



# The Communications Doughnut

*A framework for effective and ethical communication  
to support human progress*

**The Communications Doughnut is a simple but urgent framework that any organisation (or individual) can adopt to ensure the way you communicate is effective and ethical. In a clear, visual format, it provides the essential principles required to guide the way you speak, write or illustrate ideas, as well as to steer the way you receive information. By following these principles we can collectively harness the positive power of communication to create stronger connections and greater impact, and we can mitigate the negative - and often destructive - consequences of poor or unethical approaches to communicating.**

**“This is excellent; an ethical framework for transformational communications that would not only work at an organisational level, but also a societal level.”** - CEO for a UK charity

**“I really like it. I think it will strike a chord with a lot of people who are struggling to articulate these issues. It can help demonstrate when your current approach to comms is not fit for purpose.”** - Former News Editor for *The Times*

**“The Doughnut has a lot of potential. Working on better, more credible communication could fundamentally change businesses.”** - Director at PR company

*This document provides an introductory overview of The Communications Doughnut and invites feedback so that we might continue to refine the model and the plans for its use.*

# Welcome to the Communications Doughnut

**Communication is the foundation of society; it is how we build connections, share information and bring about action. It allows us to fulfil our potential and realise our ambitions as organisations or individuals. A positive, constructive approach to communicating is therefore essential in supporting progress. It ensures we can individually or collectively rise to the challenges we face, whether that's on 'everyday' needs such as community harmony or effectively sharing information with colleagues, or more 'epic' needs such as meeting the UN's Sustainable Development Goals and addressing the climate emergency. All rely on constructive communication. It allows us to hear and be heard, to understand and be understood, to be empowered and to enable.**

However, too often, communication - whether that's from brands, the media, in politics, or even in our work and personal relationships - is anything but constructive. It is sometimes used destructively as a weapon to divide instead of a tool to unite. It can be used to mask regressive activities or make false claims, stalling real progress. It could be anything from misleading marketing or biased reporting to prejudicial speeches. The power of communication is being either willfully manipulated or recklessly mistreated in all aspects of our lives. As a result, we experience growing tension with others and we are often unable to do what is best for ourselves or the planet because we either do not act or because we are led to act in a negative manner.

In addition to this, there is simply 'poor' communication, where the intention is ineffective. But even this can have serious consequences. Picture a boring newsletter that causes readers to buy from a competitor, or a public health campaign that falls short and results in people doing more of what needs to be prevented. This poor communication results from ignoring the powerful possibilities of communication and the responsibility of the communicator.

So, how can we make it easier to communicate constructively, as well as easier to recognise and repair - or call out - destructive (or poor) approaches?

The Communications Doughnut is a first; a framework for constructive communication that is easy to understand, implement and evaluate. It guides optimum outcomes and mitigates against destructive possibilities. It answers the pressing need for an accessible framework to ensure that everyone can communicate in a way that is both effective and ethical.

## Coming up:

- What's in the dough
- How the Doughnut was formed
- How we can use the Doughnut
- The Communications Doughnut and Doughnut Economics
- Looking inside: the Doughnut's ideas in detail
- Achieving positive results
- Your feedback

## What's in the dough

Communication is inherently a relationship between communicator and communicatee - both sides have a role in ensuring the communication is constructive. The full Doughnut therefore provides guidance for both sides. In its complete form, the Doughnut consists of **12 Communicator Principles**; the essential rules of constructive communication (from authenticity to inclusivity and accessibility). And it includes **4 Communicatee Principles**; guidance for how to best receive and respond to information, to maximise the positive intentions and minimise the risk of being manipulated or misled.

If all these principles are observed then we have all the ingredients and the 'dough' is complete. This is how we thrive.

