“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.

The S-curve shows the evolution of industries as products mature and new ones are adopted.