

Transition Manual

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The European Law Students' Association



elsa

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INTRODUCTION

Dear Network!

The most crucial aspect for the accomplishment of ELSA as a strong European association is its capacity of constant accumulation of knowledge and on-going growth. Continuity of development means that further improvement is always possible and can be easily reached with the proper strategic planning. Continuity is a word that strikes to the marrow every day of ELSA history and without any doubt good Transition is a key tool for stable progress.

Transition is something more than passing knowledge and archives from one board to another. It provides the continuity of our strategic direction and Vision, reminding us who we are and what we do.

A quotation of Robert Kiyosaki states: "If you want to go somewhere, it is best to find someone who has already been there". Best decisions can be obtained by studying the mistakes and progress done in the past. It's more effective to learn from preceding board-members who during their term faced the obstacles and found the best solutions than to start everything from a scratch.

This Transition manual sets main things that have to be bared in mind when planning and preparing a Transition. Among others it highlights priorities which concern all board members and all areas of ELSA activities. By improving these areas in our Association, we will be able to strengthen the Network and advance the values reflected in our Philosophy Statement.

Improvement makes straight roads. Ensuring the continuity of ELSA you know that you will never get to the end of the journey.

Introduction to Transition

What is transition?

Transition is the process through which we assure the transfer of the strategic direction, knowledge, information and experience, from the current board to the new board.

Building the transition sets the foundation from which a successful term in office will occur. Taking the time in the transition to create a fresh vision and to consider new ways of working generates excitement. But you must also take stock of where you are currently, in other words the transition should focus on a new board set out to achieve realistic goals.

Transition preparation process is a task of two boards: the current board and the new board, both have to do their part. On one hand the current board should prepare the draft of transition, the process itself. On the other hand the new board should actively prepare and introduce own questions, doubts, participation in order to take the best of this important beginning of their term.

When the new board really has an insight in what the old board has been working on, they can easily continue their work. During transition the boards should use the opportunity to talk about past success and encountered obstacles before the new board moves forward.

The new board must also learn about the connections established with externals. Your externals will really appreciate the fact that their new contact persons know all about your agreements. If there are no agreements with externals yet, this is the perfect tool to make sure the new board will include this in the future activity.

By the end of the transition, the new board will shift from having a big-picture focus about strategic planning, fundraising and any other future activity to being directly involved with the organization's day-to-day business and needs in a hands-on way.

Goals of transition:

- passing on your knowledge
- a well functioning new board from day one
- continuity of the development of ELSA and its culture
- benefits for the whole network
- ensures a professional view on ELSA
- giving new board members confidence
- perfecting the established relations with externals
- motivating new board members

The special task of Secretary General

The Secretary General is the main responsible for the preparation of the transition. After Secretary General identifies the association's and new board's needs, as well as the resources that may be helpful in planning the transition, it is time to sit down with the whole board and figure out a way to make all the pieces fit together. This takes time, creativity, and patience, but the rewards are worth the effort.

The Secretary General should have in mind that planning the transition will require a certain amount of time and a lot of attention, so as not to forget essential details. Planning the transition means that you will have to set the date, find the location, prepare all the needed materials and make sure everyone is fully involved in the transition.

Communication is a key component in assisting the smooth knowledge transfer. Communication helps to keep the boards on track through the transition, and therefore the Secretary General should keep up the communication when planning the transition.

The challenge for the Secretary General is to create a process that embraces participation, meaning that every board member should feel motivated and should focus on passing on knowledge. Some transitions may seem easier to succeed when you work with people who have undergone this before.

General and Area Transition

There are two types of transition in ELSA: General Transition and Area Transition. . General Transition covers information that every board member should know regarding ELSA, local groups, documents, etc. It forms professional view on ELSA and its work which leads to an on-going process of improvement of the professionalism of ELSA as a whole. . Area Transition covers specific information about ELSA areas and corresponding board positions. In other words Area Transition fills the blanks of specific knowledge that are haven't been passed during General Transition. Both General and Area Transition are equally important, they are two composing elements of one result, meaning the best effect is reached by those coming together.

General Transition

The core of General Transition

General Transition is meant to be given to the whole new board at the same time by the whole preceding board. This ensures that the new board receives the same knowledge and basic information regarding all areas to go on with the transition. The aim of this is to make sure that the team starts from the same level of knowledge and that they are ready to make decisions together concerning any type of ELSA activities.

