



# Beyond the Box: Domino’s Leadership Program Crushes Industry Benchmarks

Domino’s Pizza, Inc.  
 Best Leadership Development Program  
 November 2024



## Company Background



Company-at-a-Glance	
<b>Headquarters</b>	World Resource Center, Ann Arbor Michigan
<b>Year Founded</b>	1960
<b>Revenue</b>	\$4.479B
<b>Employees</b>	13,500
<b>Global Scale (Regions that you operate in or provide services to)</b>	90 international markets Regions: United States, Americas, Europe & Domino’s Pizza Germany (DPG) Region, Asia, Middle East & Africa, Pacific & Domino’s Pizza Enterprise (DPE) Region
<b>Customers/Output, etc. (Key customers and services offered)</b>	20,500 Domino’s stores globally 31 Supply Chain centers
<b>Industry</b>	Quick Service Restaurant (QSR) or Foodservice Franchising
<b>Stock Symbol</b>	DPZ (NYSE)
<b>Website</b>	<a href="https://biz.dominos.com/">https://biz.dominos.com/</a> <a href="http://www.dominos.com">www.dominos.com</a>



## Budget and Timeframe

Budget and Timeframe	
Overall budget	\$450,000
Number of (HR, Learning, Talent) employees involved with the implementation?	10
Number of Operations or Subject Matter Expert employees involved with the implementation?	10
Number of contractors involved with implementation	0
Timeframe to implement	December 2022 – June 2023 (7 months)
Start date of the program	June 2023

## Fit to the Needs

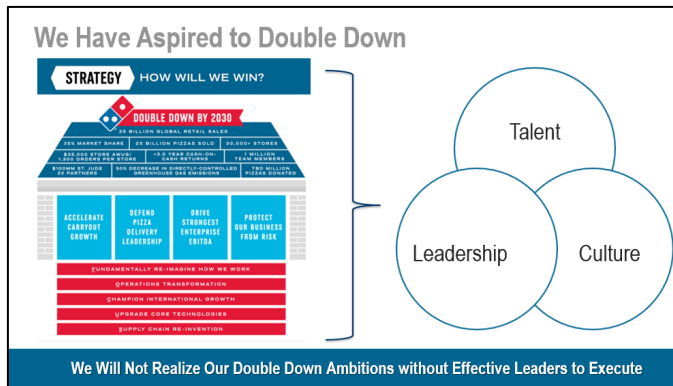
Domino's has undergone significant hyper-growth in the past decade, cementing its status as the leading pizza brand globally. This exponential growth has brought about a new set of challenges for the organization. Today, leaders are confronted with increasingly complex and ambiguous situations that demand agile and visionary leadership.

The rapid expansion of Domino's has highlighted a critical gap in the internal leadership development initiatives. Existing programs have struggled to keep pace with the evolving demands placed on leaders. This discrepancy has underscored the urgent need for a comprehensive and robust leadership development program tailored to address the unique challenges of leading in a rapidly growing and dynamic global market.

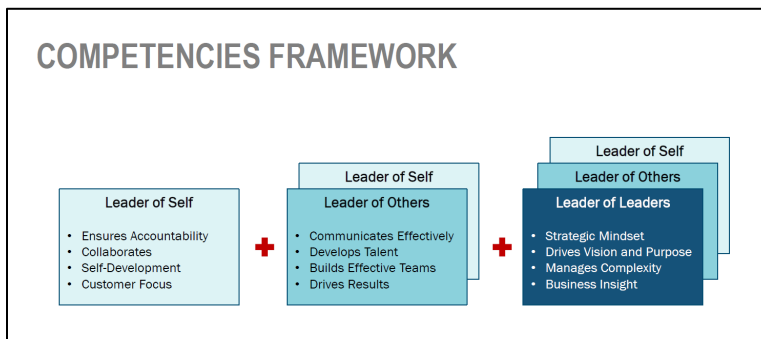
The Leadership Essentials program was strategically designed to align with Domino's company purpose, core values, and overarching organizational objectives, particularly focusing on 'Fundamentally Re-Imagining How We Work' and the HR priority of 'Strengthening Leadership Capabilities and Bench.' The program was structured with clear goals aimed at enhancing employee engagement and improving leader effectiveness.

