**Daniel N. Jones, Ph.D.**

**Statement of Research (Management version)**

My program of research is focused on the identification, differentiation, and application of personality theory as it applies to organizational structure, leadership, and deviant behavior. Although I would consider myself primarily focused on business ethics and Corporate Social Responsibility (CSR), my research on the Dark Triad of personality and Mimicry Deception Theory (MDT) have implications for management and organizational research as well. To date, my research has concentrated on outcomes that are interpersonally, organizationally, and socially destructive such as fraud, aggression, and deception. My work on dispositional harm began a focus on a trio of toxic personality traits, referred to as the *Dark Triad* of personality (psychopathy, narcissism, and Machiavellianism). In a financial setting, these traits predict different forms of duplicity, cheating, and other financially and interpersonally destructive outcomes.

**Research Focus 1: Organizational behavior**

**Personnel selection by personality**

Although traditionally trained as a personality / social psychologist, I have a strong background in theory and methodology, and I have applied this knowledge to research (both field and lab) in business. My research area of expertise lies with destructive personalities. For example, I am one of the leading experts in research on the “Dark Triad” of personality, which consists of Machiavellianism, psychopathy, and narcissism as applied to non-criminal or everyday populations. I have applied these variables and other key perspectives to financial questions pertaining to: misappropriation, financial misbehavior, judgment and decision making in financial settings.

Recently, I have studied financial misbehavior from the perspective of handling other people’s money (Jones, 2013; 2014). We have found that individuals high in psychopathy are likely to take careless risks with other people’s money, even when punishment is a likely outcome. On the other hand, Machiavellianism is a trait that is associated with more cautious deception, which makes it more difficult to punish. Finally, narcissism is associated with entitled and overconfident behavior, which creates problems interpersonally as well as with training, retention, and risk.

The implications these personality traits have for organizational behavior are of critical importance to every aspect of day-to-day business interactions. For example, the overconfident nature of narcissism leads to poor decision making (Jones & Paulhus, 2011), and the lack of impulse control does the same for individuals high in psychopathy. According to my theoretical perspective, individuals high in Machiavellianism are the most difficult to detect (Jones, 2014) and are the most problematic because often their bottom-line focus helps organizations. A recent chapter (Jones, 2016) highlights the ethical implications this trait has for business settings.

My current research examines the selection process that individuals high in these three traits use when selecting colleagues and subordinates. Our initial study was merely a survey examining self-reported traits and the hypothetical traits of those who they would want to (a) work under, (b) work with, and (c) work above. We found that individuals almost universally want to work under individuals low in the Dark Triad traits. However, Machiavellians prefer Machiavellian-minded leaders but (interestingly) non-Dark Triad subordinates! By contrast, individuals high in psychopathy have no preference. We are following up these findings by having participants sit on a hiring panel and will interview (in-person) mock candidates (research is ongoing).

**Business Overclaiming and personnel selection**

My advisor, Del Paulhus, developed a behavioral index of self-deceptive enhancement referred to as *overclaiming*. Dr. Paulhus found that narcissistic and self-deceptive individuals claimed to know academic concepts (in a test-like format) that did not exist. Such knowledge overclaiming even occurs when participants are explicitly told that there are false items!

I have applied this technique to a sample of online participants who were employees of various companies. I found that individuals who overclaimed knowledge in a business domain were less likely to value their supervisor’s instructions and deviated from them more often (presumably because they “knew better” than their supervisor). I have made substantial efforts to move this paradigm outside of academia as a consulting model. My emerging LLC, “Corporate Research Solutions” is in the stages of registration with the state of Texas. Our primary business model is to flag self-deceptively enhancing employees before they infiltrate a company’s ranks. Individuals often convince themselves that they know more than they do, and that is the type of individual that can be most damaging to leadership positions. The approach is simple: we provide existing employees a survey of existing mid-level managers provides me with terms and concepts that should be familiar to applicants. From there, I add foils (terms that sound real, but are fictional) to the familiarity screen. Using this “overclaiming” technique I am able to parse apart two primary indices by relying on signal detection theory: Real knowledge and overclaiming bias. In this way, I can provide an idea of who is truly in possession of the skill set that they advertise having, and who is likely to be self-enhancing for employment, but does not possess the necessary skills. Data collection is underway in an introductory (i.e., pilot) phase of our consulting model with a company based in Juarez, Mexico.

**Financial Misbehavior**

From a financial perspective, individuals high in both Machiavellianism and psychopathy will risk someone else’s money for personal profit, but it is individuals high in narcissism that lose more of that money when it is risked (Jones, 2013a). Subsequent research has found that only individuals high in psychopathy persist in risking someone else’s money when they face potential retribution (Jones, 2014). Our current research examines the behavior of Dark Triad individuals in a behavioral economics setting. Specifically we are trying to understand high investment risk profiles based on client interests and rapport. In addition, we are having participants invest a confederate’s money in the lab using a novel gambling paradigm. We will track both the profits and the dialogue (via chat) of the participant (the broker) and the confederate to better understand the personality profile of brokers who choose high risk profiles for their clients, even though these profiles are not requested by clients.

