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The Dual Logic of Organizational Change in the Context of Artificial Intelligence Applications: A Study on the Synergistic Mechanism of External Adaptation and Internal Coordination

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Abstract:

The rapid iteration and deep application of artificial intelligence technology are reshaping the fundamental logic of organizational survival and development. Core challenges in organizational change commonly include a disconnect between external adaptation, inefficient internal collaboration, and insufficient integration between the two. This study explores pathways and interaction mechanisms for organizational transformation under the influence of AI, revealing that external adaptation provides strategic direction for internal collaboration, while internal collaboration offers resource and efficiency support for implementing external strategies. The bidirectional interplay between these two dimensions is crucial for organizations to respond effectively to technological change. The study constructs a three-stage mechanism for external adaptation—intelligent perception, dynamic reconfiguration, and agile response—and a three-dimensional framework for internal collaboration—goal alignment, resource integration, and relationship assurance. It aims to provide a practical framework for traditional enterprises, platform-based companies, and startups undergoing organizational transformation in the age of AI, enabling them to achieve sustainable development in a technology-driven dynamic environment.

Keywords:

Artificial Intelligence, Organizational Change, External Adaptation, Internal Collaboration

1. Introduction

Drucker once said: “Businesses will face countless challenges and opportunities, which are inevitable issues in the increasingly complex global social environment.” Today, market demand is changing rapidly, and product iteration cycles have significantly shortened. Industry boundaries are also gradually blurring as different sectors converge. Policy regulations and technical standards are constantly being adjusted, and the external environment has become even more unpredictable. Frankly speaking, under these circumstances, the competitive advantages that organizations

once relied on may soon be overturned. The explosive growth of AI technology is transforming the very logic of how organizations survive and thrive.

On the one hand, AI possesses powerful capabilities in data processing, trend forecasting, and process automation. It offers organizations new pathways. Organizations can better sense their environment, improve operational efficiency, and reallocate resources. On the other hand, the rapid pace of AI iteration also brings new challenges. Some traditional roles are being replaced by AI. Some organizations focus solely on the external environment and blindly jump on the AI bandwagon. The problem, however, is that internal skill gaps are widening, collaborative capabilities are insufficient, and internal coordination is hindered. It becomes difficult to implement strategies. Even if implemented, they may not actually be effective. Other organizations, on the other hand, overemphasize internal collaboration. They focus on process optimization and team building. However, if they lose sight of external technological trends and market changes, resources will be misallocated. Data security and algorithmic ethics have also become new challenges that organizations cannot ignore [1]. Research on organizational change indicates that the competitive environment is changing rapidly, and emerging technologies are evolving. It is becoming increasingly difficult for companies to advance steady change according to plan. Traditional, one-way change models can no longer keep pace with the AI application environment. Therefore, companies must learn to navigate change amid uncertainty [2].

The core question this study aims to address is: Against the backdrop of AI applications, how do external adaptation and internal coordination interact in organizational change? We aim to provide theoretical references and practical guidance for sustainable organizational change. Specifically, first, we will clarify the core dilemmas of external adaptation in organizations within the context of AI. We will also identify pathways for AI-enabled implementation and construct a mechanism of "AI-driven environmental sensing—strategic restructuring—organizational response." Second, we will analyze the primary obstacles to internal coordination in organizations during the AI era. These obstacles are particularly pronounced in terms of departmental barriers, skill gaps, and data silos. We aim to design a three-dimensional system comprising "collaboration foundations—collaboration architecture—collaboration safeguards." Third, we seek to reveal the interdependent logic between external adaptation and internal collaboration. We aim to construct an AI-enabled mechanism for realizing this interdependence to resolve the critical issue of the disconnect between strategy and execution. Theoretically, this study integrates dynamic capabilities theory, collaborative governance theory, and technology acceptance theory. We hope to enrich the scope and boundaries of organizational change theory in the AI era. We also aim to fill the theoretical gap in existing research regarding the interactive mechanisms between external adaptation and internal collaboration in the context of AI. In practical terms, we hope to provide a roadmap for organizations facing transformation pressures. For traditional manufacturing enterprises, we aim to help them leverage AI to upgrade core capabilities and optimize cross-departmental collaboration. For platform-based enterprises, we aim to help them balance external ecosystem expansion with internal collaborative efficiency. For startups, we aim to provide lightweight AI applications and ideas for collaborative solutions.

