Figure 3.1. Diversity Management Effectiveness Model - Wilborn 1998
Diversity Climate (Individual and Group)

Individual-Level Factors
- Identity Structures
- Prejudice
- Stereotyping
- Personality

Group/Inter-Group Factors
- Cultural Differences
- Ethnocentrism
- Intergroup Conflict

Personal Inputs
- Age
- Education
- Experience
- Gender
- Job Performance
- Loyalty
- Perception of the Service Industry
- Racio-Ethnic Background
- Seniority
- Skill

Diversity Climate (Organization)
- Cultural and Acculturation Process
- Structural Integration
- Informal Integration
- Institutional Bias in HR System
- Diversity Management Training Initiatives
- Discrimination
- Labor Laws

Personal Outputs
- Affective Outcomes
  - Job/Career Satisfaction
  - Job Involvement
  - Organizational Identification
- Achievement Outcome
  - Compensation
  - Opportunity
  - Job Performance Ratings

Figure 3.1.1 Proposed Diversity Management Effectiveness Model - Wilborn 1998