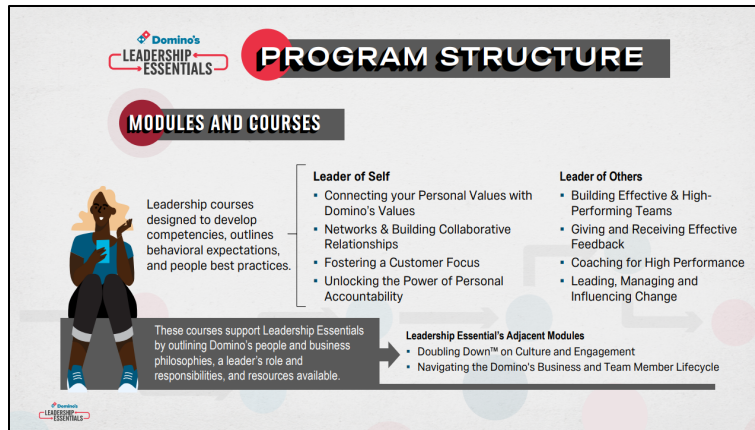


In 2023, the program demonstrated tangible success, surpassing industry norms with a notable 6% increase in Domino’s overall engagement score and a 4% improvement in leader effectiveness. These results exceeded expectations, especially considering that typical industry-standard increases hover around the 1-2% range annually.



The program’s design is intricately mapped to Domino’s Leadership Competency Framework, emphasizing critical areas such as culture, engagement, and inclusive leadership behaviors. It offers a comprehensive blended learning approach encompassing pre-work assignments, immersive in-person workshops, social learning cohort communities, post-workshop activities, ongoing learning boosters, and regular quarterly breakthrough groups aimed at sustaining behavior change.





The program's multifaceted structure ensures a holistic learning experience that fosters not just knowledge acquisition but also the practical application of leadership skills in real-world scenarios, directly contributing to the achievement of Domino's strategic goals and reinforcing a culture of continuous learning and growth within the organization.

## Design and Delivery of the Program

The design and delivery of Domino's leadership development program were meticulously crafted to address specific capability gaps identified through thorough program evaluations and an in-depth analysis of organizational needs. The analysis revealed significant areas for improvement, such as leadership effectiveness, high turnover rates, and the pressing need to develop future-ready leadership skills in response to evolving business challenges.

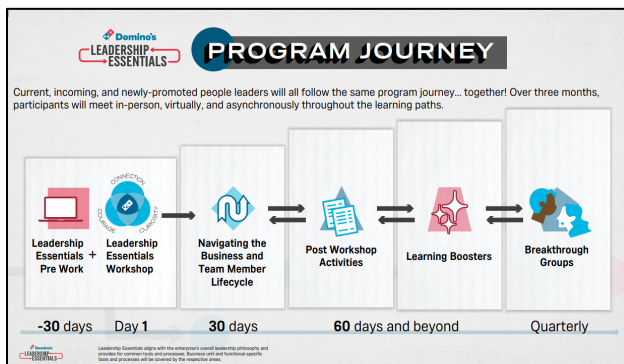
While leaders demonstrated strengths in achieving results, customer focus, and business acumen, the analysis highlighted critical areas for ongoing development, including self-awareness, fostering collaborative networks, and cultivating inclusive leadership behaviors. It was clear that leaders needed to be equipped with essential skills for navigating change, understanding organizational culture and engagement, developing talent, enhancing emotional intelligence, and building resilience—skills essential for sustained organizational success.

Additionally, during the design process, the team meticulously mapped out the program measurement and evaluation strategy, ensuring robust tracking of the program's impact on employee engagement and leadership effectiveness—two areas identified as significant areas for improvement.



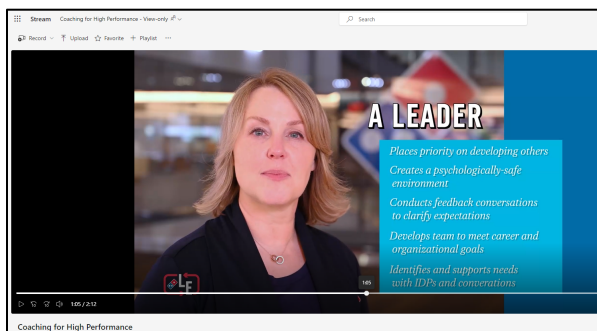
Taking these insights into account, the team designed a blended learning program rooted in Domino's leadership competency framework and principles of inclusive leadership. Key stakeholders, including HR Business Partners and subject matter experts from various business units, played a crucial role in tailoring program content, examples, and language to resonate with diverse teams, fostering inclusivity and relevance across the organization.

