

Development of creative potential in the context of increasing the company's ability to adapt to the crisis

Maryna Ivanova*

Doctor of Economic Sciences, Professor
Dnipro University of Technology
49005, 19 Dmytra Yavornytskoho Ave., Dnipro, Ukraine
<https://orcid.org/0000-0002-1130-0186>

Hanna Baranets

PhD in Economic Sciences, Associate Professor
Dnipro University of Technology
49005, 19 Dmytra Yavornytskoho Ave., Dnipro, Ukraine
<https://orcid.org/0000-0003-3172-3001>

Vasil Shvets

Doctor of Economic Sciences, Professor
Dnipro University of Technology
49005, 19 Dmytra Yavornytskoho Ave., Dnipro, Ukraine
<https://orcid.org/0000-0001-7261-5993>

■ **Abstract.** The economic efficiency and resilience of Ukrainian enterprises in the face of crisis depend on the adaptive capacity, creative capacity, and flexibility needed to promptly respond to changes in environmental factors, which emphasises the relevance of the study. The purpose of the article was a theoretical study and practical testing of approaches to the formation of adaptive capacity of the enterprise's crisis management, based on the use and development of the creative potential of the enterprise's staff. The results were obtained by using the following methods: scientific abstraction, comparison and generalisation methods for defining the essence of creative potential and its components, and establishing the sequence in assessing the enterprise's capacity to adapt to a crisis; analogy, general and specific methods for developing a structural and logical model of formation of the enterprise's adaptive capacity through the development of its creative potential. The article discussed the theoretical, methodical and applied aspects of formation of the triad of interrelated concepts "creative potential – adaptive capacity – crisis management". At the fundamental level, the essence of creative potential was investigated, taking into account the formation of this category at the intersection of two sciences: management and psychology. Five components of creative potential, viz. cognitive, characterological, emotional-volitional, motivational, and psychological, were identified. A structural and logical model of forming the adaptive capacity of an enterprise through the development of its creative potential was developed. A sequence of actions and the tools for assessing the enterprise's adaptive capacity in the crisis were established. Practical testing was carried out using the Argenti's A Score Model (A-score) that combined quantitative and qualitative indicators for crisis identification and allowed assessing the stage of the crisis and, accordingly, the level of adaptive capacity of an enterprise. A scientific and methodical approach to the formation and development of an enterprise's creative potential in the context of improving the capability of the enterprise to adapt to the crisis was proposed. The proposed structural and logical model of forming the adaptive capacity of an enterprise through the development of its creative potential contained a thorough description of measures, whose comprehensive implementation will allow increasing the adaptive capacity of the staff, which in turn will contribute to increasing the ability of the enterprise to adapt its main and auxiliary business processes to crisis conditions

■ **Keywords:** staff; Belbin team roles; financial analysis tools; adaptive capacity indicators; crisis management

■ Suggested Citation:

Ivanova, M., Baranets, H., & Shvets, V. (2024). Development of creative potential in the context of increasing the company's ability to adapt to the crisis. *Management and Business*, 2(1), 6-14. doi: 10.59214/mb/1.2024.06.

*Corresponding author



Copyright © The Author(s). This is an open access article distributed under the terms of the Creative Commons Attribution License 4.0 (<https://creativecommons.org/licenses/by/4.0/>)

■ Introduction

The operation of enterprises in conditions of permanent economic and political instability calls for the need to use advance innovative approaches in management. This is especially relevant for approaches that are aimed at accumulating creative ideas for solving production and economic problems, overcoming their consequences, and promoting adaptation and cooperation between management and subordinates for open interaction by setting benchmarks to overcome crises in the face of uncertainty. From this perspective, the ability to fluently adapt to the unpredictability and dynamism of the internal and external environment, and thus the economic efficiency and resilience of Ukrainian enterprises in the crisis, to some extent depend on the conditions that are created by management with the aim of formation, development and effective implementation of the staff's creative potential. Given the military-political crisis, the issue of developing effective measures for the formation and development of creative potential in the context of increasing the adaptive capacity of Ukrainian enterprises is particularly relevant.

The generally accepted approach is that of N.V. Bielikova & I.O. Hubarieva (2023), who believe that adaptive enterprise management systems are created to ensure maximum adaptation to the impact of factors of an unstable external environment and to correct the negative impact of internal environmental factors. This process ensures that enterprises are adaptable to any changes or conditions by changing their functions, structure, relationships, parameters, etc. to better adapt to the impact of external and internal instability factors. The authors studied the development of adaptive management systems that exhibit a sustainable performance in specific environmental conditions. These systems take into account adaptation mechanisms and implement algorithms for finding local extremes without predicting changes in the environment, based on information available about this environment at a given time. The generally accepted approach is that the enterprise's adaptive capacity is not only how to respond to events that have already taken place, but to a greater extent how to anticipate them; the fundamental features of this category are reliability, flexibility, and mobility. A more in-depth analysis by V. Grosul & T. Askerov (2019) made it possible to distinguish process, systemic, and targeted approaches in defining the category "adaptation" and thus, to interpret this category as a process of timely adjustment to unstable external business environment. This involves detecting the negative consequences of shortcomings in the enterprise management system in terms of ensuring the enterprise's sustainable performance and development in the long term, or adjusting the structure, resources, reserves, and management capabilities of the enterprise's adaptive potential in response to the impact of external factors.