Another very important thing that you want to pass on to your successors is the feeling of confidence about your work that you have gained during your term of office. The period of not feeling confident on what you are doing will drastically be reduced if a new board starts their term of office well prepared. If you can cut out the unconfidence with regard to the knowledge and the processes, the new board will be able to start working from day one instead of first moving slowly in order to gain the necessary knowledge and trust in their work.

General Transition Objective

The primary objective of General Transition is to ensure that the upcoming ELSA officers have the full benefit of the experience and the on-going guidance of their predecessors, are aware of their new roles and responsibilities and are ready to work together as a team.

General Transition Philosophy

To teach, motivate and guide.

Knowledge that should be passed during General Transition

During General Transition the preceding board passes on:

- general ELSA-knowledge;
- basic, important, formal information (complying with law requirements to NGOs, statutory documents, etc;)

- specific information (i.e.: task description, core functions explanation, responsibility matrix);
- practical information (mailing lists, databases, conducting a meeting);
- step-by-step information on how to organize different events;
- saved old and acquired new contacts: external + internal;
- tips on approaching potential sponsors;
- ideas for new activities and new projects;
- OYOP and calendar of ELSA-activities;
- information on how to present a board on a higher organizational level;
- ELSA-spirit and motivation;
- evaluation of preceding board work;

Except passing the knowledge and materials to the successors, another task of General Transition is to make the new National Board a strong team that will keep on the development and continuity of ELSA and its activities.

Very often new elected board members have never seen each other and have never worked together, therefore it is important to start with teambuilding.

Trainings during General Transition

During General Transition tasks and responsibilities have to be handed to all successors. Different trainings with practical cases will be a good help here. The new elected board have to be explained how they should work together, be informed about weaknesses they may face and how these weaknesses can be transformed to the strengths.

Trainings during General Transition are the keys for motivation. But all of them have to be comprehensive, on-going, and consistent. The more background knowledge is put into the training, the more a new successor understands his or her impact on the organization.

General transition shall include:

- ELSA ONLINE& ELSA Officers portal training
- teambuilding sessions
- knowledge + skills trainings:

Hard skills trainings shall consist of theoretical and practical parts: knowledge of a human resources strategy and practical advice how to use it, knowledge of Decision Book and Statutes & Standing Orders and practical advice how to use it, etc.

Soft skills trainings may concern leadership, communication, teamwork, negotiation skills, etc.

If everything mentioned above is be used during General Transition, it will be a good experience for both the old and the new boards.

Useful information about planning and preparation of the General Transition can be found in Chapter “How to give transition”.

Area Transition

The core of Area Transition

Area Transition without any doubts has its own effect. It's better to hold Area Transition together with General Transition, but with finding a separate time (or day) for it. Unlike General Transition Area Transition is more specific and concerns details of a certain ELSA area. It serves as a key to achieving well-functioning officers that are sure about their responsibilities and tasks in the board and can easily deal with difficulties that may occur during their term in office. Moreover, who else knows more about Internal Management than the Secretary General? Or who else has more experience in Board Management, External Relations and Expansion than the President? Only ELSA area officer knows all miniscule peculiarities of his work that shall be taken into consideration by the successor.

Every old board officer can show his own way of holding Area Transition. It can have a form of a friendly conversation, intensive brainstorming or productive workshop. Still, if you want to achieve a result and be sure, that the successor understands what you have been doing during the term, specific contents of area transition should include certain points. Think about your year in the office. Surely you have something to share.

Area Transition Objective

Area Transition Objective is to ensure incoming ELSA officers have specific knowledge, which are individualized and provided by the most experienced person who has worked the term in a certain area and more than others knows special issues and details of work.

Area Transition Philosophy

To inform, give practical advice and mentor the successor.

Knowledge that should be passed during Area Transition

Area Transitions provides the successor with the crucial work details. It also offers a template for understanding the stages of personal operation plan.

So, Area Transition plan shall include the following issues:

- review of the previous ELSA year of the specific area. What went well, what caused problems, etc.
- Going through the risks and obstacles that may arise in the future. The successor can't avoid this part of his work, but he can learn how to make the best of it for ELSA work

- Unfinished events (Are you or your colleagues still carrying unfinished events or activities from previous term in the office? Keep in mind, that here you can discuss starting something new and sometimes to resolve old issues as well.
- Tips for planning the term in the office & tasks calendar.
- Miscellaneous issues on concrete tasks.

