



## FORMATION OF CREATIVE THINKING OF A LAWYER IN MODERN CONDITIONS OF DEVELOPMENT INCLUDING THE INFLUENCE OF COVID-19 PANDEMIC

Farouq Ahmad Faleh ALAZZAM <sup>\*</sup>, Mueen Fandi Nhar ALSHUNNAQ <sup>#</sup>

*Department of Law, Faculty of Law, Jadara University, 21110 Irbid, Jordan*

Received 9 December 2021; accepted 15 March 2022

**Abstract.** The main purpose of the study is to determine the principal ways of forming creative thinking among lawyers in their practice in modern conditions of development under the influence of COVID-19 pandemic. The importance of studying creative thinking and its formation is determined because the study of this problem creates the basis for the formation of a psychological attitude towards the creative development of a personality, which will be able to effectively solve non-standard problems of legal science and practice. The leading direction of training a future lawyer is the disclosure and activation of creative potential. In this process, focus on the attitudinal sphere of the personality is because it determines the activation of professional creativity and contributes to the disclosure of the creative potential of a specialist. As a result of the study and the application of the proposed methodology, the main stages were identified to promote the development of creative potential and thinking among lawyers in modern conditions of development, considering the impact of COVID-19 pandemic. The proposed research results may have a practical aspect of implementation in the activities of a modern lawyer.

**Keywords:** creative potential, creative thinking, creativity, law, lawyer.

### Introduction

Nature has endowed man with the ability to think, reflect, practically act, create, cognize the objective world and himself. All this can be embodied only in society when a person enters into different relationships with other people. Thanks to this, man gained the features of creative activity, discovered his Self, separated his generic essence from everything other natural, surrounding him, from other living beings.

The ability to think creatively even earlier was called one of the most important skills of the future, and with the advent of the lockdown and the crisis, this skill has become indispensable in making any decisions.

---

\*Corresponding author. E-mail: [farouqazzam@yahoo.com](mailto:farouqazzam@yahoo.com)

#Corresponding author. E-mail: [abu\\_alahmadshunnaq@yahoo.com](mailto:abu_alahmadshunnaq@yahoo.com)

If an employee knows how to move away from patterns and accepted rules and find a new solution, his value instantly increases. At the same time, companies that allow creativity and do not restrict their employees by rules or prohibitions are valued no less.

Nowadays, creative thinking is spoken about almost at every step: some argue that creativity needs to be started at school (or even earlier), others offer hundreds of trainings that will help you improve this important skill, which, according to some researchers, saved the world. Be that as it may, but in today's unstable world, thinking outside the box is really useful.

The controversy around the content and direction of legal education has been going on since the time when law faculties began to function in classical universities. With each stage of the socio-economic development of society, the legal profession is becoming more and more differentiated, both in the subject plane (civil law, commercial law, *etc.*) and in the functional (court, prosecutor's office, investigation, advocacy, notaries, *etc.*). This is a natural process, because relations in different spheres of legal regulation become more complicated, acquire unique specific features, create isolated situations that are characteristic of this particular sphere, requiring a purposeful understanding of phenomena and regulatory mechanisms, the creation and improvement of specific and unique legal theories and teachings, and, of course, providing these peculiar areas of legal practice.

The legal profession is one of the most ancient in human society. Initially, the role of connoisseurs of law was played by senior, experienced and most authoritative, capable members of the community, ordinary elders, priests, ministers of a religious cult, and later – by the clergy (bishops, priests). Over time, it became necessary to have a separate group of people who would be engaged in lawmaking and maintaining public order. Much attention was paid to the interpretation of legal norms, the resolution of various conflicts and social problems. These questions belonged to the competence of the elite, which became the prototype of modern lawyers and representatives of some other professions.

Creativity is a prerequisite for creativity, *i.e.* activity, with the help of which something new is produced, which was absent before, based on the elaboration and reorganisation of existing knowledge, skills and abilities. In addition, creativity, like any other characteristic of the personality of a lawyer or the process of his activity, can manifest itself with a certain force, that is, at a certain level. So, in particular, one level of creativity is characterised by the use of already existing knowledge and the expansion of the scope of their application, while the other level is characterised by creating a completely new approach that changes conservative or situationally unsuitable traditional views on a particular case of legal interaction.

