



January, 2017

## An Interview with Partner Chris Corwin, MSN, MBA/MHA



*Shortly after arriving at InveniasPartners, Chris Corwin, MSN, MBA/MHA, sat down with Joyce Flory, Ph.D., marketing and communications consultant, to discuss healthcare C-Suite recruitment and talent management trends. Learn more about Chris [here](#).*

**Joyce Flory:** What drew you to join [InveniasPartners](#)?

**Chris Corwin:** I am passionate about the healthcare industry and thoroughly enjoy working with organizations and assisting them in building their leadership teams. Now more than ever is a cry and demand for leadership and new ways of thinking, if we are going to have the kind of paradigm shift needed in healthcare to markedly improve access and quality of care, which will impact the health and vitality of people.

InveniasPartners is embarking on a growth trajectory with its executive talent advisory services, which includes leadership assessment, onboarding, coaching and mentoring, succession planning, organizational development, and cultural integration. Other executive recruitment firms don't always offer the programs and services client organizations need and demand.

InveniasPartners is investing in these areas to build our experience and expertise to not only continue to deliver high-touch C-suite executive recruitment services, but now offer a more integrated approach with broader talent advisory skills and perspective to our clients and executives, overall.

**Joyce Flory:** What are you hearing from healthcare C-Suite executives, as it relates to the current industry climate?

**Chris Corwin:** The mood is somewhat mixed. Many C-Suite executives are anxious about industry-wide disruption. Healthcare systems are looking for local hospital CEOs to take on more tactical, operational roles, leaving the broader strategic initiatives to regional or corporate leaders. There is also an increase in demand for physician leaders, who are emerging as presidents and CEOs and other clinical administrative leaders, and they are not necessarily as well prepared as their pure administrative counterparts.

**Joyce Flory:** What do healthcare C-Suites and boards want from top executives?

**Chris Corwin:** They want to see agility, flexibility and courage, along with high emotional intelligence and a collaborative, team-driven approach to performance management. Executives need perspective to look beyond silos--both within and outside of healthcare organizations. They must evaluate clinical and business needs across the growing care continuum, not just within acute or episodic care.

**Joyce Flory:** How does emotional intelligence show up in C-Suite leadership style?

**Chris Corwin:** C-suites and boards want leaders with a deep understanding and concern for people--their needs, roles, responsibilities and fears. They're looking for executives who can facilitate information sharing and collaboration within and between groups and champion the kind of change that moves organizations forward.

**Joyce Flory:** Some organizations still attempt to recruit their own executives. What do you see as the drawbacks of that approach?

**Chris Corwin:** A retained C-Suite healthcare executive recruitment firm offers objectivity and an external market perspective, which sometimes get lost in do-it-yourself, in-house recruitment efforts. An organization might recruit a senior executive who's a poor fit for a position in terms of knowledge, skill, experience, culture and leadership style. Organizations that insist on a do-it-yourself approach often spend more time and money than if they had invested in a retained C-Suite executive recruitment firm.

**Joyce Flory:** How else can C-Suite executive recruitment firms support organizations?

**Chris Corwin:** Recruitment firms that offer talent management advisory services can assess internal and external candidates through respected tools like Hogan. They're able to identify next-generation executives for development and promotion while introducing a succession planning process that ensures a secure, sustained executive talent pipeline.

**Joyce Flory:** What are the factors that define a high-quality C-Suite search?

**Chris Corwin:** The most effective C-suite recruitment initiatives are grounded in a close, collaborative partnership between the executive recruitment firm and the hiring organization. The recruitment firm needs to understand who will provide input into the search, choose candidates and

make a final hiring decision. While it's important to interview a broad range of candidates, less is sometimes more. Ongoing communication and flexibility are vital since the hiring organization may want to broaden a position description or seek candidates with nontraditional, outside-the-industry backgrounds.

**Joyce Flory:** What do you think you bring to InveniasPartners and hope to contribute within the next year?


**Chris Corwin:** I offer healthcare expertise, having launched my career as a clinician within hospital environments. I also bring more than 16 years of executive recruitment and leadership development experience since I've worked with two respected national healthcare executive recruitment firms. Over this next year, I will become a certified Executive Coach, through the Hudson Institute, along with being certified in the Hogan Assessment leadership tool.

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### ***About InveniasPartners***

Chicago-based [InveniasPartners](#) delivers healthcare C-Suite and board executive search and talent advisory services to hospitals, health systems, academic medical centers, medical groups and payer organizations. InveniasPartners search consultants have placed more than 500 professionals in top-tier executive and board positions, partnering with health care systems throughout the country.

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