A good test of whether you have mastered a skill is if you can teach or coach others to use it. For this activity, download the CCL white paper, *Motivating Your Managers: What’s the Right Strategy?* by Laura Graves, Kristin Cullen-Lester, Marian Ruderman, Bill Gentry, and Houston Lester. This activity will be completed with your direct reports—and anyone else who may want to join you. What follows is a suggested format. Adjust the six steps to meet your needs.

1. Get together with everyone for about 30 minutes to brainstorm a list of all the things that everyone wants to learn about your organization and industry. You may know some of the items based on the developmental discussions you have had with them. Others may surprise you. Be sure that you include things that you do not know, too. If you have employees in other locations, be sure to give them the opportunity to participate.

2. Ask everyone to select one topic and to research the topic and to return in one week to begin the sharing process. Establish the date and time, then adjourn.

3. You may want to suggest or provide resources that will be helpful: industry journals, books, names of experts, websites, white papers, articles, and so forth.

4. Remember to use the techniques you read in the white paper throughout the week.

5. Meet at the specified time. Create an order of discussion that is acceptable to everyone. Keep the meeting to 45 minutes or so. Expect that you may need to schedule a third or even a fourth meeting to get through all of the content.

6. Ask for feedback from participants at the end of the last session.