Embedding Sustainability Within OCP

**Purpose**
- Identify existing opportunities and limits to embedding sustainability into the daily activities of OCP
- Map key influencers in OCP’s organizational processes and identify leverage points within the system

**Activities**
- Interviews: ~28 stakeholders across ~8 internal/external stakeholders groups/departments over 4 sites (incl. HQ)
- Site Visits: Khouribga, Jorf Lasfar, Benguerir

**Insights**
- **Key Organizational Dynamics:** (Shifting) Mental Models of OCP people; Cultural Gap Between sites and HQ; Collective Commitment & Understanding around Sustainability
- **Frameworks and tools we found helpful:** Three-Legged Stool model; Three Lenses; Shifting the burden; Leverage points; Ladder of Inference

**Lessons**
- It’s not just about systems/processes. Relationships (cultural context and political context) matter.
- Organizational problems are human problems.
- You can never do enough COMMUNICATING.
- Co-creation/developing a shared vision is necessary to sustain change.
- Managing team process/dynamics is just as important as managing team output.