

Research and Countermeasures on Reshaping Organizational Soul and Stimulating Innovation in Chinese High Technology Enterprises from the Perspective of New Quality Productivity

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The new quality productivity is the productivity driving high-tech, which has the ability to empower the future emerging industries with foresight. Therefore, the theoretical perspective of new quality productivity studies the soul and countermeasures of Chinese science and technology enterprises has far-reaching theoretical and practical significance. This study primarily focuses on the following three aspects: First, in the digital age, understanding the challenges and issues faced by traditional tech companies due to new quality productivity, exploring organizational innovation mechanisms applicable to tech enterprises to guide their development direction; Second, researching the intrinsic driving relationship between new quality productivity and the organizational innovation capabilities of tech enterprises, redefining the soul of tech enterprise organizations to enhance organizational combat effectiveness, cohesion, and vitality; Finally, using the DT provincial branch as a case study, discussing how new quality productivity shapes the soul of organizational culture in tech enterprises, enhancing organizational capabilities, strengthening internal collaboration, promoting agile, flexible, and efficient operations, and accelerating innovation, efficiency, and value creation in tech enterprises.

Keywords: new quality productivity, organizational innovation, driving force, science and technology enterprises, organizational management innovation

Explore New Concepts

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This study is grounded in the fundamental concepts of new quality productivity and organizational soul, particularly since the 2024 Chinese Two Sessions, when new quality productivity has become a new driver of China's economic growth, giving rise to a batch of emerging tech companies in new fields. To ensure that the theory and practice are equally emphasized, the paper begins with an overview of literature on new quality productivity, innovative development of Chinese tech enterprises, mechanisms of human capital and data assets as production factors, and organizational soul, followed by an analysis and summary of conclusions.

New Productive Forces

Background of the new idea of new productive forces. Since President Xi Jinping first mentioned “new quality productivity” in September 2023, technology-driven companies have been undergoing unprecedented transformation under the backdrop of new quality productivity. The rapid iteration of technology and the transformation of productivity pose new challenges to traditional business models and organizational management. On one hand, tech companies have effectively increased per capita productivity and achieved rapid product updates by adopting new models and technologies of new quality productivity. This has led to more intense survival-of-the-fittest phenomena in market competition among tech companies. On the other hand, the organizational structures supported by the three elements of traditional productivity—laborers, means of labor, and objects of labor—are also facing efficiency gaps compared to new quality productivity. This “generation gap” is not only reflected in production efficiency but also in organizational flexibility, innovation capabilities, and market adaptability. In January 2024, President Xi Jinping clearly defined the scientific connotation of new quality productivity at the central level: “New quality productivity is characterized by innovation taking the lead, breaking away from traditional economic growth patterns and development paths of productivity, featuring high technology, high efficiency, and high quality, and aligning with the new development philosophy”. He emphasized that new quality productivity is driven by revolutionary breakthroughs in technology, innovative allocation of production factors, and deep industry integration. The transformation and upgrading have spawned.

The new quality of productive forces not only injects new vitality into China's economic development, but also brings opportunities and challenges for the transformation and upgrading of science and technology companies. Only by constantly adapting to and leading the development of the new quality of productive forces can science and technology companies remain invincible in the market competition in the new era.

Definition of new qualitative productivity. The new quality of productive forces is a characteristic of advanced productive forces in the new era of socialism with Chinese characteristics, characterized by high technology, high efficiency, and high quality, to break away from traditional economic growth patterns and development paths of productivity, aligning with the new development philosophy. The introduction of this concept is closely related to the current global technological revolution and industrial transformation, aiming to promote high-quality development and Chinese-style modernization (Wang, 2023).

The new quality of productive forces is the concrete embodiment of the modernization of productive forces, that is, the new high-level modern productive forces (new types, new structure, high technical level, high quality, high efficiency, sustainable productive forces), which are new types and structures of productive forces that did not exist before. Compared with traditional productive forces, they have higher technical level, better quality, higher efficiency and more sustainable (Wan, Xu, & Chai, 2024).

The new quality of productivity has three characteristics:

1. Facing emerging fields. Emerging fields are mainly reflected in green environmental protection, next-generation communication technology 6G, new energy vehicles, high-tech manufacturing, aerospace fields, Marine deep-sea equipment, biotechnology, material science such as graphene, biopharmaceutical and engineering and other strategic emerging fields (Wan, Xu, & Chai, 2024). This aligns with traditional fields, as the formation, development, and transformation of these fields reflect the evolving demands for advanced productive forces across different eras. With the advent of the Fourth Industrial Revolution, under the nurturing and catalysis of high-tech (specifically IT, DT, CT), new emerging sectors have emerged, encompassing cognition, physics, information, industry, capital, and more (Lv, 2021).

2. Future-oriented industries. On April 9, 2020, the “Opinion of the Central Committee of the Communist Party of China and the State Council on Building a More Complete Mechanism for Market-oriented Allocation of Factors” proposed that data is a crucial production factor, elevating the connotations of productivity, labor tools, and labor relations in one go. The new quality of productivity will be based on AI (artificial intelligence), big data modeling, cloud computing (industry clouds), industrial internet, quantum communication technology, gene editing, next-generation networks integrating space and sky, deep-sea development and space exploration, controlled nuclear fusion, and energy storage, leading to the upgrading of future industries and the digital and intelligent iteration of pillar industries. Looking at the new industrial engines driving global economic growth in recent years, none of them have been new industries brought about by new technologies, which in turn form new productive forces.

3. Focus on high-quality development. The new quality of productivity was proposed against the backdrop of China's high-quality development, emerging under the impetus of science and technology and an innovative spirit. Aiming to improve quality and efficiency while increasing labor value-added, it is also innovation-driven, thus serving as a necessary path for achieving Chinese-characterized modernization through high-quality development in China. The report of the 20th National Congress of the Communist Party of China emphasizes that innovation should hold a core position in the overall modernization drive, accelerating the implementation of an innovation-driven development strategy. It insists on facing the frontiers of world science and technology, the main economic battlefield, major national needs, and people's health, to expedite the realization of high-level self-reliance and strength in science and technology (Yuan, & Chen, 2023).

The above three connotation characteristics expound the core characteristics of new quality productive forces from the aspects of field, direction and quality, reflecting the inevitability of China's development of new quality productive forces.

The impact of new quality productivity on science and technology innovation companies. From the perspective of science and technology innovation companies, new quality productivity is not only a macro-level economic development concept, but also a micro-level enterprise development strategy and core competitiveness.

First, the core status of technological innovation is clarified. For tech innovation companies, the essence of new productive forces lies in technological innovation. This means that companies must prioritize research and development as their primary task for corporate growth, continuously advancing technological breakthroughs and product innovations to maintain a leading position in fierce market competition. Tech innovation companies need to establish comprehensive R&D systems, encourage innovative thinking, cultivate high-quality R&D teams,

and strengthen cooperation with research institutions and universities to jointly promote technological progress.

Second, efficiently utilize emerging technologies. The new quality productivity emphasizes the efficient use of emerging technologies such as artificial intelligence, big data, and cloud computing. Tech innovation companies need to keep up with technological trends, integrating these emerging technologies into product design, production processes, marketing, and other aspects. This enhances production efficiency and product quality, reduces operating costs, and boosts the company's market responsiveness and customer service capabilities (Yin, Xue, & Ding, 2024).

Third, talent in tech companies is crucial. The realization of new productive forces cannot do without high-quality talent. Tech innovation companies should prioritize talent development and team building, attracting and retaining top talent through competitive compensation and benefits, promising career advancement paths, and ongoing education and training. At the same time, companies should also encourage employees' innovative spirit and entrepreneurial awareness, providing platforms for them to realize their self-worth.

Fourth, industrial structure optimization. Technology innovation companies should optimize their industrial structure based on market demand and their own strengths, developing high-value-added products and services. This may involve adjusting existing businesses or entering new business areas. By optimizing the industrial structure, companies can better adapt to market changes and achieve sustainable development.

Fifth, green and sustainable development. New quality productivity advocates for green and sustainable development. Technology innovation companies should actively explore environmental protection technologies and clean production methods to reduce energy consumption and pollution during the production process. At the same time, companies can also promote the entire society towards a greener, lower-carbon, and more sustainable direction through product and service innovations.

Sixth, open cooperation and ecosystem building. In the context of new productive forces, technology innovation companies need to break away from traditional solitary efforts and actively seek external collaboration, constructing an open innovation ecosystem. By partnering with upstream and downstream enterprises, research institutions, investment firms, and others, they can form a network of collaborative innovation, jointly promoting the development and application of new technologies and products.

In summary, from the perspective of technology innovation companies, new quality productivity is a comprehensive competitiveness characterized by being driven by technological innovation, based on talent, and featuring efficient utilization of emerging technologies, industrial structure optimization, green sustainable development, and open cooperation. By continuously pursuing the development of new quality productivity, technology innovation companies can ride the waves in the tide of the new era, achieving long-term corporate growth and leading positions in their industries.

The Relationship Between New Quality Productivity and Innovation Development of Chinese Science and Technology Enterprises

New quality productivity, in this new round of technological revolution and industrial transformation, has coalesced into new types of productivity through digitalization, networking, and intelligence. Chinese tech companies need to increase R&D investment, promote technological innovation, and enhance core competitiveness; companies should actively embrace new quality productivity, improve production efficiency and product quality

through digital transformation; companies need to build an open innovation ecosystem, engage in deep cooperation with various innovative entities, and jointly advance technological progress; companies should actively participate in global competition, enhance brand influence through internationalization strategies.

In general, the innovative development of Chinese science and technology enterprises is the key to promote the development of new qualitative productive forces and an important way to achieve high-quality economic development. The impact of new qualitative productive forces on the organizational level and employee level of enterprises is also huge.

The influence of new quality productivity on enterprise organization level. The influence of new quality productivity on enterprise organization is mainly reflected in the following aspects:

1. Accelerate the iteration speed of tech companies. Since the introduction of chat GPT and Open AI in 2023, many domestic tech companies have also launched their own AI tools. For example, Baidus Wenxin Yiyang, iFLYTEKs Xinghuo large model, Alibabas Tongyi Qianwen, and Huaweis Pangu large model, each focus on text content generation, office software applications, code writing, and robot automatic control, respectively, for business layout and market operations. Many small and medium-sized tech companies that rely on coding and automated control; many small and medium-sized cultural companies that depend on script writing and creative copywriting consulting; and many new energy vehicle manufacturing companies that have not kept up with the trend of intelligence, all lack core competitiveness under the new quality productivity and have fallen behind the development trends of the times, entering a period of rapid decline (Lv, 2021).

2. It challenges the efficiency of traditional organizational management. For tech companies with over 100,000 employees, management effectiveness is a crucial aspect of cost management. International telecom operators are intensively undergoing intensive reforms. Through these reforms, they aim to unify and integrate dispersed and limited resources across regions and sectors, establishing specialized operational systems. This ultimately leads to reduced management costs, improved efficiency, and better adaptation to the development of mobile internet services. Under the new quality of productivity, through artificial intelligence and digital management in enterprises, instructions can be more efficiently conveyed directly from upper management to the grassroots level, avoiding multiple layers of transmission and degradation. This also reduces the need for a large number of managers and significantly minimizes time losses caused by information transmission (Zhou, 2012).