With regard to creative capacity, I. Tanasiuk & S. Kirsho (2023) pointed out that staff creativity is formed under the two conditions of creativity development: economic

(to finance the participation in conferences and associations in order to facilitate sharing experience, expand creative spaces at the enterprise, and enhance through external information influences); and psychological (to contribute to the change from a reproductive-oriented to creative-oriented personality, ready for a transformational activity in the field of their profession, since the basis for the development of creativity is the cognitive, characterological, dynamic, emotional and volitional, motivational sphere). According to B. Batiuk & K. Hirniak (2024), creative solutions in human resource management in the difficult conditions of war ensure adaptability, resilience and innovation and become key factors in the enterprise survival. Creative HR management involves the development and implementation of agile work mechanisms (remote work, use of technology for virtual meetings and collaboration, creation of safe and accessible work centres away from combat zones) for psychological support, including stress management counselling and workshops. Enterprises should creatively overcome communication channel disruptions and re-establish communications, including the use of phone calls, SMS, encrypted messaging apps, and satellite communication.

O. Dzhur et al. (2023) argued that enterprise crisis management, as a choice of a new direction that changes people's minds, implements various means of communication inside and outside the enterprise, embodies the path of excellence and is a multi-level system. Crisis management tools are essentially the activation of new levels of human consciousness. This allows employees to implement their intentions and opens up unlimited possibilities for obtaining the power (potential) of the enterprise as a system. I.Yu. Lunkina (2024) proposed to apply a systematic approach to crisis management through the use of special technologies. To her mind, these include: first, the use of programme-targeted approaches to the developed management measures that should be implemented in a timely manner, since the time factor is crucial for successful crisis management; second, development and application of a system of anti-crisis criteria for assessing the quality of management decisions, which will allow making the right choice among possible alternatives of behaviour and performance.

Despite the significant attention of scholars to this issue, the problems of formation and development of creative potential in the context of increasing the ability of enterprises to adapt to the crisis remain unresolved. The purpose of the article was to develop a theoretical and methodical approach to the formation and development of creative potential, based on a structural and logical model of formation of the enterprise's adaptive capacity in the crisis through enhancing its creative potential. The practical testing was carried out using the Argenti A model (A-score) that combines quantitative and qualitative indicators of crisis identification and allows assessing the stage of crisis and, accordingly, the level of adaptive capacity of the enterprise.

■ Materials and Methods

The article used a wide range of scientific research tools. General scientific methods, such as analysis, synthesis, and generalisation were used at all stages of the research, from problem statement and objective formulation to conclusions. To define the essence of creative potential and its components, the article used the method of scientific abstraction, which allowed abstracting from general, often blurred signs of creativity, and focusing on those that are important from the perspective of their incorporation into the enterprise management system. Given that the highest level of abstraction is the formation of concepts (categories) and their components, the study substantiated the components of creative potential as a category to be considered at the intersection of management and psychology.

To develop a structural and logical model of formation of the enterprise's adaptive capacity through the development of its creative potential, the study used the methods of analogy, general to specific. This made it possible to structure the determinants of creative potential through identifying not only its components, but areas of its development as well; this also allowed specifying measures to ensure its development. To determine the sequence of actions and tools for assessing an enterprise's adaptive capacity in crisis, the author used the comparison and generalisation method that allowed taking into account the most well-known practices and methods of analysis and implementing an integrated approach to creation of an evaluation algorithm. It also prevented an information overload and duplication.

The results were based on the assumption that the change in creative potential affects the adaptive capacity and the likelihood of bankruptcy of an enterprise. The process involved three stages: shortcomings, mistakes and crisis symptoms. The method was based on assigning a certain score to each factor, and the scores were used to calculate the A-score. The study analysed the capacity of the enterprises, such as Private Joint Stock Company (PrJSC) Roshen, PrJSC Kharkiv Biscuit Factory, PrJSC Obolon, Limited Liability Company (LLC) Nova Poshta and Public Joint Stock Company (PJSC) Interpipe NTZ to adapt to crisis situations. Depending on the scores, the entity was assessed as; an enterprise with high adaptive capacity, which is successful in all areas of activity; an enterprise with medium adaptive capacity, which may face a crisis in the next five years; an enterprise with low adaptive capacity, which has serious difficulties in its financial and economic activities. The final stage of the assessment was the use of adaptability indicators with establishing their optimum values; identifying deviations of the calculated indicators from the optimum (standard) ones and the cause of the discrepancies, comparing the obtained levels with the planned ones, and implementing corrective actions.

