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LEADERSHIP; WORKING WITH THE COMMITTEE

- What Is Leadership? What Do We Mean By Leadership?
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WHAT IS LEADERSHIP? WHAT DO WE MEAN BY LEADERSHIP?

What Is Leadership?

Leadership may be the ability to initiate, propose, agree, implement and effectively review *successful strategies*. Therefore 'leadership' is not a single thing and cannot be expressed solely through playing a single role ('Chairperson', 'Co-ordinator', 'Manager') but a process involving a series of tasks that can be shared with others.

What Do Leaders Or Leadership Groups Do?

Leaders need to contribute positively in these fields:

Common Purpose And Shared Vision

Leaders create, communicate, maintain and restate the organisations vision and sense of purpose.

Strategic Management

Leaders plan how to achieve identified goals.

Effective Structures

Leaders set up, monitor and improve an organisations internal structure.

Effective Systems

Leaders create and maintain effective methods of getting things done.

Managing Human Resources

Leaders recruit, empower, unite with, direct and develop the human resources available to the organisation.

Skills Development

Leaders recognise what the organisation or people in it do well and build on that.

Organisational Style And Culture

Each organisation will have or be expected to have a particular culture or style. This could be 'businesslike', 'caring', 'democratic', 'practical'. Whatever the culture of an organisation, it is the task of leaders to ensure this culture contributes positively to the work of the organisation.

LEADERSHIP STYLES

Hierarchical Vs Collective Leadership

In hierarchical leaderships, leaders get their authority and power to control rewards and punishments by occupying a particular position (Chair, Committee Member, Manager). They are expected to perform certain functions and act in particular ways by the people who put them there (whether imposed or elected). In collective leaderships, the process of planning, implementing and reviewing is shared and in theory all are equal. In reality, many people are not equal and the leadership may become inward-looking or self-destructive.

Task Oriented Vs Human Oriented Leadership

Task-oriented leadership focuses on getting things done and the people doing them. Human-oriented leadership focuses on the social and emotional needs of people involved. Although task-oriented leadership seems to be more effective and productive in the short term, human-oriented leadership may offer longer term success and less strain on management resources.

Positive Leadership Styles

- Positive leadership recognises that not all groups are alike and that leadership must be moderate and flexible.
- Leadership is not a one way street. Users, volunteers and members can effect and may have as much to offer leaders as the other way round!
- Getting positive responses to leadership may involve providing or generating rewards which may change behaviour positively. This applies to individuals, employees, stakeholders and funders.
- Positive leadership also involves leaders understanding what is expected of them. Sometimes this is decisive decision-making, reassurance or pointing out solutions. At other times leadership may be merely symbolic or to take the blame when things go wrong.
- Positive leadership recognises the limits and constraints the organisation and its resources, methods and complexity imposes.
- Successful organisations often have a positive leadership style that includes: shared decision making, participation as a practice not a theory and joint goal setting.

Creative Leadership: Organising, Productive and Emotional

Leadership can be very productive when it is held by the right people. But as the organisation changes and moves on, going through a developmental cycle, leadership should move from person to person and group to group.

Leadership is most successful when it combines people's desires and the production of something useful in a creative or effective work cycle. It's a process where leadership ought to be held by the people best able to help the process. In stalled or destructive groups, this is rarely the case!

Effective leadership has three aspects. Sometimes one person is able to provide all kinds of leadership. In some organisations well established groups have a particular leadership role (the 'Social Activities Sub Committee' for instance or the 'Campaigns Group'). As the organisation develops, leadership may change from person to person.

One kind of leadership is called 'organising'. It is about having an overview and being able to see what tasks are necessary.

Another kind of leadership is called 'productive'. It is about actually getting things done, managing a productive process.

Finally, there is 'emotional' leadership. It provides ideas and energy, support in tough times and celebration when things go right. Many organisations go through a clear cycle, although projects within an organisation may be at different stages in the cycle at the same time! These stages are **development**, **energising**, **implementing** and **relaxing**.

Organising Leadership

In the development phase of an organisation or project, people who can offer information and helpful ways of looking at problems provide one kind of leadership. In an organisation's energising phase they are the ones who know how to take risks or who can be trusted to make decisions. In the implementing phase leadership is usually unnecessary. In the relaxing phase organising leaders recognise when a process has finished and draw conclusions.

