



PMI Mentoring
and Development
Programme



Workbook

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Foreword

Welcome to the PMI Mentoring & Development Programme. We hope the programme helps you achieve your career goals and aspirations.

Inside the workbook you will find more information about mentoring, followed by templates you can use to record your sessions. Here, you will be able to note down key aspects that are important to you, such as your goals and expectations, and the progress you are making towards them.

At the end of the workbook, you will also find a list of PMI Events which you may wish to attend.

We hope the templates provided in the workbook are useful in structuring your meetings and for keeping a record of the discussions and outcomes.



Schedule

Mentoring and Development Programme 2025-2026

Dates	Key Information
Monday 24 February 2025	PMI opens for the 25/26 Mentoring and Development Programme applications
Friday 18 April 2025	PMI closes for programme applications
Wednesday 30 April 2025	PMI Membership Team will confirm pairing details with all successful applicants
Wednesday 7 May 2025	PMI Launch Webinar for new programme participants
Friday 16 May 2025	All pairs to confirm they wish to proceed with their allocated mentor or mentee
Thursday 22 May 2025 4-7PM	F2F Launch Event for the 25/26 Mentoring and Development Programme at Puttshack, Bank, 1 Poultry, Queen Victoria Street, London, EC2R 8EJ
Monday 26 May 2025	All course participants will be invited to join the Mentoring and Development Programme Special Interest Group (SIG)
Friday 30 May 2025	First meetings to have been held by all pairs with mentee's manager joining the first introductory call
<p>* Bi-monthly online touchpoint meetings will be set up throughout the 12-month programme. (Calls will be organised for mentees and mentors separately by the PMI) The first online meetings will be organised in June 2025 and will end in May 2026. Exact dates, timings and details of guest speakers and topics will be shared in due course with the programme participants.</p>	
September/October 2025 – Date and time to be confirmed	Celebratory drinks reception for all current and past programme participants (Venue, Date and time to be confirmed)
Friday 29 May 2026	25/26 Programme END



What is Mentoring?

Mentoring describes a relationship between two people that develops as a way of providing support in a work-related context.

A mentor could work for the same organisation as their Mentee but not always; the key aspect of the relationship is experience.

The Mentor usually has a level of experience (perhaps number of years or in a particular skill) that the Mentee does not have but feels they want to develop. In this way, mentoring is a mixture of advising, training, teaching, supporting, and coaching.



What is Mentoring? (Cont)

How does it work?

Mentors and Mentees decide between themselves how they wish to work together. You can meet face to face or have the sessions via telephone calls especially if you live or work far from one another. How often you talk is discussed in advance: Will it be a once a month chat or ad hoc when a question arises? To successfully meet the PMI's programme requirements, Mentees and Mentors must have a minimum of six meetings throughout the year.

It's important that both of you are happy with the level of input and effort required to maintain the mentoring relationship. The best mentoring relationships happen with pairs working in different companies to provide an objective viewpoint.

A Mentor working a level above the Mentee, for example, can also provide skills that the Mentee doesn't already have. A Mentor that has the job level or is working in a sector that the Mentee would like to move into can help the Mentee to get promoted or be hired for another role.



Information for Mentees

Selecting the right mentor

Choosing a Mentor that has the right skills and experience is important. You should think about whether you want a Mentor that can help with short term challenges or longer-term career development. Or both!

Should your selected Mentor not be suitable, please contact the PMI Membership Department at membership@pensions-pmi.org.uk to arrange a better match.



Information for Mentees (Cont)

Notes for Mentees

1) Initiate

Take the initiative to ask your Mentor a question, to let him or her know your educational and professional interest and objectives, and ask about his/her own experiences.

2) Honour your commitment

Your Mentor probably has a very demanding job. He or she has volunteered to take on the added responsibilities of mentoring. Please be appreciative of your Mentor's time and investment. Respond in a timely manner to your Mentors questions and comments.

