

REFERENCING

When writing a paper in APA 6th edition style, there are two specific ways to cite the information that is used: within the text and in the reference list at the end of the paper. Citations are utilized when a phrase, a piece of specific information, or a sequence of sentences is drawn from an outside source. To meet APA requirements specified for *responses*, one must include text citations and a reference list (pp. 3-7) if any outside sources (e.g., textbook, internet site, journal, etc.) are used. For *formal papers* (e.g., research papers, article critiques, etc.), follow all guidelines listed in this handout.

Citations in Text

- A text citation should be used when a phrase, a piece of specific information, or a sequence of sentences is drawn from an outside source.
- Text citations are also required when putting the author's information in your own words (paraphrasing).
- Citing helps to prevent plagiarism, and it acknowledges the original author of the information used.
- Everything cited in text must appear on the reference page; likewise, everything cited on the reference page must appear within the text.
- APA uses the author-year method of citation.
- It is standard practice for the period at the end of the sentence to be placed after the last parentheses of the text citation. An exception is made if inserting a direct quote that contains more than 40 words; in this instance, the period is placed directly before the text citation.

Paraphrased Information

When paraphrasing, summarizing, or quoting a source, provide the author's last name and year of publication (separated by a comma). While it is not required for paraphrased passages, providing a page number in addition to the author and year is encouraged, as it might help the reader locate the relevant information.

Direct Quotations

If utilizing a direct quote, the specific page number is *always* required. If there is no page number for the source you are using, as this is the case for many electronic sources, provide the paragraph number in its place. Use the abbreviation *para*.

Examples of text citations:

Reference Source	Examples of text citations
Paraphrased information from one author	It has been found ... can be concluded (Simpson, 2007). According to Simpson (2007), ... can cause problems. Other people say ... based on Simpson (2007).
Paraphrased information from two authors	There are ... at this point (Stemmer & Tisdale, 2008). Stemmer and Tisdale (2008) mention a set of styles. This plan will according to Stemmer and Tisdale (2008).

Paraphrased information from three to five authors	A meal... can be tasted (Brown, Collins, & Makel, 2001). <i>**After the first citation is used, shorten to first author's last name et al.</i> Once decided... can be taught (Brown et al., 2001).
Paraphrased information from six or more authors	<i>**For more than five authors, use first author's last name et al. each time.</i> When stating.... can be located (Padgett et al., 2004). Padgett et al. (2004) explains...is further noted.
Direct quotation less than 40 words	"It is amazing... with confidence" (OSHA, 2010, p. 121). According to Davis and Dudley (2005), "We are....to save" (para. 5). "What is lost...come at all" (Ingram et al., 2001, pp. 8-9).
Paraphrased information with no author listed	When using data can be seen ("Title of Document," 2003). If information is ... was conquered ("Driving and Talking," 2004). According to "Leadership versus Management" (2001), is an art form.
Information from a secondary source	According to Stemmer's work (as cited in Pratt, 2008), it can be found... <i>**Add the page number to the end if Stemmer's work is a direct quote.</i> It can be found ... in Stemmer's work (as cited in Pratt, 2008, p. 65).
Information via personal communication	<i>**Personal communication should only be listed in the text, not on the reference list.</i> J. M. Newsome (personal communication, May 30, 2008) expressedof time (V. P. DeLuca, personal communication, November 9, 2007).
Information found in classical works	<i>**Classical works should only be listed in the text, not on the reference list.</i> ...will have everlasting life (John 3:16 New Revised Standard Version). ...as read in the Bible in John 3:16 (New Revised Standard Version).

Direct Quotations more than 40 words:

Block quotations (quotes that are 40 words or more) are formatted differently, as they have no quotation marks. In formal writing, block quotations are acceptable, although their use should not be in excess. While block quotes are accepted in formal writing, the use of them in essay responses is not encouraged due to the length of the assignment. Block quotations are indented an additional .5" and double spaced (the example below is not double spaced due to formatting purposes). As previously mentioned, the period is placed *before* the citation. Here is an example:

The solutions proposed by a number of advocacy groups underscore this interest in political and cultural change. A report outlined trends that may have contributed to the childhood obesity crisis.

This includes food advertising for children as well as a reduction in physical education classes and after-school athletic programs, an increase in the availability of sodas and snacks in public schools, the growth in the number of fast-food outlets, and the increasing number of highly processed high-calorie and high-fat grocery products.

(Kaiser, 2004, pp. 1-2)

Reference List

The reference list is of the utmost importance, as it allows the reader to access the sources cited in the text and enables the student writer to give credit where credit is due. For this reason, the references should contain accurate information, as well as proper punctuation and spelling.

References will follow the conclusion of any APA document, including essay responses. For each reference listed, there should be at least one corresponding text citation in the document. To see example formats for each type of reference, see page 6.

