



THE U.S. ARMY
CHIEF OF STAFF'S
**PROFESSIONAL
READING LIST**



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This reading list is an important element in the professional development of all leaders in the Army. We can never spend too much time reading and thinking about the Army profession and its interaction with the world at large. These readings will deepen our understanding of the history of armies, the critical role of leadership in combat, and the strategic environment of today and the future. There is simply no better way to prepare for the future than a disciplined, focused commitment to a personal course of reading, study, thought, and reflection. I challenge each of you to tackle these books and improve your power of critical thinking and understanding of the profession of arms.

General Raymond T. Odierno, 38th Chief of Staff, Army





ABOUT THE PROGRAM

The U.S. Army Chief of Staff's Professional Reading List is divided into four sub-lists—The Army Profession, The Force of Decisive Action, Broadening Leaders, and The Strategic Environment. Taken together, these readings will help Soldiers or Army civilians sharpen their critical faculties and broaden their understanding of the military art. These books also complement materials currently used in the Army educational system and can help bridge the intervals between periods of formal instruction at Army schools. It is imperative for members of the Army profession to be well-read in all aspects of our honorable and selfless calling.

Any professional reading list is, of course, only a brief introduction to the many books worth reading on Army history, heritage, leadership, and world events. The list is just a starting point on a journey of discovery and development. This selection of books also does not imply that the Chief of Staff endorses the authors' views or interpretations. Nevertheless, these books contain thought-provoking ideas and information relevant to our dynamic Army today and into the future.



THE ARMY PROFESSION

19 Stars: A Study in Military Character and Leadership

Edgar F. Puryear Jr. // New York: Presidio Press, 2003

This valuable work studies the lives and careers of Generals Dwight D. Eisenhower, Douglas MacArthur, George C. Marshall, and George S. Patton through their own eyes as well as the recollections of hundreds of others who worked with and knew them personally. Elements common to their success are examined, including obvious attributes such as their thorough preparation and capacity for work as well as the more subtle qualities of character and, of course, luck. This is a great work for up-and-coming officers to better understand the fundamentals of leadership, preparation, and the need for luck.

Band of Brothers: E Company, 506th Regiment, 101st Airborne from Normandy to Hitler's Eagle's Nest

Stephen E. Ambrose // New York: Simon & Schuster, 2001

Historian Stephen Ambrose tells the story of the men of Company E, 506th Parachute Infantry, 101st Airborne Division, from recruitment through the end of World War II in Europe. The author compiled hours of interviews with many of the veterans themselves and poured through journals and letters as well. The book is a story of sacrifice and heroism by a unit that suffered a 150-percent casualty rate and that considered the Purple Heart a badge of honor.

Between War and Peace: How America Ends Its Wars

Matthew Moten, ed. // New York: Free Press, 2011

This is a collection of essays by prominent military historians who discuss how America rarely terminates its conflicts in a neat or absolute fashion. The covered wars span our history from the Revolutionary War to Operations DESERT SHIELD and DESERT STORM. Each essay has a unique perspective, and many contain assertions that contradict traditional views. Several common themes tie the essays together. Most prominently, wars, once launched, irrevocably change facts and acquire momentum of their own, distorting and altering initial military and political goals.

Boyd: The Fighter Pilot Who Changed the Art of War

Robert Coram // New York: Bay Back Books, 2004

The author recounts the life of U.S. Air Force Col. (Ret.) John Boyd (1927–1997), who was a brilliant fighter pilot, tactician, and strategist. Colonel Boyd wrote the first manual on jet aerial combat, which proved to be instrumental in redesigning the Air Force after the Vietnam War and led to success in DESERT STORM. His writings and theories on military strategy remain influential today, particularly his concept of the Observation, Orientation, Decision, Action (OODA) Loop, which all the military services and many business strategists use to this day.

Command Culture: Officer Education in the U.S. Army and the German Armed Forces, 1901–1940, and the Consequences of World War II

Jörg Muth // Denton, Tex.: University of North Texas Press, 2011

Jörg Muth examines the educational system of the German and American officer corps from 1901 to 1940 that shaped the outcome of World War II. His unique observation is that the German officers who came from a closed society were allowed greater intellectual freedom than their American counterparts who came from an open society but received an outdated education that limited initiative. German officer candidates learned that, in war, everything is possible and that a war of extermination is acceptable. By contrast, American officers, raised in a democracy, were taught certain boundaries could never be crossed, and they succeeded not because of their military education but despite it.

Constitution of the United States

Available online at <http://www.archives.gov/national-archives-experience/charters/constitution.html>

As Soldiers and civilians, we swear an oath to defend this document as the basis of our government and way of life. It is time to revisit our nation's foundational document to refresh our understanding of the principles that organize and balance our society and remind us what we are swearing to "support and defend."



Dereliction of Duty: Lyndon Johnson, Robert McNamara, the Joint Chiefs of Staff, and the Lies That Led to Vietnam

H. R. McMaster // New York: Harper Perennial, 1998

In a masterful study of military strategy gone awry, the author (a professional Soldier) argues persuasively that President Lyndon B. Johnson wanted to fight the war on poverty, not the war in Vietnam, and that the president made decisions he believed would allow him to do both. The result was a recipe for disaster that the Joint Chiefs of Staff exacerbated by failing to provide the president with their best advice. *Dereliction of Duty* is a cautionary tale about how military and civilian leadership failed at the highest levels and stumbled into a war that appeared to have no logical culmination.

Eisenhower: A Soldier's Life

Carlo D'Este // New York: Henry Holt, 2002

Perhaps the most renowned American general of the twentieth century, Dwight D. Eisenhower remains a subject of intense interest. A lieutenant colonel at the age of fifty with little combat experience and no military future ahead of him in the stifling between-the-wars promotion system, Eisenhower became, in little more than three years, a five-star general who would later lead the nation as president for two terms of office. D'Este's work focuses only on World War II, discussing the emerging general's skill at building the Allied coalition and keeping its disparate elements pointed at a common objective. The author also covers Eisenhower's weaknesses, indicting the supreme commander for keeping incompetent favorites in key positions, failing to make decisive decisions at key junctures in the war, and generally ignoring the dimension of logistics. The balanced account provides an accurate picture of the dilemmas faced by military commanders beset by conflicting objectives and courses of action.

