



Oide

Tacú leis an bhFoghlaim
Ghairmiúil i measc Ceannairí
Scoile agus Múinteoirí

Supporting the Professional
Learning of School Leaders
and Teachers

Meon na Meantóireachta a Neartú – Imeacht ar Mhaithe le FTGanna Seanbhunaithe

Strengthening the Mentoring Mindset for Established PSTs



Forbhreathnú Overview



Oide

Policy and People



The Benefits of
Whole-School
Engagement

Strengthening
Positive Professional
Relationships
(empathy, trust, listening)

Managing Professional Conversations
(entering the conversational mindset, questioning)

Intinní Foghlama Learning Intentions



Oide



To cultivate the core dispositions and practices that give mentoring purpose, meaning and impact.



To strengthen the skills that empower mentors to guide professional conversations and build supportive and collaborative partnerships.



To explore the opportunities mentoring offers across the school community.

Ag Obair Le Chéile... Working Together...



Oide



Materials



Punctuality



Confidentiality



Engagement
and Participation



Asking
Questions

Frámú an lá Framing the Day



Oide



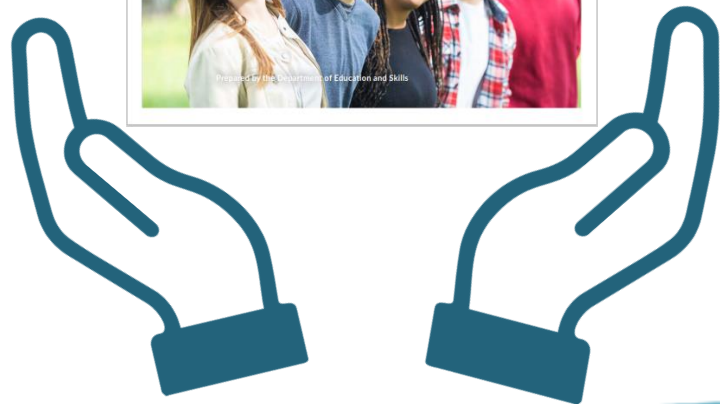
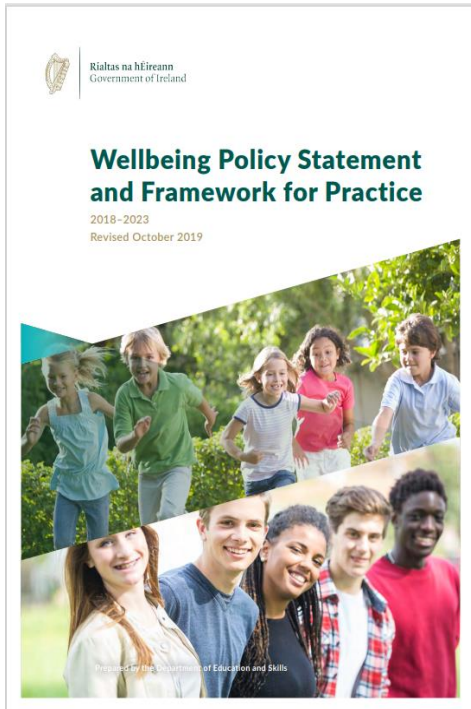
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Scoile agus Múinteoirí

Supporting the Professional
Learning of School Leaders
and Teachers

Ráiteas Polasaí Folláine agus Creat Cleachtais Wellbeing Policy Statement and Framework for Practice



Oide



'Mentoring systems are in place whereby more senior teachers offer practical and social support to Newly Qualified Teachers (NQTs) and/or new staff members.'

(Department of Education and Skills, 2019, p.47)

Standards



**Teachers'
collective /
collaborative
practice**

Teachers value and engage in professional learning and professional collaboration.

**Leading
learning and
teaching**

School leaders promote a culture of reflection, improvement, collaboration, innovation and creativity in learning, teaching and assessment.

Polasaí a Threorú go Cleachtas Guiding Policy into Practice



Oide



Mentoring is the path through the strong peaks of policy and frameworks.

It is a core function of Droichead.

It is the force through which culture and care come alive, shaping teachers and transforming practice.

Athmhachnamh Tosaigh

Opening Reflection



Oide



Why does being here matter to you today?



What do you hope to take away from our time together?



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Scoile agus Múinteoirí

Supporting the Professional
Learning of School Leaders
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Seisiún 1: Dea-Chaidrimh Dhearfacha a Neartú

Session 1: Strengthening Positive Professional Relationships



Intinní Foghlama Learning Intentions



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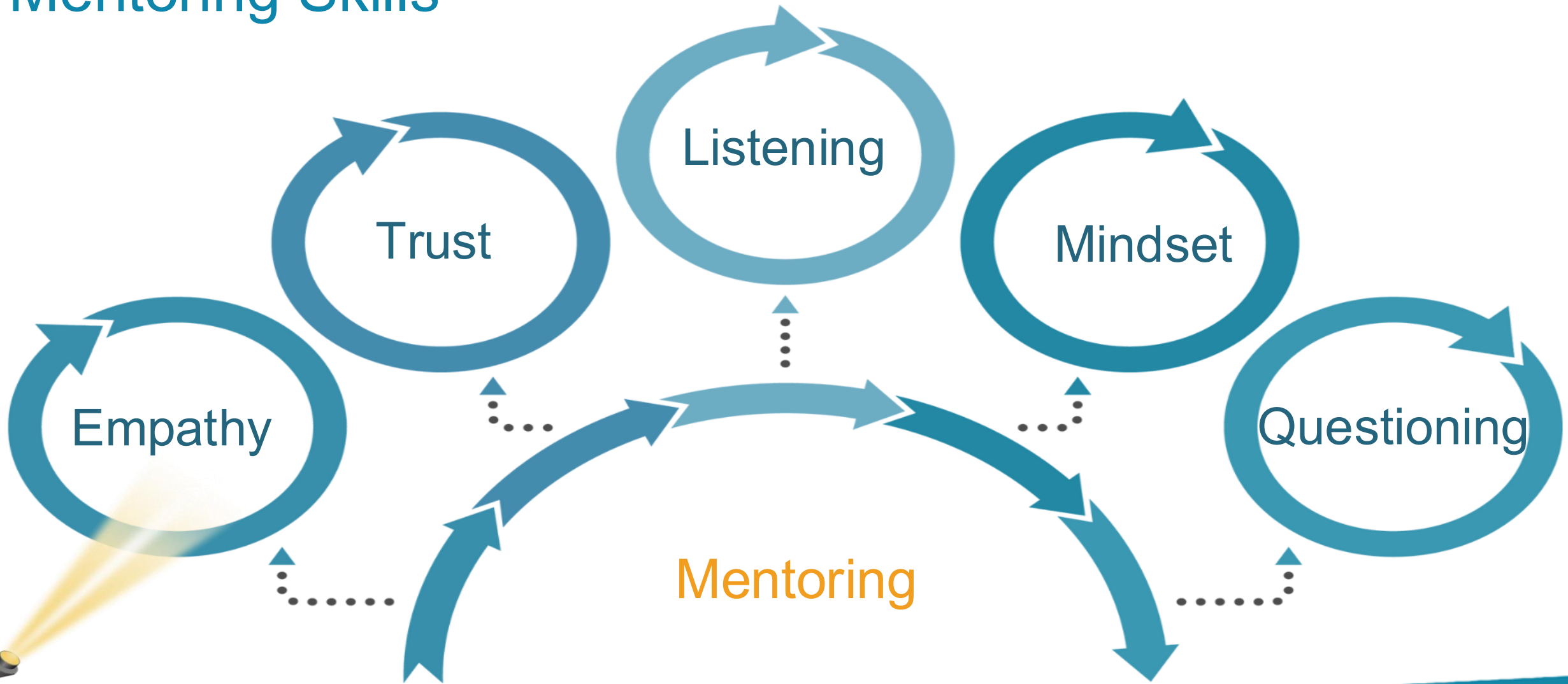
To explore the opportunities mentoring offers across the school community.

Scileanna Meantóireachta

Mentoring Skills



Oide



Empathy is a universal thread...