General Reference List Information

- When listing the author on the reference list, the last name should be first, followed by the author's first and middle (if applicable) initials. Ex: Smith, J. R.
- References should be placed in alphabetical order by the first author's last name, by associates (if the work is authorized by an organization), or by anonymous. Anonymous should only be listed as the author if it is signed as such.
- If a particular person did not create the document being cited, use the organization that created the document.
- The document title can be substituted as the author if no author is provided. In this case, the first word of the title will dictate the alphabetical placement (*a*, *an*, and *the* notwithstanding).
- The letters "n.d." (no date) can be utilized if the source listed has no listed date. Substitute "n.d." where the date would normally go. Ex: Smith, R. T. (n.d.).
- Professional credentials should not be used on the reference page (i.e., Ph.D.).
- References beginning with numerals should have the numerals spelled out.
- When listing the location of the publisher, states should be identified with their two letter abbreviations (e.g., AL, MS, and NY).
- Cities and countries outside the United States should be spelled out.
- There is no need to include a retrieval date with each individual reference unless the source material may change over time (e.g., Wikis).

Books

- For book titles listed on the reference list, only capitalize the first word of the title, proper nouns, and the first word after a colon or dash. Ex: *Addiction and environmental change: A study in New Zealand*.
- Books only require the listing of the year, rather than the entire date.
- Book titles should be italicized within the reference list.
- Place information about the edition, if applicable, in parentheses following the title, with the period after the parentheses. Ex: *Introduction to success* (4th ed.).

Periodicals: Journals, magazines, and newspaper articles

- For the title of the actual journal, magazine, or newspaper, use standard title capitalization. Capitalize all words with the exception of conjunctions, articles, and short prepositions; however, capitalize all words that have four letters or more.
- Periodical titles should be italicized within the reference list.
- For a journal, magazine, and newspaper article title on the reference list, only capitalize the first word of the title, proper nouns, and the first word after a colon or dash.
- Magazine articles, newsletters, and newspaper articles require the listing of the entire date (month or month and day). Ex: (2001, May) or (2001, May 2)
- Journal articles only require the year.
- For journal articles, there is no need to write out the words *volume*, *issue*, *p.*, or *pp.* Providing the actual numbers in correct order will suffice.

Personal conversations, emails, interviews, and letters

- Due to retrieval inability, personal conversations, emails, interviews, and letters should not be listed on the reference page. Instead, cite *personal communication* in the text. For an example, see the chart on page 4 (information via personal communication).

Websites

- For internet sources that end with a URL, do not add a period after the URL. Otherwise, the period might be mistaken as part of the URL.
- To ensure accuracy, the direct URL should always be tested prior to submission.

Examples of reference list entries:

Source	What to include	Reference Example
Book	Author(s), date of publication, book title, city and state of publication, and publisher	Duenwald, M., Ronald, R. P., & Smith, J. W. (2004). <i>Addiction and environmental change</i> . Boston, MA: Pearson Education. Norman, D. J. (2002). <i>The cat in the hat: Psychological process of younglings</i> (2 nd ed.). New York, NY: Grumble & Grumble.
Online journal from a database	Author(s), date of publication, article title, journal title, volume (issue), page numbers, and doi or retrieval information	Smith, J. E. (2003). Addiction and environmental change. <i>Journal of Personality and Social Psychology</i> , 66(3), 47-68. Retrieved from Business Source Complete database. Geller, F., & Frank, P. T. (2005). North land icebergs. <i>Science Weekly</i> , 5(8), 55-70. doi: 10.1123/j.2354-6970.2005.29384.x
Journal	Author(s), date of publication, article title, journal title, volume (issue), and page numbers	Stanton, G. C. (2008). Education in the minds of millions. <i>Education Quarterly</i> , 5(13), 567-580.
Web Site	Author(s), date of publication, title of page, and retrieval information (including direct URL)	Cain, A., & Burris, M. (1999). Investigation of the use of mobile phones while driving. Retrieved from http://www.cutr.eng.usf.edu/its/mobile_phone_text.htm **If there is not an author listed, you can use the company that created the website. Occupational Safety & Health Administration. (2004). OSHA directorate of training and education. Retrieved from http://www.osha.gov/index.html

2012

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PowerPoint slides	Author(s), date of publication, title of slideshow, format of document, and retrieval information	Sprott, J. C. (2000). Is global warming for real? [PowerPoint slides]. Retrieved from http://sprott.physics.wisc.edu/lectures.ppt **If there is no author, list the title of the document first. How to succeed in business [PowerPoint slides]. (n.d.). Retrieved from http://online.columbiasouthern.edu/webapps.jsp
Newspaper	Author(s), exact date of publication, title of article, newspaper title, and page number	Schwartz, J. (1993, September 30). Obesity affects economic social status. <i>The Washington Post</i> , pp. A1, A4.

