

WittKieffer



Brand Messaging Framework

VERSION 1.0

FOR MORE INFORMATION

For more information, if you have questions about using these guidelines contact Marketing.

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What is a messaging framework?

An internal document that:

- Articulates key ideas
- Is authentic, ambitious, and actionable
- Expresses what you do, how you do it, and why it matters
- Serves as a framework for shaping public-facing communications—from web content and marketing materials to proposals and pitch decks.
- Helps you share your story with the world in a unified, compelling, and consistent way

What's in a messaging framework?

- Purpose
- Positioning Statement
- Brand Pillars
- Supporting Messages
- Markets & Solutions Messages

How will messaging benefit you?

Messaging is not content. Content is written or spoken material. Messaging is the set of key ideas and talking points that guide and shape the creation of content. Much like a playbook requires players to execute the prescribed routes while reacting to on-field conditions, messaging must be adapted and brought to life across a range of communication channels and environments.

- Helps you and your colleagues speak with a unified, authentic voice
- Provides phrases that can be customized for individual needs—from onboarding new team members to developing client pitches
- Offers a structure for sharing personal stories
- Serves as a starter kit that eliminates the need to keep reinventing the wheel

Potential Applications

Familiarity with the messaging framework is the first step toward successful implementation. Read through the framework and take notes on phrases or talking points that are particularly resonant. Reference it often as you develop communications.

Primary applications the platform can help support include:

- Proposals and pitch decks
- Website content
- Emails
- Hiring and onboarding material
- Social media
- Other correspondence

Tips for Deriving Value from the Messaging Framework

Borrow generously

If you're preparing a pitch to a new client, use sentences and phrases from the messages that relate to the topic to shape the introduction. When you need to develop content for a proposal, identify key talking points within the messages and structure the outline around these ideas. You don't need to reinvent the wheel every time you produce a new communication.

Use the framework to inspire storytelling

Stories will bring out the best, most authentic impact of WittKieffer. Whether it's a social post or a longer narrative detailing a client solution, you can use the messages to help inspire stories to feature or share.

Use thematic elements to frame communications

For example, use several key messages to construct a "Why WittKieffer" page in your proposal, or focus an email around a single message that is central to WittKieffer's ethos.

Share the platform with colleagues

When onboarding a new team member, share the framework with them. It will help familiarize them with our differentiators and provide tools for how to talk about WittKieffer with others.



Purpose

Our statement of purpose encapsulates WittKieffer's reason for being and our key differentiator in the marketplace.

Improving quality of life through
impactful leadership



Positioning Statement

The positioning statement is the most succinct one-sentence description of what WittKieffer is all about. This short statement can serve as the opening to a client presentation, introduction in a cover letter, or the basis for your "elevator pitch" in casual conversation with friends or colleagues.

WittKieffer is the premier executive search and leadership advisory firm developing impactful leadership teams for organizations that improve quality of life.

Quality of Life

For more than 50 years, WittKieffer has uniquely focused on the intersection of healthcare delivery, science, and education—the “Quality of Life” ecosystem.



Brand Pillars

Brand pillars encompass key ideas about who you are, what you do, and what you stand for. As the highest articulation of your organizational messaging, they can be used to support virtually all forms of organizational communications.



Why WittKieffer?



Our alignment with clients reflects a shared sense of purpose.

Like our clients, we care deeply about improving quality of life. We help them advance their mission—and ours—by working with them to shape impactful leadership teams.

We translate our collective wisdom into fresh insights.

As trusted advisors, we apply our extensive knowledge to the strategic and operational factors influencing what clients need from—and for—leadership.

It's personal.

We are mission-driven professionals motivated by a deep sense of personal accountability; team members share an unwavering commitment to candor, empathy, and integrity that creates a positive experience for clients and candidates.

What we do matters to the world.

We specialize in education, healthcare, and the life sciences—three monumental fields that define quality of life globally.



Brand Pillars

PURPOSE

You're on a mission. So are we.