The Face of Battle: A Study of Agincourt, Waterloo, and the Somme

John Keegan // New York: Penguin Books, 1983

One of the classics of modern military history, *The Face of Battle* brings to life three major battles: Agincourt (1415), Waterloo (1815), and the first battle of the Somme (1916). The author describes the sights, sounds, and smells of battle, providing a compelling look at what it means to be a Soldier and how hard it is to describe realistically the dynamics of combat.

The Forgotten Hero of My Lai: The Hugh Thompson Story

Trent Angers // Lafayette, La.: Acadian House Publishing, 1999

The March 1968 My Lai massacre, in which U.S. Soldiers killed over five hundred men, women, and children, is one of the darkest episodes in the history of the U.S. Army. This book describes the events that took place at My Lai and uncovers the courageous acts of CWO Hugh Thompson and his helicopter crew. They risked their lives to intervene, ultimately saving the lives of hundreds of innocent civilians. Army professionals should not ignore any aspect of My Lai. The episode provides a case study for Soldiers and leaders to examine the role of integrity, selfless service, and personal courage in the Army profession.

Grey Eminence: Fox Conner and the Art of Mentorship

Edward Cox // Stillwater, Okla.: New Forums Press, 2011

Because Fox Conner's name was synonymous with mentorship, he was nicknamed the "Grey Eminence" within the Army. His influence and mentorship helped shape the careers of George S. Patton, George C. Marshall, and, most notably, President Dwight D. Eisenhower. While little is known about Conner himself, the author uses stories about Conner's relationship with Eisenhower. Fox Conner's four-step model for developing strategic leaders still holds true today. First, be a master of your craft. Second, recognize and recruit talented subordinates. Third, encourage and challenge protégés to develop their strengths and overcome their weaknesses. Fourth, do not be afraid to break the rules of the organization to do it. Everyone can learn something to apply to his or her life from Fox Conner.

Grunts: Inside the American Infantry Combat Experience, World War II Through Iraq

John C. McManus // New York: NAL Caliber, 2010

Historian John C. McManus covers six decades of warfare, from the fight on the island of Guam in 1944 to today's counterinsurgency in Iraq. He demonstrates that the foot soldier has been the most indispensable and much overlooked factor in wartime victory despite the advancement of weaponry. McManus stresses that the importance of the human element in protecting the United States is too often forgotten and advances a passionate plea for fundamental change in our understanding of war.

Lincoln and His Generals

T. Harry Williams // New York: Vintage Books, 2011

First published in 1952, *Lincoln and His Generals* remains one of the definitive accounts of Abraham Lincoln's wartime leadership. In it, Williams dramatizes Lincoln's long and frustrating search for an effective leader of the Union Army and traces Lincoln's transformation from a politician with little military knowledge into a master strategist of the Civil War. Explored in-depth are Lincoln's often fraught relationships with generals such as George B. McClellan, John Pope, Ambrose E. Burnside, Joseph Hooker, John C. Fremont, and of course, Ulysses S. Grant. In this superbly written narrative, Williams demonstrates how Lincoln's persistent "meddling" into military affairs was crucial to the Northern war effort and utterly transformed the president's role as commander in chief.

A Message to Garcia

Elbert Hubbard // Lexington, Ky.: Seven Treasures Publications, 2009

This classic essay from 1899, based on the true story of Lt. Andrew Rowan, is a notable testament of initiative and responsibility. This work provides commonsense advice on the importance of personal responsibility, loyalty, hard work, and enterprise.

Once an Eagle

Anton Myrer // New York: HarperTorch, 2001

An exciting historical novel, *Once an Eagle* traces the career of a fictitious Soldier from World War I to Vietnam. The book realistically portrays the confusion of combat, the bonds that form between fighting men, the tensions between line and staff officers, and the heavy responsibility of command. This is a great work for young leaders contemplating a career in the profession of arms and looking for a deeper understanding of Army culture.

Partners in Command: George Marshall and Dwight Eisenhower in War and Peace

Mark Perry // New York: Penguin Press, 2007

The book is a balanced biographical view of the relationship between Generals George C. Marshall and Dwight D. Eisenhower. It provides an illustrative glimpse at the connection between the two men as they developed a grand alliance and forged the strategies that led to victory in Europe in World War II. It accurately and evenly portrays their relationship with each other and their contemporary American and British military and civilian counterparts. The volume is a good read for strategic leaders who wish to better understand the complexities of coalition, joint, and civil-military relations.

Personal Memoirs: Ulysses S. Grant

Ulysses S. Grant // New York: Modern Library, 1999

A classic and honest study by one of America's greatest generals, this is one of the finest autobiographies of a military commander ever written. It has valuable insights into leadership and command that apply to all levels and in all times. Grant's resiliency under almost unimaginable stress during critical junctures of America's most bloody war makes him a fascinating and human case study of the "epitomized" Soldier.

The Profession of Arms

John Winthrop Hackett // New York: Macmillan, 1983

This book traces the lineage of armies, from the ancient world to today, in a concise and insightful manner. Hackett focuses on the relationship between military forces and the countries they represent on the battlefield. Based on his vast military experience and career, the author offers some interesting opinions about training future leaders in the armed services.