When considering the structural components of legal activity, the possibility of manifestation of creativity is determined by the structure of this activity and covers all its aspects: constructive, organizational, communicative, cognitive, educational, and certifying. Therefore, the creative nature of legal activity, in our opinion, cannot be reduced to the solution of individual legal problems, because in creative activity, the cognitive, emotional-volitional and motivational components of the personality are manifested in unity. However, solving problems aimed at the development of certain structural components of creativity (formulation of goals, analysis, choice of overcoming barriers, appropriate attitudes and stereotypes, choice of options, *etc.*) is the most important condition for the development of the creative potential of a lawyer's personality.

As a result of intensive economic and legal changes associated with a reorientation to market relations, entry into the world market and the accelerated development of certain branches of law, as well as cultural revival in many countries, the humanization of society, there is now a growing need for qualified personnel of a new type who are able to effectively creatively solve the set tasks in the field of law. Structural reforms in higher education, stimulated by the Bologna Process, are actively developing today. The society, and above all employers, need specialists who can practically solve professional problems. A creative approach makes it possible to most effectively solve the problems that have arisen, therefore it is quite understandable why an acute social order arose for identifying creative characteristics and educating specialists of the corresponding composition. The activation of creative possibilities, human potential ensures the full-fledged social realization of the individual, which in turn accelerates the cultural and economic progress in the country, an increase in the standard of living of its citizens. And this also largely depends not only on the knowledge and skills acquired, but also on additional qualities that are more consistent with the understanding of the modern goals of education.

The success of a person's self-presentation in professional activity depends, first of all, on the ability to perfectly master techniques and productive technologies, the implementation of functional duties, the presence of a set of knowledge, skills, achievement motivation, self-regulation, personal initiative, professional communication. The creative readiness of lawyers can be characterized by such levels of professionalism as the ability to successfully carry out professional activities, preparedness for stable productive work, professional skill in the implementation of functions and responsibilities, creative mastery of a new style of professional activity.

The main feature of the activity of lawyers is interaction with people. The ability to communicate, to communicate with others, to achieve mutual understanding in the process of performing professional functions is the most important condition for the high performance of employees of the "person-to-person" type. Weak formation of communicative qualities and creative readiness is the main contraindication for graduates of this type of profession.

The creativity of a lawyer is a process that begins with the assimilation of accumulated knowledge and experience (adaptation, reproduction) and generates further creative changes from adaptation to a specific situation to its transformation.

Successful lawyers are creative. The work of a lawyer is to solve the client's issue in an innovative way within the framework of the law, transforming the current problem into a future solution.

Legal work does pose many creative challenges: presenting a case as an unforgettable compelling story, shaping evidence in a way that reproduces the real picture, using various tricks and traps in cross-examination.

All of this and much more requires lawyers to be creative: build on existing facts, be innovative, transform and solve. Otherwise, everyone would work anyway, and things could be decided by the impeccable logic of artificial intelligence.

How much time do students spend developing their creativity? How many lawyers purposefully use creative methods of their work? In fact, these values are very small. The development of creativity is not a defining and priority in law universities. The legal profession

often underestimates its weight. However, this is recognized by the market: the best and most paid lawyers are the most creative.

The next time a legal issue seems overwhelming and your presentation is not convincing, consider this is not the time to add creativity to your work. Most likely you can find the solution you want – you just need a key to unlock your hidden potential. And often, creativity can be what you are missing.

The market is throwing more and more challenges every day, and the constantly improving one gets an advantage over competitors. So can you, in these conditions, discard new ways of thinking? All these questions only actualize the problems of the formation of creative thinking among lawyers in modern conditions of development, especially under the influence of COVID-19 pandemic.

This COVID-19 pandemic has become a separate challenge for legal education. Considering that the modern realities of the legal profession are directly related to extensive social ties and a high level of creativity in the entire work process. Quarantine restrictions have created significant obstacles to the development of creativity, given that direct student-teacher ties have been severed.

The main purpose of the study is to determine the main ways of forming creative thinking among lawyers in their practice in modern conditions of development under the influence of COVID-19 pandemic.

## **1. Literature review**

The readiness of a teacher to work on the development of the creative potential of young people is the presence of special knowledge, practical skills, but also a constant desire to implement this direction in pedagogical activity and their own implementation in creativity. Only a creative person can teach to “create”. But even if the teacher has the appropriate personal qualities and the desire for a creative approach, very often teachers of special disciplines do not have enough methodological knowledge. An analysis of the practical experience of teaching legal disciplines in educational institutions shows that many teachers experience difficulties precisely in organizing the creative activity of students. This becomes especially relevant during a COVID-19 pandemic, when the issue of creativity is decisive in further professional activity and the post-COVID-19 pandemic period.