For the predecessor it is important to keep in mind that Area Transition has a lot of personal human factors. Regardless personal attitude to the successor try to find your own approach and share as much experience as possible. Bear in mind that you can serve as example and inspire the successor to move forward and achieve more.

Area Transition has to be:

- Flexible (old board member can chose various means to pass on his knowledge)
- Applicable (concern real aspects that should be taken to consideration by the successor of a certain ELSA area)
- Motivating & Inspiring (charging the successor with energy to perform better than the predecessor did).

This leads us to the conclusion that the predecessor in his/her turn has to show trust and appreciation to the successor, be attentive to the ideas of the new board member and be willing to explain and help whenever it is needed.

Area Transition is very effective when it gives a beginning for the on-going mentoring for the first months with the new board.

An on-going mentoring relationship between preceding officers and their successors offers the predecessors' oversight and assistance as required during the first months in office, by availability of the old board members in an advisory role.

Everybody benefits. Predecessors gain valuable insight beyond their own ELSA experience and feel a relief that their work in the office will be continued. The successor are inspired, guided and provided with practical, meaningful learning experience. ELSA benefits because Area Transition and mentoring encourage collaboration in professional sharing and strengthens the networking as a whole.

Area Transition preparation and planning have much in common with that one of the General Transition and thus can be read in the next Chapter.

Specific contents of Area Transition have to be filled by every officer by himself/herself. But one should understand that successful Area Transition depends on the knowledge of the predecessor and successor's ability to learn.

Giving transition

Preparing and Planning the Transition

Introduction

Planning the Transition actually already starts with the first day of your term in office – if not earlier when receiving the transition from your predecessors.

It is important that the whole board keeps that in mind. During your term in office, you gain a lot of experiences and many times you forget about all the lot you have done and how it was done. The first weeks of your own term in office you get confronted with difficulties you won't remember as such few months later.

Giving a transition cannot prevent your successor from facing the same or similar problems. But it can help him to overcome them and to find an easier way to do so instead of reinventing the wheel again and again.

So whenever thinking about giving the transition please remember when you were sitting at this place yourself and take this very perspective. Think of: What would I have needed at that point?

1. Preparation & Planning

In order to prepare a good transition you have to think of:

- the best place and time and a timetable for your preparations;
- the materials and documents you want to and have to hand over (documents, keys, passwords etc.);
- the involvement of every former and future board members;
- different parts of General and Area transition;
- the externals you might want to include;
- needs of the new board members.

As mentioned above you will have to think of the transition from the very beginning. The planning of the transition period itself and the preparations of the transition materials should start no later than 2 – 3 months before the change of term in office.

At first you should set a date. Plan at least a weekend for the transition. The Secretary General should prepare a timeline with concrete actions, deadlines and the person(s) responsible for the respective task. The timeline has to be provided to every board member. It is advised to discuss the timeline in a board meeting so that everybody is familiar with it and knows his or her responsibilities.

Afterwards you should look for a suitable place for the transition. In general, it is very recommended to have it on a neutral and secluded place where all participants can focus on the

transition process. This is especially helpful for the team processes. The preceding board experiences their “last time” together whereas in the new board the teambuilding process is in its very beginnings. (See more under “Transition Period” on p. 12.) Book the place and take care of the transportation arrangements.

If you want to include externals, please think of whom you want to invite to your transition period: Former National Board members? Do you wish to invite Trainer from the National Trainers Pool or International Trainers Pool? Communicate the exact dates in advance and talk about their role during the transition.

About 1 month before the transition you should work out an Agenda for the General and Area transition in your board. The transition materials should be finished at least 2 weeks before you give the transition so that your successors have time to get familiar with them and can prepare as well.

About 3-7 days before leaving you should prepare all the materials you will need to:

- print the Transition Materials and Agenda;
- prepare flipcharts / coloured cards / presentations etc.;
- make sure if someone is taking care of food and drinks if you are going to a remote place for a transition;
- clarify the financial situation and inform everybody
- make sure, the former and new board, externals etc. are really aware of the date and tasks.

Tips ‘n’ Tricks

Here you can find some ideas that might be useful in order to plan and structure your transition.

- **Strategy Box**

Put a small box in the place you work most for ELSA and put some notepads aside. Whenever there is something coming up to your mind which you think is important for your work and therefore will be also for your successor, you write it down and put the note in the box. When preparing the agenda for the transition you will have a lot of points from the whole year that you can all deliver to the new board.