Some of my research has attempted to assess dark personalities directly in the business world. Working with Drs. Robert Hare and Paul Babiak, I helped them develop and validate their *Business-Scan* inventory of dark traits. Originally, Babiak and Hare set out to write a series of items that captured the psychopathy construct, but were framed from business situations and written in business language. Our first paper validated the 360 peer version of this instrument, to assess psychopathy only (Mathieu, Hare, Jones, Babiak, & Neumann, 2013). A parallel self-reported instrument is in a revise-and-resubmit stage (Mathieu, Jones, Hare, Babiak, & Neumann, in revision). I have an additional paper examining a larger battery of items that can assess the three traits of the Dark Triad in business language (which I labeled the Corporate Dark Triad or CD3; Jones, Babiak, & Hare, in preparation). Although this line of research may prove useful in the future with appropriate business connections, there is no guarantee that it will reach its target audience with any regularity. Moreover, Drs. Babiak and Hare are developing their instrument for commercial purposes, which leaves its research future uncertain.

Thus, my interest in financial misbehavior has been more recently tailored towards paradigms that provide publically available information, such as content analysis. Our current research focuses on fraud detection by examining fraud cases filed with the Security Exchange Commission (SEC) in the United States. Utilizing content analysis, we plan to extract personality dispositions from individuals guilty of fraud as well as corporate leaders of companies guilty of financial misbehavior. We would use these personality patterns found in speech to examine interactions with temporal events leading up to the fraud, to examine vulnerability across various situations. This work is being conducted in collaboration with my colleagues Esperanza Huerta (esperanza.huerta@sjsu.edu; now faculty at *Cal State San Jose*) and Gary Braun (gbraun@utep.edu) (both professors of accounting in the college of business).

**Machiavellianism**

My more recent research examines unique outcomes predicted only by Machiavellianism. For example, in a recent submission I found that individuals high in Machiavellianism engage in *risky* cheating only when undergo ego-depleted (Jones, in submission). When such will power is eroded, individuals high in Machiavellianism are just as reckless (if not more so) than are individuals high in psychopathy. This research supports the notion that individuals high in Machiavellianism are longer-term oriented than are those high in psychopathy, and have at least some executive functioning that can be experimentally exhausted. I have highlighted the major perspectives of Machiavellian uniqueness in a recent book chapter (Jones, in press).

A new line of research has to do with examining the persuasive patterns of communication in Machiavellian individuals. We had participants persuade an anonymous other (confederate) for money using an online chatting paradigm. We found that among those who asked for high amounts of money, Machiavellianism was associated with building significantly more rapport (as measured by participant word count) prior to making their financial request. By contrast, individuals high in psychopathy (who also asked for high amounts of money) built significantly less rapport than all others prior to making a financial request (Jones, Neria, & Rangel, in preparation). We also have research to suggest that individuals high in Machiavellianism deliberate longer when making an unethical decision (Jones & Carre, in submission). Our new research project is focused on “spamming” behavior and email persuasion among dark personalities.

We are also examining the Machiavellian tendency to manipulate others using morality. Preliminary evidence in this research has shown that individuals high in Machiavellianism are least likely to engage others in direct conflict, but instead manipulate the moral tendencies of others in order to get what they want. Specifically, my graduate student and I have begun examining the “infectiousness” of Machiavellian ideas to vulnerable individuals in a time of moral crisis. He proposed to me that the rationalizations inherent to the Machiavellian character can be transmitted to otherwise good-hearted people experiencing moral dilemmas. We argue that this transmission does not occur with the selfish and antisocial rationalizations that are part of narcissism and psychopathy (respectively). We are currently examining this style of moral manipulation in the lab.

**Dark Decision Making**

My other graduate student (Jessie Carre) and I are working on decision making processes inherent to the Dark Triad of personality. We are basing much our efforts on the work of Valarie Reyna and colleagues and their *Fuzzy Trace Theory* (FTT). This theory argues that there are two basic decision making processes: Gist and verbatim. Gist uses mature heuristics when engaging in decision making (e.g., 10% risk of rain is low, but 10% risk of cancer is high), whereas verbatim is a more immature risky disposition (e.g., 10% is 10% regardless). Early investigations on the Dark Triad and FTT have found that individuals high in psychopathy are more prone to verbatim processes than are others. We are further investigating the impact that social support vs. social coercion has on these decision making processes. Specifically, we had participants bring photos of individuals who either make them stressed or feel supported, and then pinned those photos to a computer. Participants then engaged in various computer-based decision making tasks for money. This study is still ongoing.

