

APA Formatting Sample
UWF Writing Lab
University of West Florida

Adapted from the
*Publication Manual of the American
Psychological Association*,
6th edition. Washington, DC: APA.

On the first page of the document, the words *Running head* followed by a colon appear in the header with an abbreviated version of the title of the document containing no more than 50 characters.

Page numbers appear in the header on every page in the document.

The Role of the Solicitor Inside and Outside the Zone of Acceptance

Larry L. Lewis

University of West Florida

The full title of the document containing no more than 12 words appears in title case, centered on the first page. The author's name and his or her institutional affiliation appear below the title.

All headers, headings, titles, and body text are double spaced and written in Times New Roman 12-point font throughout the document.

For most student papers, the due date of the paper appears centered in the footer on the first page. Some professors might require additional information such as contact information or a course number in this space.

Abstract

According to the Publication Manual of the American Psychological Association (APA), “an abstract is a brief, comprehensive summary of the contents of the article” (2010, p. 25). The word limit for an abstract varies, but most professors ask for 150 to 250 words. The abstract should appear in a block paragraph – no indentation. Center the word Abstract at the top of page 2 and begin the abstract on the next line. Double-space the abstract just as you would the rest of the document. For details on the content of the abstract, see page 25 of the APA Manual.

The entire document
should have 1” margins
all around.

The body of the paper
begins on page 3.

The Role of the Solicitor Inside and Outside the Zone of Acceptance

Modern leaders are often called upon to include subordinates in their decision-making processes, the assumption being that those closest to the problem will have the best solutions. In actual practice, most organizations do not do this. In fact, the role of the member of an organization is often to be a passive recipient of the decisions of the member of an organization who permits the communication of his own part on the expedience of the premises” (p. 125). The subordinate should and to exhibit the expertise to make correct choices in the interest of the organization. The integral part of every efficient workplace. There are times when shared decision-making is important and times when it is inappropriate.

The words *Running head* appear in the header on page 1. On all subsequent pages, only the abbreviated title should appear in the header alongside the page number. The title should be in all capital letters in the header.

The title of the paper should be centered on the first line of page 3. The title should be written in title case without bold font, quotation marks, or italics.

Paragraphs should be indented ½ inch throughout the document.

The paper should begin with a brief introduction beginning on the first line following the title. Do not label the introduction with a heading.

Zone of Acceptance Theory

The zone of acceptance is an area of trust in which subordinates accept decisions made on their behalf without question, either out of confidence in their leaders or out of indifference (Simon, 1976). When subordinates perceive that they have both a stake in the outcome of a decision and some responsibility in the decision-making process, the decision is said to be outside the zone of acceptance. Subordinates are not comfortable with a unilateral decision or a decision made by a leader. When subordinates perceive that they have no stake in the decision and no responsibility in the decision-making process, the decision is said to be inside the zone of acceptance, and those subordinates will be comfortable with allowing their leaders to make the decision for them (Hoy). Bridges (1967) applies Simon’s theory to school administration, arguing that a circumspect approach to shared decision-making is not only desirable but also more efficacious than a fully democratic system: “As the principal involves teachers in making decisions located in zone of indifference

Subsequent sections of the document should begin with headings that guide the reader through the paper. For details on levels of heading, read pages 62 and 63 of the APA Manual or see our PowerPoint *APA Format Guidelines* at see our PowerPoint *APA Format Guidelines* at <http://uwf.edu/cassh/support-resources/writing-lab/resources/style-formatting-documents/>

