

# DEVELOPING AND VALIDATING A PROPOSED GUIDELINES FOR MANAGING POLARITIES IN A SELECTED HEALTH CARE ORGANIZATION

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## Abstract

**Background:** Managing polarities is an important element of any leadership development strategy as it fosters innovation and harmony and is important in healthcare settings due to system complexity and constraints, multigenerational teams, and the need for team efficiencies and resiliency. Polarities in teamwork arise when members hold opposing views on interdependent issues, such as when one team member wants to invite change while another prefers stability. **Aim:** This study aimed to design and validate proposed guidelines for managing polarities in a selected health care organization. **Design:** Descriptive methodological design was utilized in this study. **Settings:** The study was conducted at New Kasr El Aini teaching hospital which is affiliated to Cairo University Hospitals. **Sample:** A convenience sample of (30) nurse managers out of 70 who were working in the previously mentioned setting, and accepted to participate in the study **Tools:** Data was collected by using the following three tools; (1) personal characteristics data sheet, (2) polarity management awareness questionnaire: it consists of two parts; a): polarity management awareness questionnaire sheet; b): polarity map application record sheet; (3) Expertise's Opinonnair sheet about the designed guidelines for managing polarities. **Results:** There were positive statistical significance relations between conceptual understanding and practical implementation of polarity management principles, that the data presented in the current study illustrate the strong positive correlations between the studied nurse managers and their levels of polarity management awareness and application. **Conclusion:** The study concluded that the data strongly indicates that the awareness sessions were highly effective not only in increasing theoretical awareness but also in developing the practical skill of applying the Polarity Map framework, Finally enhancing nurse manager's awareness about polarity management contribute to effective use of polarity mapping in organizational and leadership practices. **Recommendations:** The study recommended offering and continuing education and training to polarity management awareness and application in the form of workshops and seminars, upgrading courses related to polarity management in Healthcare Organizations, and incorporate polarity management course in nursing administration curriculums at the faculties, and clinical institutes of nursing.

**Keywords:** Polarity Management, Polarity Mapping, Guidelines, Nurses Manager's Awareness.

## INTRODUCTION

Managing polarities is an important element of any leadership development strategy as it fosters innovation and harmony and is important in healthcare settings due to system complexity and constraints, multigenerational teams, and the need for team efficiencies and resiliency. Polarities in teamwork arise when members hold opposing views on interdependent issues, such as when one team member wants to invite change while

another prefers stability. These can be ongoing, interdependent opposing forces that cannot be “solved” but must be managed for optimal performance. **(Lillian, 2026)**

Healthcare Organizations are complex systems that provide an ideal environment for polarities to arise. If these polarities are treated as problems to be solved, they will continue to exist in the long run. However, if these polarities are properly harnessed, they can create a prosperous future and fulfill the larger goal of transforming these Healthcare Organizations **(Samar, et al 2025)**.

Today’s leaders face a paradox: the very skills that once drove success—decisiveness, linear thinking, and quick fixes—are now liabilities in a world of relentless complexity. Volatility, uncertainty, and competing priorities demand a new approach—one that embraces contradiction rather than resists it. Enter Polarity Intelligence: the ability to navigate opposing forces not as problems to solve, but as tensions to leverage. Because the future won’t be ruled by “either/or” thinking—but by leaders who master the power of “and” **(Narayanan, 2025)**.

Polarity management leadership focuses on finding a way to manage polarities instead of finding a solution to the problem. Skilled leaders can leverage polarities and create teams that outperform others who are not skilled in this area. In order to leverage polarities, teams should have a sense of common purpose, trust, transparency and strong relationships. The teams should understand the systems within their company. Understanding the systems builds a team that is managing polarities in ways that are best for the whole system. Leaders adept at polarity management are more effective **(Kyla, Beth 2025)**.