The specificity of the professional activity of a lawyer causes the implementation of the entire range of tasks determined by the main types of legal activity, such as cognitive, communicative, constructive and organizational. At the same time, the impetuous nature of socio-economic activity determines the presence of unpredictable dynamics in the deployment of situations in which a lawyer is involved. This necessitates the development of creative potential and thinking, which will allow a professional to quickly navigate the current circumstances and find new non-standard ways of solving extraordinary situations and legal conflicts. Consequently, in order to speed up the formation of professionally significant qualities and disclose the creative potential of a lawyer, there is an aim need to find ways to improve his psychological training. In modern conditions, the reform of education pays special attention to the use of the latest approaches and technologies in the training of future

specialists. There is a need to focus on the analysis of the current conceptual principles of organizing the training of lawyers not in the dogmatically conservative line of the traditional education system, but in the perspective of the technologies updated by the achievements of the world professional training. After all, this is the only way to disinhibit the thinking of a future specialist and unleash his creative potential.

That is why this topic is so relevant today among scientists. Exploring the key aspects of creative thinking among lawyers, it is impossible not to take into account the basic concepts of the very essence of creative and its influence on activities. As noted by Sternberg (2002), and Sternberg and Lubart (1996), creativity is in everything, including in the professional activity. Knowing this, we understand that even in the activities of a lawyer, which is associated with legislation and clear rules of action, you can find creativity. Creativity as a whole is decision making and its nature suggests that, thanks to non-standard ideas and solutions, intractable problems can be solved (O'Hara & Sternberg, 2001; Sternberg, 2006; de Bono, 1993).

If we consider the training of future lawyers and how everything happens at this level, then, as scientists note, the urgent need is to saturate the educational process of higher educational institutions that train lawyers with modern psychological methods and educational and developmental technologies for the harmonious development of the leading personal qualities of the future, creative potential and cognitive thinking (Gilhooly et al., 2015; Lin & Ying-Wei Wu, 2016; Ramírez Tarazona & Rincón Sánchez, 2019; Ling & Cheong Loh, 2020). At the same time, in our study, we focused on the professional activities of a ready-made lawyer, taking into account the conditions of exposure to COVID-19 pandemic.

Choosing a research topic, we relied on the importance and relevance of improving professional skills through the formation of creative thinking and the use of our own creative potential. As a number of scholars have noted (Hernández Jaime et al., 2018; Simonton, 1999), through creativity and practical experience.

Creative thinking is a very complex process and when shaping it, a number of factors and aspects of both external and internal environment should be taken into account. The ability for professional thinking, which is divergent in its essence and content, provides a lawyer with an active transformation of information, going beyond the time parameters of legal reality. Analysis of the literature shows that each profession and specialty requires a special approach and, consequently, the development of a special mindset or mindset that is best suited to solving a particular problem.

COVID-19 pandemic has had a major impact on professional performance in all areas. One way or another, the COVID-19 pandemic asks for the latest rules for the introduction of activities and the introduction of the latest modern technologies. For example, Andriyiv et al. (2022) used a range of modeling technologies to assess the state of the labor market in the context of COVID-19 pandemic. In general, a large number of scientists (Kuznyetsova et al., 2021) have proposed more and more new methods and technologies to study the problems of the negative impact of COVID-19 pandemic on professional activity in various fields.

Delving into the essence of the current situation that the whole world is experiencing, one should pay attention to the self-identification of a person in new circumstances. Lost in

the information noise, the COVID-19 pandemic has made it possible for a person to take a break in the pursuit of “the best version of himself”. That is, focus on the content, not on the form, because “successful success”, the pursuit of achievements (which makes a person socially significant) generates even more stress and pressure, leading to psychological stress and loss of orientation and connection with oneself.

Self-identification of the individual Self as an ontological basis of existence, which is concretized in the understanding and comprehension of the simultaneous emergence and interpenetration of individual choice in social reality, is realized in the process of self-development through selectivity as a specific attitude of the individual to reality. Yes, the new conditions of our existence require new forms of response from us, and this can also cause an imbalance in the structure of the personality. However, in this case, a sharp change in the usual forms of social interaction becomes the start and impetus for understanding the value of the human self and its significance in the modern world, not the functioning of template, stereotyped models of a person, but the existence of the true self of the individual (McMurtrie, 2020).