3. It accelerates the flattening of management levels. Taking corporate HR as an example, employee recruitment is often a very tedious task. A study on a tech company found that from resume screening, interview notification, written test notification, confirmation of acceptance, onboarding registration, information entry, departmental reporting, card application, new employee training, work number processing and application, OA information account creation, badge processing, employee system entry, facial information entry, and other full processes, there are 10 to 25 steps involved, with 5 to 15 people participating, and 10 internal trainers for training resources. On average, each new hire takes 27 hours. Under the new quality productivity model, using digital and intelligent means, once the information is entered once, all processes can be completed instantly, significantly enhancing organizational efficiency. Besides the HR scenario, financial support, information transmission, document processing, business approval, and handling can also undergo process reengineering, making organizational management even flatter (Sui, 2021).

4. Accelerate the recruitment and utilization of compound talents. Under traditional organizational models, talent is a critical asset managed in a standardized and procedural manner. In the context of new quality productivity, companies need professionals who can master these new technologies even more. Future HR will not only require professional capabilities but also 3T (IT Information Technology, CT Network Technology, DT Data Technology) talents to deeply integrate expertise with new technologies, thereby achieving automated operations. Future sales will be more precise, leveraging data-driven methods to address different types of customers, uncovering diverse needs, matching products with specific demands, and delivering tailored pitches to achieve more accurate and specialized sales. Therefore, companies will increasingly favor the recruitment of compound talents, and their use of talent will become more comprehensive.

5. Enhance the people-oriented business philosophy. Business operations aim to meet customer needs, providing warm and satisfactory products. Being people-oriented has two layers of meaning: first, traditional tech companies will shift from product development to focusing on customer experience and needs; second, employees in traditional tech will transition from repetitive labor and efficiency pursuits to innovation-driven excellence and self-actualization. Therefore, “people-oriented” is not only about governance but also a new requirement for business operations under the new quality of productivity.

6. Increase the probability of internal competition within the industry, accelerating the survival of the fittest. Among numerous tech companies, there are upstream, midstream, and downstream players. Upstream companies include system architecture development, high-tech research and development, and final product manufacturing; midstream companies involve deep code processing, product packaging innovation, and further development after obtaining technology licenses from upstream firms; downstream companies are often labor-intensive in data collection, data labeling, digital product sales and maintenance, and customer-facing operations. Under the new quality productivity framework, upstream companies will accelerate research and iteration of new technologies and architectures, gaining greater control and pricing power over midstream companies. Midstream companies will expedite mergers and acquisitions of downstream companies to stabilize profits. Downstream companies will gradually phase out labor-intensive coders, data collectors, and support staff for offline sales.

The impact of new quality productivity on enterprise organization is all-round, covering organizational structure, team collaboration, talent structure, decision-making mechanism and corporate culture, etc., which promotes the transformation and upgrading of enterprises.

The impact of new quality productivity on enterprise employees. The influence of new quality productivity on enterprise employees is multifaceted, including:

Skill requirements improvement: With the development of new quality productivity, enterprises have been increasing their skill requirements for employees. Employees need to have the ability to apply digital and intelligent technologies, be able to operate and manage relevant software and equipment, and adapt to the rapid changes and application needs of information technology.

Changes in working methods: The new quality of productivity has changed the way employees work and their habits. For example, with the adoption of intelligent equipment and systems, employees may need to work and collaborate more through digital platforms, remote work, mobile work and other flexible working modes.

Learning and growth needs: The new quality of productivity requires employees to continuously learn and improve their skill level. Enterprises may increase the investment in employees learning, provide relevant growth

and learning resources, and help employees adapt to new technologies, new ways of working and new demands.

Employee participation and innovative thinking: The application of new quality productivity promotes the cultivation of employee participation and innovative consciousness. Enterprises encourage customer-driven innovation, everyone is an innovator, participate in product research and development, process optimization, service innovation and improvement, stimulate employee's creativity and team spirit.

The impact of new quality productivity on enterprise employees is far-reaching, covering skills requirements, working methods, learning and growth, and innovative thinking, which presents new challenges and opportunities for employees.

The Mechanism of Talent and Data Assets to Empower New Quality Productivity

The main mechanism of talent capital enabling new quality productivity. Human capital, as a primary mechanism of production factors, involves the accumulation of an individual's knowledge, skills, experience, health, and other personal traits. These factors collectively influence an individual's efficiency and output in the production process. However, under the new quality of productivity, 3T talents play a crucial role in emerging industries. Such talents not only possess the dynamism and value-added nature of new human capital but also, through their unique growth and development patterns, provide a continuous driving force for the development of emerging industries and new quality of productivity.

First, the analysis of human capital as a primary mechanism of production factors. The first is intangible capital; human capital is an intangible form of capital, reflected in the knowledge, skills, health, and other comprehensive qualities of workers, rather than in material form. The second is its time sensitivity; human capital has a clear time sensitivity. Over time, the value of workers knowledge and skills may depreciate or become outdated due to technological advancements and market changes. Therefore, human capital needs to be continuously updated and upgraded to maintain its value and competitiveness. The third is increasing returns; unlike physical capital, human capital typically exhibits the characteristic of increasing returns. As workers accumulate and enhance their knowledge and skills, their productivity and quality of work will also improve, thereby bringing greater economic benefits to the enterprise. The fourth is cumulative nature; human capital is formed through continuous investment and accumulation. This investment includes various forms such as education, training, and health care. The fifth is infinite creativity; human capital possesses infinite creativity. Workers can use their knowledge, skills, and creativity to develop new products, technologies, and services, thus driving the continuous development and innovation of enterprises and society. The sixth is initiative; human capital has initiative, meaning that workers can proactively adapt to market conditions through continuous learning and innovation, the value of human capital can be enhanced in response to field demand and technological changes. This initiative enables human capital to maintain competitiveness and flexibility in a changing market environment (Yuan, & Chen, 2023).

Secondly, mastering the characteristics of 3T (IT, DT, CT) talents plays a crucial role in both current and future industrial environments, which the author refers to as new human capital. First, the analysis of human capital activity. 3T talents possess high market sensitivity and rapid learning capabilities, enabling them to quickly adapt to technological changes and market shifts, maintaining continuous innovation and progress. They lead in emerging industries, driving the rapid development and application of technology. Second, the analysis

of the added value of new human capital. Through continuous learning and practice, 3T talents can continuously enhance their skills and knowledge, creating greater value for enterprises and society. Their presence helps companies maintain an advantage in fierce market competition, achieving sustainable development. Third, the analysis of the capability characteristics of human capital. Technical capabilities: mastering core technologies such as IT, DT, and CT, with a deep professional background and rich practical experience. Innovation capabilities: possessing innovative thinking and problem-solving skills, capable of proposing innovative solutions to complex issues. Team collaboration capabilities: skilled at forming and managing efficient teams, able to coordinate the work of team members to achieve common goals. Fourth, the analysis of the growth patterns of new human capital. 3T talents need to continuously learn and master new technologies and knowledge to stay relevant. Industry development is synchronized. By participating in practical projects and work practices, they can constantly improve their practical ability and problem-solving ability. With the passage of time, 3T talents will gradually accumulate rich experience and form their own professional specialties and competitive advantages.

Finally, how does new human capital (3T talent) promote the development of new quality productivity? First, technological innovation. 3T talent drives the rapid development and industrial upgrading of emerging industries through technological innovation and application. They leverage their professional knowledge and skills to develop new technologies, products, and services that meet market demands. Second, model innovation. By innovating business and operational models, 3T talent injects new vitality into emerging industries. They use their innovative thinking and teamwork skills to explore new business and operational models, enhancing the efficiency and competitiveness of industries. Third, talent cultivation. 3T talent provides a continuous driving force for the development of emerging industries by nurturing the next generation of innovative talents. They share their experience and knowledge with the younger generation, fostering their innovation and practical abilities, thus preparing the workforce for the development of emerging industries.

In summary, talents who possess the characteristics of the 3T elements exhibit the vitality and added value of new human capital. Their traits, growth patterns, and training methods are crucial for promoting the development of emerging industries and enhancing new productive forces. Through the application and practice of innovative mechanisms, 3T talents will play an even more significant role in emerging industries.

The main mechanism of data assets enabling new quality productivity. The main mechanism by which data assets enable new quality productivity involves the acquisition, processing, analysis and utilization of data, as well as the impact of these processes on productivity and value creation. Data assets as a factor of production enable new quality productivity mainly in the following ways:

Data acquisition and accumulation: Enterprises acquire a large amount of data through various channels, including internal business processes, external market environment, user behavior and other aspects of data. These data are accumulated, stored and managed to form the basis of data assets.

Data processing and analysis: Enterprises use technical means to process and analyze the acquired data. This includes data cleaning, transformation, mining, modeling and other processes to extract information and rules contained in the data and provide support for decision-making.

Intelligent decision-making and optimization: Through data processing and analysis, enterprises can realize intelligent decision-making and optimization. Data-driven decision-making can be more objective and accurate,

reduce the risk of decision-making, improve the efficiency and quality of decision-making.

Innovation and value creation: The accumulation and utilization of data assets provide important support for enterprise innovation and value creation. Through in-depth analysis and mining of data, enterprises can discover new business opportunities, product needs and market trends, promote product innovation and service upgrading, and achieve continuous growth of value (Xiong, 2023).

Optimization of production factors: The application of data assets can optimize the allocation and utilization of production factors. Through data analysis, enterprises can better understand the utilization and efficiency of resources, optimize production processes and supply chain management, reduce costs, improve capacity and efficiency.

Personalized Services and Customer Experience: The application of data assets enables companies to offer more personalized services and products, meeting the individual needs of customers. By analyzing customer data, companies can understand customer preferences and behaviors, providing more considerate and precise services, thereby enhancing customer satisfaction and loyalty.

The elements that enable new quality productivity through data assets include the process of data acquisition, processing, analysis and utilization, as well as these processes in terms of corporate decision-making, innovation, optimization of production factors, personalized services, etc. Through the effective application of all elements of data assets, enterprises can accelerate the improvement of new quality productivity.

The Relationship Between the Organizational Soul of Science and Technology Enterprises and New Quality Productive Forces

“The soul of an organization” typically refers to corporate culture, core values, and the organizations mission and vision. It serves as the spiritual pillar and code of conduct for the organization, influencing its direction of development and the behavior of its employees. The relationship with new productive forces can be elaborated from several aspects: shaping organizational culture, guiding organizational development, motivating employees, and shaping the corporate image (Edgar, 1985).

Table 1
Organization Soul Definition of Key Authors

Order number	Author	Definition	Source
1	Edgar H. Schein (Edgar)	Organizational culture is a set of values formed in the process of interaction among members of an enterprise, recognized by most members and used to educate new members.	Organizational Culture and Leadership (Organizational Culture and Leadership) was published in 1985 and reissued in 1992.
2	Jing Li	Organizational goal is the future state that the organization strives to achieve and expect, including mission, target object, index, quota and time limit.	Entrepreneur Personality and “Organizational Soul”
3	Peter Drucker	The core issues and soul of an organization, which it calls “business theory”, include the organizations business, goals, methods for setting goals, customers, customer value, and customer needs.	The Effective Executive was published in 1966

Hofstede is a renowned scholar in cross-cultural studies, and the organizational culture from inside out consists of values, rituals and activities, heroes, and symbolic systems. J. C. Spender (Spender) defines organizational culture as the shared belief system of organizational members. C. O. Reilly (Riley) emphasizes

that organizational culture is a solid and widely accepted set of core values.

