The Blackwell Handbook of Mentoring

A Multiple Perspectives Approach

Edited by

Tammy D. Allen
Department of Psychology, University of South Florida

Lillian T. Eby
Department of Psychology, University of Georgia
Contents

Notes on Contributors ix
Foreword xvii
Mark L. Savickas
Acknowledgments xxi

Part I Introduction 1

1 Overview and Introduction
Tammy D. Allen and Lillian T. Eby 3

2 Definition and Evolution of Mentoring
Lillian T. Eby, Jean E. Rhodes, and Tammy D. Allen 7

Part II Theoretical Approaches and Methodological Issues 21

3 Youth Mentoring: Theoretical and Methodological Issues
Thomas E. Keller 23

4 Student-Faculty Mentoring: Theoretical and Methodological Issues
W. Brad Johnson, Gail Rose, and Lewis Z. Schlosser 49

5 Workplace Mentoring: Theoretical Approaches and
Methodological Issues
Terri A. Scandura and Ekin K. Pellegrini 71

6 Reflections on the Theoretical Approaches and Methodological
Issues in Mentoring Relationships
Marcus M. Butts, Jaime R. Durley, and Lillian T. Eby 93
Part III  Naturally Occurring Mentoring Relationships  97

7 Naturally Occurring Mentoring Relationships Involving Youth  
   Renée Spencer  99

8 Naturally Occurring Student–Faculty Mentoring Relationships:  
   A Literature Review  
   Carol A. Mullen  119

9 Naturally Occurring Mentoring Relationships Involving  
   Workplace Employees  
   Thomas W. Dougherty, Daniel B. Turban, and Dana L. Haggard  139

10 Reflections on Naturally Occurring Mentoring Relationships  
   Elizabeth Lentz and Tammy D. Allen  159

Part IV  Benefits of Mentoring  163

11 The Benefits Associated with Youth Mentoring Relationships  
   Lynn Blinn-Pike  165

12 Student–Faculty Mentorship Outcomes  
   W. Brad Johnson  189

13 The Benefits Associated with Workplace Mentoring Relationships  
   Aarti Ramaswami and George F. Dreher  211

14 Reflections on the Benefits of Mentoring  
   Angie L. Lockwood, Sarah Carr Evans, and Lillian T. Eby  233

Part V  Diversity and Mentoring  237

15 Diversity and Youth Mentoring Relationships  
   Belle Liang and Jennifer M. Grossman  239

16 Mentoring in Academia: Considerations for Diverse Populations  
   William E. Sedlacek, Eric Benjamin, Lewis Z. Schlosser, and  
   Hung-Bin Sheu  259

17 Diversity and Workplace Mentoring Relationships: A Review and  
   Positive Social Capital Approach  
   Belle Rose Ragins  281

18 Reflections on Diversity and Mentoring  
   Hazel-Anne M. Johnson, Xian Xu, and Tammy D. Allen  301

Part VI  Best Practices for Formal Mentoring Programs  305

19 Best Practices for Formal Youth Mentoring  
   Andrew Miller  307

20 Best Practices for Student–Faculty Mentoring Programs  
   Clark D. Campbell  325
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Best Practices for Workplace Formal Mentoring Programs</td>
<td>345</td>
</tr>
<tr>
<td></td>
<td><em>Lisa M. Finkelstein and Mark L. Poteet</em></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Reflections on Best Practices for Formal Mentoring Programs</td>
<td>369</td>
</tr>
<tr>
<td></td>
<td><em>Kimberly E. O’Brien, Ozgun B. Rodopman, and Tammy D. Allen</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Part VII</strong> Integrating Multiple Mentoring Perspectives</td>
<td>373</td>
</tr>
<tr>
<td>23</td>
<td>New Directions in Mentoring</td>
<td>375</td>
</tr>
<tr>
<td></td>
<td><em>Steve Bearman, Stacy Blake-Beard, Laurie Hunt, and Faye J. Crosby</em></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Common Bonds: An Integrative View of Mentoring Relationships</td>
<td>397</td>
</tr>
<tr>
<td></td>
<td><em>Tammy D. Allen and Lillian T. Eby</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bibliography</td>
<td>420</td>
</tr>
<tr>
<td></td>
<td>Name Index</td>
<td>465</td>
</tr>
<tr>
<td></td>
<td>Subject Index</td>
<td>481</td>
</tr>
</tbody>
</table>