**Mimicry Deception Theory**

I have begun examining personality differences in financial misbehavior from the biological perspective of mimicry and deception. My theoretical model, *Mimicry Deception Theory* (MDT), argues that long- vs. short-term deception in the micro-organismic, nonhuman animal, and human worlds follow specific parallel patterns (Jones, 2014; *Perspectives on Psychological Science*). For example, long-term deception involves four components: Complex mimicry, slow resource extraction rate, host integration, and difficulty in detection. This theoretical model is useful not only in further distinguishing theoretical boundaries between Machiavellianism and psychopathy, but we are testing this model for its ability to predict interpersonal fraud in the financial world. Crimes that are short-term and fast paced (i.e., “you have a million dollars waiting in a Nigerian bank account”) vs. slow paced (i.e., Ponzi Schemes or embezzlement) have different behavioral signatures that may help detect and fight these financial crimes. Our future research is examining these behavioral profiles across interpersonal and financial fraud. We plan to design behavioral checklists in order to provide early detection for things like employee theft and child predator profiles.

**Incentive salience and Motivation**

Our biggest theoretical piece to date examines reinforcement patterns and incentive salience of Machiavellianism vs. psychopathy against the backdrop of the literature on sign- vs. goal-tracking tendencies (Jones & Neria, in submission). In groundbreaking theory and research, Terry Robinson and colleagues have found that some animals are attracted to *reward cues* others are attracted to *actual rewards.* Organisms attracted to reward cues are higher in impulsivity, drug addiction, drug relapse, mesolimbic sensitivity to dopamine, diminished anterior cingulate activity, orbitofrontal cortex deficiencies, and attentional problems. In our theoretical model, we have found these characteristics parallel key components to the psychopathic profile. We are writing several grants in order to examine sign vs. goal tracking in how it pertains to endophenotype-style markers differentiating Machiavellianism and psychopathy. We are also applying this bio-behavioral distinction to other behaviors such as financial investment. Examining the empirical boundaries and constraints of our bio-behavioral model of misbehavior is currently our main focus.

**Research focus 2: Ethical perceptions, social influences, and moral manipulation**

**Moral Manipulation**

Or work on morality has had several key findings. First, moral foundations frame ethical perceptions of business. In a research project on various business professionals across online web sources (e.g., LinkedIN, MTurk) I found that individuals emphasizing the moral foundation of ingroup loyalty were more accepting of potential community harm associated with shareholder profit. Individuals high in the moral foundation of harm avoidance, however, were not persuaded by shareholder profit arguments when it came to ethical perceptions of corporate behavior. We have begun building off of these findings to examine how individuals high in Machiavellianism may manipulate the moral foundations of others in order to selfishly profit. Using our “brochure” paradigm, participants will design a brochure with a moral message, targeting a particular community. We will then agree to pay for every person drawn to the moral website and allow them to print as many brochures as they wish. Another line of research that we have launched with respect to moral manipulation is “like harvesting” on Facebook. Individuals will often post morality based messages (e.g., “Like if you believe in Jesus, ignore if you deny Him”) to harvest enough “likes” so as to make their page popular. The more popular a page (i.e., the more “likes” on it) the more likely it is to show up randomly in someone’s newsfeed. Once enough likes have been cultivated, individuals will then switch the page to a product for sale or a self-promotional message. We are currently trying to survey “like harvesters” with respect to the Dark Triad of personality.

**Terms of Service (ToS) Agreements**

In order to conduct fair and profitable business, consumers and companies must engage in agreements that are mutually beneficial. However, most consumers report that they never read the terms of service agreement or end users licenses that are the basis of their contract with a company. Indeed, these licenses have become so obscure and tedious that most scholars cannot get through them, and if they do, not in a timely fashion. WE have begun examining the problems associated with ToS agreements and how to remedy these problems. Specifically, we are examining the cognitive and psychological deterrents (e.g., length, comprehension) and have begun proposing models that would be more effective in helping companies communicate relevant boundaries for consumers.

**White Collar Crime and vulnerabilities (both social and personality based)**

Using my background in Social/Personality Psychology, I began to wonder about the ethical vulnerabilities created by social forces. I began an exhaustive and extensive review of the literature. This review not only informed me of the business ethics literature, but served as the basis of numerous units in my psychology of White Collar Crime (WCC) graduate seminar. My review found that there were five key factors in creating vulnerability to lapses in ethical judgment: ***Socialization*** (i.e., behavioral modeling of leaders, loyalty and ingroup identification), ***Competition*** (i.e., specifically toxic, betting on another to lose), ***Injustice*** (e.g., perceptions of poor treatment, imbalance in compensation), ***Need*** (financial hardship, greed), and ***Distance*** (i.e., psychological or physical distance from others). Together, my SCIND model of ethical vulnerability is an attempt to discuss, at a higher-order level, the basic vulnerabilities business-minded individuals may face in their careers.

In the spirit of “integrity testing,” we have also begun development of a SCIND questionnaire. Participants answer questions in comparisons. Specifically, we ask how likely each of the following would be to create unethical behavior among their coworkers. In doing this, we are able to identify potential social problems that can be remedied by corporate leaders.

**Future Directions**

My research on dispositional malevolence will continue to focus on mimicry patterns and financial deception. Our future plans are to develop scoring rubrics, questionnaires, and assessments for these patterns of deception. It is my hope to help auditors and law-enforcement detect immediate red-flags that might aid in prevention efforts. We also have lines of research aimed at alleviating the suffering and damage that dark personalities can do. We are developing an “inoculation” model right now, where we expose participants to weakened Machiavellian rationalizations in the hopes that they will recognize those arguments in the future and dismiss them. We are in the process of working with community businesses to better improve personnel criteria with respect to ethical behavior.