Polarity Management is a framework created by Barry Johnson. It is used to identify and handle issues that are not problems with a single solution, but rather sets of opposites that need to be balanced. It involves recognizing that many challenges involve managing the trade-offs between interdependent pairs of values or goals, such as stability and change, In order to maximize positive outcomes and minimize negative impacts. **(John-Paul, Crofton-Biwer, 2023)**

Polarity intelligence is an essential competency for healthcare leaders. Learning to draw polarity maps well helps leaders examine their own thinking, as well as using polarity maps with their teams. Polarity maps are a powerful scaffolding technique, building the capacity for cognitive complexity over time. When teams build a relevant polarity map prior to discussing a complex issue the quality of their thinking is at least temporarily raised, as is the quality of the ensuing dialogue **(Johnson, 2022)**.

### ***Significance of the Study:***

Polarities and polarity management are a vital part of management today. The ability to properly recognize the pitfalls of, and maintain a balance between the different poles of a polarity is a very important skill required in each manger. Most leadership problems involve more complexity that, where the outcome isn’t predictable, and frequently require the ongoing management of tension between two or more seemingly opposite but

nevertheless interdependent values. The leaders should recognize polarities and the value that each pole brings their solutions (**Wesorick, 2020**).

**Mohammed, (2021)** reported that the majority of nurse managers had lacking knowledge about polarity management and also had poor skills in polarity management before training, and recommended that polarity management awareness should be included in the orientation programs for the newly appointed managers, and should be involved in performance appraisal for nursing managers, and the curriculum of nursing administration course in faculties of nursing in Egypt should add topics of polarity management. This was supported by almost nursing professions who asserted that polarity is a situation in which the only solution is a compromise to reach the win–win outcome.

From my clinical experience as the investigator as a nurse manager I observed that nurse managers are lacking knowledge and skills that allow them to manage polarities. As well as there was no any protocol or guidelines for managing polarities in the selected setting, so the present study aimed to increase nurse managers' awareness about polarity management and its application, and the developed guidelines will be powerful tool to help leaders and managers struggle more successfully with various unsolvable problems and achieve better results, and allow them to understand how the polarity management works.

## **SUBJECTS AND METHODS**

### ***Aim of study:***

The current study aimed to design and validate proposed guidelines for managing polarities in a selected health care organization.

### ***Research objectives:***

- a) Assess nurse managers' awareness about polarity management and its application.
- b) Develop proposed guidelines for managing polarities in a healthcare organization.
- c) Validate the proposed guidelines.
- d) Communicate the proposed guidelines.

### ***Research Design:***

Descriptive methodological design was utilized in this study

### ***Setting of the Study:***

This study was conducted at the New Kasr El Aini Teaching Hospital, which is affiliated to Cairo University Hospital. The hospital is a specialized and provides paid services with total bed capacity of 800 beds. This hospital consists of 12 floors. It contains 27 inpatient departments (medical, surgical and other different specialties), 18 operating theaters and 11 critical and intensive care units. It has emergency unit, blood bank, X – ray department, laboratory, physiotherapy, and infection control units. Also, there is catheterization unit, hemodialysis, and comprehensive health checkup unit and outpatient clinics. This study

was conducted in all previously mentioned units, as well as, in certain administrative functional departments (nursing director office, in-service training department and infection control unit).

### **Sample**

A convenience sample of (30) nurse managers out of 70 who were working in the previously mentioned setting, and accepted to participate in the study at the time of data collection were constituted the study sample, they divided into (one) nursing director and (two) assistant nursing director), (six) nursing supervisors, (18) head nurses, and (three) charge nurses.

### **Data Collection Tool:**

To achieve the aim of this study, data was collected by using the following three tools