Supreme Command: Soldiers, Statesmen, and Leadership in Wartime

Eliot A. Cohen // New York: Free Press, 2002

This work examines four case studies in leadership and civil-military relations. Cohen focuses on Abraham Lincoln, Georges Clemenceau, Winston Churchill, and David Ben-Gurion and their relationships with subordinate military commanders. The author argues that rather than adhere to traditional civilian and military roles in directing war, some of the most successful civilian leaders have inserted themselves into what many have asserted were “purely military” spheres of strategic and operational art. Cohen’s study provides an accessible treatment of long-standing issues in the field of civil-military relations.

The Unforgiving Minute: A Soldier’s Education

Craig M. Mullaney // New York: Penguin Press, 2009

A West Point graduate, Rhodes scholar, Airborne Ranger, and U.S. Army captain, Craig Mullaney recounts the hard lessons that only war can teach while fighting al-Qaeda in Afghanistan. This is an unforgettable portrait of a young Soldier grappling with the weight of war and coming to terms with what it means to be a man.



THE FORCE OF DECISIVE ACTION

1776

David McCullough // New York: Simon & Schuster, 2006

This is a fast-paced narrative of the Revolutionary War from the summer of 1775 to Washington's stunning twin victories at Trenton and Princeton in late 1776. McCullough shows that persistence, dedication to the American cause, and Washington's remarkable leadership drove a small, ill-equipped American army to overcome severe hardships and numerous defeats to save the American Revolution from collapse during the war's most tumultuous year.

The AEF Way of War: The American Army and Combat in World War I

Mark E. Grotelueschen // New York: Cambridge University Press, 2007

This exemplary case study of doctrinal and tactical innovation under fire shows how four divisions of the American Expeditionary Forces adapted, or failed to adapt, to conditions on the Western Front during World War I. The 1st and 2d Divisions perfected artillery-infantry liaison so that by November 1918 they had achieved "state of the art" tactical skills as practiced by the allied armies. Both the 26th and 77th Divisions failed to achieve this level of skill—the 26th because its commander failed to maintain control of his subordinate units and the 77th because its commander remained wedded to prewar doctrine.

American Military History, vol. 2, The United States Army in a Global Era, 1917–2008

Richard W. Stewart, ed. // Washington, D.C.: U.S. Army
Center of Military History, 2010

Created initially as a Reserve Officers' Training Corps textbook, this second volume in a two-volume overview of the Army's story covers the period from World War I to the early days of the wars in Afghanistan and Iraq. Written in an engaging style and enhanced by sophisticated graphics and recommended readings, the work is an excellent source of general service history in the modern world.

An Army at Dawn: The War in North Africa, 1942–1943

Rick Atkinson // New York: Henry Holt, 2002

In the first volume of his highly anticipated Liberation Trilogy series, Atkinson shows why no modern reader can understand the ultimate victory of the Allied Powers in May 1945 without a solid understanding of the events that took place in North Africa in 1942 and early 1943. He convincingly demonstrates that the first years of the Allied war effort were a pivotal point in American history—the moment when the United States began to act like a great military power. He also chronicles without apology the many false steps taken before the new and untested U.S. Army could emerge as a coherent and capable force.

Battle Cry of Freedom: The Civil War Era

James M. McPherson // New York: Oxford University
Press, 1988

McPherson has written a brilliant account of the American Civil War—the war that made the country what it is today. He discusses in clear, incisive detail the causes of the war, the military operations, the Soldiers, the leaders, and the political, economic, and social aspects of life in the Union and the Confederacy before and during the war. With many experts judging it to be the best one-volume history of the Civil War, it provides an excellent introduction to the most significant war fought by the American Army.

The Battle of Hürtgen Forest (Spellmount Siegfried Line Series, vol. 4)

Charles Whiting // Charleston, S.C.: History Press, 2007

This is the story of the longest battle fought in the Army's history in which thirty thousand Soldiers were killed or wounded. The battle has been ignored for so long and, as the author claims, is one that should never have been fought. From September 1944 to February 1945, ten American divisions fought the Germans and sustained a casualty rate of over 50 percent. The author alleges that commanders failed to realize the limited value of the military objectives to the overall strategy and therefore poured more men into the meat grinder. This is a classic account of the price fighting men pay for the prideful blunders of their commanders.

A Bright Shining Lie: John Paul Vann and America in Vietnam

Neil Sheehan // New York: Random House, 1988

The book centers on the career of Lt. Col. John Paul Vann, whose story illuminates America's failures and disillusionment in Southeast Asia. Vann, a field adviser to the South Vietnamese Army, became appalled at the corruption of the South Vietnamese regime, South Vietnam's incompetence in fighting the Communists, and the regime's brutal alienation of the South Vietnamese people. He found his superiors too blinded by political lies to understand that the war was being thrown away, and he secretly briefed reporters on what was really happening. This is a valuable read for those who want to understand the inherent conflict between trust and loyalty to one's superiors and organization and trust and loyalty to the American people.



Cambridge Illustrated History of Warfare: The Triumph of the West

Geoffrey Parker, ed. // New York: Cambridge University Press, 2000

Written in a digestible, compelling manner, Parker's authors cover the gamut of Western warfare from antiquity to the present, including the development of warfare on land, sea, and air; weapons and technology; strategy, operations, and tactics; and logistics and intelligence. Throughout, there is an emphasis on the socioeconomic aspects of war, the rise of the West to global dominance, and the nature of the aggressive military culture that has been its hallmark.



East of Chosin: Entrapment and Breakout in Korea, 1950

Roy E. Appleman // College Station: Texas A&M University Press, 1987

This book tells the riveting story of three thousand Soldiers of the U.S. 7th Infantry Division who fought in a four-day, five-night battle on the east side of the Changjin (Chosin) Reservoir in November and December 1950 during the initial Communist Chinese intervention in the Korean War. During this brief battle, Task Force MacLean/Faith endured frigid cold, privation, and exhaustion before meeting with disaster. Although not as well-known as other tactical disasters in Korea, such as the earlier Task Force Smith, this book says a great deal about the overall condition of the U.S. Army during the early days of the war.

