

CONCERNS BASED ADOPTION MODEL (CBAM) Stages of Concern (SoQ)

Stage 1: Awareness Concerns
Little concern about or involvement with the innovation: 'I am not concerned about this. Everything is fine as it is. I am not interested. If it ain't broke, don't fix it (reactive).'

Stage 2: Informational Concerns
A general awareness of the innovation and interest in learning more in detail is indicated. The person seems to be unworried about himself in relation to the innovation. He is interested in substantive aspects of the innovation in a selfless manner such as general characteristics, effects and requirements for use. 'I would like to know more about this. What is all this? I don't want to do this...'

Stage 3: Personal Concerns
The individual is uncertain about the demands of the innovation, his inadequacy to meet those demands and his role with the innovation. This includes analysis of his role in relation to the reward structure of the organisation, decision making and consideration of potential conflicts with existing structures or personal commitment. Financial or status implications of the innovation for self and colleagues may also be reflected. 'How will this affect me? I can't do all that! How does it work? What is my role in this?'

Stage 4: Self-Management Concerns
Attention is focused on the processes and tasks of using the innovation and the best use of information and resources. Issues related to efficiency, organising, managing, scheduling and time demands are utmost. 'I am spending all my time on this. How can I master this? How can I fit it all in? What is the minimum I must do? I am not convinced that it's worth it. I will try, but I am not a believer.'

Stage 5: Consequence Concerns
Attention focuses on impact of the innovation on results in the immediate sphere of influence of the person involved. The focus is on relevance to the results, evaluation of result outcomes including performance and competencies and changes needed to improve result outcomes. 'How is my use affecting my results? Is it worth it?'

Stage 6: Collaboration Concerns
The focus is on coordination and cooperation with others regarding use of the innovation. 'How are others using this? What is the maximum potential of this? Everything is fine.'

Stage 7: Refocusing Concerns
The focus is on 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 have some ideas about improving this. Isn't there a better way? (proactive)'

CONCERNS BASED ADOPTION MODEL (CBAM) Levels of Use (LoU)

Level 1: Non-use
The person has no interest in the innovation. The person is taking no action with regard to the innovation. 'I have little or no knowledge of the innovation. No involvement with it. I am doing nothing toward becoming involved.'

Level 2: Orientation before use
The person is taking the initiative to learn more. The person seeks information about the innovation or practice. 'I am seeking or acquiring information about the innovation.'

Level 3: Preparation to use
The person has definite plans to begin using the innovation. The person has decided to adopt the innovation. The person is actively preparing to implement the innovation. 'I am preparing for the first use of the innovation.'

Level 4: Mechanical use
The person is making changes to better organise use. The person reflects early attempts to use the innovation. The person experiences the innovation as being awkward. The person is constantly referring to the manual and best procedures for guidance and reassurance. 'I am focused on the short-term, technical, mechanical and day-to-day aspects of using the innovation. I have little time for reflection. My effort is primarily directed toward mastering tasks required to use the innovation.'

Level 5: Routine use
The person has an established pattern of use. The person has established a satisfactory pattern of behaviours. 'I feel comfortable in using the innovation with little preparation. I am putting forth little effort and thought to improve the innovation or its consequences. I am not planning to change how the innovation is used.'

Level 6: Refinement of use
The person is making changes to increase outcomes. The person goes beyond the routine by assessing the impact of his efforts and making changes to increase that impact. 'I am working to improve my personal use of the innovation in order to increase its expected benefits. I vary the use of the innovation to increase the expected benefits within my function.'

Level 7a: Integration of use
The person is making efforts to coordinate with others. The person is actively coordinating with others to use the innovation. 'I am working with colleagues in a collaborative effort to use the innovation. I am combining my own efforts with related activities of colleagues to achieve impact in my function.'

Level 7b: Innovation of use
The person is seeking more effective alternatives to the established use of the innovation. The person offers suggestions and asks critical questions about the 'how', not the 'what' of the innovation. 'I am reevaluating the innovation seeking to make major modifications to the innovation. I seek alternatives to the present innovation to achieve increased impact. I examine new developments in the field and explore new goals for myself and my organisation.'

