

## Traditional Characterization of Physicians and Managers

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Physician	Manager
Is autonomous; makes decisions alone	Uses teamwork; is probably involved in line reporting
Works one-to-one	Works primarily in groups
Is patient-oriented	Is organization-oriented
Is empathetic	Is objective
Is crisis-oriented	Is long-range planner
Is quality-oriented	Is cost-oriented
Enjoys immediate tangible results	Must often delay gratification and enjoy process
Is accustomed to controlled chaos	Has a planned schedule with inherent flexibility
Sees people as material or objects	Sees people as resources to manage
Is a doer	Is a delegator; gets things done through others
Reacts	Proacts
Is authoritarian in practice style; antiauthoritarian as it pertains to leadership	Delegates authority; deals with people as equals; participative style
Has a specialist orientation	Has a generalist orientation
Is a classical scientist	Is a social scientist
Is discipline-oriented	Is socially oriented

Source: David B. Nash, M.D., Director of Health Policy and Clinical Outcomes, Thomas Jefferson University Hospital, John B. Coombs, M.D., Vice President-Medical Affairs, MultiCare, Tacoma, WA

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- [Sailing the 7 “Cs” of Hospital-Physician Relationships](#)
- [Seizing the Opportunities in Hospital-Physician Relations to Serve the Healthcare Consumer](#)