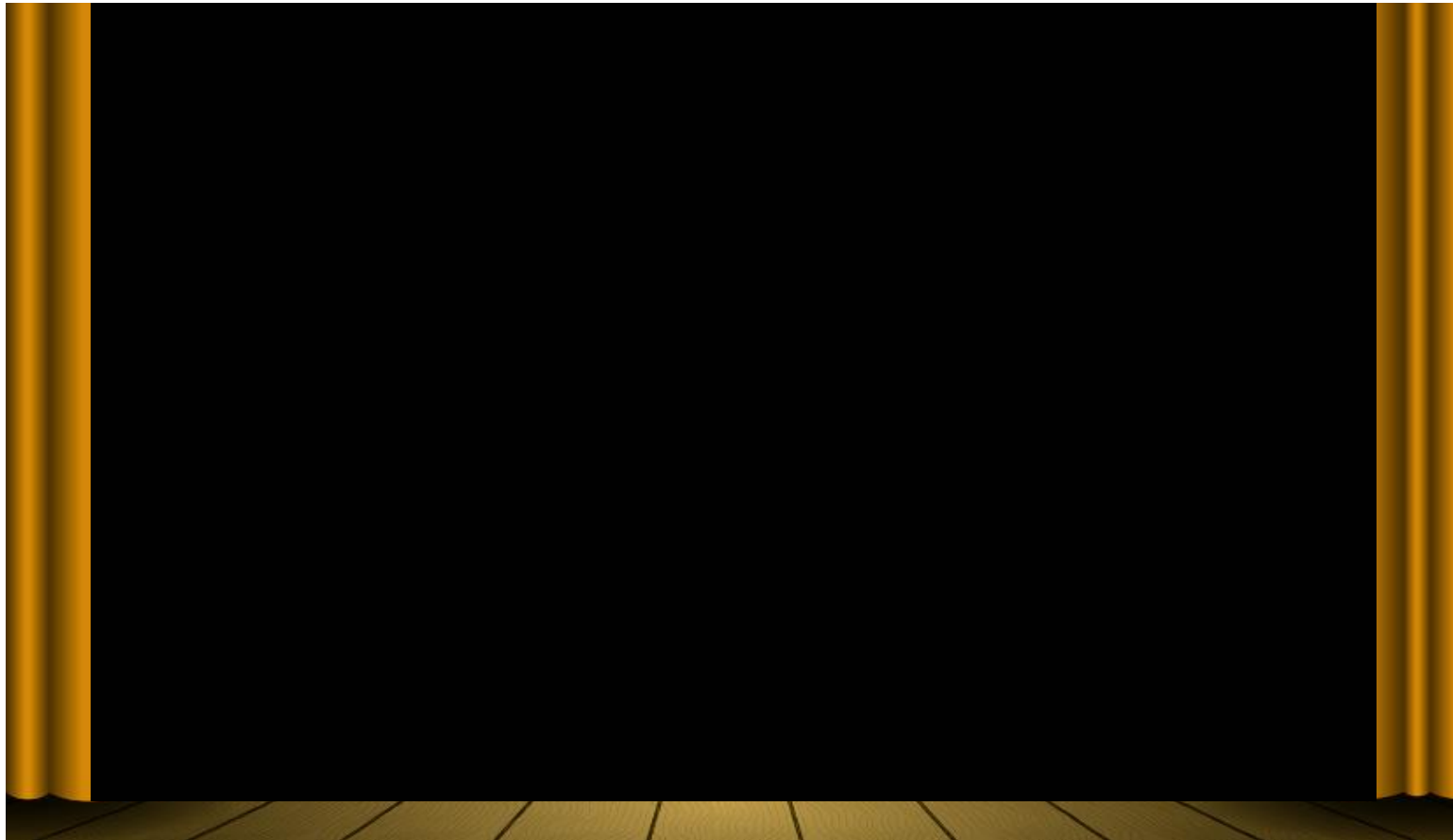


...woven through the heart of the human condition.

Féach agus Tabhair Faoi Deara Observe and Notice



Oide



Musical Essence, (YouTube, 26 May 2016) *Inside Out*, Bing Bong Scene



Individual
Reflection



Whole Group
Discussion

Croí na hlonbhá

The Essence of Empathy



Oide

Empathy is an other-oriented state.

It recognises the humanity in others.

It directs our attention outward towards the inner life of someone else.

It invites us to connect to an emotion, not an experience.



Ionbhá agus Meon na Meantóireachta

Empathy and the Mentoring Mindset



Affective Empathy in Practice...



We feel the other person's emotions.



Our mood mirrors their mood.



We can end up feeling enmeshed and drained.

Ionbhá agus Meon na Meantóireachta

Empathy and the Mentoring Mindset



Oide

Cognitive Empathy allows us to...



- See a situation through another person's eyes.
- Recognise why the emotion is present.
- Make wise choices based on insight.

Dearcadh a Mhalartú Perspective Swapping



Oide

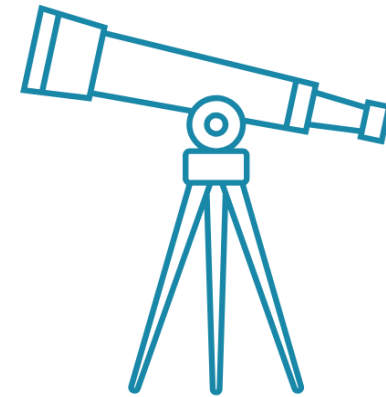
Teacher View



Student View



Omniscient View



Malartú Ionbhá

Empathy Exchange



Oide



The Room That Watches

Morning settles over the room with a quiet, steady light. The teacher sets down a stack of books, lets out a quiet sigh and wonders if the day will rise with gentle ease or slip into something heavier. By the window, a student's eyes drift outward, pulled by something unseen. This quiet distraction brushes against the teacher's awareness. From a presence that belongs to no single mind, the room seems still, yet every small movement carries a story, etched into the walls, alive and watching.



Individual
Reflection



Interactive
Activity

Gnéithe na hlonbhá

Attributes of Empathy



Oide

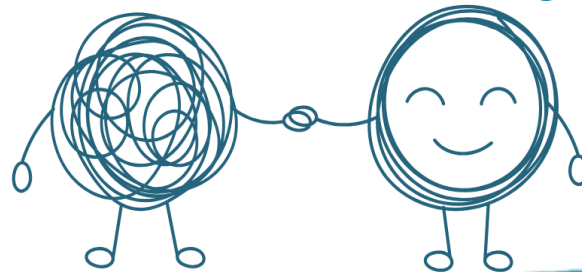
Perspective Taking – Step into the other person's perspective.

Non-Judgement - Listen without evaluating.

Emotion Recognition - Connect with what they feel.

Empathic Communication - Show you understand, simply or deeply.

Mindfulness - Feel emotions and move through them.



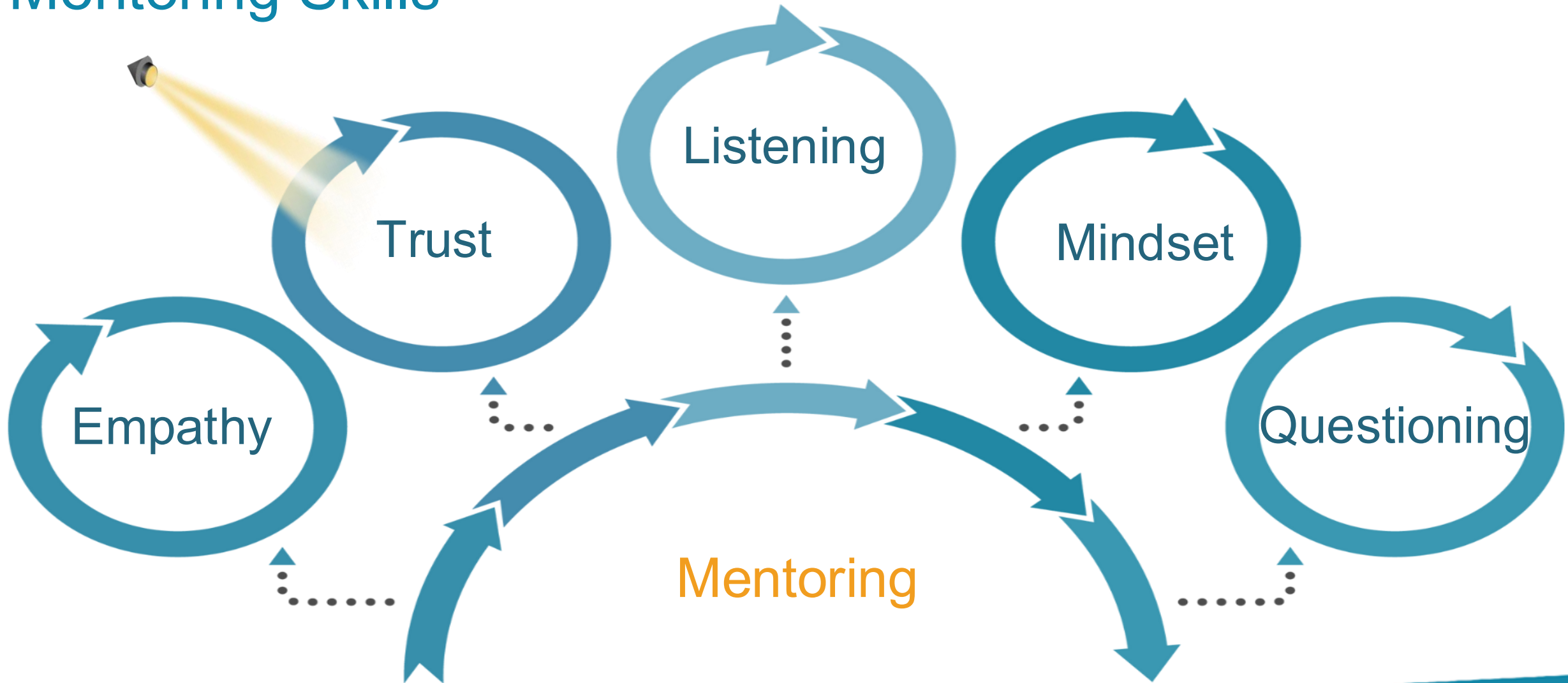
(Brown, 2025)

Scileanna Meantóireachta

Mentoring Skills



Oide



Sábháilteacht Shíceolaíoch Psychological Safety



Oide



“ A climate in which people feel comfortable expressing themselves and being themselves... without fear of embarrassment or retribution. ”

(Edmondson, 2018)

Croí na hlontaoibhe The Essence of Trust



Oide



“
Choosing to risk making something
you value, vulnerable to another
person’s actions.
”

(Feltman, 2024)

