



RESETTING  UR FUTURE

Provocateurs

not Philanthropists

Turning Good Intentions into Global Impact

Maiden R. Manzanal-Frank

FOREWORD BY THOMAS LOVEJOY

Maiden R. Manzanal-Frank

Known as the Global Strategist, Maiden Manzanal-Frank advises executives in non-profits, social enterprises, businesses, and international organizations to achieve their impacts with precision and sustainability. As the Founder and President of GlobalStakes Consulting, she is, an award-winning diversity champion, author, speaker, and mentor to many aspiring social innovators around the world.

She is the *Bhichai and Khunying Charoye Rattakul Scholar for Peace and Conflict Resolution* at the Rotary Peace Center in Chulalongkorn University, Thailand. She was an award recipient of the *Outstanding Diversity Outreach and Communications Award* from the Fraser Valley Cultural Diversity Awards for Abbotsford Building Connections Project.

Her professional and consulting experience spans short of two decades in the area of global humanitarian and aid development, economic development, and cross-cultural management working with municipalities, international organizations, and advisory councils at the national, regional, and international levels. She has lived on two continents, traveled in 33 countries, and worked in 14 countries in Asia. She had consulting work with the United Nations.

She is a sought-after speaker and has facilitated hundreds of workshops, training, and group processes for various organizations and agencies since 2001 and has collaborated on initiatives for women, children, and youth sector, immigration, settlement and refugee sector, sustainability sector, and international development sector. She has sat on some governance boards, coalitions, and Communities of Practice (CoP) in these sectors as well.

She is the author and writer of published articles, policy briefs, white papers, and reports on peace and conflict, immigration and settlement, sustainability, strategy, and leadership. She taught at the College of the Holy Spirit of Manila, in the Philippines and the Red Deer Polytechnic Division for Advanced Education and guest lectured at the University of the Fraser Valley's Global Development Institute and Prairie College.

As a Senior Consultant, she takes varied and complex assignments as an advisor and partner for solutions to strategy, governance, evaluation, performance management, and sustainability in the public sector. Her growing clients include the World Fair Trade Organization Asia (Thailand), Archway Community Services, Multicultural Helping House Society, Fraser Valley Local Immigration Partnership Council, and Justice Education Society International. She collaborated on projects with the University of the Fraser Valley Centre for Indo-Canadian Studies, Central Alberta Immigrant Women's Association, Innoweave

Foundation, Burman University's Centre for Peace and Justice, Rotary Passport Club YEG, and Edmonton Regional Innovation Network (ERIN).

She currently teaches Leadership and Change-making and coaches mid-level peace and development professionals at the Rotary Peace Centre at Chulalongkorn University, Thailand. Her first commercial book *"Provocateurs not Philanthropists: Turning Good Intentions into Global Impact"* is now available at all major online retailers. Her next project is the launch of The Provocateurs' Network, a community of doers, catalysts, and game-changers in the global impact space.

She lives on an acreage in Central Alberta with six cats and one dog.

For more information about her services, please visit her website at www.maidenmfrank.com.

Principle 1: Do Better than No Harm

Summary Reflective Questions using the Global Impact Leadership Framework

In the space below, reflect on the questions using the 5Ps: Purpose, Passion, Provision, Practice, and Paradigm. Remember that the 5Ps are the criteria by which you can do better and avoid harm as a global impact leader.

- What's your specific development paradigm? Write down what comes to mind, and how your paradigm should relate to doing better and avoiding harm.

- Recall instances when your work aligned with some of the pitfalls mentioned in this chapter. What lessons did you learn from your experience?

- What would you do better as a provocateur with the right paradigm? How could this paradigm shape those with whom you work practically/or organizationally, and whose lives you intend to change for the better?

Principle 2: Forge Strong Bonds with your Change Partner

Remember, you can use the 5Ps to empower your community partners to harness their innate strengths and capacities.

- How does a sound value statement and a robust Theory of Change help you to partner effectively and ethically with marginalized communities?

- As a global impact leader, how can you begin to see the communities you work with as the site of transformation you seek? What don't you know and what can you learn from communities?

- Relationships evolve and grow, or become stagnant and die. What challenges do you face in fostering a partnership based on a continuum of growth?

Principle 3: Play the Long Game

In the space below, reflect on how to play the effectiveness long-game using the 5Ps: Purpose, Passion, Provision, Practice, and Paradigm.