- **ELSA Diary**

Often, it is helpful to always carry a small scratchpad with you so that you can write down everything in there. It might be an agenda where you put in your appointments or some blank sheets where you can compile everything important and sudden ideas. Going through your notes after a year will help you to remember a lot that was important for your ELSA work.

- **Communicating with your board**

All your board members have to be aware that transition is the responsibility of everybody. So please talk about transition with each other, share ideas and important notes. On one hand it is helpful if you send mails and label them in one archive with the topic “transition”. If you may

forget something, there is still a team remembering your ideas. On the other hand we do remember better and develop ideas when talking to each other and discussing. So do not miss to use all the canals of communication that you have. Sharing is caring!

- Alumni and archives

Talking to alumni who already have been through the transition at least twice (receiving and giving) can bring you a lot of input. Also see archives of your predecessors – they might have thought about the same things you are thinking of now. Remember that knowing well means knowing where to get the information from.

- Updating the Transition Package

If you are lucky, you already found some transition packages in your archives. Then you don't need to write a new package every year but you can just update the information you got. Some things might be different by now or have changed during your year. But especially general introductions or tips can often be reused and just copy-pasted. Take well care of the package but don't bother yourself with unnecessary work.

- Ask other NGs for help

Remember that in ELSA, you never walk alone. Every single year round about 41 countries have to prepare their transitions. Keep contact with them and talk about difficulties or problems you might have, especially with your counter parts. Use the mailing list or just ask somebody right away. There will always be somebody willing to help you. And in any case – there is still the International Board who can provide you with missing manuals and handbooks and other materials.

2. Contents of transition

Please be aware that the new board needs more than just knowledge to manage a year of board work. They also need to know how to act in a team, how to handle problems that may pop up at any time, how to motivate (potential) members to become active in the association and how to motivate themselves whenever necessary.

Therefore you find that transition includes 4 elements:

- Explicit knowledge (General knowledge and Area specific knowledge)
- Implicit knowledge
- Motivation
- Teambuilding

Explicit Knowledge

Hard facts, data and the “know-what” is what you call all together explicit knowledge. These are things you can write down in the Transition Package and explain during General and Area Transition.

What belongs to the facts your successors have to know depend on your very own organisation. For the Presidents for example it is important to know who are your general partners, who are

your contact persons and how can you reach them, where can you find information about the past collaborations etc. Whereas the Secretary General needs to know about archives, what must be in the Working Materials for NCMs, when are the deadlines, what questions have to be answered in the SotN etc.

Implicit knowledge

Remember that when giving the transition you already know your work because you have been doing it for a whole year. Within that year you have experienced a lot of difficult situations, found out the “best practice” for fulfilling your tasks etc.

These experiences and the “know-how” is something that is not easy to write down. The best way to pass on your knowledge is to talk to your successors. Explain them what situations you have been facing and how you managed to get through them. Your successor will be very likely to follow your explanations and remember them because this information is connected to emotions.

Motivation

For the kick-off it is very important to motivate your successors a lot. You find further explanations on p. 16.

Teambuilding

The transition period may be the first time when the new board comes together and works together. It is the first experience they share as (future) National Board officers. The experiences you get together as a board during the transition will help you in your work during the year

Therefore, it is important to include teambuilding elements, to bring the officers together and to give them tasks to be fulfilled as a team. It is highly recommended to get help from a trainer in this part of the transition who knows a lot about group processes and teambuilding elements. If it is not possible for you to have a trainer during the transition you can either ask them for ideas or help in theory or organise a teambuilding training in the first weeks of term in office of your successors.

3. The Transition period

The length of the transition period itself differs a lot and depends on the amount of things that have to be passed on. It is in any case recommended to pass at least one weekend together with the old and the new board in order to incorporate also social aspects.

As mentioned before the transition consists of different elements. Most important is to have a balance between work and social activities. Keep in mind that you learn the best when you feel comfortable.

- Create a nice atmosphere.

Creating a nice atmosphere can be done by being at a nice place with a gentle surrounding. It takes the pressure away and gives everybody the feeling to “breathe deeply”.

- Respect the needs of everyone.

It is important to respect that everybody has different needs and that everyone has to pay attention to this. Some people need more or longer breaks to learn effectively. Some want to spend every minute with the others in order to have an intensive feeling of being a team. Others might need some hours per day during which they can spend some time alone. Ask everyone to express their needs and with mutual understanding you will find a solution that fits everyone's needs.

- Give the whole event a positive framework.