Methods of formalisation and statistical research were used at the stage of practical testing, which was carried out using the Argenti method. This involved the use of data from statistical and financial statements of enterprises, annual management reports, which are publicly available

(Clarity Project, n.d.). This method combined quantitative and qualitative indicators to identify and assess the crisis. The research was conducted in compliance with Business integrity and ethics (n.d.). The qualitative indicators in the model described the management structure, relationships in the supervisor-subordinate system, the accounting system used, the terms of fulfilment (non-fulfilment) of contractual obligations, employee motivation and incentives, quick or slow response to changes in the external environment, etc. Quantitative indicators mainly characterised the financial aspects of the company's operations: financial independence, solvency, turnover of capital and its elements, and profitability. The use of tabular and graphical methods provided a clear presentation and visualisation of the results.

■ Results and Discussion

Consideration of the triad of interrelated concepts "creative potential – adaptive capacity – crisis management" showed that their interconnection is being studied at the theoretical level. The initial concept is creativity; unlike creative work that involves the creation of something fundamentally new, creativity determines the ability of a person to abandon stereotypical ways of thinking and identify new ways of solving problems. Creativity is a person's ability to think and behave in a non-standard way, to realise the value of their experience, to sense a problem, to identify it, and to look for ways of solving it. A. Serban *et al.* (2023) performed a comprehensive analysis of the correlation between cognitive ability and creativity, which proved that several conceptual and methodological moderators (e.g., cognitive ability measure, creativity measure, creativity domain, rating type) had a significant impact on the strength of the meta-analytic correlation.

B. Batiuk & K. Hirniak (2024) formed the determinants of creativity that affect the enterprise's HR management system. They included, according to the authors: corporate culture and leadership; development and training of employees; agility in work and work environment; communication and cooperation, and motivation. A relevant study by N.C. Devi (2024) suggested ways to improve the relationship between a leader and his or her subordinates through effective knowledge management strategies that foster employee creativity. A paradoxical leader who regulates knowledge-hoarding and promotes knowledge-sharing behaviours can effectively foster employee creativity.

I. Mykhalchuk & V. Stadnyk (2023) argued that the essence of creativity is revealed through the potentiality of human creative abilities that only manifest themselves under certain conditions, and through the productive use of the created value. Regarding the creativity of the economic system, it is exhibited as the capability of the management to create a favourable organisational space (motivational environment for creativity) for attracting professionally trained and creative individuals. These individuals should be capable of generating unique ideas in various functional areas of activity and transforming them into new value propositions in the form of goods and services that have

a positive public feedback and ensure the necessary efficiency of the business model of economic activity in the current and strategically forecasted business environment. The authors believed that the potential of creativity should be enhanced and effectively used to produce value offers that will be in demand by the market.

M. Benedek (2024) considered individual differences in creative achievements, as characterised by creative potential, to be the main principle of creativity. The author identified eight conceptual and methodological issues that need to be addressed when studying the relationship between creative potential and achievement. In his opinion, these include the proper assessment of creative achievement, scope and specifics of creative potential, forms of interaction and development dynamics, the role of mediation, creative behaviour, the impact of environmental factors, and the characteristics of the samples obtained.

These considerations, which are worth accepting, have formed a model of individual creative differences that form the structure and affect the interaction of the relevant components at different levels of creative potential, creative behaviour and creative achievements under the impact of environmental factors. In the classical sense, creativity functions in the management system should be aimed at improving organisational interaction (both within the enterprise and in relation to stakeholders) to generate new ideas in the context of building (improving) and implementing business processes and ensuring the effectiveness of teamwork in generating new ideas, their comprehensive critical analysis, and selection of the most promising ones, thus ensuring high adaptive capacity.

Creative potential is viewed at the intersection of management and psychology. Accordingly, on the one hand, the term can be attributed to the group of managerial and economic categories, and on the other hand, it belongs to the terminological apparatus used by modern psychologists. In terms of psychology, M. Quirin *et al.* (2020) structurally defined the creative potential of an individual by the main forms of manifestation of the human psyche, namely: cognitive and emotional-volitional processes, mental states, and qualities. When considering the creative potential of an individual in the context of his or her social role in the organisation, with the need to cooperate with other employees and implement teamwork skills in order to achieve the organisation's goals, the elements of creative potential should be supplemented by a motivational component on the part of management.

Given the fact that creative potential is considered an effective tool for crisis management, it is vital to develop approaches to the formation and development of creative potential in order to increase the staff adaptability in the context of forming the adaptive capacity of an enterprise. In this regard, Figure 1 shows a structural and logical model of forming the enterprise's adaptive capacity through the development of the creative potential of its employees. The model identified five components of creative potential in accordance with the above considerations: cognitive,

characterological, emotional-volitional, motivational, and psychological. For each component, the direction of development was defined and measures were specified, whose implementation will enable the enterprise to achieve the goal of increasing the staff adaptability.