Our clients improve the world by advancing healthcare, education, and science; impactful leadership is the key to linking their ambitions and their achievements. We empower these dynamic organizations to strengthen quality of life by unlocking the full potential of their leadership teams and by deliberately aligning our firm with their mission, goals, and strategies—and their purpose. The desire to create a better tomorrow also unites our team members and keeps them deeply and personally engaged with their work.

Our collaborative spirit and active engagement enable us to partner successfully with organizations, advance their objectives, and benefit the wider world.



Brand Pillars

HUMANITY

It's personal.

Impactful leadership is built on strong relationships characterized by trust and mutual respect. Our business operates according to the same principle. We care deeply about our clients' missions and goals; their successes and challenges are our own. Team members approach each engagement with humility, empathy, and open minds. We take great pride in serving as trusted advisors to outstanding organizations that are navigating pivotal moments of transition and growth—and that are dedicated to improving quality of life.



Brand Pillars

INSIGHT

No one knows the quality of life ecosystem better.

WittKieffer is the only global executive search and advisory firm that focuses exclusively on the quality of life ecosystem. We have deep domain expertise across healthcare, education, and the life sciences, and an unmatched understanding of their many points of intersection. In a world of constant change and uncertainty, we provide essential knowledge, analysis, and perspective that produce effective leaders and inclusive cultures. The insight that distinguishes our executive search and leadership advisory—and our bedrock commitment to diversity, equity, and inclusion—yields robust solutions that keep mission-driven organizations vital, relevant, and successful.





Brand Pillars

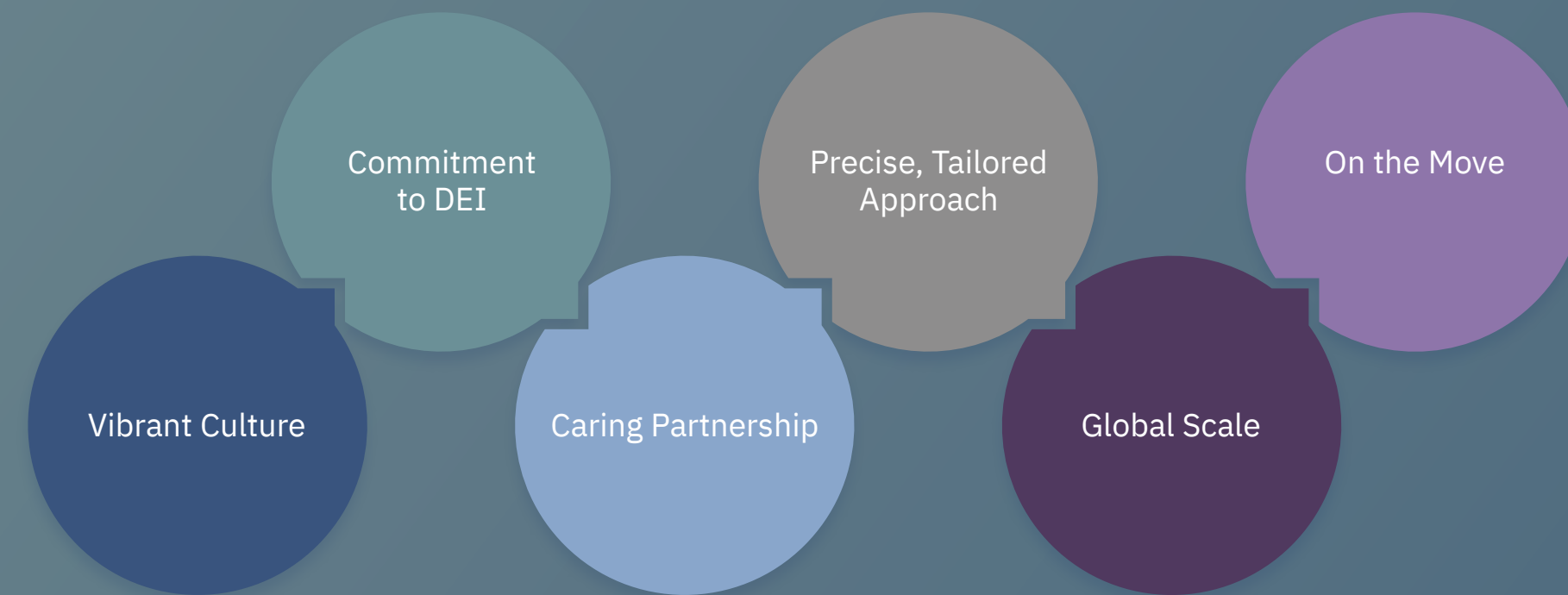
IMPACT

We strengthen the organizations that improve the world.