Figure 1.1. Shared Decision Making in the Solicitor’s Administrative Role

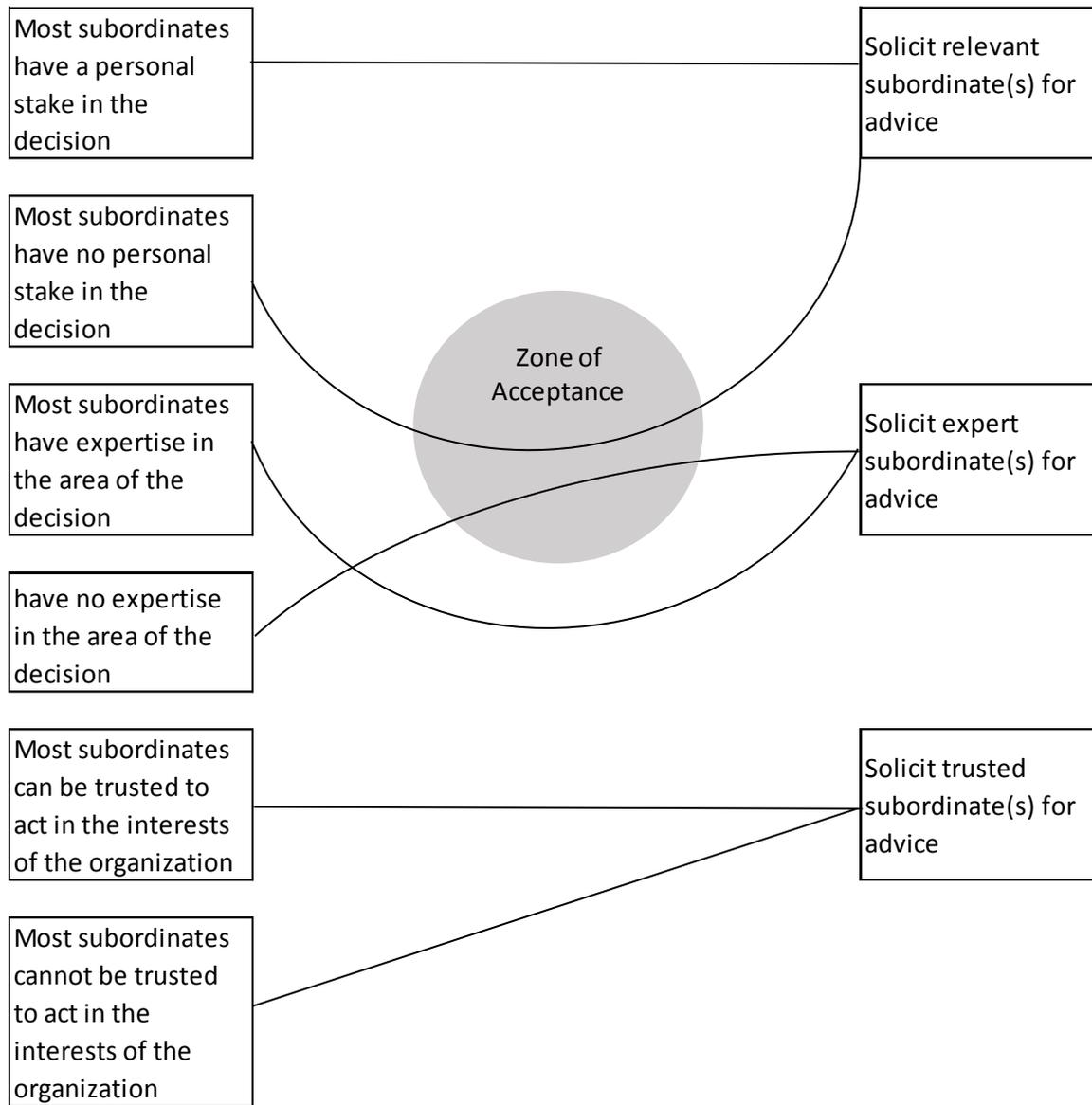


Figure 1.1. Model of the solicitor’s administrative role in relation to the zone of acceptance defined in *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organization* by H. A. Simon, 1976, The Free Press.

Figures and tables should be simple, black-and-white or grayscale graphics. Use photographs and color images only when absolutely necessary. Number and title figures and tables at the top, and provide descriptions, legends, or captions at the bottom. Label and caption figures and tables in a sans serif font to differentiate parts of the insert from the main text of the document. For details, see pages 125-167 of the APA Manual or visit the Writing Lab for one-on-one assistance.

[acceptance], participation will be less effective,” Bridges posits, but “as the principal involves teachers in making decisions clearly located outside their zone of indifference [acceptance], participation will be more effective” (p. 51).

The Role of Solicitor

Hoy (2003) defines the solicitor’s role in leadership as that of one who “seeks advice from subordinate-experts” (slide 11). As such, the solicitor’s deference to subordinates is simultaneously universal and limited. In cases in which the solicitor has either a personal stake in the decision nor expertise in the decision making process, the zone of acceptance, and subordinates need not be consulted; in accordance with the nature of the solicitor’s role, however, the solicitor will nonetheless seek out the most invested and the most expert subordinates for confirmation (See Figure 1.1). In all other cases – when subordinates are both invested and expert, whether subordinates can be trusted to act in the interests of the organization or not – the solicitor will judiciously choose subordinate advisors. The solicitor will share decisions made outside the zone of acceptance, but only with those subordinates he or she deems most capable of delivering relevant, expert, trustworthy advice (See Figure 1.1). The solicitor’s role is not to institute the democratization of the workplace, but to maintain the technocratization of the organizational structure . . .

Refer to insertions in the text so the reader knows what purpose the insertions serve.

The references page begins on the page following the conclusion of the body of the document.

References

Bridges, E. M. (1967). A model for shared decision making in the school principalship.

Educational Administration Quarterly, 3(1), 49. doi:10.1177/0013161X6700300106

Hoy, W. K. (2003). Shared decision making: The Hoy-Tarter simplified model [PowerPoint].

United States: Ohio State University. Retrieved from http://www.waynehoy.com/shared_dm_model.html

Simon, H. A. (1976). *Administrative Behavior: A Study of Decision-Making Processes in*

Administrative Organization (3rd ed.). London, U. K.: The Free Press.

For details on parenthetical citation and the References page in APA, please refer to the *Publication Manual of the American Psychological Association* or see our PowerPoint *The APA Reference List* at <http://uwf.edu/cash/support-resources/writing-lab/resources/style-formatting-documents/> Of course, you are always welcome to call the UWF Writing Lab at (850) 474-2129 or (850) 474-2029 or stop by our main-campus location in Building 51, Room 157.