Thus, the individual Self is revealed as the origin and condition of existence, realized through the formation of the personality, the disclosure of its intraspecific essence, which depends on the awareness in the process of development and self-realization of its own uniqueness as a separate and integral autonomous element of the social system.

Summarizing the analysis of the literature (Paek, 2019; Doyle, 2022; Awang & Ramly, 2008; Parkhurst, 1999), it should be noted that COVID-19 pandemic is actively spreading in the world today, which only brought additional work for lawyers and their activities. remotely and be creative and think “outside the box”. This makes our research different and allows to talk about its relevance.

## **2. Methodology**

Considering our methodology, we note that in order to achieve this goal, namely the formation of creative thinking among lawyers in modern conditions of development, we have applied a number of methods that can be conditionally divided into two groups: theoretical methods for determining the essence of creative thinking and its place in practical activities of a lawyer; methods of graphic modeling for displaying the process of forming creative thinking among lawyers in modern conditions of development.

Among the theoretical and more traditional methods, we have applied: methods of induction and deduction, comparison and systematization – when characterizing the key aspects of creative thinking in lawyers; morphological analysis – to clarify the essence of creative thinking; abstract-logical – for theoretical generalizations and the formation of research conclusions.

Consequently, in order to demonstrate the main process of the formation of creative thinking among lawyers in modern conditions of development, one should apply the methodology of functional modeling and graphical description of processes, which manifests itself in demonstrating the essence of the subject of the field of study. The formation of such a process as the development of creative thinking among lawyers has a number of sub-processes,

the methodology of functional modeling and graphical description of processes will allow to depict, in our opinion, the best.

To begin with, it is necessary to highlight the key structural elements of the initial data for the formation of a functional model (Table 1).

Table 1. Structural elements of the initial data for the formation of a functional model (source: created by authors)

Research goal	View	Target audience	Model context	Modeling technology	Software
Develop a functional model	Lawyers and their professional activities	Lawyers	List of functions and objects of diagrams	Functional modeling methodology integrated computer aided manufacturing definition for function modeling	Application program for constructing vector diagrams

The process of forming creative thinking among lawyers in their professional activities in modern conditions of development should include several sub-processes that will allow the desired result to be obtained at the output, and through the construction of a functional model, we can demonstrate how this can theoretically happen.

### 3. Research results

First of all, thinking is the highest cognitive process. It is a product of new knowledge, an active form of creative reflection and transformation of reality by a person. Thinking generates such a result, which neither in reality, nor in the subject at a given moment in time. Thinking (in elementary forms it is also present in animals) can also be understood as the acquisition of new knowledge, the creative transformation of existing ideas.

The difference between thinking and other psychological processes is that it is almost always associated with the presence of a problem situation, a task that needs to be solved, and an active change in the conditions in which this task is set.

Creativity is a complex mental process associated with the character, interests, and abilities of the individual. Imagination is his focus, center. A new product received by an individual in creativity can be objectively new (*i.e.*, a socially significant discovery) and subjectively new (*i.e.*, a discovery for oneself).

Creative thinking is a process that can generate unusual ideas, deviate from traditional thinking patterns, and quickly solve problem situations. Creativity is the creative possibilities (abilities) of a person, which can be manifested in thinking, feelings, and certain types of activity.

So, applying our methodology, first you need to form a diagram of the highest level for the functional model, and this will be conventionally designated F-0 (development of creative thinking in a lawyer). To begin with, it is necessary to form the very tree of nodes, including the main subprocesses to achieve our goal in modeling, F-0 (Figure 1).