WittKieffer helps organizations build diverse leadership teams that have a lasting positive impact. We advance the teams that solve the most critical issues of humankind in healthcare, education and life science—the quality of life ecosystem. Everything we do is about ensuring that clients have the best people doing the right things in the right way. By strengthening their teams and cultures while centering diversity, equity, and inclusion, we fuel our clients’ success and create a multiplier effect that benefits our communities and the world.

Supporting Messages

Supporting messages help express how you achieve success by providing specific talking points related to offerings, strategies, or unique characteristics of the firm. These messages can be deployed across your communications depending on the context or the point you hope to emphasize.



Vibrant Culture

We lead by example.

If we want to be a great firm to work with, we need to be a great place to work at. As an organization devoted to enhancing client teams and strengthening organizational cultures, we’re committed to doing the same throughout our firm. The best practices around collaboration, transparency, and mutual support that we bring to engagements are also core to our daily practice. Everyone at WittKieffer has the opportunity to shine as a leader, mentor, and supportive colleague who lifts up others. The fact that our firm is employee-owned provides further motivation to live our values by hiring thoughtfully, keeping our colleagues engaged and challenged, and providing pathways for personal and professional growth. New team members cite the openness, welcoming attitude, generosity of spirit, and deep sense of camaraderie that permeate our culture and define our approach.

Commitment to DEI

Our deep-seated commitment to diversity, equity, and inclusion (DEI) influences every dimension of our work.

As a search and advisory firm, we can and must play an essential role in breaking down historic barriers for people of underrepresented identities. We live our commitment to DEI both internally and externally. Part of making WittKieffer an exceptional place to work is ensuring that it’s a place where everyone feels a sense of belonging and acceptance. This effort is powered by our Diversity Council, ongoing professional development support for all team members, and a commitment to conduct all of our work through the lens of DEI. On the client side, we continue to increase the number of candidates from underrepresented ethnic backgrounds in our searches and placements. We also understand the need to build on these initial steps and to sustain our focus on DEI over the long term.

Caring Partnership

We bring an authentic spirit of partnership to every engagement—and every interaction.

Whether it’s placing an individual leader or creating and sustaining an executive team, every dimension of our work is relationship-driven. In executive search, deep industry knowledge is complemented by a commitment to understand the needs and nuances of high-profile organizations working to improve quality of life. Our advisory engagements effect positive change by evolving your culture and energizing your team members. Throughout that process, we continuously and thoughtfully grow the collaborative relationship between your team and ours—just one of the reasons why 95% of the clients who have worked with us would do so again.

Precise, Tailored Approach

Our nimble, flexible approach enables us to apply our decades of experience to individual client needs.

WittKieffer combines a 50,000-foot view of the quality of life ecosystem—including an unparalleled network of nearly 2 million leaders connected to that ecosystem— with an on-the-ground understanding of our clients’ organizations. This deep industry knowledge is continuously augmented by the thousands of leadership dialogues we engage in daily and the business intelligence we acquire through third-party information sources. Our teams comprise a breadth of skills and talents—from proven search consultants and expert leadership advisors to research specialists and market analysts. To ensure the success of our engagements, we employ tried-and-true, yet adaptable, processes that include clear timetables and expectations, rigorous diagnostics and due diligence, and thoughtful project management. These systems ensure that we deliver quality, integrity, and excellence in every engagement.

Global Scale

We deliver boutique attention at global scale.

Your success—and ours—is a function of WittKieffer’s collaborative, team-based approach, laser focus on the Quality of Life ecosystem, and commitment to personal service and lasting relationships. We pair this boutique blueprint with an integrated suite of solutions, global reach, and operational excellence. Talent identification, leadership development, and organizational culture are inherently interrelated; we provide clients with the resources, experience, and expertise to solve strategic problems through the lens of leadership. Our global footprint expands our access to a wide talent pool and enables us to build fruitful partnership with clients worldwide.