As stated above besides doing the work it is also important to spend some free time together and undertake some social activities. Take meals together and maybe even prepare them together. Have a drink together or play board games in evening after intense work. Take a walk to the sea/lake/forest etc. It is just important that everyone is fine with the activity and that it causes no stress.

- Find a proper introduction and ending.

The transition period will be a time that everyone remembers. During this time, the first teambuilding progress takes place, the new board gets a lot of input and it also is the closing event for the old board.

This event needs to be distinguished from whatever happened before or afterwards. Therefore you need to find a proper introduction where everyone gets the chance to become familiar with the situation and an ending with feedback so that the emotions can be left at the transition place.

- National Board Buddy

As in every other relation, the communication in transition is crucial. Every participant experiences the transition in a different way. Maybe one observes things which he wouldn't like to talk about in a group.

In that case it might be helpful to have a "NB-Buddy". The old NB discusses among themselves what distribution would make sense. Then each "old-NB" member gets together with a new NB member and the pairs take a walk together. The protégées get the chance to talk face-to-face with someone who already had been through this. There is no tabu topic. The only thing that matters is that everything said in these walks has to be kept confidential from both sides. The new board member will find someone they can trust in which makes them feel less helpless and lonely.

4. What can fail?

As it was written in the previous chapters – Transition process has to be detailed and thoroughly planned. Here it's important not to underestimate little miserable things of Transition process. Very often they can lead to the failure of the whole Transition. If Transition fails again and again

sooner or later the whole network will be negatively influenced. Therefore a lot of factors have to be taken into consideration.

What are the reasons of Transition Failure?

Reasons may vary. Transition may be postponed due to bad weather or other reasons which can't be controlled by the human. Still, a good transition contributes to the long term perspective in ELSA activities. When the set goals are not reached and certain Transition rules aren't kept, transition is most likely to fail. These are 3 basics that may create a platform for good and productive transition:

1) Transition Preparations

Transition is rather complex procedure and its planning has to start from the first day in the office. As practice shows, planning is one of the most common sets of ELSA activities. Planning in advance is a key for carrying out Transition as effectively as possible. Think about what do you want to pass on to the successors and which means should you use to do that.

2) People involved in transition

One person can hardly manage the whole Transition process. All members of both old and new boards have to be present at transition meeting. If you miss someone, especially from the old board, transition definitely won't be complete and new board will not get the full picture of ELSA in the country and some knowledge will be lost. If someone from the old board due to certain reasons can't be present at the transition – invite trainers, externals or other experienced people. Think on time, date and place suitable for everybody.

3) Motivation

This factor has one of the most important roles in all ELSA areas. Transition will be successful if both old and new boards want it and are ready to work. Transition is reciprocal and both sides have to give as much efforts as they can and be motivated for the results. Here it is important to find a reasonable balance: old board members, instead of imposing and pushing the new board to follow old strategies, have to advise and instruct. New board members, despite being experience about ELSA work, have to understand that old board still have something to teach the successors by pointing out possible problems or potential mistakes. Think on motivation and teambuilding trainings.

Transition process also depends on how predecessors and successors treat their being in the office and share responsibilities. In conclusion, transition can fail even if old board prepared everything perfectly, but not all the new board members were present, attentive or co-operative.

Transition fails if:

- there is not enough time spent on structuring and on preparations;
- the planning wasn't efficient and there was not enough time dedicated to planning.;
- the old board members don't know how to plan a Transition since they never had a Transition before;
- not all board-members (especially the old ones) attend the Transition-meeting;

- the attitude of both boards towards Transition is not good enough.;
- both boards are demotivated and tired;
- not all of the necessary information was passed and problems and mistakes were left with no attention;
- there are personal conflicts between old and new board-members;
- the old board imposes their vision and ignore the ideas of the new board;
- the new board members think that they are experienced enough to work in the office without transition.

The comprehensive effects of the failure of Transition:

- knowledge isn't passed on, the same mistakes are made over and over again.
- no continuity in ELSA work.
- no positive influence on the Association as a whole.
- the projects from previous years are incomplete.
- the new board is not motivated.
- the old board members do not trust the new board members and thus don't want to pass on the achievements.
- the contacts are lost and other external relations are not maintained.
- no stable development of ELSA Network.

Despite transition may fail for many reasons, if you plan the it in advance, structure it and you are motivated, everything will work out in the very best way.

By passing knowledge from one board to another predecessors and successors create history together, making ELSA develop and grow.

5. Including externals

Externals should not be excluded from planning of the Transition, as they represent a huge support.. Therefore, the new board should be informed about certain steps that will prevent the loss of present externals and about strategies to contact new ones.

