

**ABS,  
IMD +  
OCP**

## **“Beyond”**

An ambitious next-level  
talent development program

## EXECUTIVE SUMMARY

In 2018, OCP – a Moroccan phosphate mining and fertilizer firm – was a decade into an ambitious transformation program to capture higher value-added downstream business opportunities. To achieve its growth ambitions, it needed to develop new talent and skillsets. The answer? The Beyond program, a 24-month talent development journey co-created by Morocco’s Africa Business School (ABS), IMD and OCP. Beyond aimed to develop talent by interweaving theory and practice to help OCP transform and accelerate its shift to the next S-curve.

Beyond’s first cohort of 50 participants alternated between off-the-job academic learning and on-the-job action learning projects. The knowledge and skills participants acquired in the classroom were immediately applied to 44 existing strategic initiatives aimed at improving how OCP exploited its mining and industrial operations and exploring new possibilities for growth (Figure 1). By developing the next generation of talent and

accelerating company-wide operational improvements, Beyond surpassed OCP’s expectations. Its individual, business and organizational impact (Figure 2) was so significant that the company not only launched a second cohort but also created a separate program – Learnin’Pact (launched in 2022) – to mainstream the Beyond concept to all OCP employees. The focus on talent development strengthened OCP’s human resource department’s link to the business, resulting in the evolution from functional role to business partner.

## Beyond:

Developing talent with academic & applied learning to accelerate OCP’s transformation and shift to its next S-Curve<sup>1</sup>

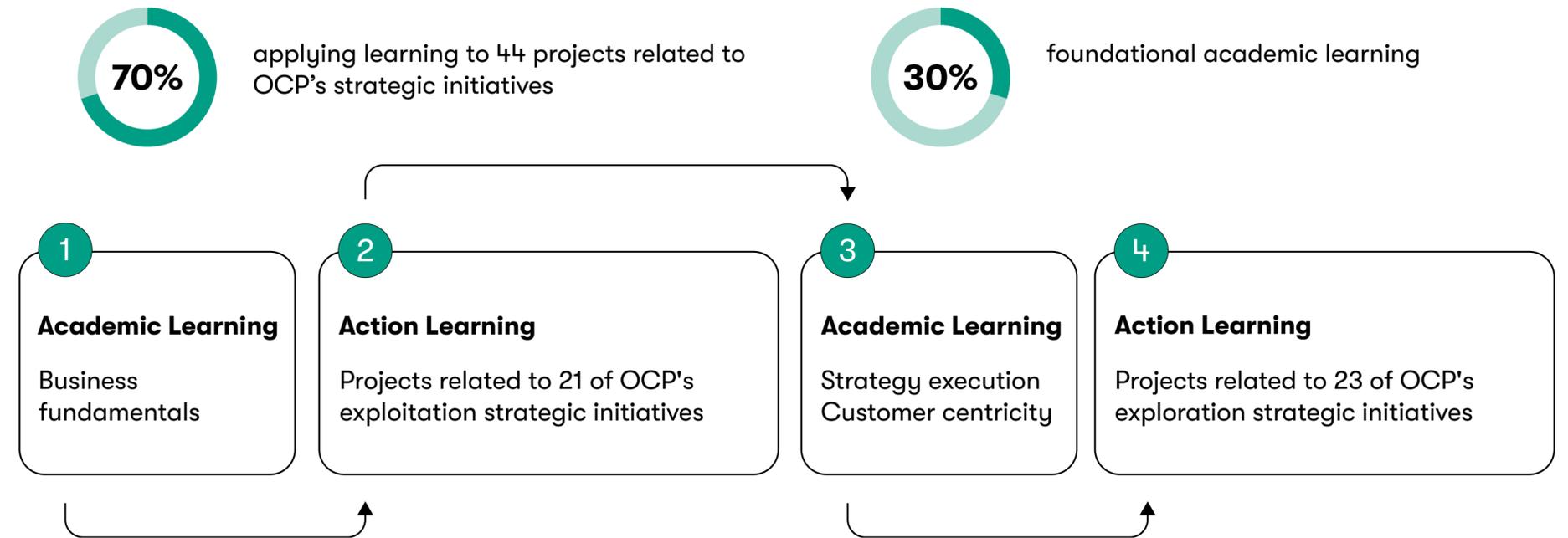


Figure 1: Beyond program: Interweaving of theory and practice

<sup>1</sup> The S-curve shows the evolution of industries as products mature and new ones are adopted.

### Individual Impact

- 40% promoted to leadership positions
- High completion rate (96%)
- Foundations of operational excellence
- Ambidextrous thinking
- Leadership capabilities (change agents, self awareness)

### Business Impact

- Impact on multiple transformational initiatives
- Reduced operating expenses
- Improved capacity
- Improved stock to port capacity and speed
- Solutions to reduce water consumption

### Organizational Impact

- Extended approach to all OCP employees (Learnin’Pact)
- Embedded lifelong learning to enable transformation
- Developed new recruitment approach
- Shifted HR from functional organization to business partner
- Accelerated strategic initiatives and thereby results
- Developed change agent network

### National Impact

- Improve attraction of Moroccan talent abroad:
  - 21 Moroccans returned to help reverse the country’s brain drain (first cohort)
  - Over 30 European-based Moroccan candidates admitted to the second cohort
  - Development of JESA Advisory and OCP Solutions subsidiaries, responsible for the Beyonders’ business coaching and getting them involved in the group’s strategic initiatives

Figure 2: Beyond program impact