Intelligence in War: Knowledge of the Enemy from Napoleon to Al-Qaeda

John Keegan // New York: Knopf, 2003

Keegan brings to life the split-second decisions that went into waging war before the benefit of aerial surveillance and electronic communications. He explains how espionage and decryption have changed the face of battle, such as thwarting the Japanese attack on Midway by an early warning. Keegan illustrates that timely information is only the beginning of decision making during war, where brute force is often more critical.

The Killer Angels

Michael Shaara // New York: Modern Library, 2004

The late Shaara's Pulitzer Prize-winning novel (1974) recounts the battle of Gettysburg from a fictional point of view and was the basis for the 1993 film *Gettysburg*. The author tells the events immediately before and during the battle as seen through the eyes of Confederate Generals Robert E. Lee, James Longstreet, and Lewis A. Armistead; and Federal General John Buford and Col. Joshua L. Chamberlain; and a host of others. The author's ability to convey the thoughts of men in war as well as their confusion in the "fog of battle" is outstanding.

On Killing: The Psychological Cost of Learning to Kill in War and Society

Dave Grossman // Rev. ed.; New York: Back Bay Books, 2009

The book investigates the psychology of killing in combat and stresses that human beings have a powerful, innate resistance to the taking of life. The author examines the techniques developed by the military to overcome that aversion during the Vietnam War, revealing how an American Soldier was more lethal during this conflict than at any other time in history. Grossman argues that the combination of the breakdown of American society, the pervasive violence in the media, and interactive video games is conditioning our children to kill in a manner similar to the Army's conditioning of Soldiers.

The Landmark Thucydides: A Comprehensive Guide to the Peloponnesian War

Robert B. Strassler, ed. // New York: Free Press, 1996

This is an annotated, new translation of the classic Greek historian's account of the war between Athens and Sparta fought between 431 and 404 BCE. It has explanatory footnotes and appendixes on war and society in fifth-century BCE Greece that do much to place the war in context. The Peloponnesian War is not only an excellent chronicle of ancient warfare, but it is also a thoughtful dissertation on the relationship between politics and war, government and empire, and the strong and the weak. This volume should be on every Soldier's and diplomat's bookshelf.



A Stillness at Appomattox

Bruce Catton // New York: Anchor Books, 1990

The book narrates the final year of the Civil War from Wilderness through Petersburg, Virginia, and finally to the climax at Appomattox. Catton provides an emotionally charged account of the surrender scene, when Generals Ulysses S. Grant and Robert E. Lee finally meet. This is the third book in Catton's Army of the Potomac trilogy.

Summons of the Trumpet: U.S.-Vietnam in Perspective

Dave R. Palmer // Novato, Calif.: Presidio Press, 1995

This work is a clear, concise history of the Vietnam War from 1954 to 1973 written by someone who witnessed it firsthand as a combat adviser to the South Vietnamese Army. It is especially useful for those seeking a broad overview of an extremely lengthy and confusing conflict and a summary of the war's main military and political trends.

Supplying War: Logistics from Wallenstein to Patton

Martin Van Creveld // New York: Cambridge University Press, 1977

Surveying four centuries of military history, the noted historian Martin Van Creveld clearly points out the reasons "amateurs study tactics; professionals study logistics." Most battlefield results would not have been possible without the careful organization and allocation of logistical resources. Leaders who fail to consider logistics in all of their plans and operations will do so at their peril.

This Kind of War: The Classic Korean War History

T. R. Fehrenbach // Washington, D.C.: Potomac Books, 2001

This volume is a dramatic account of the Korean War written from the perspective of those who fought in it. Taken from records, journals, and histories, it is based largely on the compelling personal narratives of the small-unit commanders and their troops. It provides both a broad overview and a direct account of American troops in fierce combat. Fifty years later, *This Kind of War* commemorates the past and offers vital lessons for the future.

Tip of the Spear: U.S. Army Small-Unit Action in Iraq, 2004–2007

Jon T. Hoffman, ed. // Washington, D.C.: U.S. Army Center of Military History, 2009

This is a collection of short combat action studies from the war in Iraq that took place during the growing insurgency that followed the highly successful invasion and initial occupation of the country in 2003. Each account illustrates the everyday challenges that U.S. Soldiers faced in the struggle against an inventive and elusive enemy. The stories also highlight the personal bravery, resourcefulness, and courage of our modern Army as it adapts to the constantly changing circumstances that existed in Iraq at the time.

Transformation Under Fire: Revolutionizing How America Fights

Douglas A. Macgregor // Westport, Conn.: Praeger, 2003

Through this book, Colonel (Ret.) Macgregor captured the attention of key leaders and inspired a genuine public debate on military reform. The author's controversial ideas would reduce timelines for deployment, enhance responsiveness to crises, and permit rapid decision making and planning. Macgregor pointedly argues that today's Army faces potential failure in a modern war. Without a conceptual redefinition of warfare as a joint operation, a new military culture that can execute joint expeditionary warfare will not emerge. The author's visionary plan to integrate ground maneuver forces with powerful strike assets is the foundation for a true revolution in military affairs and has sparked heated debates in policy and military circles.



The U.S. Military Intervention in Panama: Origins, Planning, and Crisis Management, June 1987–December 1989

Lawrence A. Yates // Washington, D.C.: U.S. Army Center of Military History, 2008

In this first of a planned two-volume history of Operation JUST CAUSE, Yates, a noted historian of the U.S. intervention in the Dominican Republic in 1965, discusses the critical events, planning, and undercurrents that lay behind the U.S. military intervention in Panama in late 1989. He skillfully weaves military planning, high-level strategic debates, and interagency priorities and confusion into a masterful story of crisis management in a post-Goldwater-Nichols world. This is essential reading for any student of regional combatant commands, their powers, and their limitations as they attempt to influence strategy and national policy.