Productive Leadership

In the development phase, people who can analyse tasks and prepare often provide effective leadership. In the energising phase people with the skills and energy to get things done often emerge as leaders. In the relaxing phase productive leaders complete the work and tidy up.

Emotional Leadership

In the development phase emotional leaders draw people together and instill confidence. In the energising phase they are enthusiastic and energetic, firing people up. In the relaxing phase emotional leaders help us to celebrate and focus away from the task.

COMMITTEE MEMBERS' ROLES AND RESPONSIBILITIES

Duties Of All Committee Members

Management committee members have overall responsibility for meeting an organisation's legal duties and ensuring it is properly managed, and for promoting good practice in all its activities.

Legal Duties

These include:

- Ensuring the organisation meets its objectives as set out in the constitution
- Ensuring the organisation complies with the rules set out in its constitution and acts legally in all its activities (getting advice when necessary)
- Acting in the interests of the organisation and its beneficiaries, and not for personal benefit
- Informing meetings of any interest in a contract which could lead to conflict of interest
- Providing proper accounts of the organisation's activities to its members, funders (and the Charity Commissioners, Companies House and other regulatory bodies as appropriate), producing annual reports and directors' reports as required by law and ensuring that accounts, annual returns and other required information is filed on time
- Seeking professional advice where relevant
- Ensuring the organisation's resources and assets are well managed and used to pursue its objects

- Keeping up to date with the organisation's activities to ensure informed decision making at all times
- As far as is reasonable, keeping abreast of legislation that may affect the organisation's work and direction
- Ensuring that the organisation has effective health and safety policies and procedures covering all its activities and that they are effectively monitored
- Ensuring that necessary insurance policies are taken out and periodically reviewed
- Ensuring the organisation meets all its contractual and other obligations, including employment contracts, tenancy and/or licence agreements, funding contracts and equipment licences
- Ensuring the organisation does not discriminate unlawfully in employment or service provision
- Regularly attending management committee meetings and working jointly with other members

Managerial Tasks

These include:

- Setting overall policy and short, medium and long-term objectives
- Identifying and discussing new areas of work
- Ensuring there are systems for regularly monitoring and evaluating the organisation's work

- Being a good employer
- Supervising and supporting senior staff and ensuring other employees and volunteers are properly supported
- Ensuring the organisation's equal opportunities policy is implemented and monitored
- Promoting the organisation
- Ensuring compliance with the procedures for giving notice of meetings
- Helping to plan the agendas for each meeting, checking the minutes of previous meetings and ensuring that these and any background papers are distributed beforehand
- Being briefed about each item on the agenda
- Ensuring outstanding matters are followed up

Main Duties Of The Chair

The tasks of a chair can be divided into five key areas, some of which could be delegated to a vice-chair.

Acting As A Spokesperson

Including representing the organisation at external events; liaising with the press on behalf of the organisation (this could be delegated to a press officer); taking an active role in fundraising campaigns

Dealing With Matters Relating To Membership, Other Officers And Users

Including ensuring members' rights as stated in the constitution are met; helping to deal with disciplinary action against members and other officers; helping to deal with disputes between members, users and the organisation

Planning And Running The Organisation's Meetings

Including the AGM, any other members or general meetings and committee meetings.

Planning meetings involves:

- Ensuring the organisation holds the meetings required by its constitution

Running meetings involves:

- Ensuring the meeting is quorate
- Gaining agreement of the minutes of the previous meeting and then signing them
- Making sure all relevant items on the agenda are discussed
- Ensuring all participants have the opportunity to make a contribution
- Making sure voting procedures are complied with
- Clarifying key decisions that are made
- Ensuring proper minutes are taken

Supervising Senior Staff

Including supervising and supporting the work of the senior member of staff.

Helping With The Management Of The Organisation

Including making decisions and taking action between committee meetings, if this is allowed by the constitution or has been authorised by the committee; acting as a sounding board for senior staff; signing cheques and liaising with the treasurer; helping to deal with any staff problems; involvement in staff recruitment.

Main Duties Of A Company Secretary

Directors of companies limited by guarantee must appoint a company secretary, whose post requires meeting certain legal obligations under company law. Some of the tasks may be delegated to paid staff (and a member of staff can be the company secretary).