3) Help your mentor help you

Tell your Mentor how they can be most helpful to you

4) Expect support, not miracles

You can expect a certain level of support and advice from a Mentor, but he or she can't solve your problems for you. Perhaps the most valuable quality a Mentor can offer is an alternative point of view. A Mentor can put the situation in perspective, offer feedback, serve as a sounding board, and identify others whose brain you might pick or activities you can engage in or small ways you can position your work to meet your goals as well as resources that may be helpful to you.

5) Communicate clearly

Initiate contact with your Mentor if you have questions or would like to discuss something. Identify your needs and communicate them as clearly as possible to your Mentor. It may be helpful to put some focused energy into organising your thoughts and concerns before talking to your mentor, so that the time is spent wisely.

6) Be teachable

Be willing to learn new things, obtain another perspective, and be responsive to suggestions and constructive criticism

7) Keep up your end

Work hard at being a good Mentee

8) Follow through

When you decide to act on your Mentor's suggestions, act in a timely manner and then report back to them

Information for Mentees (Cont)

Notes for Mentees

9) Look ahead at your calendar

Are there any days you know that you'll be very busy? If so let your Mentor know you will not be able to respond/engage for a while.

10) Correct misunderstandings when they happen

Get in touch with your mentor before a concern becomes a problem

11) Drive the relationship

You should drive the relationship. Oftentimes, Mentees and Mentors believe that a Mentor is often in a better position to do this. You should set goals to review with your Mentor, agree on the amount of time you can invest, and suggest how you would like to work with your Mentor. Driving the relationship may be uncomfortable at first but doing so will keep the focus on the your needs.

12) Be courageous

An effective Mentee is a courageous Mentee. You should ask questions even if the answers may seem obvious. You should make it clear through words and actions that your Mentors can openly give you feedback – even if it is critical. You should understand that setbacks are learning experiences.

13) Be clear about the ask

Mentees who grow the most as a result of the mentorship experience are often the clearest on what they want and need from it. You should be specific about your goals and articulate how your Mentor can help.

14) View feedback as a gift

You should assume your Mentor has the best intentions and recognize that their feedback is also a gift. If you struggle to accept feedback from your Mentor you may find it helpful to talk with them about how you would like to receive feedback. This may help your Mentor to grow as well.

Information for Mentees (Cont)

Notes for Mentees

15) Provide value

You should recognise your capacity to provide value to your Mentor and identify opportunities to provide value by learning about your Mentor's interests and connecting the dots. This could mean sending your mentor an article based on a discussion, attending a speaking engagement, or just listening when your mentor may require this.

16) Be prepared

Each time you meet with their Mentor you should have a plan. You should always arrive with an agenda and questions to ensure your meeting is productive and be willing to adjust as needed.

17) Show gratitude

Giving thanks is always welcomed. Your Mentor is sharing their time, knowledge, and resources in an effort to help you advance. You should express gratitude and provide specific feedback about how they have impacted you professionally.



Information for Mentors

You should be aware of the objectives and goals your Mentee has set and take the time to consider whether you are a good fit and can help your Mentee in achieving these.

The Mentor's role

As a Mentor, you can fulfil a variety of different roles: a coach, a counsellor, a facilitator of networking opportunities, or simply a sounding board.

Mentors will generally need to:

- make themselves available to provide advice and support either face-to-face,
- by email or over the phone, attend meetings at mutually agreed times
- offer advice in setting specific and measurable objectives
- offer guidance on the production of a PDP
- offer advice, where appropriate, on the final written submission
- guide the Mentee towards becoming more critically reflective of their own practice and progress and
- give the Mentee support and advice on professional matters

Information for Mentors (Cont)

Characteristics of a good Mentor

You should be:

- committed to the mentoring process, with a strong belief in its benefits.
- confident of your own knowledge, and able to share this knowledge where
- appropriate
- able to give timely, honest feedback in a positive and constructive way
- able to offer guidance and advice, without instructing or directing
- able to listen patiently
- compassionate and understanding of the needs of your Mentee
- encouraging and optimistic
- able to inspire confidence and trust
- able to provide an entirely confidential relationship

You will feel invested in the success of your Mentee. As a Mentor you will be knowledgeable, compassionate, and good at active listening.

