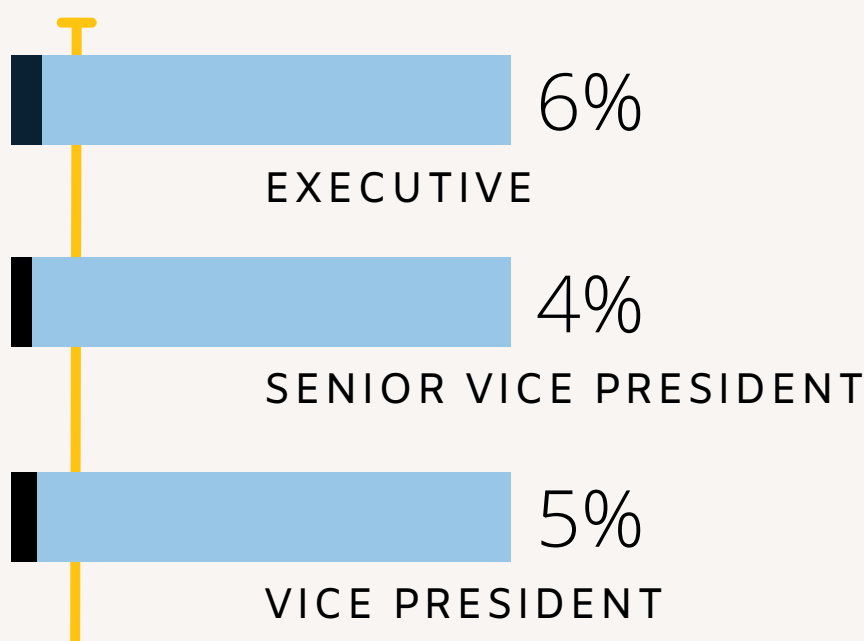


# RESISTANCE TO PROMOTING BLACK EXCELLENCE

The infographic below shows the representation of Black workers across the eight job levels, as defined by the McKinsey. The **blue bar** represents the percentage of those occupations held by Black workers by the end of the study (2020). The **yellow line** represents the percentage of the workforce that was Black during the time of the study - **13%**.

An **equitable representation** of Black workers would result in Black workers making up approximately 13% of workers across all eight job levels. However, workforce data collected by McKinsey in 2020 shows a clear pattern of **overrepresentation at entry-level** and **underrepresentation at executive level** for Black workers, as compared to their overall presence in the workforce.



Black workers tend to be **underrepresented at higher levels** of the organization and **less likely to break into executive leadership**.

Black workers tend to be **overrepresented at lower levels** of the organization and **more likely to remain entry-level**.

Clearly, the inequitable representation of Black workers at senior levels in organizations is evidence of **ongoing, systemic barriers that add resistance to the celebration of Black excellence via promotion to higher levels of representation.**

The lack of representation at higher levels of the organization compounds existing issues that we will be covering later this month. A lack of representation slows down productive culture change and makes it easier for the organization to experience **resistance against DE&I initiatives and changing norms.**  
**A first step toward fighting against resistance is proper representation at the change agent level.**



**Source:** McKinsey; The Black Experience at Work (2021)