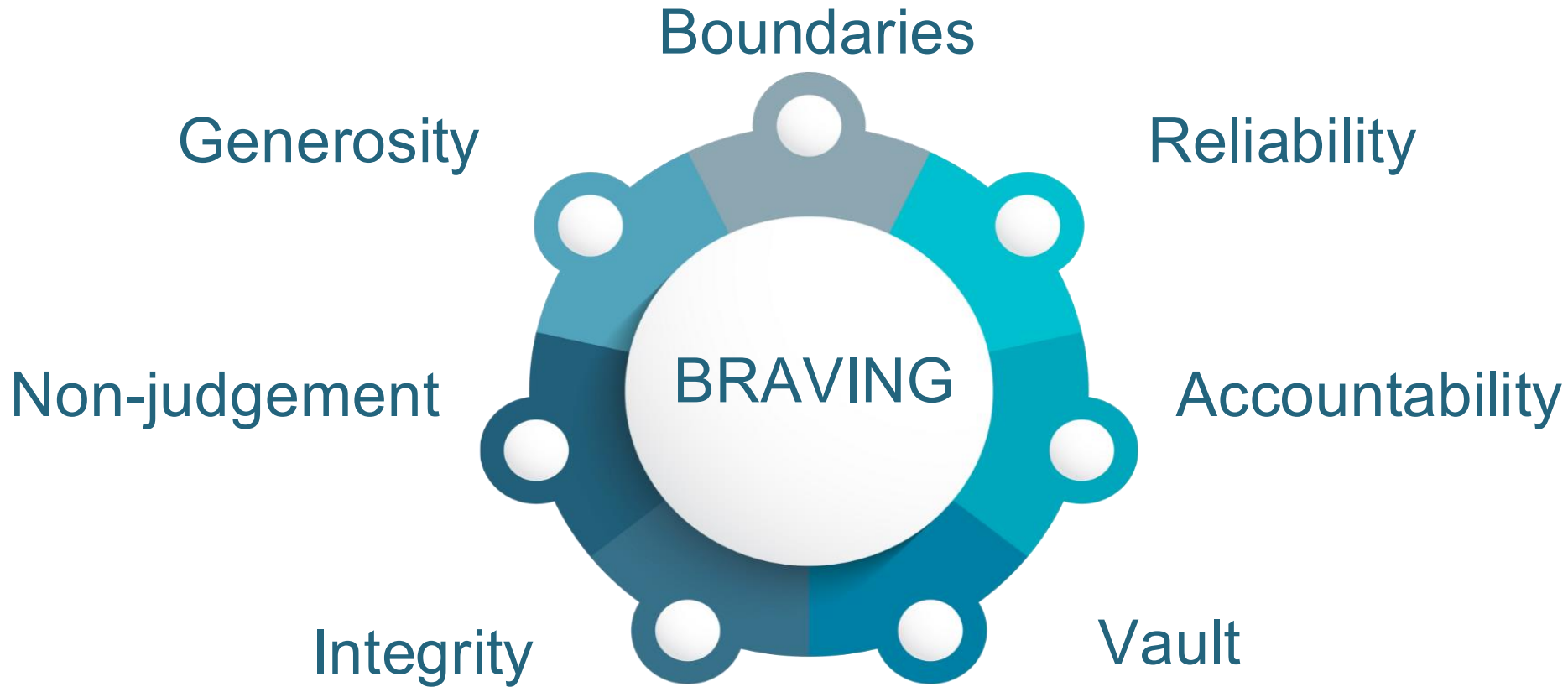


Think of a person in your school who you trust.

What is it in the way they think, act or hold themselves that compels you to trust them?



Individual
Reflection



Individual
Reflection



Whole Group
Discussion

(Brown, 2018)

Is ionann Iontaoibh agus Próca na Mirlíní Trust is the Marble Jar



Oide



Diary of a CEO (YouTube, 3 Nov 2025) Brené Brown

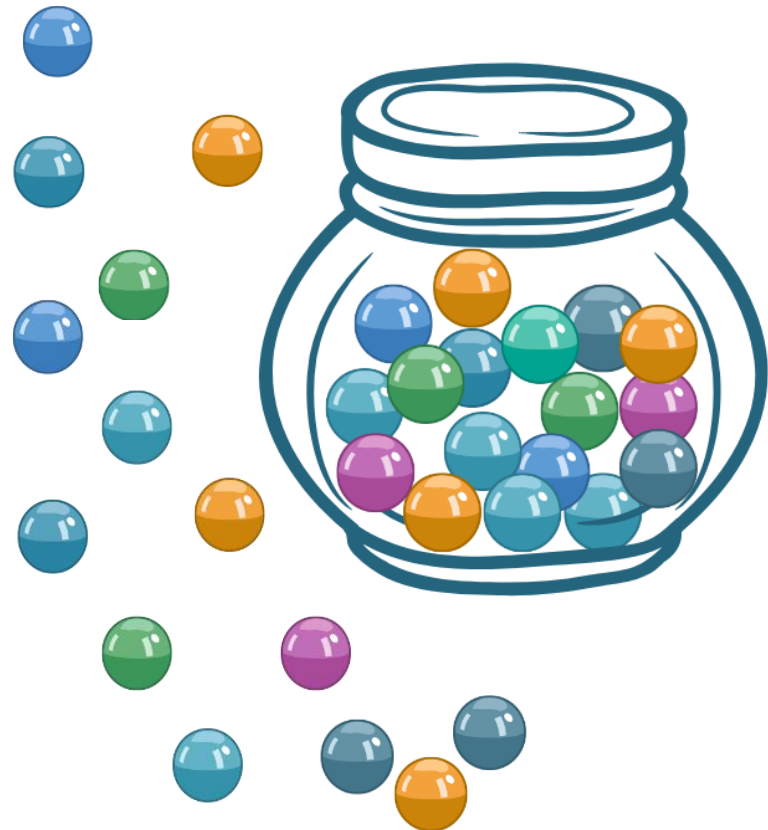
Small actions build big relationships

Mirlíní agus Scátháin

Marbles and Mirrors



Oide



The Personal

What marbles has a trusted person in your life added over time?

The Professional

What marbles are you adding in your professional relationships?

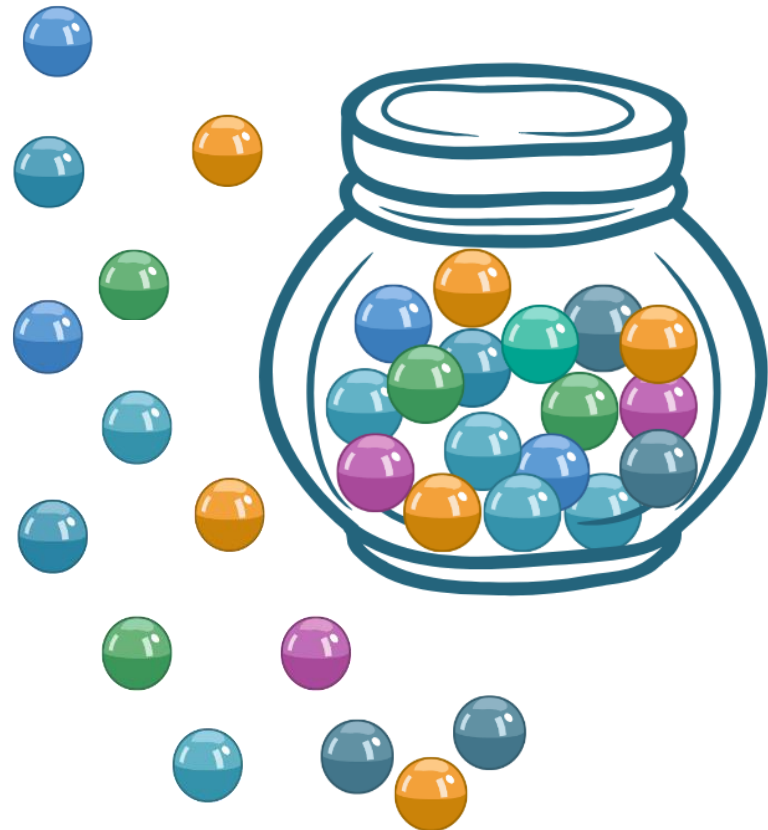


Individual
Reflection

Mirlíní Coiteanna... Collective Marbles...



Oide



The Collective

What is the most important marble you have added to the jar in your relationship with NQTs?



Interactive
Activity

Machnamh Reflection



Oide

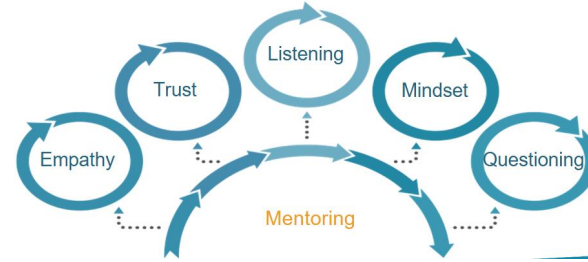
Teacher View



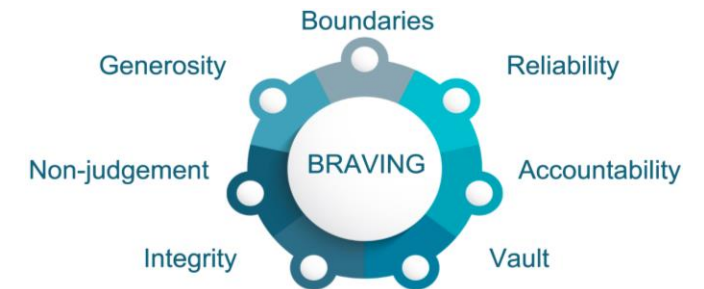
Student View



Omniscient View



Reflecting on your learning so far, which insights will most shape your role as mentor as you continue to support NQTs during the Droichead process?