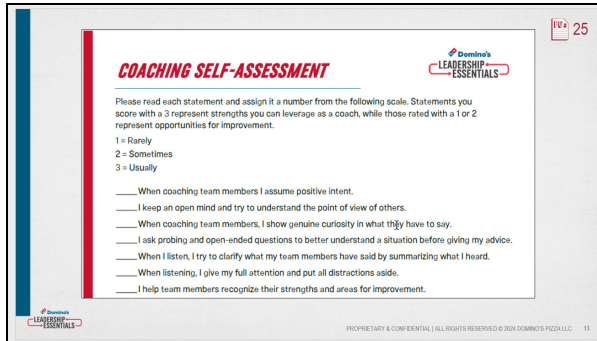
The program journey encompasses pre-work assignments, immersive in-person workshops, social learning cohort communities, post-workshop activities, ongoing learning boosters, and regular quarterly breakthrough groups aimed at sustaining behavior change.



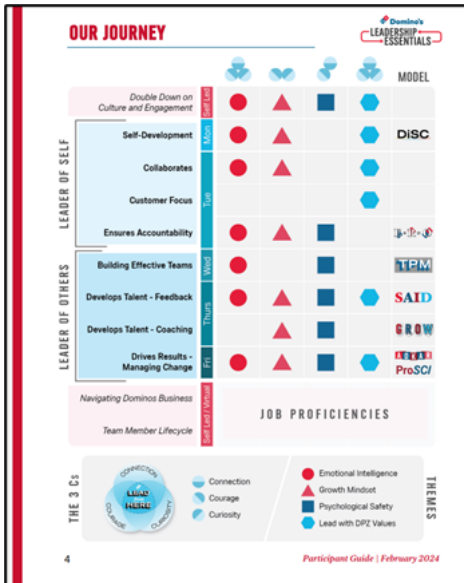
The program components include:

**Self-Directed Pre-Work:** Participants engage in customized self-assessments, videos, and eLearning modules, preparing them for the immersive in-person workshop experience. Modules such as Doubling Down on Culture and Engagement, DiSC, Networking and Building Collaborative Relationships, and Leading Amid Change set the foundation for deeper learning.





**In-Person Workshop:** This intensive one-week workshop, led by experienced instructors, fosters meaningful connections, reinforces organizational culture, and provides clarity on leadership expectations and strategies. Modules such as Giving and Receiving Feedback and Coaching for High Performance equip leaders with practical skills for immediate application. Additionally, six weeks post-workshop, leaders are invited to participate in a session on Navigating the Team Member Lifecycle where they learn about the talent management lifecycle, the leader expectations, and their impact, and are provided just-in-time resources. Below is a list of modules, their descriptions and learning objectives.



**Leader of Self Modules and Learning Objectives:**

Doubling Down on Culture and Engagement Learning Objectives

Identify the impact team members have on Domino's climate, culture, and team member engagement.



Discuss the impact an engaged team member has on climate, culture, and engagement.

List the five things that engage a team member.

### Connecting Your Personal Values with Domino's Values Learning Objectives

Bring values to your personal journey as you begin to know and express your own why.

Examine and monitor your behaviors and emotions through DiSC Workplace.

Recognize the ability to modify and enhance your leadership behaviors through DiSC Management.

Stretch your mindset to meet the needs of others through DiSC Agile EQ.

Establish a Personal Brand Statement.

### Networking and Building Collaborative Relationships Learning Objectives

Apply practices that build a broad and valuable network.

Use and model a collaborative approach to working with others to achieve shared objectives

Create a positive environment that encourages the building of connections

Employ strategies to serve professional and personal goals of yourself and your team

Create a positive environment that encourages the building of connections, including in remote and/or hybrid working environments, such as with Field Team Members

### **Fostering a Customer Focus Learning Objectives**

Gain insight into customer needs

Identify opportunities that benefit the customer

Build and deliver solutions that meet customer expectations

Establish and maintain effective customer relationships





### **Unlocking the Power of Personal Accountability Learning Objectives**

Practice personal accountability through examining case examples and working with others to increase your awareness of how you can respond to events for the outcome you want.

