

## Seminární práce – Psychologická terminologie

# Evil Genius? How Dishonesty Can Lead to Greater Creativity

### Zadání:

1. Preštudujte úvod a diskusné časti vybraného článku a vyznačte primárnu, sekundárnu, príp. terciárnu informáciu. Pokiaľ bude treba a bude to možné, dohľadajte pôvodný zdroj.
2. Vyberte tri citované zdroje, dohľadajte ich (skrz elektronické zdroje, príp. v knižnici), vyhľadajte v nich pôvodnú informáciu, ktorú pravdepodobne autor cituje, a skopírujte ju.
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4. Napíšte stručný popularizačný článok vychádzajúci z publikovanej štúdie (cca 300, max. 400 slov). Predstavte si, že ide o stručnú správu do prevažne študentského náučného časopisu, ktorá má za účel prilákať pozornosť na čítanie vedeckej literatúry.

### Úkol č. 1:

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.

## 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 a 3:

- (2012). *The dark side of creativity: Original thinkers can be more dishonest. Journal of Personality and Social Psychology*, 102, 445–459.

“Together, these results provide evidence consistent with the hypothesis that creativity promotes dishonesty by increasing individuals’ ability to generate reasons to justify their unethical behavior.” ([Gino & Ariely, 2012](#))

- (2013). *Creative liars: The relationship between creativity and integrity. Thinking Skills and Creativity*, 9, 129–134.

„For example, fostering creativity can also mean encouraging people to think in different ways than others. The end result can be violations of social norms and expectations.” ([Beaussart, Andrews, & Kaufman, 2013](#))

- *PricewaterhouseCoopers. (2011). Cybercrime: Protecting against the growing threat (Global Economic Crime Survey). Retrieved from [https://www.pwc.com/en\\_GX/gx/economic-crime-survey/assets/GECS\\_GLOBAL\\_REPORT.pdf](https://www.pwc.com/en_GX/gx/economic-crime-survey/assets/GECS_GLOBAL_REPORT.pdf)*

„Almost 1 in 10 of those respondents who said they had experienced economic crime in the last 12 months reported losses of more than USD5 million. The direct cost reported by those who had been victims of bribery and corruption was much higher– almost 1 in 5 of them lost more than USD5 million on average.” ([PricewaterhouseCoopers, 2011](#))

Citováním čehokoliv může samozřejmě dojít ke zkreslení informací, zvláště u nás, když naším mateřským jazykem je čeština a máme se snažit přeložit článek v odborné angličtině, velmi rychle se může stát, že zkrátka informaci špatně přeložíme. Dohledáním původního zdroje tuto možnost zkreslení sice neeliminujeme, ale můžeme jí do určité míry zmenšit. Mně osobně zrovna dohledání těchto tří zdrojů nijak zvlášť nepomohlo, ale je důležité umět onen zdroj vyhledat, pokud je to nutné.

## Úkol č.4:

# Evil Genius? How Dishonesty Can Lead to Greater Creativity

Francesca Gino & Scott S. Wiltermuth

Kdo je „dábelský génius“? Zde je to ten, u něhož se skloubila kreativita a sklony nečestnosti. Patří tyto dvě charakteristiky k sobě? Jakým způsobem spolu souvisí? Mezi „dábelské génie“ můžeme zařadit i charaktery z populárních televizních pořadů/filmů, kteří se vyznačují vysokou mírou kreativity a na druhou stranu „záporáctvím“ a touhou zničit lidskou rasu; například Rotwang (Metropolis) nebo Lex Luthor (Superman).

Studie popisována v tomto článku se zabývá problematikou kreativity a nepoctivosti. Obě tyto charakteristiky „mají za úkol“ porušovat pravidla a překračovat hranice. Jaký je ale mezi nimi vztah? Vede větší míra kreativity k nečestnosti, nebo je to naopak, popřípadě jejich vztah koreluje z obou stran?

Vědci se stále snaží pochopit, co lidi vede k neetickému chování a porušování pravidel. Ačkoliv porušování pravidel přináší negativní aspekty v oblasti etiky, objevuje se zde i pozitivní složka a tou je kreativita. Kreativita je často popisována jako „myšlení mimo krabici“ (Guilford, 1967; Runco, 2010; Simonton, 1999).

První studie zkoumala, zda kreativita vede více k nepoctivosti a současný výzkum se zaměřil na obrácený vztah: zda větší nečestnost vede také k větší míře kreativity. Tuto hypotézu výzkumníci zkoumali v pěti experimentech, kde měli účastníci možnost zachovat se nečestně, a dále respondenti vyplnily jeden nebo více testů na měření kreativity.

Výzkumníci předpokládali, že se během experimentů respondenti zachovají nečestně a lidé se nebudou cítit příliš svázáni pravidly a toho nepoctivé chování tudíž povede k lepším výsledkům v testech kreativity.

Jeden z důvodů, proč je nečestnost v dnešní společnosti tak rozšířená může být to, že díky nečestnému chování se lidé stávají více kreativní, což jim dovoluje ospravedlňovat jejich nemorální chování a to je činní ještě více nečestnými (Gino & Ariely, 2012).