- **First tool: personal characteristics data sheet:** It was developed by the investigator and include such items of the studied participants nurse managers as; age, gender, current position job title, educational qualification, years of experience, and attendance of any previous training programs about polarity management.
- **Second tool: polarity management awareness questionnaire:** it consists of two parts
- **Part (1): polarity management awareness questionnaire:** It was developed by the investigator based on reviewing of relating literature (**Johnson, 2022; Tang & Schmidt, 2021; Dike, 2020; Nilsson & Jost, 2020 ;Wesorick, 2020; Donnelly, 2020; and Troy, 2019**) to assess the level of nurse manager's awareness about polarity management concept. It includes (20) questions (10 multiple choice questions, and 10 true or false questions) divided into six dimensions: definition of polarity, polarity management, and differences between problems and polarities (three questions), common examples of polarities (one question), critical skills required to use polarity management (one question), benefits of polarity management (three questions), obstacles of using polarity map (two questions), and, benefits of applying polarity map (10 questions). The tool was used during different periods of assessment (pre and post awareness sessions).
- **Scoring system:** Each question was granted (1 point) for the correct answer, and (zero) for incorrect answer. The total scores for all questions were 20. Total scores were expressed as percentage, with cut point 60%. Score of (< 60%) indicate low awareness level, score of (60 – <75%) indicate a moderate awareness level and, score of (≥ 75%) indicate high awareness level about polarity management and its application. **Aly, & El-Sayed, (2023)Abd El-Hamed, & Ahmed, (2022.)Institute for Polarity Thinking, (2021), and Johnson, (2020).**
- **Part (2): polarity map application record sheet:** It was developed by the investigator based on reviewing of relating literature; (**Biondi & Russo, 2022; Johnson & DePol, 2021; Keroack, 2021; Volberda, 2021**) to assess nurse managers' application of

polarity mapping. This tool consisted of 10 items it includes asking each group of nurse managers to set an example for polarity commonly faced by them and apply the steps of polarity mapping to manage this polarity. It covered ten items as following: set an example for polarity; draw the map right; write the names of the two poles; write the greater purpose; write the deeper fear; write the upsides of the two poles; write the downsides of the two poles; write the action steps; write the early warning signs; monitor the polarity; and after that develop strategies that adapt with desired results consequences.

- **Scoring system:** was as follow: (one score) for done, (zero score) for not done. As the total score for all questions were 10. Total scores were expressed as percentages with cut point 60%. The score of (<60%) indicate low practices level, score of (60% - <75%) indicate moderate practices level, and score of (≥75%) indicate high practices level. (Aly, & El-Sayed, (2023) Abd El-Hamed, & Ahmed, (2022.) Institute for Polarity Thinking, (2021), Barry Johnson, (2020).
- **Third tool: Expertise's Opinonair sheet about the designed guidelines for managing polarities:** It was developed by the investigator guided by reviewing of relating literature (Broome, 2024, Ahmed, Kumar, Wasfy, Hegazy, N.Abouzeid, Hassanien & Hamdy, 2022). To elicit expertise jury opinions about the proposed guidelines for managing polarities.
- It covered items as following: the proposed guidelines are: Look like to reveals Guidelines for managing polarities, applicable, relevant to the study title, clear, understood, specific related to polarity management, including representative items under every dimension, designed in logically consequence.
- Scoring system: the data were analyzed statistically by number and percentage as the following: (one score) for yes, (zero score) for No.

### **Validity and Reliability:**

#### **Tool Validity:**

Validity data collection tools were established by a panel of five experts jury members from nursing administration department at Faculty of Nursing - Cairo University. More over the proposed guidelines for managing polarities had been revised by fifteen experts' jury members from serves and education to elicit their opinion regarding face and content validity using opinionnair sheet that was developed by the investigator. As they were asked to examine the data collection tools for their content coverage, clarity, wording, length, format, and overall appearance of the tool.

Based on experts' comments and recommendations, some changes had been made at the second data collection tools as the required modifications were done, such as rearranging some dimensions of tools, rephrasing of some items and rewording of other tools statements.

### ***Tool Reliability:***

Reliability of tools had been tested statistically using Alpha coefficient test. The Cronbach's Alpha test was done for study tools. The calculated reliability was (93%) to polarity management awareness questionnaire. Regarding to polarity map application record sheet, the calculated reliability was (94%). According to opinionnair sheet, the calculated reliability was (99%). This means that all developed study tools were highly reliable.

### **Procedures**

Prior to data collection an official permission was obtained from the research ethical committee of the Faculty of Nursing - Cairo University, after that letter from the Faculty of Nursing was sent to the director of New Kasr El Aini Teaching Hospital, a formal permission was obtained from medical and nursing director of New Kasr El Aini Teaching Hospital after explaining the aim of the study, seeking the approval for conducting the study.