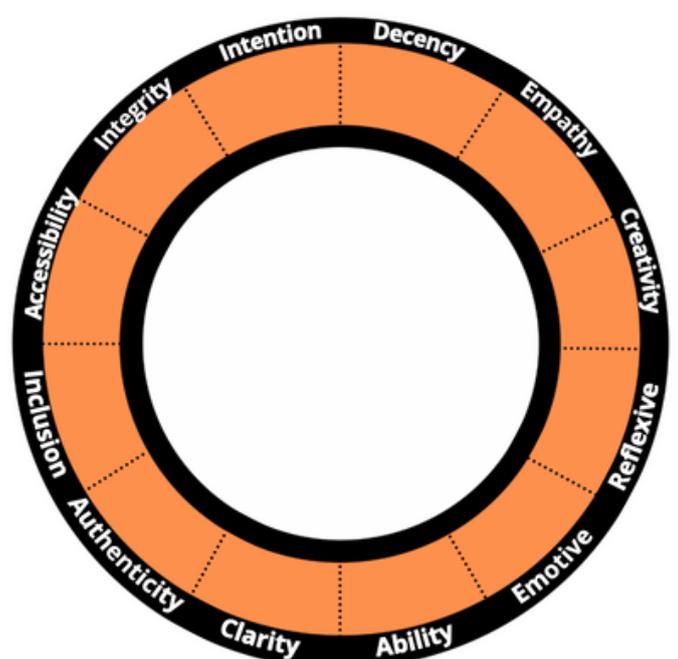
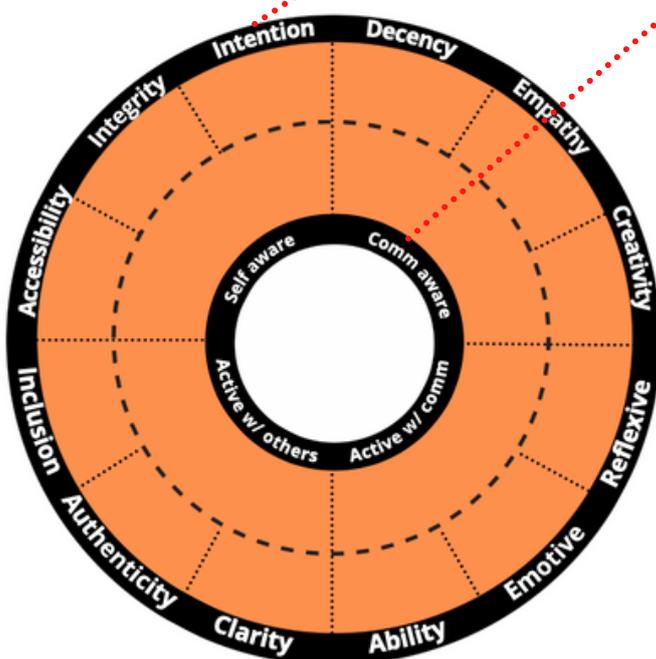
But to make it most practical - and because organisations can not control how people receive and respond to communication - the Doughnut can also be used with just the first ring: the 12 Communicator Principles. Use this to guide and assess the way you communicate outwards. Indeed, this is the form of the Doughnut you may see more often, when communications are being shaped, or when communications approaches are being evaluated.

The Communications Doughnut is something we can commit to, be guided by and measure progress against.

(And yes - this does owe its design inspiration to Kate Raworth's brilliant Doughnut Economics model for a sustainable economy, but more on that important connection later).

[The 12 Communicator Principles - page 11](#)

[The 4 Communicatee Principles - page 13](#)



## How the Doughnut was formed

Every communication produces a reaction - it affects the way we think, feel and act. The Doughnut helps you control those outcomes by taking responsibility for why you are communicating (intent), what you are saying (content) and how you are saying it (delivery). It also helps you to better understand and take responsibility for the potential - and critical - consequences of how you receive communications. It provides a floor of standards below which no one should fall and a ceiling of ethics, above which no one should rise.

At the moment, no single comparable model exists. Whilst there are 'codes of conduct' for various professional bodies (e.g. PR practitioners and marketers), these tend to be narrow in focus (are both profession-specific and do not extend to the full spectrum of how we communicate), provide no global standard (differing by region), are restrictive rather than progressive (look to limit bad behaviour rather than also champion good and equitable ones), do not support individuals (except for members of very specific professional groups) and are too disjointed and impractical to provide a single, guiding solution. Simply, there is an obvious and urgent need for a unifying solution that anyone can follow.

In identifying the qualities of the Doughnut, I have read a number of professional standards and codes of conduct, digested essays on communications ethics and even drawn on the UN's International Declaration for Human Rights. (Article 1 states that 'all are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.') Crucially, I have also drawn on my years of working as a social impact communications strategist (including publishing a book on communications strategy and skills, *Influence: Powerful Communications, Positive Change*). But it was important that whilst the tool must stand on robust reasoning and sound insights, it must also be practical: easy to survey at a glance and easy to implement immediately, by anyone.

### From ethics to excellence

Communication is inherently an ethical activity as it is informed by choice, reflects values and has consequences. As Shanon Bowen writes in the paper *Ethics of Strategic Communication*, ethical communication is 'essential to the existence of a stable society'. She says it, 'allows groups to understand one another, facilitating economic and social relationships and continued coexistence through the exchange of information.' And in *21st Century Communication*, William Eadie says ethical communication 'will prove key to meaningful relationships, to responsible participation in the global economy, to the understanding and resolution of complex social and political issues, and to responsive civic engagement.' I couldn't agree more. He also adds: 'Communication in today's globally interdependent world has both extraordinarily creative and devastatingly harmful potential.' Communication has a light side and a dark side. It is worth pursuing the positive power of communication.