- If there is a digital object identifier (DOI) available, include that in the reference. The DOI is precisely used to give the reader information about where the document can be found on the Internet. The DOI is typically located near the copyright notice on the first page of the electronic journal article. In the case that there is no DOI, provide the name of the database or homepage URL of the web page where you found the article. Note on the example on page 6 that the doi is not capitalized when listed on the reference list.
- Multiple citations containing the same author and year should be listed alphabetically by the title of the book or article. A lowercase *a*, *b*, *c*, etc. should be placed after the year to distinguish between the entries. This is also used in the text citations. For example:

Munson, R. (2006a). *Human psychology at home*. Chicago, IL: Hawthorne Press.

Munson, R. (2006b). *Human socialization at work*. Chicago, IL: Hawthorne Press.

Selecting Appropriate Research Sources

In academic writing, certain types of resources are considered acceptable. All sources mentioned in this guide are sources that are considered to be academic sources. If you have any questions regarding acceptable and unacceptable sources or how different types of sources (e.g., databases, journals, peer reviews, etc.) can be used, please contact the [REDACTED]. Additional information about the [REDACTED] be found on page 14 of this guide.

FORMATTING

When writing any type of formal paper (e.g., research papers, articles critiques, case studies, etc.), the document should have text citations and a reference list and should be formatted in accordance to APA format. If working with a program other than Microsoft Word, contact the Success Center for additional assistance. The following are specific instructions on how to set up a document in APA format using Microsoft Word:

Margins

All margins (top, bottom, and sides) should be set at one inch. Microsoft Word allows the user to set the margin at a default of one inch on all sides. To do so, follow these guidelines:

Microsoft Word 2003:

1. Under **File**, select **Page Setup**.
2. Select the **Margins** tab and type 1" at **Top**, **Bottom**, **Left**, and **Right** boxes. Click **OK**.

Microsoft Word 2007/2010:

1. Under **Page Layout**, select the **Margins** icon with the drop down menu.
2. Click on **Normal**.

Alignment/ Line Spacing

All documents following APA guidelines are required to be flush left and double-spaced throughout the entire document. Additional spacing should not be used between headings and paragraphs. To set the default, follow these guidelines:

Microsoft Word 2003:

1. Before beginning your writing assignment, place the cursor at the start of the document and select **Format**.
2. Under **Format**, select **Paragraph**.
3. Under **Paragraph**, set **Alignment** to **Left**.
4. Under **Paragraph**, set **Line Spacing** to **Double**. Click **OK**.
5. If the paper has already been typed up, highlight all text and then follow steps 2-5.

Microsoft Word 2007/2010:

1. Under **Home**, select the **Paragraph** window (by clicking the icon to the right of the word *paragraph*).
2. Under **Alignment**, select **Left**.
3. Under **Line Spacing**, select **Double**.
4. Under **Spacing**, set **Before** and **After** to 0 pt. or simply click *Don't add space between paragraphs of the same style*.
5. Click **OK**.

Font Type and Size

The preferred font type is Times New Roman. Additionally, APA requires the font size to be 12 point. To set the font size and style using Microsoft Word, do the following:

Microsoft Word 2003:

1. Under **Format**, select **Font**.
2. Under **Font**, select **Times New Roman**.
3. Under **Size**, select **12**.

Microsoft Word 2007/2010:

1. Under **Home**, select the **Font** window (by clicking the icon to the right of the word *Font*).
2. Select **Times New Roman**.
3. Select **Size of 12**. Click **OK**.

Paragraph Indentation

All papers typed in APA format require the first line of each paragraph to be indented .5". This can easily be done by striking TAB on the keyboard. To set tab to the one-half inch default, do the following:

Microsoft Word 2003:

1. Under **Format**, select **Paragraph**.
2. Under **Paragraph**, select **Tabs** at the bottom of the dialogue box.
3. Under **Tabs**, set **Default tab stops** at .5".