2. External Adaptation and Internal Synergy in Organizational Change in the Context of Artificial Intelligence

2.1. Research on Organizational External Adaptation

At the core of an organization's external adaptation lies its ability to adjust its strategy, structure, and capabilities to align with an ever-changing environment. Early theories of dynamic capabilities [3] identified three core dimensions of external adaptation: perceiving opportunities, integrating resources, and reconfiguring capabilities. This theory emphasizes that, in an uncertain environment, organizations must continuously update their capabilities to respond to market changes. However, it does not clearly specify which tools should be used for perception or what mechanisms should guide decision-making. The research by Shin et al. [4] states quite directly that companies must keenly perceive environmental changes to drive shifts in their current strategies. Companies must also leverage agile response mechanisms to rapidly adjust and optimize internal and external resources and capabilities in order to adapt efficiently to the environment. Smith proposed using the "horizon scanning" method for environmental sensing, advocating the integration of information from multiple sources to capture environmental signals. However, this method relies on manual screening, and in today's AI era—marked by severe information overload—its efficiency is relatively low.

Adner's research on ecological strategy focuses on the integration of external resources, and he puts forward the core concept of "niche selection." However, his research does not address the integration of AI technology with core competencies, nor does it discuss issues such as AI-driven ecological cooperation models [5]. Denning's theory of agile organizations emphasizes flat structures and frontline empowerment, arguing that these can enhance response speed. However, he did not explore the mechanisms through which AI technology and organizational structure interact. In practice, some organizations have introduced AI systems without sufficiently optimizing their hierarchical structures. When technology and organizational structure are disconnected, decision-making inevitably lags [6].

Overall, the environmental sensing tools used in existing research on external adaptation have failed to adapt to the information characteristics of AI applications and their specific use cases, lacking automated and precise assessment mechanisms; research on strategic restructuring has not fully integrated the dual "empowering-disruptive" attributes of AI technology, making it difficult to guide organizations in achieving the co-evolution of core competencies and AI technology; research on organizational response focuses on structural adjustments while neglecting AI-driven process reengineering and dynamic resource allocation, resulting in a disconnect between technology and organizational structure and making it difficult to substantially improve adaptation efficiency.

2.2. Internal Collaborative Research

Research by Dong Weiwei et al. has found that the exercise of an organization's dynamic capabilities in the current digital age depends not only on how the organization responds to changes in the external environment but also on internal collaborative responses [7]. The theory of collaborative governance [8] serves as the core framework in the field of internal organizational collaboration; while it emphasizes coordinating conflicts of interest among multiple stakeholders through

rule design, it does not account for the technical complexities of cross-departmental collaboration in the AI era. Research on internal organizational coordination has focused on project teams [9] and virtual teams [10], examining knowledge sharing, employee motivation, and innovation performance [11]. Li Xiaoxiang et al. have pointed out that organizational resilience plays a key role in mitigating environmental uncertainty and strengthening internal coordination [12]. In the context of AI applications, "data silos" and "skill gaps" have emerged as new obstacles. Existing research lacks a functional design for AI-enabled collaboration platforms, making it difficult to resolve collaboration barriers caused by employees' insufficient AI skills. Furthermore, existing research has largely focused on traditional collaboration scenarios, failing to fully account for the cross-departmental nature of AI technology applications or to analyze the interaction mechanisms between platforms and cross-functional teams. There has been insufficient discussion of issues such as data security responsibilities and outcome distribution mechanisms in AI-enabled collaboration, which may lead to risk concerns among departments and teams in practice, causing them to resist deep collaboration.

2.3. Research Gaps in External Adaptation and Internal Synergy

The interplay between external adaptation and internal coordination is key to the success of organizational change; however, existing research on the relationship between the two has significant limitations. Most early studies assumed a unidirectional relationship—that external adaptation leads to internal coordination—arguing that changes in the external environment force internal organizations to make coordinated adjustments. These studies overlooked the fact that internal coordination also influences and supports external adaptation in the opposite direction, which fails to explain practical issues such as coordination lag following strategic adjustments and resource misallocation caused by excessive coordination. In the current era of rapid artificial intelligence penetration, this theoretical gap has become even more pronounced. AI technology serves as both a key variable in the external environment and an enabling tool for internal coordination. Its "dual role" means that the relationship between external adaptation and internal coordination is no longer a simple linear one, but rather a complex, mutually embedded, and dynamically iterative interaction. However, existing research has failed to fully elucidate the role of AI technology in this interaction and lacks an evaluation system for assessing the effects of internal and external linkages in AI-driven organizational change. Consequently, organizations find it difficult to quantify the effectiveness of change and implement targeted optimizations.