Why then is there no agreed, international framework to help steer ethics in communicating? Perhaps it has been deemed too complex to distil to something that can be accessible and easy to act on. The Communications Doughnut aims to answer this challenge, whilst going still further - beyond ethics alone to deliver something more. This is not just about compliance or minimum standards but about aspirational qualities and maximum value; empowering and enabling. Ethics and excellence. Not only does the tool help you to be just and true, it also ensures your message connects more fully and leads to greater engagement with your audiences. Ultimately, it leads to more action. There is a growing awareness of the value of such an approach. And with the practicality of this tool, I believe many will be looking to activate it.

Further - in addition to the pull, there will be the push, an increasing demand to take part in this. For example, one of the most immediate needs for this model is with businesses. There are increasing demands for them to serve a greater social purpose. This demand is being driven by customers, employees and investors alike. It is leading to the growth of movements such as B-corps, a wave of new social entrepreneurs and progressive approaches within established brands. 'Responsible communication' is a natural complement to being a 'responsible business' - in fact, it is highly likely that increased scrutiny of the ways businesses operate will include the ways they communicate.

### **Knowledge is strength**

The challenge of providing a simple frame to improve the way we communicate is not a new one.

George Orwell wrote in an essay in 1946 that 'the present political chaos is connected with the decay of language'. He was reflecting on the effectiveness of Nazi propaganda in the Second World War, which had been using all means of communication to 'deprive its objects of the power of independent thought.' He said that language should be used 'as an instrument for expressing and not concealing or preventing thought.' However, it was sometimes used 'to make lies sound truthful' and 'to give an appearance of solidity to pure wind'. He stated that language can corrupt thought. Three years later, Orwell showed how far this idea could go with his novel 1984. Over 75 years on and that book could be speaking of the world we see around us today - with reality and fantasy being blurred, and suppression of our ability to do what is best for ourselves and the planet.

Orwell proposed a short set of rules to apply to the language we use in our communication to ensure optimal outcomes, with a focus on clarity and brevity. The Communications Doughnut adopts some of his ideas on language, whilst expanding into a number of other areas to provide 12 foundational elements for communicating, that must all be incorporated. I believe it should be a human right to be communicated with in this way, and that we should be able to hold people to account when they use communication destructively.



# How we can use The Communications Doughnut

We can use the Doughnut to improve approaches to communication for individuals (in our professional and personal relations) and organisations (for brands, non-profits, governments and the media). The biggest use and the greatest impact, though, will be in how it will shape the way organisations communicate. **It can be used as both a guide and an evaluation tool.**

**As a guide:** the Doughnut provides the checkpoints for creating a positive culture of communication, and for crafting optimum communication practices every time. It helps inform a standard approach to informed communications decisions. As the tool matures, I'd like there to be up to 5 key points under each of the principles (currently expressed in long form as we test and refine the ideas), which can be used to quickly inform your approach. These principles could be used alongside your existing approaches, to strengthen and complement. This might include where specific professional standards and organisational obligations of behaviour are already committed to.

**As an evaluation:** the key points in each principle can be used as a checklist. Organisations will note where they are meeting these principles and where they are falling short. This will then be shown visually on the donut: the neutral state of the Doughnut is amber - this means nothing positive or negative is happening to activate a key point within each of the 12 principles or that an organisation knows there's a shortfall but they're working on it. When they are activated positively they turn green, and of course, when they are activated negatively (such as knowingly ignoring ideas of inclusivity or decency) they turn red. (Quick note: visual evaluations will naturally always be presented with an accompanying narrative to explain the score and areas for development).

