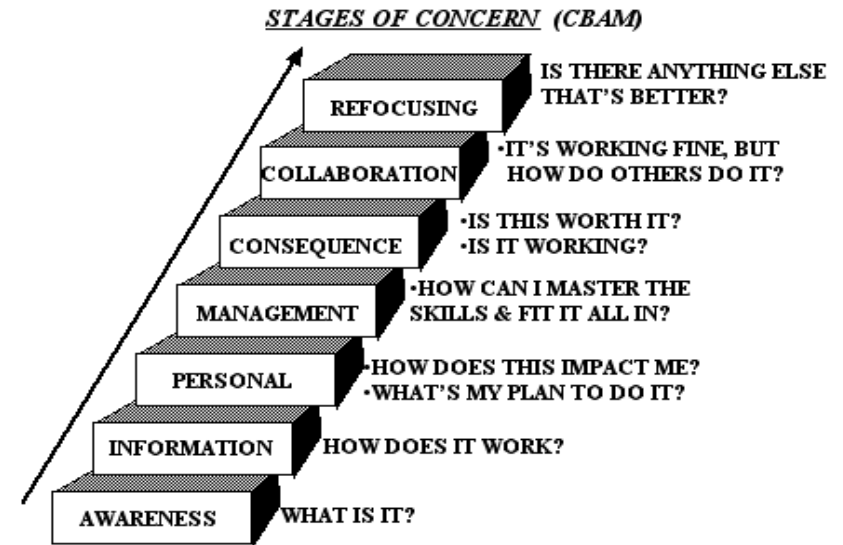


Understanding the Concerns-Based Adoption Model (CBAM)

How can this model help?

People have concerns about change and go through predictable stages when faced with implementing a new initiative. These concerns are predictable and sequenced and are described by Hall & Hord in their **Concerns-Based Adoption Model (CBAM)**. They found that if you address each individual's concern, s/he is more willing to change. Understanding these stages will help you to successfully address the concerns people have as you implement a new initiative.



The Stages of Concern is adapted from the Concerns-Based Adoption Model (CBAM), (Original by Barry Sweeny; adaptation by Shirley Hord) **was developed** at the University of Texas - Austin. "Taking Charge of Change," was published by the Association for Supervision and Curriculum Development (ASCD) at www.ascd.org and written by Shirley Hord, Gene Hall, et. al. (1987).

Expressions of Concern	Stage of Concern	Strategy
<i>Everything is fine, I'm not concerned about it</i>	Awareness	Involve in discussions and decision; arouse interest; give permission not to know; provide information, and encourage sharing.
<i>I don't know that I want to do it, but tell me more about it.</i>	Information	Provide clear and accurate information; share information often and in a variety of ways; show how changes relate to current practices.
<i>How will doing this affect me? I don't think I can do all that!</i>	Personal	Draw out and address concerns; use personal notes and conversation; connect people to others who are influential and supportive.
<i>I'm trying, but I seem to be spending a lot of time on it.</i>	Management	Focus on specific areas for change; answer specific "how to" questions identify sequences of activities and set timelines for implementation.
<i>What impact is this having? Convince me that it's worth it.</i>	Consequence	Gather data and provide feedback; provide opportunities for users to share knowledge and skills; provide evaluation strategies.
<i>It's working fine but how can I connect to others about this?</i>	Collaboration	Train people to collaborate; arrange for people to help each other; rearrange schedules so people have time to work together.
<i>Everything is fine, but I have ideas on how to improve it!</i>	Re-focusing	Train people to experiment and collect data on results; document changes being made and monitor impact.

You may print out any of the above as long as you retain credit to ISDC and any author. Provided by the Illinois Staff Development Council. www.isdc.org/CBAM.html

What Concerns Do Our Stakeholders Have About this Change?

Applying the Concerns-Based Adoption Model (CBAM)

Who?*		What is the Concern?	Stage	Strategy
EXAMPLE	Teachers	<i>"I already have too many things to do without implementing this curriculum"</i>	<i>Management</i>	<i>Identify activities and set timelines; coordinate with existing curricula</i>

* Partner administrators, boards, staff (e.g. for districts: School Boards, Principals, Counselors); Partner stakeholders (e.g. parents)