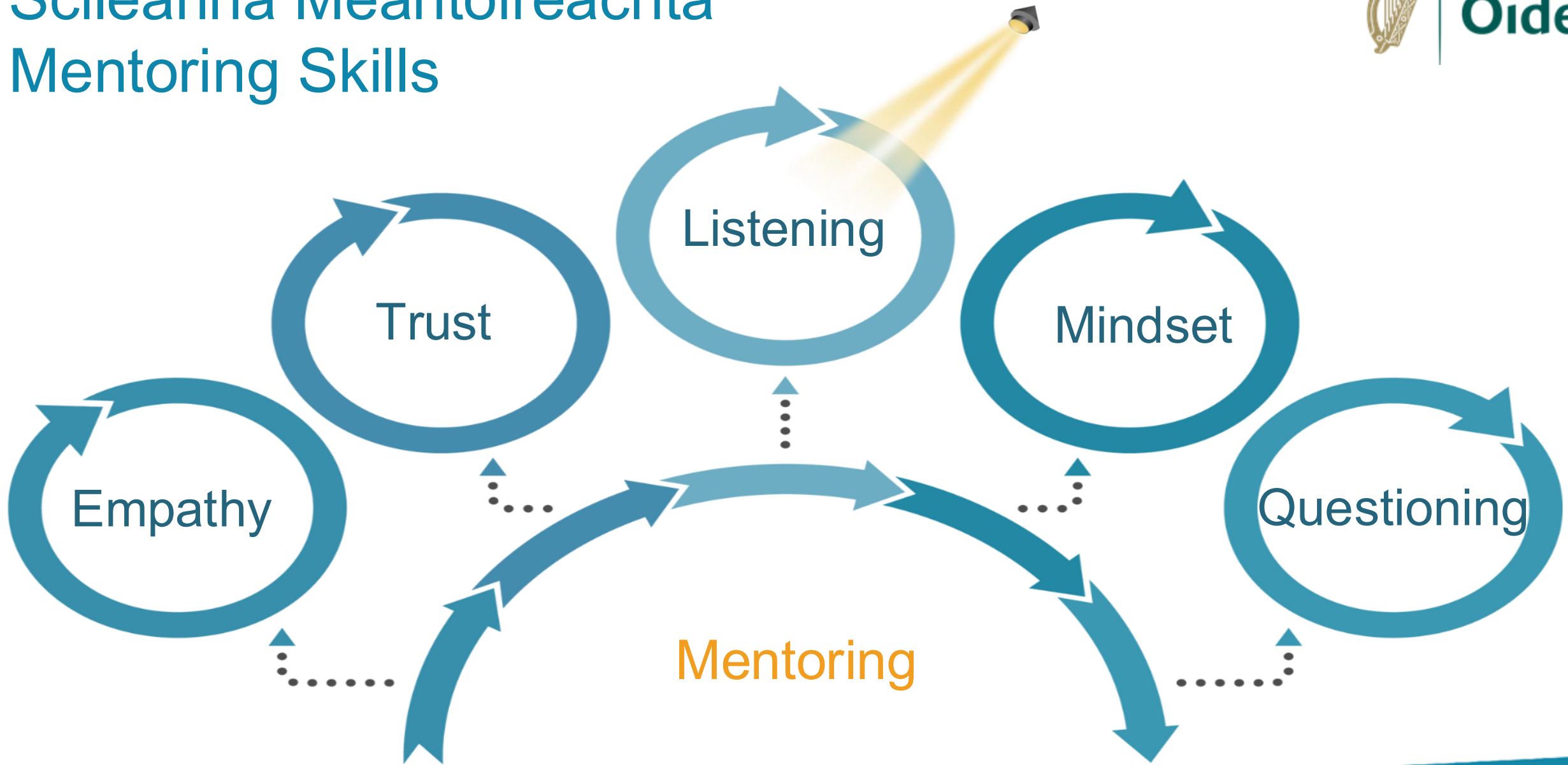


Scileanna Meantóireachta

Mentoring Skills



Oide

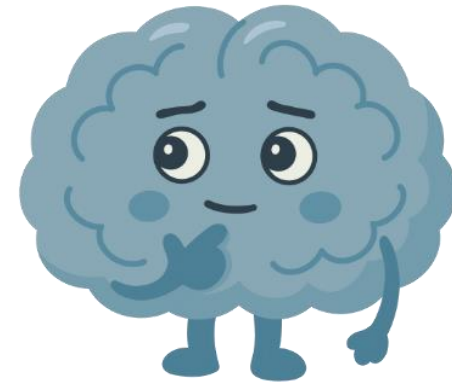
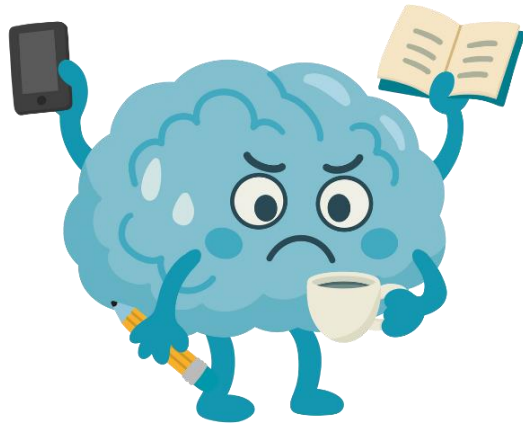


An Spás Éisteachta

The Listening Space



Oide



Interactive
Activity

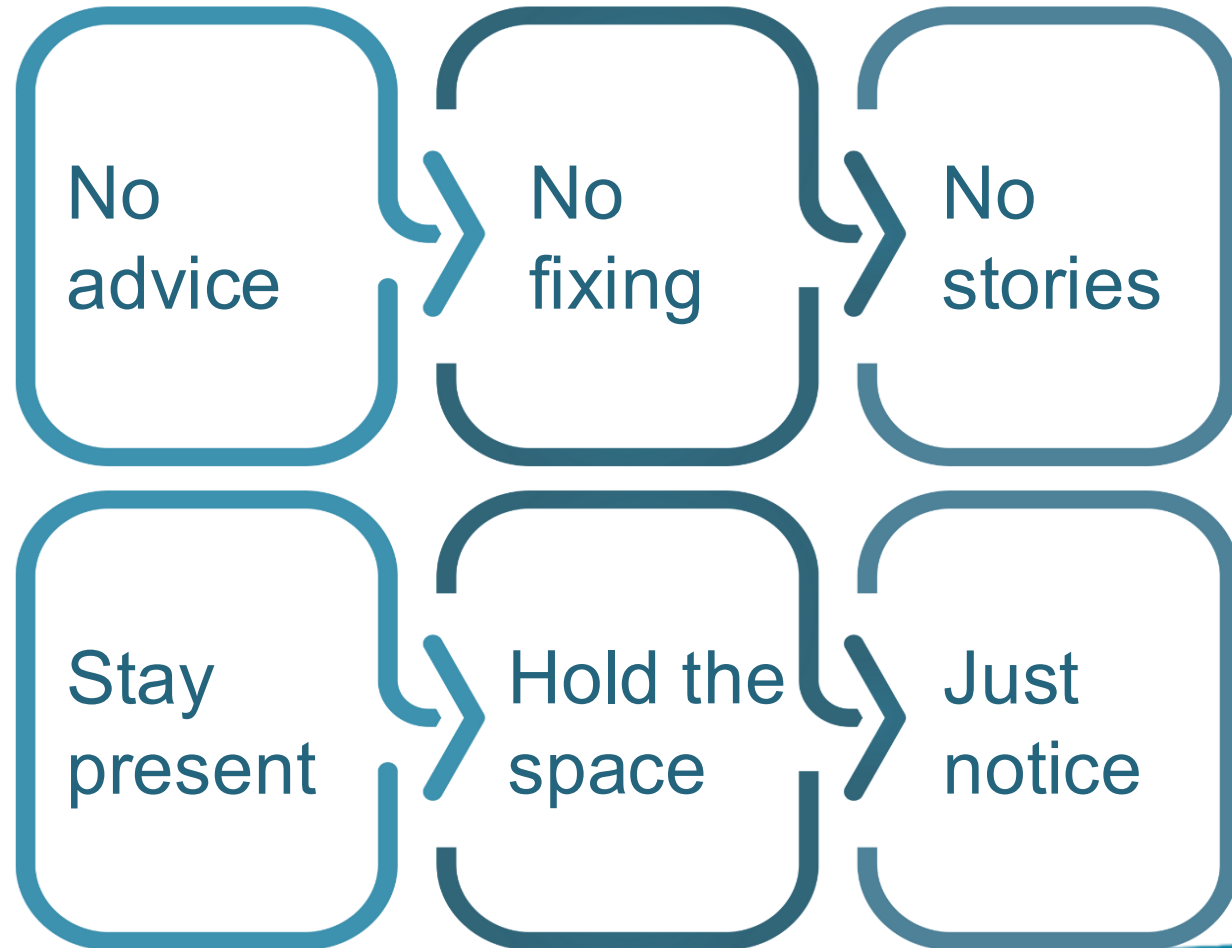
An Spás Éisteachta a Oscailt

Opening the Listening Space



Oide

Just listening, no fixing.



Interactive
Activity

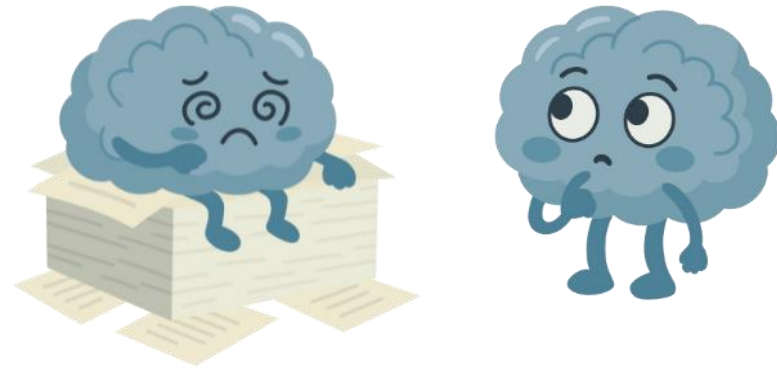
Conas Éisteacht

How to Listen



Oide

- Full attention
- Hold the space
- Acknowledgement/Validation
- Empathy
- Curiosity
- Body language
- Reflect back





“

Listening is not the act of hearing the words spoken, it is the art of understanding the meaning behind those words.

”

Simon Sinek

Gnéithe a Chuireann an Éisteacht as Riocht

Factors that Distort Listening



Oide



What elements undermine your ability to listen in a meaningful way?



Whole Group
Discussion

Gnéithe a Chuireann an Éisteacht as Riocht

Factors that Distort Listening



Oide

External factors

Noise, Distance, Interruption, Technological issues, Time

Internal Factors

Assumptions, Biases, Attention span, Rehearsing, Advising, Being right/Ego, Preoccupation, Being overwhelmed, Fatigue

Communication/Social Factors

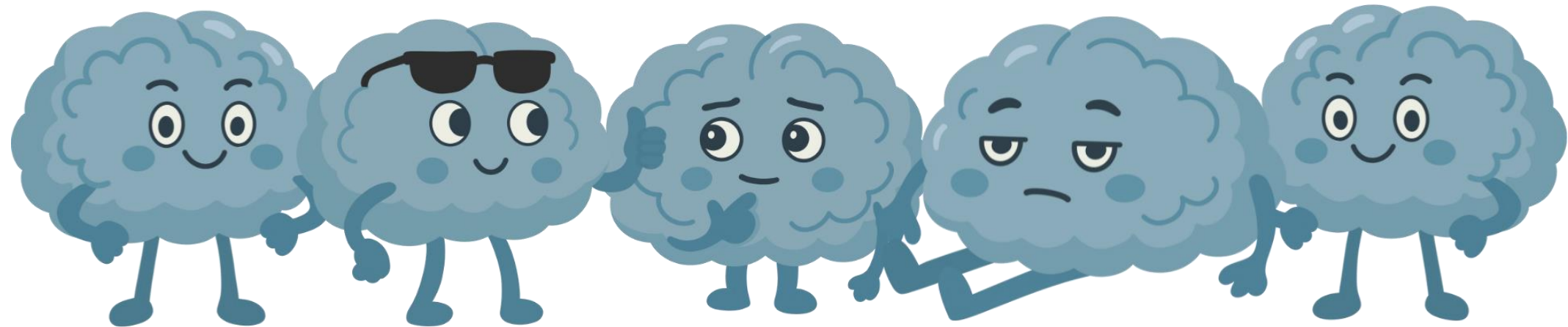
Accent, Tone of voice, Pace of speech, Cultural and gender considerations

An Lúb Éisteachta

The Listening Loop



Oide



Interactive
Activity

Treoracha a Chur ar Aghaidh Passing on Instructions



Oide

You're in the busy, noisy staffroom. On the main wall there is a poster of a smiling, dancing pencil. There is a notebook next to it on the desk.