WittKieffer’s entrepreneurial spirit, talented team members, and robust resources generate innovation and excellence at scale.

On the Move

We don’t rest on our laurels.

WittKieffer has achieved impressive growth in recent years by responding decisively and effectively to the abrupt shifts affecting organizations in our key markets. Those organizations aspire to lead in industries that are dynamic, world-changing, and often unpredictable. They rely on impactful leaders and expert guidance to make their mark—and we’re proud to supply both. Whether it’s helping cultivate the next generation of healthcare leaders, amplifying our commitment to DEI, or evolving our integrated approach to building and developing impactful leadership teams, WittKieffer embraces changes that make our organization smarter, our client relationships stronger, and our capacity to positively impact Quality of Life ever greater.

Markets & Solutions Messages

These messages provide specific descriptions and talking points to help share the strengths of WittKieffer’s diverse offerings across markets and solutions. They can help introduce employees to the firm’s areas of expertise or support outward-facing communications on the web and in proposals.



Education

We place visionary leaders who effect positive, transformational change.

While educational institutions share a common core mission, WittKieffer identifies the individualized philosophies, structures, offerings, resources and imperatives that distinguish one institution from another. Building and developing impactful leadership in education is about understanding these often-nuanced differences. We appreciate that a president's or other leader's talents, experiences, personality, and leadership style can effect a substantial shift in tone and substance for a major area of focus—such as academics or student life—or an entire institution. Thus, in leadership search, our efforts focus on evaluating candidates based on our clients' individualized needs, supported by the powerful lessons learned through thousands of engagements with institutions of all kinds. Similarly, our leadership advisory solutions leverage that same powerful knowledge base, coupled with expert consultants, to develop teams and align cultures that deliver value to the institution and its community. By partnering with ambitious educational institutions, we not only improve quality of life for those they serve, but also foster social, scientific, economic, and artistic growth that benefits the world.

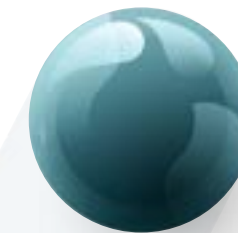


Healthcare

We build the leadership teams that care for our families, friends, and communities.

Healthcare leaders face a gargantuan responsibility—ensuring equitable, accessible, high quality care while balancing the continuously shifting pressures of regulation, cost, technology and politics. They must be advocates for their patients, their families, caregivers, their communities, and their sponsor.

For more than 50 years, we have taken this responsibility as our own. We listen intently, collaborate closely, understand deeply, and engage passionately with our clients to deliver the perspective and expertise they repeatedly count on to create leadership teams that fulfill the needs and promise of excellence in care. This is why WittKieffer consistently ranks as the premier provider of leadership solutions to healthcare organizations. Through our sustained specialization in the quality of life ecosystem, we confront the trends and challenges of this complex market side-by-side with our clients, leveraging our vast network, knowledge of the wide variety of roles and relationships within healthcare organizations, reach within the interconnected markets of life sciences and education, time-tested processes, and unparalleled insight to achieve the full benefits of impactful leadership. We share your mission to deliver accessible, affordable, and excellent care.



Life Sciences

Our life sciences practice synthesizes our historic strengths with a focus on the future.

Life sciences is a dynamic, ever-evolving industry where truly the art of the possible confronts the seemingly immutable laws of nature. Its leaders seek to change for the better the future of humanity—powering the next wave of medicines, treatments, and care. Innovators, explorers, and disruptors, today’s leaders are applying digital innovation, building new sciences, inventing new molecules, and discovering new treatment modalities. They must deftly navigate the challenges—and opportunities—to translate their groundbreaking research and discovery into safe and efficacious therapies, and then into market success.

At WittKieffer, we possess a unique, global perspective on this dynamic industry—one that’s further strengthened by our decades of leadership in healthcare delivery and education. Our life sciences team members naturally and purposefully collaborate with colleagues specializing in inter-related areas, such as academic medicine and health sciences, and are well-versed in the role of researchers, the translation of scientific discoveries to clinically proven therapies, and the commercialization and production of regulated medicines and devices.