The investigator explained the aim, nature, and significance of the study for every eligible nurse managers to obtain their acceptance to participate in the study. Then, the investigator obtained their acceptance in a written form. Assessment had been done for all study's participated nurse managers prior to designing the awareness sessions regarding polarity management. The investigator had collected participants' personal characteristics using the first tool: personal characteristics data sheet, and the second tool polarity management awareness questionnaire.

Based on the results of the data collected from the participants, the awareness sessions were developed by the investigator and revised by the study advisors. After coordination with the nursing director and participants, the appropriate time for scheduling the awareness session's duration was planned and time plan was designed. The numbers of sessions were eight sessions, each session consumed about 40 minutes up to one hour and it was carried out at training class of the study setting, it started at November 2023, and completed at December 2023.

Following the completion of the awareness sessions, participants' application of polarity mapping was assessed using the polarity map application record sheet. Additionally, awareness regarding polarity management concepts and their practical application was reassessed using the polarity management awareness questionnaire, administered immediately post- awareness sessions.

During this stage, the steps of the proposed guidelines were formulated, reviewed and approved by the study advisors. Then it had been revised by fifteen experts' jury members from serves and education to elicit their opinion regarding face and content validity using opinionnair sheet that was developed by the investigator. After testing the validity of the proposed managing polarities guidelines, those guidelines had been approved and it is ready to be used.

### Ethical consideration:

Before data collection, primary approval from the research ethical committee at Faculty of Nursing Cairo University was obtained to carry out the study. Also, an official permission was obtained from the medical and nursing director of New Kasr El Aini Teaching Hospital, Cairo University. Written consent was obtained from the participants. Each nurse manager was informed about the aim of the study and its importance. The researcher also emphasized that participation in the study is entirely voluntary and possibility to withdraw at any time without explanation of the cause. Confidentiality of the information was assured. Final approval was obtained from the research ethical committee of the Faculty of Nursing Cairo University after data collection to assure the ethical conduct during data collection process.

### Statistical Analysis

Upon completion of data collection the collected data had been coded, scored, tabulated and analyzed by using the “Statistical Package for Social Science” (SPSS) (IBM Corp. 2021), program using version 22. Descriptive statistics such as frequency, percentage distribution, mean score and standard deviation were utilized in analyzing data pretended in this study. Relative statistical tests of significance were used to identify the relationships among the study variables. Threshold of significances is fixed at (P value  $\leq$  0.05).