We Were Soldiers Once . . . and Young: Ia Drang—the Battle That Changed the War in Vietnam

Harold G. Moore and Joseph L. Galloway // New York: HarperTorch, 2002

This is a gripping firsthand account of the November 1965 battle of the Ia Drang by the commander of the 1st Battalion, 7th Cavalry, 1st Cavalry Division. The Ia Drang was the first major combat test of the airmobile concept and the first major battle between U.S. forces and the North Vietnamese Army.



BROADENING LEADERS

The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can Do About It

Joshua Cooper Ramo // New York: Back Bay Books, 2010

This book challenges conventional assumptions, world views, and thinking in an increasingly complex world. The author proposes controversial ways of considering global challenges, such as studying why Hezbollah is the most efficiently run Islamic militant group. Ramo uses economics, history, complexity theory, and network science to describe an ambiguous reality that has many innovative possibilities.

Blowback: The Costs and Consequences of American Empire

Chalmers Johnson // New York: Henry Holt, 2004

Author Chalmers Johnson writes about how poorly formed policy can lead to disastrous and unintended consequences. Using America's experience in Okinawa, Korea, and other Asian countries, he discusses the danger of overextending American power, both militarily and economically. He cites the need for the United States to reevaluate its strategic requirements and to formulate a new foreign policy that relies less on military presence and economic coercion. America's misguided foreign policy, according to Johnson, drains enormous resources from taxpayers, fails to provide the nation with beneficial results, and harms our image abroad.

Cables from Kabul: The Inside Story of the West's Afghanistan Campaign

Sherard Cowper-Coles // London: Harper Press, 2011

The British ambassador to Afghanistan from 2007 to 2010 provides a pessimistic view of the war in Afghanistan and a unique frankness of the inner workings of diplomacy. In his view, the military continues to give overoptimistic assessments. The author looks at the transatlantic alliance and the ambitious U.S. military strategy and offers conclusions on the war. Broader than just Afghanistan, this book furnishes insights on current Western diplomacy and the way the North Atlantic Treaty Organization operates, particularly in hostile territories.

A Choice of Enemies: America Confronts the Middle East

Lawrence Freedman // New York: PublicAffairs, 2008

A leading professor from the United Kingdom provides an objective study of U.S. engagements in the Middle East. This volume looks at U.S. strategies from President Jimmy Carter to President George W. Bush, evaluating the evolution of U.S. policy toward the region and offering thoughtful analysis of how and why the United States has confronted regional issues with global impact during five presidencies.

Credibility: How Leaders Gain and Lose It, Why People Demand It

James M. Kouzes and Barry Z. Posner // San Francisco: Jossey-Bass, 2011

After thirty years of research, Kouzes and Posner conclude that credibility is the cornerstone of leadership. Leaders must "say what you mean and mean what you say." The three sources of credibility are honesty, competence, and inspiration. Army leaders cannot achieve their potential without considering and addressing the expectations of those whom they lead.

The Devil You Don't Know: Going Back to Iraq

Zuhair al-Jezairy // London: Saqi Books, 2010

Twenty-five years after fleeing Iraq for defying Saddam Hussein, Iraqi journalist al-Jezairy returns and travels throughout the country. He captures the essence of a country emerging from thirty-five years of totalitarianism, subsequent decent into hopeless violence, and the bravery of the Iraqi people. He provides an inspirational account of post-Saddam Iraq while offering great insights into the culture and society.

Discourses on Livy

Niccolò Machiavelli // Chicago: University of Chicago Press, 1996

The discourses have captivated scholars of political thought for five centuries. Machiavelli eloquently explains how to maintain vibrancy in a republic through “new modes and orders.” The discourses, written in the early sixteenth century, offer a unique perspective on world history through frequent references to the virtuous aspects of ancient Greek or Roman history, the conformity of the Middle Ages, and the Renaissance. Army professionals should study this book to gain insights into the origins of modern political thought, which is the sphere in which our joint force operates.

The Dynamics of Military Revolution, 1300–2050

MacGregor Knox and Williamson Murray, eds. // New York: Cambridge University Press, 2001

The editors provide a conceptual framework and historical context for understanding the patterns of change, innovation, and adaptation that have marked war in the Western world since the fourteenth century. Case studies and a conceptual overview offer all Army leaders an indispensable introduction to military change.

Flawed by Design: The Evolution of the CIA, JCS, and NSC

Amy B. Zegart // Stanford: Stanford University Press, 1999

The book looks at the current interagency process and challenges the traditional opinion that the key national security institutions (composed of the Central Intelligence Agency, Joint Chiefs of Staff, and National Security Council) operate as the National Security Act of 1947 intended. The reality has been that politics and bureaucratic and budgetary turf wars effectively impair the original purpose of these organizations and have caused systematic failures. Reforms over the years were made, including the 1986 Goldwater-Nichols Act and the recent legislation after 11 September 2001 that created the director of national intelligence. However, according to the author, proposals for reform of the entire interagency process must be carefully considered based on the historical record of its performance. This is an important read for those who wish to learn how key institutions were intended to work and how they actually work today in an era of increasing uncertainty.

For Whom the Bell Tolls

Ernest Hemingway // New York: Scribner, 1995

This is a classic novel of a man fighting on the side of the Loyalists in the Spanish Civil War and coming to terms with violence, death, and the ultimate futility of war.

How: Why How We Do Anything Means Everything . . . in Business (and in Life)

Dov Seidman // Hoboken, N.J.: John Wiley & Sons, 2007

In today's fast-changing, hyper-connected, and hyper-transparent world, what we do no longer sets us apart from others because every task is a commodity, easily duplicated or reverse-engineered. How we do what we do determines whether we achieve a sustainable advantage. Seidman examines how we interact, how we think, how we behave, and how we govern. He argues that sustainable values that were once afterthoughts—trust, integrity, values, and reputation—are now the ultimate drivers of success. *How* is an important book to help Army professionals critically examine their personal performance and organizational cultures in this fast-changing era.

