

Application Analysis

21.2 (10th Edition) Social and Environmental Change at LDI Africa

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Application 21.2 Social and Environmental Change at LDI Africa (10th Edition)

Describe the transformation of this organization to a SMO

Landmark Development Africa (LDI) is an American nonprofit organization that has successfully developed into at least two-thirds of a full sustainable management organization. LDI enables international African professionals to return to Africa as volunteer workers. It also enables young professionals living in Africa to work abroad in the developed world (Pg. 678). The founder, Gbenga Ogunjimi, got the idea to start up his social and economic development organization from his time working for a nonprofit in Washington DC. Ogunjimi had an unexpected meeting with a recently graduated OD professional named Kimberly Jutze who was looking to set up a practice (Pg. 678)

After their initial meeting Kimberly started on an informal assessment. For five months the two worked together to develop a social impact strategy (Pg. 678). Differences in communication styles and expectations surfaced between the two. Gbenga was interested in making use of his limited time in the US by launching as soon as possible while Kimberly wanted to generate responses to detailed potential questions. Feedback directed them to seek an open discussion around quality and quantity of information which led to a better understanding and working relationship (Pg. 679).

After LDI was a registered nonprofit Kimberly was asked by Gbenga to help obtain seed money. Kimberly compiled a strengths-based assessment that provided best case / worst-case scenarios and a contingency plan if funding did not reach minimum projected amounts. Kimberly also assisted Gbanga in successfully putting together a board of directors by clearly assigning and defining roles (Pg. 679).

Through out the process Kimberly successfully guided Gbenga through the leadership process. The result is that Gbenga was seen by other leading the organization, but his plans, choices and strategies were all enhanced by Kimberly's coaching. (680). Moving forward Gbenga is poised to effectively lead the organization he generated with the assistance of Kimberly because he was the one implementing the systems and he understands both the reasons for the choices and how the systems function.

LDI did form symbiotic relationships with other African foundations that leveraged the resources that LDI had to offer. (Pg. 679) There is no doubt that LDI satisfied the Sustainable Management Organizations (SMO) guidelines of social and economic development. In other words it produced outcomes in people and profit.

There could be question around LDI being qualified as a true SMO because there is little evidence that it has focused on the third leg of the stool, being an ecological focus. In other words, although it is an international organization, it has yet to show how it benefits the ecological quality of the planet through minimizing water consumption, reducing carbon emissions, eliminating paper consumption, or other similar metrics.