



Adrian Pei is an organizational development consultant and leadership trainer who has worked in two of the largest corporate and ministry organizations in the world. He specializes in speaking and writing about crosscultural dynamics and ethnicity-related topics, and his books include *What Really Matters in Leadership?* and *Facing the Demands of Leadership*. Pei served as associate national director of leadership development of Epic Movement, the Asian American ministry of Cru. He and his family live in southern California.

Addressing the Pain of the Past to Create Thriving Organizations

Your book is titled *The Minority Experience*. What does that mean?

Adrian Pei: The minority experience is predominantly shaped by forces of pain, power, and the past.

- Being a minority is not about cultural knowledge, but about emotional realities of pain.
- Being a minority is not about demographic numbers, but about who holds sociological power.
- Being a minority is not about current race-related events, but about how events of the past have shaped peoples' reactions to these events.

What makes your book unique in the world of organizational and leadership books?

Pei: My approach is a combination of personal storytelling, current events and analysis, and historical references. It focuses on majority and minority dynamics, rather than just cultural competency. It also focuses on organizational dynamics of change, rather than just individual change. It may be one of the few books that describe a minority's experiences in a majority-white organization and a parachurch ministry.

Why did you want to write this book?

Pei: The United States is becoming increasingly diverse, racial tensions and violence are prominent in the news, and many organizations are recognizing the need to focus on race and diversity. However, it seems many efforts and conversations end up in the realm of cultural education, crosscultural competency, and pragmatic diversification. What's lost in the process are the emotional and psychological realities of what it means to be a minority, and the heart and soul behind the stories of minorities who have wrestled for centuries for dignity and a place in this country. I wanted to write a book that gave language and categories for these emotional realities that minorities could relate to, to see that they were not alone—that there were heroes and prophets among ethnic minority leaders of the past and present, and in the Bible. Finally, I wanted to explore the broader forces of organizations and history that have shaped minorities and the current conversations about race.

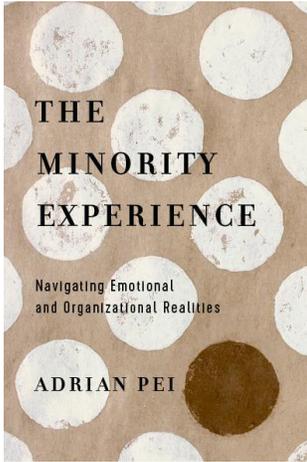
What do you hope readers will take away from *The Minority Experience*?

Pei:

- The minority experience is predominantly shaped by forces of pain, power, and the past. These are not new, but exist in the pages of the Bible and throughout the experiences of minorities since the beginning of United States history.



Q & A



- Whites and minorities are not on equal ground, and there are many historical reasons for this. There are historical factors that have shaped the racial discussions, events, and reactions of today.
- Being a minority isn't just about numbers, but about deeper emotional and sociological factors.
- Diversity must be more than pragmatic; it must be about the dignity and beauty of minorities and all they have to offer – with their unique compassion, advocacy, and wisdom.
- Change is not just about individual education, but about learning to navigate broader organizational forces and realities.

*The Minority Experience:
Navigating Emotional and
Organizational Realities*

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“Even well-intentioned efforts to build more diverse organizations will fail unless we address the realities of pain, power, and the past. With clarity and honesty, Adrian Pei shows how facing these realities can lead to compassion, advocacy, and wisdom for a better future. This book is a valuable resource for anyone who wants to see genuinely multicultural organizations thrive.”

– **Andy Crouch**, author of *Culture Making: Recovering Our Creative Calling* and *Strong and Weak*, partner for theology and culture at Praxis

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