New connotation of organizational soul. As a concept, the new connotation of “organizational soul” can be understood from the following aspects:

Sustainable Development Orientation: The soul of an organization is not only the core values and culture of the enterprise but should also reflect the company’s commitment and responsibility to sustainability. In the face of current global environmental challenges and social issues, the soul of an organization should encompass concerns for environmental protection, social responsibility, and ethical standards, to achieve coordinated development of the economy, society, and environment.

Innovation and adaptability: As technological progress and market changes accelerate, the soul of an organization needs to be innovative and adaptable. Organizations should encourage employees to innovate constantly, dare to try, and develop the ability to adapt flexibly to changing circumstances in order to cope with changing market demands and competitive pressures.

Diversity and Inclusion: The soul of an organization should embody the principles of diversity and inclusion, respecting and appreciating the diversity and individual differences of its employees. An organization should create an open and inclusive work environment where talents from different backgrounds and abilities can fully develop and showcase themselves.

Digitalization and Intelligence: As digitalization and intelligence technologies advance, the soul of organizations should also evolve, embodying the concepts of digitalization and intelligence. Organizations need to leverage advanced technological means to enhance production efficiency, optimize management processes, and achieve digital transformation and intelligent upgrades.

Employee well-being and happiness: The soul of an organization should pay attention to the well-being and happiness of its employees, placing their development and quality of life in an important position. The organization should provide a good working environment and welfare treatment, care about the physical and mental health of employees, and promote their job satisfaction and life happiness.

The author believes that the new connotations of organizational soul include a focus on sustainable development, fostering innovation and adaptability, promoting diversity and inclusiveness, advancing digitalization and intelligence, as well as caring for employee well-being and happiness. These new connotations make the organizational soul better aligned with the needs of digital transformation, sustainable development, the co-development of technology and nature, and the expectations of employee innovation, with far-reaching impacts.

Organizational soul endows science and technology enterprises with innovation value. Drucker stated in his “Theory of the Firm” that every organization has its own set of assumptions, concerning the organizations business, goals, methods for setting goals, customers, customer value, and customer needs. Edgar Schein (Edgar H. Schein) in his book *Organizational Culture and Leadership* (Organizational Culture and Leadership) proposed that the soul of an organization is the core philosophy, corporate culture, and shared values (Li, 2022). The authors research found that there are seven important values.

Value 1: The soul of an organization is reflected in its cohesion and sense of identity. The soul of an organization serves as the spiritual pillar of a company, capable of uniting employees shared beliefs and values, enhancing their sense of belonging and identity. When employees resonate with the organization’s soul, they become more loyal to the company, actively engage in their work, fostering a positive atmosphere of teamwork

and collaborative success (Wang, 2012).

Value 2: The Organizational Soul Can Guide Behavior and Decision-Making: The organizational soul sets the direction and goals for the company's development, serving as the guideline for employee behavior and decision-making. In the face of complex and ever-changing market conditions and business challenges, employees can follow the organizational soul to guide their actions and decisions, maintaining consistency and stability, ensuring the long-term development of the company.

Value 3: The organizational soul determines brand building and image shaping: The organizational soul is a crucial component of a company's brand and image, reflecting the core values and cultural characteristics of the enterprise. By disseminating the organizational soul, companies can establish a positive and upward brand image, earn customer trust and market recognition, and enhance competitiveness and influence.

Value 4: The Organizational Soul Aids in Attracting and Retaining Talent: The organizational soul can attract and retain top talent, serving as a crucial asset in corporate talent competition. When a company has an uplifting and appealing organizational soul, employees are more willing to join and stay with such a company, contributing to its growth.

Value 5: The organizational soul clarifies social responsibility and influence. The organizational soul embodies the company's commitment to social responsibility and value pursuit, serving as a significant manifestation of corporate social responsibility and influence. By practicing the values and mission embodied in the organizational soul, companies can make positive contributions to society, earning recognition and respect from society.

Value 6: The inheritability of the organization's soul. This refers to its ability to be passed down from generation to generation among organizational members, maintaining the continuity and stability of the organization. Through training, education, and leadership by example, the organization can convey its core values and spirit to new members, ensuring the continuation of culture. The inheritance of the organization's soul requires institutional support, such as clear cultural handbooks and codes of conduct, as well as internal incentive mechanisms that encourage members to practice the organizational culture.

Value 7: The Editability of the Organizational Soul (Changeable). The organizational soul needs to be refreshed frequently across different eras. The changeability of the organizational soul refers to the ability of organizational culture to adapt to changes in the external environment and internal development needs, making timely adjustments and updates. When organizations face new market conditions, technological innovations, or organizational restructuring, they may need to reassess and adjust their existing culture to maintain competitiveness. Cultural transformation typically requires leadership support and participation from all employees, achieved through communication, consensus building, and action plans (Zhang, 2021).

The author believes that the soul of an organization possesses significant values such as cohesion and identity, guiding behavior and decision-making, brand building and image shaping, attracting and retaining talent, as well as social responsibility and influence. As the unique personality and character of an organizational entity, it has distinct traits with strong adaptability and creativity, playing a crucial role in the transformation and innovation of technology companies and their sustained success.

Summary of This Chapter

Based on new ideas and insights from the new quality of productivity, it emphasizes that “human capital” and “data assets” are the most dynamic and valuable production factors. They drive corporate decision-making, intelligent production and management, open innovation and collaboration, personalized customization and user experience, as well as sustainability and social responsibility. This promotes the development of enterprises towards greater intelligence, innovation, and sustainability. It encourages companies to transform traditional production methods, achieving smart manufacturing and digital transformation; advocates open innovation and cooperation, and encourages enterprises to collaborate with partners across various fields, jointly advancing technological innovation and industrial upgrading.

Analysis of the Mechanism of Organizational Management Innovation of Chinese Technology Companies by New Quality Productivity

Problems Existing in the Organization and Management of Traditional Technology Companies

In the context of new quality productivity, traditional technology companies are facing a series of transformation challenges, which mainly involve employee adaptability, organizational culture change, assessment system update and organizational structure optimization.

Employee adaptability issues. The new quality of productivity advocates a rapid iteration and continuous innovation work model, which places higher demands on employees. Employees need to have the ability to quickly learn and adapt to new technologies, as well as maintain innovation and initiative in a constantly changing environment. However, employees in traditional tech companies may have been in a stable environment for a long time, feeling uncomfortable with this new work model, or even developing resistance. In such cases, companies need to help employees enhance their skills and improve their ability to adapt to the new quality of productivity through training and incentive mechanisms (Qiu, & Jin, 2022).

Organizational culture change issues. New quality productivity demands that companies foster a culture that encourages innovation and tolerates failure. Traditional tech firms, however, may have a rigid culture focused on adherence to rules and procedures, which can stifle employees’ innovative efforts and cross-disciplinary collaborations. To adapt to new quality productivity, companies need to gradually drive cultural change, encouraging employees to propose new ideas, support experimental projects, and provide some tolerance for failure.

Update of the assessment system. New quality productivity emphasizes the cultivation of long-term value and innovation capabilities, whereas traditional tech companies’ evaluation systems may focus too much on short-term performance and quantitative metrics. This approach can lead employees to overemphasize short-term goals at the expense of their personal and team long-term development. Therefore, companies need to update their evaluation systems to include innovation capability, teamwork, humanistic spirit, and long-term contributions in the assessment framework, to better unleash employees’ potential and creativity.

Organizational structure optimization problem. New quality productivity demands that companies build flat and flexible organizational structures to quickly respond to market changes. However, traditional tech companies may suffer from excessive layers and cumbersome decision-making processes, which do not align with the requirements of new quality productivity. Companies need to optimize their organizational structures, reduce unnecessary levels, improve decision-making efficiency, and ensure smooth information flow to better

capture market opportunities and customer needs.

The author believes that in the face of challenges brought by new productive forces, traditional tech companies need to undergo profound internal reforms, including cultivating new skills among employees, promoting changes in organizational culture, updating evaluation systems, and optimizing organizational structures. Through these measures, companies can better adapt to the development requirements of the new era, enhancing their overall competitiveness and market adaptability.

Technology Companies Urgently Need to Organize Strategic Innovation to Adapt to the Development of New Quality Productive Forces

The organizational strategy of tech companies is closely linked to and mutually influential with new quality productivity. The organizational strategy serves as an overarching plan guiding how tech companies allocate resources, develop their businesses, and respond to market changes. New quality productivity, on the other hand, refers to the enhancement of productivity brought about by technological innovation, which empowers business operations, service delivery, and process optimization. This is a crucial source of competitive advantage for companies.

First, organizational strategy plays a guiding and promoting role in enhancing new quality productivity. When tech companies formulate their organizational strategies, they typically consider factors such as market demand, technological trends, and competitive dynamics to determine their development direction and goals. These strategic directions and goals are often closely linked to the company's capabilities in technological innovation, R&D, and market expansion. The enhancement of these capabilities is at the core of new quality productivity. Therefore, during the implementation of organizational strategies, tech companies actively invest resources in technology research and development, talent acquisition, and market expansion activities, thereby driving the improvement of new quality productivity.

Second, the enhancement of new quality productivity also supports and promotes the realization of organizational strategies. The improvement in new quality productivity means that tech companies can better meet market demands, enhance the quality of products and services, reduce costs, and boost competitiveness (Joseph, 1990). These achievements not only help companies achieve their business goals but also enable them to gain more market share and profits, further solidifying and expanding their market position. At the same time, the enhancement of new quality productivity can also inspire employees' innovative spirit and initiative, promoting knowledge sharing and team collaboration within the company, laying a solid foundation for its long-term development.

Third, the relationship between organizational strategy and new quality productivity is also reflected in the process of mutual adaptation and coordinated development. As the market environment and technological advancements continue to evolve, the organizational strategies of tech companies need to be constantly adjusted and optimized. The enhancement of new quality productivity provides companies with more opportunities and possibilities for development, enabling them to better adapt to market changes and seize development opportunities. Therefore, when formulating and implementing organizational strategies, tech companies need to fully consider the current status and future trends of new quality productivity to achieve coordinated development and mutual benefits between strategy and productivity.

The author believes that there is a close connection and mutual influence between the organizational strategy of science and technology companies and the new quality of productivity. By formulating reasonable organizational strategy and constantly improving the new quality of productivity, science and technology companies can maintain the leading position in the fierce market competition and achieve sustainable development.

Science and Technology Companies Stimulate Individual Vitality to Adapt to the Development of New Quality Productive Forces

The relationship between members of an organization and new quality productivity is close and interactive. New quality productivity, primarily driven by technological innovation, is key to the continuous development and competitive advantage of the organization. Members of the organization are the main subjects in realizing new quality productivity; their knowledge, skills, attitudes, and innovative spirit have a significant impact on enhancing new quality productivity (Wang, 2024).

First, the quality and capabilities of organizational members form the foundation for enhancing new productive forces. New productive forces often rely on emerging technologies, advanced management concepts, and innovative business models. Organizational members need to possess the corresponding technical knowledge, professional competence, and innovation capabilities to effectively apply new technologies, drive management innovation, and achieve transformation in business models. Therefore, organizations must focus on the selection and development of their members, improving their professional skills and overall qualities through training, learning, and practice, providing strong support for the enhancement of new productive forces.

Secondly, the innovative spirit of organizational members is the driving force behind the development of new quality productivity. Innovation is the core characteristic of new quality productivity, and organizational members are the main subjects of innovation. They need to possess keen insight, the courage to try, and a spirit of continuous learning, constantly exploring new technologies, methods, and business models. The organization needs to foster a cultural atmosphere that encourages innovation and tolerates failure, stimulating members' enthusiasm for innovation and creativity, providing a steady stream of power for the development of new quality productivity.