My theoretical perspective focuses on mimicry patterns found across long- vs. short-term parasitic organisms, and how these patterns predict long- vs. short-term human deception. My most recent work, which investigates moral manipulation, discusses how individuals in positions of power or influence manipulate individuals who endorse different moral foundations. I am not only interested in illegal financial behavior and abusive supervision, I am interested in financial misbehaviors that border the line of unethical but remain legal (e.g., Jones, 2013; 2014a). My most recent research has focused on the organizational structure carved by individuals of callous but expedient mind (e.g., Machiavellianism), and the positive and negative ramifications of personnel selection that these selection processes have. Finally, my future directions include (a) research on terms of service agreement and end user license agreements, (b) signal-detection theory related to personnel selection, (c) Speculation risk and broker/client relationships.

**Daniel N. Jones, Ph.D.**

**Statement of research (Social Psychology version)**

My research program focuses on interpersonal harm from two perspectives: dispositional and moral. The outcomes I focus on deal with three major social problems: violence/aggression (with an emphasis on terrorism), deception (with emerging interest in cyber-security), and financial misbehavior (e.g., fraud). Given our recent *Army Research* *Laboratory* or ARL Grant (Total Costs: $945,698; Role: Co-PI) my focus will be in applications of dark personalities to cyber-security for the next three years. My work on interpersonal harm stemming from dispositional factors (which is my more established line of research), is focused on a trio of toxic personality traits that are referred to as the *Dark Triad* (psychopathy, narcissism, and Machiavellianism). Among the Dark Triad, I am most well-known for my research on *Machiavellianism*; I have been invited to write four book chapters on the topic. I have traditionally focused on fundamental aspects of the traits, including: definitions (Jones & Paulhus, 2011), psychometric properties (Jones & Figueredo, 2013), operationalization (Jones & Paulhus, 2014), commonalities, unique elements, and the outcomes that they predict (Jones & Paulhus, 2017; *JPSP*). More recently, however, my Dark Triad work focuses on the Social Psychological impact of these traits on others, and the situational constraints that lead to specific behaviors (Jones & de Roos, 2017). For example, what influence do Machiavellian individuals have on the morality of others? (Jones, 2016; *Moral Conflicts Chapter*).

From the moral perspective, I focus on interpersonal harm resulting from religious overconfidence. We have found that individuals who claim to know Qur’an or Bible stories that do not exist are more likely to report: willingness to kill if instructed by a religious leader, racial prejudice, anti-Semitism, support for religious violence, and behavioral aggression towards those who challenge their faith. Through my collaborator in Iran (Farzad Helm) we have found that those who claim to know stories in the Qur’an that do not exist are most likely to support terrorism in the name of God. However, actual knowledge of the Qur’an is negatively related to such violence.

One of the ways in which I explore interpersonal harm is through properly developed and validated instruments. My strength in psychometrics and scale development comes from a passion for integrated and creative approaches to personality testing. In particular, I have developed traditional Likert-type self-report assessments such as the *Short Dark Triad* (SD3). Pursuant to these goals, I have developed strong skills in the area of latent variable modeling (e.g., Structural Equations Modeling). Further, I have developed behavioral overclaiming measures based on a Signal Detection Theory (SDT) such as the Bible and Qur’an Overclaiming Questionnaires. Finally, I am developing a peer-assessment version of the Dark Triad. The rest of my research pertains to basic personality / social psychology questions, which are articulated below.

**Dark Personalities: Establishing the Uniqueness of Machiavellianism**

A question I have sought to answer in my research on the Dark Triad has been: *exactly how do these traits differ?* This question has become central to the area of dark personality research given recent articles that have emerged resurrecting the notion that the Dark Triad is merely psychopathy, and that subclinical psychopathy accounts for all the variance observed in Dark Triad research. My efforts to disentangle the Dark Triad began when I was still a graduate student. I engaged in a thorough read of the original authors of each construct. This exercise convinced me of their differences, but no systematic explanation of their differences had yet emerged. The first step was to organize the similarities and differences among the Dark Triad, which was laid out in a chapter I published in 2011. In this chapter, my advisor (Dr. Delroy Paulhus) and I argued that all three Dark Triad traits were high in agentic striving but low in interpersonal warmth. However, we argued that two moderators differentiated them: *Temporal* *orientation* (Machiavellianism was long-term, the other two were short-term) and *identity strength* (Narcissism was high, the other two were low).

One obstacle to conducting research on all three Dark Triad traits was the response burden associated with three separate assessments. As a result, I worked throughout my graduate career on item development and refinement for a short measure of the Dark Triad. These efforts resulted in the publication of our “*Short Dark Triad*” or SD3 measure (Jones & Paulhus, 2014; *Assessment*). Although it is a relatively recent publication (2014), it has already accumulated more than 130 citations and has been praised by many researchers (other than Dr. Paulhus and myself) as being the brief Dark Triad measure of choice. With the help of the SD3, I have produced a wide range of datasets (from business and accounting to forensic and behavioral) that have shown how these traits diverge in critical ways. I will elaborate on just a few of the studies I have completed, which show that the three Dark Triad traits are indeed unique and worthy of independent inquiry.