Improving the cognitive (mental) abilities of employees involves systematic work on implementing professional development programmes (trainings, webinars, professional development programmes, etc.), promoting various forms of non-commercial knowledge transfer (participation in seminars, conferences, forums, exhibitions, etc.). Such initiatives should not only concern senior managers, but also managers of various functional units at different levels. According to the study of team effectiveness by R.M. Belbin & V. Brown (2022), mental capacity or intelligence is not in itself a key factor in the success of an organisation, but rather a balance of behaviours. Teamwork is most effective when the team consists of people with different abilities, ways of thinking and personalities. In fact, the success of a team is driven by the ability to anticipate, take into account individual behaviour, and select the team members in such a way that they are not merely different but complementary. R.M. Belbin & V. Brown (2022) identified nine clusters of behaviours, or team roles, necessary to drive the team's progress. It is important to note that one person can combine several team roles: one role will be more prominent, while others will be less so.

The above study was continued by Z.T. Kosztyán *et al.* (2024), who argued that most enterprise's tasks and projects are implemented using agile, extreme or hybrid traditional methods. The matrix approach allows modelling team roles and synergy between employees. By extending the problem of synergy-based task and project planning, the model proposed by the author allows managing agile projects, taking into account the effect of synergy between employees and the difference between hard and soft skills. Practical testing of the method proved that positive synergy between employees can shorten project timelines and reduce project costs, while the best way to choose roles in the team is doing it autonomously. Designing modern workspaces ("workrooms", "Open space", "Activity Based Working" approach, etc.), creating safe and accessible work centres away from combat zones, using modern information technologies to organise virtual meetings and collaborative work will help to foster the development of not only the characterological, but also the emotional, volitional and psychological components of creative potential.

In terms of developing the motivational component, various incentives, both monetary and non-monetary forms, are acquiring particular importance. The development of the motivational component will be facilitated by enhancing corporate culture and ensuring business transparency for both external and internal stakeholders. In fact, transparency can be seen as a component of corporate culture, although their relationship is not entirely obvious. Corporate culture, the concept of which is determined by the organisation's mission and goals, as well as collective

and individual values, assists in maintaining the integrity of the organisation by creating its own standards of thinking and behaviour, helps people understand their place in the organisation, and strengthens their faith in the organisation's perception of ideals. The United Nations has developed a Module on Business integrity and ethics (n.d.) that recommends the documents, such as Code of Conduct or Code of Ethics, be published and in a clear manner communicated to each employee. Adhering to the principles of business transparency means that an organisation or

industrial enterprise, in particular, is willing to disclose information about the source of its raw materials, the quality and safety standards of its products, labour practices, environmental protection, etc. (Fig. 1). Business transparency, according to A. Bateman & L. Bonanni (2019), is becoming an urgent requirement of consumers who are willing to pay 2 to 10% more for the goods from "transparent" companies. Moreover, for potential employees it is one of the criteria for deciding on the choice of an employer at the stage of job search.

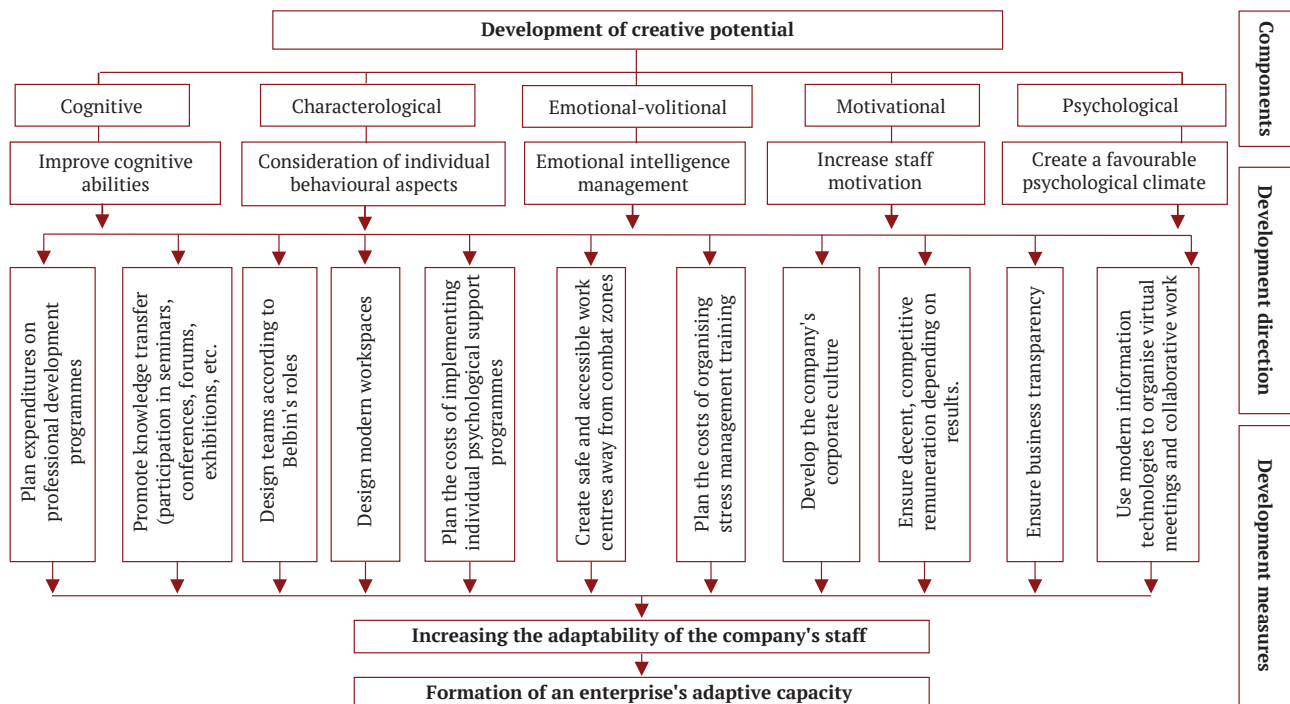


Figure 1. Structural and logical model of formation of the enterprise's adaptive capacity through the development of creative potential