What kind of support can a Mentor provide?

Each mentoring relationship will be different, but the types of support you can provide, and the types of questions your Mentee might ask, can usually be divided into two areas:

Pension Related Questions

Many pension or work-specific questions will be dealt with by your Mentee's line manager or other colleagues. However, sometimes a fresh perspective on a particular issue can be helpful. This is often the case if you and your Mentee work in different disciplines. You will both be guided by the PMI's Code of Professional Conduct in relation to confidentiality during these discussions:

You can download a copy of the PMI's Code of Professional Conduct from the PMI website: <https://www.pensions-pmi.org.uk/about/governance>.

General Career-Related Questions

Many Mentees will be giving some thought to how they want to progress their career, and you will be able to provide help with this by giving insight into other areas of planning; recommending avenues to pursue; or maybe even facilitating introductions. Again, this will be guided by your own personal career history and experiences.

Any advice or guidance you can offer in this area will be shaped by your professional career, experience, and influences.

Information for Mentors (Cont)

Notes for Mentors

1) Act as a sounding board

It can be very tempting for you to jump in and offer advice before your Mentee has actually asked for it, especially when you have dealt with a similar situation yourself. You should act as a sounding board for your Mentee, allowing them to discuss the situation, then helping to think through the situation by asking questions to draw out the consequences of various actions. It is always more empowering for a Mentee than advising them what to do. It helps them work through the issue and come to their own conclusions. By doing so, you ultimately help them to learn to think through issues and trust their own judgement. Some of you will be familiar with this as a coaching style approach.

2) Provide helpful feedback

Not all feedback is helpful. You should deliver feedback in a way that will help your Mentee gain insight to further develop specific qualities or skills. For example, you will always ask for permission to give feedback before doing so. Giving unwelcome feedback can be detrimental to any mentoring relationship. Instead, you should explain what you would like to talk about first and highlight the benefits of doing this.

3) Provide a fresh perspective

One of the benefits of working as a mentor is that a good one will often provide fresh perspective on an issue. You will often have the clarity of distance from an issue or problem that's needed to provide objective feedback. You can also hold up a 'mirror' to your Mentee to, for example, let the Mentee see what their behaviour looks like to others. Highlight for your Mentee any achievements they might have forgotten to help build their confidence.

4) Listen actively

You should fully concentrate on what your Mentee is saying. You should understand, respond and remember what your Mentee says. Taking notes during meetings and conversations with your Mentee can help with this.

Information for Mentors (Cont)

Notes for Mentees

5) Ask open questions

You should ask your Mentee open questions to help you identify their real needs, values, and passions. It's also a great way to get your Mentee to think through situations themselves and draw out the consequences of the various choices or courses of action they can take. During these conversations, you can share your wisdom, without making decisions for your Mentee.

You should be conscious of not acting as an instructor. You are not there to tell your Mentee what to do but may certainly make suggestions of how they might improve, which they are free to follow or to reject. If your Mentee resists a suggestion try to understand their point of view and be sensitive to their concerns. Is there an alternative to the original suggestion?

Your mentoring experience should be enjoyable. Allowing you to use and develop your listening and coaching skills. This allows you to build a constructive relationship; one that might lead you to revisit your own career plans and professional development and makes you feel good about what you have contributed to an individual's professional development and to the future of the pension profession.



Guidance for Mentees and Mentors

To help you get the most from your mentoring programme, here are some important points for your consideration:

1. Attending the meetings as scheduled

All mentoring pairs face this challenge. Both of you have commitments and responsibilities, which can serve as convenient excuses for postponing a mentoring meeting. However, you must also remember your commitment to the program and to each other. Failing to meet as scheduled, or frequent postponements, will quickly erode the foundation of your relationship.

Strategies for overcoming this challenge

Block out the time in your calendar and schedule meetings a few weeks out at the very least. From a mental perspective, treat the meetings as you would any workplace meeting. Don't think of it as an extracurricular activity. And if you're still struggling after trying these strategies let the PMI Membership Team know you are struggling to meet. As an objective third party, we can hold you and your Mentee/mentor accountable.