The Instigators: How a Small Band of Digital Activists Risked Their Lives and Helped Bring Down the Government of Egypt

David Wolman // e-Book; Atavist, 2011

Wolman argues that social media does not stand on its own as a change agent. People have to act in the real world to leverage the potential of the cyber world. The author, a journalist with *Wired* magazine, gives a very personal tour of the Egyptian revolution, tracing the use of social media by the leaders of one Arab Spring group. This book is useful in illuminating the key role that social media, social networking, bloggers, and the virtual world played in conceiving a revolution. It also provides a useful primer on forms of social media and current digital tools such as Facebook, blogs, e-mail, Twitter, Google Earth, and others.

Leading Change

John P. Kotter // Boston: Harvard Business School Press, 1996

In this now-classic book on leadership, Kotter describes a proven eight-step change process: establishing a sense of urgency, creating the guiding coalition, developing a vision and strategy, communicating the change vision, empowering others to act, creating short-term wins, consolidating gains and producing even more change, and institutionalizing new approaches in the future. Leaders across the Army and at all levels should study and use Kotter's change process to assist in leading complex Army organizations through uncertainty and difficult circumstances.



Makers of Modern Strategy: From Machiavelli to the Nuclear Age

Peter Paret, ed. // Princeton: Princeton University Press, 1986

This is a wonderful anthology on the evolution of strategic thought. Moving from Machiavelli to the present in twenty-eight insightful essays, the authors examine such topics as the role of doctrine, the genius of Napoleon, the limits of airpower, and nuclear strategy. A primer for all military leaders who must think strategically on a variety of issues, *Makers of Modern Strategy* summarizes the classic military thinkers in a highly digestible manner, underlining the enduring lessons that remain relevant today.

The Masks of War: American Military Styles in Strategy and Analysis

Carl H. Builder // Baltimore: Johns Hopkins University Press, 1989

This volume presents a look at the different styles and personalities of the Army, Navy, and Air Force. The Navy sees itself mainly as an heir to a glorious tradition. The Air Force is the embodiment of a single idea. The Army considers itself a servant of the nation. Within this context, this book evaluates the problems, interests, and aspirations of American military institutions in terms of their approaches to military strategy, planning, and analysis. The author argues that the roots of modern American military strategies lie buried in the nation's three most powerful institutions and provides insights on why these roots are obstacles to military reform.

The Net Delusion: The Dark Side of Internet Freedom

Evgeny Morozov // New York: PublicAffairs, 2011

Morozov argues against the conventional wisdom that the Internet and social media will automatically promote and expand freedom around the world. While social networking may enable popular mobilization, authoritarian regimes can use the same tools to suppress free speech, monitor their opposition, and disseminate propaganda. The author asserts that while *digital diplomacy* and *Internet freedom* sound good rhetorically, foreign policy based on these terms may actually hinder the promotion of democracy, cause dictators to become more repressive, and harm the reform efforts of dissidents.

Rethinking the Principles of War

Anthony D. Mclvor // Annapolis, Md.: Naval Institute Press, 2005

This series of articles seeks to review, validate, or discard various tenets of the principles of today's globalized and information interconnected world. The book examines five key themes: the American way of war; conventional warfare; irregular warfare; post-conflict and stability operations; and intelligence—winning the silent wars. The volume provides all Army professionals with the context to evaluate the last ten years of war and assess and improve our Army profession and general understanding of war itself.

The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations

Ori Brafman and Rod Beckstrom // New York: Penguin Group, 2006

A traditional top-down organization is like a spider: if you cut off its head, it dies. By contrast, if you cut off a starfish's leg, it grows a new one, and that leg can grow into an entirely new starfish. *The Starfish and the Spider* explores what happens when starfish companies, such as Wikipedia and eBay, take on spiders. It reveals how established companies and institutions, from IBM to U.S. government agencies, are also learning how to incorporate starfish principles to achieve success. The Army's success over the past decade hinged on distributed, networked operations and operational adaptability at every level. Every indication is these trends will continue into the future. This book is an excellent primer to generate thought on how the Army should adapt as an institution to meet future challenges.

Switch: How to Change Things When Change Is Hard

Chip and Dan Heath // New York: Random House, 2010

After decades of research, the Heaths are clearly two of the worldwide experts on change efforts. In *Switch*, they describe trends from their research that illuminate what causes success—or failure—in efforts to achieve transformative change. The outcome is a pattern—or game plan—that leaders can use to change their organizations or even their individual lives. There are few subjects more worthy of study for Army professionals.

Thinking in Time: The Uses of History for Decision Makers

Richard E. Neustadt and Ernest R. May // New York: Free Press, 1986

History is a valuable tool for decision makers, but, if used without careful consideration, it can blind the unwary by false analogies. A true classic, this book offers senior leaders meaningful suggestions on how to use and avoid misusing the experience that history can provide.

Wired for War: The Robotics Revolution and Conflict in the 21st Century

P. W. Singer // New York: Penguin Press, 2009

P. W. Singer explores robotic warfare as a revolution in military affairs on a par with the atom bomb or gunpowder. The author discusses the impact of new military technology on the ways war is fought and the influence robots will have on the future battlefield, as well as the ramifications robotic warfare will have on ethics, law, politics, and economics.



THE STRATEGIC ENVIRONMENT

The Ascent of Money: A Financial History of the World

Niall Ferguson // New York: Penguin Press, 2008

Economic historian and Harvard professor Niall Ferguson provides a historical narrative on the ascent of money and how it has both contributed to the expansion of the global market place and caused conflict. This is a cautionary tale that relates to the current fiscal crisis in Europe and the United States; interdependence between the United States and Chinese economies; the financial crash of 2008; and the subsequent Occupy Wall Street Movement and slow economic growth around the world. It is an important read for those who want to understand how the global fiscal and economic crisis could impact our defense strategy and defense force structure.

