

Module Descriptions

Annex 1

17 CECRA Modules

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The following applies for all modules:

Recognition: The Module Confirmation / Confirmation of Equivalence is recognised as a partial credit for the CECRA Certificate.

Providers: Educational and advisory institutions as per cooperation agreement with IALB and AGBS, as well as accredited providers, see www.cecra.net

Offered as: Day or block courses

Study time: Min. 30 hours study time (equivalent to 1 ECTS point):

- 12 hours presence time (min.)
- 18 hours practical experience and private study (min.)

Duration of validity: The required confirmations of attendance or confirmations of equivalency for the CECRA Certificate must be submitted within 5 years.

Commitment: The targets mentioned in the module descriptions are mandatory; the content mentioned represents suggestions for tried-and-tested ways to achieve the targets.

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Module Description 01

Title	My Profile as a Consultant
Type	CECRA Certificate Compulsory Module 01
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will be in a position to reflect on their own understanding of advisory work and their own behaviour as advisors, as well as to recognise opportunities for further development • will constantly expand their ability to perceive themselves and others • will deal with their target group and with the circumstances in their field of service, as well as with the framework conditions and different interests in the advisory environment • will treat people in their environment with appreciation and tolerance.
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Content	<ul style="list-style-type: none"> • My role as a consultant, my understanding of myself <ul style="list-style-type: none"> - Goals - Motivation - Role models - Understanding of role - Intercultural sensitivity - Strengths/weaknesses • My target group / My clients • Understanding of advisory work / advisory concept / basic attitudes • Socialisation of men and women (family) in advisory work • Gender aspects
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Module Description 02

Title **Communication and Relationship Building in Advisory Work**
Type CECRA Certificate Compulsory Module 02

Requirements Professional competence in one's own field through study or vocational training

Proof of Competence Module confirmation or confirmation of equivalency

Learning Targets /
Action Competence Those who have successfully completed this module

- will be familiar with the basics of communication, and will have mastered the most important communication techniques, especially for the advisory interview
- will be able to build and professionally manage relationships with people in their environment
- will be able to reflect on, and continue to develop, their own perception/communication.

Content

- Basics of communication for advisors
 - Communication models
 - Basic communication techniques
 - Active listening
 - Questioning techniques
 - Metacommunication
- Design and structure of a professional advisory interview (discussion guidelines)
- Dealing with objections / resistance in the advisory context
- Case review

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Module Description 03

Title	Teamwork and Team Leadership
Type	CECRA Certificate Elective Module 03
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	Those who have successfully completed this module <ul style="list-style-type: none">• will be able to effectively put together, use and motivate teams• will know the basics of team leadership• will participate constructively in the team and take on responsibility• will be able to perceive conflicts in the team and contribute constructively to their resolution• will be able to communicate clearly and contribute to the achievement of the agreed objectives.
Content	<ul style="list-style-type: none">• Basics of teamwork• Team building / team 'design'• My influence as a partner on the team (effective participation)• Handling conflict in the team

Module Description 04

Title	Rhetoric / Presentation
Type	CECRA Certificate Elective Module 04
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	Those who have successfully completed this module <ul style="list-style-type: none">• will use lecture and presentation techniques successfully and appropriately• will be able to structure a technical lecture• will be able to use rhetorical effects• will be able to deal with disturbances.
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Content	<ul style="list-style-type: none">• The first appearance (and how to win with it)• The optimal opening gambit• Body language, voice and movement in front of an audience• Design and structure of a technical lecture• Speeches for various occasions• Appropriate use of media (visualisation)• Methods for turning attendees into participants
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Module Description 05

Title	Self-Management / Time Management
Type	CECRA Certificate Elective Module 05
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will be able to arrange their work situation bearing in mind requirements and available resources • will possess knowledge in the sphere of personal work and time management • will learn to set priorities and organise their work • will be able to reflect on and refine their own work behaviour.
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Content	<ul style="list-style-type: none"> • Activity and time analysis (time inventory) • Workplace organisation • Work planning and self-regulation • Relaxation and self-perception exercises • Personal work techniques, e.g. <ul style="list-style-type: none"> - To-do list - Pareto Principle - Eisenhower Principle - ABC Analysis • Setting personal goals • Implementation planning and resources • Balance as an advisor / Handling stress
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Module Description 06