Using novel behavioral tasks to assess cheating, we found in a recent paper that all three Dark Triad traits cheat in a consequence free environment (Study 1). However, when consequences were introduced (Study 2) only psychopathy was predictive of cheating. Study 3 found that Machiavellianism matched psychopathy (risky cheating) when they were ego-depleted. Study 4 found that only Machiavellianism and psychopathy were related to direct and intentional lies, whereas only narcissism was associated with self-deceptive lies (Study 5).

**Machiavellianism and Moral manipulation.**

It wasn’t until I was invited to give the annual research address in Pécs, Hungary, that I realized I was wrong about Machiavellianism. Dr. Tamas Bereczkei noted that Machiavellian individuals are not long-term, rather they are cautious and flexible (i.e., they are short-term when they needed to be). Dr. Bereczkei and I have collaborated on several papers showing that Machiavellian individuals do indeed adjust their behavior to a given situation, but still tend to have a more cautious approach than other Dark Triad traits. Thus, the flexibility of Machiavellianism leads to manipulation that is tailored to a specific target. However, the unique nature of Machiavellian manipulation is not limited to just flexibility. As it turns out, individuals high in Machiavellianism also engage in a style of manipulation that is fundamentally different than other Dark Triad traits: *Morality*. Specifically, they play on people’s morality in order to gain compliance. For example, we provided participants with information about two fictional countries and asked them to write out reasons encouraging one of the countries to invade the other. Whereas individuals high in psychopathy and narcissism gave monetary reasons for invasion, those high in Machiavellianism focused on morality and sacred values. We have replicated this effect in three additional studies ranging from abortion messages to presidential speeches. This paper is currently in preparation.

By twisting the morality of others, individuals high in Machiavellianism can manipulate others into a certain way of thinking. We are following up with a series of studies testing how effective these approaches are. As it turns out, moral manipulation is much more effective in gaining compliance than is monetary manipulation. However, what is most interesting about this “moral manipulation” is that it is not only effective, but it insulates the leader from criticism (e.g., “That’s un-American to say that about him!”), and is maximally cost-effective (in fact, most people will risk their lives for sacred values and morality).

***Machiavellian influence on others.*** Given that Machiavellian individuals try to twist the morality of others, I also wondered if they might also get others to suspend their morality in order to engage in selfish behaviors. In order to understand how this might happen, I read a series of “how to sell” books that were aimed at making fast money. One topic that repeatedly emerged in these books was providing the reader with rationalizations for aggressive selling (e.g., “remember, when you close a client, you are helping the client as well as yourself.”). They did not seem to do so out of self-guilt, but out of a realization that the reader may be grappling with their own moral choices. By providing rationalizations to the reader, the Machiavellian removes a moral deterrent to action. In my lab, we formalized these observations into a single idea: *Are Machiavellian rationalizations contagious?* To test this idea, we had participants engage in an online coin flipping task. We told participants that our “flip” button was broken and to please only flip the coin once (the coin gave the desired result on the third flip). Thus, more than one flip indicated cheating. After the task, we asked participants to provide a statement to the *next* set of participants encouraging them to cheat. We then provided the most Machiavellian and psychopathic rationalizations to these next participants. We found that Machiavellian rationalizations not only encouraged more cheating in these new participants, but these rationalizations were provided by the new participants as to why they cheated!

***Machiavellian Judgment and Decision Making.*** One key element in understanding Machiavellian manipulation is understanding their decision making processes. My graduate student (Jessica Carré) and I are working on decision making processes inherent to the Dark Triad of personality. We are basing much our efforts on the work of Valarie Reyna and colleagues and their *Fuzzy Trace Theory* (FTT). This theory argues that there are two basic decision making processes: Gist and verbatim. Gist uses mature heuristics when engaging in decision making (e.g., 10% risk of rain is low, but 10% risk of cancer is high), whereas verbatim is a more immature risky disposition (e.g., 10% is 10% regardless). Early investigations on the Dark Triad and FTT have found that individuals high in psychopathy are more prone to verbatim processes than are others. We are also examining the idea of “dark gist,” which is the idea that individuals with callous personalities may fundamentally extract different meaning from a situation than individuals who are empathetic (Carré & Jones, *in press*; *Review of General Psychology*). Jessica is following up on this work with her Master’s Thesis, examining how personal bonding may alter decision making processes when making decisions for others.

***Conclusions on Machiavellianism.*** In sum, Machiavellian manipulation appears to be unique among the Dark Triad. Not only are they flexible, but they use morality to manipulate others and interpret decision making situations differently. We are also testing deliberation among individuals high in Machiavellianism. For example, we found that individuals high in Machiavellianism deliberate longer when asked to make an unethical decision (Jones, Carré, in preparation). Further, Machiavellian individuals are more convincing in making unethical statements (in the form of a memo). My graduate student Shelby Curtis and I are currently examining Machiavellian approaches to manipulation using a novel email “spamming” paradigm we have developed. We will be presenting participants with fictitious email addresses and information about potential clients for a terrible credit card offer. We will see who among our participants (i.e., Machiavellians) will prey on the vulnerable (i.e., those who are already in debt) and who will carefully tailor these emails to the recipient.

**Dark Triad and Financial Misbehavior**

My research on the Dark Triad and financial misbehavior started with a study where participants could risk someone else’s money for selfish gain (Jones, 2013, *JRP*). I found that those high in Machiavellianism and psychopathy were most likely to risk someone else’s money for selfish gain in a consequence free context. Among those who took that risk, however, narcissism was correlated with the biggest losses. In a follow-up paper (Jones, 2014, *PAID*), I found that only individuals high in psychopathy persisted in making selfish risks with other people’s money when consequences were likely. These findings reinforced the idea that Machiavellian individuals are cautious whereas those high in psychopathy are not. I have brought these ideas into the laboratory with an “*investment game*” paradigm that I developed. Using this laboratory paradigm, we have replicated the 2013 findings. Currently, my graduate student (Jessica Carré) and I are examining how interpersonal bonding plays a role in moderating this selfish handling of other people’s money.

We have begun examining the Dark Triad against the backdrop of traditional theories of fraud in accounting. Specifically, I have begun examining the relationship between the D3 and Cressey’s “*Fraud Triangle*” (opportunity, need, and rationalization). For example: How do individuals high in the different D3 traits perceive *need?*  As it turns out, Machiavellian individuals, because of their negative attitude towards the world, perceive their financial needs to be higher than others. Thus, they manipulate out of a sense of necessity rather than entitlement. They also *see* business situations differently than others. We gave participants a typical business transaction scenario and asked them to simply list all of the *legal* and *illegal* opportunities that emerged for them in the scenario. Machiavellian individuals generated (irrespective of legality) the most perceived opportunities. Thus, they process business in ways that are unfettered by ethics. Finally, building off of Pamela Murphy’s (2012) paper on Machiavellian rationalizations, we found that individuals high in Machiavellianism generated the most compelling rationalizations for misbehavior. Further, these individuals were least likely to be punished by their peers. Thus, in line with Murphy’s findings, Machiavellian individuals do not generate rationalizations because of guilt, but to avoid potential consequences.

**Misrepresentation**. In the field of behavioral accounting, I have three collaborators with whom I am conducting research (Dr Gary Braun (Cal State Chico), Dr. Gerlando Lima (USP, Brazil), and Dr. Graham Gal (UMass, Amherst)). With these collaborators I am investigating several lines of research related to the Dark Triad and financial misrepresentation. In collaboration with ***Dr. Gary Braun*** (Cal State, Chico; gbraun@cschico.edu), we are examining auditing decisions from a cultural perspective. Specifically, we are examining participants from the United States vs. Mexico and whether they decide to pursue an audit due to a potential discrepancy. However, this discrepancy falls within a “gray area” (or not) in the report. We are manipulating whether or not the client is valued customer, personally related to the participant, or neither. This research is ongoing, but we predict cultural differences in whether or not one decides to pursue an audit. Specifically, we predict that U.S. participants will be less likely to pursue an audit in the case of a valued customer, whereas Mexican participants will be less likely to pursue an audit in the case of a personal connection. Further, we expect that Machiavellianism will interact with culture such that individuals high in Machiavellianism from the U.S. (but not Mexico) will be likely to pursue an audit of a personal connection.

In collaboration with ***Dr. Gerlando Lima*** (University of Sao Paolo, Brazil; gerlando@usp.br) we are examining how the Dark Triad and employee tenure predict financial dishonesty and earnings manipulation. Using a large sample of accounting professionals, we examined behavioral cheating and willingness to engage in earnings manipulation. We found that more experienced accountants, who were high in Machiavellianism, were most likely to cheat to win an iPad. We also found that all three Dark Triad traits were associated with willingness to engage in earnings manipulation. This paper is under review at the *Journal of Applied Psychology*.

In collaboration with ***Dr. Graham Gal*** (UMass, Amherst; gfgal@eisenberg.umass.edu), we are investigating internal threats to a company as predicted by the Dark Triad. In our theoretical piece, we argue that each Dark Triad trait represents a different internal threat (e.g., Machiavellianism and information sharing). Further, we argue that these threats emerge under different circumstances (e.g., narcissism and a sense of organizational injustice). We are also examining how D3 leaders and subordinates interact with each other to create an abusive and unethical work environment. Finally, we have collected data from over 600 accounting students across Egypt, Turkey, and the United States who were asked to analyze annual revenue reports, and indicate what numbers they would give to stockholders for the year. Because projected earnings reports have room for subjectivity, we wanted to know who would be most extreme in their unrealistic expectations. Specifically, we wanted to know would go as far as to post unrealistic projected earnings? These data are currently being analyzed. Preliminary results indicate that those high in psychopathy are the most premature, aggressive, and short-sighted in their reports.

