



# CERTIFICATE OF ATTENDANCE

This document certifies that

**Manuel Alejandro Guerra**

successfully participated in the following Management 3.0 Workshop:

**Change Management Game**

Event Date: 1 October 2021

Location: online

Facilitated by:

A handwritten signature in black ink, appearing to read "h. p." or similar.

**Norberto Paredes Hernández**

*Management 3.0 - Facilitator*

*Licensed since 30 October 2018*

A handwritten signature in black ink, appearing to read "J. Appelo" or similar.

**Jurgen Appelo**

*Founder*

This certificate may be required as proof of participation. Certificate number 2110104695