

Building a New Type of Leadership: A Key Factor in Promoting the Development of New Quality Productivity in Jiangsu

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ABSTRACT

This article explores how building a new type of leadership is a key factor in driving the development of new productivity in Jiangsu Province. By analyzing the shift between traditional and new leadership models, and integrating the geographical and economic context of Jiangsu Province with the current state of new productivity development, this article explores the importance of this new type of leadership from the perspectives of strategic planning, policy support, innovation and entrepreneurship, talent development, and cultural development. The study finds that leaders must possess foresight and adaptability to promote innovation and collaboration, concluding that this new type of leadership is a core guarantee for Jiangsu's high-quality economic development and enhanced regional competitiveness.

Keywords : new leadership; new quality productivity; Jiangsu development; innovation-driven; key factors

I. INTRODUCTION

At a critical stage of my country's economic transformation and high-quality development, Jiangsu Province, a major economic powerhouse, has become a national benchmark for innovation through its development of innovative productivity. However, global economic integration and accelerating technological change have posed numerous challenges to Jiangsu, forcing the development of a new type of leadership to become crucial (Wang Juan, 2018).

New leadership differs from traditional models. It centers on innovation, collaboration, openness, and sharing, stimulating team potential and organizational effectiveness. This characteristic aligns closely with the innovation-driven needs of new-quality productivity. Despite Jiangsu's

advantageous location in the Yangtze River Delta and abundant scientific, technological, and educational resources, leadership development still faces challenges such as outdated concepts, rigid systems, and talent loss, hindering breakthroughs in new-quality productivity (Lu Ping & Song Lili, 2018).

This study analyzes the mechanism of the impact of new leadership on Jiangsu's new quality productivity from multiple dimensions such as strategic planning, innovation and entrepreneurship, aiming to provide decision-making references for the government and enterprises. It has both theoretical and practical significance: it enriches the leadership research system in theory and provides scientific guidance for regional development in practice (Zhang Lin, 2024).

II. THEORETICAL BASIS OF LEADERSHIP

2.1 Leadership Overview

Leadership is the process by which a leader influences a team to achieve shared goals through their personal traits and values (Kang Hongbing, 2015). Its connotation has evolved over time, from authoritative leadership and transactional leadership to transformational and service leadership. The current new leadership emphasizes interactive collaboration and the stimulation of potential (Odeh et al., 2023).

The core elements of leadership include visionary thinking, communication and coordination, team motivation, innovation and change, and continuous learning (He Shankan, 2017). In this new model, the role of leaders has shifted from a symbol of power to a spirit shaper and innovation promoter (Valori & Johnston, 2016). For Jiangsu, this type of leadership is key to promoting the development of new-quality

productivity, requiring leaders to guide industrial upgrading with strategic vision, activate teams with an innovative spirit, and support development with their talent advantages (Zhang Lin, 2024).

2.2 Traditional Leadership Model

Traditional models, originating in the early 20th century, focus on personality traits and behavioral skills. The "Great Man" theory posits leadership as an innate quality. Related assessment tools, such as the MBTI and the NEO personality inventory, emphasize a psychological perspective but are not designed for a business context (Polii, 2016). Behavioral skills and competency approaches focus on actual performance, such as David McClelland's "measuring competence, not intelligence," but remain essentially career guidance rather than specialized leadership research (Lubli et al., 2019).

Although these models reveal some leadership traits, they are difficult to adapt to the complex and changing modern economic environment. Especially in the context of innovation-driven new productivity, their limitations are becoming increasingly prominent (Nonmember, 2016).

2.3 The rise of new leadership models

Globalization and the development of information technology have given rise to a new leadership model, centered on a shift from command-and-control to collaboration and empowerment. Leaders must possess high emotional intelligence and empathy, empowering employees to engage in self-management (Liu Qiang, 2024). They must also break down organizational boundaries and embrace an open mindset to address cross-sector challenges (Jackson, 2022).

Innovation is the core appeal of this new type of leadership, requiring leaders to encourage risk-taking and experimentation, and to grasp technological trends to lead change (Wu Ting, 2016). Furthermore, leaders must shape organizational culture and enhance cohesion by practicing values. This characteristic aligns closely with the innovative ecosystem required by Jiangsu's new productivity model (Odeh et al., 2023).