Source: compiled by the authors

The concepts of adaptation and adaptive capacity of enterprises also require theoretical substantiation. According to V. Grosul & T. Askerov (2019), the process of adaptation facilitates the levelling of the negative impact of environmental factors and the use of internal capabilities to implement the efficient long-term development of the enterprise. The dynamic equilibrium of the system is maintained by the homeostasis ring, which ensures the stability of the internal environment under changing conditions of the external environment. According to N.V. Bielikova & I.O. Hubarjeva (2023), the loss of market share and the reduction in the value of share capital are the result of the inability to ensure a timely and adequate response to changes in environmental factors. These are the conditions for adaptation that is becoming an effective tool for an increase in the level of sustainability and efficiency of an enterprise. When building adaptive systems, it is vital to adhere to the following principles: differentiation (high level of complexity and a significant amount of diversity

of components requires a more complex adaptive management system); double loop management (both influence on the object of management and study of the patterns of system development); feedback (recording the characteristics of the object of management and their changes under the impact of management decisions through feedback channels). The position of I.I. Stets (2017) seems to be reasonable; he argued that the main principles of the enterprise adaptation process are: methodological (systematic; preventive impact on external threats; homeostasis); methodical (purposefulness; synergy; structural; economic efficiency); operational (economic monitoring; integrity; scientific validity; alternative and flexibility). In his opinion, the economic justification for the functioning of an adaptive management system at an enterprise is aimed at guaranteeing the rationality of costs and economic motivation of personnel to implement adaptation measures promptly and effectively. The author insisted on the expediency of assessing the adaptive capacity of an enterprise

by indicators of adaptability, the list of which may differ for different enterprises. The indicators include, first, calculation of acceptable and optimal values of adaptability indicators for the enterprise under study; second, calculation of the selected indicators and their comparison with optimal levels; determination of adjustment coefficients taking into account benchmarks and trends. First and foremost, adaptive capacity is characterised by a stable response of a business entity to the impact of environmental factors.

The study by A. De Boon *et al.* (2023) identified specific aspects of adaptation in relation to sustainability transitions. These include the dual roles that access to finance and information can play; ownership status and ability to implement adaptation measures; state of mind; feelings of respect, appreciation and understanding; perceived levels of control and ownership; and considerations of global impacts. A. Cedergren & H. Hassel (2023) argued that adaptive capacity is manifested in a particular situation through specific adaptations made by the organisation, since the preconditions for adaptation exist even before the crisis. A better understanding of the preconditions necessary to adapt to the unfolding crisis is achieved by examining how adaptations were manifested during the

COVID-19 pandemic and the factors contributed have contributed to this adaptive capacity. Among factors favourable for adaptive capacity, the author identified a high level of trust between the roles and organisational levels; a polycentric organisational structure where departments work autonomously but still allow for a degree of centralised coordination; clear overall goals; the use of previous experience in recognising both minor and major crises, and active employee literacy.

D. Prokopowicz & M. Matosek (2023) classified crises according to the following criteria: first, the criterion of the crisis scale (crises affecting a single economic entity, or local, regional, international, continental and global crises); second, the scale of their impact on business entities and citizens; third, the level of diversity, complexity, nature of possible consequences as well as sources that cause them. The author believed that a common feature of crises is a high level of uncertainty, increased risk and unfavourable profit and loss balance. This calls for the need to assess the creative potential, which in turn will make it possible to assess the ability of the enterprise to adapt to the crisis. Table 1 shows the sequence of actions and the tools for assessing the enterprise's adaptive capacity in crisis.

Table 1. Sequence of actions and the tools for assessing the enterprise's adaptive capacity in crisis

Stage	Features, content and tools
First	Assessment of financial and economic state of the enterprise using the tools of financial analysis, express and fundamental diagnostics, diagnostics of the probability of bankruptcy; assessment of the degree of crisis; assessment of the creative potential of the staff
Second	Comprehensive study of environmental factors and level of competitiveness, analysis of markets and supply chains; strategic analysis; legal, legislative and regulatory framework; specifics of business insurance in the face of military hostilities
Third	Assessment of the enterprise's adaptive capacity in crisis (based on the calculation of adaptability indicators with setting their optimal values; detecting deviations of the calculated indicators from the optimal /normative ones and the cause of the deviations), comparing the obtained level with the planned one and implementing corrective changes

