

Research on the “Double Helix” Model of Strategic Human Resource Management in the VUCA Era

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Abstract: Enterprises are facing problems such as the dynamic matching of talents and strategies, and the construction of organizational resilience. Based on this, this paper deeply explores the significance of the research on the “Double Helix” model of strategic human resource management in the VUCA era and the practical construction of the “Double Helix” model: the implementation path of key dimensions, aiming to achieve the coordinated progress of the two through strategies such as improving talent density, forging organizational resilience, and promoting the coordinated integration mechanism of the Double Helix, so as to provide scientific human resource management strategies for enterprises, help enterprises enhance their competitiveness in a complex and changeable environment, and achieve sustainable development.

Keywords: Double Helix model; Dynamic coordination; Organizational resilience; Strategic human resource management; Talent density; VUCA era

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1. Introduction

“The Notice of the Ministry of Human Resources and Social Security and the Cyberspace Administration of China on Further Strengthening the Standardized Management of the Human Resources Market” clearly stipulates that human resources and social security departments at all localities shall implement the requirements for building a unified national market, improve the market access system for human resources, standardize the implementation of the notification and commitment system, simplify and optimize administrative licensing, and actively promote electronic certificates. They shall strengthen the interconnection and sharing of regulatory information among departments, and work with the cyberspace administration and other relevant departments to screen and identify websites and platforms (including official accounts, apps, short videos, and Internet groups) that conduct vocational intermediary activities.

Meanwhile, they shall supervise and guide market entities engaged in vocational intermediary activities to apply for licenses in accordance with the law, so as to avoid regulatory blind spots. In addition, they shall

strengthen the verification of the authenticity of matters under the notification and commitment system in conjunction with supervision and inspection as well as special campaigns, and revoke licenses in accordance with the law for those that fail to meet the licensing requirements. For entities that conduct vocational intermediary activities without permission, they shall be shut down or ordered to stop such activities in accordance with the law; if there are illegal gains, such gains shall be confiscated and fines shall be imposed. In cases involving online recruitment services conducted without permission, the cyberspace administration shall handle the relevant websites and platforms in accordance with laws and regulations based on the opinions of the human resources and social security department. Enterprises should comply with national policy documents and follow a development path that aligns with national strategies to cultivate more talents.

2. Significance of research on the “Double Helix” model of strategic human resource management in the VUCA era

2.1. Helping enterprises respond to complex environments and enhance survival capabilities

In the VUCA era, enterprises face multiple internal challenges characterized by volatility, uncertainty, complexity, and ambiguity, while externally, they are confronted with the issue of slow response speed^[1]. The “Double Helix” model of strategic human resource management not only closely integrates talent management with organizational strategy but also enables mutual promotion and coordinated development between the two in this process. By doing so, enterprises can dynamically adjust their talent development strategies in accordance with market changes, thereby better retaining and attracting more talents^[2].

2.2. Promoting the effective implementation of corporate strategies and realizing sustainable development

The “Double Helix” model of strategic human resource management refers to the in-depth integration of talent development with organizational strategic goals. This integration ensures that aspects such as corporate human resource planning, allocation, and development are aligned with the direction of strategic development^[3]. On one hand, enterprises can cultivate a group of outstanding talents by establishing a scientific talent evaluation and selection system, and place the right people in the right positions. On the other hand, enterprises can design personalized training programs based on their development direction, thereby better improving employees’ professional skills and comprehensive quality^[4].

2.3. Promoting the innovation of human resource management and enhancing management efficiency

Traditional human resource management models face numerous limitations in the VUCA era and are difficult to meet the needs of enterprises’ rapid development. The “Double Helix” model of strategic human resource management is an innovative management concept and method. It breaks the single perspective of traditional human resource management and organically integrates talent management with multiple dimensions such as organizational strategy, organizational culture, and organizational structure, forming a systematic and comprehensive management system^[5]. By introducing advanced management concepts and technical means, such as big data analysis and artificial intelligence, this model can realize the digitalization, intellectualization, and refinement of human resource management, and improve management efficiency and the scientific nature of decision-making.

