

## CONCERNS-BASED ADOPTION MODEL: STAGES OF CONCERN

Level of Innovation	Stage of Concern	Narrative	Expressions
Impact	6	<b>Refocusing</b> The focus is on the exploration of more universal benefits from the innovation, including the possibility of major changes or replacement with a more powerful alternative. Individual has definite ideas about alternatives to the proposed or existing form of the innovation.	<i>I have some ideas about something that would work even better.</i>
	5	<b>Collaboration</b> The focus is on coordination and cooperation with others regarding use of the innovation.	<i>I am concerned about relating what I am doing with what my co-workers are doing.</i>
	4	<b>Consequence</b> Attention focuses on impact of the innovation on clients in his or her immediate sphere of influence. The focus is on relevance of the innovation for clients, evaluation of outcome including performance and competencies, and changes needed to increase client outcomes.	<i>How is my use affecting clients?</i>
Task	3	<b>Management</b> Attention is focused on the processes and tasks of using the innovation and the best use of information and resources. Issues related to efficiency, organizing, managing, scheduling, and time demands are utmost.	<i>I seem to be spending all of my time getting materials ready.</i>
Self	2	<b>Personal</b> Individual is uncertain about the demands of the innovation, his/her inadequacy to meet those demands, and his/her role with the innovation. This includes analysis of his/her role in relation to the reward structure of the organization, decision-making, and consideration of potential conflicts with existing structures or personal commitment. Financial or status implications of the program for self and colleagues may also be reflected.	<i>How will using it affect me?</i>
	1	<b>Informational</b> A general awareness of the innovation and interest in learning more detail about it is indicated. The person seems to be unworried about himself/herself in relation to the innovation. She/he is interested	<i>I would like to know more about it.</i>
Unrelated	0	<b>Awareness</b> Little concern about or involvement with the innovation is indicated.	<i>I am not concerned about it.</i>

Adapted from Frances Fuller (1969) as found in Hall, G. and Hord, S. (2006) *Implementing Change: Patterns, Principles, and Potboles*.