které byly poměrně jasné a lehce pochopitelné. V některých případech mi původní znění textu přispělo konkrétněji se dozvědět další informace o konstrukt, které byly spíše rozšířením, než že by měly významný vliv na interpretaci.

Úkol č.4

S nepoctivostí ke kreativitě

Co mají nepoctivost a kreativita společného? Oba tyto fenomény úzce souvisí s porušováním pravidel. V prvním případě nečestní lidé mohou porušovat společensky uznávané morální zásady, ale i další psané či nepsané sociální normy. Na druhou stranu v procesu tvořivosti překračujeme hranice statického myšlení a tato schopnost nám umožňuje přijít s něčím novým a neotřelým, co můžeme nějakým způsobem zužitkovat.

Nejen v literatuře se můžeme setkat s takovým typem člověka. Zločincem, jehož intelekt dosahuje závratných výšek. Zářným příkladem budiž profesor James Moriarty, geniální matematik a úhlavní protivník snad nejznámějšího detektiva na světě, Sherlocka Holmese. Ale i v reálném světě můžeme narazit na jedince, který svou vynalézavostí může způsobit největší zpronevěru v historii USA. Bernard Leon Madoff důvtipným způsobem využil tzv. Ponziho schématu a své klienty tak připravil o částku v hodnotě 20 miliard dolarů.

O tom, že kreativita může v některých případech vést k nepoctivosti již důkazy máme. Ale platí to i naopak? Může naše nečestné jednání přispět ke zvýšení vlastní tvořivosti?

Studie amerických vědců v čele s profesorkou Francescou Ginou z Harvardovy univerzity si položila stejnou otázku a pomocí série 5 experimentů hledala konečnou odpověď. Jednotlivé pokusy byly založeny na podobném principu. Na účastníky výzkumu čekal problém, k jehož vyřešení bylo třeba využít tvořivého myšlení a dále situace, kterou bylo možno vyřešit pomocí podvodu. Na základě výsledků této studie tak můžeme dospět k jednoznačnému závěru, že nepoctivé jednání jedince skutečně přispívá k nárustu jeho kreativního myšlení. Děje se tak zejména v důsledku ztráty pocitu omezenosti pravidly, které mohou svazovat lidskou tvořivost.

Tento výzkum nám ukázal, že neetické, nemorální či nepoctivé chování nemusí být vždy spojováno pouze s negativním dopadem, ale může vést také k pozitivním důsledkům.