Whether placing a new CEO for an emerging biotech firm, fostering improved culture and competencies at a pharmaceutical company, or working with leaders in growth areas such as cell and gene therapy, we understand the fast pace of high growth cultures and transformative companies. WittKieffer is well positioned to build the leadership teams who drive the discoveries, treatments, and technologies that will make our communities healthier and longer-lived.



For-Profit & Investor Backed Organizations

Our team is purpose-built to deliver the leadership solutions required to reshape and reimagine healthcare.

Healthcare is the most complex economic system in our society, formed by multiple relationships between providers, payers and the patients receiving care. Consumers’ expectations for quality, convenience, access and affordability have spurred innovation in health and wellness, and investors continue to pour funds into pioneering companies.

For more than 50 years, WittKieffer has operated exclusively at the intersection of healthcare delivery, science, and education—the “quality of life” ecosystem. For-profit and investor-backed organizations are core contributors to this ecosystem, fostering innovative approaches to improving quality of life. Our strict focus on organizations dedicated to improving quality of life provides more complete knowledge of the intricate intersections that characterize our healthcare system and allows us to nimbly adapt our approach to leadership team building in hybrid situations that benefit from cross-pollinating networks. Our team was purpose-built to offer these organizations the expertise, insight and solutions to create effective leadership teams that deliver high performance and positively impact the wellbeing of the broader organizations, communities and the world.



Academic Medicine & Health Sciences

We build the leadership teams who set the standard for the academic health science centers that deliver world-class education, patient care and research—improving the future of healthcare and quality of life.



Academic medicine and health science institutions educate our future frontline caregivers, develop ground-breaking innovations which address the most challenging health conditions, evaluate the efficacy of new therapies, and deliver vital care to our communities. The scope of their missions requires deft management of complex leadership dynamics among educators, researchers, and clinicians. These institutions require truly exceptional leaders with the specialized skills to improve access to new models of health and wellness, create new therapies that contribute to quality and longevity of life, and provide equitable and inclusive access to care.

Academic health sciences fall directly in the center of WittKieffer's core competencies: healthcare delivery, science and research, and education. Our experienced team members have conducted hundreds of leadership searches and advisory engagements, including many for world's leading academic health science centers. We are uniquely positioned to identify, recruit, and advise leaders from diverse backgrounds with highly specialized expertise—from presidents, CEOs and other C-suite positions to academic deans and chairs, medical officers, research officers and more. Our leadership solutions align and accelerate an institution's strategic growth and operational objectives.

Not-for-Profit

We elevate and empower vital not-for-profits through impactful leadership solutions.

In a highly polarized world affected by inequity, poverty, and other daunting societal challenges, not-for-profit leaders have a significant impact on how those challenges are addressed and overcome. In addition to advancing an organization's mission, not-for-profit leaders need to develop strategic plans, implement robust operational strategies, and secure the resources required to achieve their ambitions. They must also advocate for their constituencies, cultivate partnerships and coalitions, and provide the positive work environment and competitive compensation required to motivate and retain their staff.



WittKieffer is proud to provide search and advisory solutions to visionary organizations working to make our communities healthier, our social fabric stronger, and our world more equitable. In addition to not-for-profits affiliated with academic institutions and healthcare providers, we serve a breadth of clients dedicated to advancing the common good—from libraries and family foundations to economic development organizations, cultural institutions, and member associations.

Executive Search

WittKieffer understands the pivotal role senior executives play in steering organizations focused on quality of life.

Choosing a senior leader is one of the most consequential steps any organization can take. For us, participating in that process is both a responsibility and an honor.

How will a given candidate advance your goals around diversity, equity, and inclusion? How can we determine that the position will constitute the optimal step in their career journey? Does their personal style and chemistry align with your organization's culture and priorities? And will they provide a lasting legacy of impactful leadership that benefits your organization/institution and the communities you serve?

Throughout the search and placement process, we stay attuned to the myriad factors that help ensure the executive hiring decision you make is the right one. By combining high professional standards with deep personal insight, we're able to provide a stellar executive search practice where clients love working with us—and candidates keep working with us over the course of their careers. That's why we have a well-deserved reputation for placing executives who succeed—and stay.