1) **Announce the change of Officers**

This is the first thing the boards need to do. It can easily be done by correspondence, announcing the election of new officers, but most important – the President.

2) **Complete Necessary Forms**

This step involves preparing presentation documents of the new board and of the association itself (sometimes this section only needs small adjustments). and distribute the most up-dates information to externals. Always make sure you deliver proper and accurate information to externals.

Identify new opportunities. The new board can start creating a list of possible externals to add to the existing ones. In order to be the most effective, the new board should also discuss about do's and don'ts when contacting externals.

6. Motivation

The basic principle when it comes to motivation is this: Motivating the new board starts with motivating yourself. Useful tip: understanding your own motivation should be the first step!

The new board will have to work to align goals of the association with goals of the new board from the very beginning. Board members can be all fired up about their work and be working very hard. However, if the results of their work don't contribute to the goals of the association, then the association may not grow and the network will have something to lose. Identifying the goals is usually done during strategic planning. The Transition should ensure that board members have strong input to identifying their goals and that these goals are aligned with goals of the association.

The key to supporting the motivation of the new board is to understand what motivates each of them, because each person is motivated by different things. You can find this out by asking them, listening to them and observing them. This should be continued by the new board, because they have to work as a team and help motivate one another.

The following steps can help the new board go a long way towards supporting the members to motivate themselves and set out an example for the network:

- Establish goals that are SMARTER. SMARTER goals are: specific, measurable, acceptable, realistic, timely, extending of capabilities, and rewarding to those involved.
- Briefly write down the motivational factors that sustain you and what you can do to sustain the new board.

This little bit of "motivation planning" can give the board members strong perspective on how to support and motivate the new board.

Celebrate achievements. This step is often forgotten. When former boards focus on organizing transition, it usually means passing on knowledge about identifying and solving problems. Most of the times, acknowledging and celebrating a solution to a problem can be as important as the solution itself. Without on-going acknowledgement of success, board members can become frustrated and even may lose interest in their activities.

The new board

1. First months with the new board

The transition process doesn't end with the end of the final day of Transition meeting. The new board members need more than just knowledge to be ready for the year ahead working. They also have to know how to act in a team and handle problems that may pop up at any moment. Straight after the moment of actual Transition the new board may have no questions, but later when they start their term in office, they may face unexpected issue that haven't been discussed before..

This is why old board-members have to keep in touch with their successors in a way of cooperation that fits everybody.

The most productive way of cooperation between two boards is mentoring or coaching. No matter how you would call this kind of further communication, the essence of it is the same – new board asks for help, old board teaches, advises and gives instructions.

Mentoring is to support and encourage new board to manage their own learning in order that they may maximise the potential, develop their skills, improve their performance. It is an effective way of helping people to progress in their ELSA work. It is a partnership between two boards which share similar ELSA experience. It is a helpful relationship based upon mutual trust and respect.

New board-members	Old board-members
Are not afraid to ask for help or advice	Are willing to share experience and give an advice
Don't abuse the predecessors with little working issues that can be done of their own	Are always approachable and can provide fast answers.
Don't ask "to do" but ask "how to do"	Don't do everything instead of the new board, but explain all possible ways how to do work faster and better.
	Old board members can help their successors to find the right direction and to find a solution together.

This kind of mutual cooperation is an effective instrument when:

- Old board members help their successors to believe in themselves and boost their confidence.
- The predecessors ask questions and challenge, while providing guidance and encouragement.

Cooperation is extremely useful in the first months with the new board because it allows to explore new ideas in confidence, thus making the Transition complete.

2. Preparing the OYOP

By creating an OYOP, the board can break down a process into small, achievable tasks and identify the things that need to be accomplished during its term in office.

The OYOP should have a logical progression from the introduction and background to the actual goals and objectives which the board sets out to achieve. It's a fact that goals and objectives are related in that they both point to things the board wants to accomplish through this plan.

However, the main difference between these two is that goals are general and objectives are more specific.

As in all planning, it's easier if you think backwards, starting with where you want to be at the end of the term, and generate the steps needed to get there from where you are during the transition, and review the four key questions of management and use that as a skeleton for your discussions and thinking.

The purposes of an OYOP are several. The OYOP is an instrument which provides a framework for planning the work of the board and it is a guide during the period in question for carrying out that work. It is also a useful document contributing to transparency, as copies of the OYOP can be published inside the network.