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Theories of Change: Concerns- Based Adoption Model

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What Do We Know from Research About Change in Teacher Practice?

- Change is a process, not an event.
- Change is accomplished by individuals, not institutions.
- Change is a highly personal experience.
- Change involves developmental growth.
- Facilitating change requires focusing on individuals, innovations, and the context.

What Is the Concerns-Based Adoption Model?

- The Concerns-Based Adoption Model (CBAM) is a framework and set of tools for understanding and managing change in people.
- Created through a decade of research and development (*Hall & Hord, 1987*), CBAM has been in use for more than 25 years in classroom contexts in many countries including Sri Lanka, Bangladesh, and Malawi.

Stages of Teachers' Concern

Concern/Area of Focus	Teacher Statements Expressing the Concern
6. Refocusing	I have some ideas about something that would work even better in this program.
5. Collaboration	How can I relate what I am teaching in this program to what others are doing?
4. Consequence	How is my use affecting learners? How can I refine and improve it to have more impact?
3. Management	I seem to be spending all my time getting materials organized for teaching this program!
2. Personal	How will teaching this program affect me?
1. Informational	I would like to know more about the program.
0. Awareness	I am not concerned about this [new innovation or program] at all.

Can we Improve Coaching by Matching our Interventions to the Stages of Concern?

Concern/Area of Focus	Type of Coaching Intervention
6. Refocusing	Respect and encourage teacher interests. Channel their ideas and energies; act on their concerns.
5. Collaboration	Provide opportunities to develop skills needed to work collaboratively. Rearrange schedules so people can collaborate.
4. Consequence	Provide positive feedback and needed support. Provide opportunities for teachers to share knowledge and skills.
3. Management	Answer specific “how to” questions.
2. Personal	Address potential personal concerns directly. Implement changes progressively over time.
1. Informational	Provide clear and accurate information. Relate changes to current practices.
0. Awareness	Involve teachers in discussion and decisions.

What Does Concerns-Based Adoption Offer Us?

- It reminds us to base our coaching decisions on the stage at which we find any particular teacher.
- It reminds us that the teacher is not the only one that needs to change and adapt; the coaches need to also.



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