In addition, the collaboration and communication skills of organizational members play a crucial role in enhancing new quality productivity. The realization of new quality productivity often requires cross-departmental and cross-sectoral cooperation. Organizational members need to have strong communication and collaboration skills, enabling them to effectively share knowledge, integrate resources, and work together. Organizations can promote communication and cooperation among members by optimizing team collaboration mechanisms and establishing information sharing platforms, thereby enhancing the overall synergy and innovation capabilities of the organization.

The author believes that there is a close relationship between the members of the organization and the new quality of productivity. By improving the quality and ability of members, stimulating the spirit of innovation and strengthening cooperation and communication, we can effectively promote the improvement and development of the new quality of productivity, and provide strong support for the sustainable development and competitive advantage of the organization.

Summary of This Chapter

The study of the mechanisms of organizational innovation in Chinese tech companies through the lens of new quality productivity is a complex and significant field, involving multiple factors. By examining how new quality productivity drives technological innovation and how tech companies respond to market demands and competitive pressures through innovation; exploring the impact of organizational culture on innovation, researching cultural characteristics and mechanisms that encourage innovation, and how to foster a positive innovation environment; studying the role of management innovation and continuous improvement in enhancing organizational innovation capabilities, and discussing how to establish mechanisms and cultures for continuous improvement to promote the sustained development of organizational innovation. These research directions can help the author gain a deeper understanding of the influence and mechanisms of new quality productivity on organizational innovation in Chinese tech companies, providing theoretical guidance and practical support for innovation management in tech companies.

Strategies for Organizational Management Innovation to Empower New Quality Productivity in Chinese Technology Companies

Strategy 1: Refresh the Soul of the Organization (Chen, 2023)

The concept and practice of new quality productivity brings some new perspectives and understanding for the refreshment of organizational soul:

Data-Driven Culture: Under the framework of new qualitative productivity, the soul of an organization can be redefined as a data-driven culture. This culture emphasizes data-based decision-making and action, encourages employees to approach problems with an objective and scientific attitude, and integrates data analysis and intelligent technologies into the daily operations of the organization.

The Spirit of Innovation and Learning: The new quality of productivity emphasizes the importance of innovation and learning. The soul of an organization can be redefined as a spirit of innovation and learning. This spirit encourages employees to boldly try new ideas and methods, continuously learn and improve, constantly strive for excellence and progress, driving the organization to innovate and develop continuously.

The concept of open cooperation: New quality productivity advocates the concept of open cooperation and sharing. The soul of an organization can be redefined as an open cooperation culture. This culture encourages enterprises to actively cooperate and communicate with external partners and industry ecosystem, and jointly promote the development and innovation of industries.

User-oriented values: New quality productivity emphasizes the importance of user experience and personalized customization. The soul of an organization can be redefined as a user-oriented value system. This value places user needs and satisfaction at the core of business development, encouraging employees to be user-centric and continuously improve the quality and value of products and services.

The Mission of Sustainable Development (Liu, 2022): New Quality Productivity recognizes the importance of sustainable development for enterprises, and the soul of an organization can be redefined as a mission that pursues sustainability. This mission emphasizes that while pursuing economic benefits, enterprises should focus on social responsibility and environmental protection, striving for the coordinated development of economy,

society, and environment.

The author believes that the new qualitative productivity redefines the soul of the organization, which is positioned in the data-driven culture, the spirit of innovation and learning, the concept of agility and openness, the value orientation of user experience, and the mission of sustainable development, emphasizing that enterprises refresh the core values and cultural characteristics of the organization in the new era.

Awaken employees' sense of mission and belonging. New quality productivity can awaken employees' sense of mission and belonging through a series of ways, so as to stimulate employees enthusiasm, creativity and team spirit. It includes the following measures:

Co-create corporate mission and vision: The company should clearly formulate and communicate the mission and vision of the company, so that employees can deeply understand the core values and long-term goals of the company, so as to stimulate employees' sense of mission and belonging to the company.

Emphasize employee value and contribution: Enterprises should emphasize the importance and value of employees in realizing the mission and vision of the enterprise, recognize the contribution and achievement of employees, and establish a sense of the close connection between employees and the fate of the enterprise (Zhang, 2021).

Establish an open communication mechanism: enterprises should establish an open communication mechanism, maintain timely and transparent communication with employees, let employees feel that their voices are heard and respected, and enhance their sense of belonging to the enterprise.

Provide development opportunities and promotion channels: Enterprises should provide employees with a wide range of development opportunities and promotion channels, so that employees can continue to learn, grow and progress in their work, and enhance their sense of belonging to the enterprise and sense of mission for the future.

Establish team cooperation culture: enterprises should establish a team cooperation culture, encourage mutual support, cooperation and win-win among employees, let employees feel the strength and cohesion of the team, enhance the sense of belonging to the enterprise.

Establish a reward and recognition mechanism: enterprises should establish a reward and recognition mechanism to timely commend and reward employees who have made outstanding contributions to the development of enterprises, so as to enhance the pride and sense of belonging of employees.

Focus on employee welfare and working environment: Enterprises should pay attention to the welfare and working environment of employees, provide good working conditions and humane welfare treatment, so that employees can feel care and respect, and enhance the sense of belonging to the enterprise.

Through the above measures, enterprises can actively create an organizational culture that can strengthen employees sense of mission and belonging under the framework of new quality productivity, stimulate employees enthusiasm and creativity at work, and promote the sustainable development and growth of enterprises.

Optimize organizational structure and process. The concept and practice of new quality productivity can help enterprises optimize the organization structure and process, so as to improve production efficiency, reduce costs, improve product quality and customer satisfaction, so as to achieve the sustainable development and competitive advantage of enterprises. The following measures can be taken:

Data-driven decision-making: By using the data analysis and mining capabilities of new quality productivity,

enterprises can more accurately understand the bottlenecks and problems in the production process, so as to optimize the organizational structure and process. Through data analysis, enterprises can find the optimization points and make more scientific decisions and measures.

Intelligent production and management: New quality productivity advocates the application of intelligent technology in production and management. Enterprises can introduce intelligent equipment and systems to realize automation and intelligence of the production process, and improve production efficiency and quality.

Process reengineering and optimization: Enterprises can use the concept of new quality productivity to reassess and optimize existing production processes, find and eliminate unnecessary links and waste, and improve process efficiency and flexibility.

Innovation talent training: Enterprises can cultivate employees innovation ability and problem-solving ability through new quality productivity training and development plans, encourage employees to put forward improvement suggestions and innovative ideas, and promote the continuous optimization and innovation of organizational structure and process.

Cross-departmental collaboration and knowledge sharing: Enterprises can use the platform and tools of new quality productivity to promote cross-departmental collaboration and knowledge sharing, break down information barriers, realize the flow and sharing of information, strengthen internal collaboration and communication within the organization, and improve work efficiency and collaborative ability.

Continuous improvement and learning culture: Enterprises can advocate a culture of continuous improvement and learning, encourage employees to think and explore constantly, and constantly seek opportunities for optimization and innovation, so as to form an atmosphere and mechanism of continuous improvement within the organization.

Customer orientation and service optimization: Enterprises can pay more attention to customer needs and satisfaction through the concept and tools of new quality productivity, constantly optimize products and services, improve customer experience and brand value, so as to improve market competitiveness.

Establish a mechanism for continuous learning and improvement. The establishment of a mechanism for continuous learning and improvement is crucial to the realization of new quality productivity. Through the following measures, enterprises can establish a mechanism for continuous learning and improvement, provide employees with platforms and resource support for learning, stimulate employees' enthusiasm for learning and innovation ability, and promote the continuous progress and development of the organization.

Set up a learning platform and resource center: Establish a comprehensive learning platform or resource center to provide employees with a variety of learning resources, including online courses, training materials, knowledge base, etc., so that employees can learn anytime and anywhere.

Make learning plans and goals: Make personal learning plans and goals with employees, and make suitable learning paths and goals according to job requirements and personal development needs, so as to help employees continuously improve their abilities and knowledge.

Encourage knowledge sharing and communication: Establish a mechanism for knowledge sharing and communication, encourage employees to share experience and knowledge, promote team cooperation and learning, accelerate the dissemination and application of knowledge.

Provide learning opportunities and resource support: Provide employees with opportunities to participate in

external training, academic conferences and other learning opportunities, and provide corresponding resource support, such as funds, time, etc., to encourage employees to actively participate in learning and professional development.

Establish feedback mechanism and improvement process: Establish employee feedback mechanism and improvement process, encourage employees to put forward suggestions and opinions for improvement, timely analysis and response to feedback, promote the continuous improvement and progress of the organization.

Motivating learning and innovation: Establish a learning and innovation incentive mechanism, encourage employees to actively participate in learning and innovation activities through reward system or other forms, and improve the enthusiasm and effect of learning.

Leadership demonstration and support: The leadership should set an example by actively participating in learning and improvement activities to set an example for employees, while giving sufficient support and encouragement to employees to stimulate their motivation for learning and improvement.

Periodic evaluation and adjustment: Regularly evaluate and adjust the learning and improvement mechanism, optimize the mechanism according to feedback and actual situation, and ensure that it can continuously and effectively promote organizational learning and progress.

Strategy 2: Nine Assumptions to Energize Teams and Individuals

The author proposes a new paradigm 2.0 of team vitality for technology innovation companies. This is based on Colin Fishs moral values and performance theory, Maslows humanistic philosophy, Douglas Y theory, and Roushens psychological capital theory, as well as Sprangers ideas on personal empowerment. Drawing on Professor Qiu Fengcais basic theories and ideas about organizational combat effectiveness, and grounded in a series of management theories and practical outcomes, the author puts forward nine hypotheses for the new paradigm 2.0 of team vitality. The aim is to stimulate team and employee vitality, unleash team potential, and build highly efficient champion teams.

Table 2

Nine Assumptions to Energize Teams and Individuals

Order	Stimulate direction	Assumptions
Hypothesis 1	Automatic and spontaneous goal pursuit	Trust employees to accomplish their goals on their own
Hypothesis 2	Consistency of strategic objectives	Believe that employees goals are consistent with the organizations strategic goals
Hypothesis 3	Prioritizing requirements and objectives	Believe that employee needs and goals are more conducive to achieving organizational goals
Hypothesis 4	The main responsibility for personal growth	Believe that employees are the first responsible person for growth
Hypothesis 5	Work is driven by meaning	Believe that employees work for meaning, expertise, freedom and achievement
Hypothesis 6	Trust-based relationships	Trust is a relationship between employees and employees, and between employees and teams
Hypothesis 7	The supremacy of the teams mission	I believe that employees are more important to the teams mission than personal goals
Hypothesis 8	The satisfaction of instinctual needs	Believe in the instinct of employees to care, trust, promise, respect, value and growth needs
Hypothesis 9	Minimalist management	Believe in simple management, minimalism, not complexity and perfectionism

These assumptions collectively form the core philosophy of a new paradigm for the vitality of tech innovation companies, aiming to stimulate employee's intrinsic motivation through key elements such as trust, autonomy, growth, and meaning, fostering team collaboration and enhancing overall organizational performance and competitiveness (Zhao, 2022). By implementing these assumptions, tech innovation companies can better adapt to rapidly changing market environments and achieve sustainable development (Wang, 2023).