3. Real-World Challenges of Organizational Change in the Context of Artificial Intelligence Applications

3.1. Challenges in External Adaptation During Organizational Change

3.1.1. Insufficient AI Capabilities and Assessment Errors in the Environmental Awareness Phase

The core challenges during the stage of environmental awareness for organizations primarily stem from insufficient AI empowerment and biases in signal interpretation. The characteristics of the current era mean that organizations face environmental signals that are multi-sourced, fragmented, and ambiguous. A massive volume of

information—including industry reports, AI technology updates, policy documents, and market demand feedback—is emerging rapidly and often contradicts one another. However, most organizations have not yet established a mature AI-empowered awareness system and still rely on manual screening and experiential judgment, making it difficult to distinguish critical signals from noise. When tracking AI technology trends, traditional manufacturing enterprises may fail to promptly identify the application potential of generative AI in optimizing production processes due to a lack of natural language processing tools for the automated extraction and classification of content from industry white papers and technical forums. Instead, they may misinterpret short-term AI hype as a core trend. At the same time, some organizations have fragmented data collections and inconsistent standards, resulting in AI predictive models lacking high-quality training data and making it difficult to quantify the uncertainty and impact intensity of signals. Furthermore, employees' limited understanding of AI technology means that even when AI tools are introduced, it is difficult to fully leverage AI's trend forecasting capabilities; ultimately, they still rely on past successful experiences, misjudging the pace of AI technology iteration and its commercial prospects [13].

3.1.2. Imbalance in the Integration of Employee Capabilities and AI Technology During the Strategic Restructuring Phase

The challenge of balancing "rigidity and flexibility" in strategic agility theory, combined with the rapid iteration of AI technology and employees' perceived risk of replacement, has created a contradiction characterized by an imbalance in the integration of core capabilities and AI technology during the strategic restructuring phase. In the era of AI applications, organizations' traditional core competencies are no longer sustainable. However, some enterprises over-rely on traditional competitive advantages—such as the strengths of offline channels and the efficiency of mass production [14]—while neglecting the cultivation of AI-related dynamic capabilities. This results in strategic adjustments lagging behind the iteration of AI technology and market changes. Conversely, some organizations have gone to the extreme of adopting blind AI strategies. Lacking a clear understanding of their own core competencies and resource base, they blindly follow trends in deploying AI projects. Manufacturing enterprises without a foundation of accumulated data have invested massive sums to introduce industrial AI systems, only to find that these systems fail to deliver tangible results due to the organizations' lack of supporting data collection and processing capabilities. Both of these extremes lead to a disconnect between strategic restructuring and the organization's actual capabilities. Rather than creating synergies between the organization's core competencies and AI technology, they result in a waste of resources and confusion in strategic implementation.

3.1.3. Functional Barriers and Mismatch with AI Adaptation During the Organizational Response Phase

Structural inertia in organizational ecology also hinders change. Today's era demands that organizations possess the responsiveness to experiment through small steps and rapid iteration, but the rigid hierarchical structures and decision-making processes of traditional organizations struggle to meet this need. The multi-tiered approval systems in established organizations result in lengthy decision-making cycles, while functional barriers between departments hinder the cross-departmental advancement of AI projects. AI algorithm models developed by R&D departments

may struggle to integrate with existing production equipment and processes due to a lack of advance communication with production departments [15]. An even more prominent issue is the disconnect between organizational processes and AI tools. When introducing AI tools, most organizations do not systematically restructure their existing business processes; instead, they simply embed AI as an add-on module into existing workflows. This "disconnect between technology and organization" makes it difficult to realize the full value of AI tools, preventing organizations from responding quickly to changes in the external environment.