2. Managing your time and energy commitments

This is the flipside of the scheduling challenge. In this case, either one of you may want to meet more often than this programme requires. This would most likely happen at the beginning of the relationship, though maintaining such a frequent meeting schedule may prove difficult over time. In this 12-month programme, you will be expected to meet at least once a month, either virtually or face-to-face. Anything over this amount should be mutually agreed.

Strategies for overcoming this challenge

Adhere to the program guidelines and recommended meeting schedule from the outset—they exist for a reason!

Guidance for Mentees and Mentors (Cont)

3. Having unrealistic expectations

Expecting or assuming too much from the programme, or each other, can wreak havoc on a mentoring relationship. Overloading a Mentee with information is an example of unrealistic expectations that can have a negative impact on the relationship. Conversely, the Mentee may expect the mentor to provide more support and direction than is reasonable under the circumstances.

Strategies for overcoming this challenge

Set mentoring objectives and goals at the outset, ideally during the first one to two meetings. This way, everyone agrees regarding expectations. And again, when in doubt or if you're encountering resistance or resentment on the other side, consult the PMI membership team.

4. Avoiding over-dependence

Occasionally, a Mentee may come to rely on the mentor for emotional support. The mentor may also expect their Mentee to accept everything they have to offer instead of letting the Mentee find their own path. Likewise, a Mentee may rely too heavily on the mentor's approval. Rather than moving toward independence, the Mentee might check in with the mentor before making decisions out of fear of making a mistake or receiving criticism.

Strategies for overcoming this challenge

Mentors must remind themselves that the relationship is about supporting the Mentee. Mentees need to remind themselves that they need to make their own decisions and remember that their mentors are a source of support and feedback.

Guidance for Mentees and Mentors (Cont)

5. Changing an ineffective pairing

Although mentoring partnerships are carefully considered, it is possible a pairing may not work out for a variety of reasons: lack of commitment on the part of one of the parties, learning styles don't match, a change in job assignments, and, sometimes you just don't work well together.

Strategies for overcoming this challenge

If faced with this situation, one or both parties should speak to the PMI Membership Team as soon as possible. The PMI Membership Team might be able to help the pair reconnect or find their way. But if it's agreed that you both can't make this work, you can officially end the programme and we can put you on the list for next years where you will be matched with someone else.

6. Maintaining your commitment level

As mentors and Mentees, it's important to remember that mentoring is for your personal development, rather than being just another work task. However, you may find that your enthusiasm for the programme may fluctuate.

Strategies for overcoming this challenge

If you feel your commitment waning, firstly try to find the reason. Are you stressed from work and having trouble keeping up with the sessions or goals? Are you struggling to contribute in the sessions? Are there feelings of worry or embarrassment? Are you not getting what you expected from the relationship? Just like any relationship, these feelings can be alleviated by communication. Once you've identified the cause of your lack of commitment, raise this in your next session, and try to work through the issues together.



Action Plan

Mentee Details

Mentee Name	
Organisation / Department	
Job Title	
Email	
Phone	

Mentor Details

Mentor Name	
Organisation / Department	
Job Title	
Email	
Phone	

Developmental goals

1

2

3

4

Meeting notes

Date of meeting

Expected outcomes from the PMI Mentoring & Development programme:

To be set at the beginning of the programme and continuously referred back to.

Examples: **1)** Build my confidence, **2)** understand more about the general pension landscape,
3) Develop my leadership skills, **4)** Work towards the next step in my career,
5) Grow my presence in the pensions industry

How do you feel you have progressed since the last session?

Update on the previously set 'Actions'

How many ILM modules have you completed?

Do you want to discuss any ILM modules in more detail (if any)?

