Collaborative Feedback
## The CEDAR™ Feedback Model

Start Here

Giving feedback is a core part of a manager's role. But it's fraught with problems for bosses and team members alike!

The CEDAR™ model supports collaborative feedback, which allows people to take the lead in conversations about performance with their managers.

CEDAR stands for **Context**, **Examples**, **Diagnosis**, **Action** and **Review**.

1 CONTEXT

Your people will likely be **more open to feedback** if they understand how it fits into their overall performance, and know how their **performance impacts their colleagues.**
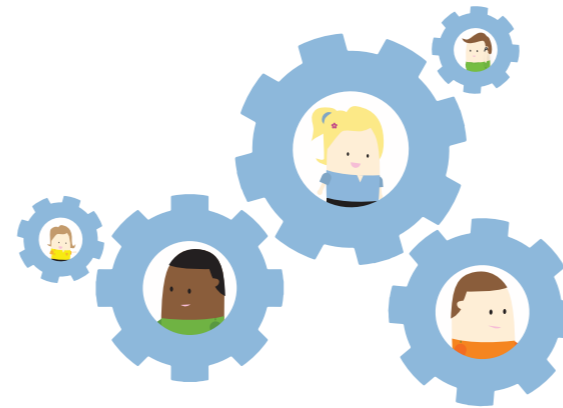
2 EXAMPLES

Be **clear and specific** in describing the performance you've seen.

Successes   Areas to Improve

Take the lead in **recognizing successes,** as this gives you the chance to offer praise. But **let your team member identify more difficult examples.**

5 REVIEW

Organize a **review schedule** with your team members. This will help you to **monitor progress jointly**, and to **troubleshoot problems** or to **celebrate successes** on their journeys to achieving their goals.

REVIEW DATES

November
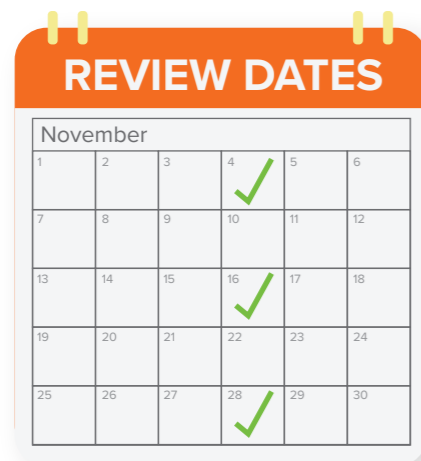
4 ACTION

Now it's time to apply what you've learned from Steps 1 to 3 by **setting goals** and **creating a plan of action!**

Keep the collaborative tone going by helping your team members identify these goals and actions. You can prompt them by asking, **"What outcomes are you aiming for?"** and **"What actions do you need to take to achieve it?"**

GOAL

3 DIAGNOSIS

Instead of passing judgement, help your team members to explore **why they are where they are**. Create this insight by asking open-ended questions, such as, **"What led up to where you are now?"**

How did you achieve this success?

MindTools