## RESULT

**Table (1): Frequency Distribution of Nurse Managers’ Personal Characteristics (n=30)**

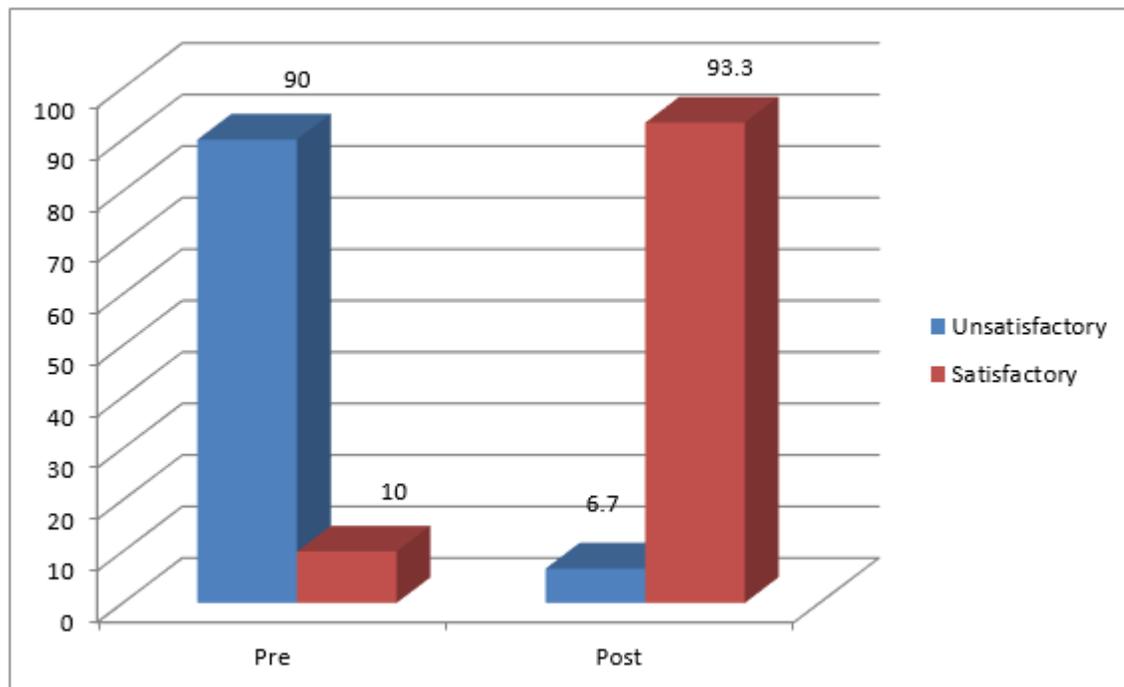
Personal Characteristics	No.	%
Gender		
Female	30	100.0
Age		
30-<40	5	16.7
40-<50	25	83.3
Qualification		
Bachelor in Nursing	28	93.3
Higher degree in Nursing	2	6.7
Experience		
10-<15	4	13.3
15+	26	86.7
Experience in current position		
5-<10	12	40.0
10-<15	8	26.7
15+	10	33.3
Position		
a-Nursing director	1	3.3
b- Assistant director	2	6.7
c-Nursing supervisor	6	20.0
d-Head nurse	18	60.0
e-Charge nurse	3	10.0
previous training programs about polarity management		
No	30	100.0

Table (1) reveals that all the studied nurse managers were females. The highest percentage of participants (83.3%) was aged between 40 and 50. Most respondents (93.3%) held a Bachelor’s degree in Nursing. The majority of participants, 86.7% had more than 15 years of experience. Regarding experience in their current position, 40% had between 5 and 10 years, and 33.3% had more than 15 years of experience. About two third held the position of head nurse (60%). Notably none of the participants had received previous training on polarity management.

**Table (2): Mean & SD differences of Nurse Managers 'Polarity Management awareness pre and post awareness sessions**

Subscales	pre Mean	SD	post Mean	SD	T	P
Definition of polarity and polarity management & differences between problems and polarities.	0.00	0.00	2.80	0.55	5.28	0.00*
Common examples of polarities that faced by leaders and organizations.	0.00	0.00	0.93	0.25	4.51	0.00*
Critical skills required to use polarity management.	0.00	0.00	0.93	0.25	4.51	0.00*
Benefits of polarity management.	0.03	0.18	2.80	0.76	4.41	0.00*
Obstacles prevent managers from using polarity.	0.00	0.00	1.87	0.51	4.48	0.00*
Benefits of applying polarity map.	2.70	1.60	9.27	2.53	3.47	0.00*
Total	2.73	1.62	18.60	4.80	4.14	0.00*

\*significant at p-value<0.05



**Figure (1): Differences between Studied Nurse Managers' Awareness about Polarity management pre and post awareness sessions (n=30)**

The data presented in both table (2) and figure (1) shows that there was a statistical significant difference in nurse managers total mean score of polarity management awareness post awareness sessions compared to pre-sessions (2.73 - 4.80).