Develop an intuitive sense of how to shift into and use a growth mindset to create positive experiences and outcomes for interactions and situations with increasing confidence.

Make accountability behaviors a habit to lead yourself and contribute to our culture and success.

Build your growth mindset by building on the feedback, insights, and inspiration of your fellow workshop participants.

### **Leader of Others Modules and Learning Objectives:**

Building Effective and High Performing Teams Learning Objectives:

Review the Drexler/Sibbet Team Performance Model

Learn the expectations of a leader at Domino's within stages 1-5 of the Team Performance Model to help build an effective team

Acquire practices and activities to begin work toward building a more effective team

### **Giving and Receiving Effective Feedback Learning Objectives**

Utilize a framework for conducting feedback conversations. Having a structured framework ensures effective and productive feedback discussions.

Identify tools and strategies to deliver and receive effective feedback. Utilizing the right tools and strategies can enhance the impact and quality of feedback conversations.

Create a high-performance culture where feedback fosters growth and continuous improvement for the whole team

### **Coaching for High Performance Learning Objectives**

Learn strategies for building coaching relationships with team members, including active listening, empathy, and asking powerful questions.

Explore different coaching models and approaches, such as the GROW model, and learn how to tailor coaching conversations to individual team members' needs and goals.





Understand the principles of effective coaching, including how to create a safe and supportive coaching environment, set goals and objectives, and give feedback.

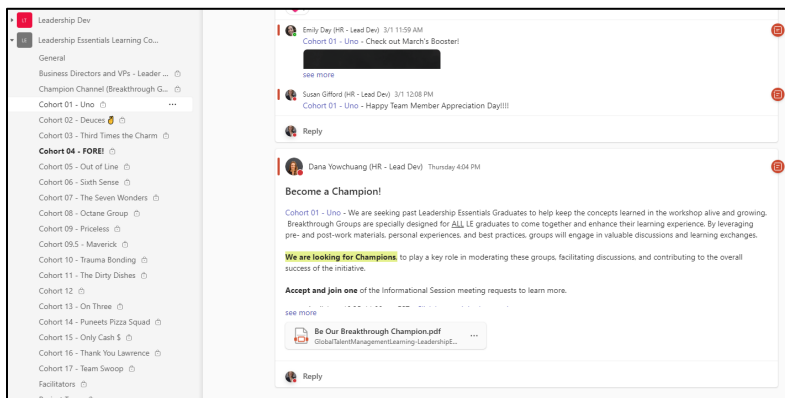
**Leading, Managing and Influencing Change Learning Objectives:**

- Recognize the importance of leading through change
- Learn team members needs during change at work and the support needed from you
- Review the ADKAR model and how to use this process to impact organizational change
- Come away with practices and activities to create stability amid disruption

**Navigating the Team Member Lifecycle Learning Objectives:**

- Analyze and evaluate the team member lifecycle’s steps and assess their impact on team effectiveness and engagement.
- Recognize your role within the team member lifecycle.
- Gain awareness of people management tools (SmartRecruiters, Learning Hub, TMSC, Domino’s Engage) that are available to streamline and enhance various stages of the team member lifecycle.
- Become familiar with the various teams within Domino’s that support the team member lifecycle, enabling you to collaborate effectively and leverage their expertise when needed.

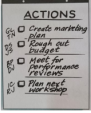
Post-Workshop Engagement: Participants continue learning through social learning cohorts, on-the-job application activities, monthly learning boosters, and peer mentoring breakthrough groups, ensuring continuous skill development and behavior change.





**COMMITMENT - ACTION ITEMS**  
**ACTIVITY INSTRUCTIONS**

**Get People to Commit Visibly**  
 A tried-and-true way for a group to face the commitment stage is to ask people to sign up for action items at the end of the meeting. If an item is not assigned, ask for volunteers or you add someone to that specific item. Signing up for action is a critical moment in a group process and requires full leadership involvement. Ensure this is a community setting where interested parties indicate their commitment.