III. CURRENT STATUS OF DEVELOPMENT OF NEW QUALITY PRODUCTIVITY IN JIANGSU

3.1 Geographical and Economic Background of Jiangsu Province

Jiangsu, located in the lower reaches of the Yangtze River and bordering the Yellow Sea to the east, is the core region of the Yangtze River Delta, adjacent to Shanghai and Zhejiang, and enjoys significant geographical advantages. Its terrain, flat in the north and hilly in the south, boasts a strong agricultural foundation. Its traditional "land of fish and rice" blends with a modern industrial system, forming a unique development model (Li Ming et al., 2024).

Economically, Jiangsu has long ranked among the top provinces in terms of GDP and per capita GDP. Its well-developed transportation network, the Yangtze River's golden waterway, and its strategic position as a fulcrum for the Belt and Road Initiative have strengthened its open economy (Dong & Zhu, 2017). Its industrial structure is centered on manufacturing, with mature clusters in sectors such as electronics and information technology and equipment manufacturing, and the rapid rise of emerging industries such as new energy and biomedicine, laying the foundation for new-quality productivity (Halling et al., 2021).

3.2 Development of new quality productivity in Jiangsu Province

The development of Jiangsu's high-quality productivity is reflected in the coordinated advancement of industrial optimization, technological innovation, and talent aggregation. High-end equipment manufacturing supports major national projects, and new materials and new energy industries have become growth engines (Halling et al., 2021). R&D investment continues to increase, and the integration of industry, academia, and research is deepening, resulting in fruitful achievements in technologies such as artificial intelligence and big data (Jing et al., 2017).

Talent policies have yielded significant results, with universities and research institutions providing a large pool of highly qualified workers, and vocational skills training improving the quality of the workforce (Jing et al., 2017). The government has optimized the environment through policies such as fiscal subsidies and financial support, promoting openness and cooperation, and the competitiveness of innovative productivity continues to increase (Gao, 2024).

3.3 Challenges and Problems Facing the Development of New Quality Productivity in Jiangsu Province

Despite its remarkable achievements, Jiangsu still faces multiple challenges: the

proportion of traditional industries is too high, while the scale of emerging industries is insufficient (Newman et al., 2016); there is a shortage of core technologies and high-end talents, and the efficiency of R&D investment needs to be improved; resource allocation is distorted, and land and capital are not fully utilized; and there is an imbalance in the development of southern, central, and northern Jiangsu (Gao, 2024).

The talent structure is misaligned with market demand, and the vocational education system needs to be improved (Dong Cuntian et al., 2017); corporate management and market adaptability are insufficient; policies are not fully implemented, and the approval process is cumbersome; the level of internationalization is limited, and the ability to integrate into the global market needs to be strengthened (Promoting Integration through Struggle and Hard Work on Internal Strength, 2018).

IV. KEY FACTORS DRIVING THE DEVELOPMENT OF NEW QUALITY PRODUCTIVITY IN JIANGSU

4.1 Strategic Planning and Policy Support

Strategic planning needs to be grounded in Jiangsu's realities, aligned with national strategies, clarify the direction of new-quality productivity development, and guide the implementation of innovation initiatives (Xia Jingming, 2017). Policy support should include tax incentives and fiscal subsidies to reduce business costs, while strengthening intellectual property protection and market oversight to create a fair environment (Li Ming et al., 2024).

The government needs to dynamically adjust policies to adapt to industrial changes, build an industry-university-research platform to promote resource integration, strengthen international cooperation to introduce high-quality factors, and form a closed-loop system of "planning-policy-implementation" (Xia Jingming, 2017).

4.2 Innovation, Entrepreneurship and Technology Leadership

Innovation and entrepreneurship are the driving forces of new productivity. Jiangsu has fostered a large number of innovative enterprises through policy incentives, leading to the rise of emerging industrial clusters. Technology-driven development focuses on breakthroughs in core areas, strengthens the role of enterprises as key players in innovation, and promotes the commercialization of research findings (Gregory S. Smith, 2016).

A strong atmosphere of mass entrepreneurship and innovation is fostering, with entrepreneurs transforming technology into productive forces. The government is also providing consulting and financing support, lowering the costs of entrepreneurship (Ren & Li, 2022). The integration of technological innovation and entrepreneurial practice is accelerating the generation of new productivity (Rahim et al., 2016).

4.3 Talent Training and Team Building

Talent is the core resource of new-quality productivity. Jiangsu needs to establish a collaborative training system among universities, enterprises, and the government to cultivate interdisciplinary talent (He Shankan, 2016). In team building, leaders must be open and inclusive, inspiring members' creativity, clarifying goals, optimizing structures, strengthening communication, and promoting growth (Li Changcang & Zhao Shi, 2018).

