

The DEPTH Model	Definition	Consider (Question)	Clarify (Statement)	Communicate (Actions)
D DELIBERATE	Focused on a specific, articulable problem and solution.	Define the problem: What are we solving for?	Decide on positioning: "This is what we're saying... and why."	Do what matters.
E EDUCATED	Informed by history, current events, diverse perspectives.	Explore the history: What do we not know?	Engage other views: "I included perspectives from those most affected."	Expand the conversation.
P PURPOSEFUL	Aligned with organization vision and mission.	Position the purpose: Is this aligned with the company's mission (and vision)?	Promote the purpose: "This is how the message supports our mission, advances our vision."	Publicize the purpose.
T TAILORED	Connected to core competencies; aligned with stakeholders and channels.	Take stock of capabilities: Is this in our lane?	Tailor your message: "We are uniquely positioned to do this."	Tell your story.
H HABITUAL	Ongoing; characteristic of the organizations communication efforts; proactive; sustainable.	Hone your commitment.	Hold the line: "We've said it before and we'll say it again."	Handle your business.

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THE
DEPTH
MODEL™

D

DELIBERATE

E

EDUCATED

P

PURPOSEFUL

T

TAILORED

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HABITUAL

Definition

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Aligned with organization vision and mission.

Connected to core competencies; aligned with stakeholders and channels.

Ongoing; characteristic of the organization's communication efforts; proactive; sustainable.

Consider
(Question)

Define the problem.
What are we solving for?

Explore the history.
What do we not know?

Position the purpose.
Is this aligned with the company's mission (and vision)?

Take stock of capabilities.
Is this in our lane?

Hone your commitment.
Is this something we have committed to before and are willing to continue?

Clarify
(Statement)

Decide on positioning.
"This is what we're saying...and why."

Engage other views.
"I included perspectives from those most affected."

Promote the purpose.
"This is how the message supports our mission, advances our vision."

Tailor your message.
"We are uniquely positioned to do this."

Hold the line.
"We've said it before and we'll say it again."

Communicate
(Actions)

Do what matters.

Expand the conversation.

Publicize the purpose.

Tell your story.

Handle your business.



The Conscious Communicator
The fine art of not saying stupid sh*t

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Four Signs of Performative Communications

What it is	How it looks/sounds	What it offers	What it means	What's true
1. Simple	Few words, clickbait-y image, hashtag du jour	Nothing new	As deep as we go on this	It's always deeper than that
2. Outraged	Angry, disbelieving, nothing new	Surprise at injustice	Privileged to be clueless	It's an everyday thing for those affected
3. Deflective	Blaming, accusatory	Unspecific, undefeatable villain	We're the good guys	It's easy to avoid personal responsibility for systemic problems
4. Promoted	Seeks approval, likes	Ablution, acknowledgement	We did a good thing	It's PERFORMATIVE

The DEPTH Model™ serves as an objective framework for shaping an apology when the issue is more subjective.

ADMIT the mistake or misspeak	DELIBERATE	Clearly define the problem — the true nature of the misspeak and the offense	Accurately decide on positioning
	EDUCATED	Explore the history and context of the issue Engage other perspectives , especially the perspectives of those most affected	Expand the conversation by identifying who was harmed and acknowledging the existence of the systemic inequities that shape such responses
ACKNOWLEDGE concern	PURPOSEFUL	Position the purpose of the apology in relation to the company's values	Promote the purpose by explaining how the misspeak deviated from it
	TAILORED	Take stock of capabilities to determine if what you're promising is something you can actually do	Tailor your message to be actionable rather than aspirational
ACCEPT responsibility	HABITUAL	Hone your commitment to show how the action you're taking now is—or will be—part of an ongoing commitment	Hold the line going forward and defend the response if the issue resurfaces
Address with action			



STAKEHOLDER ALIGNMENT TOOL

	CONCERN		FOCUS
The Communications Team	Making clear where leadership stands on an issue	DELIBERATE	Define the problem
	Proving value to leadership	EDUCATED	Position communications as Subject Matter Experts
	Mitigating employee blowback	HABITUAL	Minimize blowback
The C-Suite	Improving employee engagement	PURPOSEFUL	Publicize the purpose
	Positioning the brand competitively	TAILORED	Connect to core competencies
	Dealing with the Board		Align with stakeholders
DEI and HR Leadership	Attracting & retaining diverse talent	PURPOSEFUL	Align with vision & mission
	Creating an inclusive culture	HABITUAL	Sustain characteristic messages
	Delivering on DEI goals	DELIBERATE	Articulate problems & solutions
Customers and Prospects	Knowing where the company stands	DELIBERATE	Decide on position
	Knowing what the company can do	TAILORED	Connect to core competencies
	Believing company keeps its promises	HABITUAL	Hone your commitment
Employees	Knowing where leadership stands	DELIBERATE	Decide on position
	Knowing what the company stands for	PURPOSEFUL	Align with vision & mission
	Believing company keeps its promises	HABITUAL	Communicate consistently



DEI Communications Organization Chart

Chief Executive Officer

Chief Diversity Officer

DEI Communications Team

(Director, Sr. Manager, Manager, Specialists/Coordinators, and Interns)

- Embedded role in each department and region to focus on department objectives and regional DEI nuances
- Works with ERG communications contacts, diversity council/committee/task force
- Works with internal communications, HR communications, external communications, ESG/CSR communications
- Works with people manager communications
- Works with marketing, brand, copywriting, sales, and training on inclusive communications

No head of DEI?

Corporate Communications

All team members trained and accountable for a DEI lens on their work