



**Figure 5.4.** The trinity of managerial roles. (From Zuckerman, Howard S., and William L. Dowling. The managerial role. In *Essentials of Health Care Management*, edited by Stephen M. Shortel and Arnold D. Kaluzny, 47. Albany, NY: Delmar Publishers, 1997; reprinted by permission of Delmar Learning, a division of Thomson Learning ([www.thomsonrights.com](http://www.thomsonrights.com))).

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