The government should strengthen protection through talent introduction and incentive policies, and universities and enterprises should cooperate to improve the practical ability of talents, forming a virtuous cycle of "cultivation-use-retention" (He Shankan, 2016).

4.4 Organizational Structure and Management Model

Efficient organizational structures and management models are the institutional guarantee for new-quality productivity. Flat, modular structures can reduce hierarchies and improve decision-making efficiency (Chen Dan, 2022); agile and lean management models can reduce costs and stimulate vitality (Liu Fenfang, 2017).

Cross-departmental collaboration mechanisms promote resource integration, and a learning organizational culture encourages continuous innovation (Ifiss & Mssassi, 2023). Companies need to integrate leadership development into their culture, creating a synergistic effect across "structure, management, and culture" (Su, 2020).

4.5 Cultural Construction and Leadership Development

Cultural development provides the fertile ground for leadership development. Jiangsu's innovative culture fosters responsible leaders, while its tradition of unity and collaboration strengthens organizational cohesion (Zhao Wenjing, 2020). As cultural communicators,

leaders must exemplify values and promote cultural advancement (Xia Jingming, 2017).

An open and inclusive cultural atmosphere is conducive to stimulating innovation potential. Leaders build consensus by building communication platforms and transform cultural advantages into new-quality productivity competitiveness (Kuruc et al., 2020).

V. NEW LEADERSHIP DEVELOPMENT PATHS TO PROMOTE THE DEVELOPMENT OF NEW QUALITY PRODUCTIVITY IN JIANGSU

5.1 Strengthening strategic foresight and systematic thinking

New leaders need to enhance their strategic foresight, closely monitor global trends in scientific and technological revolution and industrial transformation, and accurately identify key areas for the development of new productivity, integrating Jiangsu's 14th Five-Year Plan and national strategies such as the Yangtze River Delta integration. For example, in emerging industries such as new energy and artificial intelligence, proactively deploying technology research and development and building industrial chains can help avoid falling into homogenous competition.

At the same time, we should cultivate systematic thinking and view the development of new-quality productivity as a complex systems project, comprehensively balancing multiple goals such as industrial upgrading, scientific and technological innovation, and ecological protection. Leaders should break down departmental barriers and regional boundaries, promote the coordinated development of southern, central, and northern Jiangsu, and achieve optimal resource allocation. For example, we should guide the integration of high-end technologies in southern Jiangsu with the land and labor resources of northern Jiangsu to form a development pattern with complementary advantages.

5.2 Cultivating an innovation-driven and risk-taking spirit

Innovation is the core driving force of new-quality productivity. New leaders must possess a strong sense of innovation and actively foster an organizational atmosphere that encourages it. On the one hand, they should increase guidance on R&D investment and support companies in conducting original and disruptive technological research. On the other hand, they should establish fault-tolerant and error-correcting mechanisms, tolerate failures during the innovation

process, and encourage employees to be bold in experimenting and forging new paths.

Taking Jiangsu's high-tech enterprises as an example, leaders can draw on the "agile development" model of internet companies, encouraging small teams to rapidly experiment and innovate, and prioritizing resources for promising innovative projects. At the same time, they can promote cross-sector and cross-industry innovation collaboration, such as fostering the integration of manufacturing and service industries to foster new industries, new business formats, and new models.

5.3 Improving cross-border collaboration and resource integration capabilities

In the era of globalization and digitalization, the development of new productivity is inseparable from cross-border collaboration and resource integration. New leaders should be able to transcend organizational boundaries, industry boundaries, and even national boundaries to build extensive collaborative networks.

At the provincial level, we will promote the formation of innovation communities among governments, enterprises, universities, and research institutions, and foster the deep integration of industry, academia, research, and application. For example, we will establish an industry-university-research collaboration platform to quickly connect university research findings with the market needs of businesses, achieving efficient transformation of technological achievements. At the international level, we will actively integrate into global innovation networks, introduce advanced international technologies, talent, and management expertise, and simultaneously promote the "going global" of Jiangsu's advantageous industries and technologies, enabling them to participate in international competition and cooperation.

5.4 Improve the talent attraction, cultivation, retention and incentive mechanism

Talent is the key support for the new leadership model. Leaders must prioritize talent development and build a comprehensive system for attracting, cultivating, and retaining talent. Regarding talent recruitment, more attractive policies should be formulated to target high-end talent and innovative teams from home and abroad. Regarding talent development, efforts should be made to align higher education with market demand, cultivating interdisciplinary talents with both technical and management expertise. Furthermore, vocational skills training should be strengthened to enhance the quality of the workforce.