**Table (3): Frequency Distribution of Nurse Manager’s polarity map application post awareness sessions**

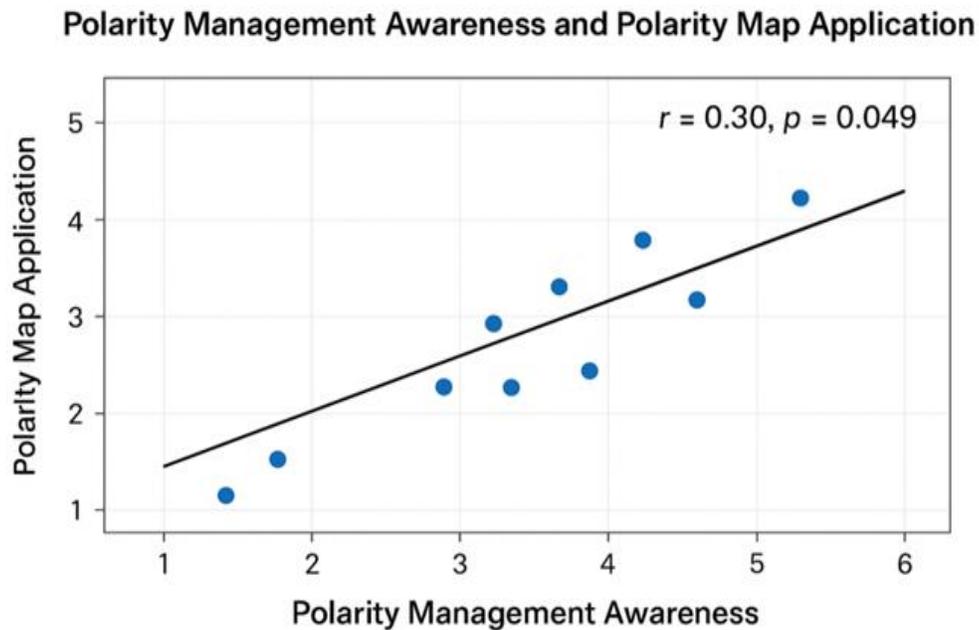
Items	Not done		Done	
	No.	%	No.	%
Set an example for polarity.	2	6.7	28	93.3
Draw the map right.	1	3.3	29	96.7
Write the names of the two poles.	3	10.0	27	90.0
Write the greater purpose.	2	6.7	28	93.3
Write the deeper fear.	2	6.7	28	93.3
Write the upsides of the two poles.	3	10.0	27	90.0
Write the downsides of the two poles.	2	6.7	28	93.3
Write the action steps.	2	6.7	28	93.3
Write the early warning signs.	3	10.0	27	90.0
Monitor the polarity	2	6.7	28	93.3
Total	2	6.7	28	93.3

The data presented in table (3) shows that there was a statistically significant positive correlation between polarity management awareness and polarity map application following the awareness sessions. That the highest percentage of participants (93.3%) successfully applied the polarity map, while only a small proportion (6.7%) did not.

**Table (4): Frequency Distribution of Experts jury regarding Validity of Managing Polarities Guidelines (N=15)**

Items :- The proposed guidelines are:	Yes		No	
	N	%	N	%
Look like to reveals guidelines for managing polarities.	15	100	0	0
Applicable.	14	94	1	0.06
Relevant to the tittle of the study.	15	100	0	0
Clear.	15	100	0	0
Understood.	15	100	0	0
Specific related to polarity management.	15	100	0	0
Including representative items under every dimension.	15	100	0	0
Designed in logically consequence.	15	100	0	0
Total	119	99	1	0.004

Table (4): data represents that all experts agreed that the proposed guidelines are clear, understandable, logically designed, and directly related to polarity management. Similarly, every expertise confirmed that the guidelines include representative items under each dimension and are relevant to the study’s title. Moreover the majority of them (94%) agreed regarding the applicability of the proposed guidelines. Overall, the results demonstrate strong content validity and high consistency among expert evaluations.



**Figure (2): Correlation between Polarity management awareness of studied nurse managers and polarity map application**

\*significant at  $p$ -value $<0.05$

The data presented in the Figure indicating a statistically significant positive correlation between polarity management awareness and polarity map application among the studied nurse managers ( $r = 0.30$ ,  $p = 0.049$ ).