Taking China's Xiaomi Company as an example, it clearly adopted a minimalist management philosophy from its development stage. The company strives for simplicity and clarity in product design, avoiding unnecessary complex features, focusing on providing core values and optimizing user experience. In terms of management, it implements flat management, reducing levels and simplifying decision-making processes. The corporate culture encourages innovation and freedom, allowing employees to explore new ideas independently and achieve personal growth, rather than pursuing flawless processes. This enables the team to respond quickly to market changes.

Fully believe that employees will automatically complete the target. In corporate culture, I usually assume that employees will pursue goals on their own initiative, believing they will naturally complete these goals. Encouraging employees to pursue goals spontaneously is a common practice, often referred to as "self-motivation" or "intrinsic motivation". This cultural assumption assumes that employees have an intrinsic drive to achieve both personal and organizational goals (Li, 2022).

Manifestation one, enhanced creativity. When employees are granted autonomy, they are more likely to unleash their creativity and propose new ideas and solutions. For example, Google's "20% Time" policy allows employees to spend 20% of their work time on projects of their own choosing, which has spurred the development of many innovative products. Manifestation two, job satisfaction. If employees can autonomously decide how and when to work, they generally feel more satisfied and engaged. For instance, some companies implement flexible working arrangements, allowing employees to schedule their work times and locations according to their own circumstances. Manifestation three: increased responsibility: When employees feel that their work has a direct impact on the company, they are more likely to take responsibility and strive for excellence. For example, some startups involve all employees in decision-making processes, thereby enhancing their sense of responsibility. Manifestation four: reduced supervision costs. If employees can motivate themselves, management can reduce oversight of daily work, thus lowering administrative costs. For example, some companies foster a culture of trust, reducing micro-management of employees.

The supremacy of team mission. By emphasizing the mission of the team, companies can ensure that all employees are working toward a common goal and vision, which helps build a more coordinated, efficient and competitive organization.

First, organizational synergy. When employees place the team's mission above their personal goals, it can foster internal synergy within the organization. This synergy means that team members can collaborate more effectively, share resources and knowledge to achieve common objectives. For example, in product development, employees from different departments need to work closely together, from design and R&D to marketing, each step is crucial for the success of the final product.

Second, it can achieve long-term sustainable development. The team's mission is typically aligned with the organization's long-term vision and strategic goals, which helps ensure that the company remains competitive and

sustainable in an ever-changing market environment. Employees commitment to the teams mission aids the company in adapting to market changes, overcoming challenges through collective wisdom and effort, and achieving long-term stable growth. This long-term perspective helps the company make decisions that favor future development when faced with choices between short-term gains and long-term growth.

Third, the internalization of corporate culture and values (Edgar, 1990). Corporate culture and values are one of the key factors for organizational success. When employees prioritize team mission, these cultures and values are internalized in their minds, which in turn influences their behavior and decisions.

For example, corporate culture emphasizes innovation and customer-first principles. Employees naturally integrate these values into their work as they pursue the teams mission, whether in product design, customer service, or daily operations. This internalization of values helps foster a positive work environment, enhances employee job satisfaction and loyalty, and also attracts and retains talent.

Believe in minimalism. The opposite of “management to simplicity”, “minimalism”, “non-complexity” and “perfectionism” in corporate culture is reflected in three aspects:

First, operational analysis. Minimalism can enhance management efficiency; simplifying management processes and decision-making mechanisms reduces unnecessary steps and redundancy, thereby improving work efficiency. At the operational level, minimalism helps to quickly respond to market changes and customer needs, reducing waiting times and delays. Minimalism also enables cost reduction by streamlining complex procedures and levels, allowing companies to lower management costs, including time and resource expenses. This helps businesses maintain flexibility and cost-effectiveness in a highly competitive market.

Secondly, at the strategic level, minimalism helps companies focus on core business and strategic goals, avoiding the dispersion of resources into too many non-core areas. This enables companies to concentrate on developing their core competencies and achieving sustainable development. At the strategic level, minimalism encourages quick and effective decision-making. In a rapidly changing business environment, companies that can make decisions quickly are more likely to seize opportunities and meet challenges.

Third, from the perspective of corporate culture, minimalism encourages innovation and experimentation. When processes are less complex, employees are more likely to try new methods and ideas because the cost of failure is lower. This culture fosters innovation and continuous improvement. A minimalist management style is often accompanied by higher transparency and employee engagement. Employees have a clearer understanding of the company’s goals and how their work relates to them, which enhances job satisfaction and loyalty. Avoiding the perfectionist trap: Perfectionism can lead to over analysis and decision paralysis. Minimalism encourages accepting imperfections and focusing on viable solutions, helping companies move forward quickly rather than getting stuck in endless optimization cycles (Zhou, 2022).

Through the analysis of these three levels, it can be seen that “people-oriented” is better than “process constraint”, and the opposition between belief in simple management, minimalism, non-complexity and perfectionism can help enterprises achieve higher efficiency, flexibility and innovation ability in operation, strategy and culture.

Strategy 3: Stimulate the Internal Drive of Employees

Stimulate employees “talent, intelligence and performance”. The author puts forward a new theoretical model of organizational combat leadership training in the digital age, namely QFC three talents model, which

consists of talent, wisdom and achievement (Qiu, & Jin, 2022).

Talent is a manifestation of one's capabilities, representing deeper core qualities such as mental models, values, motivations, character, and thinking patterns. Intelligence reflects one's cognitive abilities, including self-management, teamwork and management, learning, and development skills. Performance demonstrates an individual's outcomes, which can be categorized into hard performance and soft performance. Hard performance refers to work achievements, while soft performance includes more subjective aspects like personal growth, team collaboration, departmental atmosphere, and energy levels.

This model aims to enhance the vitality and combat effectiveness of organizations by fostering trust and consensus among employees, between employees and the organization, as well as within the organization itself. By leveraging this new model, the cultivation of leadership in the digital age can be significantly improved. The QFC Three Talents Model consists of Talent, Wisdom, and Performance. Talent is a reflection of one's capabilities, representing deeper core qualities such as mindset, values, motivation, character, and thinking patterns. These qualities are deeply rooted and hard to change, yet they have a powerful influence, representing an individual's potential for development, determining their implicit performance, and foreshadowing future possible achievements. Wisdom is a manifestation of one's intelligence, representing explicit abilities that are akin to the capabilities above the waterline, such as self-management, team collaboration and management, learning, and development. These abilities can be cultivated and changed later in life, are highly malleable, and directly impact current work performance and outcomes, reflecting the qualities that can create high performance in the present. Performance is a reflection of one's results, divided into hard performance and soft performance. Hard performance refers to one's work outcomes, while soft performance is reflected in more subjective aspects such as personal progress, team collaboration, departmental atmosphere, and energy levels (Qiu, 2022).

Stimulate employee motivation. According to X theory, Y theory and Z theory, the author compares employee motivation as shown in Table 3.

The author analyzed the driving force of employees from the above 13 dimensions, and found that they were guided by five key factors, namely motivation, character, way of thinking, mental mode and values. These five parts are the key directions to activate the internal driving force, and also an effective starting point to activate the individual kinetic energy.

Motivation. The motivation of employees is the core force driving them to actively engage in their work. First, companies need to clarify employees career development and interests, ensuring that the company's goals align with individual employee objectives. By setting challenging goals and providing the necessary resources and support for employees to achieve these goals, their enthusiasm can be ignited. At the same time, establishing fair and transparent incentive mechanisms, so that employees see that their efforts will be rewarded, is also an important means of enhancing employee motivation.

Moral Integrity. Moral integrity is the foundation of employee behavior and holds significant importance for the long-term development of tech companies. The company should focus on cultivating qualities such as honesty, responsibility, and teamwork among its employees. By organizing training sessions and cultural activities, the company can help employees deeply understand and implement the company's values. At the same time, the company should establish strict ethical standards and oversight mechanisms to ensure that employee behavior meets the company's expectations and requirements.

Table 3

Comparison of Employee Motivation

Dimension	Theory X: traditional authoritative management	Theory Y: participative management	Theory Z: Cultural management
1. Employee nature	Lazy, doesn't like to work	Positive, like work	Driven by culture and trust
2. Work attitude	Avoid liability	Seeking accountability	Seek responsibility through trust and culture
3. Incentive methods	External incentives (e.g. money, punishment)	Intrinsic motivation (such as a sense of accomplishment, self-actualization)	Integrated incentives (internal and external incentives combined)
4. Management style	Authoritative and directive	Participation, democracy	Democracy and culture drive
5. Decision-making process	Centralized decision making	Disperse policy decision	Decentralized decision-making under cultural consensus
6. Employee participation	Low	Tall	High, based on trust
7. Communication methods	One-way communication	Two-way communication	Open and cultural internal communication
8. Attitude towards innovation	Guard	Come into bloom	Openness supported by culture
9. Adaptation to change	Resist change	Adapt to change	Positive change guided by culture
10. Organizational structure	Pyramid style	Flattening	It integrates the characteristics of eastern and western cultures
11. Goal orientation	Short-term goal	Long-term objectives	Long-term goals, culture-driven
12. Employee development	Limited	Encourage personal development	Individuals and organizations develop together
13. Leadership role	Command and Control	Motivation and support	Guidance and cultural shaping

Mindset. Driven by new productive forces, tech companies need employees to possess open and innovative thinking (Qiu, & Li, 2023). Companies can encourage employees to exchange ideas and share experiences through internal seminars and sharing sessions, broadening their horizons and perspectives. At the same time, companies can also bring in external experts or consultants to provide new angles of thought and methods for problem-solving. Furthermore, companies should encourage employees to boldly try new things and accept new challenges, fostering their innovative awareness and practical skills.

Mindset. Mindset determines how employees' approach and respond to problems and challenges. Tech companies should focus on the mental growth of their employees, helping them build positive and healthy mindsets. By offering psychological counseling and stress management services, they can help employees alleviate work pressure and adjust their mindset. At the same time, companies can organize team-building activities to enhance employee cohesion and a sense of belonging, enabling them to support each other and move forward together when facing difficulties.

Values. Values serve as a guide for employee behavior and are crucial to the cultural development of tech companies. The company should clearly define its core values and promote them through various channels to ensure that employees deeply understand and embrace these values. At the same time, the company should encourage employees to practice these values in their daily work by setting examples and rewarding excellence, making it clear to employees the importance and benefits of adhering to these values. Additionally, the company

can establish a value assessment mechanism, incorporating employees value performance into the evaluation system to further reinforce the guiding role of values in employee behavior.

In summary, the author believes that activating the intrinsic motivation of tech company employees requires efforts and cooperation from multiple fronts. By clearly defining organizational goals, focusing on employee growth, building a positive corporate culture, implementing effective incentive measures, and establishing an active feedback mechanism, these five modules can effectively stimulate employees internal drive, encouraging them to contribute more to the company's development.

Summary of This Chapter

New quality productivity can continuously drive the innovation capabilities of enterprises, enhancing productivity and competitiveness to maintain a leading position in an ever-changing market environment. It promotes collaboration across departments and knowledge sharing, breaking down information barriers within organizations to accelerate problem-solving and innovation. At the same time, it actively participates in open innovation and ecosystem cooperation, working with external partners to promote innovation and technological development. Establishing a culture that encourages innovation and continuous learning, providing a favorable environment and resource support for innovation. Emphasizing talent cultivation and development, nurturing individuals with innovative capabilities and technical expertise to boost the organizations innovation and competitiveness.