Boomerang: Travels in the New Third World

Michael Lewis // New York: W. W. Norton, 2011

Lewis describes in clear language the complex financial engineering that has led to the current global financial crisis. He traces the domestic and global origins of the bubbles that led to the collapse of the Icelandic, Irish, and Greek economies; describes how the Germans unwittingly enabled the debt crises in Europe; and explores similar challenges that do not bode well for the United States. Though *Boomerang* does not explicitly discuss national security implications, the volume does explain sources of economic weakness that have the potential to pose challenges for the United States and its allies for investing in defense and other security-related areas.

On China

Henry A. Kissinger // New York: Penguin Press, 2011

This is a sweeping and insightful history of China by a distinguished international scholar, diplomat, and statesman. It provides a fascinating historical view of China and its relations with its neighbors and the United States over the last forty years. It is useful for readers to understand the world's second largest economy and the rising global player, which will impact U.S. national and economic security for decades to come.



The Clash of Civilizations and the Remaking of World Order

Samuel P. Huntington // New York: Simon & Schuster, 1996

The late Harvard social scientist, Samuel Huntington, warns of the increasing threat of renewed conflicts originating in countries and cultures that base their traditions on religious faith and dogma. Moving past the issues of race and nationality as sources of future conflict, he cites the growing influence of a handful of major cultures—Western, Eastern Orthodox, Latin American, Islamic, Japanese, Chinese, Hindu, and African—in current struggles across the globe. His study underlines the importance of cultural awareness in dealing with crises throughout the globe and the significant role that awareness plays in implementing effective policies and programs on the ground.

Descent into Chaos: The United States and the Failure of Nation Building in Pakistan, Afghanistan, and Central Asia

Ahmed Rashid // New York: Viking Penguin, 2008

Rashid, a Pakistani writer, describes how the war against Islamic extremism is being lost in Pakistan, Afghanistan, and central Asia. He examines the region and the corridors of power in Washington and Europe to see how the promised nation building in these countries has progressed. His conclusions are devastating: an unstable and nuclear-armed Pakistan, a renewed al-Qaeda profiting from a booming opium trade, and a Taliban resurgence and reconquest. He argues that failing states pose a graver threat to global security than the Middle East.

Forgotten Continent: The Battle for Latin America's Soul

Michael Reid // New Haven, Conn.: Yale University Press, 2007

In examining a vast continent that is often overlooked by the West, Reid argues that Latin America's efforts to build more equitable and more prosperous societies make that region one of the most dynamic places in the world. In that area, a series of democratic leaders is attempting to lay the foundations for faster economic growth and more inclusive politics while addressing the region's seemingly intractable problems of poverty, inequality, and social injustice. Failure will not only increase the flow of drugs and illegal immigrants, but will also jeopardize the stability of a region rich in oil and other strategic commodities and threaten some of the world's most majestic natural environments. The study provides a vivid, current, and informed account of a dynamic continent and its struggle to compete in a globalized world.

The Grand Strategy of the Byzantine Empire

Edward N. Luttwak // Cambridge, Mass.: Harvard University Press, 2009

In this book, the author follows the pattern of his earlier classic on the grand strategy of the Roman Empire and presents the grand strategy of the eastern Roman Empire, or the Byzantine Empire, as we know it today. The Byzantine Empire lasted more than twice as long as the more familiar western empire. Luttwak tries to explain that the eastern empire outlasted its western counterpart because its rulers were able to adapt strategically to diminished circumstances. They devised new ways of coping with successive enemies, including a life or death struggle—a "long war"—with the new and highly militant religion of Islam. Without extensive resources, the Byzantines relied less on military strength and more on persuasion to recruit allies and divide enemies.

A History of Modern Iran

Ervand Abrahamian // New York: Cambridge University Press, 2008

In a reappraisal of Iran's modern history, the author traces Iran's traumatic journey across the twentieth century, through the discovery of oil, imperial interventions, the rule of the Pahlavis, and, in 1979, revolution and the birth of the Islamic republic. In the intervening years, the country has experienced a bitter war with Iraq, the transformation of society under the clergy, and, more recently, the expansion of the state and the struggle for power between the old elites, the intelligentsia, and the commercial middle class. As Iran emerges at the beginning of the twenty-first century as one of the most powerful states in the Middle East, it is important to understand its culture and history.

Kevlar Legions: The Transformation of the U.S. Army, 1989–2005

John Sloan Brown // Washington, D.C.: U.S. Army Center of Military History, 2011

Former Chief of Military History and retired Brig. Gen. John S. Brown brings his formidable analytical skills to bear in a detailed study of how the senior Army leadership formulated, managed, and executed a multiyear transformational effort after the end of the Cold War. A consistent vision from the Army senior leadership allowed the Army to cope with the changed international environment after the collapse of the Soviet Union, with high operational tempo contingency operations, and with the opening salvos of the Global War on Terrorism and still craft a flexible, adaptable Army that is the premier ground force in the world today. This is a must-read for all those who served in the Army during this transitional period and for future Army leaders who will face an uncertain future in times of dwindling resources but who still need to prepare the force for victory.

Knowing the Enemy: Jihadist Ideology and the War on Terror

Mary Habeck // New Haven: Yale University Press, 2007

In this primer on a small splinter group of Islam, Habeck traces current jihadism from an early-fourteenth-century scholar and the eighteenth-century founder of the harshly restrictive Islam (predominantly in Saudi Arabia) to four twentieth-century figures that inspired a host of radical reactionary organizations, including Hamas and al-Qaeda. The author's purpose is to reveal the origins of jihadism. In so doing, she contributes in considerable detail and with admirable clarity one of the most valuable books on the ongoing Middle East—and global—conflicts. This is an important volume for all leaders to understand what drives people to attack democracies.