## DISCUSSION

Polarity management has emerged as a vital leadership capability in health care due to the increasing complexity, rapid change, and multifaceted demands faced by modern health systems. Unlike traditional problem-solving, which seeks definitive solutions, polarity management involves recognizing and balancing interdependent opposing forces that cannot be resolved but must be sustained simultaneously, such as quality versus cost, stability versus innovation, and standardization versus adaptability. Leaders who effectively manage these polarities adopt a “both/and” mindset rather than an “either/or” mindset, enabling more resilient and adaptive organizations. Recent studies emphasize the importance of polarity management in healthcare leadership and demonstrate its positive impact on strategic decision-making and nurse managers’ performance when supported by appropriate training and organizational awareness (Ahmed et al., 2022; Maiz et al., 2024; and Alah et al., 2024).

Moreover this suggests that managing polarities (e.g., autonomy vs. structure) not only helps navigate complexity but also enhances employee engagement and effectiveness. Empirical evidence from recent cross-sectional research also demonstrates that

paradoxical leadership positively influences nurses' attitudes toward technological change, such as the adoption of artificial intelligence, by fostering a strengths mindset. This underscores the role of polarity management in helping health care professionals embrace innovation while maintaining core clinical standards—a central tension in contemporary health care. **(El-Gazar, et al., 2025)**.

The data presented in the current study indicate that all the studied nurse managers were female, reflecting a completely female-dominated sample. Most respondents held a Bachelor's degree in Nursing, while only a small proportion had a higher degree, indicating limited academic advancement beyond the undergraduate level. These results align with **Clark, et al. (2025)**.

In an international survey of women in healthcare leadership, over 90% of participants were female and a majority held bachelor's degrees, indicating that female dominance and undergraduate education levels are prevalent among nurse managers globally.

Importantly, the current study results present a comprehensive visual overview of the personal characteristics of the studied nurse managers, reveals that none of the participants had received any previous training in polarity management, This result was consistent with **Alah, et al (2024) and Abdel-Rahman, et al (2024)** who found that most nurse managers had not attended polarity management training programs.

From the investigator's point of view, this might be because polarity management is a newly introduced concept and has not included of the nursing education department annual training found that many head nurses were graduated many years ago, with a lack of knowledge about polarity management topics, and this new topic is recently incorporated into the nursing administration curriculum plan.

Similarly, **Nurse Leaders' perception of leadership development needs (2025)** A recent international study General Leadership Development Gaps in Healthcare Leadership found that nurse leaders frequently report inadequate access to targeted leadership training, including specific managerial competencies, due to fragmented professional development opportunities—supporting the need for more structured programs.

Regarding nurse managers' total awareness of polarity management concepts, a marked improvement was observed across all subscales following the awareness sessions. Prior to the intervention, the mean scores for most subscales were very low, reflecting limited or minimal awareness and understanding of polarity management principles among the participants. In contrast, post-awareness session results demonstrated a substantial increase in mean scores across all measured dimensions.

Notably, the greatest improvements were evident in participants' understanding of the definition and differentiation of polarity management, recognition of common polarity examples, and the practical application of polarity maps. These findings confirm that the awareness sessions had a strong and positive impact on nurse managers' awareness, comprehension, and applied skills related to polarity management.

This result of the present study was in harmony with results of the study conducted by **Asmaa Maiz et al. (2024)** and **Samar Khalaf Alah et al. (2024)** Who found that knowledge about polarity management significantly increased after training, and that improved knowledge was linked with better leveraging of polarities in practice — consistent with the current study results showing improvements in conceptual understanding and application. Moreover nurse managers' knowledge and practice regarding polarity management significantly improved post-training, confirming that educational sessions enhance both awareness and applied behaviors.

From the investigator's point of view, the substantial improvement observed in nurse managers' awareness of polarity management concepts following the awareness sessions reflects the critical role of structured educational interventions in addressing knowledge gaps within nursing leadership. The very low pre-intervention scores suggest that polarity management is not yet sufficiently integrated into formal nursing management education or in-service training programs, despite its relevance to complex healthcare decision-making.