Practice of Organizational Management Innovation to Empower New Quality Productivity in Chinese Science and Technology Companies

In the context of new productive forces, Chinese tech companies face conflicts between new and old productive forces. The old productive forces are entrenched in outdated organizational management, making it difficult to forge new competitiveness and achieve high-quality development. Due to a large base and outdated corporate spirit, these forces hinder or limit the development of productive forces. Therefore, reshaping the soul of the organization becomes the primary issue for these companies to address. This includes innovation in organizational strategy, optimization of organizational structure, talent cultivation and development, shaping of organizational culture, innovation in performance management, technological and process innovation, as well as mechanisms for continuous improvement and innovation.

In order to maintain competitiveness and achieve high-quality development, organizational management innovation and the reshaping of the soul of the organization in line with the new quality of productivity will be the first thing to change. However, due to the large scale of enterprises and deep historical sedimentation, it is not easy to reshape the soul of the organization.

As a consultant, I personally delved into DT Company for two years of research and practice, focusing on the digital transformation of the organizations soul to create customer value. The primary task was to reshape the company's essence, assess the current state of the enterprise under new qualitative productivity, and infuse it with the soul and business philosophy required for future corporate needs, such as team building, new values seminars, and innovation workshops. This refreshed the core values of the corporate culture. The leadership actively promoted an open communication, mutual respect, and continuous learning cultural atmosphere, encouraging employees to offer suggestions and ideas, supporting experimental projects, and learning from

failures to foster growth.

Taking DT Company as an example, this paper discusses how to shape the new organizational soul through organizational culture in practice, activate organizational vitality, enhance organizational ability, promote internal collaboration to form synergy, create customer value, and realize the annual business performance evaluation from negative to reverse to below TOP2 in the province.

DT Has Refreshed the Soul and Goals of the Organization

The author was commissioned by DT company to assist in the work of soul reshaping of enterprises. Through full research on the management, organizational and executive levels of provincial, municipal and county-level enterprises, the author understood the current situation assessment of innovation vitality, employee ability, team atmosphere and mental mode of the enterprise.

Clarify organizational goals. After studying the company's annual work conference, the strategic plan for the next three years, and the requirements from the parent company for DT Company, I have set the goal of "advancing digital and intelligent transformation to achieve high-quality development"; clarified the corporate philosophy of "customer-centric"; clarified the "vigorously implementing BASIC6" innovation plan; and clarified the "three integrations, three capabilities, three transformations, and three modernizations".



Figure 1. The core value and work style of champion team.

The system of building organizational ability is defined. The author measures the five dimensions of champion team level according to QFC three talents model, as shown in Figure 1.

The author uses a questionnaire to evaluate the organizational level of champion companies, measuring their agreement with the actual situation of the company on a scale from 1 to 7, where higher scores indicate greater agreement. 1-Strongly Disagree 2-Disagree 3-Neutral 4-Indifferent 5-Neutrally Agreeing 6-Agreeing 7-Strongly Agreeing. See Table 4 for details.

Table 4

Organizational Vitality Status Survey Form

Five areas	There are 11 elements in level 2	Research matters
Mindset	Positive mental attitude	1. I can often maintain a positive attitude when facing challenges or difficulties at work.
	Active participation	2. I am willing to take the initiative to participate in the company's activities and projects, and actively contribute my ideas and strength.
	Result-oriented	3. In my work, I focus on results-oriented, pursue efficiency and practical results.
Sense of worth	Customer orientation	4. In terms of customer marketing, I always put customer needs first and strive to provide services or products beyond expectations.
	Goal orientation	5. In all my work, I can clearly define my own and my teams goals and continue to work towards them.
	Growth mindset	6. I believe that learning and growth are continuous processes, and I am very willing to accept new knowledge and new challenges in my work.
Thinking model	Trans positional consideration	7. When dealing with problems, I can habitually consider things from the perspective of others to enhance understanding and communication.
	Logical decision	8. In the process of decision-making, I can use logical thinking to analyze problems rationally and make reasonable and optimal judgments.
	Achieve others (Qiu, 2022)	9. I can be willing to help my colleagues grow in my work, so as to achieve team goals together.
Job motivation	Pursue quality	10. I will have high standards for the quality of work, strive to be the best, serve customers, serve the company, serve the team.
	Team trust	11. As a team member, I will have a high sense of trust. I believe that we can face challenges together. I am willing to trust my companions and complete tasks with me.

Through the full coverage survey of 560 employees of DT Company, the specific survey results are shown in the following figure:

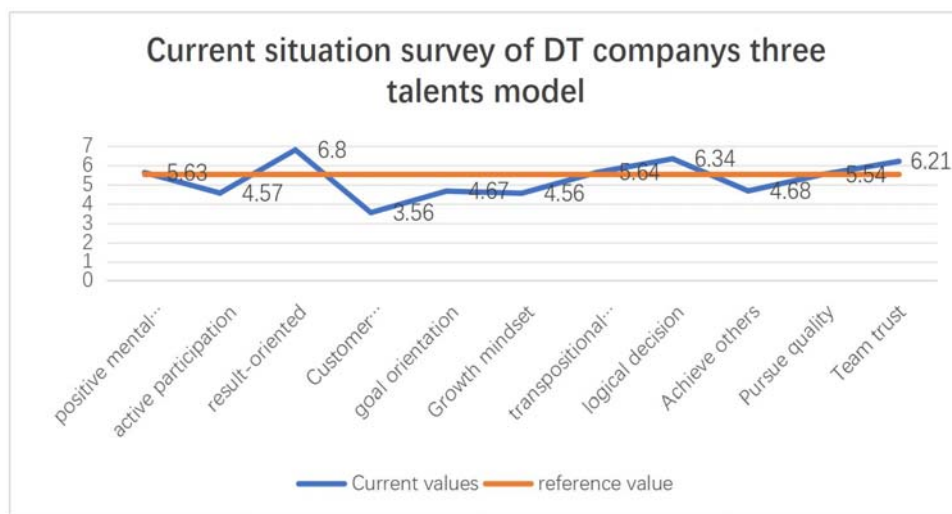


Figure 2. Current situation survey under DTs three talents model.

Through research, the author found that DT Company excels in four areas: positive mindset, results-oriented approach, logical judgment, and team trust, all of which surpass the benchmark values. This is closely tied to the company's long-standing KPI culture. On one hand, KPIs have deeply penetrated every employee's mind, with income linked to KPI evaluations, forming a comprehensive goal-oriented management system. On the other hand, it is evident that the company has maintained a positive transformation atmosphere during its transition.

Through research, the author found that employees scored significantly lower than the reference values in five areas: proactive participation, customer orientation, goal orientation, growth mindset, and helping others achieve success (Bhatti, Haq, & Kanwal, 2024). This is closely related to the company's transformation goals, business orientation, internal training, employee sense of honor, and corporate culture—these are the core elements of the organization's soul. Especially during the process of high-quality development, the contradiction between the old organizational soul and the requirements of the new era is particularly prominent.

Through the relationships between data, the author found that the main reasons affecting the company's organizational vitality and combat effectiveness are the lack of trust and consensus among employees, between employees and the organization, and between organizations. Therefore, an effective synergy has not been formed. Specifically: the “vitality” of employees is not effectively driven, the “synergy” of teams is not effectively coalesced, and the “capabilities” of the organization are not effectively activated.

Therefore, the soul reinvigoration of DT Company's organizational spirit must focus on improving the aforementioned five aspects (Zhang, 2024), adopting an action-learning approach to consistently determine that it starts with reuniting the organizational spirit through organizational culture. By adhering to the principles of co-creation, consensus, shared responsibility, and collective action, the company will revolve around key themes, encouraging employee participation from both top-down and bottom-up perspectives, to collectively refresh the organizational spirit, gain a new understanding, and infuse it with a fresh organizational soul.

The problem analysis is shown in the following figure: Figure 3.

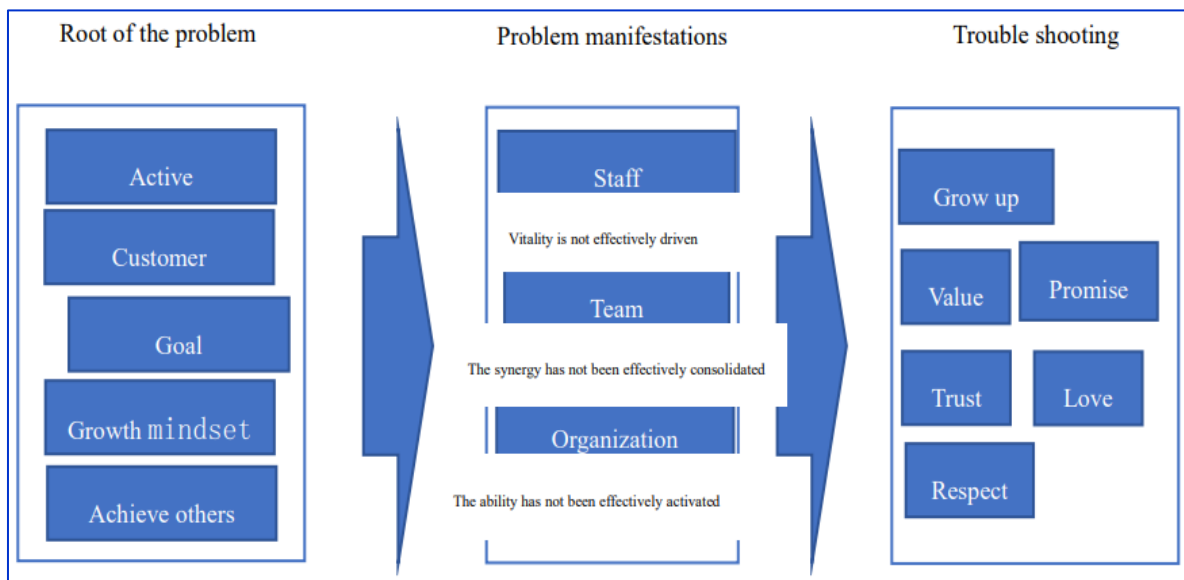


Figure 3. The 12-character theory of human-centeredness.

DT Uses Humanized 12-Word DNA to Stimulate the Vitality of Employees and Teams

Through the research and analysis of the current situation, in order to solve the problems of employee ability, organizational vitality and team synergy, the author intends to refresh the soul of DT company, and find out six aspects of solving the problems from many factors:

Growth (Hooi, & Zulhamri, 2024): The growth of an organization is related to the growth of individuals. The organization provides opportunities for development and space for innovation, enabling employees to achieve personal growth. At the same time, the growth of employees also brings new perspectives and motivation to the organization, promoting the development of the organization.

Value (Evelyn et al., 2024): The values of an organization are at the heart of its culture and influence the behavior and decisions of its members. An organization should define its values and ensure that all members understand and practice them in order to build a cohesive organization.

Respect: Respect is an integral part of organizational culture, which is reflected in the politeness, frankness, friendliness and respect for employees. An organization that respects individuals can promote the enthusiasm and loyalty of employees.

Commitment: The commitment of organizational members to the organization is an important factor in promoting the realization of organizational goals. Organizations need to cultivate employees' sense of responsibility and mission, so that they are willing to invest efforts for the goals of the organization.

Trust: Trust is the cornerstone of interpersonal relationships in an organization. A system based on trust can promote more efficient cooperation and communication, and improve the overall effectiveness of an organization.

Care (Loomis et al., 2024): Care is seen as the soul of an organization, including deep care for employees and providing them with opportunities for development. A caring organization attracts and retains talent and increases employee job satisfaction and loyalty.