The Longest War: The Iran-Iraq Military Conflict

Dilip Hiro // London: Grafton Books, 1989

Lasting eight years and costing over a trillion dollars and a million casualties, this conflict (which featured chemical weapons and genocide against the Kurds), is largely unknown to most Westerners. The author, an expert on Middle Eastern affairs, traces the ancient animosities and territorial aspirations that animated the slaughter, describes in detail the actual fighting, and connects the war to the “great powers” that covertly aided the belligerents. Despite current fears of excessive Iranian influence in newly democratic Iraq, the war, revolving around oil, access to the sea, and religious tensions, is not yet over.



Monsoon: The Indian Ocean and the Future of American Power

Robert D. Kaplan // New York: Random House, 2010

Kaplan provides a sweeping examination of the countries that compose “Monsoon Asia”—China, India, Pakistan, Indonesia, Burma, Oman, Sri Lanka, Bangladesh, and Tanzania. This book is a must-read for Army professionals, especially those whose focus has been weighted toward the challenges in Iraq and Afghanistan over the past decade. As the United States pivots strategically to the Pacific, Kaplan’s unique perspective on the implications of rising powers, the shifting global balance, and the potential contingencies that might arise is timely and important.

The Most Noble Adventure: The Marshall Plan and How America Helped Rebuild Europe

Greg Behrman // New York: Free Press, 2008

This is a comprehensive review of the Marshall Plan and how successful civilian-military teams applied unity of effort to rebuild Europe after World War II. The book can be used as a comparative analysis between how the Marshall Plan was prepared and executed in Europe and its application to the current conflicts in Iraq and Afghanistan.

My Life with the Taliban

Abdul Salam Zaeef // New York: Columbia University Press, 2010

This is an autobiography of a former senior member of Afghanistan's Taliban. Zaeef served as ambassador to Pakistan at the time of the terrorist attack on the United States on 11 September 2001. In 2002, Zaeef was delivered to U.S. forces operating in Pakistan and spent four and a half years in prison. His reflections give insights into rural Pashtun communities and help explain what drives men like him to take up arms against foreigners.



Prodigal Soldiers: How the Generation of Officers Born of Vietnam Revolutionized the American Style of War

James Kitfield // Washington, D.C.: Brassey's, 1997

The book examines how a generation of officers, such as Colin Powell, H. Norman Schwarzkopf, and Barry R. McCaffrey, experienced Vietnam and the subsequent hollowing of the force and helped put in place the systems and policies that helped the Army achieve victory in DESERT STORM. This volume is a good read for today's officer corps as it prepares to transition from a decade of conflict to a reduction in force structure and resources and attempts to balance the need for a rapid drawdown with the requirement that the Army remain the force of decisive action for the nation.

The Quest: Energy, Security, and the Remaking of the Modern World

Daniel Yergin // New York: Penguin Press, 2011

For the past twenty years, Yergin has been widely recognized as the most authoritative voice on the geopolitics of energy and resource competition. His new book is the most comprehensive, even-handed, and current work now available on the topic and will likely stand as the definitive work for the indefinite future. While he has long been part of the "optimist school" of energy experts (dismissing the idea, for example, of "peak oil" and its near-term depletion), he remains worried about security, financial, technological, and ecological problems stemming from the role of fossil fuels in global energy production. This volume not only explains the deeper history of energy production and the dramatic changes of the past decade, but also provides valuable policy advice for minimizing the potential for catastrophic disruptions in energy security and the conflicts this could produce.

That Used to Be Us: How America Fell Behind in the World It Invented and How We Can Come Back

Thomas L. Friedman and Michael Mandelbaum // New York: Farrar, Straus and Giroux, 2011

This book looks at current U.S. challenges stemming from increasing globalization, changing information technology, rising national debt, and growing energy consumption and argues that the country must take assertive steps to maintain its position in the international system. Though deficit spending must be reduced, U.S. greatness is based on five historical pillars that also require revitalization to foster future economic growth. These pillars are public education, infrastructure, immigration, research and development, and public regulation of private economic activity. With regard to the last of these, there is a particularly urgent need for a comprehensive energy policy that also addresses climate change. The authors argue that the world will be a poorer and more dangerous place if the United States cannot successfully renew itself.

The Utility of Force: The Art of War in the Modern World

Rupert Smith // New York: Vintage Books, 2008

Drawing on his experience as a commander during Operations DESERT SHIELD and DESERT STORM and in Bosnia, Kosovo, and Northern Ireland, Smith, a British general, gives us a probing analysis of modern war and questions why we try to use military force to solve our political problems. And why, when our forces win military battles, we still fail to solve the problems. He demonstrates why today's conflicts must be understood as intertwined political and military events and makes clear why the current model of total war has failed in Iraq, Afghanistan, and other recent campaigns.

The World Is Flat: A Brief History of the Twenty-first Century

Thomas L. Friedman // New York: Farrar, Straus and Giroux, 2005

Friedman, a *New York Times* foreign-affairs columnist and pundit, sees the globalization process entering an entirely new phase. Advances in information technologies, an intensified world division of labor, stepped-up competition, and economic practices such as outsourcing have joined with the political opening of the world following the collapse of communism to produce a progressive "flattening" of the world. The author believes that states and individuals have no option but to accept this dynamic and develop the skills to survive the flattened world. A best seller, Friedman's book presents much food for thought for today's strategist.

A World Restored: Metternich, Castlereagh and the Problems of Peace, 1812–1822

Henry A. Kissinger // Boston: Houghton Mifflin, 1979

A World Restored examines a misunderstood and overlooked historical era that offers strategic insights that remain very relevant today. Austrian Foreign Minister Prince Klemens Wenzel von Metternich and British Foreign Secretary Viscount Castlereagh served in the tumultuous period following the fall of Napoleon I. They sought national greatness for their respective nations while walking a fragile line between peace and war. Kissinger's book reveals timeless strategic issues that endure throughout all eras and reminds us that our counterparts from previous times experienced challenges and uncertainty at least as significant as those we are experiencing today.



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