

21 September 2020

Dear LOAM,

This is formatted like a letter, not like a business brief. Additionally, because LOAM knows who they hired, this introduction is unnecessary.

My name is Jane Doe, and I have been hired by HCM to consult you about the best retention practices for diverse employees at executive levels. It is essential that you make diversity your top priority. “Individuals with different backgrounds offer distinct outlooks and ideas, helping to propel a company culture of creativity and innovation” (accel5).

This quote isn't integrated — it's neither introduced or explained, so the audience won't understand its relevance.

Because LOAM has had trouble retaining its employees, Fisher (2019) recommends drawing on opinions from diverse stakeholders. They should not only consult with executives, but also industry experts and area specialists; they may also want to hire a facilitator to help discuss bias in a productive way (Fisher, 2019).

The recommendations contained in this brief are “off the shelf” solutions that haven't been adapted to the specific situation.

This brief should be addressed to LOAM and should not refer to them in the third person.

They must also recognize that hiring diverse employees alone doesn't make the cut. To really hit it out of the park, LOAM needs to make diverse employees feel included after they're hired. Sherbin and Rashid (2017) say without efforts toward inclusivity, employers might even experience a backlash against diversity. “Understanding that narrative along with numbers is what really draws the picture for companies.” (Sherbin and Rashid, 2017) LOAM absolutely has to change the company's culture by rewriting their narrative on diversity.

This is tonally unprofessional. As a consultant, your role is to make recommendations, not commands. Clichés and colloquialisms also contribute to an informal tone.

Paragraphs lack organizational coherence.

After changing their narrative, LOAM must dig into the nitty gritty of making their board a place where diverse employees can thrive (Fisher, 2019). They can't rely on their diverse employees to do all of the talking by themselves. LOAM has to ensure that all of their board members understand they each have a responsibility to create and uphold a diverse and inclusive environment. According to Fisher (2019), diverse employees would often rather be a second to someone championing diversity and inclusivity rather than leading the cause themselves. However, other board members must be aware that while they are responsible for being allies in diversity, they are also responsible to silencing themselves and listening when they need to.

The citation should always be contained within the sentence. An ampersand should be used in place of the word “and” for parenthetical citations. Here is the correct placement of the period and ampersand: “...for companies' (Sherbin & Rashid, 2017).”

Wordiness slows down sentences and creates unnecessary confusion.

LOAM should see that different leadership strategies can be successful in the workplace. According to Sherbin and Rashid (2017), most employees, including women, “acting like a man” can be the most important key to becoming a leader in the field. Many diverse employees feel that their unique leadership qualities and skills are easily dismissed. In fact, according to an article published by the Council of Nonprofits, “Others may be moved by data showing that diversity can boost the quality of decision-making.” So, if LOAM supports its diverse board members in their unique skills, it will also be making itself a better in terms of its ability to solve and address problems.

This quote also isn't fully integrated because it doesn't make grammatical sense in this sentence.

This brief is formatted like a letter, is tonally inconsistent, gives disorganized “off the shelf” recommendations, and fails to synthesize recommendations with research.