

CEDAR

CEDAR is a tool that can be used to structure a difficult conversation that you need to have. Having a structure to follow gives you confidence in saying what you need to say.

CEDAR is broken down into five stages:

- **Clarify**
- **Explain**
- **Discuss**
- **Agree**
- **Review**

Clarify

There are two parts to this stage; **prior** to conversation and **start** of conversation.

Prior to conversation - This stage begins before any discussion with the other individual and is all about you preparing to have the conversation. Prepare supporting data and examples so that you are ready to give a clear view of what you think the problem is.

Start of conversation - Here you need to explain to the person you are talking with the process this conversation will follow. This is about you setting the scene for them i.e. "I would like to explain my concern and then invite you to give me your point of view on what I am about to say."

Explain

Present your view of the problem to the individual clearly and objectively. Measure this against what you expect to see and what you are actually seeing i.e. "The performance that I expect to see abc, however, the performance that I'm actually seeing is xyz".

Discuss

This is now the opportunity for the individual to speak. Listen to what they have to say in response to your feedback and discuss the issue until you arrive at a shared understanding of what is happening.

Agree

Here you are looking for agreement and a way of moving forward. You should have already arrived at a shared understanding of the issue (as above), work out together what you are going to do about it. Remember, without agreement, there can be no solution or way forward.

Review

Once you have agreed on what to do about the issue, set a review date to see if you are both happy with the way the problem is being addressed. This might be on a day/week/month etc. time scale.