**Assigning Action Items**  
 Time - 30 minutes at end of meeting

1. Post an "Action Items" chart early in a team meeting and as they are mentioned in the meeting.
2. Leave a margin on the chart for recording names next to the items.
3. Explain the importance of having people specifically responsible for the different action items.
4. Encourage people to raise their hand and call out the item they are signing up for.
5. Write their name next to the item in a way that will show clearly on the notes.
6. Tell everyone how the minutes or chart documentation will be handled so that they will be looking for their assignments.

**Tips - Your role is to help the team make public commitments. This will test the team's consensus. Make sure to pre-assign tasks that must be completed by specific individuals. Also, make the action items chart as detailed as the team wants it to be.**

We manage our careers in a time of [VUCA](#). We get bombarded with near instant news from all around the world - much of it decidedly aimed at stimulating our interests and inflaming our fears. And we are constantly balancing personal and family responsibilities with the demands of work. All of this while working in teams, often remotely, can sometimes lead to our teams being uninvolved in stage 7 of the Team Performance Model: experiencing **breakdown or burnout**.



We can't get rid of stress. And being aware of stress is good. So let's take a moment to brush up on skills effective at managing stress.

Let's start off with a refresher on self-awareness by watching [Thoughts and Emotional Intelligence](#) (a LinkedIn Learning video, 5 mins); then, check out some of these excellent resources:

- [Three Steps to Stop Remote Work Burnout](#) (TED.com video, 4 mins)
- [Dealing with Stressful Situations #1](#) (UK video, 3 mins)
- [Living with Stress](#) (TED.com video, 4 mins)
- [The Basics of Resilience](#) and [The Basics of Mindfulness](#) (Happi.com articles, 3 mins)

Remember use it or lose it - add what you learn **share your knowledge with your team!** Perhaps even leverage a post-workshop activity - go to your cohort Teams channel and look for "Resolved Issues and Unresolved Team Symptoms.pdf".

They dooooo!

Love,  
[LeadershipDevelopment@dominos.com](mailto:LeadershipDevelopment@dominos.com)

**BE OUR BREAKTHROUGH CHAMPION**

**WHAT IS A BREAKTHROUGH GROUP?**  
 A Breakthrough Group is where graduates of the Leadership Essentials program explore topics through discussion, team-based activities, role-playing, and more, to grow and develop their leadership knowledge and skills.



**WHAT IS A CHAMPION?**  
 A Champion is a graduate from the Leadership Essentials program who volunteers to schedule, engage and moderate virtual sessions around leadership topics. Champions are not expected to be teachers. The only requirements are:

- A strong desire to strengthen your and other's leadership competencies
- An enthusiastic commitment for learning and growth

What is expected, however, is that you will model the Learning Essentials themes of Psychological Safety, Growth Mindset, Emotional Intelligence, and Leading with DPC Values.

**WHY BE A CHAMPION?**  
 As our Leadership Essentials Champion you have a unique opportunity to grow your network of cross-functional leaders all while strengthening your moderating, coaching, and listening skills. It's also chance to meet potential stretch objectives and goals while making deeper connections with your fellow Domino's leaders. It's win-win!



**HOW DO YOU GET INVOLVED?**  
 Attend an upcoming Breakthrough Group informational session to learn more by accepting one of the meeting requests.

**Domino's LEADERSHIP ESSENTIALS**

Impact and Continuous Improvement: Through measurement, evaluation, including feedback mechanisms and ongoing assessments, programs ensure that their impact continues to align with strategic goals and contribute to sustained improvements, employee engagement, reduced turnover rates, and enhanced leadership effectiveness.



This fosters a culture of continuous learning and collaboration in leadership excellence across all levels and business units at Domino's.

## Adoption of the Program

The adoption of the Leadership Essentials Program within the organization was strategically planned and executed, overcoming challenges through defined strategies and proactive communication efforts.

**Early Stakeholder Engagement:** The team started the adoption process by securing support and endorsement from c-suite executives in Q3 2022, followed by gaining buy-in from the HR Leadership Team in Q4 2022. This early engagement ensured alignment with organizational goals and leadership priorities from the outset.