Source: compiled by the authors

Practical testing was carried out using the method proposed by J. Argenti (1976), which successfully combines quantitative and qualitative indicators for identification and assessment of a crisis. The Argenti A-score model is the most appropriate to use, as it allows identification of bottlenecks in the enterprise's operations. Given the fact that their accumulation leads to serious errors in the business entity's activities, there is a possibility to recognise the dangerous symptoms of a crisis in a timely manner. If the management does not address the problems in time, the company will be approaching a crisis. According to the Argenti's A Score Model, the main qualitative indicators that characterise creative capacity include the management style and characteristics of top management, the quality of management, as well as some non-financial symptoms, such as the quality of products or employee morale. Other dangerous symptoms include various kinds of "emergency" measures and frequent failures to fulfil obligations by a business entity. The model also includes indicators that specifically assess the response to changes in the environment and the level of adaptation to these changes.

According to the A Score Model, the study began with the assumption that a decline in creative potential leads to a decrease in adaptive capacity and subsequent bankruptcy; this process takes several years to complete. The process can be divided into three stages: shortcomings (companies facing a crisis have been demonstrating a number of shortcomings for years); mistakes (as a result of the accumulation of the previous shortcomings, the company may make a mistake that leads to bankruptcy); symptoms (mistakes made by the company determine the symptoms of impending insolvency, namely, deterioration of financial performance, hidden by "creative" calculations, and signs of acute shortage of funds). Each factor and each stage are assigned a certain score to calculate an aggregate indicator, viz. the A-score. Table 2 shows the indicators, calculated using the above method, for individual enterprises that belong to different industries (types of economic activity) for a more visual comparison. Depending on the scores obtained by the A Score Model, an entity may be assessed as either:

1) an enterprise with a high adaptive capacity, successful in all areas of activity (the score ranges from 5 to 40);

2) an enterprise with medium adaptive capacity, a crisis may occur in the next five years (the score is from 41 to 85); 3) an enterprise with low adaptive capacity and serious operational difficulties (the score is over 85).

Table 2. Results obtained using the A-score method to assess the adaptive capacity of leading Ukrainian enterprises in crisis, scores

Crisis stages	Recommended according to Argenti	PJSC Kharkiv Biscuit Factory	PJSC Interpipe NTZ	PrJSC Roshen	LLC Nova Poshta	PrJSC Obolon
1. Disadvantages (high adaptive capacity)						
1.1. Autocratic director	8	8	0	8	8	8
1.2. Chairman of the board of directors is a director (“combined duties”)	4	0	4	0	0	0
1.3. Inactive, uninvolved boards of directors	2	0	0	0	0	0
1.4. Internal contradictions within the board of directors (differences in knowledge, skills)	2	2	0	2	0	2
1.5. Weak financial director	2	0	2	0	2	0
1.6. Imperfect management structure	1	0	1	0	0	0
1.7. Deficiency of the accounting system: lack of budgetary control; lack of cash flow forecasts; lack of a cost management system	3 3 3	0 0 0	0 3 0	0 0 0	0 0 0	0 0 0
1.8. Slow reaction to changes in the environment, poor adaptation to the changes, such as emergence of new products or methods of labour organisation	12	0	0	0	0	0
Maximum possible score	40	10	10	10	10	40
“Passing score”	10	10	10	10	10	10
2. Mistakes (average adaptive capacity)						
2.1. Excessively high share of borrowed (raised) capital	15	15	15	0	15	0
2.2. Shortage of working capital	15	15	15	0	15	15
2.3. The enterprise has a large unfinished project (the failure of such a project is a serious danger for the enterprise)	15	0	15	0	15	15
Maximum possible score	45	0	45	0	45	45
“Passing score”	30	30	30	30	30	30
3. Symptoms (low adaptive capacity)						
3.1. Deterioration in financial performance	4	0	0	0	0	4
3.2. Taking “emergency” measures (increased borrowed funds, reduced wages, deterioration of employee motivation and incentives, curtailment of promising projects and programmes)	4	0	0	0	0	0
3.3. Non-financial signs of distress (deterioration in quality, fall in demand, decline in market share)	4		0	0	0	0
3.4. Final symptoms of the crisis (lawsuits, scandals, failures to fulfil obligations)	3	0	0	0	0	0
Maximum possible score	15	0	0	0	0	15
“Passing score”	4	0	0	0	4	4
The highest possible A-score	100	40	55	10	55	44

Source: compiled by the authors based on the financial statements of companies in the public domain (Clarity Project, n.d.)

The results of the calculations presented in Table 2 show that at the first stage of the process, characteristic of an enterprise with high adaptive capacity, are PrJSC Roshen (the sum of points is 10) and PrJSC Kharkiv Biscuit Factory (40 points); PrJSC Obolon (44 points), LLC Nova Poshta and PJSC Interpipe NTZ (55 points each) are at the second stage of the process, which is characteristic of an enterprise with medium adaptive capacity. The enterprises studied exhibited high and medium adaptive capacity, which positively characterises their economic activity and their creative potential is a significant success factor in the enterprise’s adaptation to the crisis.