- How can global impact leaders respond to and implement the four significant trends listed above (triple nexus, creative approaches, localization, and adaptive evaluation)?

- Reflect on the unintended, unanticipated and perverse consequences of your own work. What have you learned?

- How can you embed effectiveness at your organization or within your development plan?

Principle 4: Learn from Mistakes

Remember, you can use the 5Ps to reframe the concept of failure.

- What could success look like from your perspective, and what does failure mean?

- When have you learned the most from your mistakes and failures? Whom do you admire from having learned from their failures?

- What challenges do you see in learning and growing through failures in the sector or broader community where you belong?

Principle 5: Access your Ignorance and Borrow Shamelessly

Embracing your ignorance gives you vast potential because it rejects any pre-determined framework of action.

- When working with change partners, how can you benefit from suspending judgment and acknowledging your limits?

- How do you spot and nurture home-grown ideas into positive innovation?

- Which action areas call for borrowing creatively from other disciplines?

Principle 6: Don't Underestimate your Impact

In the space below, reflect on the questions using the 5Ps—Purpose, Passion, Provision, Practice, and Paradigm—as bases for being strategic in measuring and communicating results.

- What impact claims will be the best vehicle for articulating your outcomes? How can you best articulate your results for a given project?

- How do you ensure a results orientation throughout your engagement with a project and beyond, as a capacity-building investment?

- How can waste manifest in your work, and what strategies have you found effective in dealing with it?

Principle 7: Empower your Defenders Through Your Story

- Where do stories figure in your work as a global impact leader? What's the story behind your work?

- What minefields and pitfalls you should avoid when building a connection through the power of your stories? Or the stories from the work of your organization?

- How can your stories help others be inspired and challenged to come alongside you on your journey?

Principle 8: Envision the End you Intend

In the space below, reflect on the questions using the 5Ps: Purpose, Passion, Provision, Practice, and Paradigm. Remember, the 5Ps provide you with criteria to exit gracefully and inspire your partners to carry on the work with excellence.

- What would you do differently knowing that legacy is not something you leave behind but something to live fully now?

- Have you ever witnessed a change leader who stayed too long? What were the negative impacts? What have you learned from your observations?

- Exits can be a powerful and transformative experience that will inspire partners to become better leaders and individuals. How can exits be used to increase the leadership capacities of your change partners?

Principle 9: Find and Nurture your Community

- Imaginative communities can create the environment for a virtuous circle, the opposite of a vicious cycle, where good things lead to more good things. How do you nurture and grow your community of like-minded peers and provocateurs?

- Where do you draw inspiration, mutual support, and camaraderie in times of self-doubt, uncertainty, and stress? What types of advice would you give young provocateurs who are looking to find their own community?

- How can you champion localization as a principle and strategy for action in its many representations in the lives of your change partners and communities?

Principle 10: Dare the Impossible

- As an impact leader, how can you support creativity and innovation with those who have few resources but, nonetheless, talent, hard work, and ingenuity?

- How can you increase the adoption and integration of innovations in disadvantaged communities?

- How do you imagine becoming a game-changer rather than a change-maker in your field?

BONUS PROMPT

1. What supports do you need to move forward as a Provocateur? List down all that is relevant. Who do you need to connect and engage intentionally?

Your Journey Has Just Begun.

Here are some available resources. I would love to hear from you. Good luck!

- The Provocateurs' Network – an exclusive community of doers, catalysts, and game-changers in the global impact space where networking, fellowship, collaboration, and learning happen by design. To register your interest: [The Provocateurs Network \(maidenmfrank.com\)](https://maidenmfrank.com/provocateurs-network)
- Videos, podcasts, and presentations on Provocateur – [Provocateurs \(maidenmfrank.com\)](https://maidenmfrank.com/provocateurs)
- Strategy, change, and leadership articles available for download anytime – [Resources \(maidenmfrank.com\)](https://maidenmfrank.com/resources)
- Get my monthly e-newsletter for free in your inbox at engage@globalstakesconsulting.com. Previous copies are available at [Resources \(maidenmfrank.com\)](https://maidenmfrank.com/resources)
- For endorsement, testimonials, guesting speaking in your school, clubs, and organization, ideas for collaboration, please email at engage@globalstakesconsulting.com.