

Your name
Date
WCOB 1111
Instructor name

Teamwork Recommendations for Reynolds Walker Walton Senior Management

Your first sentence should **summarize the purpose of your business brief in an interesting, engaging way**. Your first sentence should not say “The purpose of this brief is to inform you about *x*” or something equally wordy and boring; instead, say something more interesting like “While Reynolds Walker Walton has long used cross-functional, remote teams to complete projects, ensuring those teams possess a collaborative ethos remains a challenge.” Please note that you may *not* use the sentence quoted above as your first sentence; say something equally engaging and impactful that also signals *why* you are writing to your reader. After that initial sentence, you will want to provide an overview of your recommendations. In short, succinctly state what two initiatives/programs/practices you recommend. Do not go into great depth as to *why* you are recommending them or *how* you recommend Reynolds Walker Walton (R2W) implement them, as that will be what the body paragraphs do. Your introduction’s final sentence should summarize in one or two points how your solutions will benefit R2W.

Your first body paragraph should go into greater depth about the first initiative/program/practice you recommended to R2W. Be sure your topic sentence does not merely provide information or describe the initiative. Instead, your **topic sentence should put forth a position/make a claim that the rest of the paragraph substantiates**. For example, do not say “Marriott also has a diverse workforce and uses *x method* to form its cross-functional teams.” That sentence simply describes and does not provide the reader with any advance information about the contents of the paragraph. In short, that sentence **reads like something you would see in a research essay instead of a business brief** recommending a certain action. Instead, a sentence such as “**I recommend R2W adopt *x method of team formation* because Marriott, which also has a diverse workforce, has gained recognition as an industry leader in teamwork since adopting this method in 2008.**” Note how this topic sentence clearly states the method/program, why the writer believes the program will succeed at R2W, and a key statistic/fact about Marriott’s program. Also, by stating that similar programs have succeeded at an organization possessing an equally diverse and geographically dispersed workforce, the writer shows himself/herself to be a credible, knowledgeable party. Since you are an outside consultant and **not an R2W employee, you should refrain from using “our” and “us”** – you are not a part of R2W, so you cannot use “our” because it would confuse your readers. While technically speaking, you may use “we” since you are speaking on behalf of your consulting firm while providing a recommendation, we prefer you use “I” so as to not confuse your reader. Also, do not use “you” or “your” while referring to R2W; instead use “R2W” or the company’s full name, Reynolds Walker Walton. So you don’t confuse your audience, be sure you use the full name (Reynolds Walker Walton) before you begin using the acronym (R2W). As before, please do not use the sentence given above as your topic sentence.

You should continue your first body paragraph by describing the methods Marriott uses as well as the successful outcomes and drawbacks to these methods. **Be sure to back up these points with information from your research** – parenthetically cite any ideas, information, or quotations you take from your sources. For example, you could argue that project teams need more communication from management so that “the role of the team was clearly understood...[so that] team members know how their work fit into [the company’s] larger mission” (Duhigg, 2016). You should then provide reasons as to *why* you think this program would succeed at R2W. Again, be sure to **back up your reasoning** with research. Backing up your reasoning will help **create trust** between you and your reader. We

recommend you have one paragraph for each recommendation, but will not penalize you if you combine your recommendations into one longer paragraph. **Regardless of whether you decide to have one longer or two shorter paragraphs, you must have effective topic sentences that put forth a position that are then followed by several sentences that support your position.**

Be sure to remember that if you are comparing the programs/initiatives/practices of a much larger company than R2W (such as FDIC) or a company with very different products/services from R2W (such as the Ford Motor Company), you will need to mention **what changes need to be made to them** in order to make these programs/initiatives/practices suitable for R2W. If you do not think any changes need to be made to them, then simply **provide your reasoning** as to *why* you think that. Also, if your proposed program/initiative/practice has a timeline, be sure to provide a realistic time frame for how long it would take to put it in place.

Your second body paragraph should follow the example given above.

Your conclusion should end the brief on a positive note. Do not begin your conclusion by stating “In conclusion, I recommend...” Instead, state “These recommendations will help R2W accomplish x” or something similar to that; doing so will better emphasize the strengths of your argument as you lead into your call to action. Your **call to action** should outline the next steps for R2W but should do so in a tonally appropriate way. Do not say “Senior management must” or “Team leaders should” as you lack the social authority to compel them to undertake these actions. Instead, **focus on the benefits** of this next course of action and the intangible costs (time, effort, personnel needed) involved. Avoid overselling your point – “your teams will work together perfectly and never miss another deadline again” – or underselling your point by watering down or not reiterating your argument’s key strengths. Instead, simply state how your recommendations will help R2W improve the work of its cross-functional teams and thus improve its overall performance.

Your references page – yes, you need to have one – should be in **APA** format, as should your parenthetical citations. For the formatting of the paper itself, you can use this model as a guide; you are, however, welcome to use subheadings if you choose. Be sure to give your brief an appropriate title. Please do not use footnoted citations for this business brief.

References

Duhigg, C. (2016, February 25). What Google Learned from Its Quest to Build the Perfect Team. *New York Times*. Retrieved from ProQuest Central database.

Format your "References" pages exactly like this. Be sure the full citations of your sources are on the page. Make sure you alphabetize all of the sources you use on your "References" page.