Professional Search

Our professional search practice gives clients access to thousands of highly qualified professionals who can serve as effective leaders today—and emerge as the executives of tomorrow.

A great leadership structure provides the critical underpinnings for organizations of any size. WittKieffer leverages an integrated and strategic approach to fill the full range of departmental and administrative leadership roles, helping to place the right leaders at the right level. We're known for identifying candidates whose exceptional promise and abilities strengthen the impactful leadership ambitions of our client organizations within healthcare,

higher education and not-for-profit organizations—what we consider the quality of life ecosystem.

Honed through more than 50 years of leadership consulting, we have adapted our highly successful techniques in search to be nimble, flexible and creative to uncover candidates others can't. And we perform our services quickly and cost-effectively. Clients focused on improving quality of life look to us for ambitious, versatile, promising individuals who deliver results—and who often go on to assume more senior leadership positions within their organization.



Interim Leadership

Interim leaders provide essential skills, experience, and capacity at times of critical transition.

The need for an interim leader often arises unexpectedly; when that happens, clients face intense pressures around finding a well-qualified individual who can advance the organization's strategic initiatives expediently. These essential leaders must project calm and confidence—often during periods of crisis and upheaval—and demonstrate empathy with their new team members. They need to get up to speed immediately and propel an organization forward despite market, operational, or financial hurdles.



WittKieffer helps clients make timely, sound decisions to close short- and longer-term leadership gaps, support existing leaders, or increase capacity during times of rapid growth. We are responsive and resourceful—two qualities that have fueled our success in placing hundreds of interim leaders to date. Our dedicated teams of consultants who specialize in placing interim leaders focus on delivering excellent executives who integrate seamlessly with the client's operations and culture and make an immediate contribution to the organization.



Leadership Advisory

We empower impactful leadership within and across the ever-changing quality of life ecosystem, resulting in better outcomes for all.

Leadership matters in every industry. In the quality of life ecosystem, where healthcare, higher education, and life sciences converge, leadership is more difficult and even more crucial—and must be impactful. This ecosystem is uniquely intricate, shaped by complex regulatory, governance, financial, and ethical requirements. It is also in constant disruption as those needs evolve, bringing new entrants and forcing new relationships that challenge the status quo. This intricacy requires leaders to evolve at a speed that has not until recently been required of them, individually or collectively. It's more crucial because the wellbeing of all people and communities is inextricably tied to health, education and scientific advancement. The choices these leaders make affect far more than the bottom line: they impact each one of us as human beings.

WittKieffer helps organizations succeed by finding the right leaders, developing their capability to do the right things, and emboldening them to engage positively with one another and their constituents in ways aligned with their strategy. Our Leadership Advisory consultants enable strategy execution through executive succession, individual leader and cohort development, and alignment of executive teams and culture—with diversity, equity, and inclusion at the heart of all we do. We combine our consulting offerings with our talent acquisition capabilities to provide integrated solutions that allow them to weigh alternatives, choose wisely, learn collectively, and move forward bravely as they build our future.



Board Services

Our board director search and development services foster leadership that sustains success, achieves diversity goals and fulfills organizational mission.

To overcome complex challenges such as social change, regulatory uncertainty, market risks and economic volatility, governing boards must recruit and develop strong, diverse leaders. From trustee recruitment and education to executing an effective succession strategy, our board of directors search and advisory capabilities help boards meet their leadership needs and maintain high performance now and into the future.



Wittkieffer's experienced team creates a custom strategy for every search, working closely with board members to learn which candidates align best with their vision and values. The range of board services we offer makes it easy for our clients to navigate interviews, evaluations, selection and onboarding to successfully recruit exciting new leadership, including board directors and trustees. Our advisory capabilities assist boards in reaching their full potential over time.

We have particular expertise in recruiting board candidates to meet diversity and equity objectives. WittKieffer's extensive industry contacts and comprehensive recruitment practices help to identify new members from traditionally underrepresented groups to make the board more dynamic, effective and representative of stakeholders and local communities.



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