3.2. Challenges in Internal Collaboration During Organizational Change

3.2.1. Biases in Identifying Collaboration Needs and Departmental Cognitive Limitations

During the collaboration needs assessment phase, the core challenge lies in organizations' tendency to focus too narrowly on internal collaboration needs. For internal collaboration to succeed, the prerequisite is first identifying collaboration opportunities. However, once AI is introduced, information becomes voluminous, chaotic, and constantly changing. This naturally amplifies the difficulty of assessment.

AI-driven external adaptation strategies are often cross-departmental and technology-intensive. The collaboration needs they generate are frequently deeply hidden and structurally complex. For organizations to identify these needs, they must break free from the cognitive constraints of traditional departmental boundaries. In reality, however, most organizations still rely on human experience to assess collaboration needs. They have not kept pace with the supportive capabilities offered by AI tools [16].

What's more troubling is that some organizations lack sufficient awareness of the new collaboration needs driven by AI. When departmental interests clash, objectives are more likely to become misaligned. Take traditional business units, for example: they often prioritize short-term gains over the organization's long-term strategy. When resources are redirected toward emerging AI initiatives, they tend to resist. Strategic implementation also tends to become fragmented. The AI strategy fails to translate into concrete collaborative goals for each department. Take AI model training, for example: it requires cross-departmental data sharing. Take the deployment of AI products: it requires complementary skills between business and technical departments. Yet organizations remain stuck in the traditional mindset of "division-of-labor-based collaboration." They have not proactively recognized these new collaboration needs, resulting in collaboration preparations lagging behind strategic advancement.

3.2.2. Silos and Imbalances in the Integration of Collaborative Resources

During the stage of integrating collaborative resources, the core obstacle is resource fragmentation. The essence of internal collaboration is to transform simple addition into a multiplicative effect through resource integration. However, the resources required for AI applications are unique, making integration even more challenging. The problem of resource fragmentation within organizations is also particularly pronounced. Data resources are distributed in silos. Each department's data is stored in independent systems, with inconsistent storage standards and varying formats. There is a lack of unified data standards and sharing mechanisms. This makes it extremely difficult to quickly retrieve and integrate cross-departmental data [17].

The imbalance in the allocation of AI technical resources further hampers collaboration efficiency. Currently, an organization's core resources—such as AI talent and algorithms—are overly concentrated in R&D and technical departments. Other business units lack the necessary resource support. They are unable to leverage AI algorithms to achieve dynamic matching of talent, funding, and data. Furthermore, relevant intelligent resource scheduling platforms have not been established. When multiple departments compete for the same resource, the issue is still resolved through manual negotiation, which is not only inefficient but also prone to causing conflicts.

This allocation model results in the centralization of core resources on one hand and a shortage of collaborative resources on the other. Cross-departmental collaborative projects within the organization struggle to obtain adequate support. Consequently, the efficiency of implementing external adaptation strategies is severely compromised.

3.2.3. Skill Gaps and Lack of Trust in Enhancing Collaboration Willingness

The core issues in the relational collaboration dimension are gaps in employee skills and a lack of willingness to collaborate. This dilemma stems from the inhibitory effect of a lack of trust on collaboration and the skill gap caused by the application of artificial intelligence. There are significant disparities in AI skill levels among employees within the organization; some employees in traditional business departments lack basic AI skills, making it difficult for them to participate in cross-departmental AI collaboration projects. More critically, employees' lack of trust in AI leads to low willingness to collaborate on AI initiatives. When organizations lack clear rules for AI collaboration, have ambiguous data security responsibilities, and lack transparent mechanisms for distributing the benefits of collaboration, departments may refuse to engage in deep collaboration due to concerns about data leakage risks and disputes over responsibility and benefit allocation. Furthermore, even after a cross-departmental AI project succeeds, departments may still clash over ownership of the results, which will also dampen enthusiasm for future collaboration. This dual obstacle of skill gaps and a lack of trust makes it difficult to establish cross-departmental collaboration, severely limiting improvements in internal organizational collaboration efficiency.