Microsoft Word 2007/2010:

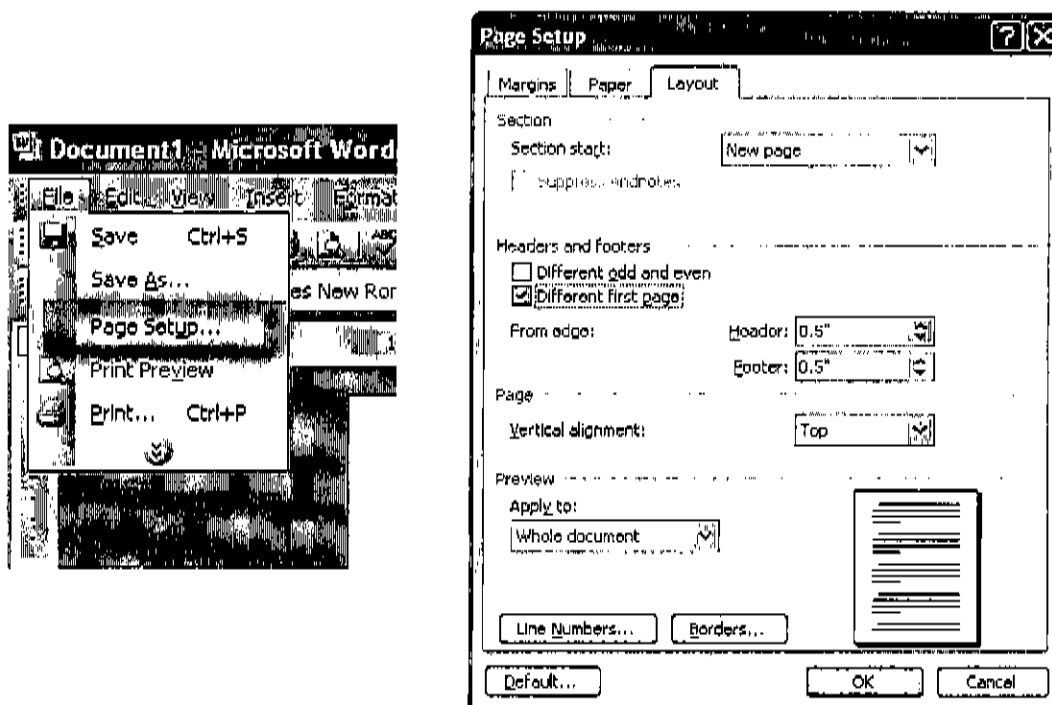
1. Under **Home**, select the **Paragraph** window (by clicking the icon to the right of the word *paragraph*).
2. Under **Paragraph**, select **Tabs** at the bottom of the dialogue box.
3. Under **Tabs**, set **Default tab stops** at .5".

Page Header (Running head)

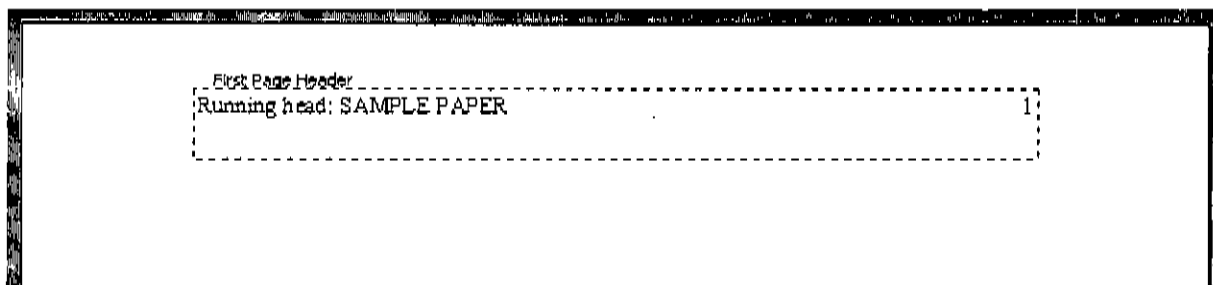
The page header should be found at the top of each page of the APA document. The page header consists of both the running head and the page number. The running head should be flush left and one-half inch from the top margin. The title page should consist of the words *Running head* (italics would not be used in the actual document) followed by a colon and the title of the paper in all capital letters. All subsequent pages should include only the title in all capital letters (see page 9 for an example). The maximum number of characters (including spaces) after the colon is 50. Only the major words should be used if the title exceeds the standard 50 character limit. The page number should also be included on the same line as the running head but should be flush right. To set up the running head and page number, do the following:

Microsoft Word 2003:

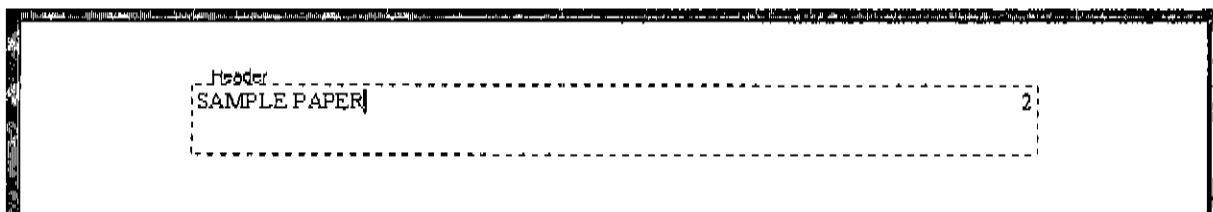
1. Under **File**, select **Page Setup**.
2. Under **Page Setup**, select the **Layout** tab.
3. Under **Headers and Footers**, select **Different First Page**.
4. Click **OK**.
5. Under **View**, select **Header and Footer**. The cursor will appear flush left in the header box.
6. Type "Running head: TITLE OF YOUR PAPER".
7. Tab until your cursor is moved to the right aligned position to insert the page number (the amount of times you click tab can depend on your computer, but is usually 1-3 times).