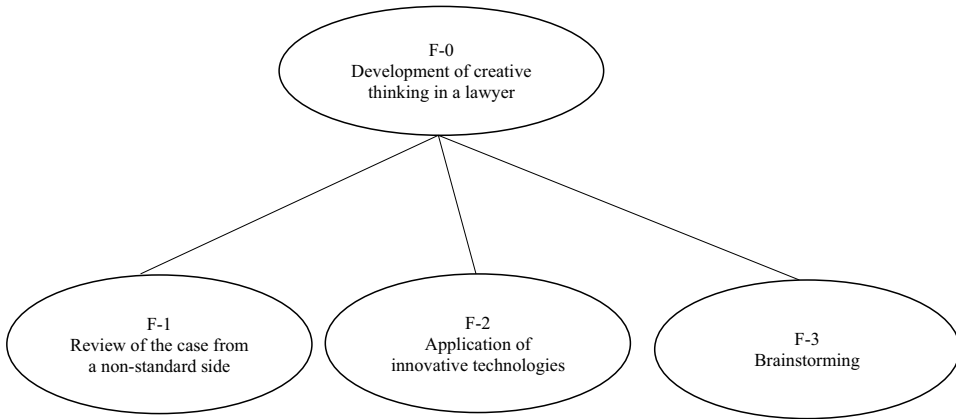


Figure 1. The tree of nodes for achieving the F-0 functional model of the formation of creative thinking among lawyers in modern conditions of development (source: created by authors)

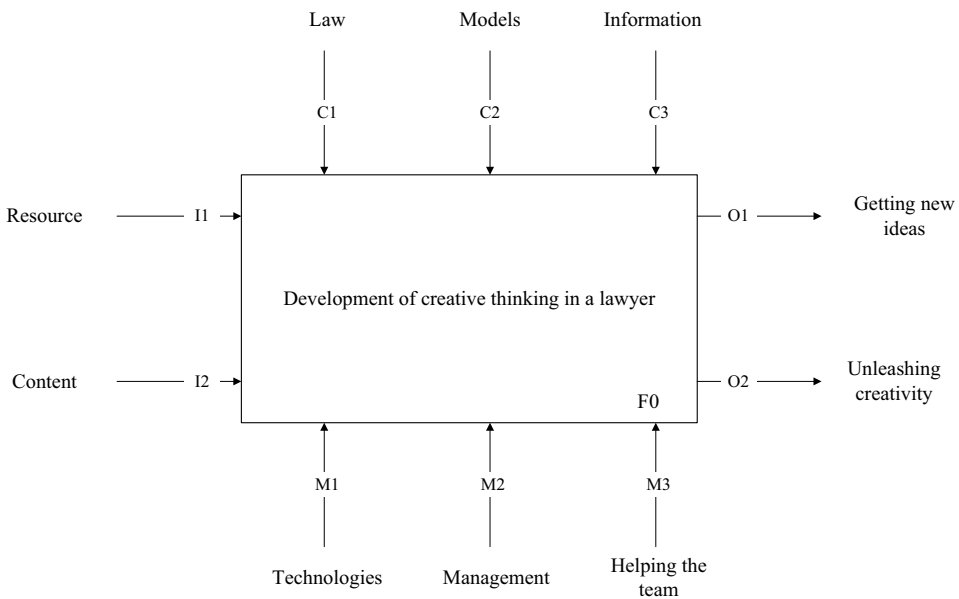


Figure 2. Diagram of the functional model of the formation of creative thinking among lawyers in modern conditions of development (source: created by authors)

The process of achieving F-0 itself will include a number of inputs and outputs, which together will form a complex diagram of the functional model of the formation of creative thinking among lawyers in modern conditions of development (Figure 2).

Figure 2 shows several key aspects of the functional model, namely: input (resources and information required to form creative thinking) –  $I_n$  ( $n = 1, 2$ ); control (those elements that form a certain framework) –  $C_n$  ( $n = 1, 2, 3$ ); output (the result that we get at the output) –



$O_n$  ( $n = 1, 2$ ); mechanism (those elements that will contribute to the achievement of the result) –  $M_n$  ( $n = 1, 2, 3$ ).

The final stage of the study is the construction of a decomposition of the integrated computer aided manufacturing definition for function modeling (IDEF0) functional model diagram for the formation of creative thinking in lawyers in modern conditions of development (Figure 3).

As a result, we have formed a decomposition of the IDEF0 functional model diagram for the formation of creative thinking among lawyers in modern conditions of development, which includes:

F1 – review of the case from a non-standard side. Creative thinking is revolutionary and creative thinking, which is of a constructive nature, which is why, sometimes, when carrying out your professional activities, you should look at things from a different angle;

F2 – application of innovative technologies. Modern technologies can help carry out their activities in a COVID-19 pandemic environment and will allow you to work remotely with the client and your legal team;

F3 – brainstorming. The brainstorming method is based on the assumption that one of the main obstacles to the generation of new ideas is “fear of evaluation”: lawyers often do not express interesting non-ordinary ideas out loud because of fear of meeting skeptical or even hostile attitudes from managers and colleagues. The purpose of brainstorming is

