



Pursuing Excellence in the Fundamentals: Frontier Readers

Leaders are Readers. The U.S. Army's mission command philosophy, traces its roots to Prussian generals with a single idea as its bedrock – trust. Commanders give guidance and intent prior to execution, but it is trust in subordinates that gives commanders the confidence to boldly take decisive action. That culture of trust is still promulgated today at the United States Army Fires Center of Excellence and Fort Sill (USAFCoEFS). It is that same trust that builds and maintains cohesive teams throughout our ranks.

Today's Army doctrine defines the Institutional, Operational, and Self-Development as the three domains in which Leader Development occurs. Self-development bridges the gap between the operational and institutional domains and sets conditions for continuous learning and growth, *if you pursue it*. The Army guides Leaders toward institutional (education) and operational (experience) development opportunities at an appointed season, but it's the Leader's will and commitment to the Army profession that is a precursor to self-study. Self-study implies an ambitious curiosity that eclipses idly awaiting guidance to pursue professional and personal enrichment.

Precedent. Consider thoughts on reading from a few familiar names:

- General George S. Patton. As a young man, he stated “for it is beastly hard for me to learn and as a natural result I hate to study.” His will transformed this from an obstacle to an opportunity and he became an avid reader.
- Former Secretary of Defense General (Ret) James Mattis stated, “Thanks to my reading, I have never been caught flat-footed by any situation, never at a loss for how any problem has been addressed (successfully or unsuccessfully) before. It doesn't give me all the answers, but it lights what is often a dark path ahead.”
- Adm. (Ret.) James Stavridis owns more than 4500 books and said “...you cannot be a learning organization without being a reading organization.”
- General Mark A. Milley, 20th Chairman of the Joint Chiefs of Staff stated, “...even as we train our units and physically condition our bodies, we must improve our minds through reading and critical thinking.”

Your Obligation to the Profession. If you aren't already reading, start now. I've enclosed many of the books I've read over the years and encourage you to use them as a start point. I've also included professional reading lists from other Senior Leaders. I encourage you to read fiction, non-fiction, and dig into Army and Joint doctrine. Have discussions as squads, sections, platoons, companies/batteries/battalions, and just do your part in getting better every single day as individuals and teams. **Leaders are Readers!**

Enclosure 1. Book List

History

The Republic, Plato

Plato and the Republic, Nickolas Pappas

The Landmark Thucydides, Ribert B. Strassler

Elementary Treatise on Advanced Guard, Outposts, and Detachment Service of Troops, Mahan

Battle Studies: Ancient and Modern Battle, Colonel Ardant du Picq

A Companion to American Military History Volume I & II, Bradford

American Campaigns, 2 Vol., Matthew Forney Steele

The Exploits of Brigadier Gerard, Arthur Conan Doyle

Military Misfortunes: The Anatomy of Failure in War, Eliot A. Cohen and John Gooch

The World Transformed, George Bush and Brent Scowcroft

The Big Red One: America's Legendary 1st Infantry Division from World War I to Desert Storm, James Scott Wheeler

The Commanders, Bob Woodward

Elusive Victories: The American Presidency at War, Andrew J. Polsky

Presidents and Their Generals: An American History of Command in War, Matthew Moten

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

Attacks: The Development of Tank Warfare, Erwin Rommel

Presidential Decision for War: Korea, Vietnam, the Persian Gulf, and Iraq (The American Moment), Gary R. Hess

Revolutionary War

1776, David McCullough

Washington's Crossing, David Hackett Fischer

George Washington and Benedict Arnold: A Tale of Two Patriots, Dave Richard Palmer

Founding Brothers: The Revolutionary Generation, Joseph J. Ellis

Civil War

The Battle of Gettysburg: A History of Civil War in America, Comte de Paris

Two Views of Gettysburg, Fremantle & Haskell

The Story of the Civil War, Ropes & