

## **Module Descriptions**

### **Annex 1**

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#### **19 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 <a href="http://www.cecra.net">www.cecra.net</a>
Offered as:	Day or block courses
Study time:	Min. 30 hours study time (equivalent to 1 ECTS point): <ul style="list-style-type: none"> <li>• 12 hours presence time (min.)</li> <li>• 18 hours practical experience and private study (min.)</li> </ul>
Duration of validity:	The required confirmations of attendance or confirmations of equivalency for the CECRA Certificate must be submitted within 7 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.

Module Description 01

Title	<b>My Profile as a Consultant</b>
Type	CECRA Certificate Compulsory Module 01
Format	Presence, blended or online
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"> <li>• 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</li> <li>• will constantly expand their ability to perceive themselves and others</li> <li>• 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</li> <li>• will treat people in their environment with appreciation and tolerance.</li> </ul>
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Content	<ul style="list-style-type: none"> <li>• My role as a consultant, my understanding of myself             <ul style="list-style-type: none"> <li>- Goals</li> <li>- Motivation</li> <li>- Role models</li> <li>- Understanding of role</li> <li>- Intercultural sensitivity</li> <li>- Strengths/weaknesses</li> </ul> </li> <li>• My target group / My clients</li> <li>• Understanding of advisory work / advisory concept / basic attitudes</li> <li>• Socialisation of men and women (family) in advisory work</li> <li>• Gender aspects</li> </ul>
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Module Description 02

Title	<b>Communication and Relationship Building in Advisory Work</b>
Type	CECRA Certificate Compulsory Module 02
Format	Presence
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"> <li>• will be familiar with the basics of communication, and will have mastered the most important communication techniques, especially for the advisory interview</li> <li>• will be able to build and professionally manage relationships with people in their environment</li> <li>• will be able to reflect on, and continue to develop, their own perception/communication.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Basics of communication for advisors <ul style="list-style-type: none"> <li>- Communication models</li> <li>- Basic communication techniques <ul style="list-style-type: none"> <li>▪ Active listening</li> <li>▪ Questioning techniques</li> <li>▪ Metacommunication</li> </ul> </li> </ul> </li> <li>• Design and structure of a professional advisory interview (discussion guidelines)</li> <li>• Dealing with objections / resistance in the advisory context</li> <li>• Case review</li> </ul>

Module Description 03

Title	<b><i>Teamwork and Team Leadership</i></b>
Type	CECRA Certificate Elective Module 03
Format	Presence, blended or online
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

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

Module Description 04

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

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

Title	<b>Self-Management / Time Management</b>
Type	CECRA Certificate Elective Module 05
Format	Presence, blended or online
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"> <li>• will be able to arrange their work situation bearing in mind requirements and available resources</li> <li>• will possess knowledge in the sphere of personal work and time management</li> <li>• will learn to set priorities and organise their work</li> <li>• will be able to reflect on and refine their own work behaviour.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Activity and time analysis (time inventory)</li> <li>• Workplace organisation</li> <li>• Work planning and self-regulation</li> <li>• Relaxation and self-perception exercises – dealing with stress             <ul style="list-style-type: none"> <li>- Personal work techniques, e.g. (to-do list, pareto principle, Eisenhower Principle, ABC Analysis)</li> </ul> </li> </ul>

Module Description 06

Title	<b>Project Management</b>
Type	CECRA Certificate Elective Module 06
Format	Presence, blended or online
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

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Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> <li>• will be familiar with the stages and tools of project management</li> <li>• will be in a position to broadly handle a project idea to the point where it is ready for implementation</li> <li>• will be aware of their role as Project Leader or Project Employee</li> </ul>
Content	<ul style="list-style-type: none"> <li>• What is a project? / Basics of project work (project guidelines)</li> <li>• Phases, methods and tools in (agile) project management</li> <li>• Development of operationalizable project goals or sprint goals</li> <li>• Time, cost and resource planning</li> <li>• Financing (e.g., funding/sponsoring)</li> <li>• Reflection and adjustment of project progress and teamwork</li> <li>• Principles of monitoring and controlling</li> </ul>

Module Description 07

Title	<b>Shaping Advisory Processes</b>
Type	CECRA Certificate Elective Module 07
Format	Presence
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"> <li>• will have learnt dialogue and interaction techniques and how to apply them in advisory situations</li> <li>• will be capable of structuring and monitoring advisory processes with one or more persons</li> <li>• will be familiar with systemic thinking, and able to gauge its importance for their own advisory work.</li> <li>• Is able to reflect on own consulting attitude and actions</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Tasks, functions, forms of advisory work, clarification of the terms 'advisory work', 'consulting' and 'coaching'</li> <li>• Structuring and designing advisory processes</li> <li>• Shaping relationships with clients</li> <li>• Basics of systemic advisory work / systemic questioning techniques</li> </ul>