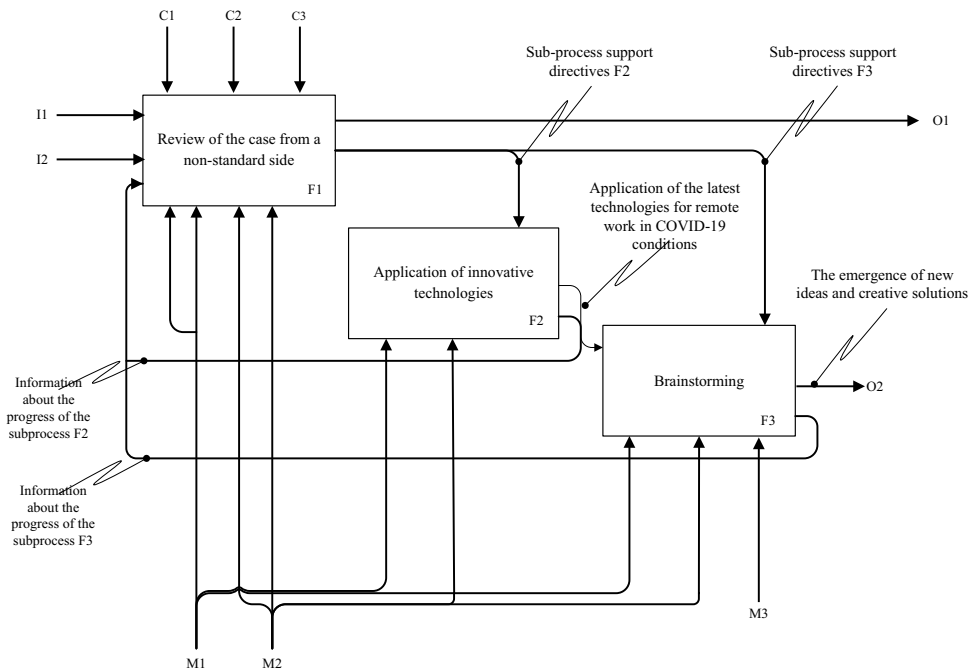


Figure 3. Decomposition of the integrated computer aided manufacturing definition for function modeling functional model diagram for the formation of creative thinking in lawyers in modern conditions of development (source: created by authors)

to eliminate the evaluative component in the early stages of idea generation. This method seems so straightforward that it is hard to believe it does not work. And in legal practice, where a whole team is working on a case, this method is very effective.

Information about the progress of the subprocess is the collection, processing, generalization, and analysis of information in the process of forming creative thinking. Directives, however, represent certain decisions and established lines, the transition along which is not permissible.

Today it is necessary to constantly develop a creative place among lawyers, whose work is very dependent on contact with clients. The primary change in the work of the legal department compared to the pre-quarantine period was remote work. With a creative approach, this experience may not be traumatic, but it required significant effort from colleagues, especially from the Faculty of Science and Information Technology, Jadara University, Jordan, and the level of creativity. Time and modern online tools have confirmed that legal assistance can be provided with high quality and without being in the office, although we began to miss live communication quite quickly, but this requires a new approach. It is thanks to creative thinking that simple, ordinary things in our life will acquire new meaning and values.

## **Discussion**

Discussing the results of the study, it can be established that we have achieved the set goal, namely, the main stages of the formation of creative thinking in lawyers for the implementation of their professional activities in modern developmental conditions, taking into account the influence of COVID-19 pandemic and its consequences, have been determined.

When discussing the results of the study, it is necessary to determine and establish what aspects we have done for the first time in comparison with other studies of leading scientists. Here, it is necessary to dwell on the key differences in scientific research of scientists from our country and foreign works.

First of all, it should be established that the methodology we have applied is not new in the scientific field. For example, Kryshchanovych et al. (2021) have already tried to apply a similar methodological approach for their research, it should be noted about this various issues that we and they have chosen. Creative thinking in the practice of lawyers is a very complex and very individual area, where each case has its own problems and aspects, to which a creative approach is needed, therefore, the application of an existing methodology in this aspect is felt in a new way and has the right to be novelty.