4. Building a Mechanism for the Interplay Between External Adaptation and Internal Synergy in Organizational Change

4.1. External Adaptation Mechanisms in the Context of Artificial Intelligence Applications

4.1.1. An Environmental Perception System Where Diverse Integration and Expert Analysis Complement Each Other

Against the backdrop of widespread AI technology adoption, organizations no longer rely on a single source of information. Instead, they comprehensively monitor technological trends, market demands, policy adjustments, and social issues by establishing a cross-domain monitoring network that combines internal task forces with external think tanks. For vast amounts of information—such as industry reports, policy documents, and user feedback—AI tools can be used for preliminary screening and integration to reduce the burden on manual processing. However, final critical judgments must still be made by combining expert experience with practical business context; decisions cannot rely solely on AI. By establishing a three-dimensional

evaluation framework of "uncertainty–impact–adaptability," organizations can distinguish between core opportunities worthy of investment, potential opportunities requiring monitoring, and noise signals that warrant no attention. To avoid being constrained by past experiences, organizations can also conduct scenario simulations. By positing scenarios such as existing core businesses being replaced by new technologies, teams are encouraged to break free from fixed mindsets and embrace change. At the same time, establishing a dynamic update mechanism with weekly tracking and monthly evaluations ensures that perceptions of environmental changes do not lag behind, allowing organizations to remain constantly attuned to market shifts and respond proactively.

4.1.2. Strategic Restructuring Through the Co-Evolution of Core and Dynamic Capabilities

Organizations must build upon their core capabilities—such as lean manufacturing standards for manufacturing firms or customer service quality for service-oriented enterprises—as these long-established strengths serve as the most effective tools for withstanding the impact of AI technology. Building on this foundation and incorporating current AI trends, they should cultivate new capabilities—such as digital operations and cross-industry collaboration—that adapt to change, thereby avoiding the predicament where core capabilities become obsolete [18]. With the help of AI-driven forecasting, strategic adjustments are no longer uncertain ventures; instead, organizations can adopt a flexible model that combines a long-term core vision with short-term dynamic goals. The core vision clarifies the long-term direction and maintains stability, while short-term goals are flexibly iterated based on environmental insights, enabling gradual and steady adjustments. For new strategic directions, conducting small-scale pilot programs based on the analysis of minimum viable products allows for low-cost validation of market suitability, thereby avoiding the risks associated with large-scale investments. In terms of external collaboration, adopting asset-light models such as technology licensing and joint R&D not only expands resource boundaries but also maintains the organization's strategic flexibility, enhancing its risk-resilience.

4.1.3. Organizational Response Mechanisms for Efficient Execution: Resilient Structures and Agile Processes

Traditional, rigid hierarchical structures struggle to adapt to rapid change; therefore, organizations must establish a hybrid structure comprising "core functional modules + dynamic project modules." Core functional modules ensure the stability of daily operations, while dynamic project modules enable the rapid formation of cross-functional teams in response to new external opportunities. Team members are drawn from various modules and return to their original positions upon task completion, thereby preventing structural rigidity. At the same time, clear decision-making boundaries and resource allocation authorities are defined for teams to reduce multi-level interference and enable frontline teams to respond quickly to the market. Process optimization is driven by customer needs. Digital tools are leveraged to ensure transparency at process checkpoints and real-time information flow—for example, sales data is promptly synchronized with the production department to prevent overcapacity or shortages. Furthermore, shared resource pools for talent, capital, and data are established. Through dynamic allocation mechanisms, resources are optimally configured, and emergency responses are initiated in the face of sudden

opportunities or risks, ensuring the organization's response to external changes keeps pace with market dynamics.

4.2. Internal Collaboration Pathways Tailored to the Context of AI Applications

4.2.1. Establishing a Foundation for Collaboration Based on "Strategic Alignment + Trust-Building"

Organizations need to break down their external adaptation strategies into specific, actionable goals for each department, clearly define each department's role and responsibilities in implementing the strategy, and ensure that the collaboration requirements for each stage are clearly understood and interpreted, so that all departments work toward the same goal. To prevent departmental goals from diverging from the organizational strategy, the organization should hold monthly goal-alignment meetings to dynamically recalibrate direction in light of changes in the external environment and promptly correct any deviations that may arise during goal execution. Trust is a prerequisite for collaboration. To strengthen trust among departments, the organization must establish "Cross-Departmental Collaboration Guidelines" that clearly define the division of responsibilities, the allocation of outcomes, and conflict resolution processes. By leveraging digital systems, the collaboration process can be documented and contributions quantified, thereby reducing the tendency to shirk responsibility. At the same time, mechanisms such as cross-departmental job rotations and co-working arrangements should be implemented to give employees more opportunities to understand the work of other departments and foster mutual understanding. This approach not only reinforces trust at the institutional level but also cultivates interpersonal rapport.