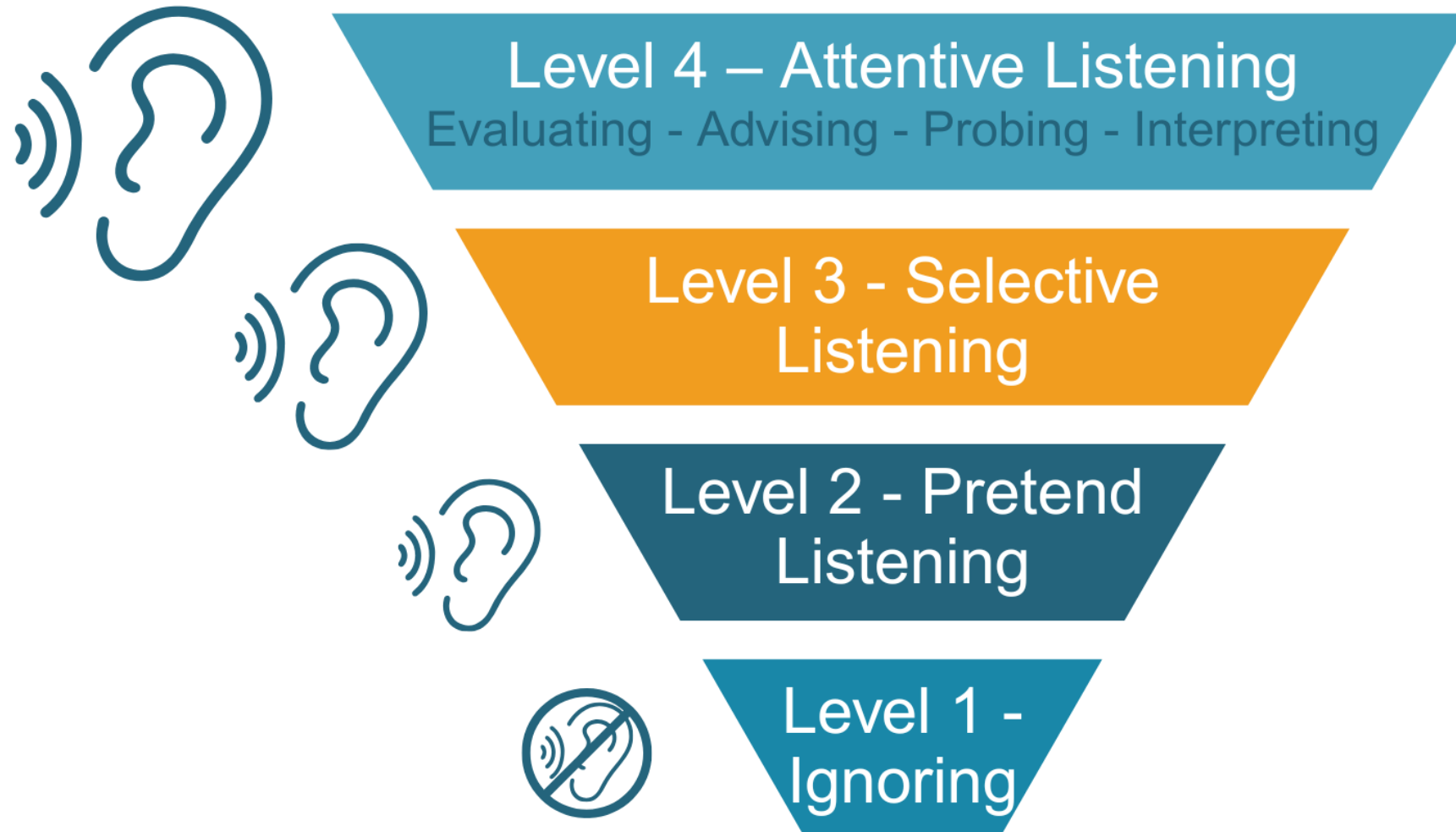
Pick up the notebook and tap it on the desk. As you leave, bow to the dancing pencil and tell it the sun will come up tomorrow.

5 Leibhéal na hÉisteachta

The 5 Levels of Listening



Oide



(Covey, 1989)

5 Leibhéal na hÉisteachta

The 5 Levels of Listening



Oide



Level 5 - Empathic Listening

Fully stepping into the other person's frame of reference.

Actively seeking to understand another person's perspective without judgment or self-interest.

It's a learned skill and it requires intention and effort.

(Covey, 1989)

Éisteacht Bháúil Empathetic Listening



Oide



Academy of Social Competency (YouTube, 10 April 2018) *Inside Out*, 2015



Whole Group
Discussion

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Ghairmiúil i measc Ceannairí
Scoile agus Múinteoirí

Supporting the Professional
Learning of School Leaders
and Teachers

Éist D'aon Turas

Listen Like You Mean It



Oide



(Treasure, 2011)

Buaicphointí Ardéifeachta High-Impact Highlights



Oide

Listening is about holding space and creating an environment where the other person feels heard.

Feelings are facts to the person experiencing them.

You don't have to be responsible for someone's feelings to acknowledge them.

Pareto Principle: Good mentors spend 80% of their time listening and only 20% speaking.



“

When we listen, we hear someone
into existence.

”

Laurie Helgoe

Torthaí Foghlama a Athbhreithniú

Revisiting Learning Intention



Oide



To cultivate the core dispositions and practices that give mentoring purpose, meaning and impact.



To strengthen the skills that empower mentors to guide professional conversations and build supportive and collaborative partnerships.



To explore the opportunities mentoring offers across the school community.



Oide

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Supporting the Professional
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Seisiún 2: Comhráite Gairmiúla a Bhainistiú

Session 2: Managing Professional Conversations



Intinní Foghlama Learning Intentions



Oide



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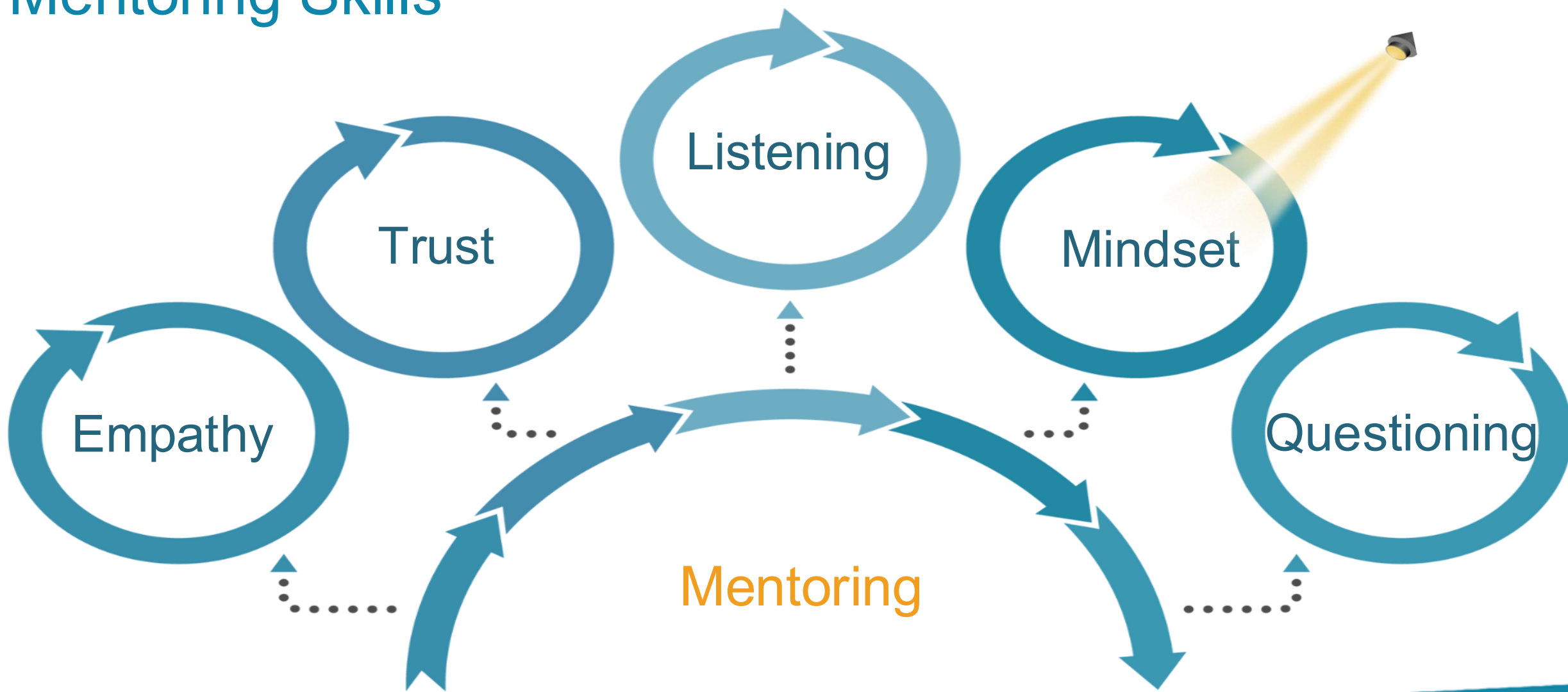
To explore the opportunities mentoring offers across the school community.

