

STAGES OF CONCERN (SoC)

Full reference	Hall, G. E. and Hord, S.M. (2001) <i>Implementing Change: Patterns, Principles and Potholes</i> . Boston: Allyn and Bacon
Aims and purpose	The Concerns-Based Adoption Model (CBAM) was first developed in the late 1970s. This part of the book outlines the stage of concern people go through when experiencing change related to a new innovation
Method	The ideas, research findings, and case examples presented represent the authors' cumulative understanding of the change process after more than thirty years of first-hand experiences, as participants, facilitators, and researchers
Key findings/ ideas presented	<p>Stages of Concern (SoC) about an innovation</p> <p>1-2 are self concerns, 3 are task concerns, 4-6 are impact concerns</p> <p>6 Refocusing: "I have some ideas about what would work better" – focusing on exploring more universal benefits from the innovation, including possibility of major changes or replacement with a more powerful alternative, with definite ideas about what this would be.</p> <p>5 Collaboration: "I am concerned about relating what I am doing with what my co-workers are doing" – focusing on coordinating and cooperating with others about use of the innovation</p> <p>4 Consequence: "How is my use affecting clients" [pupils/students] – attention is focused on impact of the innovation on clients in her/his immediate sphere of influence, ie relevance of the innovation for them, evaluation of outcomes including performance and competencies, and changes needed to increase these outcomes</p> <p>3 Management: "I seem to be spending all of my time getting materials ready" – focusing on the processes and tasks of using the innovation and best use of information and resources. Issues concerned with efficiency, organising, managing, scheduling and time demands are utmost.</p> <p>2 Personal: "How will using it affect me?" – individual is uncertain about the demands of the innovation, her/his inadequacy to meet the demands, and her/his role with the innovation. Includes analysis of her/his role in relation to the organisation's reward structure, decision making, and consideration of potential conflicts with existing structures or personal commitments. Financial or status implications of the innovation for self and colleagues may also be reflected.</p> <p>1 Informational: "I would like to know more about it" – a general awareness of the innovation and interest in learning more detail about it is indicated. The person seems to be unworried about her/himself in relation to the innovation, but is interested in general characteristics, effects and requirements for use.</p> <p>0 Awareness: "I am not concerned about it" – Little concern about or involvement with the innovation is indicated "The research studies clearly document that there is a quasi-developmental path to the concerns as a change process unfolds. However, the flow of concerns is not always guaranteed, nor does it always move in one direction".</p>