Maintaining And Updating The Company Registers

Including maintaining a register of members and a register of directors and company secretaries; notifying the Registrar of Companies within 14 days of any changes of directors, changes in directors' home addresses, other companies of which they are directors, or any of the other information company directors are required to provide; if the company has a seal, keeping the sealing register - the list of documents on which the company seal has been used; where relevant, maintaining a register of 'charges', i.e. loans made to the company where the bank has a form of security, such as a mortgage.

Ensuring Meetings Are Called And Recorded

Including ensuring that an AGM is held within 18 months of incorporation and then at least every 15 months; ensuring that 21 days' written notice is given to members and auditors and that business is transacted in accordance with the constitution; calling other general meetings as required by the constitution, ensuring that 14 days' written notice is given and business transacted according; ensuring minute books are kept for general meetings and directors' meetings.

Administration Of Annual Returns And Accounts

Including ensuring an income and expenditure account and balance sheet are prepared or submitted for a compilation report and where necessary properly audited; circulating audited or examined accounts to members at least 21 days before the AGM; submitting accounts to the Charity Commissioners within ten months of the end of the financial year; submitting the income and expenditure account, balance sheet and directors; report to the Registrar of Companies within ten months of the end of the organisation's financial year; submitting an annual return to the Registrar of Companies by the due date; keeping copies of all annual returns and accounts for at least six years.

Supervising Legal Agreements

Including ensuring all legal agreements or contracts are properly discussed, recorded and agreed by the directors.

Meeting Other Registration Requirements

Including notifying the Registrar of Companies of changes to the organisation's registered address within 14 days; ensuring the organisation's stationery includes its registered name and address, the fact that it is a registered company and its registration number (and where relevant the fact that it is a registered charity); if the organisation is registered for VAT, ensuring the VAT number is printed on its invoices; having custody of the company seal, if there is one, and ensuring it is properly used.

Main Duties Of A Committee Secretary

'Company Secretary' is a legal position, required under company law. Many organisations, both companies and non-companies, also have an elected Committee Secretary.

Companies

In a company the elected secretary might help the company secretary to prepare for and administer meetings and with other administration.

Unincorporated Associations

In unincorporated associations, the secretary takes on responsibilities similar to those of the company secretary - specifically in relation to meetings, maintaining lists of members' and management committee names and addresses, and ensuring annual reports and accounts are submitted to the relevant agencies.

Unless required by the constitution there is no obligation to have an elected secretary, and the relevant tasks can be undertaken by staff.

Preparing For Meetings

Including sending notices of all meetings to members; making arrangements for meetings, for example organising refreshments, booking rooms, ensuring appropriate facilities for participants with disabilities or other special needs; preparing the agenda, in consultation with the chair, and distributing the agenda with any background papers; checking that members have carried out tasks agreed at the previous meeting.

Helping In Meetings

Including making sure the meeting agrees the minutes of the previous meeting and they are signed by the chair; taking and producing minutes of the meetings, recording names of those attending and apologies, major decisions, any votes taken and agreed further action.

Other Administration

Including dealing with incoming correspondence; keeping records of outgoing correspondence; keeping records of membership subscriptions; ensuring members are provided with the organisation's constitution, annual report and policies; sending out publicity about the organisation.

Main Duties Of An (Honorary Treasurer)

In small organisations, the Treasurer may play a 'hands-on' role controlling spending and supporting staff in making financial decisions. In larger organisations and many social enterprises, the Treasurer chiefly provides oversight and manages the role of ensuring the committee of Board of Directors get regular reports.

The role of the Treasurer is, broadly:

- To provide general financial oversight;
- To have knowledge of all funding agreements, contracts and other legal agreements with a financial aspect to them (for instance leases);
- To undertake or commission financial planning and budgeting;
- To make financial reports;

- To ensure that banking, book-keeping and record-keeping systems are being followed;
- To control the use of fixed assets and stock.

General Oversight

Includes ensuring funds are used in accordance with committee decisions or policies; that funding is spent according to agreements with funders; that committee members understand the organisation's finances; drawing up or developing financial policies and procedures; making financial decisions between committee meetings and reporting actions taken; liaising with funders, banks or lenders; preparing accounts for audit.

Knowledge Of Funding Agreements And Contracts

Including knowing about finding sources and their terms and conditions; drawing up funding applications; liaising with funders; drawing up and submitting tenders or ensuring staff do so in compliance with tender specifications; ensuring funding is spent for the purposes given; ensuring goods and services are provided/sold at an appropriate price.