Scileanna Meantóireachta

Mentoring Skills



Oide



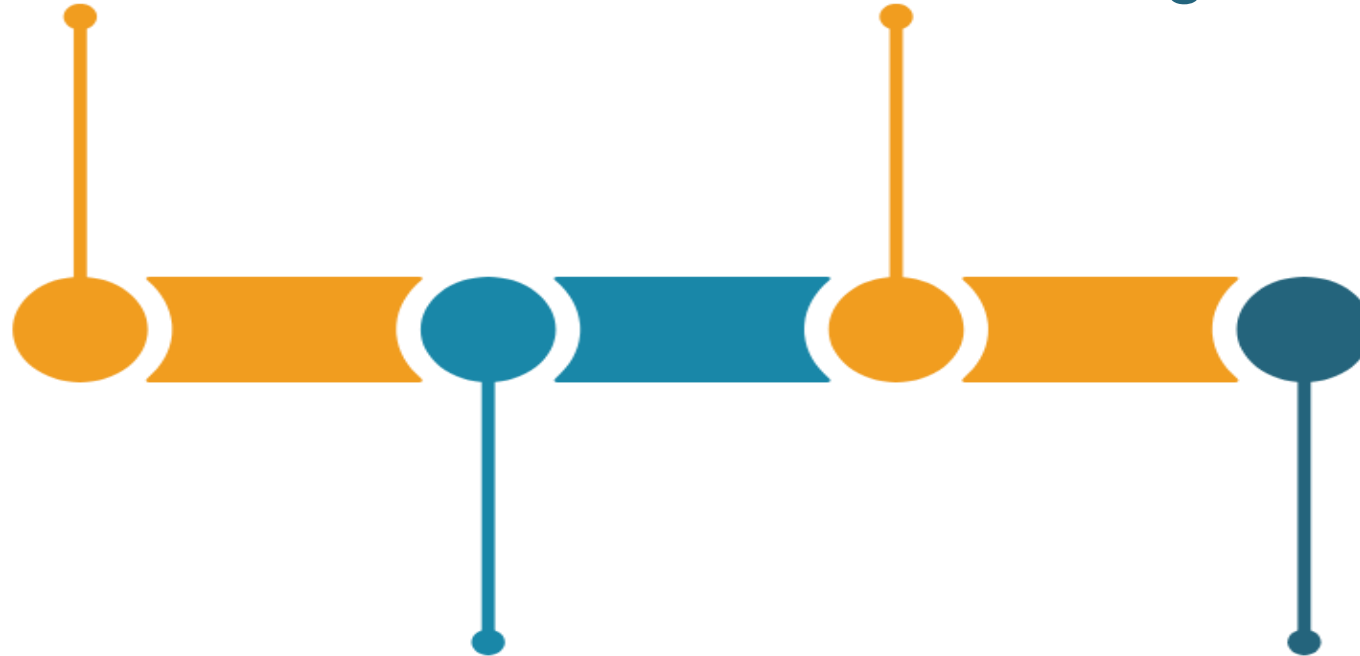
Meon na Meantóireachta Mentoring Mindset



Oide

The Guiding Voice

Working with Difference



The Mentor's Choice

The Promise

An Guth Treorach The Guiding Voice



Oide

In every mentoring conversation, you are either widening a mind or shrinking it. Which perspective do you most often choose?



Whole Group
Discussion

Rogha an Mheantóra

The Mentor's Choice



Oide

As thinker, we decide to care more about where our own thinking will go than we do about what people will think of it, or of us.

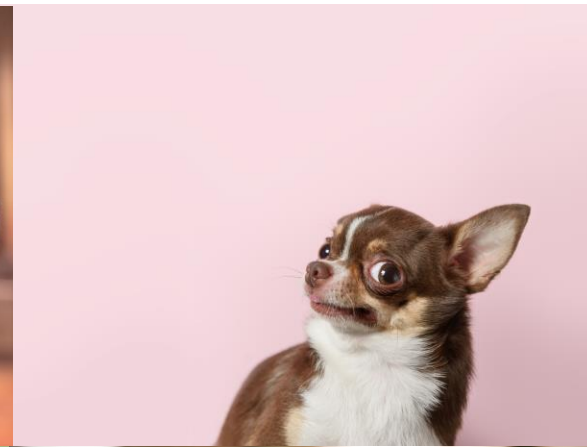
As listener, we decide to care more about where the thinker will go next with *their* thinking than we do about imposing our thoughts.

(Kline, 2020)

Ag Obair le hÉagsúlacht Working with Difference



Oide



An Gealltanas The Promise



I won't interrupt you. I won't interrupt your words or your thoughts...

Be present

and don't
speak

You now have ground that is yours. Unassailable. This is for you. Time to think, to feel. To figure out what you really want to say. To say it, to consider it. To change it. To finish your sentences, to choose your words.



(Kline, 2020)

Mar a Ghlactar le Comhráite

How Conversations are Experienced



Oide

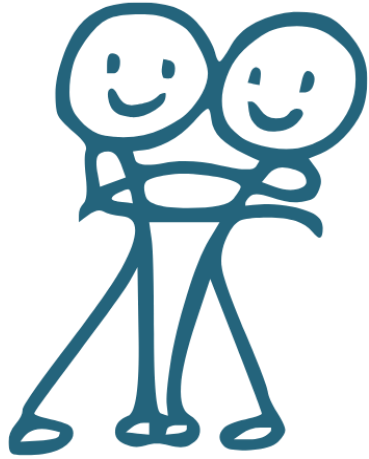


Faoi Shraitheanna ár gComhráite

Under the Layers of Our Conversations



Oide



Hugged



Helped



Heard

(Duhigg, 2024)

Na Trí Chomhrá Comhuaineacha

The Three Parallel Conversations



Oide

1. The What Happened? Conversation

Disagreement about facts, intentions and blame. Who's right and wrong?

2. The Feelings Conversation

Feelings are central, not peripheral. Name them to tame them.

3. The Identity Conversation

What the issue means for each person's sense of self, competence and worth.

(Stone, Heen and Patton, 2010)

Machnamh Reflection



Oide

Receive



Appreciate



Ask



Summarise



Hugged



Helped



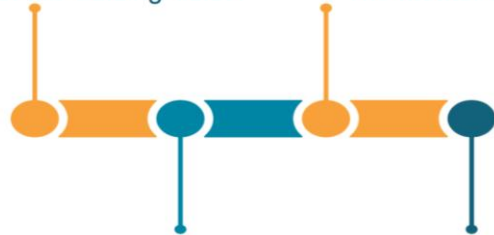
Heard

Reflecting on your learning so far, which insights will most influence your work in the PST as you continue to support NQTs during the Droichead process?



The Power of the Guiding Voice

The Mentor's Choice

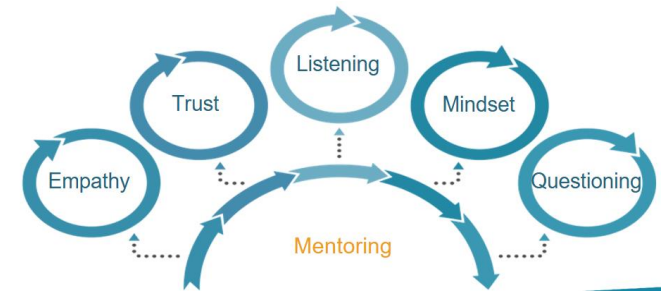


Working with Difference

The Promise



Level 5 - Empathic Listening

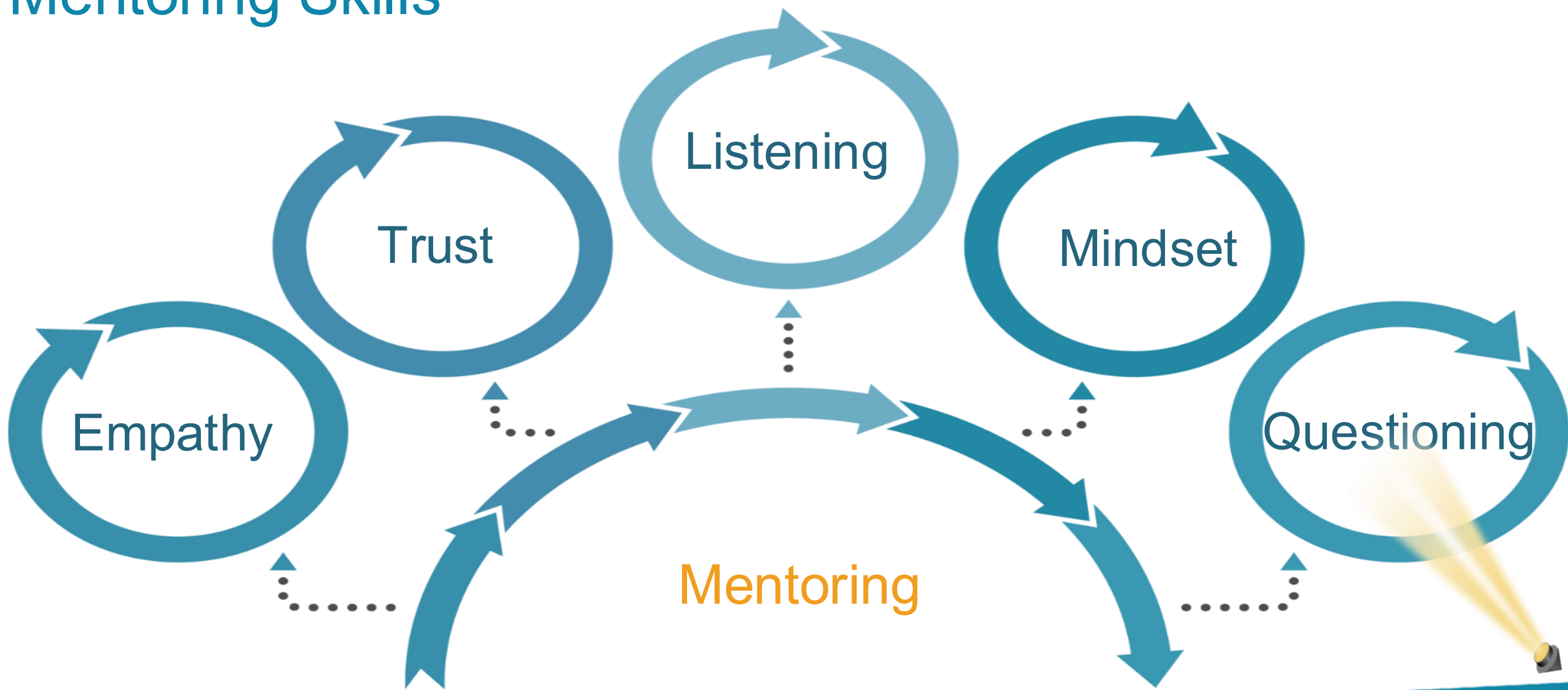


Scileanna Meantóireachta

Mentoring Skills

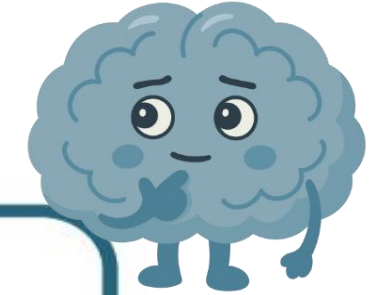
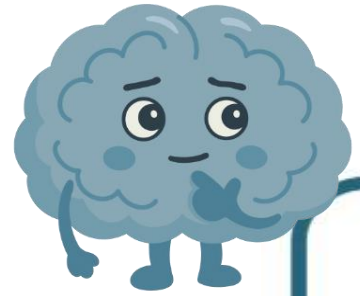


Oide



Fás a Threorú Trí Cheistiú

Guiding Growth Through Questioning



“
Millions saw the apple fall, but
Newton was the one who
asked why.”