4.2.2. Building a "Smart Platform + Collaboration Units" Framework

To break down departmental barriers, enable real-time data exchange, and reduce "data silos," organizations need to establish cross-departmental data-sharing platforms to standardize data scattered across various departments. Only when decisions are backed by data can collaboration efficiency truly improve. At the same time, organizations can introduce simple, user-friendly collaboration tools to automate task assignment, track progress in real time, and provide timely conflict alerts to reduce communication costs.

Building on this foundation, two types of collaboration units can be established: one for routine operations and one for ad hoc situations. The routine collaboration unit manages the optimization of daily cross-departmental processes; for example, when optimizing cross-departmental coordination for customer service, it ensures that processes run smoothly. The ad hoc collaboration unit, on the other hand, addresses unexpected external opportunities or issues; for instance, in the case of an urgent product iteration, it requires the ability to respond immediately. Both units must clearly define their respective decision-making mechanisms and standards for delivering results. The regular unit provides process support, while the ad hoc unit feeds back innovative insights, creating a synergistic relationship between the two. This ensures the stability of day-to-day collaboration while allowing for flexible responses to special needs.

4.2.3. Collaboration Support Through "Incentive Compatibility + Cultural Alignment"

Regarding performance evaluations, to encourage departments and employees to collaborate willingly and proactively, "collaboration contribution" can be incorporated into the evaluation system. This specifically includes participation in cross-departmental projects, the extent to which collaborative outcomes support organizational strategy, and evaluations from partner departments—ensuring that collaborative behavior is rewarded, rather than focusing solely on individual or departmental performance. For departments that sacrifice short-term interests for the sake of collaboration—such as traditional business units that redirect resources toward emerging businesses—additional resource allocation or special incentives can be provided to balance departmental interests. For key collaboration personnel, dedicated career development pathways and equity incentives should be established to align individual interests with the organization's long-term goals. At the cultural level, distill the core philosophy of "collaboration creates value." Through the sharing of exemplary collaboration cases and cross-departmental collaboration training, help employees understand that departmental interests must yield to organizational interests, and short-term interests must yield to long-term interests. Establish a mechanism that tolerates errors in collaboration; do not harshly penalize non-principled mistakes made during the collaboration process, and encourage proactive experimentation.

4.3. The Interaction Mechanism Between External Adaptation and Internal Synergy

External adaptation and internal synergy do not operate in isolation; they support one another, forming a dynamic cycle. How does external adaptation drive internal synergy? First, the core opportunities identified through environmental awareness provide a priority anchor for internal synergy. Second, strategic restructuring establishes long-term goals as well as quarterly plans. This provides a clear framework for internal synergy, compelling departments to break down data silos and address skill gaps, thereby ensuring that collaborative efforts do not stray from the organization's direction.

Conversely, how does internal synergy support external adaptation? Cross-departmental collaboration builds data integration capabilities and cultivates a talent pool, providing the resource foundation needed to implement external strategies. Internal synergy also establishes agile processes and hones efficient execution capabilities. As a result, the speed of external response increases, and strategic adjustments can be implemented rapidly.

Furthermore, for these coordination mechanisms to take effect, they must be underpinned by a resource allocation mechanism. We can prioritize internal resources—such as talent, funding, and data—toward core collaborative tasks based on the priority of external strategies. Through a shared resource pool, cross-departmental resources can be dynamically allocated. This helps minimize situations where some departments have idle resources while collaborative tasks lack the necessary resources. The experience an organization gains from external cross-industry collaborations—including communication methods with partners and approaches to resource integration—can also feed back into the optimization of internal collaboration processes. Meanwhile, the conflict-resolution skills and efficient collaboration models honed through internal collaboration can be applied to external ecosystem partnerships. As a result, the organization adapts more smoothly to

external environments and achieves greater efficiency in internal collaboration. Capabilities in both directions are enhanced.

