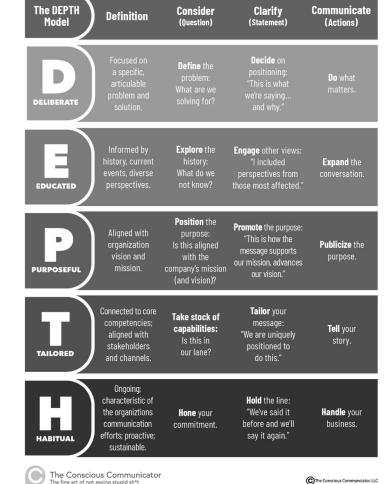
The DEPTH Communicate Consider Clarify Definition Model (Question) (Statement) (Actions) Decide on Define the Do what DELIBERATE Informed by Explore the Engage other views: **Expand** the events, diverse What do we perspectives from perspectives. not know? EDUCATED Position the Promote the purpose: Aligned with "This is how the Publicize the organization Is this aligned message supports vision and with the our mission, advances mission. company's mission **PURPOSEFUL** our vision." (and vision)? Connected to core Tailor your Take stock of competencies: message: capabilities: Tell vour aligned with "We are uniquely Is this in stakeholders positioned to our lane? **TAILORED** and channels. do this." Ongoing; Hold the line: characteristic of the organiztions

Hone your

commitment.







HABITUAL

communication

efforts; proactive;

sustainable.



THE DEPTH MODEL™











DELIBERATE

EDUCATED

PURPOSEFUL

TAILORED

HABITUAL

Definition

ocused on a specific articulable problem and solution. current events, diverse perspectives Aligned with organization vision and mission. Connected to core competencies; aligned wil stakeholders and channels.

Ongoing; characteristic of the organiztion'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

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

Do what matters.

Expand the conversation.

Publicize the purpose.

Tell your story.

Handle your business.





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	lt'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 <i>define the problem</i> — the true nature of the misspeak and the offense	Accurately decide on positioning
ACKNOWLEDGE concern	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
ACCEPT responsibility Address with action	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
	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





STAKEHOLDER ALIGNMENT TOOL

CONCERN

	COTTCETT		10005
The Communications Team	Making clear where leadership stands on an issue Proving value to leadership Mitigating employee blowback	DELIBERATE EDUCATED HABITUAL	Define the problem Position communications as Subject Matter Experts Minimize blowback
The C-Suite	Improving employee engagement Positioning the brand competitively Dealing with the Board	PURPOSEFUL TAILORED	Publicize the purpose Connect to core competencies Align with stakeholders
DEI and HR Leadership	Attracting & retaining diverse talent Creating an inclusive culture Delivering on DEI goals	PURPOSEFUL HABITUAL DELIBERATE	Align with vision & mission Sustain characteristic messages Articulate problems & solutions
Customers and Prospects	Knowing where the company stands Knowing what the company can do Believing company keeps its promises	DELIBERATE TAILORED HABITUAL	Decide on position Connect to core competencies Hone your commitment
Employees	Knowing where leadership stands Knowing what the company stands for Believing company keeps its promises	DELIBERATE PURPOSEFUL HABITUAL	Decide on position Align with vision & mission Communicate consistently





FOCUS

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



