

Annotated Bibliography

General References

Cohen, Allen R. and David L. Bradford, *Influence Without Authority*. New York, John Wiley & Sons, 1990.

This book explores in rich detail how individuals can build supportive alliances based on mutually beneficial exchanges. Case examples are provided on how to effectively manage relationships with superiors, peers, and subordinates. Special attention is devoted to methods for influencing others over whom you have no formal authority to lend you their time, support, and resources.

Gabarro, John J. and J. P. Kotter, "Managing Your Boss," *Harvard Business Review*, vol. 58, January-February 1980, pp. 92-100.

In their classic article, the authors offer practical advice about how to proactively build an effective and supportive relationship with a superior.

Hill, Linda A., *Becoming a Manager: Mastery of a New Identity*, Boston, Mass.: Harvard Business School Press, 1992.

The author provides a scholarly but readable account of the experiences of first-time managers. The resources (including developmental relationships) the new managers relied upon to cope with their first year are described.

Kotter, John P., *Power and Influence*, New York, Free Press, 1985.

This book discusses the ways in which individuals can build power bases and effectively exercise influence over the course of their careers. In doing so, specific suggestions for how to establish and maintain supportive working relationships at different career stages are provided.

Kram, Kathy E., *Mentoring at Work: Developmental Relationships in Organizational Life*, New York, University Press of America, 1988.

This book represents the most comprehensive and in-depth analysis of developmental relationships currently available. Each of the topics discussed in this note are elaborated upon through the use of case examples and theory. Of special mention, Kram illustrates the dilemmas those in the minority face in establishing developmental relationships.

Kram, Kathy E. and Lynn A. Isabella, "Mentoring Alternatives: The Role of Peer Relationships in Career Development," *Academy of Management Journal*, vol. 28, 1985, pp. 110-132.

In this article, the researchers identify three types of peer developmental relationships, describe the various functions they serve, and discuss the unique manner in which these relationships can support career and psychosocial development at every career stage.

McCall, Morgan, W. Jr., Michael M. Lombardo, and Ann M. Morrison, *The Lessons of Experience*, Lexington, Mass., Lexington Books, 1988.

Based on an extensive study of successful executives, the authors discuss the impact of job assignments, relationships, and hardships on personal and professional development.

Neilsen, Eric H. and Jan Gyphen, "The Subordinate's Predicaments," *Harvard Business Review*, vol. 57, September-October 1979, pp. 133-143.

In a provocative presentation, the authors identify the dilemmas inherent in superior-subordinate relationships which can interfere with the establishment of effective work relationships.

Thomas, David A. and Kathy E. Kram, "Promoting Career-Enhancing Relationships in Organizations: The Role of the Human Resource Professional." In *Career Growth and Human Resources Strategies*, edited by Manual London and Edward M. Mone, New York, Quorum Books, 1988.

Although this article is directed at human resource professionals, it is useful for the non-human resource professional as well. The authors describe the impact of different organizational practices and policies on the availability and character of developmental relationships.

Webber, Ross Arkell, *Becoming a Courageous Manager*, New Jersey, Prentice-Hall, 1991.

This book addresses typical problems that young people encounter on the job. It considers ways in which they can approach their careers and meet both personal and organizational goals. Two chapters in particular are relevant to the present topic, the chapter on being a protégé and the one on being "different" in the organization.

The Effect of Minority Status on Developmental Relationships

Women

Hearn, Jeff, Deborah L. Sheppard, Peta Tancred-Sheriff, and Gibson Burrell (eds.), *The Sexuality of Organization*, London, Sage Publications, 1989.

This book is a collection of articles presented at a symposium on "Sexuality, Power and Organizational Theory." The entries consider the impact of sexuality on work relationships and career outcomes. Specific topics include the experiences of women throughout the organization (from secretaries to executives), sexual harassment, and the challenges faced by homosexuals in corporations.