(Bernard Baruch)

Rólimirt Role Play



Oide



Whole Group
Discussion



Interactive
Activity

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Ghairmiúil i measc Ceannairí
Scoile agus Múinteoirí

Supporting the Professional
Learning of School Leaders
and Teachers

Arracht na Comhairle The Advice Monster



Oide



Heroic
itch

Save the day!

Silence
twitch

Fill the silence!

An Cheist 'Cad é' The 'What' Question



Oide

When tempted to ask why...



Reframe and start with "What?"

Why did you do that?



What were you hoping for there?

Why did you think this was a clever idea?

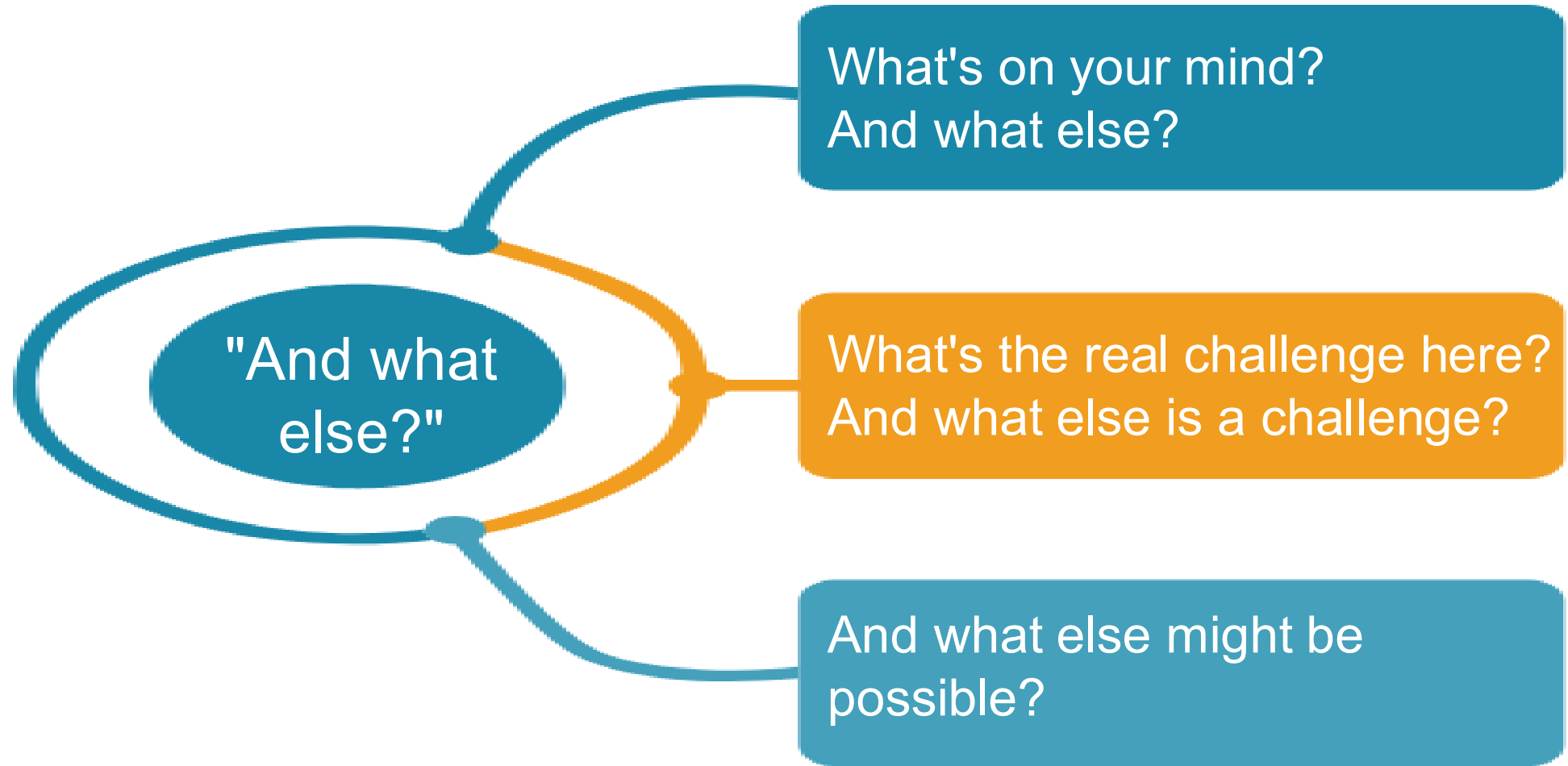


What made you choose this course of action?

Ceist Faoin Spotsholas Question in the Spotlight



Oide



Rólimirt Role Play



Oide



Whole Group
Discussion



Interactive
Activity

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and Teachers

Rólimirt Role Play



Oide

When that happens, what do you do?



When that happens, what else do you notice?

Sounds like there's more going on for you than just the noise in the room?



So, when you think about it that way, what's the real challenge for you?

What else comes up for you?



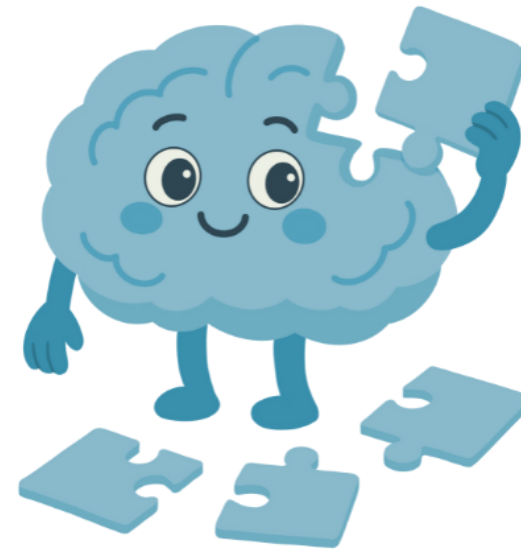
Does anything else come up when you think about?

Is there anything else that you're aware of as we talk about this?

Comhráite a Shíniú agus Meonta a Fhás Stretching Conversations and Growing Minds



Oide



Ceisteanna Cumasaithe a Chruthú

Creating Empowering Questions



Oide

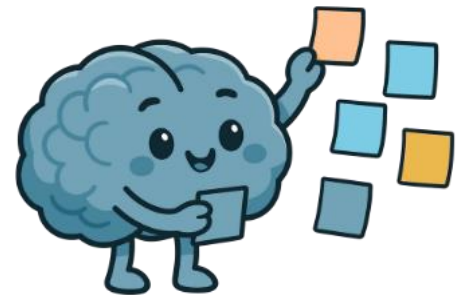
Mindset

Start with curiosity, not certainty or judgment.
Have something to learn, not something to prove.
Focus on possibilities, not problems.



Skillset

Invite reflection rather than justification.
Ask about strengths and successes first.
Invite ownership.
Encourage future-focused thinking.



Comhráite Gairmiúla

Professional Conversations



Professional conversations should be appropriately timed.

Start with a 'micro-yes' question.

Our language should be descriptive and specific.

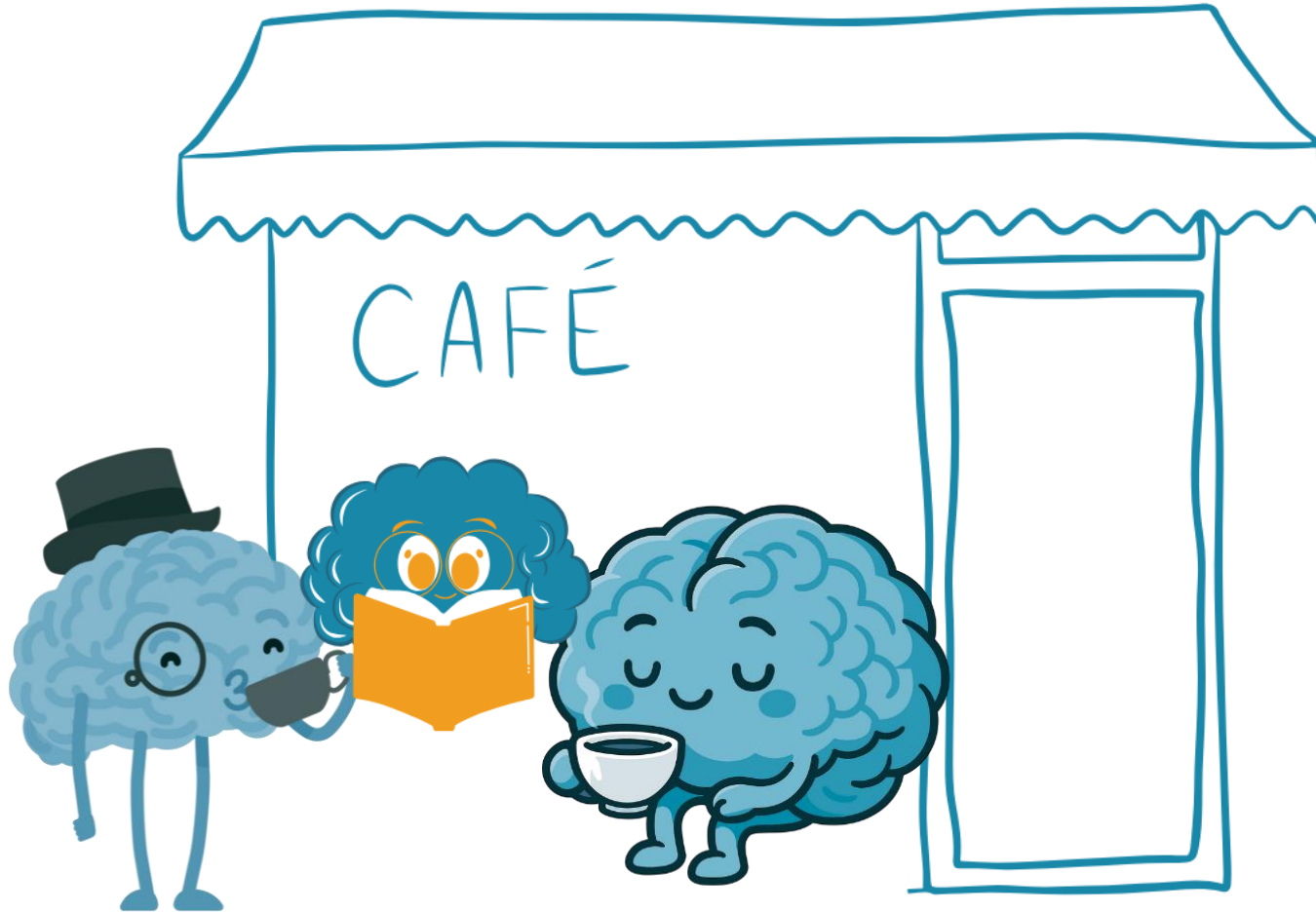
We should take care to ensure that our NQTs are supported within the stretch zone.