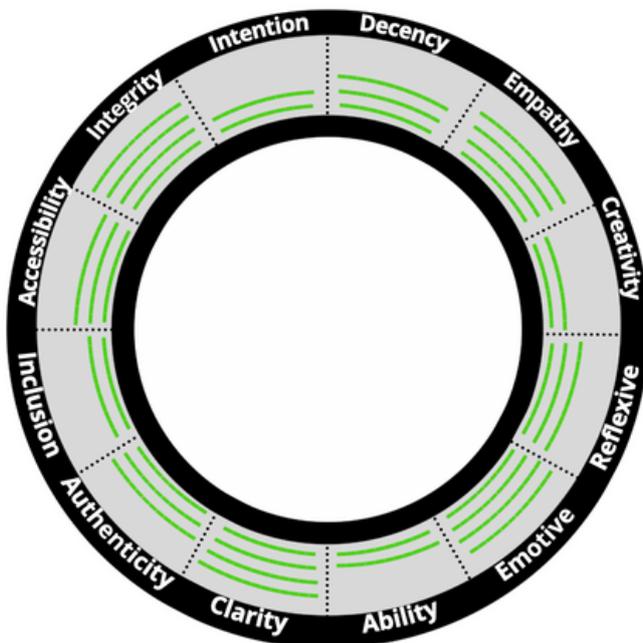
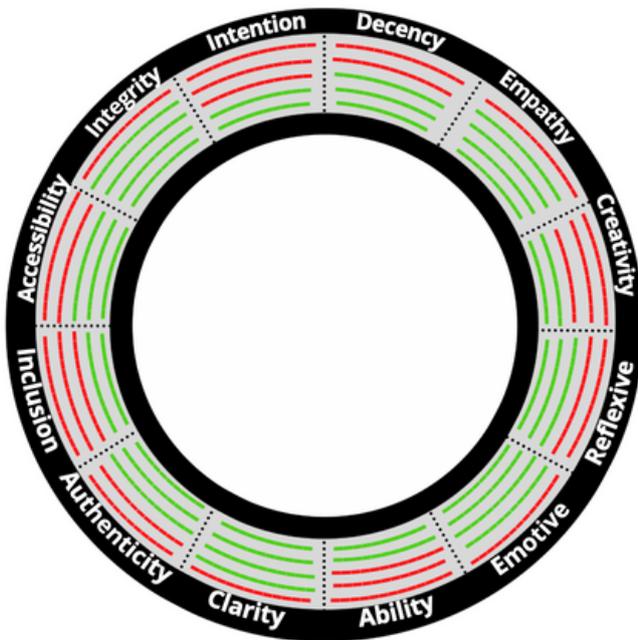
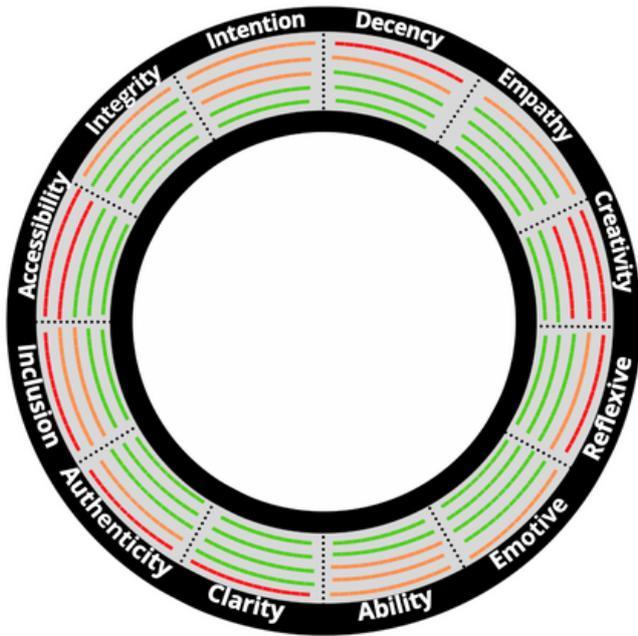
A fully green Doughnut may be almost impossible to achieve but that would show that all the principles are being applied. Evaluation may be done periodically, as a temperature take on the general approach of an organisation (rather than to score specific communications activities - although those specific examples can be used to evidence the general approach) and this evaluation can be used to steer further development, as well as shared publicly as a marker of transparency and commitments for further development. Further to this, this evaluation approach may be used to hold others to account: using a simple visual to shine a light on unethical or manipulative communication practices.

## **Potential uses of the Doughnut include:**

- Help governmental organisations to communicate clear, impactful messages
- Help junior communications professionals get a better understanding of communications
- Allow communications professionals to visually demonstrate to senior execs the need to change current approaches to communication
- Guide young businesses to develop a credible (and impactful) voice and brand
- Provide a recognised mark of standards, allowing organisations to publicly demonstrate a commitment to ethical and effective communication
- Allow campaigns and campaigning organisations to achieve greater traction and impact

## **As the tool develops, it will be expanded with:**

- Helpful examples that show where communications are using and ignoring the principles (good and bad practice)
- Step by step guidance on how to implement the principles within your organisation, as well as how to get others on board
- Refined details within each principle to ensure each has up to 5 clear key points to follow
- Simple evaluation guidance for anyone looking to score their approach to communicating
- A one page overview to allow anyone to get going with the basic ideas straight away



Each principle might be scored out of 5 key ingredients.