These theoretical foundations and principles have been widely applied and recognized in the research and practice of organizational culture. For example, John Bogle, the founder of Vanguard Group, emphasized the importance of care as the soul of an organization and positioned it at the core of corporate culture. By practicing these elements, organizations can build strong organizational power, promoting long-term stability and prosperity. Therefore, the author proposes six key influencing factors to enhance organizational vitality to adapt to new productive forces: growth, value, respect, commitment, trust, and care. A comparative analysis of the 12-character DNAs connotations with current behaviors aims to rejuvenate the organizations soul and inject new vitality. See Table 5.

Through the above 12-word DNA inventory refresh, we found the best and worst behaviors that team members generally believe are best and have taken corrective actions for the worst behaviors.

Table 5

Humanized 12-Word DNA Inventory Tool

12 DNA words	Intension	Current good practices (2)	Current deficiencies (2)	Current action requirements (2)
Grow up	Employees receive guidance, help and resource support in the organization, have a clearer understanding of self-growth, and have achieved good improvement in both soft skills (values, mental models, ways of thinking, etc.) and hard skills (professional skills, self-management, teamwork, etc.), thus gaining a sense of growth.			
Value	The organization can give employees the opportunity to make mistakes at work, find the right direction in the mistake, and at the same time, find the advantages and disadvantages of employees, arrange matching tasks, so as to play the advantages of employees, create value for the company and customers, and realize the sense of self-worth.			
Respect	Treat all employees equally and respect the values and personality traits of each employee, respect their professional abilities and work results, and fully respect their families.			
Promise to do sth.	Be able to provide necessary support for employees, and reward positive results achieved by employees according to commitment or regulations. Colleagues should make promises, give their all, and employees have good self-management.			
Trust	Employees can “act on their words and act on their words” in their daily work and life; the motivation of trusting others is altruism, and mutual trust exists between teams.			
Care	Superiors can pay attention to employees, be willing to help solve difficulties in work and life, help each other in the team, promote the completion of goals, and create a harmonious organizational atmosphere and good interpersonal relationship.			

DT Company Restarts Advantage Capital to Inspire the Dreams of Organizational Stakeholders

DDDE methodology. DT uses the DDDE method to restart employees and team advantages to stimulate personnel and team value creation, that is, to discover (Discover), dream (Dream), design (Design), execute (Evaluate) new paradigms of organizational management vitality (Wang, 2023). It is a systematic methodology designed to help organizations and other stakeholders discover and realize their dreams together. This methodology not only focuses on stimulating the creativity of individuals and teams but also emphasizes transforming these ideas into concrete, actionable plans, ultimately putting them into practice. Here is a brief overview of the DDDE methodology:

Table 6

Is the DDDE Methodology Flow Chart

Step	Intension
Discovery (Discover)	In the discovery phase, organizations and stakeholders jointly explore and identify potential dreams and visions. This involves in-depth analysis of market trends, customer needs, technological developments, and internal resources to determine opportunities and goals that the organization can pursue. The purpose of this stage is to ensure all participants have a clear understanding of the organizations dreams and agree on the direction they are pursuing together (Augustine, & King, 2024).
Dream (Dream)	The dream phase is about setting and clarifying the categories of dreams and specific dreams within the organization. These dreams should align with the organizations long-term strategy and mission, and be able to inspire all stakeholders. During this stage, the organization encourages team members to propose bold ideas and collectively discuss their feasibility and potential impact.
Design (Design)	The design phase involves formulating detailed action plans and strategies to realize dreams. This includes identifying key performance indicators (KPIs) and completion timelines, as well as planning the required resources and support. At this stage, organizations need to ensure that the implementation path is both feasible and adaptable to changes and challenges.
Implementation (Evaluate)	The implementation phase involves putting the well-designed plan into action. This requires organizations and stakeholders to commit and invest in realizing their dreams, achieving the key outcomes previously designed through concrete execution activities. During implementation, organizations need to continuously monitor progress, evaluate effectiveness, and make necessary adjustments based on feedback.

Through the DDDE methodology, organizations can reignite their capital of strengths, inspire and unify stakeholders' dreams, transform these dreams into concrete goals and actions, ultimately achieving the organizations strategic objectives and vision. This approach emphasizes the entire process management from discovery to reimagining dreams, then from design to execution, ensuring that each step effectively supports the ultimate success.

Practices to inspire the dreams of organizational stakeholders. According to the dream management methodology of DDDE team, the author uses four steps of dream consensus, discovery of advantages, design path and practice action, combined with the theory of three talents (Liu, 2022). The soul is injected from both bottom and top. The author re-decomposes and reaches consensus on the three parts of organizational management objectives, team management objectives and personal development goals.

In terms of organizational business objectives, the core focus for enterprises lies in four areas: financial management goals, customer value creation (in the production and manufacturing stages), internal management, and team culture building and employee development innovation. Under traditional business thinking, team goals often become those of the top leader, leading to the decomposition into a warm KPI evaluation model. Task objectives are broken down layer by layer from top to bottom. The author uses the DDDE method, still focusing on these four indicators, operating the team from the bottom up with all members involved. By enhancing member participation, it stimulates collective wisdom and capability within the team. From a third-party perspective, it outlines the future shared goals of the team, ensuring that the teams' intellectual capabilities are leveraged to surpass company targets. Then, the goals are broken down into actionable key measures, assigning responsibility to individuals (Thea, Tine, & Mareike, 2024). In practice, the author designed a table for stimulating stakeholders dreams and implemented it effectively (Hanna, 2024).

Table 7

Business Goal Consensus and Path Decoding Diagram

Mission: Provincial ranking target: National benchmarking target:								
Order number	Class	Subdivide customer needs into profiles (2)	KPI (value for internal)	Target value for 2023	Target value for 2024 challenge	Target value for 2025	Key initiatives	Responsible department/person
1	Finance		Q1				①	
							②	
2	Customer value creation		Q2:				①	
							②	
3	Internal operations		Q3				①	
							②	
4	Employee growth and team learning		Q4				①	
							②	
3	Internal operations		Q5				①	
							②	
4	Employee growth and team learning		Q6				①	
							②	
4	Employee growth and team learning		Q7				①	
							②	
4	Employee growth and team learning		Q8				①	
							②	

Through a series of rigorous and innovative task objectives decomposition and implementation path action learning, the team deeply and systematically realized the alignment of team goals, personal goals and corporate strategic goals, so as to successfully complete the alignment of organizational soul and organizational strategic goals.

First, in terms of task goal decomposition, team members adopted a step-by-step and meticulous approach. They broke down the companys' strategic goals into several medium-and short-term key performance indicators (KPIs). Then, based on the functional characteristics of each department, these KPIs were further refined into departmental and team goals. This decomposition process not only ensured the clarity and operability of the goals but also effectively avoided the issue of overly vague or general goal setting. At the same time, team members focused on the measurability of the goals, ensuring that each goal had clear criteria for measurement and a deadline for achievement, so that team members could clearly understand their work direction and expected outcomes.

Secondly, in terms of implementing action learning, the author emphasizes the importance of teamwork and knowledge sharing. The author encourages in-depth communication and discussion among team members to explore effective methods and paths to achieve goals. At the same time, external experts and consultants are actively introduced to provide cutting-edge theoretical knowledge and practical experience, helping team members broaden their horizons and enhance their capabilities. Through such action learning approaches, not only is the execution and innovation ability of team members improved, but also collaboration and resource sharing among teams are promoted.

Finally, in terms of goal alignment and fit, emphasis is placed on the interconnection and mutual support between individual goals, team goals, and company strategic objectives. When encouraging team members to set personal goals, full consideration is given to the overall interests and development direction of the team and the company, ensuring consistency among personal goals, team goals, and company strategic objectives. At the same time, effective incentive and evaluation mechanisms are established, reinforcing the effects of goal alignment and fit through rewarding outstanding performance and penalizing lagging behavior.

Through this series of task objectives decomposition and implementation path actions, the alignment between team goals, individual goals, and company strategic goals has been successfully achieved, promoting the convergence of the organizations' soul with its strategic goals. This not only enhances the overall performance and market competitiveness of the organization but also lays a solid foundation for its sustainable development.

DT Uses the Champion Team Method to Reshape New Values and New Work Behaviors

A champion team refers to a group that excels and leads in a specific field or industry. The purpose of building a champion team is to achieve the organizations strategic goals by assembling a group of talented members with common goals and visions, forming strong collaboration and innovation capabilities, thereby achieving a leading position in the market.

After completing the DDDE dream reconstruction, team members need to achieve four steps: status assessment, consensus building, shared responsibility and common commitment (Liu, 2022). This lays the foundation for building a champion team, enabling the organization to not only succeed in the current market, but also to lay a solid foundation for future sustainable development.

The first step is to assess the status quo.

Before establishing team values, it is crucial to conduct a current situation assessment first. This means the author needs to thoroughly analyze the teams current work status, interactions among members, and existing values. By using methods such as questionnaires, one-on-one interviews, and team meetings, gather opinions and suggestions from team members to understand the team's strengths and areas that need improvement.

The second step is to reach a consensus.

Based on the current situation assessment, team members need to reach a consensus on new values. This process may involve multiple rounds of discussion and negotiation, with the aim of ensuring that each member can accept and endorse the new values. The formation of consensus can be achieved through team-building activities, workshops, seminars, and other formats, allowing each member the opportunity to voice their opinions.

The third step is to share responsibility.

After reaching a consensus, team members need to collectively take on the responsibility of upholding and practicing these values. This means that everyone must embody these values in their daily work, not just make verbal commitments. To achieve this, the team can establish clear behavioral standards and expectations, along with corresponding incentive and accountability mechanisms.

Step four: Commitment and action.

Finally, team members need to publicly commit to adhering to these values and integrating them into the

teams daily work and decision-making. This commitment can be made through establishing a team charter, signing a pledge, or publicly announcing it at team meetings. Public commitment helps enhance trust among team members and also demonstrates the teams resolve and professionalism to the outside world.

Step 1: Assessment of the current situation of the champion team. In order to build an organization with a consensus of team value system, I took a series of steps, which are designed to ensure that team members have common values and goals, so as to improve the cohesion and execution of the team (Zhang, 2021) through step one.

The following is a practical case of the process of building the value system of the consensus champion team:

Table 8

Example of the Value System of the Consensus Champion Team

Good behaviour	Doing something badly
Maintain good communication and cooperation among team members to complete tasks together.	When faced with some complex tasks, the internal collaboration of the team is not close enough, resulting in the impact of the task progress.
Team members show high professional quality and skill level in their respective fields.	Some members lack sufficient motivation and passion in pursuing excellence and are not strict enough with themselves.
The team encourages innovative thinking and attempts, and has a certain sense of innovation.	The team has not tried enough in terms of innovation and lacks some breakthroughs.
Team members generally have a sense of integrity and can abide by commitments and rules.	In some cases, team members are not proactive in taking responsibility and there is a tendency to shirk.
Team members attach importance to learning and actively participate in various training and learning activities.	The team lacks systematic planning in learning, and the learning effect needs to be improved.
...	...

Step 2: Consensus champion team-consensus reached. Based on Step One, a consensus team was formed, establishing a value system for the champion team. This system will serve as the code of conduct and work standards that all team members must follow. Such a value system helps enhance the overall performance of the team, boost its competitiveness, and thus propel the team toward higher goals.

The consensus champion team behavior standards are a set of behavioral guidelines and expectations that team members follow in order to ensure efficient collaboration, achievement of goals, and continuous improvement of the overall performance of the team.

Through these behavioral standards, the champion teams are able to work together effectively, overcome challenges, and achieve sustained success and excellence.