Title	Project Management
Type	CECRA Certificate Elective Module 06
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will be familiar with the stages and tools of project management • will be in a position to broadly handle a project idea to the point where it is ready for implementation • will be aware of their role as Project Leader or Project Employee
Content	<ul style="list-style-type: none"> • What is a project? / Basics of project work (project guidelines) • Project organisation and project work as distinct from operations work • Composition and tasks of the project team, and rules for cooperation • Developing operationalisable project goals • Setting up a project plan and work schedule with milestones • Scheduling / Cost and resource planning • Funding / promotion / sponsorship • Dealing with disturbances and resistance • Basics of controlling / management accounting

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Module Description 07

Title	Shaping Advisory Processes
Type	CECRA Certificate Elective Module 07
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will have learnt dialogue and interaction techniques and how to apply them in advisory situations • will be capable of structuring and monitoring advisory processes with one or more persons • will be familiar with systemic thinking, and able to gauge its importance for their own advisory work.
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Content	<ul style="list-style-type: none"> • Tasks, functions, forms of advisory work, clarification of the terms 'advisory work', 'consulting' and 'coaching' • Structuring and designing advisory processes • Shaping relationships with clients <ul style="list-style-type: none"> - Client types (visitors, complainants, customers, etc.) - Concrete clarification of mandate - Bottleneck analysis - Feedback • Basics of systemic advisory work / systemic questioning techniques • Peer-to-peer case review
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Module Description 08

Title	Change Management
Type	CECRA Certificate Elective Module 08
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will have become familiar with models of change, and applied them to their own situation • will have experienced and reflected on methods for designing change • will have developed ways of dealing constructively with resistance and emotions • will be aware of the importance of resources and core competencies for processes of change.
Content	<ul style="list-style-type: none"> • Visualisation techniques for different processes of change • Phase models of change • Initiating changes / developments • Communication and intervention for/in processes of change • How advisers deal with success and failure in processes of change • Reflecting on one's own awareness of change • Resource work, creativity techniques

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Module Description 09

Title	Moderation and Facilitation Training
Type	CECRA Certificate Elective Module 09
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will understand the principles of moderation and apply them in their professional setting • will be familiar with a wide variety of methods and media, and will be able to use these successfully and appropriately • will take advantage of the opportunity of visualisation • are aware of their role as moderators, and reflect their understanding of moderation.
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Content	<ul style="list-style-type: none"> • The moderator's role • Rhetoric and body language • Designing efficient meetings • Lending appropriate support at conferences, meetings and workshops • Applying moderation and visualisation techniques • Working in small groups
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Module Description 10

Title	Marketing of advisory services
Type	CECRA Certificate Elective Module 10
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	Those who have successfully completed this module <ul style="list-style-type: none">• will be knowledgeable about the specificities related to the marketing of advisory services• will be able to successfully promote themselves as well as their advisory services• will be versed in the use of various communication medias and channels.
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Content	<ul style="list-style-type: none">• Strategies for attracting new and binding old customers• Product standardisation, service lines• Optimising sales processes• Self-promotion• Profitability of advisory services
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Module Description 11

Title	<i>Designing and implementing Events</i>
Type	CECRA Certificate Elective Module 11
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will be capable of planning, calculating, organising, running and evaluating adult education measures • will be knowledgeable about the principles underlying adult learning and will be capable to use didactic and methodological tools for adult education.
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Content	<ul style="list-style-type: none"> • Didactic principles of adult learning • Needs analysis, target-group orientation • Developing educational products (adult education) • Educational marketing • Organisation, running, follow-up and evaluation of events • Learning transfer • Funding / promotion / sponsorship
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Module Description 12

Title	Advising and Supporting Groups & Teams
Type	CECRA Certificate Elective Module 12
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency
Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will be versed in the fundamentals of group dynamics • will be able to advise and support groups & teams in a process- and target-oriented fashion • will be knowledgeable about opportunities for intervention measures in multi-persons-setting-practices.
Content	<ul style="list-style-type: none"> • Group dynamics • Strategies of intervention in group processes • Group advisory methods • Different forms of group advisory work, e.g. task-force consulting, structured sharing of experiences