Concepts for visualising the evaluation include green, amber and red scoring bars, or without amber or with just green.



# The 12 Communicator Principles

## *The essential principles of constructive communication*

*Note: as the model is refined, it is expected these 12 elements will be clustered into four overarching categories that reflect the full process of communicating, such as Ideation, Creation, Delivery, Response*

### **1: Intention:**

There is a clear and sincere, motivating purpose behind the communication (that is both immediate and long-term) and this 'why' is understood or expressed, with conviction. It informs all of the communication. No hidden or false agenda. No posturing. There is a genuine intent to add to an idea and not just to serve personal gain. Also, being aware of the potential consequences of the communication from multiple perspectives, and not creating consequences for others that you would not welcome yourself. Finally, not using the power of the communication as a distraction from other issues.

### **2: Diversity & Inclusion:**

Involving and accounting for diverse voices and needs and / or with diverse participation, co-creation and cultural awareness. Not speaking on people's behalf without their involvement or input and being aware that others may have differing beliefs and values.

### **3: Integrity & Responsibility:**

Honest, open and transparent - not misleading (knowingly or inadvertently through carelessness) and not purposefully selective or deceptive. Not giving too much attention to an individual, organisation or issue without also acknowledging wider (negative) associations. Being mindful of the implications of words - using words that give appropriate meaning (i.e. 'climate breakdown' not 'climate change', or 'tax justice' not 'tax relief') and avoiding words that have loose / interpretive meanings you can hide behind with conscious dishonesty (i.e. 'democracy'). Being aware of and open about your own self (your strengths, your position, your behaviours), as well as transparent on any interests informing your communication (commercial or otherwise). Being fair, not manipulative or coercive. Having the courage to express what you believe to be right or important. And being consistent - delivering the same message to different groups.

### **4: Authenticity:**

Informed, evidenced and credible. Differentiating between opinion and intellectual fact, and making truthful representation of the available information. Avoiding hyperbole and exaggeration. Rooted in knowledge or a desire for knowledge, with expertise or claims expressed openly (and credited). Expert knowledge / opinions are supported by strong generalist knowledge and awareness of counter positions.

### **5: Legitimacy & Decency:**

Abiding by legal and ethical standards, as well as regulatory frameworks, codes and professional standards, including accounting for confidentiality and consent. Ensuring respect and sensitivity for both people and issues. And being decent: non-offensive, non-bullying, non-discriminatory and non-exploitative - not likely to cause harm or damage wellbeing.

### **6: Empathy:**

Understanding the audiences' true needs (both their pains and desires), as well as for the people that will be affected by the communication - do this with compassion, empathetic appreciation and emotional intelligence. Crafting the communication to best connect with them or account for this. Being aware of what may stand in the way of the message being understood or valued, and what questions / issues this may expose. Doing this while accounting for context (including relational, situational, geographical and cultural - for example, some US audiences are more likely to act on climate challenges framed as pollution issues) and being aware of how people perceive and process information (including based on values, norms, identity and cognitive biases - we are not purely rational). Using language and concepts that will connect and achieve desired outcomes.

## **7: Clarity & Brevity:**

Simple language and design that allows for a broad audience of understanding of the true intentions. Always striving for precision, concreteness, conciseness and simplicity over complexity. Not leaving room for interpretation, either of the meaning of an idea or its implications (i.e. 'coral die off' has severe wider consequences for global systems not understood in that phrase alone). Aware of the association and implications of our words, and always favouring the simple. Avoiding jargon, technical language and euphemism. Active, not passive. Being conscious of grammatical errors. And with the most important information presented first.

## **8: Creativity:**

Striving for new approaches and methods to communications (as well as applying freshness to language and image use), to ensure people maintain connection and involvement. Accounting for the changing way we connect with people and ideas, and for the fact people can resist ideas unless communications are repeated and reinvigorated. And minimising inefficiency. Never relying on cliché (i.e. images of polar bears to illustrate climate chaos).

## **9: Accessibility:**

Giving more people the opportunity to receive (or take part in) the communication, including those with communications challenges. And allowing more people to access the channels where information is exchanged. Ensuring a diversity of delivery methods and styles, utilising a range of audio, visual and social communications to ensure wider reach.

## **10: Ability:**

Ensuring communications are delivered skillfully (with higher technical standards in writing, public speaking, personal communication etc). Having a commitment to continuously develop these skills yourself and contributing to more people being enabled to develop such skills more widely.