8. Select the # icon in the **Header and Footer** box.
9. Select **Close**.

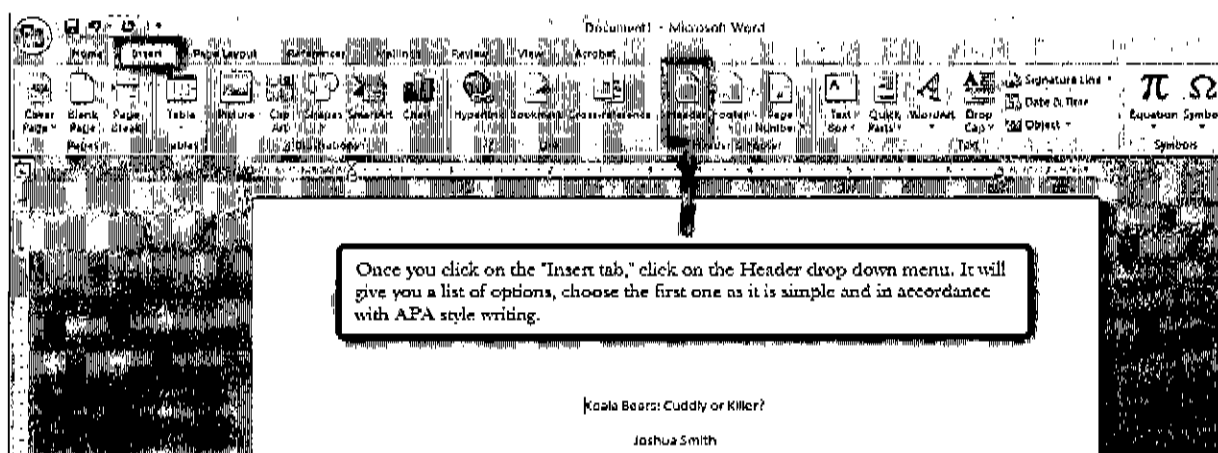


10. Go to the second page of document, and place cursor on that page.
11. Under **View**, select **Header and Footer**. The cursor will appear flush left in the header box.
12. Type the **TITLE OF YOUR PAPER**.
13. Tab until your cursor is moved to the right aligned position.
14. Select the # icon in the **Header and Footer** box.
15. Select **Close**. It should look like the picture below when finished.

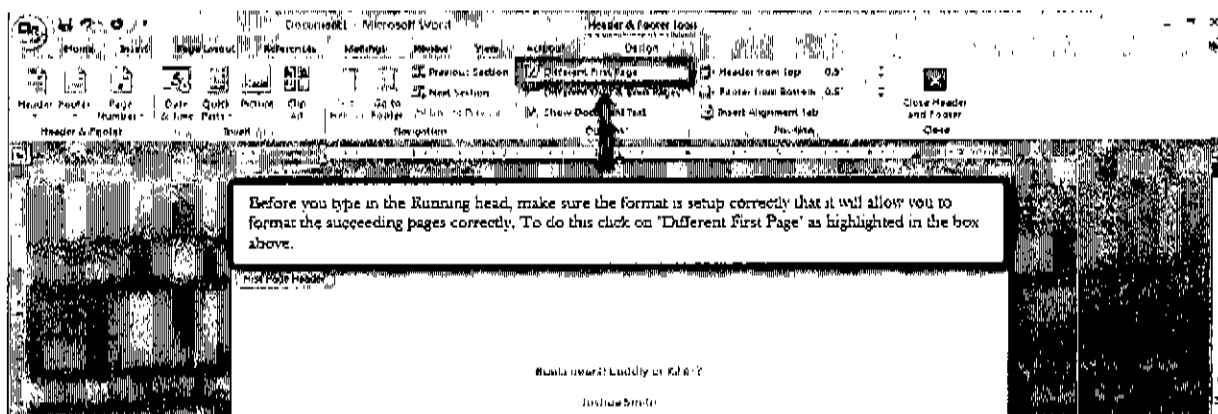


Microsoft Word 2007/2010:

1. Under **Insert**, select **Header**.
2. Select the first header option, entitled **Blank**.



3. Before typing in your running head, check the box **Different First Page** under **Design**.
4. Type Running head: TITLE OF YOUR PAPER.