3. The practical construction of the “Double Helix” model: Implementation paths for key dimensions

3.1. Enhancing talent density

3.1.1. Precise talent acquisition and allocation

In the VUCA era, enterprises can use the strategic core capability map to analyze the trend of their strategic development goals and identify the types of talents they may need. By leveraging this model, enterprises can conduct a precise assessment of the quantity, type, skills, and other aspects of the talents required in the future, thereby identifying strategic talents suitable for their own development^[6]. Based on this, during the talent selection process, enterprises should abandon the traditional single experience-oriented interview scenario.

Instead, they should focus on assessing whether candidates have great potential and the ability to learn quickly; whether they share similar values with the enterprise and can better align with the enterprise's development path; and whether they have strong adaptability and can quickly integrate into team collaboration. In addition, enterprises can break down the boundaries between internal and external talents, integrate cross-sector talents, and achieve the optimal allocation of talent resources.

3.1.2. Building a dynamic competence development system

Enterprises can customize learning paths for employees and provide diversified learning resources based on job requirements, career development plans, etc., to meet the learning needs of different employees. For instance:

- (1) Enterprises can break down inter-departmental barriers by establishing an internal talent market, enabling better communication and interaction among employees;
- (2) For employees with high potential, enterprises can assign more complex and challenging tasks, allowing them to enhance their practical capabilities in the process of tackling these tasks and become the core force of the enterprise at an early stage;
- (3) Enterprises can deeply integrate competence development into business processes, enabling employees to apply what they have learned in practice promptly after learning, thereby improving work efficiency and quality^[7].

3.1.3. Digital incentives based on value contribution

On one hand, enterprises can design a differentiated and targeted salary incentive system based on multi-dimensional factors such as employees' project outcomes, skill levels, and actual contributions. For instance, enterprises can utilize digital tools like big data analytics and artificial intelligence to measure employees' value contribution in real time and provide rapid feedback to employees, enabling them to understand the relationship between their work achievements and rewards^[8]. After gaining insight into their work performance, employees can dynamically adjust their work content, which in turn better motivates them to make continuous progress^[9].

On the other hand, enterprises can make employees feel the company's recognition of value contribution by rewarding high performance and encouraging innovative contributions, thereby better stimulating employees' work enthusiasm and innovative spirit, as well as attracting and retaining more outstanding talents^[10]. For example, enterprises can offer material rewards and public recognition to employees who propose innovative ideas and bring tangible benefits to the company. This allows employees to feel the company's emphasis on innovation, thereby attracting more outstanding talents with innovative capabilities to join and stay long-term^[11].

3.2. Forging organizational resilience

3.2.1. Building resilient leadership and culture

In the VUCA era, enterprises can enhance managers' leadership and organizational resilience through various training methods as follows:

- (1) For managers at all levels, enterprises can encourage self-directed learning to help them maintain greater composure in an uncertain environment and accurately grasp the direction of the enterprise's development^[12];
- (2) Enterprises can arrange visits to other enterprises for managers to improve their change leadership capabilities, enabling them to actively adapt to changes within the enterprise and make corresponding adjustments;
- (3) Enterprises can provide training for managers to enhance their resilience, encouraging them to proactively embrace changes, set an example for employees, and inspire employees to face challenges more actively^[13].

Such measures not only improve managers' comprehensive capabilities but also enable ordinary employees to learn from them, thereby better promoting the stable development of the organization.

3.2.2. Optimizing structural and process resilience

Enterprises can reduce organizational levels to ensure that information reaches every manager more quickly and accurately, thereby better enhancing managers' execution efficiency^[14]. For example, enterprises can use big data and artificial intelligence technologies to distribute the specific details of leadership decisions through a platform, and enable managers to communicate and discuss controversial parts online, so as to better improve the execution rate.