## **11: Emotive and non-verbal:**

Offering both factual and emotional connection to your ideas - not playing on emotions or manipulating through them but balancing out the ways we perceive and process information. Being especially mindful of how images can create strong emotional connections. Using non-verbal forms (including body language and tone of voice in spoken and written language) effectively to create a more rounded and real emotive communication approach. And being aware of and vigilant to the meaning and association conveyed by these communications.

## **12: Responsive and Reflective:**

Not just 'broadcasting' but also actively listening to what is coming back and adapting to ensure the communication connects responsively. Ensuring there is a method to provide the feedback loop and to respond to the messages coming back that is non-defensive. Having a commitment to understand the meaning of responses and not assuming an intent or emotion that is not real. Building resilience to be accepting of and learning from contrasting beliefs and behaviours. In addition, pre-empting potential feedback / questions and factoring this into clearer, more effective initial communication.

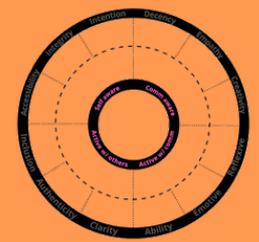
## **Communications paucity**

Examples of communication approaches that ignore these principles may include:

- Manipulation
- Under-representation
- Self-interest
- Complexity
- Inaccessibility
- Skills gaps
- Emotional manipulation
- Inefficiency
- Channel voids
- Lacking purpose / intent
- Inaccuracy
- Indecency
- Intellectual paucity
- Unresponsive
- Narrative dominance
- Bullying tactics

# The 4 Communicatee Principles

## *The essential principles of reading and listening*



When receiving information, principles of positive, constructive behaviour can be split into two main areas (each with two sub areas): awareness and action - being fully understanding of the communication and how it is working on you, and then engaging with it and with the world around it.

This ring of the doughnut is completely interrelated with the other: all these receiving principles make you a better communicator, and effective communicators must also be good listeners and responsive to the information coming back to them. As Pema Chödrön says: 'The more clearly we can see, the more powerful our speech and our actions will be.'

This ring is presented in less detail here though as for most practical purposes the Doughnut may be used by a communicator without this area. Together, the two halves of the doughnut show a perfect, positive communication taking place but the greatest gains and leverage for positive change are made by focusing attention on the communicator.

*Quick side note: It is frustrating that there aren't better words in the English language to cover the act of being communicated to, i.e. being a 'communicatee'. Any ideas how to make this sound more friendly, let me know! It is quite telling that there are more words for broadcasting information than there are for receiving it.*

## **Awareness**

### ***Reflection and investigation***

#### **Awareness of self**

Having knowledge of your biases, the assumptions you make, norms you abide by, the baggage / historical references and experiences that may inform how you receive the communication.

#### **Awareness of the communication**

Using critical thinking to weigh up the emotions and facts, and the ways the communicator may be leading or manipulating your reaction. Fully considering their intentions, the context, and the potential consequences it may have.

## **Action**

### ***Engagement and participation***

#### **Active with others**

Sharing the communication and your thoughts on it with others, and discussing shared or contrasting reactions. Ensuring diverse engagement over this communication and the wider subjects it represents.

#### **Active with the communication**

Interacting and examining the communication, asking questions of it and interrogating it to ensure its intention is pure and understood. And ensuring proactively seeking diverse inputs around the subject it represents.

## **Scoring and evaluating our approach to receiving communication:**

It is possible to score someone against these principles but that is not something I see as having the greatest practical application. (Who would take the trouble to evaluate themselves after listening to a speech or reading an article? And how could you score someone else as an observer when many of these principles apply to internal cognitive behaviours?). Scoring could work better on more of a group or societal level but I believe the most practical way of bringing this part of the doughnut to life will be through simple guidance, and as a (mental) checklist to quickly run through when being communicated with and then deciding what to do with this new information. (For the purposes of representing the design of the full doughnut, though, a scored approach is indicated.)

# Achieving positive results

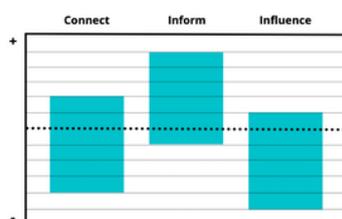
*The doughnut aims to ensure optimum outcomes and mitigate against destructive consequences*

The purpose of communication covers three main areas - **to connect, to inform and to influence**. I won't go into detail on this in this document but it is important to quickly identify the difference between positive and negative outcomes, so that every communication can be shown to be working in a powerful and positive way.

Within each of the three purposes, there are many variables and nuances. Here, I will just highlight two for each purpose. Of course, positive communication aims to achieve results that are focused on the left of the scale. The outcomes outlined here cover the consequences of the communication for both the communicator and the receiver and, in turn, on society.