Conclusions

Operation of enterprises in the face of a military-political crisis requires the development of a theoretical and methodical approach to the formation and enhancing the enterprise’s creative potential. The approach should be based on a clear and adequate to the current conditions structural and logical model of formation of the enterprise’s ability to adapt to the crisis by developing its creative potential. The study of literature sources proved that the determining factor in the formation of an enterprise’s adaptive capacity in a crisis is the creative potential of its staff. The importance of applying approaches related to the development of creative potential to other categories of employees should

not be underestimated. Consideration of creative potential through the prism of management and psychology provides a sound basis for identifying its components, whose development in the specified directions will increase the adaptive capacity of staff, which in turn will help to increase the ability of the enterprise to adapt all resources and processes to crisis conditions. The article used a wide range of research tools that allowed viewing creative potential as a boundary category that can be attributed to the group of managerial and economic categories and at the same time be considered from the standpoint of psychology.

The developed approach should not be limited to conceptual statements, but should include practical implementation, which was carried out using the Argenti A-Score method. The advantage of this method was the combination of quantitative and qualitative descriptors used to diagnose the crisis state and allow simultaneous assessment of the crisis stage and the level of adaptive capacity of the enterprise. The qualitative indicators describe the creative capacity (management style, characteristics of top management, quality of management, product quality, employee

morale, emergency measures and frequent failures to fulfil obligations by the business entity) and indicators that specifically assess the response to changes in the external environment and the level of adaptation to these changes. The calculation of the indicators using the described method for individual enterprises showed that the chosen business entities belong to two groups of enterprises: those with high adaptive capacity (PrJSC Roshen and PrJSC Kharkiv Biscuit Factory) and those with medium adaptive capacity (PrJSC Obolon, LLC Nova Poshta and PJSC Interpipe NTZ). Prospects for further research are the development of the author's own methodical approaches to assessing the development of creative potential and on this basis determining the degree (probability) of adaptation of enterprises to the crisis at different stages of its manifestation.

■ Acknowledgements

None.

■ Conflict of Interest

None.

■ References

- [1] Argenti, J. (1976). Corporate planning and corporate collapse. *Long Range Planning*, 9(6), 12-17. doi: 10.1016/0024-6301(76)90006-6.
- [2] Bateman, A., & Bonanni, L. (2019). *What supply chain transparency really means*. Retrieved from https://hbr.org/2019/08/what-supply-chain-transparency-really-means?ab=at_art_art_1x4_s01.
- [3] Batiuk, B., & Hirniak, K. (2024). Creative solutions in the personnel management system during war: Challenges and prospects. *Economy and Society*, 59. doi: 10.32782/2524-0072/2024-59-80.
- [4] Belbin, R.M., & Brown, V. (2022). *Team roles at work* (3rd ed.). Abingdon-on-Thames: Routledge.
- [5] Benedek, M. (2024). On the relationship between creative potential and creative achievement: Challenges and future directions. *Learning and Individual Differences*, 110, article number 102424. doi: 10.1016/j.lindif.2024.102424.
- [6] Bielikova, N.V., & Hubarieva, I.O. (2023). Features of the formation of adaptive startup management systems in an instable environment. *The Problems of Economy*, 3(57), 168-173. doi: 10.32983/2222-0712-2023-3-168-173.
- [7] Business integrity and ethics. (n.d.). Retrieved from https://businessintegrity.unodc.org/bip/uploads/documents/resources/integrityethicsmodules/Business_Integrity_and_Ethics.pdf.
- [8] Cedergren, A., & Hassel, H. (2023). Building organizational adaptive capacity in the face of crisis: Lessons from a public sector case study. *International Journal of Disaster Risk Reduction*, 100, article number 104235. doi: 10.1016/j.ijdr.2023.104235.
- [9] Clarity Project. (n.d.). Retrieved from <https://clarity-project.info/>.
- [10] De Boon, A., Sandström, C., & Rose, D.C. (2023). To adapt or not to adapt, that is the question. Examining farmers' perceived adaptive capacity and willingness to adapt to sustainability transitions. *Journal of Rural Studies*, 105, article number 103171. doi: 10.1016/j.jrurstud.2023.103171.
- [11] Devi, N.C. (2024). Paradoxical leadership and employee creativity: Knowledge sharing and hiding as mediators. *Journal of Knowledge Management*, 28(2), 312-340. doi: 10.1108/JKM-10-2022-0779.
- [12] Dzhur, O., Dzhiga, L., & Salamanina, S. (2023). Anti-crisis management and leadership in high-tech enterprises. *Economy and Society*, 56. doi: 10.32782/2524-0072/2023-56-123.
- [13] Grosul, V., & Askerov, T. (2019). *Essence and key aspects of the adaptation of retail enterprises*. *Intellect XXI*, 2, 22-26.
- [14] Kosztyán, Z.T., Harta, P., & Szalkai, I. (2024). The effect of autonomous team role selection in flexible projects. *Computers & Industrial Engineering*, 190, article number 110079. doi: 10.1016/j.cie.2024.110079.
- [15] Lunkina, I.Yu. (2024). The theoretical aspects of enterprise anti-crisis management in the conditions of external environment turbulence. *Business Inform*, 1, 22-28. doi: 10.32983/2222-4459-2024-1-22-28.
- [16] Mykhalchuk, I., & Stadnyk, V. (2023). *Creativity potential of innovation-oriented enterprises: Conditions and directions of development*. In *Proceedings of the XI all-Ukrainian scientific and practical conference in memory of Mykola Chumachenko, honorary professor of Ivan Puluj Ternopil National Technical University, academician of the National Academy of Sciences of Ukraine: "Science, innovation, business: Problems, prospects and current development trends"* (pp. 82-83). Ternopil: Private Entrepreneur Palianytsia V.A.