Actions from this session

Date of next meeting

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PMI Training Workshops



INTRODUCTION TO PENSIONS (BASIC)

28-29 April 2025

[REGISTER NOW](#)

29-30 September 2025

[REGISTER NOW](#)

INTRODUCTION TO PENSIONS (ADVANCED)

30 April – 1 May 2025

[REGISTER NOW](#)

1-2 October 2025

[REGISTER NOW](#)

PMI CYBERSECURITY TRAINING 2025

9-13 June

10:00-11:00 every day

[REGISTER NOW](#)

PMI SOFT SKILLS MANAGEMENT TRAINING 2025

Starts 25 September

[REGISTER NOW](#)

SECRETARY TO THE TRUSTEE (BASIC) 2025

20-22 October

[REGISTER NOW](#)

SECRETARY TO THE TRUSTEE (ADVANCED) 2025

23-24 October

[REGISTER NOW](#)

PMI Conferences



PMI ANNUAL CONFERENCE

05 June 2025
08:30 – 17:30

[REGISTER NOW](#)

TRUSTEE WORKBENCH (LONDON)

19 June 2025
09:00 – 13:40

[REGISTER NOW](#)

NORTHERN CONFERENCE

03 July 2025
09:30 – 17:00

[REGISTER NOW](#)

END GAME SOLUTIONS CONFERENCE 2025

17 September 2025
08:30 – 17:00

[REGISTER NOW](#)

TRUSTEE WORKBENCH (EDINBURGH) 2025

04 November 2025
09:00 – 13:40

[REGISTER NOW](#)

INVESTMENT CONFERENCE 2025

27 November 2025
08:30 – 17:30

[REGISTER NOW](#)

Five Dimensions of Leadership: Index of Content

The Institute of Leadership's Dimensions of Leadership is a research-based learning resource that explores the knowledge, skills, behaviours, and values of effective leaders. It includes 49 leadership components grouped into five Dimensions. Each component features three Spotlights that explore key topics and practical skills to support leadership development.

As part of the PMI Mentoring and Development Programme, all mentees will receive a free learner licence for the Institute of Leadership. Mentees are required to complete at least 10 components, including the mandatory 'Self-Awareness' component. Below, you'll find details of each component, its corresponding Dimension, and the three associated Spotlights.

Mentors can choose to opt in. If you're a mentor and would like a learner licence, please contact the Membership Team. Once activated, mentors are expected to meet the same minimum requirements as mentees.

Authenticity

COMPONENT	SPOTLIGHT 1	SPOTLIGHT 2	SPOTLIGHT 3	GOING FURTHER
Self-Awareness Authentic leaders understand the contribution they make and the impact they have on those around them.	Personality Types	Leadership Styles	Emotional Intelligence	Servant Leadership
Ethics Authentic leaders recognise what underpins ethical decision-making.	History of Ethics	Ethical Leadership	Emotional Responses to Change	Organisational Governance and Compliance
Integrity Authentic leaders know their inner values and act in accordance with them.	Personal Mission Statements	Walking The Talk	Moral Courage	
Conversation Authentic leaders understand the power of conversation and how to listen.	Listening Skills	Storytelling	Power	Conversational Leadership
Supporting Authentic leaders create a safe and enjoyable work environment.	Compassionate Leadership	Fun and Humour	Bullying and Harassment	Organisational Culture
Aligning Values Authentic leaders understand their values and how they align with those of the organisation.	Knowing Your Values	Corporate Values	Purpose	
Challenging Authentic leaders challenge themselves and others.	Presenting a Case	Empathy	Comfort Zones	
Building Trust Authentic leaders earn trust.	Importance of Trust	Earning Trust	Fixing Broken Trust	

Vision

COMPONENT	SPOTLIGHT 1	SPOTLIGHT 2	SPOTLIGHT 3	GOING FURTHER
Developing Strategy Visionary leaders inspire people to action and achievement by defining the destination and the journey to get there.	Strategic Models	Planning	Strategic Thinking	Knowledge Management
Leading Change Visionary leaders recognise the need for change and constantly adapt.	What is Change?	Models of Change Management	Emotional Responses to Change	
Evaluating Risk Visionary leaders identify and evaluate risk.	Understanding Risk	Managing Risk	Measuring Risk	
Future Readiness Visionary leaders link the present to the future and encourage people to build that future.	Digital Leadership	Trendspotting	Scenario Planning	Artificial Intelligence: Introduction Adaptability and Agility in AI Ethical Artificial Intelligence
Creativity Visionary leaders encourage idea generation.	What is Creativity?	What is Creativity?	Managing the Creative Process	
Inspiring Visionary leaders inspire those around them.	Motivation	Encouraging	Role Modelling	Managing Different Generations
Innovating Visionary leaders recognise and nurture technological and other innovations.	What is Innovation?	Managing Innovation	Continuous Improvement	Lean and Six Sigma Agile Innovation
Enterprise Visionary leaders have an entrepreneurial mindset.	What is Enterprise?	The Entrepreneurial Leader	Growing Your Business	