<b>Connect</b>		
<b>Trust</b>	< >	<b>Disconnection</b>
Building trust, loyalty and engagement		Breaking trust, hindering future engagement with you and your ideas, or between groups
<b>Collaboration</b>	< >	<b>Conflict</b>
Bringing closer associations and partnerships (and reciprocity) to ensure positive, active relationships and networks are built		Causing rifts, radicalism, aggression, stress, discomfort, narrative dominance, reduced morale or injustice
<b>Inform</b>		
<b>Understanding</b>	< >	<b>Misunderstanding</b>
Fully informed of the factual and emotional intention of the communication, allowing new ideas to flourish		Either not understood or understood incorrectly, resulting in confusion, being misinformed or taking inappropriate action
<b>Truth</b>	< >	<b>Deception</b>
The intention and outcomes are honest and as expressed, resulting in being informed with truth		Immorally misleading or achieving aims that counter claims through falsity, manipulation or deception
<b>Influence</b>		
<b>Empowerment</b>	< >	<b>Suppression</b>
The audience is given greater opportunity to achieve their potential and enabled to act		Depriving opportunity for individual thought, disempowering, excluding people or repressing freedom
<b>Action</b>	< >	<b>Inaction</b>
Achieving real influence. The communication not only changes the way the audience thinks and feels but also how they act, and this action is positive and follows your intention		Poor communication results in apathy and inaction. Progress is held up, with missed opportunities and unmet needs

In time, we might develop a scoring method to evaluate communication outcomes. It could be presented visually as something as simple as this example snapshot, and could be used to assess a whole organisation or a specific communication activation. This would of course be accompanied by a narrative, explaining the details behind the scoring: where and how they have excelled or fallen short.



# The Communications Doughnut and Doughnut Economics

*A sustainable economy is interdependent with positive communications*

The Communications Doughnut is inspired by the brilliant Doughnut Economics model by Kate Raworth. It is a great example of how a simple-looking solution to a complex problem can be the most effective one. The green, doughy ring represents an economy in balance; socially just and environmentally safe, achieving the needs of all within the means of the planet. The hole in the middle of the doughnut is where we are if we fall short of our societal foundations (from housing to healthcare) and the bit outside the doughnut is what happens if we overshoot Earth's life-support systems (such as a stable climate, fertile soils and biodiversity). And the model is catching on, being adopted by countries and cities around the world that want to ensure a thriving future.

The same ringed model can also brilliantly represent communication, although in a less academic manner: in a 'sustainable' - or constructive - form of communication we must also operate 'in the dough'. Fall short of the principles and we find ourselves outside the doughnut, where communication becomes destructive, leading to a number of negative consequences.

But the Communications Doughnut doesn't just borrow from Raworth's design, it also complements the economic model: several of the 'social foundations' of Raworth's economy are also essential societal conditions to enable constructive communications to take place. These include:

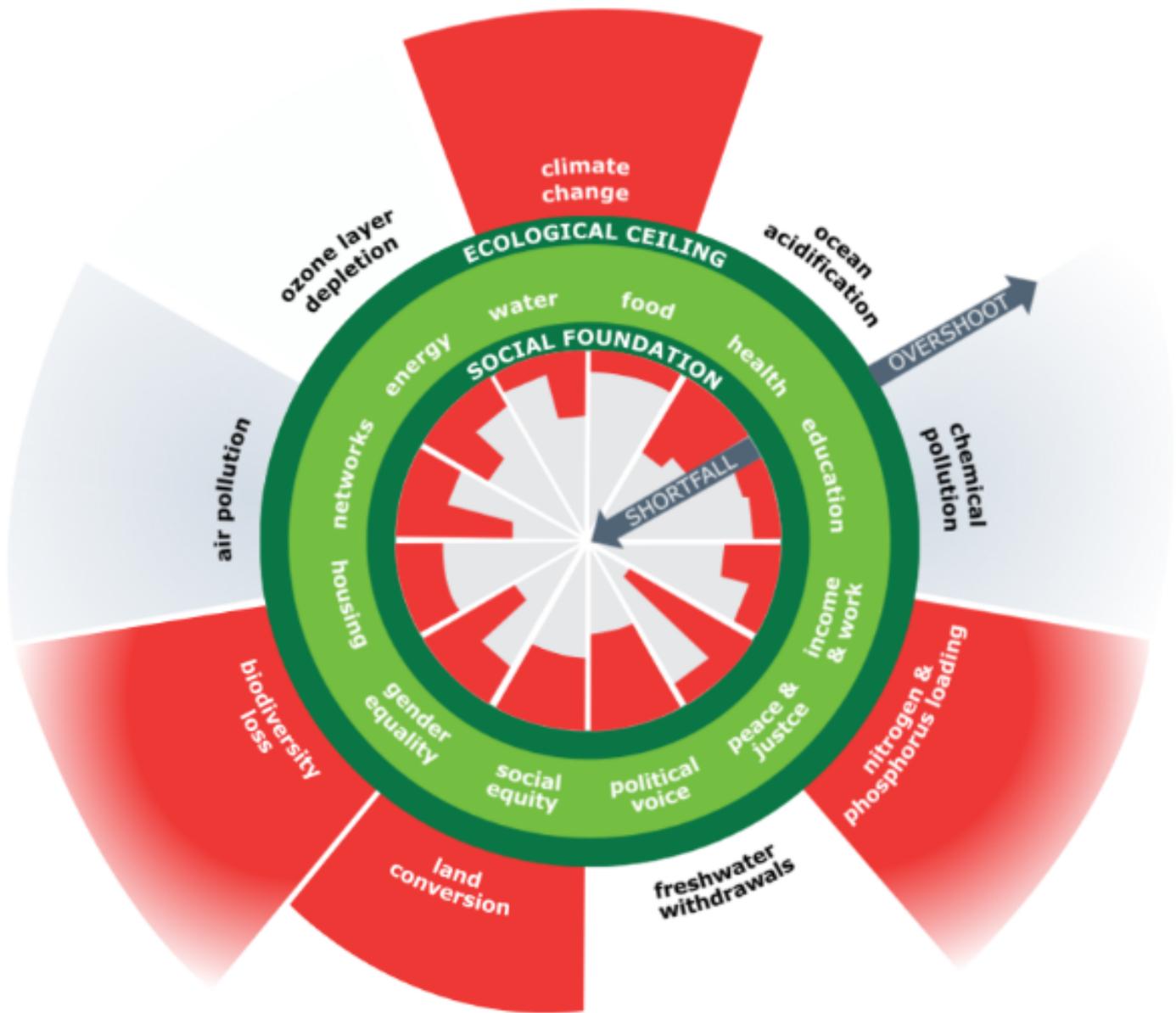
- Education
- Income & work
- Peace & justice
- Political voice
- Gender equality
- Networks
- Life systems (energy, water, food etc)

*You can read more about these conditions at [kateraworth.com](http://kateraworth.com)*

A sustainable economy and constructive communication are interdependent. We can not have one without the other. And anyone with an interest in either economics or communication should support progress in both.

Raworth explains that 'as humanity's context, values and aims continually evolve, so too should the way we envision the economy'. You can just as well swap 'the way we envision the economy' for 'the way we communicate'. And being a visual model is an essential part of ensuring the principles take hold. As Raworth herself explains, you have to 'draw the change you want to see in the world, by combining the well known power of verbal framing with the hidden power of visual framing'. You must show the change, if you want people to be part of it.

And just as the old economic model is based on an old portrait of humankind (as Raworth also illustrates), so is the way we communicate. Paraphrasing Raworth, we have been told we are self-interested, isolated, calculating and fixed in taste, whilst we are actually social, interdependent, approximating and embedded in the web of life. We must 'nurture human nature' - the Communications Doughnut puts humankind at its heart. It also accounts for - and mitigates against - the fact that we humans are not wholly rational, but are subject to values and influences, norms and expectations, along with many cognitive biases. These are factors that destructive communication takes full advantage of.



Doughnut Economics model by Kate Raworth

## Next steps

Thank you for reading this overview of The Communications Doughnut.

This is a new concept and it is still in the process of development. In time, the descriptors of the key elements will be expanded and refined to provide greater clarity and constructive application. And there will be clear guidance on implementation and evaluation approaches, especially for organisations. It is clear that when live, the Doughnut will benefit greatly from examples (good and bad practice) that bring these principles to life, along with more guidance on how to practically apply its thinking in a number of different contexts.

I appreciate that for a tool described as 'simple' there is a lot of explanatory text here! But it is important to go broad and deep in this development phase before the final tool can be sharpened and presented more simply.

The ambition is for there to be a simple version of the Doughnut that is easy to use as a quick, guiding framework by anyone, along with a more detailed version that contains more depth around each element, for more detailed application and robust analysis. Over the coming period, I am taking on board comments before the project is developed further.

## Feedback

I'd therefore love to hear your thoughts on this concept, to ensure that when we take this out into the world, it provides genuine value and leads to positive impact.

In what ways would you refine it, expand it or use it?

**Please let me know at [adam@adamcomms.com](mailto:adam@adamcomms.com)**