- [17] Prokopowicz, D., & Matosek, M. (2023). Determinants of crisis management in business entities. *International Journal of New Economics and Social Sciences*, 17(17(1)). doi: 10.13140/RG.2.2.24749.87528.
- [18] Quirin, M., Robinson, M.D., Rauthmann, J.F., Kuhl, J., Read, S.J., Tops, M., & Deyoung, C.G. (2020). The dynamics of personality approach (DPA): Twenty tenets for uncovering the causal mechanisms of personality. *European Journal of Personality*, 34, 947-968. doi: 10.1002/per.2295.
- [19] Serban, A., Kepes, S., Wang, W., & Baldwin, R. (2023). Cognitive ability and creativity: Typology contributions and a meta-analytic review. *Intelligence*, 98, article number 101757. doi: 10.1016/j.intell.2023.101757.
- [20] Stets, I.I. (2017). *Adaptive enterprise management*. *Global and National Problems of Economy*, 18, 300-305.
- [21] Tanasiuk, I., & Kirsho, S. (2023). Strategic mind for the development of creativity for the personnel of the enterprise. *Economy and Society*, 50. doi: 10.32782/2524-0072/2023-50-80.

Розвиток креативного потенціалу в контексті підвищення здатності підприємства адаптуватися до кризи

Марина Іванова

Доктор економічних наук, професор
Національний технічний університет «Дніпровська політехніка»
49005, просп. Дмитра Яворницького, 19, м. Дніпро, Україна
<https://orcid.org/0000-0002-1130-0186>

Ганна Баранець

Кандидат економічних наук, доцент
Національний технічний університет «Дніпровська політехніка»
49005, просп. Дмитра Яворницького, 19, м. Дніпро, Україна
<https://orcid.org/0000-0003-3172-3001>

Василь Швець

Доктор економічних наук, професор
Національний технічний університет «Дніпровська політехніка»
49005, просп. Дмитра Яворницького, 19, м. Дніпро, Україна
<https://orcid.org/0000-0001-7261-5993>

■ **Анотація.** Ефективність господарської діяльності та стійкість підприємств України до кризи залежать від адаптивної здатності, креативної спроможності, гнучкості щодо швидкої реакції на зміну факторів зовнішнього середовища, що підкреслює актуальність дослідження. Метою статті було теоретичне дослідження та практична апробація підходів до формування адаптивної здатності управління кризами на підприємстві, на основі використання та розвитку креативного потенціалу його персоналу. Результати отримано за рахунок використання таких методів: наукової абстракції, порівняння та узагальнення – для визначення сутності креативного потенціалу та його складових, послідовності оцінки спроможності підприємства адаптуватися до кризи; аналогії, загального і особливого – при розробці структурно-логічної моделі формування адаптивної здатності підприємства шляхом розвитку його креативного потенціалу. У статті розглядалися теоретичні, методичні та прикладні аспекти формування тріади взаємопов'язаних понять «креативний потенціал – адаптивна здатність – антикризове управління». На фундаментальному рівні досліджено сутність креативного потенціалу з урахуванням формування цієї категорії на стику двох наук: менеджменту та психології. Виділено п'ять складових креативного потенціалу (когнітивна, характерологічна, емоційно-вольова, мотиваційна, психологічна). Розроблено структурно-логічну модель формування адаптивної здатності підприємства шляхом розвитку його креативного потенціалу. Визначено послідовність дій та інструментарій оцінки спроможності підприємств адаптуватися до кризи. Практичну апробацію проведено за допомогою методу Аргенті (А-рахунок), який поєднував кількісні та якісні індикатори діагностики кризового стану та дозволив оцінити стадію кризи та відповідно рівень адаптивної здатності підприємств. Запропоновано науково-методичний підхід до формування та розвитку креативного потенціалу в контексті підвищення здатності підприємства адаптуватися до кризи. Запропонована структурно-логічна модель формування адаптивної здатності підприємства шляхом розвитку його креативного потенціалу містила ґрунтовний опис заходів, реалізація яких на практиці в комплексі дозволить підвищити адаптивну здатність персоналу, що сприятиме підвищенню здатності підприємства адаптувати основні та допоміжні бізнес-процеси до кризових умов

■ **Ключові слова:** персонал; командні ролі Белбіна; інструменти фінансового аналізу; індикатори адаптивності; антикризовий менеджмент