5. Conclusions and Outlook

Against the backdrop of artificial intelligence applications, this study conducts a systematic exploration of external adaptation and internal synergy in organizational change. The core of external adaptation lies in establishing an integrated mechanism of "multi-source perception—flexible restructuring—agile response." This requires breaking free from reliance on experience through the integration of multi-source information and AI-assisted analysis; balancing the preservation of core competencies with the integration of AI technology via a flexible model that combines long-term vision with short-term pilot projects to avoid the obsolescence of core competencies and strategic blindness; and overcoming structural inertia and technical adaptation challenges through hybrid structures, process optimization, and dynamic resource allocation. The key to internal synergy lies in establishing an efficient system of "goal alignment—architectural support—enabling safeguards." Precise alignment of goals is achieved through strategic decomposition and periodic recalibration; data-sharing platforms are leveraged to break down departmental and data silos; and the intrinsic motivation for synergy is stimulated through collaboration-oriented performance evaluations, interest-balancing mechanisms, and cultural shaping. Furthermore, the two-way interaction between external adaptation and internal synergy is central to the success of transformation. External adaptation drives the priorities and objective framework of internal synergy, while internal synergy provides resource and efficiency support for external strategy. Through dynamic calibration, resource matching, and mutual reinforcement of capabilities, the two complement each other, providing core safeguards for the organization's sustainable transformation.

Although this study has established a relatively comprehensive theoretical framework and practical pathway, the practical applicability of the research framework is limited by specific contexts. Existing analyses are largely based on transformation practices in large and medium-sized enterprises, which possess foundational conditions such as accumulated data, resource reserves, and organizational resilience. In contrast, startups and small and micro-enterprises often face practical constraints such as resource shortages, simple structures, and low levels of AI adoption; therefore, the applicability of the study's conclusions to these types of enterprises requires further validation. There are significant differences across industries in terms of technology density, business characteristics, and AI application scenarios. In the manufacturing sector, collaboration focuses on production processes and supply chain optimization; in the service sector, the emphasis is on customer experience and cross-channel integration; and traditional agriculture faces the specific challenge of a weak digital foundation. This study has not elaborated on the differentiated pathways for external adaptation and internal collaboration across different industries, and the theoretical generalizability requires further enhancement. This study focuses on the general characteristics of current AI applications but does not fully account for the impact of the dynamic evolution of AI technology. The rapid development of new technologies, such as generative AI and quantum computing, may reshape organizations' environmental awareness, strategic decision-making, and collaboration models; the adaptability of the existing framework to future technological iterations has not yet been thoroughly explored.

To address the limitations of the aforementioned research and in light of current trends, future studies could explore differences across enterprise types and industries. These studies should focus on resource-constrained organizations—such as startups and micro and small enterprises—to investigate streamlined approaches to external adaptation and collaboration. By analyzing business scenarios and technological compatibility across different sectors—including manufacturing, services, and agriculture—researchers can identify industry-specific transformation pathways and enhance the practical applicability of the theory. Furthermore, the reshaping impact of AI technological evolution on organizational change could be tracked. As technologies such as generative AI and quantum computing become more widespread, organizations' environmental awareness, strategic decision-making efficiency, and collaboration methods will undergo profound transformations. Future research could explore the logic of organizational change in new scenarios—such as AI-driven autonomous decision-making and intelligent collaboration—to enrich the theoretical framework of organizational change in the digital age, while also advancing longitudinal tracking and empirical validation studies. By conducting long-term tracking of the change processes within specific organizations and observing their dynamic adjustments amid iterative advancements in AI technology, we can validate the long-term effectiveness of the mechanisms and pathways proposed in this study. Furthermore, through empirical methods such as questionnaire surveys and case comparisons, we can quantify the impact of external adaptation, internal collaboration, and the interplay between the two on organizational performance, identify key influencing factors and boundary conditions under different scenarios, and enhance the scientific rigor and persuasiveness of the theory. Current research focuses on internal organizational synergy; however, with the application of artificial intelligence, organizational change has transcended the boundaries of a single organization and now involves collaborative interactions with upstream and downstream partners in the industrial chain as well as cross-domain ecosystem partners. In the future, we can further explore the mechanisms of synergy between organizations and external ecosystem partners, analyze core issues such as cross-organizational data sharing, benefit distribution, and trust-building, and construct an integrated change framework of "internal synergy–external symbiosis."

Conflicts of Interest

The author declares that there is no conflict of interest regarding the publication of this article.

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