

Your name
Date
WCOB 1111
Instructor name

Retention Program Recommendations for Walton, Bumpers, & Fulbright Human Resources

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 Walton, Bumpers, & Fulbright has seen great success with its recruitment programs, retaining diverse talent 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 you recommend. Do not go into great depth as to *why* you are recommending them or *how* you recommend WBF implements them, as that will be what the body paragraphs do. Your introduction’s final sentence(s) should summarize in one or two points how your solutions will benefit WBF.

Your first body paragraph should go into greater depth about the first initiative/program you recommended to WBF. 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 “Whirlpool has a similar number of employees as WBF and uses *x method* to retain diverse talent.” That sentence simply describes and does not provide the reader with any advance information about the contents of the paragraph. In short, it **reads like a research essay instead of a business brief** recommending a certain action. Instead, a sentence such as “**I recommend WBF adopt *X method of retaining diverse talent* because Whirlpool, which has a similar number of employees as WBF, has seen its retention of diverse talent increase by 5% since this program’s inception.**” Note how this topic sentence clearly states the method/program, why the writer believes the program will succeed at WBF, and a key statistic about the program. Also, by stating that similar programs have worked at a company of relatively the same size as WBF, the writer shows himself/herself to be a credible, knowledgeable author. Since you are an outside consultant and **not a WBF employee, you should refrain from using “our” and “us”**— you are not a part of WBF, so you cannot use “our” because it would confuse your audience. While technically speaking you may use “we” since you are speaking on behalf of your consulting firm when giving a recommendation, our preference is that you use “I” so as not to confuse your reader. Also, do not use “you” or “your” when referring to WBF; instead, use “WBF” or the company’s full name. As before, please do not use the sentence given above as your topic sentence.

You should continue your first body paragraph by describing the program Whirlpool has in place and its successful outcomes as well as its drawbacks. **Be sure to back up these points with information from your research** – also be sure to parenthetically cite any ideas, information, or quotations you take from your sources. For example, you could argue that a certain retention program needs executive-level support because disruptive, innovative companies have “diversity and inclusion efforts...an integral part of how they operate” (Rizy, Feil, Sniderman & Egan, 2011). You should then provide reasons as to *why* you think this program would succeed at WBF. Again, be sure to **back up your reasoning** with your research. Backing up your reasoning will help create trust between you and your reader. If you prefer, you can have one paragraph talking about companies with similar policies/programs/initiatives and another paragraph discussing the research behind your recommendation. **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 of a much smaller company than WBF (such as the FDIC) or a much larger company than WBF (such as Coca-Cola, General Electric, or Wal-Mart), you will need to mention what changes to the program/initiative need to be made in order to make the program work at WBF. If you do not think any changes would need to be made to the program, then simply **provide your reasoning** as to *why* you think that. Also, if your proposed program/initiative has a timeline, be sure to provide a realistic time frame for how long it would take to put your program 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 WBF 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 WBF but should do so in a tonally appropriate way; do not say “Executives must” or “Managers should” as you lack the social authority to compel them to undertake these actions. Instead, state the benefit of this next course of action and the intangible costs (time, effort, personnel needed) involved. Avoid overselling your point – “you will retain all of your diverse talent if you follow these recommendations” – or underselling your point by watering down or not reiterating your argument’s key strengths. Instead, simply state how the programs you recommend will help WBF retain more of its talent and help them meet their HR goals.

Your references page – yes, you need to have one – should be in **APA format**. Additionally, the parenthetical citations – your paper should have several citations – should also be in APA format. Please do not use footnoted citations for this business brief.

References

Rizy, C., Feil, S., Sniderman, B., & Egan, M.E. (2011). *Fostering Diversity through a Diverse Workforce*. New York, NY: *Forbes|Insights*. Retrieved from www.forbes.com/forbesinsights.

Format your “References” page exactly like this. Be sure the full citation of your sources are on the page.