**Moral Malevolence: The Role of Religious Overclaiming**

In studying egotistical behavior, we usually focus on those who are divorced from morality and focused on monetary gain. However, what happens when individuals become egotistical in the name of God? One way to study egotism and overconfidence is through the Overclaiming Questionnaire (OCQ,), which was designed to assess academic self-deceptive enhancement. When engaging in self-deceptive enhancement, individuals believe that they are more knowledgeable than they are and have an unrealistic sense of entitlement. If applied to religion, is it possible that those who overclaim their religious knowledge might commit acts of racism and violence (or at least support them) in the name of God? To test this idea, I created a knowledge test of 73 Bible stories. However, 13 of these stories were fictional. Using Signal Detection Theory (SDT) scoring, I found that individuals who claimed to know non-existent Bible stories were significantly more likely to support ideas of racism, discrimination, and terrorism. By contrast, individuals who actually knew the Bible (but did not overclaim) were less racist than all others and were the least likely to support terrorism. We further found that individuals who overclaim their Biblical knowledge were most likely to attack voodoo dolls of anti-Christian targets. Finally, we replicated these effects in the Islamic Republic of Iran using a Qur’an Overclaiming Questionnaire (QOCQ). Across all studies, overclaiming religious knowledge is toxic and is associated with prejudice and violence. There are a host of future directions for our religious overclaiming work. For example, we have already begun to explore the impact of overclaiming on charity fraud (by exploring cheating behavior in the name of God), manipulation of moral messages, and the relationship that exists between religious overclaiming and communal forms of narcissism.

**Future Directions & Conclusions**

There are related lines of research that I did not have the chance to discuss, such as my research on Mimicry Deception Theory (MDT; Jones, 2014; *Perspectives on Psych Science*) and the Dark Triad. In brief, MDT examines patterns of long- vs. short-term deception in human and non-human populations. We have found that these patterns are useful in profiling long- vs. short-term deception. We are also exploring how to reduce the harm that individuals high in a Dark Triad trait inflict. For example, we are exploring how perspective taking mitigates or exacerbates aggression among dark personalities.

In sum, the future of my research will focus on the impact that dark personalities have on others, and also investigating how to reduce Dark Triad related harm. I am also going to focus more heavily on religious overclaiming and the social consequences that result from this unique type of overconfidence.

**Daniel N. Jones, Ph.D.**

**Statement of Teaching**

I have experience teaching in both university and non-university settings. As an Assistant Professor, I have taught a graduate seminar in the psychology of white collar crime, as well as undergraduate courses in social and personality psychology. I have also taught courses on research methods and research methods lab. At the non-university level, I was a substitute teacher (Arizona and New Jersey) in math, English, science, and music as well as a full time teacher in Costa Rica for these same subjects.

I am prepared to teach Industrial / Organizational (I/O) Psychology, and classes pertaining to persuasion, personality, leadership, methods, statistics, and management. In fact, I served as a statistical consultant to the department of psychology at the University of British Columbia. Thus, teaching statistics and methods classes would be appropriate for me.

***Top course preferences***

* The role of personality in management
* Judgment and decision making in organizations
* Social Psychological principles in human behavior
* Psychology of white collar crime
* Survey of dark personalities in employment

***Other course preferences***

* Basic statistics
* Overview of applied statistical methods
* Multiple regression
* Latent variable modeling (including SEM and CFA)
* Validity and validation of psychometric instruments
* Psychometrics and scale development

**Teaching philosophy**

The world is a place of consumption and persuasion. The ability to critically evaluate scientific findings presented in scholarly articles, books, and media are invaluable to making modern day decisions. In all my courses, my aim is preparing students for a lifetime of knowledge, learning, and reason. Education is a lifelong process of building and refinement. In my courses, I provide both the tools for construction as well as the materials. In other words, I emphasize the process of logic, thinking, and reasoning as much as I emphasize the content. I am not satisfied with excellent test performance if students are unable to apply their knowledge to real situations, think through a problem, or retain the information.

*Seminars and subject courses.* I believe that *nobody* learns unless the material is relevant to personal affairs. For example, I make a strong effort to bring relevant current events and community examples into any and all lectures. One year I accomplished this by demonstrating how prejudice and "ingroup/outgroup" bias was expressed in a campus newspaper article. Although targeted at a rival school, I was able to highlight biased thought processes associated with ingroup perceptions similar to the biases articulated by Tajfel and colleagues.

I also believe that *nobody* learns unless the material is discussed, written, and thought about. Recent research by Roediger and colleagues (2006) has shown that multiple testing sessions increase memory recall better than constant review. Therefore, my classes include multiple comprehensive exams. I often give quizzes or thought papers as well before and even after lectures. I believe that students learn more effectively when the textbook material is read prior to a lecture, and I often use thought papers or quizzes to encourage that habit. Such small papers and quizzes also provide more recall opportunities, which improves memory.