Liu et al. (2015) examined the main critical aspects of the formation of creative thinking in professional activity and it is impossible not to take into account their contribution. It should be noted that creative thinking is a very subjective concept and it is very difficult to understand with high accuracy how and in what direction to develop the creative thinking of an individual. In our case, this applies to lawyers and their activities, which speaks of narrowing our research to a specific type of activity and focusing on it as such.

Hammond et al. (2011) describe how you can apply your creativity and thinking in professional work, but this approach is not like ours. Our goal was to graphically represent how

you can achieve the desired result and show how each stage is connected. For this, as can be seen in Figure 3, the decomposition that we form includes a number of sub-processes, each of which is important and has a number of key elements, such as carrying information, the result that will bring for the whole system of forming creative thinking and the corresponding directives, acting as a kind of limiters, beyond which it is impossible to go beyond, since this will negatively affect the professional activity of a lawyer.

When discussing the impact of COVID-19 pandemic, it should be noted that the difficulties that law firms face are widespread and serious. They cover virtually the entire legal branch. COVID-19 pandemic affects both individual lawyers and multi-person law firms, including those employing several dozen lawyers. That is why a creative approach is so important today.

In general, summing up the discussion of the research results, we want to note that there are a number of problems that lawyers faced during the COVID-19 pandemic and its initial consequences. At the same time, new opportunities opened up through new cases, *etc.* We tried to take this into account in the course of our research. That is why our approach and applied methodology is new and modern today. The presented decomposition can be edited and modified as you wish which makes it flexible compared to other models.

## Conclusions

In the plane of psychological concepts, the cognitive content of a lawyer's activity can be presented as an intellectual task and a kind of problematic tasks that is, containing non standard. Their solution cannot be carried out using an established procedure, because a lawyer does not have an algorithm for solving such a problem in advance. Therefore, for the effective performance of professional activities for a lawyer, it is important to identify rational relationships between the norms regulated by law and a creative approach regarding their implementation in legal reality. Creativity acts as the basis for self-actualisation and creative activity of an individual in various areas of life and is the core of her creative activity, prompting her to new achievements and searches.

The personal traits of a lawyer with the makings of creative potential are: high self-esteem, dominance, ambition, leadership qualities, a sense of duty, high normality of behavior, energy, increased motivation, activity, persistence, moderate sensitivity, emotionality, emotionality, courage, caution, self-control, focus on facts, and not in the opinion of others, discretion, a certain anxiety, criticality, analyticity, insight, scrupulousness, rich imagination, pragmatism.

As a result of the study and the application of the proposed methodology, the main stages were identified to promote the development of creative potential and thinking among lawyers in modern conditions of development, considering the impact of COVID-19 pandemic. It is impossible to ignore the impact of COVID-19 pandemic in legal practice today. A lawyer should adapt to the modern conditions of legal activity. This can manifest itself in anything and in any way without creative thinking. That is why, through the application of the IDEF0 methodology, we tried to demonstrate the main stages of the formation of creative thinking for lawyers in modern conditions of development. The methodological approach is of a more informational nature of a graphical representation of the capabilities of our model.

The range of issues considered in the article does not exhaust the problem of the role and place of the formation of the creative potential of a lawyer in modern conditions of development. We see prospects for further research in the study of the role of the creative potential of a lawyer not only in legal activity, but also in the preparation of future law students in higher education institutions.