Module Description 08

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

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

Module Description 09

Title	<b>Moderation Training</b>
Type	CECRA Certificate Elective Module 09
Format	Presence
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"> <li>• will understand the principles of moderation and apply them in their professional setting</li> <li>• will be familiar with a wide variety of methods and media, and will be able to use these successfully and appropriately</li> <li>• will take advantage of the opportunity of visualisation</li> <li>• are aware of their role as moderators, and reflect their understanding of moderation.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• The moderator's role</li> <li>• Rhetoric and body language</li> <li>• Designing efficient meetings</li> <li>• Lending appropriate support at conferences, meetings and workshops</li> <li>• Applying moderation and visualisation techniques</li> <li>• Working in small groups</li> </ul>

Module Description 10

Title	<b>Marketing of advisory services</b>
Type	CECRA Certificate Elective Module 10
Format	Presence, blended or online
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

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

Module Description 11

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

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

Module Description 12

Title	<b>Advising and Supporting Groups and/or Teams</b>
Type	CECRA Certificate Elective Module 12
Format	Presence
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"> <li>• will be versed in the fundamentals of group dynamics</li> <li>• will be able to advise and support groups &amp; teams in a process- and target-oriented fashion</li> <li>• will be knowledgeable about opportunities for intervention measures in multi-persons-setting-practices.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Group dynamics</li> <li>• Strategies of intervention in group processes</li> <li>• Group advisory methods</li> <li>• Different forms of group advisory work, e.g. task-force consulting, structured sharing of experiences</li> </ul>
Recommendation	Attendance of module 03 Teamwork and Team Leadership

Module Description 13

Title	<b>Essentials of Mediation</b>
Type	CECRA Certificate Elective Module 13
Format	Presence
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"> <li>• will be familiar with the different forms of conflict resolution</li> <li>• will be familiar with the areas of application and the process of mediation</li> <li>• will be familiar with conflict-resolution-based discussion and de-escalation methods</li> <li>• will be able to include mediation-based methods in advisory processes.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Characteristics and types of conflicts and crises</li> <li>• The concept of mediation, its spheres of application and principles</li> <li>• In-depth communication tools to supplement compulsory module 2             <ul style="list-style-type: none"> <li>- Active listening, questioning techniques</li> <li>- Synoptic structuring</li> <li>- Reframing and redefinition</li> </ul> </li> <li>• Essentials of Non-violent Communication</li> <li>• Exercises on application of de-escalation communication techniques             <ul style="list-style-type: none"> <li>- Order clarification/working alliance and stages of mediation</li> </ul> </li> </ul>

Module Description 14

Title	<b><i>Advising and Supporting Businesses in Strategic Issues</i></b>
Type	CECRA Certificate Elective Module 14
Format	Presence, blended or online
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"> <li>• will be familiar with the tools and methodological concepts for designing strategy-oriented advisory processes</li> <li>• will be able to initiate, manage and support strategy processes together with the companies.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Developing visions and strategic targets</li> <li>• Importance of the strategic orientation of companies</li> <li>• Specifics of strategic advisory work and support</li> <li>• Performing SWOT (strengths, weaknesses, opportunities and threats) analyses</li> <li>• Risk assessment</li> <li>• Trend monitoring</li> <li>• Special communication tools in the strategy process</li> <li>• Implementation planning, execution and controlling</li> </ul>
Recommendation	Attendance of module 07 Shaping Advisory Processes

Module Description 15

Title	<b>Introduction to Coaching</b>
Type	CECRA Certificate Elective Module 15
Format	Presence
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"> <li>• will be able to classify Coaching in the wider advisory landscape</li> <li>• will be familiar with the areas of application and the limits of Coaching</li> <li>• will be familiar with the basic methods and intervention options of Coaching</li> <li>• will be able to include elements of Coaching in the advisory process</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Concept, how coaching differs from other forms of advisory work, applicable occasions, limits and process pathways</li> <li>• Systemic thinking in Coaching</li> <li>• Communication tools in Coaching</li> <li>• Initial meeting, clarification of mandate, contract</li> <li>• Relationship formation for different client types according to Steve de Shazer</li> <li>• Working with analogue methods (pictures, illustrations, metaphor...)</li> </ul>
Recommendation	Attendance of module 07 Shaping Advisory Processes