5. Tab twice to move to the right aligned position.
6. Select **Page Number** option under **Design**.
7. Select **Current Position** and use the **Plain Number** format.
8. Select **Close Header and Footer**.
9. Go to the second page of document, and place cursor on that page.
10. Select **Insert** and **Header**, just like steps 1-3.
11. Enter the title of your paper in all caps, with only the first 50 characters showing.
12. Tab twice to move to the right aligned position.
13. Select **Page Number** option under **Design**.
14. Select **Current Position** and use the **Plain Number** format.

Title Page

The title page of the document can be thought of as the paper's first impression. For this reason, it is important to pay attention to the format required by APA.

- The running head is flush left; the page number is flush right. Both of these should be .5" from the top of the page.
- In the center of the page should be the title, student's name, and name of school.

Abstract

The abstract tells the audience why they should care about the presented topic. In addition, it provides the methods that will be utilized in order to get the results. Abstracts (if applicable) will begin with the word *Abstract* (italics would not be used in the actual document) centered and one inch from the top of the page. The abstract itself should be flush left and should not be indented. The abstract should be an accurate and concise reflection of the document's content. Typically, the abstract should only be one paragraph (150-250 words) in length with no direct quotations. It should be on a page of its own directly after the title page.

Headings

Headings are titles of different sections of a formal written assignment. They can be used to add structure, organize ideas, and tell the reader what content to expect. The following headings should be used when required:

<u>LEVEL ONE</u>
Centered, Boldface, Uppercase and Lowercase headings
<u>LEVEL TWO</u>
Flush Left, Boldface, Uppercase and Lowercase headings
<u>LEVEL THREE</u>
Indented, boldface, lowercase paragraph heading ending with a period.
<u>LEVEL FOUR</u>
Indented, boldface, italicized, lowercase paragraph heading ending with a period.
<u>LEVEL FIVE</u>
Indented, italicized, lowercase paragraph heading ending with a period.

NOTE: In levels three, four, and five, capitalize only the first letter of the first word.

NOTE: In levels three, four, and five, the paragraph begins on the same line as the heading.

Formatting the Reference Page

At the end of each APA document, there should be a reference page (on a separate page) containing the sources used within the paper. Every reference cited in text should be listed on the reference page(s), and every reference listed on the reference page(s) should be cited in the text. The exceptions to this are personal communication, classical works, and secondary sources. With secondary sources, only the original source should be cited on the reference page. References are of the utmost importance, as they allow the reader to access the sources cited in text, and they enable the author of the document to give credit where credit is due. For this reason, the reference should contain accurate information, as well as proper punctuation and spelling. References will accompany the conclusion of any APA document. For each reference listed, there should be at least one corresponding text citation in the document.

General 6th edition APA guidelines for the reference page(s) include:

- All margins should be one inch.
- The word **References** should be used as the heading; it should be centered.
- Double spacing should be used.
- There should be no underlining used on the reference page.
- With the exception of the first line of each reference, all lines are indented .5". This is called a hanging indentation. The instructions below explain how to format this:

Microsoft Word 2003:

1. Highlight your reference.
2. Under **Format**, select **Paragraph**.
3. Click the drop down menu below **Special** until you see **Hanging**.
4. After pressing **Hanging**, click **OK**.

Microsoft Word 2007/2010:

1. Highlight your reference.
2. Under **Home**, select the **Paragraph** window (by clicking the icon to the right of the word *paragraph*).
3. Click the drop down menu below **Special** until you see **Hanging**.
4. After pressing **Hanging**, click **OK**.

LIBRARY RESOURCES AND SERVICES FOR CSU STUDENTS

The [REDACTED] available to assist [REDACTED] in any research needed to complete their course work. To reach a member of the library staff, a student may email [REDACTED].

Students may navigate to the [REDACTED] or the course menu in each of their courses in Blackboard.

The library resources include:

- Online databases that contain journal, magazine, and newspaper articles; articles from academic reference works and other scholarly nonfiction; and special reports such as SWOT analyses and market profiles.
- A collection of over 50,000 online academic books, the **ebrary**.
- Electronic journal subscriptions in specialized fields of study.
- Links to other online resources such as general reference information, APA instruction, and subject-specific tutoring sites.

The [REDACTED]

- Learning how to search the library databases.
- Identifying the best resources and search strategy for a specific topic.
- Locating assigned readings or appropriate research materials for writing assignments, either in the library resources or online via the Internet.
- Creating accurate APA citations for a student's chosen research materials. (For more extensive APA guidance, students should contact the Success Center.)

To view the hours of operation for the Library or to get additional information about Library services, [REDACTED]:
[REDACTED]

Students may also communicate with an individual member of the library staff through the contact information provided on the library webpage.