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Module Description 13

Title	Essentials of Mediation
Type	CECRA Certificate Elective Module 13
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will be familiar with the different forms of conflict resolution • will be familiar with the areas of application and the process of mediation • will be familiar with conflict-resolution-based discussion and de-escalation methods • will be able to include mediation-based methods in advisory processes.
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Content	<ul style="list-style-type: none"> • Characteristics and types of conflicts and crises • The concept of mediation, its spheres of application and principles • In-depth communication tools to supplement compulsory module 2 <ul style="list-style-type: none"> - Active listening, questioning techniques - Synoptic structuring - Reframing and redefinition • Essentials of Non-violent Communication • Exercises on application of de-escalation communication techniques • Stages of mediation <ul style="list-style-type: none"> - Clarification of mandate and working alliance - Understanding the fields of conflict and themes - Dealing with the fields of conflict - Developing solutions - Memorandum and conclusion
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Module Description 14

Title	Advising and Supporting Businesses in Strategic Issues
Type	CECRA Certificate Elective Module 14
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will be familiar with the tools and methodological concepts for designing strategy-oriented advisory processes • will be able to initiate, manage and support strategy processes together with the companies.
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Content	<ul style="list-style-type: none"> • Developing visions and strategic targets • Importance of the strategic orientation of companies • Specifics of strategic advisory work and support • Performing SWOT (strengths, weaknesses, opportunities and threats) analyses • Risk assessment • Trend monitoring • Special communication tools in the strategy process • Implementation planning, execution and controlling
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Module Description 15

Title	Introduction to Coaching
Type	CECRA Certificate Elective Module 15
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> • will be able to classify Coaching in the wider advisory landscape • will be familiar with the areas of application and the limits of Coaching • will be familiar with the basic methods and intervention options of Coaching • will be able to include elements of Coaching in the advisory process
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Content	<ul style="list-style-type: none"> • Concept, how coaching differs from other forms of advisory work, applicable occasions, limits and process pathways • Systemic thinking in Coaching • Communication tools in Coaching • Initial meeting, clarification of mandate, contract • Relationship formation for different client types according to Steve de Shazer • Working with analogue methods (pictures, illustrations, metaphor...)
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Module Description 16

Title	<i>Shaping Innovation Processes – Supporting Networks</i>
Type	CECRA Certificate Elective Module 16
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none">• know, what innovation means and are aware of characteristics in innovation processes• is able to reflect his/her role and own behavior as innovation manager• learns how to track regularly patterns of innovation processes and how to react on it• knows tools and methods to generate ideas and innovation actions• will be familiar to focus on the energy in innovation processes
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Content	<ul style="list-style-type: none">• What is innovation?• What do you need for successful innovation actions?• Actors/roles in innovation processes• My role as innovation manager in multidisciplinary groups (e.g. EIP-AGRI Operational groups) and networks• Creativity techniques• Practical training on how to steer innovation processes• Tools for network and stakeholder analysis• Tools for collaborative reflection of learning processes
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Module Description 17

Title	Basics of Participation
Type	CECRA Certificate Elective Module 17
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none">• have dealt with objectives, ethnic principles, potentials and boundaries as well as opportunities and risks of participation in rural areas• will be familiar with participation model and related processes and necessary structures• is able to conduct stakeholder and network analyses for participation processes• has experienced and reflected participatory methods• is able to shape and accompany target-oriented participation processes
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Content	<ul style="list-style-type: none">• Basics of participation in rural areas (incl. related laws)• Role of facilitator and differentiation to other actors (e.g., customer, participant, stakeholder)• "Ladders of participation", "Pyramid of Participation"• Elements of a participation process (e.g., information transfer, selection of participants, goal formulation, reflection, data aggregation, visualisation, results and conclusion)• Participatory methods (e.g., open space, future search conference, future workshop, living lab)• Links to useful information and networks
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Recommendation	Attendance of CECRA Module 09 Moderation Training
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