Kanter, Rosabeth Moss, *Men and Women of the Corporation*, New York, Basic Books, Inc., Publishers, 1977.

This book is a classic study of women's experiences in organizations. It portrays in vivid detail the impact of gender on power dynamics and the consequences of tokenism on work relationships. Kanter goes beyond simply diagnosing the problems; she also offers solutions for remedying them.

Morrison, Ann M., Randall P. White, Ellen Van Velsor, and The Center For Creative Leadership, *Breaking the Glass Ceiling*, Reading, Mass., Addison-Wesley Publishing Company, 1987.

While women are entering the managerial labor force in ever increasing numbers, they nonetheless have been unable to advance in representative numbers to senior managerial positions. They have run into a number of identifiable barriers, which the authors have labeled "the glass ceiling." Practical suggestions are made for how to break through these barriers by addressing four key issues: What does it take for women to enter the executive suite? What factors propel women upward? What factors derail women; how do they differ from those that derail men? Advice is provided for how women can learn the ropes in their companies, gain the right kind of support, and integrate their work and personal lives.

Racial Minorities

Davis, George and Glett Watson, *Black Life in Corporate America*, Anchor Books, New York, Garden City, 1985.

Based on interviews with 160 managers and experts, the authors depict the experiences of black managers. Of particular note, they consider the impact of the black managers' corporate experiences on their personal lives.

Dickens, Floyd Jr. and Jacqueline B. Dickens, *The Black Manager: Making It in the Corporate World*, New York, AMACOM, 1982.

A framework for understanding black career development is presented. Recommendations are made for career enhancement.

Thomas, David A. and Clayton P. Alderfer, "The Influence of Race on Career Dynamics: Theory and Research on Minority Career Experiences." In *Handbook of Career Theory*, edited by Michael B. Arthur, Douglas T. Hall and Barbara S. Lawrence, Cambridge, Cambridge University Press, 1989.

This article reviews the research on the influence of race and race relations on career dynamics. Particular emphasis is placed on: framing the minority experience as bicultural, understanding the influence of race on an individual's self-concept, minority experiences in receiving social and instrumental support from superiors and peers, and the special challenges facing minority women.

Thomas, David A., "Mentoring and Irrationality: The Role of Racial Taboos," *Human Resource Management*, vol. 28, 1982, pp. 279-290.

The author considers the complexities of cross-race mentoring relationships. He outlines the insidious forces that can lead to superficial alliances between whites and African-Americans.

International

Note: The books below do not address the topic of developmental relationships explicitly. However, they describe the impact of cultural differences on work relationships in general.

Adler, Nancy J., *International Dimensions of Organizational Behavior*, Boston, Mass., Kent Publishing Company, 1986.

The author explores the impact of culture on work relationships and organizational life. She challenges the assumption that what works in the United States will also be relevant in other cultural contexts. She offers suggestions for how to effectively manage cultural diversity and career transitions from one nation to another.

Kim, Young Yun and William B. Gudykunst, *Cross-Cultural Adaptation: Current Approaches*, London, Sage Publications, 1988.

Prompted by the reality that millions of people relocate each year, the authors explore how the concept of "adaptation" has taken on new significance. This volume presents current theories and research dealing with the cross-cultural adaptation of individuals who are born and raised in one culture and find themselves living and working in another.

Lane, Henry W. and Joseph J. DiStefano, *International Management Behavior: From Policy to Practice*, Ontario, Nelson Canada, 1988.

Relying upon cases and readings, the authors portray the realities of doing business internationally. The authors describe the influence of culture on managers' assumptions, perceptions, and feelings, and hence behavior.

Schein, Edgar H., "Improving Face-to-Face Relationships," *Sloan Management Review*, vol. 22, 1981, pp. 43-52.

The author identifies critical attitudes and skills for managing in the global business community. Only those individuals who know how to manage diversity will be equipped to function effectively in today's corporations.