Sample Essay

"Modeling the way" embodies the basic characteristics of leadership that include integrity, humility, truthful communications, and selfless acts of service (Kouzes & Posner, 2007). Small cracks in one's leadership armor can define future actions, leading to significantly negative perceptions of leadership ability and genuine response. While no one is perfect, one must strive to maintain the image of true leadership modeling, while evaluating and analyzing all actions to ensure errors or mistakes in judgment are quickly corrected. According to Koestenbaum (2002), "Individuals seeking to avoid reality face the concept of self-deception and denial that may lead to a breach of integrity, loss of professional good will, and public humiliation" (p. 29).

Direct quotations require the listing of the author(s), year of publication, and the page number.

As the leader of a large organization, an author faced multiple situations where seemingly small indiscretions and unintentional behaviors were acceptable. However, these actions appeared to draw attention to one's inability to consistently act with integrity and became unacceptable. The coordinator called late in the afternoon at the end of the financial quarter to ensure the matching-grant applications were finalized. Knowing the applications were not completed, the author stated the forms were completed, with all intentions of completing the process before the end of the day. The next morning, the author realized the applications were not processed. The process was then quickly completed. Since the applications were completed before 7 AM, the grants did count and the coordinator surpassed the goal. A full confession and apology were delivered to the associate, who graciously accepted the apology, understanding the need to fully disclose this lapse in judgment.

When information is paraphrased, the citations in text should include the listing of the author(s) and year of publication.

Clarity of purpose and control of one's emotions can overcome small gaps in leadership behavior, leading to a greater level of self-control, self-management, and self-awareness (Goleman, Boyatzis, & McKee, 2002). Through this experience, the author learned honesty is always the best policy, regardless of the consequences of being truthful. The relationship between this author and the coordinator was strengthened through this experience. The coordinator received an offer for a management position through the display of leadership skills in exceeding this goal and modeling the way for fellow community coordinators.

References

- Goldman, D., Boyatzis, R., & McKee, A. (2002). *Primal leadership. Realizing the power of emotional intelligence*. Boston, MA: Harvard Business Review Press.
- Koestenbaum, P. (2002). *Leadership. The inner side of greatness. A philosophy for leaders*. San Francisco, CA: Jossey-Bass.
- Kouzes, J. M., & Posner, B. Z. (2007). *The leadership challenge* (4th ed.). San Francisco, CA: Jossey-Bass.

This is an example of a reference list. All text citations must have a corresponding entry on the reference list.

Running head: INTEGRATIVE ESSAY ON PERSONAL PHILOSOPHY

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Sample Research Paper

This is the running head. The words "Running head:" should only appear on the title page. On all subsequent pages, the header should consist of the title in all capital letters. See page 9 for additional information.

Integrative Essay on Personal Philosophy of Leadership for Excellence

Student L. Jones

ANY University

The diagram illustrates the structure of an integrative essay. At the top, a box labeled '2012' is on the left, and a box labeled '17' is on the right. The main title 'INTEGRATIVE ESSAY ON PERSONAL PHILOSOPHY' is centered at the top. Below the title, a box on the left points to the title with the text 'This is the running head.' A box on the right points to the title with the text 'Center the full title of the document.' The main body of the essay is a single paragraph. A box at the bottom right points to a citation within the text with the text 'This is an example of a citation in text.'

INTEGRATIVE ESSAY ON PERSONAL PHILOSOPHY

This is the running head.

Center the full title of the document.

Integrative Essay on Personal Philosophy of Leadership for Excellence

Leadership is neither magical nor mysterious, yet appears to escape capture by particular individuals seeking to promote self before others. True leadership consists of basic practices that portray the importance of moving individuals and organizations to new heights of performance and results. Within most entities, leadership equates power, and the utilization of this power demonstrates ethical behavior, humility, generosity, and selfless pursuits (Koestenbaum, 2002). Positional authority generally accompanies power, allowing individuals in leadership positions to pursue personal and professional goals and objectives within a structured organizational vision.

"Leadership goals and objectives are achievable by following the Five Practices of Exemplary Leadership that include modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart" (Kouzes & Posner, 2007, p. 27). These tenants follow the three core values of this author's previous employer that promoted striving for excellence, respect for the individual, and service to the customer. Personal values lead professional performance and give voice to a leader's behavior and expectations (Kouzes & Posner, 2007). In addition, effective leaders allow the use of emotions to participate in decision-making processes, building a followership of individuals seeking acknowledgement, approval, involvement, and ultimate personal and professional success (Goldman, Boyatzis, & McKee, 2002).

This is an example of a citation in text.