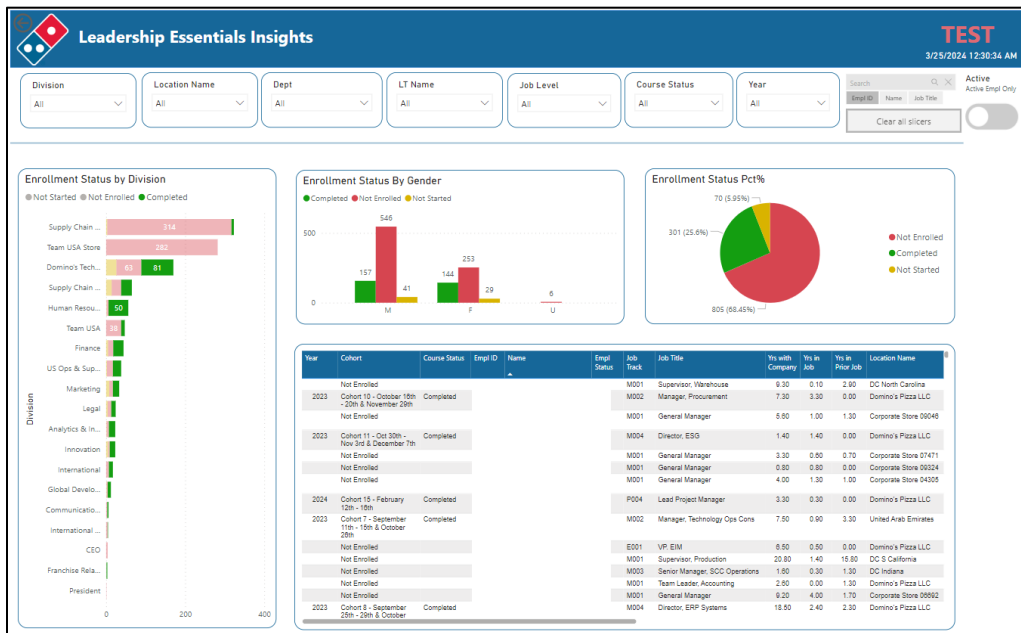
**Launch and Information Sessions:** In early 2023, Domino's officially introduced the Leadership Essentials Program during a global Townhall, garnering widespread attention and setting the stage for program awareness. Subsequently, the team conducted targeted information sessions and provided a comprehensive program playbook in Spring 2023, achieving an impressive 95% participation rate among the VP+ Community.



**Ongoing Communication and Updates:** Continuous communication has been key to sustaining program adoption momentum. The team leveraged Domino's internal newsletter, The Dish, to deliver mass updates regarding program progress, success stories, and upcoming initiatives. Quarterly updates tailored to each business unit further reinforce program relevance and encourage ongoing participation.



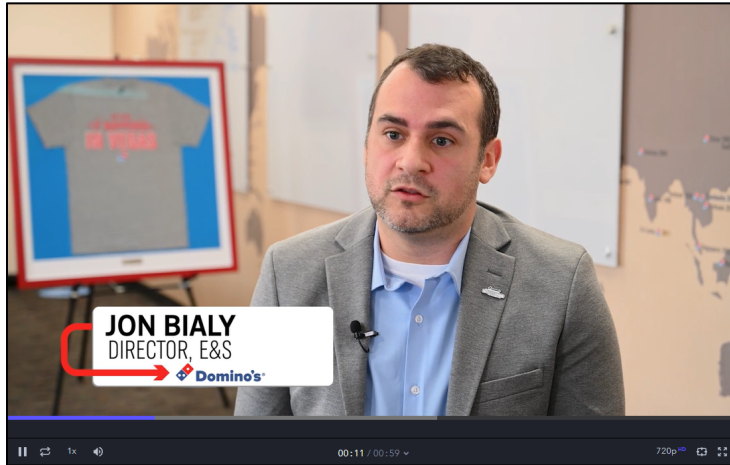
**Program Dashboard for Visibility:** To enhance transparency and accountability, the team developed a program dashboard that tracks and displays each business unit's interaction and engagement with the program. This real-time data allows for targeted interventions and highlights areas for improvement or additional support.



**Leader Testimonial Videos:** Recently completed Leader Testimonial videos serve as powerful tools for internal promotion, showcased through digital signage within the organization, and externally shared on platforms like LinkedIn. These testimonials not only validate the program's impact but also serve to enhance Domino's Employee Value Proposition by showcasing the commitment to leadership development and talent empowerment. Additionally, they contribute to strengthening the Domino's brand by highlighting authentic leadership experiences and the positive outcomes of the leadership development initiatives,



thus inspiring broader participation, and commitment across the organization and beyond.