Achievement

COMPONENT	SPOTLIGHT 1	SPOTLIGHT 2	SPOTLIGHT 3	GOING FURTHER
The Healthy Workplace Achieving leaders recognise the importance of a healthy workplace.	Health and Safety	Wellbeing and Mental Health	Work/Life Balance	Stress Management
Managing Performance Achieving leaders set clear expectations, monitor performance and give feedback.	Performance Review	Managing Underperformance	Setting Objectives	Key Performance Indicators
Resilience Achieving leaders are resilient.	Grit	Crisis Management	Growth Mindset	
Adaptability Achieving leaders adapt to changing circumstances.	Adapting Your Style	VUCA	Agile Leadership	Distributed Leadership
Mentoring Achieving leaders are mentored and mentor.	How to be a Good Mentor	How to be a Good Mentee	Workplace Mentoring	
Delivering Outcomes Achieving leaders focus on outcomes.	Outputs not Inputs	Measurement and ROI	Mindfulness	Value for Money Financial Forecasting Operational Management Approaches and Techniques Business Continuity Management
Understanding HR Achieving leaders understand the HR frameworks within which they operate.	Onboarding and Recruitment	Exit Management	HR Procedures	Managing Absence
Coaching Achieving leaders have coaching conversations.	What is Coaching?	The Coaching Context	Coaching Skills and Techniques	
Sustaining Growth Achieving leaders contribute to the sustainability of their organisation.	Environmental Sustainability	Know Your Market	Know Your Suppliers	Effective Use of Technology in an Organisation Cybersecurity Commercial Awareness
Developing Talent Achieving leaders succession plan by encouraging talent and helping people grow and develop.	Spotting Talent	Succession Planning	Rewarding Talent	

Ownership

COMPONENT	SPOTLIGHT 1	SPOTLIGHT 2	SPOTLIGHT 3	GOING FURTHER
Taking Initiative Leaders demonstrate ownership by identifying and taking opportunities.	Confidence and Imposter Syndrome	Approaches to Initiative	Recognising Opportunities	
Leading in Different Contexts Leaders are able to demonstrate ownership in different contexts.	Business Models	Business Legal Entities	Public Sector Leadership	
Managing Upwards Leaders demonstrate ownership by building trusting relationships with all colleagues.	Managing Your Boss	Followership	Co-Creation	
Empowering Leaders demonstrate ownership by delegating appropriately.	Delegation	Empowerment	Engagement	Accountability Authority Responsibility Participative Leadership
Learning From Mistakes Leaders demonstrate ownership by taking a positive approach to mistakes and avoid apportioning blame.	Blame Cultures	Constructive Feedback	Experiential Learning	
Time Management Leaders demonstrate ownership by managing their time to maximise impact.	Focus	Prioritisation	Procrastination	
Decision Making Leaders demonstrate ownership by knowing when to make decisions.	Decision Making Tools and Techniques	Cost Benefit Analysis	Implementation and Evaluation	Analysing Data and Creating Reports
Problem Solving Leaders demonstrate ownership by being solution focused.	Problem Solving Tools and Techniques	Gap Analysis	Intuition in Problem Solving	

Ownership (Cont)