Through observation of numerous exemplary leaders and role models, this author experienced true leadership that embraced self-sacrifice, service to others, and true respect for the individual. These leaders develop emotional connections and relationships with team members, creating high performance teams unequalled in talent, efficiency, and profitability. Leaders following the resonant leadership model find unique and interesting methods to involve

INTEGRATIVE ESSAY ON PERSONAL PHILOSOPHY OF

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individuals at an emotional level, leading to a positive and motivating experience (Goldman et al., 2002).

After the first time a reference is cited that has 3-5 authors, shorten the citation to include the first author's name followed by the abbreviation et al.

These individuals

organization, yet always appeared to implement an action plan born from collaborative efforts that included ideas from even the lowest ranking team members (Koestenbaum, 2002). This action transformed organizational vision and values into realities, elevating others to increasing levels of responsibility, compensation, and professional development. Through the action of these leaders, this author's leadership philosophy began to develop into an actionable and effective practice. This practice included vision development, task delegation, personal integrity, and effective time management.

This is a level ONE heading. See page 12 for additional information.

Personal Leadership Philosophy for Excellence

Early in this author's career, positions of authority were viewed as *management* positions that valued processes and procedures over individual development. This practice neglected the accomplishment and value of team members, concentrating on the expectations of performance rather than professional development of individuals. Completing tasks trumped professional development, creating a frustrating work environment for both this author and all team members. Reading leadership material, attending conferences, and speaking to successful leaders, the practice of creating and communicating a vision was found absent.

Vision

This is a level TWO heading.

A vision creates the possibilities of success and the roadmap to reach goals and objectives, grounded in personal conviction and professional commitment to the organization and development of others. Effective leaders find new methods to accomplish the task while building a team that can improve each step, completing the circle of true leadership. Creative

INTEGRATIVE ESSAY ON PERSONAL PHILOSOPHY OF

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leaders create the impossible from the improbable. True leaders release the key to the process without losing the attention of the team, maintaining an ever-growing interest in success of each individual and the group as a whole. Creating and communicating a vision *breathes life* into a group of unmotivated individuals to accomplish more than they believe is possible. In addition, this action allows the individuals to gain a sense of personal accomplishment.

This is an example of how to cite a direct quotation.

Task Delegation

Delegating tasks to individuals creates confidence and feelings of solidarity where obstacles and separateness blocked individual accomplishments, professional excellence, and personal pride. According to Kauzes and Posner (2007), "Effective leadership consistently searches beyond personal abilities and seeks greater talent in others, creating opportunity for development of expertise and growth of personal confidence" (p. 8). Assigning tasks to individuals creates a risk-reward environment, allowing leaders to show confidence in others and team members to highlight their expertise, skills, and talents. Delegation should release the power and authority to act, yet retain the ultimate accountability for results. As a leader, this author utilized this aspect of leadership to accomplish greater results, gain efficiency and effectiveness, and overcome the fear of allowing others to act without direct involvement.

Personal Integrity

True leadership steeped from personal and professional integrity, separating individuals who are passionate about doing what is right and searching for the truth in all situations from those that only seek personal gain at any costs. Ethical behavior offers no variation from responding to all events with full integrity. This author has been exposed to leaders, both ethical and unethical, and viewed the consequences of actions from both vantage points. When the culture of an organization allows questionable activities by leaders, negative consequences

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always emerge, even when short-term wins appear to be the initial results. In contrast, ethical behavior often appears to be less aggressive and without the fanfare of excitement and glamour, yet generally produces long-term gains and positive results.

Integrity is frequently coupled to personal values and commitments that influence moral judgment, character, and methods utilized when communicating with others (Kouzes & Posner, 2007). Leaders exhibiting personal values in the workplace often drive motivation, morale, and self-esteem in others, creating an environment of integrity, trust, and caring (Kouzes & Posner, 2007). This action develops positive moods among co-workers, achieving organizational goals and objectives with reduced cost, less conflict, and greater efficiency (Goldman et al., 2002).

Conclusion

This author's career in the retail industry involved numerous encounters with inferior leaders that lacked the basic concepts of integrity, loyalty, and respect. The impact of these ineffective leaders inversely shaped a personal leadership philosophy by observing *what not to do* to be successful. The positive leadership examples rounded out the methods to become an effective leader. The vision of others, communicated to this author, assisted in developing personal values and principles of leadership. Task delegation proceeded on a slower path and developed with time and experience, while integrity was ingrained from cultural and family examples. Effective time management grew out of a desire to be more efficient. As these basic principles progressed over a 30 year career, a leadership philosophy developed that has been successfully shared with numerous individuals new to leadership positions with positive results.

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References

The word 'References' should be centered at the top of the page.

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For information on specifically citing each reference, refer to pages 4-6. For information on how to format the reference page, refer to page 13.