Budgeting And Planning

Including preparing budgets and financial projections like cash-flow forecasts; presenting and explaining budgets and forecasts to the committee or other stakeholders; controlling and monitoring income and expenditure and adjusting budget forecasts; broadly defining the priorities for spending.

Financial Reporting

Including making regular reports to the committee or ensuring it receives reports from staff; ensuring that committee members and ordinary members at the AGM understand financial information and reports; preparing financial reports and accounts; ensuring the committee and members receive and end-of-year financial report; ensuring accounts are audited and presented to the AGM (if required).

Banking And Book Keeping

including choosing and opening accounts; acting as a signatory on accounts; drawing up and monitoring financial systems and procedures; ensuring money owing is collected and payments owing are made; ensuring proper records are issued and kept; ensuring all income is paid into the bank and monitoring financial accounts and records to detect theft or fraud.

Controlling Assets

Including that materials are not stolen or wasted; that major assets are being used properly and their value maintained as much as possible; keeping records of leases or titles to property; and that property is properly insured and protected from loss.

CONSENSUS DECISION MAKING

Most organisations do not use consensus to make decisions. Either they are based on an unequal power relationship and authority is focussed in either an individual or a small decision making elite (for instance, most businesses and many families) or they use majority-rule decision making (for instance political parties).

But consensus can be a powerful tool for building group unity and choosing more creative, better courses of action. But consensus must be made to work or it can lead to confusion, stalled decisions or unrest in the group.

Using consensus, each member must be treated as if they had an important opinion worth listening to. The goal of meeting is to create unity, not winning the argument. Because everyone is contributing, more creative solutions may come to the fore. And because all have contributed to the discussion and agreed, the decision is more likely to be accepted by all.

In traditional meetings where voting takes place, new ideas are often seen as a threat and the minority can be unhappy about the decision, either ignoring it, staying away or sabotaging the decision. Conflicts occur and if the majority will not give way they will fester and keep re-emerging.

Consensus cannot avoid arguments. In fact, conflict often makes people think harder and more deeply about a problem. If the group is founded on consensus they are more likely to work to overcome disagreements now for the sake of unity.

Consensus decision making must overcome years of 'education' to be competitive. You must learn new skills and attitudes and practice often.

Different Types Of Decision

	Advantage	Disadvantage
Secret voting	Equal power Open to outside influence No debate	Sometimes we get it wrong
Public show of hands	Quick, clear, equal See who votes how	Open to pressure/passion Minority identified, isolation
Delegated voting	Mandated so accountable	Inflexible, slow, complicated
Representative voting	Flexible	Not necessarily representative
Unanimous	Satisfactory, powerful	Lowest denominator, slow, size?
Crisis management	Forces decisions	Bad for health, dangerous
Unilateral decisions	Blame clear, quick	Unfair, open to manipulation
Boss/autocracy	Quick, offers security	Creates dependency, resentment

Consensus Decision Making : Step By Step

- 1 : State the problem : What are we talking about?
- 2 : Clarify the question : What needs to be decided?
- 3 : Discussion : What are all the viewpoints?
- 4 : Make a proposal : What action will the group take?
- 5 : Discussion : What are the good points, what concerns do people have?
- 6 : Friendly amending : What changes would make the proposal acceptable?
If not, withdraw the proposal and go back to steps 5 and 6.

- 7 : **Testing for consensus** : Call for concerns. Call for objections and test if objectors:
- (a) will accept while not supporting;
 - (b) will accept despite reservations;
 - (c) will accept others taking action even if they can't.

Now test for blocks, where members will actively try to prevent the decision being implemented because of anxiety, principle, beliefs etc.

- 8 : **Getting agreement** : If the decision was blocked, go back to step 1.
If you reach step 7 without any blocks, restate the decision and record it, together with everyone's agreement.
- 9 : **Implementation** : Who will volunteer to do what?

Dealing With Problems

There are a number of well-documented ways in which a group using consensus for the first time can run into problems. They (and the answers to the problems) are:

- 1 : One or a few individuals block decisions to further themselves.
Solution : Create a structure for meetings where everyone can participate.
- 2 : The group is dominated by outspoken or intimidating people.
Solution : Be clear at all stages about what is going on.
- 3 : A long time is taken to reach decisions and meetings wander.
Conclusion : Develop a systematic procedure for consensus and stick to it.
- 4 : People become exhausted over time due to greater involvement needed.
Conclusion : Agree to vote if consensus cannot be reached after a specified time.