In addition, we will establish a scientific talent incentive mechanism, linking compensation to contribution, and promote diversified incentives such as equity incentives and project dividends to fully reflect the value of talent. At the same time, we will foster a cultural atmosphere of respect and care for talent, addressing their concerns about housing, medical care, and their children's education, and enhancing their sense of belonging and happiness.

5.5 Cultivating an open, inclusive, and responsive organizational culture

Organizational culture is a key vehicle for new leadership. Leaders should focus on fostering cultural values that emphasize openness, inclusiveness, and accountability. An open and inclusive culture attracts talent from diverse backgrounds and perspectives, stimulating team creativity and vitality. A culture of accountability requires organizations to pursue both economic and social benefits, while also taking into account environmental and social benefits, ultimately achieving sustainable development.

For example, leaders of manufacturing companies in Jiangsu can promote the concept of "green development" within their companies, integrating environmental protection into the entire production and operation process, and developing a circular and low-carbon economy. This will not only enhance their competitiveness but also contribute to Jiangsu's ecological and environmental protection. At the same time, they can guide companies to actively fulfill their social responsibilities, participate in public welfare initiatives, and establish a positive social image.

VI. COUNTERMEASURES AND SUGGESTIONS

6.1 Government level

Strengthen the construction of a new leadership training system, incorporate new leadership concepts into the training courses for government officials and corporate executives, invite experts, scholars, and successful entrepreneurs to give lectures, and improve the comprehensive quality of leaders.

Optimize the policy environment and introduce targeted policies and measures to support the role of new leadership in promoting the development of new-quality productivity. For example, give priority to enterprises with new leadership characteristics in project approval and financial support.

Establish a new leadership evaluation mechanism, incorporate indicators such as strategic

foresight, innovation-driven capabilities, and cross-border collaboration capabilities into the leadership evaluation system, and guide leaders to continuously improve their capabilities.

6.2 Enterprise Level

Business leaders should take the initiative to change their mindset, recognize the importance of new leadership to corporate development, and actively learn and practice new leadership concepts.

Improve the internal governance structure of the enterprise, establish a flat and flexible organizational structure, and provide institutional guarantees for the exercise of new leadership.

Increase investment in employee training, cultivate employees' sense of innovation and collaboration capabilities, build a high-quality team, and support the implementation of new leadership.

6.3 Universities and Research Institutions

Colleges and universities should adjust their talent training programs, add leadership courses in relevant majors, cultivate students' leadership potential and comprehensive qualities, and reserve talent for the development of new quality productivity in Jiangsu.

Scientific research institutions should strengthen research on the relationship between new leadership and new quality productivity, and provide theoretical support and practical guidance to governments and enterprises.

VII. RESEARCH DEFICIENCIES AND PROSPECTS

7.1 Insufficient Research

While this study explores the key role of building a new type of leadership in promoting the development of new quality productivity in Jiangsu, it still has some shortcomings. First, the research method mainly relies on literature research and theoretical analysis, lacking the support of empirical research and failing to verify the quantitative relationship between new leadership and the development of new quality productivity through specific data and case studies. Second, the definition of the specific dimensions and measurement indicators of new leadership is not clear enough, which may affect the accuracy and operability of the research conclusions. Finally, the research scope is mainly focused on Jiangsu Province, which may have certain limitations in its reference value for other regions.

7.2 Future Outlook

Future research can be carried out from the following aspects: First, adopt an empirical research method, select some enterprises and regions in Jiangsu for investigation, collect data, and verify the impact mechanism of new leadership on the development of new quality productivity through statistical analysis to make the research conclusions more convincing. Second, further refine the composition dimensions of new leadership, design a scientific and reasonable measurement scale, and provide a more specific basis for the evaluation and improvement of new leadership. Third, expand the scope of research, expand the research objects to other provinces across the country, compare the differences in the construction of new leadership and the development of new quality productivity in different regions, summarize the lessons learned, and provide a broader reference for the development of new quality productivity across the country. Fourth, pay attention to the new requirements for new leadership in the digital and intelligent era, study the impact of emerging technologies such as artificial intelligence and big data on leadership models, and explore new leadership models that adapt to the new era.

In short, building a new type of leadership is key to promoting the development of Jiangsu's new quality productivity, requiring the joint efforts of multiple stakeholders, including government, enterprises, universities, and research institutions. With the continuous deepening of research and continuous exploration of practice, this new type of leadership will surely play an even more important role in Jiangsu's high-quality economic development and the enhancement of regional competitiveness.

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