I am also a strong believer in group discussions. These small assignments are not focused on grading, but rather are designed for students to voice their perspectives. Once integrated into one's own perspective, material remains in memory. Often, I will use media as one method of getting students to relate to the material. For example, students are often asked to choose a film from a list and write an integrative paper applying psychological theory to the film. Some examples students have articulated: Minority influence in the film, *Twelve Angry Men*, or the Dark Triad in the film, *Savage Messiah*).

I also believe that it is my responsibility to go above and beyond textbooks. Being in the field, my job is to present cutting edge research from both scholarly readings and conferences. Letting students in on the scholarly discourse that occurs in scientific discussions, and bringing them into the classroom, are things I consider to be part of my job.

Last, and most important, I do everything I can to make my classes enjoyable. Too much lecturing turns students away. Allowing discussions, presentations, class participation, student generated examples, and media clips are invaluable in getting the message across, while still making the process enjoyable for the student.

*Teaching philosophy directed at statistical training*. In my time as a statistical consultant for the department of psychology at the University of British Columbia, I was presented with many datasets and statistical questions. I considered my job was not only to solve the problem, but to leave the individual or lab with a greater understanding of why a particular analysis is appropriate.

This ground-up logic approach is one of the reasons I was selected as a consultant. Having a big picture of the logic behind statistical argumentation is also the focus of my teaching. My approach, whether in front of a classroom or a one-on-one tutoring session, always first consists of a discussion over the argument. Once the argument is clear, and the nature of the data considered, I explain the approach and discuss how it is executed. In sum, I make a strong effort to show the individual *why* a certain statistical approach is appropriate rather than simply stating what is appropriate.

I believe that most students do not learn statistics when equations are simply written on the board. Even when students calculate statistics with data sets, I have found retention is minimal. Statistical training needs to first be approached through logic, not numbers. The numbers come only after an understanding is reached of what the numbers should represent. To be sure, numbers, calculations, and equations are critical pieces to understanding statistics. However, an equation is *never* a substitute for logic or reason. As a result, logic and reason receives just as much time as equations.

My approach to upper-level statistics will be based on Dr. Figueredo’s course: the best statistics course I ever took. Dr. Figueredo required reading of philosophy of science manuscripts by individuals such as Popper, Meehl, Fisher, and others for the first two weeks of class. He believed, as do I, that *only* by understanding the thought processes that led to certain statistical arguments, can we possibly apply statistical techniques appropriately.

Nevertheless, armed with historical background and logical framework, students then begin their most critical point of training: analyzing real data. Students in graduate courses, who have their own data, will be encouraged to use it. Students without data will be allowed access to a variety of large and anonymous datasets I can provide. Some of these data sets include projects that failed to support a hypothesis. I will also point students towards large datasets available for public access around the world (e.g., MIDUS data). I believe these approaches are far more likely to lead to long-term retention than the dry examples given in most statistical textbooks. In sum, my teaching philosophy is geared towards practical and real-world application. My classroom style always encourages discussions and interaction. At the end of the term, I expect students to not only be aware of the relevant issues on a given topic, but have the equipment to think through new issues as they arise in a given field.

**Non university teaching**

I was a substitute teacher for a while in both undergraduate and graduate school. One of the biggest challenges and rewarding experiences for me, was teaching on the Indian Oasis Reservation at Baboquivari High School, along with the elementary and middle schools there. The administration was so pleased with my approach they hired me full-time for the duration of the term in a math class.

The challenge for me was finding a way to reach many of the more disillusioned students. Given the wealth disparities and disadvantaged nature of many family backgrounds, encouraging these young people that math or science was relevant to their lives was a challenge. In particular, I focused on finding effective teaching methods that were directly relevant and critical to their future aspirations and created a student-centered classroom. I focused on putting myself in their seats and tried to understand the hurdles they faced, not just academically but interpersonally, culturally, and socially.

These experiences were excellent preparation for my future work at the University of Texas, El Paso. Many of the students I have taught here at UTEP spent more than three hours to cross the border from Mexico to the United States just to come to class. Many of them were the first in their family to attend at college or university, and the majority of them came from impoverished backgrounds. Many of my students would tell me they worked, 2 (sometimes 3) jobs to pay tuition, care for family, or simply get by. On top of all of these challenges, many of them had inadequate language skills in English. Yet, these students came, they learned, they did their absolute best. It would not be an exaggeration to say that these students *inspired me* and still do. To give them less than my very best effort would be selfish given how much these students strive to improve themselves. Thus, I draw on students like this for both my inspiration and to ground me in my focus on education.

I also taught English I Costa Rica to professionals of all ages. I always found it fun to find creative ways to explain an unusual tense or word found in English. Using everything from visuals to music, I was able to get my message across. In Costa Rica, I also took a full time position at a middle school teaching math, science and music to children of all ages. My typical day included songs for the kindergarten children in the morning, science lessons for the middle school, math classes, and ended with a special psychology course (which I designed) for the advanced high school students in the afternoon. Given my experience with engaging students of different ages, economic backgrounds, social situations, ethnicities, and even languages, I can honestly say I am both experienced in teaching at all levels and meet the task with enthusiasm.