

## **Module Descriptions**

### **Annex 1**

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#### **15 CECRA Modules**

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|-----|--|----|
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| M02 | Communication and Relationship Building in Advisory Work ..... | 3  |
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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 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               | <b>My Profile as a Consultant</b>   |
| Type                | CECRA Certificate Compulsory Module 01  |
| Prerequisites       | 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 /<br>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  |
| Prerequisites       | 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

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

Module Description 03

|                     |   |
|---------------------|---|
| Title               | <b>Teamwork and Team Leadership</b>   |
| Type                | CECRA Certificate Elective Module 03  |
| Prerequisites       | 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 /<br>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>   |

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Module Description 04

|                     |   |
|---------------------|---|
| Title               | <b>Rhetoric / Presentation</b>  |
| Type                | CECRA Certificate Elective Module 04  |
| Prerequisites       | 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 /<br>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>• The optimal opening gambit</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  |
| Prerequisites       | 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 /<br>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> |
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| 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</li> <li>• Personal work techniques, e.g.             <ul style="list-style-type: none"> <li>- To-do list</li> <li>- Pareto Principle</li> <li>- Eisenhower Principle</li> <li>- ABC Analysis</li> </ul> </li> <li>• Setting personal goals</li> <li>• Implementation planning and resources</li> <li>• Balance as an advisor / Handling stress</li> </ul> |
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Module Description 06

|                     |   |
|---------------------|---|
| Title               | <b>Project Management</b>   |
| Type                | CECRA Certificate Elective Module 06  |
| Prerequisites       | 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 /<br>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>• Project organisation and project work as distinct from operations work</li> <li>• Composition and tasks of the project team, and rules for cooperation</li> <li>• Developing operationalisable project goals</li> <li>• Setting up a project plan and work schedule with milestones</li> <li>• Scheduling / Cost and resource planning</li> <li>• Funding / promotion / sponsorship</li> <li>• Dealing with disturbances and resistance</li> <li>• Basics of controlling / <b>management accounting</b></li> </ul> |

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Module Description 07

|                     |   |
|---------------------|---|
| Title               | <b>Shaping Advisory Processes</b>   |
| Type                | CECRA Certificate Elective Module 07  |
| Prerequisites       | 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 /<br>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> </ul> |
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| 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 <ul style="list-style-type: none"> <li>- Client types (visitors, complainants, customers, etc.)</li> <li>- Concrete clarification of mandate</li> <li>- Bottleneck analysis</li> <li>- Feedback</li> </ul> </li> <li>• Basics of systemic advisory work / systemic questioning techniques</li> <li>• Peer-to-peer case review</li> </ul> |
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Module Description 08

|                     |   |
|---------------------|---|
| Title               | <b>Handling Changes / Change Management</b>                                     |
| Type                | CECRA Certificate Elective Module 08  |
| Prerequisites       | 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 /<br>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>• Visualisation techniques for different processes of change</li> <li>• Phase models of change</li> <li>• Initiating changes / developments</li> <li>• Communication and intervention for/in processes of change</li> <li>• How advisers deal with success and failure in processes of change</li> <li>• Reflecting on one's own awareness of change</li> <li>• Resource work, creativity techniques</li> </ul>                                 |

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Module Description 09

|                     |   |
|---------------------|---|
| Title               | <b>Moderation Training</b>  |
| Type                | CECRA Certificate Elective Module 09  |
| Prerequisites       | 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 /<br>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> |
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| 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> |
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Module Description 10

|                     |   |
|---------------------|---|
| Title               | <b>Marketing of advisory services</b>   |
| Type                | CECRA Certificate Elective Module 10  |
| Prerequisites       | 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 /<br>Action Competence | Those who have successfully completed this module <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> |
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| Content | <ul style="list-style-type: none"><li>• Strategies for attracting new and binding old customers</li><li>• Product standardisation, service lines</li><li>• Optimising sales processes</li><li>• Self-promotion</li><li>• Profitability of advisory services</li></ul> |
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Module Description 11

|                     |   |
|---------------------|---|
| Title               | <b><i>Designing and implementing Events</i></b>                                 |
| Type                | CECRA Certificate Elective Module 11  |
| Prerequisites       | 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 /<br>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> |
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| 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> |
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Module Description 12

|   |   |
|---|---|
| Title                                   | <b>Advising and Supporting Groups &amp; Teams</b>   |
| Type                                    | CECRA Certificate Elective Module 12  |
| Prerequisites                           | Professional competence in one's own field through study or vocational training   |
| Proof of Competence                     | Module confirmation or confirmation of equivalency  |
| <hr/>                                   |   |
| Learning Targets /<br>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>  |

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Module Description 13

|                     |   |
|---------------------|---|
| Title               | <b>Essentials of Mediation</b>  |
| Type                | CECRA Certificate Elective Module 13  |
| Prerequisites       | 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 /<br>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> |
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|---------|--|
| 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</li> <li>• Stages of mediation <ul style="list-style-type: none"> <li>- Clarification of mandate and working alliance</li> <li>- Understanding the fields of conflict and themes</li> <li>- Dealing with the fields of conflict</li> <li>- Developing solutions</li> <li>- Memorandum and conclusion</li> </ul> </li> </ul> |
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Module Description 14

|                     |   |
|---------------------|---|
| Title               | <b>Advising and Supporting Businesses in Strategic Issues</b>                   |
| Type                | CECRA Certificate Elective Module 14  |
| Prerequisites       | 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 /<br>Action Competence | Those who have successfully completed this module <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> |
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|---------|--|
| 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> |
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Module Description 15

|                     |   |
|---------------------|---|
| Title               | <b>Introduction to Coaching</b>   |
| Type                | CECRA Certificate Elective Module 15  |
| Prerequisites       | 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 /<br>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> |
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|         |   |
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| 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> |
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