How Well Does The Group Work?

Use this sheet to review how well you worked as a group during training exercises or at meetings you have been involved in.

How was the discussion that has just taken place organised?

Was a certain amount of time allowed for each question or contribution?

Did everyone speak equally?

Did anyone seem more influential than others? Why was this?

Did anyone help others to speak? How did they do this?

Were there any disagreements? How were they resolved?

Who spoke most?

Did you want to say something but felt unable to?

How could the meeting be better organised?

How could you make sure everyone participates?

CHARACTERS YOU MIGHT MEET IN GROUPS

People behave in lots of different ways in groups. They can be helpful or unhelpful or both at different times. Roles can change and may be viewed in different ways by different people within the group. When working with groups you have to be able to encourage helpful behaviour and control or redirect unhelpful behaviour.

Helpful Types	But May Become...
The Organiser Helps structure things, get things going	The Fussbudget Worries about everything The Nit-Picker Obsessed by trivial details, over-thorough The Pedant Stickler for procedures, inflexible
The Summariser Helps group take stock, expresses ideas in a concise form	The Detached Observer Refuses to deal with details, doesn't want to look at real life
The Clarifier Makes complicated items clearer	The Monopoliser Thinks they're the only one who knows anything; goes on and on
The Initiator Gets things going, takes risks	Me First Always has to have their ideas discussed first, keeps jumping in
The Barometer Checks on peoples feelings	The Therapist Over-concerned with feelings even when they're not a problem
The Volunteer Takes on (any) tasks	The Martyr Lets everyone know how necessary they are

Helpful Types	But May Become...
The Rock Takes on thankless tasks and gets them done	The White Knight Always charges to the rescue even if the problem is being handled
The Encourager Gets quiet people to participate	The Guilt Tripper Puts people on the spot, under pressure
The Conciliator Helps people work through disagreements	The Hot-Seater Pushes other people into a problem area to avoid going themselves
The Pragmatist Seeks practical solutions	The Damp Squib Overly-practical, deflates people by undermining excitement
The Fool Brings light relief, re-energises	The Joker Always fooling around, prevents people taking things seriously
The Idealist Keeps the vision alive	The Dreamer Impractical, ideas too way-out
The Historian Remembers things done in the past and how they turned out	The Old-Timer Always goes on about the good old days, how it's been tried before
The Focuser Moves things from the abstract to the specifics	The Personaliser Turns issues into personalities and personal inadequacies
The Consensus Person Agrees for the sake of the group	The Yes-Person Goes along with whatever is being suggested even if not best for them
The Objective Person Provides an external perspective	The Observer Not participating The Lone Wolf Always criticises but never commits to the group The Cynic Sceptical, disillusioned, 'why bother'

Helpful Types	But May Become...
The Connector Points to separate but related issues	The Red-Herring Goes off into irrelevant areas The Drifter Attention always wandering
The Welcomer Takes new people under their wing and helps them become part of the group	The Patriarch Insists on obeying the rules (their rules)

HOW TO DESTROY A SUPPORTIVE COMMUNITY

Community organisations exist in the public arena. Conflict, arguments about directions, poor management, wasted resources, crises and problems can never be hidden for long and are all ammunition for people who may want to undermine or weaken an organisation serving the community or the community itself. How does it happen?

Typical Destructive Strategies

- Weaken and destroy the financial and strategic infrastructure
- Destroy or weaken the groups supporting your ideas and activities
- Promote alternative provision or methods
- Let yourself be seen as part of the problem
- Provide incentives for people to use other providers
- Provide disincentives for people to use your services
- Create dependencies (on you)
- Publish/spread propaganda against the project
- Expose inadequacies/problems to users

More Negative Strategies And Actions

Within the local environment, the way in which people try to undermine an organisation which includes for instance councillors, officers, supporters, users, user's families etc] is to:

- Question the outcomes claimed by the organisation
- Question its legitimacy with users
- Divide users from other supporting organisations e.g. Council, Charitable funders etc
- Put forward or support unrealistic ideas that are likely to fail or be difficult to achieve
- Encourage conflict, stir things up
- Take sides with factions
- Support authoritarian or exclusive management styles
- Promote conflicts or divisions between users

- Make lots of demand for time to be spent on marginal, non-core activities
- Promote lots of activities, thus dividing people into different areas of work
- Use wrong structures internally
- Use bad or complex financial accounting and reporting methods
- Increase personal costs: long, boring or angry committee meetings!