Other than that, enterprises can also design processes with redundancy and fault-tolerance space, which can facilitate adjustments and minimize corporate losses. For instance, when designing processes, enterprises should not only back up key nodes but also formulate contingency plans for different scenarios. Furthermore, they should continuously adjust and improve processes based on feedback from employees and managers, so as to better respond to emergencies and enhance the organization's ability to survive and develop in the face of uncertainties.

3.2.3. Data-driven strategic agile decision-making and collaboration

Enterprises can leverage advanced technologies such as big data and AI to build an organizational decision-making system, thereby gaining a better understanding of the dynamic changes of other enterprises. For example, enterprises can collect, analyze, and mine data from similar enterprises and competitors to gain clearer insights into market development trends, competitors' dynamics, and the gaps between their own enterprise and others. Based on this, enterprises can further adjust their development strategies to better promote their own development. Furthermore, enterprises can shorten the decision-making process and improve work efficiency by delegating a certain degree of decision-making authority to managers and personnel in key positions.

3.3. Promoting the dual-helix collaborative integration mechanism

3.3.1. Strategic consensus and goal alignment

In the VUCA era, strategic consensus and goal alignment are key prerequisites for the effective implementation of the "dual-helix" model in strategic human resource management. As two crucial aspects of the "dual-helix," talent density development and organizational resilience development must be closely aligned with the company's overall strategic direction. The goals of talent density development, which include identifying the types of competent talents to recruit and determining how to develop these talents, need to accurately align with the specific human resource requirements of the company's strategy^[15]. For example, if a company's strategy focuses

on exploring emerging markets, talent density development should prioritize recruiting talents with cross-cultural communication capabilities and insights into emerging markets, while enhancing their professional capabilities through targeted training.

The goals of organizational resilience development, such as identifying the types of risks to address and the capabilities to build, also need to serve the company's strategy. For instance, if a company faces the risk of fierce market competition, organizational resilience development should focus on enhancing the ability to respond quickly to market changes and innovate products and services. Only by ensuring that both the goals of talent density development and organizational resilience development clearly align with the company's overall strategic direction can the "dual-helix" avoid operating in isolation, achieve collaborative progress, and provide strong support for the achievement of the company's strategic goals.

3.3.2. Seamless connection of technology platforms

In the VUCA era, the seamless connection of technology platforms serves as a crucial guarantee for promoting the collaborative integration mechanism of the "dual-helix" in strategic human resource management. By leveraging integrated HRIS (Human Resource Information System) or digital management platforms such as Workday, enterprises can break down data silos and achieve the integrated circulation of data including talent maps (competence, potential), performance contributions, organizational effectiveness, and risk early warnings.

Talent map data can clearly present the competence distribution and potential status of the company's existing talents, providing a basis for talent selection, development, and allocation. Performance contribution data can intuitively reflect the work achievements of individuals and teams, facilitating performance evaluation and incentives. Organizational effectiveness data helps assess the operational efficiency and collaboration effects of the organization, identify existing problems, and implement optimizations. Risk early warning data enables the early detection of risk factors that may affect the company's development, allowing timely response measures to be taken. The integrated circulation of these data provides a comprehensive and accurate data foundation for the dynamic management of the "dual-helix."

Through data analysis, managers can gain real-time insights into the status of talent development and organizational resilience, adjust management strategies promptly, achieve precise alignment and collaborative development between talent density development and organizational resilience development, and enhance the company's overall human resource management capabilities and ability to respond to uncertainties.

4. Conclusion

Amid the tides of the VUCA era, research on the "Double Helix" model of strategic human resource management holds profound significance and urgent necessity. This study conducts an in-depth analysis of the model, revealing that it provides strong support for enterprises to cope with complex environments through the dual-driver of talent density and organizational resilience. However, the research still has limitations, as it is difficult to fully capture the dynamic changes in practice. In the future, with the development of the times, it is necessary to continuously deepen the research on this model, integrate emerging technologies and concepts, and constantly optimize and improve it.

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Horizontal Topic of Suzhou Institute of Industrial Technology: Design and Optimization of Digital Salary System

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