Step 3: Share the championship team--share responsibility. Through the implementation of the above improvement actions by the consensus team, the author will further standardize the behavior standards of the champion team, ensure that the team members can practice their values, promote the continuous development of the team, so as to realize the common champion team.

Table 9

Consensus Champion Team-Consensus Achievement Behavior Standards Table

Standard categories	Standards and rules
Clear goals and vision	1. Team members should work together to set clear, measurable goals and ensure that these goals are consistent with the organization's overall strategy. 2. Members should have a common vision and goal awareness, which helps to improve the team's motivation and engagement.
Positive team culture and values	1. Build a positive team culture, encourage mutual trust, respect and support. 2. Team values should include honesty, commitment, mutual assistance and common growth.
Effective communication and collaboration channels	1. Establish open, transparent and timely communication channels to ensure information flow and understanding. 2. Develop good listening and expression skills to promote information sharing and problem solving.
Clear distribution of roles and responsibilities	1. Team members should assume roles in the team that suit their skills and expertise. 2. Clear responsibility allocation can avoid task overlap or omission, and ensure the smooth realization of team goals.
A reasonable mix of leaders and team members	1. There should be a clear division of labor within the team, including the roles of leader, coordinator and follower. 2. Outgoing employees may be better suited to leadership roles, while easy-going employees may be better suited to collaborative roles.
Break the team mindset	1. Avoid a single-minded team, encourage innovation and diversity. 2. Open employees can play the role of critic, challenging the teams decisions and routines.
Be wary of the "bad apples" in your team	1. Prevent the negative behavior of individual members from affecting the performance of the entire team. 2. Focus on personality traits such as conscientiousness and sociability to ensure positive influence from team members.
The key few of performance "catalysts"	1. Identify and develop key members who can improve team performance. 2. Improve the overall performance of the team through the positive behavior and influence of these members.
Continuous feedback and improvement	1. Conduct regular team performance evaluation and feedback to identify areas for improvement. 2. Encourage team members to continue learning and growing, and improve personal and team capabilities.
Reward and incentive mechanism	1. Establish reasonable reward and incentive mechanism to recognize the excellent performance of teams and individuals. 2. Ensure that team members efforts are recognized and inspire continuous enthusiasm for work.

Table 10

Is the Behavior Standard Table of Values and Work Style for the Champion Team of Gongnuo

The values of the champion team (5 items)	Current status assessment score (1-10 points)	Describe the current good behavior (2)	Describe the current deficiencies (2)	Next steps for improvement (verb + noun + action cycle frequency) (2)
1				
2				
3				
4				
5				

Through action learning, all team members vote to select the values they consider important, rate the current situation, and each member must clearly describe what behaviors are currently being done well and what are not, with two points for each. All members then vote to finalize the champion team's values, list both the good

practices and the areas needing improvement, providing a basis for the next phase of shared responsibility among the champion team.

Step 4: Shared champion team-commitment and action. In order to ensure that the first three steps are effectively implemented, but not too complicated to be difficult to practice, nor too simple to support the realization of organizational goals, the team collectively chose five aspects of content as a common commitment of the champion team, and in the following work, all of them are based on this:

Commitment standard and action 1: solidarity

The team is committed to building a deep trust relationship within the team, facing challenges and solving problems together through effective communication and collaboration. Team members know that only by standing united can they form a strong synergy and push the team forward.

Commitment standard and action 2: Pursue excellence

The team strives for excellence in their respective fields, constantly challenging themselves and surpassing limits. The team promises to hold itself to high standards, constantly improving professional skills and comprehensive qualities, and contribute to the overall development of the team.

Commitment standard and action 3: innovation and progress

The team encourages innovative thinking and experimentation, and has the courage to explore new methods and paths. The team is committed to maintaining sharp insight and forward-thinking, constantly bringing new ideas and solutions to the team, and driving the team forward.

Commitment standard and action 4: integrity and responsibility

The team adheres to the principle of integrity and maintains a high sense of responsibility for team members, the company and customers. The team promises to act in accordance with words and deeds, abide by commitments, have the courage to take responsibility, and win trust and respect through integrity.

Commitment standard and action 5: continuous learning

The team recognizes that continuous learning is key to staying competitive in a rapidly changing era. The team is committed to maintaining a thirst for new knowledge and skills, constantly improving its ability to learn and adapt, and providing the impetus for the teams continued growth.

All members signed the commitment letter, took short videos as evidence, and recited it at the conference. Through a series of commitment ceremonies and monthly action feedback meetings, the company continued to build a champion team of shared responsibility and achieved an effective closed loop of “current situation-consensus-shared promise-shared responsibility”.

The Effect of the Champion Team Practice

In the current context of corporate development, building and practicing a shared responsibility champion team is key to enhancing organizational efficiency and employee enthusiasm. To verify the effectiveness of refreshing the organizations soul, I conducted another comparative evaluation after the project concluded. The questionnaire assessment was measured on a scale of 1 to 7, with higher scores indicating greater agreement.

More tired or disgusted 2, a large reverse 3, not only no change but also negative impact, 4, no change 5, a small improvement 6, a large change 7, very obvious.

Table 11

Improvement of the Organizations Soul Refreshment

Five areas	There are 11 elements in level 2	Title
Mindset	Positive mental attitude	1. Under the transformation of growth thinking, how does the change of positive attitude towards challenges or difficulties at work compare with before?
	Active participation	2. How has my active contribution changed in terms of ideas and strength in actively participating in various activities and projects of the company compared with before?
	Result-oriented	3. Compared with previous work, how has the pursuit of efficiency and practical results changed in terms of goal-oriented results?
Sense of worth	Customer orientation	4. In terms of marketing, I will pay more attention to customer needs, take the initiative to understand customers and provide accurate services. How does it change compared with before?
	Goal orientation	5. How has my goal for myself and my team changed compared to before, and how have I been working towards these goals?
	Growth mindset	6. Am I more willing to accept new knowledge and new fields, and meet new challenges?
Thinking model	Transpositional consideration	Compared to my previous style of dealing with things, can I get used to thinking from the perspective of others and enhancing understanding and communication?
	Logical decision	8. How has my use of logical thinking, rational analysis of problems and reasonable and optimal judgment changed in terms of event decision making?
	Achieve others	9. Compared to before, I began to help my colleagues grow and work together to achieve our team goals?
Job motivation	Pursue quality	10. Compared with the quality of my previous work, can I serve customers, companies and teams with higher standards and stricter requirements?
	Team trust	11. Compared with before, I pay more attention to trust the team, rely on the team, so as to work together to achieve the goal.

Through the re-survey of 560 people, I found that employees have made significant improvements in five aspects: positive attitude, customer orientation, growth thinking, quality pursuit and team trust, and have achieved very significant results.

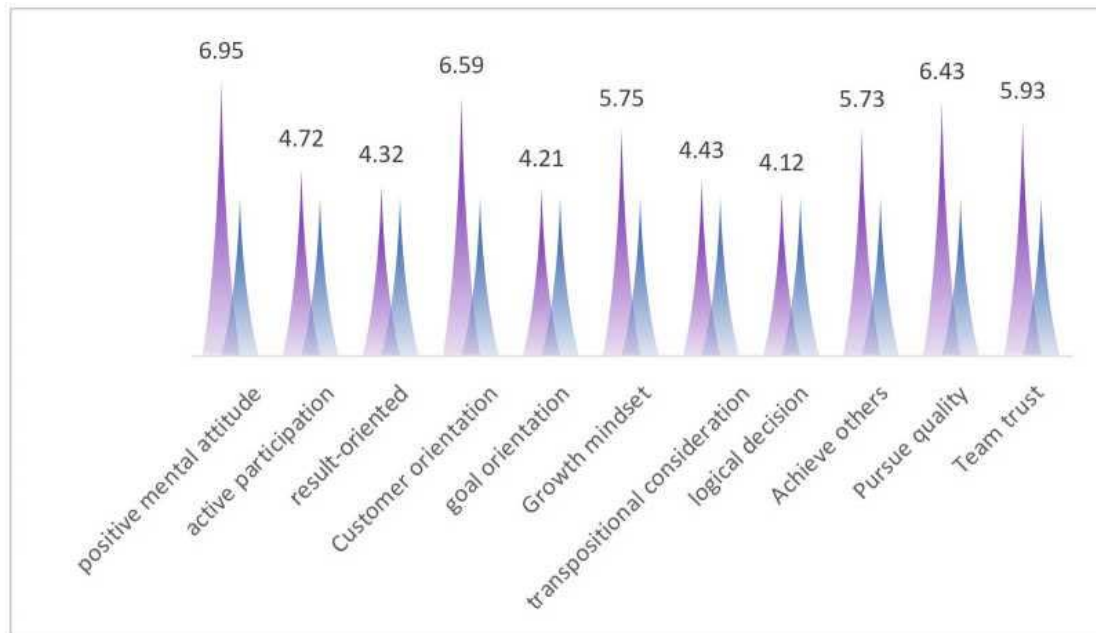


Figure 4. The investigation results of DT Company on the impact of 11 secondary factors of organizational soul on business performance.

This study, through the company's practices and exploring how to drive employee vitality, team synergy, and organizational capabilities at three levels—refreshing and planning, urgent changes, and action plans—ultimately reshaped the organizations soul and achieved some phased results. In 2023, the company's annual operating performance ranking improved from last year's bottom two to second place in the province, effectively implementing a shared responsibility mechanism within the team. This has injected new 12-character DNA into the development of new quality productivity, refreshed the organizations soul, and built strong soft power for future market competition.

Summary of This Chapter

The practice of new quality productivity in organizational management innovation of Chinese technology companies is mainly reflected in flexible organizational structure, innovation culture and talent training, cross-departmental collaboration and knowledge sharing, and continuous improvement and optimization. These practices enable Chinese technology companies to better cope with market competition and changes, improve innovation ability and management level, and achieve sustainable development and growth.

Summary and Outlook

Summary

This article delves into the impact of new quality productivity on the soul of technology enterprise organizations and its reshaping strategies, contributing both theoretically and practically to the digital and intelligent transformation of Chinese high-tech enterprises. The author employs a research method that combines theoretical studies with practical cases to elaborate on the essence of new quality productivity. It elucidates how this productivity is driven by technological innovation, characterized by digitalization, intelligence, and integrated innovation, profoundly influencing the mental models, business models, production methods, organizational structures, and management philosophies of technology enterprises. The article clarifies that reshaping the organizational soul is a critical factor in the digital strategic transformation of technology enterprises, playing a decisive role in enhancing corporate cohesion, innovation capability, combat effectiveness, and competitiveness. It proposes an organizational innovation mechanism model based on new quality productivity, emphasizing the activation of nine hypotheses about organizations, as well as innovations in new organizational structures, new organizational culture, and new organizational strategies to accelerate the development of new quality productivity. Therefore, the author puts forward strategies for empowering new quality productivity through organizational innovation in Chinese technology enterprises, such as redefining the organizational soul, stimulating individual vitality, champion team methods, humanized 12-word DNA, and organizational structure innovation, providing practical methods for transformation under the background of new quality productivity. Finally, the author combines this with a case study from DT Company through the DDDE method and the QFC three-talent model, it is found that there are problems of ability, vitality and synergy in the transformation of science and technology enterprises, which hinder the development and innovation of new quality productivity of science and technology enterprises. A series of effective organizational reform action plans with consensus, responsibility and promise are put forward constructively, which are applied in DT company practice and achieve excellent results.

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