**Module Description 16**

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

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Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> <li>• know, what innovation means and are aware of characteristics in innovation processes</li> <li>• is able to reflect his/her role and own behavior as innovation manager</li> <li>• learns how to track regularly patterns of innovation processes and how to react on it</li> <li>• knows tools and methods to generate ideas and innovation actions</li> <li>• will be familiar to focus on the energy in innovation processes</li> </ul>
Content	<ul style="list-style-type: none"> <li>• What is innovation?</li> <li>• Phases in the innovation process</li> <li>• Actors/roles in innovation processes</li> <li>• Importance of exchange, dialogue, structure and confrontation for a vital network</li> <li>• Creativity techniques</li> <li>• Practical training on how to steer innovation processes</li> <li>• My role as a consultant in multidisciplinary innovation groups and networks</li> </ul>
Recommendation	Attendance of module 09 Moderation Training

**Module Description 17**

Title	<b>Basics of Participation</b>
Type	CECRA Certificate Elective Module 17
Format	Presence
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"> <li>• have dealt with objectives, ethnic principles, potentials and boundaries as well as opportunities and risks of participation in rural areas</li> <li>• will be familiar with participation model and related processes and necessary structures</li> <li>• is able to conduct stakeholder and network analyses for participation processes</li> <li>• has experienced and reflected participatory methods</li> <li>• is able to shape and accompany target-oriented participation processes</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Basics of participation in rural areas (incl. related laws)</li> <li>• Role of facilitator and differentiation to other actors (e.g., customer, participant, stakeholder)</li> <li>• "Ladders of participation", "Pyramid of Participation"</li> <li>• Elements of a participation process (e.g., information transfer, selection of participants, goal formulation, reflection, data aggregation, visualisation, results and conclusion)</li> <li>• Participatory methods (e.g., open space, future search conference, future workshop, living lab)</li> </ul>
Recommendation	Attendance of CECRA Module 09 Moderation Training

Module Description 18

Title	<b>Basics of Participation</b>
Type	CECRA Certificate Elective Module 18
Format	Online
Requirements	Professional competence in one's own field through study or vocational training
Proof of Competence	Module confirmation or confirmation of equivalency

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Learning Targets / Action Competence	<p>Those who have successfully completed this module</p> <ul style="list-style-type: none"> <li>• is able to establish and maintain a relationship that is appropriate for the conditions of the virtual environment</li> <li>• has basic technical knowledge of the software and hardware used, is able to communicate this knowledge and can independently solve simple problems during use</li> <li>• is able to conduct a structured online consultation and to secure results appropriately</li> <li>• is able to organize consulting communication in the virtual space and knows the special features of the virtual environment.</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Online consulting, special features</li> <li>• Communication in virtual space</li> <li>• Intervention possibilities (e.g. with visualization tools)</li> <li>• Counseling tools/counseling channels (email, social media, forums, video conferencing tools, video telephony, ...)</li> <li>• Necessary technology and software</li> <li>• Data security, data protection</li> </ul>
Recommendation	<ul style="list-style-type: none"> <li>• Attendance of module 2 "Communication and Relationship Building in Advisory Work" and/or module 7 "Shaping Advisory Processes"</li> </ul>

Module Description 19

Title	<b>Basics of Participation</b>
Type	CECRA Certificate Elective Module 19
Format	Online
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"> <li>• can design initial, working, and final phases in synchronous* virtual settings and secure results.</li> <li>• can promote the virtual exchange of experiences and the virtual networking of participants in synchronous and asynchronous* settings</li> <li>• can assess similarities and differences between face-to-face and synchronous virtual events and take them into account in implementation</li> <li>• knows online tools and can use them according to needs and target groups</li> <li>• has basic technical knowledge of the software and hardware used; can communicate this knowledge and is able to solve simple problems independently when using it</li> </ul>
Content	<ul style="list-style-type: none"> <li>• Relationship building in online settings</li> <li>• Starting, working, and finishing phases in virtual settings and didactic features</li> <li>• Setting up and using breakout rooms</li> <li>• Interactive online tools and their function in the teaching-learning process</li> <li>• Analog methods in online settings, mixed media</li> <li>• Synchronous and asynchronous virtual and hybrid* formats for seminars, events, conferences (differences, prerequisites, didactics, organizational and technical framework conditions, ...)</li> <li>• Data security, data protection</li> </ul>
Recommendation	<ul style="list-style-type: none"> <li>• Attendance of module 9 "Moderation Training"</li> </ul>