### Testimonials

*This was a great program! After people a people manager for 3 years, there were so many lipstricks that I wish I would have had earlier. I would recommend that anyone take this class at the start of their people management journey.*

*I found this course refreshing and helpful. It provided insight into different leadership styles, and I really liked the resources, tools and models we were provided. Pacing of content was good.*

*Great experience. Really enjoyed the openness of the cohort. Everyone was engaging and sharing relevant information. We all really got to know each other. Other's perspectives on how they do things helped to relate to other possible situations.*

*Leadership essentials is a training I wish I had when I became manager. Can't believe I have been leading teams for past 4 years without the tools and frameworks provided in this training. It was a great opportunity to network with fellow leaders and learn from their experiences.*

*Super insightful with great takeaways to help me grow as an individual and a leader. I only wish this was part of the initial onboarding as it truly sets up both the individual and company for greater success.*

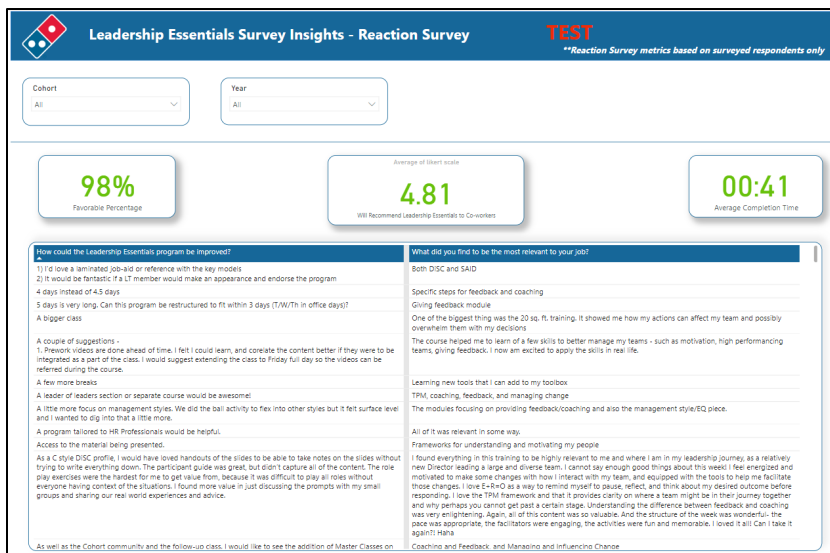
Challenges such as sustaining engagement over time and ensuring consistent adoption across diverse business units were addressed through these structured strategies, fostering a culture of continuous learning and leadership development throughout the organization.



## Measurable Benefits

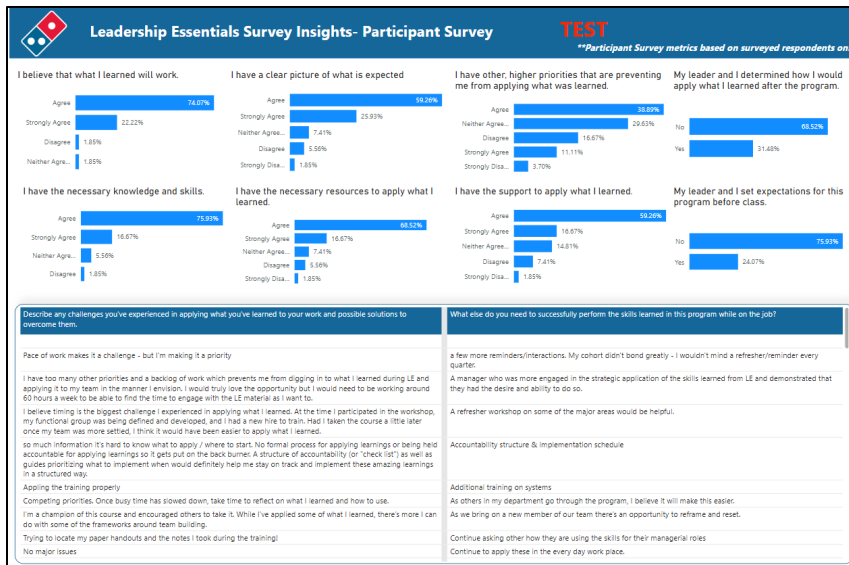
To assess the effectiveness of the program, the team utilized the New World Kirkpatrick Model, which includes four levels of evaluation. A program dashboard was also implemented that currently tracks completion rates, Level 1 (Reaction), and Level 3 (Behavior) data, allowing the team to monitor program performance in real-time.

