

Collaboration in Practice

How Alcanza Leads With Principles to Drive Human-Centered Change

As the clinical research industry continues evolving at a rapid pace, organizations are increasingly recognizing that meaningful progress happens when people lead with intention, humility, and openness. For **Carlos Orantes, Chief Executive Officer**, and **Casey Orvin, Chief Commercial Officer**, collaboration is not a strategy — it is a reflection of who Alcanza is. Guided by four core principles — **Inclusive, Compassionate, Impactful, and Determined** — Alcanza, one of the largest site networks in the industry, is committed to creating an environment where real connection drives real change.

In this InterVIEW, SCRS explored how principled leadership, trust-building, and a willingness to “give first” inform Alcanza’s approach to cross-industry collaboration — and ultimately strengthen the experience for sites, sponsors, and CRO partners.

Collaboration Begins With Openness — Even Among Competitors

When asked what makes a relationship truly collaborative, both Carlos and Casey emphasized the importance of openness and a genuine desire to move the industry forward.

Carlos shared a powerful example of how sharing — without expectation — can open important doors.

“Be open to giving first. Pay it forward before you ask for something. When I shared a draft of a specific C-level job description with another CEO, not only did they provide great feedback, they asked to use parts of it. That exchange validated the relationship and sparked future conversations about recruitment and business development.”

Casey added that the most meaningful collaborations he has observed are grounded in honesty and proactive communication.

“The more we can do together, the better it is for the industry. Some organizations openly share — even with competitors — because they truly believe in improving the industry as a whole. That’s where you see real change happen.”

Trust Before Trouble: Why Relationships Must Start Early

Escalation is one of the most common challenges for sites, but both leaders believe the issue begins long before a problem arises.

“Don’t let a problem be the genesis of a relationship,” Carlos emphasized. ***“Trust and rapport have to exist before anything goes wrong.”***

Casey echoed the importance of human connection as the foundation for honest dialogue.

“We all like to do things for people we like. When trust exists — personally and professionally — you can talk openly about mistakes or improvements. You can say, ‘Here’s where we need help, and here’s where you can improve.’”

One effective question they encourage their teams to ask is: ***“Is there someone we can speak to who is succeeding so we can learn from them?”***

For both leaders, showing up authentically at the executive level signals to sites, sponsors, and CROs that Alcanza is deeply invested in productive, long-term relationships.

Listening With Compassion and Coordinating With Intention

Even the strongest partnerships face challenges. Alcanza’s approach to these moments is guided by compassion — a principle Carlos considers foundational.

“Compassionate is respectful. We listen first — even if a client is wrong. Recently, a sponsor raised concerns. We joined the call, listened closely, and took immediate action to help sites tighten operations.”

Casey added that preparation and coordination before a client conversation helps ensure the team is aligned. But once the call begins, listening becomes the priority.

“Ultimately, we want to make sure we fully understand the concern. That ensures the way we respond is tied directly to what the client needs.”

Principles Put Into Practice Every Day

Founded in late 2021, Alcanza quickly developed a strong sense of identity. The team often discovers that what feels natural to them — helping others, sharing expertise, showing compassion — is far from universal in the industry.

“When trust exists — personally and professionally — you can talk openly about mistakes or improvements.”

Alcanza’s four principles are more than aspirational values — they guide tangible behaviors and are reinforced consistently throughout the organization.

“We highlight our principles in every all-hands meeting,” Carlos shared. ***“We give awards and shout-outs based on them. We believe you can be impactful and determined while still being inclusive and compassionate.”***

For Casey, strong leadership alignment is what makes these principles feel authentic across the organization.

“When leadership is on the same page, there’s comfort and confidence. Constant communication about our goals and principles reinforces that what we say is truly how we operate.”

Knowing When to Lean In — and When to Walk Away

Reaching the right people requires clarity, trust, and established relationships. Alcanza relies on single points of contact for sponsors and CROs to prevent confusion and protect relationships. But when someone lacks the right connection, they locate a colleague who does.

Still, not every relationship is meant to move forward.

“Relationships matter, but not every relationship is the right fit,” Casey explained. ***“Sometimes we discover a TA or business line isn’t the right match — and that’s okay. Confidence also means knowing when to walk away.”***

Alcanza Consulting Partners: Empowering Early Engagement

One of Alcanza’s most meaningful contributions is Alcanza Consulting Partners, a program that brings scientific and operational expertise directly to sponsors and CROs early in protocol design.

“We have principal investigators who want to review protocols and provide suggestions,” Casey said. ***“Most sponsors and CROs don’t realize they can ask for this support. When we’re involved early, relationships deepen and the work becomes stronger from the start.”***



A Principles-Driven Approach That Fuels Growth and Advocacy

Alcanza's rapid growth and strong reputation are not the result of chance — they are a direct reflection of how the organization shows up. By leading with compassion, transparency, and a willingness to give first, Alcanza strengthens relationships long before challenges arise. This human-centered, principle-driven approach empowers their teams, supports their sites, and helps advance meaningful change across the clinical research landscape. As Alcanza continues to grow, their commitment to real connection ensures they remain not only a trusted partner, but a true advocate for the sites and communities they serve.



Collaborate Forward Takeaways

- **Lead with generosity.** Sharing openly accelerates meaningful collaboration across the industry.
- **Build trust early — not during an escalation.** Strong relationships make difficult conversations easier and more productive.
- **Principles guide behavior.** Inclusive, Compassionate, Impactful, and Determined leadership creates consistency and confidence.
- **Listen with compassion, act with intention.** Respectful listening builds credibility and strengthens partnerships.
- **Prioritize the right relationships.** The best partnerships are built on alignment, trust, and fit.
- **Invite sites into early design.** Alcanza Consulting Partners elevates site voices and strengthens protocols from the start.

The Collaborate Forward Team

A Multidisciplinary Team Dedicated to Industry Collaboration



Sean Soth

CEO, [Hi-Fidelity Group](#),
Senior Vice President,
Strategy & Global Business
Partnerships at SCRS



Marcus Maleck

Vice President, Business
Partnerships and Program
Innovation, [Hi-Fidelity Group](#),
Vice President, Global Business
Partnerships at SCRS



Brian Egan

Owner, [Brian Egan
Communications](#),
Project Lead, Collaborate
Forward

Let's keep moving forward. **Together.**

[Learn more](#) about Collaborate Forward
Have a story to share? [Share it here.](#)