



LAUNCH PREPARATION

Guidance for Completing and Supporting the Learning Agreement process

The learning agreement is an important part of the High Performing Teams journey. It's an invaluable opportunity for:

- Participants to reflect on and identify their development needs and how HPT can help them work on these
- Line managers to share their feedback, and for participants to take this feedback into account when identifying their goals
- Line managers and participants to agree how best to ensure that the participant maximises the HPT opportunity

There are 3 stages in the Learning Agreement Process:

- ① The participant identifies their goals for the HPT with the support of their coach
- ② The line manager provides feedback
- ③ The participant and line manager meet, discuss, and agree their expectations and roles to allow the participant to maximise the HPT opportunity.

Guidance for Participants

- ① Download the Learning Agreement Template (in editable Word form) from the HPT website. [Quick link here >](#)
- ② Complete a draft of your goals for the programme
 - Take time to really take stock and reflect – the more detailed and considered you are, the more ready you'll be to engage with and use the programme to support your development
 - Use the data from your self-assessment exercise, and the data/feedback from your team (if completed)

- Consider any previous feedback in development conversations or performance reviews (including where you may have received 360 feedback or profiling data in the recent past)
 - In creating your HPT goals, match your development areas/needs against the programme's content and structure – so your goals are viable and realistic. However, you might want to also identify other development needs that can be met through other means
 - Be as specific and detailed as possible – your coach and line manager will help you sharpen your thinking, but the more you can do that in the first draft, the better
- ③ Bring your draft goals into your meeting with your coach who will help you sharpen and refine them. You may also want to show your goals to peers/others who can give you feedback.
 - ④ Forward your learning agreement to your line manager, who will complete the second section of it. Arrange a meeting with them to go through their feedback, finalise your goals, and agree how to ensure you can maximise the opportunity of HPT. After this, the final version of your Learning Agreement should be sent to hpt@aztecgroup.co.uk

Guidance for Line Managers

- ① Complete stage 2 of the Learning Agreement
 - Review your team member's objectives and identify which you consider to be key development areas and why
 - Identify any additional areas that you would like your team member to work on, and why
 - Provide more detail about the potential impact that the programme would have on your team member's performance, leadership of their team, leadership/ relationship with peers, contribution to the business, and in delivering the 5 year plan.
 - Be clear about the expectations you have of your team member in participating in the programme – what you expect to see in terms of engagement, investment, priorities etc.
- ② Use the learning agreement meeting to coach, challenge, give feedback and enable. The outcome of the process should be that both the line manager and participant are clear about goals for HPT, and their respective roles in ensuring that the participant gets maximum benefit from the programme.