Many workers and volunteers do these things inadvertently. Community-based organisations don't involve people in decision-making, abuse the loyalty and commitment of people without meaning to, use language and terms newcomers don't understand, use complex procedures or don't explain how things are meant to work to everyone. This leads to misunderstanding, misperceptions, gossip, conflicts, people getting frustrated or alienated, and this in turn makes management difficult and provides levers for hostile groups or individuals to use against the organisation.

DECISION MAKING BY CONSENSUS - THE DESERT SURVIVAL PROBLEM

A problem-solving activity to test the ability of a group to reach consensus.

The Situation

It is early morning and a light plane you have been travelling in has crashed in the Sonora Desert, USA killing the pilot and co-pilot. No-one else has been injured. No SOS was sent out but you know that you are about 50 miles off your flight plan and the nearest town is 70 miles away to the north-east. The area nearby is flat but barren and it is likely the temperature will reach 110°F or even higher at ground level. You are dressed in lightweight clothing, each have a handkerchief, a total of \$43.53 in coins and notes, a pack of cigarettes and a ball-point pen.

The Problem

One participant is to act as an observer and report on what they see/hear. The others must tackle the following problem:

You managed to salvage 15 items before the plane caught fire. Individually, rank the 15 items in order of importance for your survival with '1' most important, '15' least important. **Do not discuss your ranking with other survivors yet.** You have 10 minutes.

When you have assigned all fifteen items discuss your rankings as a group. You may elect a chairperson or not. Try to come up with an agreed ranking for the items. You have twenty minutes. Once you have decided, one person should report and the observer should comment (if necessary) on the group's performance.

The Items

- A pair of sunglasses per person
- Brightly coloured parachute
- Flashlight
- 1 quart of water per person
- 1 top coat per person
- Magnetic compass
- Kit for cuts
- Air map of the area
- 2 quarts of vodka
- Cosmetic mirror
- Book : Edible Desert Animals
- Salt tablets
- Jack-knife
- 45 calibre pistol
- Plastic raincoat

Decision Sheet

Item	Your Priority	Group Priority	Answer
A pair of sunglasses per person			
Brightly coloured parachute			
Flashlight			
1 quart of water per person			
1 top coat per person			
Magnetic compass			
Kit for cuts			
Air map of the area			
2 quarts of vodka			
Cosmetic mirror			
Book : Edible Desert Animals			
Salt tablets			
Jack-knife			
45 calibre pistol			
Plastic raincoat			

Desert Survival : The Answer

- 1 : **Cosmetic Mirror** - Absolutely vital, the best means to communicate your position. This one item gives you an 80% chance of being found within 24 hours.
- 2 : **Top Coat Per Person** - Coat decreases air flow across body and hence dehydration. Increases survival chances by one day.
- 3 : **1 Quart Of Water Per Person** - Would not significantly lengthen survival time but would delay dehydration and let you stay clear-headed longer.
- 4 : **Flashlight** - For night signalling. During day lens could be used to start a fire and the jacket could be used to catch distilled water.
- 5 : **Brightly Coloured Parachute** - Shelter (night and day) and signalling device.
- 6 : **Jack-knife** - Useful for cutting parachute or opening up tough cacti for moisture.
- 7 : **Plastic Raincoat** - Useful for distilling small amounts of water from a solar still.
- 8 : **45 Calibre Pistol** - Again, a signalling device particularly if you can't walk anymore.
- 9 : **Pair Of Sunglasses** - Desert blindness could be a problem Day 2 onwards so sunglasses are useful, though taking cover under the parachute would help.
- 10 : **Kit For Cuts** - Dehydration thickens blood and reduces risk from cuts but materials could be used as rope or covering areas exposed to dehydration.
- 11 : **Magnetic Compass** - Not much use since no-one should be trying to walk out of the desert.
- 12 : **Air Map Of The Area** - Useful to start a fire, as toilet paper or a head covering.
- 13 : **Book : Edible Desert Animal** - Dehydration is problem not starvation. Hunting would use up massive amounts of water as does eating.
- 14 : **2 Quarts Of Vodka** - Lethal, alcohol increases dehydration. Could be used to start a fire.
- 15 : **Salt Tablets** - Physiology has proved salt tablets useless at best.