

FIGURE 4.1 | Five Layers of Global Diversity



Adapted from *Diverse Teams at Work*, Second Edition, Lee Gardenswartz and Anita Rowe, Alexandria, VA: SHRM, 2003, and *The Global Diversity Desk Reference*, Lee Gardenswartz, Anita Rowe, Patricia Digh, Martin Bennett, San Francisco: Pfeiffer, 2003

Internal Dimensions and External Dimensions are adapted from Marilyn Loden and Judy Rosener. *Workplace America!*, Homewood, IL: Business One Irwin, 1991