Caifé Comhrá Conversation Café



Oide



Interactive
Activity

Athamharc ar Thorthaí Foghlama

Revisiting Learning Intentions



Oide



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Machnamh Reflection



Oide

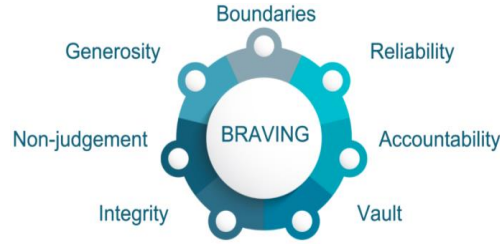
Teacher View



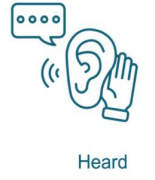
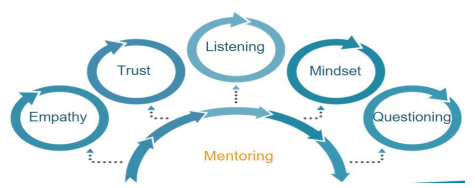
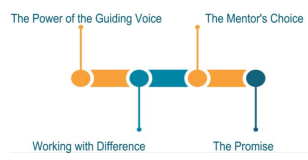
Student View



Omniscient View



Reflecting on your learning across the day, which insights can be carried into your practice and your school as you guide NQTs through the Droichead process?



Tacú leis an bhFoghlaim Ghairmiúil i measc Ceannairí Scoile agus Múinteoirí

Supporting the Professional Learning of School Leaders and Teachers



Oide

Tacú leis an bhFoghlaim
Ghairmiúil i measc Ceannairí
Scoile agus Múinteoirí

Supporting the Professional
Learning of School Leaders
and Teachers

Seisiún 3: Rannpháirtíocht na Scoile Uile: Tairbhí agus Deiseanna

Session 3: Whole-School Engagement: Benefits and Opportunities



Intinní Foghlama Learning Intentions



Oide



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Ról an Chultúir Scoile

The Role of School Culture



A learning school

The success of mentoring programmes has been repeatedly linked back to school culture.



A learning hive



An empowered school

(Bleach, 1999)



“
The path to your dream school will not be the result of one big cosmic choice but instead a sum total of small, trivial-looking everyday choices, lived in a big direction.
”

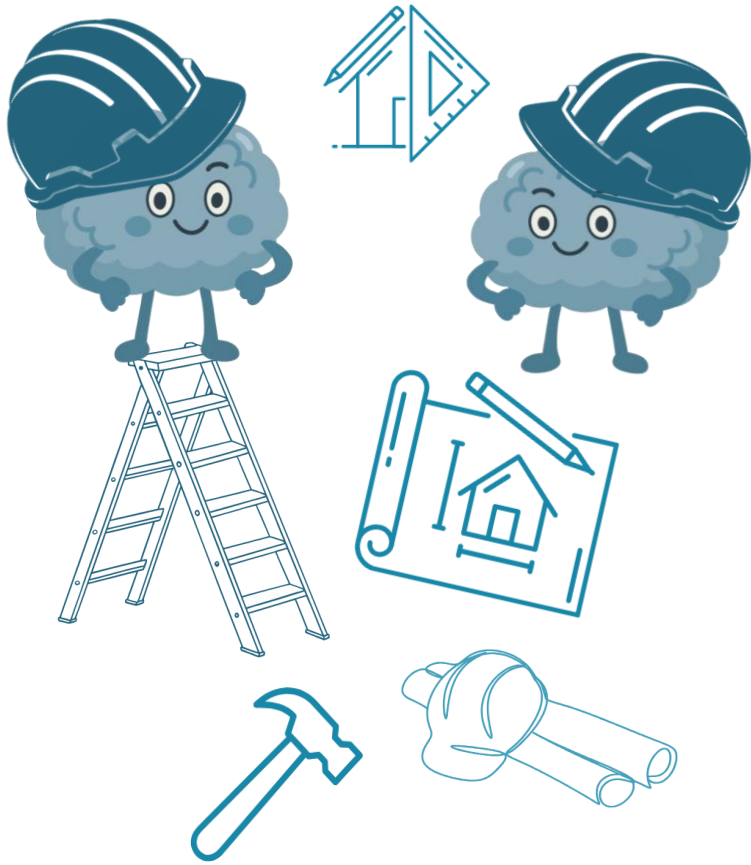
Kuik Shiao-Yin (as cited in Cherkowski & Walker, 2022)

An FTG mar Údair Chultúrtha

The PST as Cultural Architects



Oide



1. Envision and commit
2. Vuja de
3. Plus-one approach
4. Repeat step 3!



Whole Group
Discussion



Individual
Reflection

An Bealach a Shoilsiú Lighting the Way



Oide



Tacú leis an bhFoghlaim
Ghairmiúil i measc Ceannairí
Scoile agus Múinteoirí

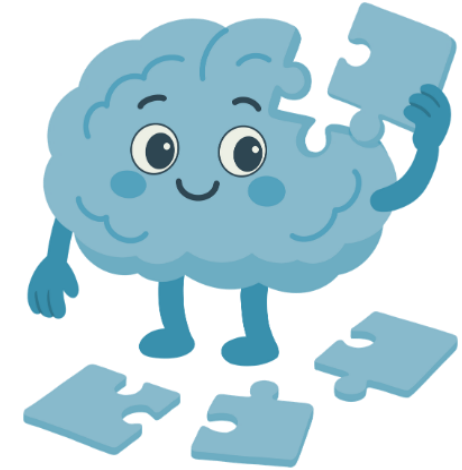
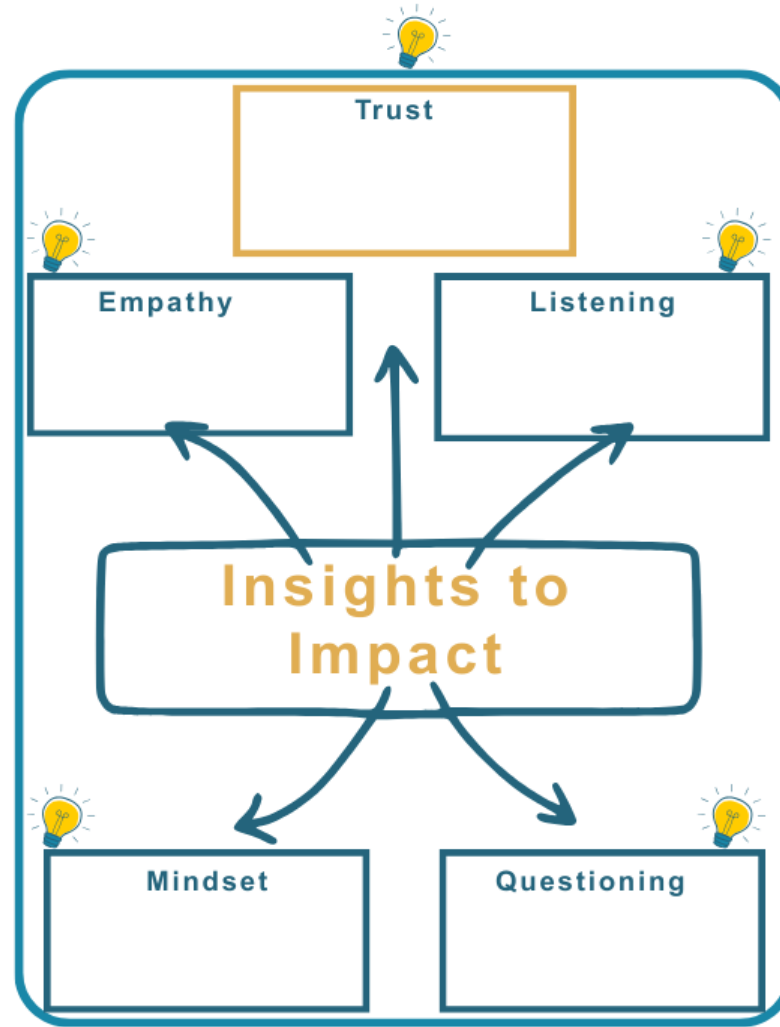
Supporting the Professional
Learning of School Leaders
and Teachers

Léargas go Tionchar

Insights to Impact



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To cultivate the core dispositions and practices that give mentoring purpose, meaning and impact.



To strengthen the skills that empower mentors to guide professional conversations and build supportive and collaborative partnerships.



To explore the opportunities mentoring offers across the school community.

Meastóireacht ar Líne Online Evaluation



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Ár mBuíochas