COMPONENT	SPOTLIGHT 1	SPOTLIGHT 2	SPOTLIGHT 3	GOING FURTHER
Critical Reflection Leaders demonstrate ownership by encouraging reflective practice.	Reflective Practice	Critical Thinking	Action Learning	
Social Responsibility Leaders demonstrate ownership by being socially responsible in all of their activities.	Ethical Supply Chain Management	Corporate Social Responsibility	Corporate Citizen	Environmental Leadership Stakeholder Capitalism
Learning Leaders demonstrate ownership by taking responsibility for their own learning.	Personal Development Planning	Formal and Informal Learning	Learning Styles	Career Management
Personal Brand Leaders demonstrate ownership by understanding the role of their personal brand in developing their credibility.	Credibility and Reputation	Being 'On-Brand'	Personal Brand Management	

Collaboration

COMPONENT	SPOTLIGHT 1	SPOTLIGHT 2	SPOTLIGHT 3	GOING FURTHER
Teamworking A collaborative leader understands the dynamics of all teams including distributed ones.	Team Models	Team Relationship Management	Leading Distributed Teams	Social Style Theory High Performing Teams Self-Organised Teams
Building Networks A collaborative leader understands the value of internal and external networks.	Accessing Networks	How to Network	Why Network	
Leading Projects A collaborative leader builds great project teams.	Tools and Techniques	People Aspects	Programme Management	Agile Planning
Appreciating Diversity A collaborative leader is inclusive and sensitive to the needs of others.	Inclusivity	Social Sensitivity	Unconscious Bias	Women in Leadership: The Facts Women In Leadership: Why It Matters Women In Leadership: Whose Problem Is It Really?
Engaging Stakeholders A collaborative leader takes a proactive approach to managing stakeholder interests and views.	Recognising Stakeholders	Stakeholder Theory	Managing Stakeholders	Partnership Working
Respecting Different Cultures A collaborative leader is culturally intelligent and manages diversity.	Cultural Difference	Working Across Cultures	Cultural Intelligence	

Collaboration (Cont)

COMPONENT	SPOTLIGHT 1	SPOTLIGHT 2	SPOTLIGHT 3	GOING FURTHER
Managing Customer Relationships A collaborative leader invests in relationships with customers.	Customer Relationship Management Theory	Recognising Customers	Managing Customers	Developing Sales and Marketing Plans
Negotiating A collaborative leader aims for win:win outcomes.	What is Negotiation?	Achieving Win:Win Outcomes	Assertiveness	Influencing Skills
Critical Reflection Leaders demonstrate ownership by encouraging reflective practice.	Reflective Practice	Critical Thinking	Action Learning	
Managing Meetings A collaborative leader runs productive meetings.	Planning for Meetings	Managing Disruptive Meetings	Types of Meetings	
Communicating A collaborative leader recognises the importance of formal and informal communication.	Formal and Informal Communication	Language and Non-Verbal Communication	Presentation Skills	
Dealing With Conflict A collaborative leader deals effectively with conflict.	Difficult Conversations	Mediation	Conflict Procedures	

Institute of Leadership (IoL) – My Leadership Programme

For all mentees completing the My Leadership online programme.

(compulsory part of the Mentoring and Development 25/26 Programme).

This is a suggested approach you may wish to explore when selecting the components you wish to complete, depending on the level of seniority within your current role or your career progression aspirations.



First-time leaders

DIMENSION	COMPONENTS
Authenticity	Self-Awareness Conversation Ethics Integrity
Vision	Future Readiness Enterprise
Achievement	Adaptability Delivering Outcomes
Ownership	Managing upwards Time Management
Collaboration	Teamworking Building Networks Appreciating Diversity

Mid-level leaders

DIMENSION	COMPONENTS
Authenticity	Supporting Building Trust
Vision	Creativity Inspiring
Achievement	Managing Performance Coaching Developing Talent
Ownership	Decision Making
Collaboration	Leading Projects Managing Customer Relationships Running Meetings Dealing with conflict

Senior leaders

DIMENSION	COMPONENTS
Authenticity	Aligning Values
Vision	Developing Strategy Leading Change Evaluating Risk
Achievement	Mentoring Understanding HR
Ownership	Leading in different contexts Empowering Personal brand
Collaboration	Engaging stakeholders Communicating

Contact

If you have any further questions or would like PMI's support, please get in touch.

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