**Level 1 (Reaction):** Use of a survey to gauge participant satisfaction with the program, consistently receiving a satisfaction rate of 98% since the program's initiation.



**Level 2 (Learning):** Employing self-assessment tools, like DiSC Workplace, Agile EQ, and a Coaching Assessment, to measure participants' knowledge, skills, and abilities, helping to understand individual growth and skill development needs.

**Level 3 (Behavior):** Ninety days after program completion, distributing behavior surveys to participants and their leaders. These surveys assess changes in confidence, commitment, and observable behavior changes, aligning with the program's objectives.



**Level 4 (Results):** Evaluation extends to key business metrics, with a focus on improving engagement outcomes and leader effectiveness. These leading indicators were prioritized because research shows that leaders have an outsized impact on team member’s engagement and retention. The target was to achieve a 1-2% improvement in engagement and leader effectiveness, as measured by the Domino’s Annual Engagement Survey. In 2023, the program demonstrated tangible success, surpassing industry norms with a notable 6% increase in Domino’s overall engagement score and a 4% improvement in leader effectiveness. These results exceeded expectations, especially considering that typical industry-standard increases hover around the 1-2% range annually.

Looking ahead to 2024, the goal is to enhance measurement strategies by linking engagement and leader effectiveness data to each leader from the engagement survey. This initiative will be supported by the newly designed program dashboard, which provides insights into how each business unit engages with the program, enabling targeted actions for continuous improvement.

By placing achievements within the context of industry standards and aligning them with organizational goals, the program’s effectiveness, and its strategic importance in fostering long-term success can be validated.





## Overall

Use this section to provide a summary of key findings. What lessons did you learn? What is next/future outlook?

**Details:** Throughout the leadership program journey, several key findings have emerged, shaping the approach and outlook for the future.

**Alignment Challenges:** Initially, the team aimed for a cascaded program rollout, but budget misalignment necessitated a centralized travel budget recommendation. This adjustment significantly increased participation and support in 2024, showcasing the importance of aligning expectations with resources for program success.

**Adaptation to Feedback:** The program's format evolved significantly based on valuable feedback received from participants, facilitators, and stakeholders. Initially, a time-released approach for the program was proposed, intending to break the workshop experience into two segments, Leader of Self and Leader of Others, with a gap in between practice and application. However, concerns about potential fall-out between sessions led the team to pivot towards a one-week immersive experience. While this addressed some issues, feedback revealed that the intensive nature of the workshop presented challenges for participants in absorbing and applying information effectively. In response, for 2024, the team is piloting a "parachute" option to provide participants with flexibility in choosing their starting point in the leadership journey. They can opt to begin with leader of self or leader of others, completing the remaining segment within a 12-month period. This flexibility is especially crucial for engaging Domino's senior and frontline leaders effectively, aligning with their work styles and learning needs. Moreover, adjustments to session formats have been made based on feedback, transitioning certain sessions from virtual to asynchronous e-learning formats. Additionally, the team has introduced informal "office hours check-ins" to provide ongoing support and engagement opportunities. These changes not only accommodate diverse facilitation and learning preferences but also highlight the team's commitment to adaptability and continuous improvement based on stakeholder insights.

**Long-Term Vision:** The program's time horizon spans 2.5 years, with a clear goal to have all current Domino's leaders complete it by the end of 2025. Beyond 2025, the program will continue to evolve to meet the growing leadership landscape and organizational priorities, ensuring continued relevance and impact.



Leadership Support Focus: Reflecting on the journey, the team recognizes the importance of early engagement and support for the VP+ community in championing and understanding the program's value. Continuous communication and targeted support efforts now characterize the approach, contributing to broader program success and organizational alignment.

By leveraging these insights, lessons learned, and ongoing adaptations, the organization remains committed to fostering leadership excellence and organizational success at Domino's.



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**EXCELLENCE  
AWARDS™ 2024**

CASE STUDY