THINKING THROUGH A CAE QUESTION
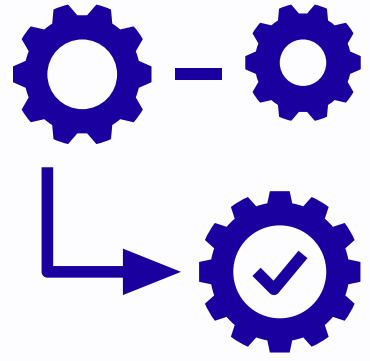
1) Be sure to note where you are in a process!

Is the question asking about the first thing you would do?
Look for a scan option of the broader environment or system.
Is the question asking what is the NEXT thing you would do? Do you need to scan
again, but with a narrowed scope focused on the project defined? Or are you looking
for a planning option? Implement option? Or evaluation option?
Depending on the situation offered.

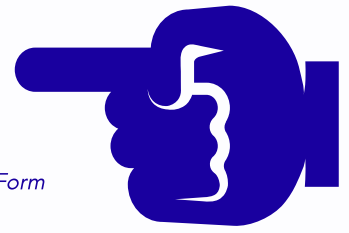**2) Does the situation present an emergency or is it taking an illegal turn?**

If so the CSE should exercise direct control and jump into implementation.
If not an emergency, delegate appropriately.

3) If I apply key rules of thumb, does this lead me to a particular answer?
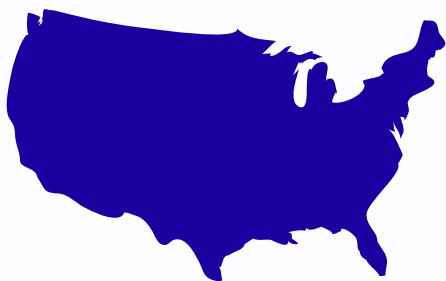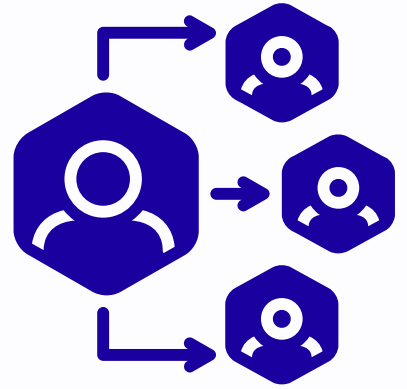
[Scan, Plan, Implement, Evaluate (SPIE), Member-2-Member/Staff-2-Staff (M2M/S2S), Form Follows Function, Solve with the Smallest Group Possible]
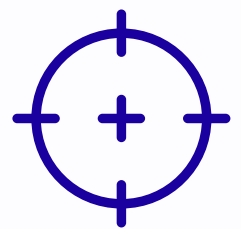
4) Are any of these options more considerate of the impacts on important relationships, i.e. Board chair, strategic partners?

5) If the next step is oriented to project management, delegate the function to an appropriate senior management team member.

6) Are any of these options more appropriate for a CSE of a large national association?

7) Which of these answers is the broadest in scope?

8) Are any of these options more considerate of the long-term impacts or sustainability?

Unless indicated, choose the best long-term solution.

9) Which of these options is a best practice?

(Choose this one.)

10) Which of the options is more ethical?

11) Which option poses the least liability to the association?

12) If a budget option is offered, beware!

The budget should not drive most decisions.

2021 MICHIGAN SOCIETY OF ASSOCIATION EXECUTIVES

CAE Certified Association Executives