**TO:** Reynolds Walker Management Team

**FROM:** [Your Name]

**CC:** [Your Instructor’s Name and Class Section]

**DATE:** [Assignment Due Date]

**SUBJECT:** [Title for your memo]

Here, succinctly state the purpose of writing the memo, which is to propose a plan with two recommendations to assist the Reynolds Walker management team with cross-cultural communication barriers. Briefly mention the justification for this plan.

**Summary**

In this section, provide a background of the issues being addressed. Highlight the key points that will be discussed in the memo without going into detail. This should set the stage for the recommendations and should be linked back to the need for taking action.

**Discussion**

This is where the bulk of the content will be. Start with an analysis of the cross-cultural communication challenges, providing evidence from research or data to support your points. Discuss the implications of these challenges on the company’s operations and employee engagement. Keep the tone professional and avoid placing blame.

**Recommendation**

Finish the memo with your specific recommendations. State the immediate actions that should be taken and discuss any long-term strategies that could be beneficial. Explain how these actions can be implemented and the expected outcomes or improvements for the employees and the company as a whole.

**Closing Remarks**

End with a professional closure, inviting the executive team to contact you for further discussion or clarification on the recommendations.

**References**

**[Add your selected sources in APA format here. Alphabetical order, hanging indentation, no hyperlinks nor URLs.** [**See this guide**](https://www.bibliography.com/apa/how-to-write-an-apa-bibliography/) **with examples and easy to follow instructions for APA 7. This section needs to be on its own page and titled “References”.]**

Dai, X., & Chen, G.-M. (2022). *Conflict Management and Intercultural Communication: The Art of Intercultural Harmony* (Second edition). Routledge. <https://doi.org/10.4324/9781003252955>

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Gelfand, M., Gordon, S., Li, C., Choi, V., & Prokopowicz, P. (2021, September 17). *One reason mergers fail: The two cultures aren’t compatible*. Harvard Business Review. <https://hbr.org/2018/10/one-reason-mergers-fail-the-two-cultures-arent-compatible>

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\*Meyer, E. (2014). The Needle, Not the Knife. In *The culture map: Breaking through the invisible boundaries of global business* (1st ed., pp.195-218). PublicAffairs. <https://ebookcentral.proquest.com/lib/uark-ebooks/detail.action?pq-origsite=primo&docID=1634787>

Please note pgs. 61-88 of this book are also helpful

Potrel, V. (2022, December 1). Four tips for effectively managing multicultural teams. *Forbes*. <https://www.forbes.com/sites/forbescommunicationscouncil/2022/12/01/four-tips-for-effectively-managing-multicultural-teams/?sh=444f52055821>

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Yamada, H. (2023). *Different games, different rules: why Americans and Japanese misunderstand each other*. Oxford University Press. <https://doi.org/10.1093/oso/9780195094886.001.0001>

Zagelmeyer, S., Sinkovics, R. R., Sinkovics, N., & Kusstatscher, V. (2016). Exploring the link between management communication and emotions in mergers and acquisitions. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences de l’Administration*, *35*(1), 93–106. <https://doi.org/10.1002/cjas.1382>