Moreover the finding of the present study is matched with **Refat Gab Allah, & Nassar, (2023)** and **Khalaf Alah, Abdelrahman, & Mohamed, (2024)** Reported that novice nurse managers had minimal polarity map skills before awareness sessions and experienced significant gains in both knowledge and the ability to apply polarity mapping afterward. Showed that educational training improved participants' ability to recognize and leverage polarities, suggesting improved application of learned concepts over time.

From the investigator's point of view and perspective, the high rate of successful polarity map application among nurse managers after the awareness sessions reflects the effectiveness of the educational intervention in transforming theoretical knowledge into practical managerial skills. The fact that the majority of participants were able to correctly complete most polarity mapping steps indicates that polarity management concepts were not only understood but also meaningfully operationalized in practice.

Furthermore this finding, revealing a statistically significant positive correlation between polarity management awareness and polarity map application. This indicates that as awareness of polarity management increased, so did the likelihood of effectively applying the polarity map in practice. Overall, these results emphasize the study success in translating theoretical understanding into practical implementation among the nurse managers.

These results align with **Al-Omar, et al. (2024)** who concluded that nurse managers' actual practices (e.g., human resource management skills) improved significantly only when ongoing experiential learning (workplace application) accompanied educational programming, highlighting the role of real professional experience for practice application rather than academic qualification alone.

The results strongly confirm the high validity and quality of the proposed guidelines. The near-unanimous expert agreement across all criteria, including clarity, relevance, specificity, logical design, and overall applicability, suggests that the guidelines are robust

and ready for implementation. The data indicates overwhelmingly positive evaluations of the proposed guidelines for managing polarities among the studied participants.

The data presented in the current study indicate all respondents agreed that the guidelines are clear, understandable, logically designed, and directly related to polarity management. Similarly, every expertise confirmed that the guidelines include representative items under each dimension and are relevant to the study's title. Only one respondent expressed doubt about their applicability, though the overall agreement level remained extremely high (94%). The total scores reflect near-universal approval (Yes = 99%, No = 0.004%), demonstrating strong validity, clarity, and perceived usefulness of the proposed guidelines for managing polarities in the study context

From the investigator's point of view, the overwhelmingly positive expert evaluation confirms the high validity, rigor, and practical relevance of the proposed polarity management guidelines. The near-unanimous agreement across all assessed criteria clarity, relevance, specificity, logical structure, and applicability indicates that the guidelines were carefully constructed and aligned with both theoretical foundations and practical healthcare needs. The fact that all experts agreed on the clarity, understandability, and logical design of the guidelines reflects their methodological soundness and ease of use in real managerial settings.

Finally the data presented in the current study illustrate the strong positive correlations between the studied nurse managers and their levels of polarity management awareness and application.

## **CONCLUSION**

The present study concluded that the implementation of polarity management awareness sessions was effective in enhancing nurse managers' knowledge, awareness, and application of polarity management concepts. Statistically significant improvements were observed in knowledge test scores and in the mean scores related to polarity management concepts and their practical application across different assessment periods, particularly when comparing pre- and post-implementation phases.

The developed guidelines became ready to be used, and communicated to hospital directors and nurse managers in the selected setting.

### **Recommendations:**

Based on the findings obtained from the present study, the following recommendations are deduced.

- The hospital administrators should create and develop a system that makes polarity management part of the hospital culture. Set clear roles and responsibilities for both nurse managers and human resources through a constructive polarity management policies and procedures.

- Hospital administrators should utilize polarity management process to get experienced and qualified nurses and introduce polarity management strategies into their strategic planning to remain competitive in today's healthcare market.
- Hospital administration should provide adequate polarity management programs training and workshops for newly first line nurse managers. Orientation programs must be designed to cover polarity management awareness and application.
- Encourage complete involvement of nurses and other health care providers to provide their varied talent on the supportive journey to polarity management advantages.
- Replication of the current study in other and hospitals or other healthcare organizations.
- Offer educational programs and upgrading courses armed with evidence based guidelines based on the nurses' needs to improve their knowledge and practice related to polarity management awareness and application.
- Continuing education and training to polarity management awareness and application in the form of workshops and seminars. Incorporate polarity management course in nursing administration curriculums at the faculties of nursing.

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