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## The Margolis Wheel

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### 1. Objectives

- To give individuals the opportunity to discuss real risks they face or will face and to generate potential solutions
- To emphasise equality in power and authority within the group
- To encourage participants to share problems and actively seek experiences and suggestions from each other
- To highlight that we all have relevant and valuable experiences

### 2. Time

- 45 minutes

### 3. Materials

- Two sets of five or six chairs arranged in two concentric circles, the inside ones facing the outside
- A watch or electronic timer to time each round
- Object to make a noise, e.g. Cup and spoon, bell

### 4. Flow

- 1) Ask participants to reflect on particular risks their enterprise will face.
- 2) Then ask participants to sit in any seat. Instruct them that those sitting in the inside circle will be the consultants or solution-suggesters. Those sitting on the outside facing in will be the clients or risk-presenters. Explain that each pair has three minutes to discuss risk and potential management solutions.
- 3) After three minutes, the outside circle rotates by one chair, bringing a new client to face each consultant.
- 4) Give another three minutes for discussion. This continues for all five or six people in the circles.
- 5) The give two minutes for all clients and consultants to write down a summary of risks and solutions.
- 6) After this is complete the clients and consultants change circles and reverse roles. The exercise is repeated. If there are more than 10-12 participants (i.e. more than one set of circles), then arrange for the consultants to switch circles after the first round so that a new source of potential solutions can be brought to each circle.
- 7) Bring the group back together and ask people to present interesting examples of risks and solutions.
- 8) Ask if people were surprised by how innovative others were in thinking of ways to reduce risk. Ask if thinking about how to manage risk made people re-assess how serious the risk really is and whether they are willing to take it.

### 4. Comments

- Inform participants that they may discuss any risk. You could give an example from your own experience to demonstrate this.

- This exercise is best used when there has been prior discussion of risks in terms of what they are and how we assess them.
- This exercise almost always generates highly animated discussion. It is important that individuals do write down a summary of the problems and potential solutions. These can then be used in a follow-up discussion, such as in the elaboration of details risk management plans.
- An extra learning point can be made if participants are asked to choose one risk to present to each consultant. During the debriefing you can discuss how the risk presented initially changed as the client became more aware of the real issues after each consultation.