



Example: Discussion Post With APA Citations

Sharing the Decisions

In this module, we discussed the virtues of shared decision-making and what it takes to create a culture of decision-makers in an organization. Develop an original response to the following questions:

- What are the benefits of having a culture of decision-makers in your organization?
- How can the diversity of stakeholders contribute to a shared decision-making process?

Comment on the posts of at least two classmates. APA citations are required only for the original response.

1, 2 3, 4 5 6 7 8, 9	<p>Currently, I work on a marketing team at a somewhat large cybersecurity organization. Even though we have hundreds of staff members, my organization’s leaders regularly ask for staff feedback and uses it to guide big decisions. My company’s shared decision-making culture helps me understand its choices' rationale. I can build trust with my smaller team and feel valued and heard. All employees can provide input regardless of where they are on the organizational hierarchy. Even though I am not in a top leadership position now, I have some decision-making power.</p> <p>If a team of ten identical people existed, what problems would they encounter? For one, they would run into groupthink. When groupthink occurs, no ideas are challenged, and the first choice that is voiced is put forward regardless of whether it is the best. I work on a team of individuals from different genders, ages, experience levels, talents, orientations, and cultures. We all understand our mission, vision, and decision-making norms. We listen first and challenge one another before we make suggestions with impact. If I were to make a decision alone without collaborating with my team, I know I would not be producing my best work.</p> <p>Hill et al. (2023) noted diverse teams better pinpoint risks and opportunities in any problem-solving situation. Building a culture of shared decision-makers fosters organizational innovation and creativity. The article also discusses the downside of allowing widespread input: If too many opinions are inserted, the team might lose sight of who gets the final say. To combat this, it must be the norm for everyone to, “provide evidence for their points of view, keeping the argument rooted in fact rather than opinion or politics” (Hill et al., p. 15).</p> <p>Companies like mine have been transparent about the reasons for the leaders’ final decision. This module’s Part 2 presentation resonated with me because it reinforces this</p>
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10	level of transparency. Leaders can teach decision-making to employees through formal professional development opportunities or using a think-aloud strategy. The strategy models the process until the employee feels comfortable making decisions independently (American College of Education, 2020). If everyone in the organization understands the process, they will feel more confident contributing to and accepting the final decision.
11	References
12, 13	American College of Education. (2020). <i>LEAD5073 The art of decision-making: Module 3</i> [Part 2 presentation]. Canvas. https://ace.instructure.com/courses/1730170/external_tools/118428
14, 15	Hill, L. A., Tedards, E., & Swan, T. (2023). Drive innovation with better decision-making. <i>Harvard Business Review</i> , 10–17.

1	Use of the first-person pronoun "I" is correct in this example. APA encourages you to use the first-person point of view and active voice when describing your work and personal reactions. APA warns that using phrases like "the author" or "this writer" can confuse readers.
2	Using a pseudonym when discussing your real organization or people you know marks professionalism and good scholarship.
3	Apply single-spacing for discussion posts for screen readability.
4	APA indicates one space after ending punctuation, not two.
5	ACE encourages you to be authentic in your discussion posts and connect your learning to your personal and professional experiences.
6	Organize your post into paragraphs. Chunking your ideas into paragraphs aids on-screen readability and helps the reader understand your main points.
7	When providing an in-text or parenthetical citation for a source with more than two authors, you list the first author's name and "et al." to conserve space. The corresponding reference entry will list all names of up to 20 authors.
8	Do not repeat the year for narrative in-text citations the second and subsequent times they appear in a single paragraph. Include the year again if it is cited in a new paragraph.
9	A direct quotation reproduces words verbatim from another work. Only provide direct quotes when the author has said something memorably and succinctly to prove your point. Include the page number or paragraph number in the in-text citation.
10	When you are finished writing your post, read it through again and ensure you have responded to all the prompts and provided unique talking points for your peers to respond.

11	If you only have one reference, this heading should be a singular “Reference.” Only list a reference if it has a matching citation in the post.
12	In an APA-formatted paper, your references will have a hanging indent. You will not be penalized for not having a hanging indent since it is difficult to do so in this discussion format.
13	It is a best practice to cite a source from your course materials or another scholarly source your peers can access. Your course materials provide shared experiences for your peers to discuss with you. This student cited one of the course videos, which follows this format: American College of Education. (20##). <i>COURSE#### Title of course in sentence case: Module # [Part # presentation]</i> . Canvas. https://URL-to-course-media-gallery
14	The final author’s name is always preceded with comma-space-ampersand, even when only two authors are listed. [Hill, L. A., Tedards, E., & Swan, T.]
15	Citation generators are often inaccurate when capitalizing the title in the reference. Check any generated citations against the APA Style Guide: Reference Examples to ensure proper capitalization of titles. APA Style uses sentence case for titles within references because it is more readable, especially when other details in a reference (author and source elements) tend to include mostly capitalized words.