## References

- Andriyiv, N., Voloshchuk, K., Petrukha, S., Orlovska, O., & Kurylo, O. (2022). Impact of the main threats from COVID-19 on the labor market in the context of ensuring economic security. *International Journal of Safety and Security Engineering*, 12(1), 71–76. <https://doi.org/10.18280/ijssse.120109>
- Awang, H., & Ramly, I. (2008). Creative thinking skill approach through problem-based learning: Pedagogy and practice in the engineering classroom. *International Journal of Educational and Pedagogical Sciences*, 2(4), 334–339.
- Bono, de E. (1993). *Serious creativity: Using the power of lateral thinking to create new ideas*. Harper Business.
- Doyle, A. (2022). What is creative thinking? Definition and examples of creative thinking. *The Balance*. <https://www.thebalancemoney.com/creative-thinking-definition-with-examples-2063744>
- Gilhooly, K. J., Ball, L. J., & Macchi, L. (2015). Insight and creative thinking processes: Routine and special. *Thinking and Reasoning*, 21(1), 1–4. <https://doi.org/10.1080/13546783.2014.966758>
- Hammond, M. M., Neff, N. L., Farr, J. L., Schwall, A. R., & Zhao, X. (2011). Predictors of individual-level innovation at work: A meta-analysis. *Psychology of Aesthetics, Creativity, and the Arts*, 5(1), 90–105. <https://doi.org/10.1037/a0018556>
- Hernández Jaime, J., Jiménez Galán, Y. I., & Rodríguez Flores, E. (2018). Developing creative and practical thinking competencies for a business plan: Designing learning evidences. *RIDE Revista Iberoamericana Para La Investigación Y El Desarrollo Educativo*, 9(17), 314–342. <https://doi.org/10.23913/ride.v9i17.383>
- Kryshchanovych, M., Kryshchanovych, S., Stepanenko, L., Brodiuk, Y., & Fast, A. (2021). Methodological approach to determining the main factors for the development of creative thinking in students of creative professions. *Creativity Studies*, 14(2), 391–404. <https://doi.org/10.3846/cs.2021.14806>
- Kuznyetsova, A., Sydorchenko, T., Zadvorna, O., Nikonenko, U., & Khalina, O. (2021). Assessment of aspects of the COVID-19 crisis in the context of ensuring economic security. *International Journal of Safety and Security Engineering*, 11(6), 615–622. <https://doi.org/10.18280/ijssse.110601>
- Lin, Ch.-Sh., & Ying-Wei Wu, R. (2016). Effects of web-based creative thinking teaching on students' creativity and learning outcome. *Eurasia Journal of Mathematics, Science and Technology Education*, 12(6), 1675–1684. <https://doi.org/10.12973/eurasia.2016.1558a>
- Ling, M. K. D., & Cheong Loh, S. (2020). Relationship of creativity and critical thinking to pattern recognition among Singapore private school students. *The Journal of Educational Research*, 113(1), 59–76. <https://doi.org/10.1080/00220671.2020.1716203>
- Liu, Z. K., He, J., & Li, B. (2015). Critical and creative thinking as learning processes at top-ranking Chinese middle schools: Possibilities and required improvements. *High Ability Studies*, 26(1), 139–152. <https://doi.org/10.1080/13598139.2015.1015501>
- McMurtrie, B. (2020). Students without laptops, instructors without internet: How struggling colleges move online during COVID-19. *The Chronicle of Higher Education*. <https://www.chronicle.com/article/students-without-laptops-instructors-without-internet-how-struggling-colleges-move-online-during-covid-19/>

- O'Hara, L. A., & Sternberg, R. J. (2001). It doesn't hurt to ask: Effects of instructions to be creative, practical, or analytical on essay-writing performance and their interaction with students' thinking styles. *Creativity Research Journal*, 13(2), 197–210. [https://doi.org/10.1207/S15326934CRJ1302\\_7](https://doi.org/10.1207/S15326934CRJ1302_7)
- Paek, K.-M. (2019). The transformative potential of creative art practices in the context of interdisciplinary research. *Creativity Studies*, 12(1), 183–197. <https://doi.org/10.3846/cs.2019.9701>
- Parkhurst, H. B. (1999). Confusion, lack of consensus, and the definition of creativity as a construct. *Journal of Creative Behavior*, 33(1), 1–21. <https://doi.org/10.1002/j.2162-6057.1999.tb01035.x>
- Ramírez Tarazona, J. V., & Rincón Sánchez, A. E. (2019). Genealogía del pensamiento creativo y su necesidad en la realidad universitaria. *Sophia*, 15(2), 79–97. <https://doi.org/10.18634/sophiaj.15v.2i.946>
- Simonton, D. K. (1999). Creativity from a historiometric perspective. In R. J. Sternberg (Ed.), *Handbook of creativity* (pp. 116–133). Cambridge University Press. <https://doi.org/10.1017/CBO9780511807916.008>
- Sternberg, R. J. (2002). “Creativity as a Decision”: Comment. *American Psychologist*, 57(5), 376. <https://doi.org/10.1037/0003-066X.57.5.376a>
- Sternberg, R. J. (2006). The nature of creativity. *Creativity Research Journal*, 18(1), 87–98. [https://doi.org/10.1207/s15326934crj1801\\_10](https://doi.org/10.1207/s15326934crj1801_10)
- Sternberg, R. J., & Lubart, T. I. (1996). Investing in creativity. *American Psychologist*, 51(7), 677–688. <https://doi.org/10.1037/0003-066X.51.7.677>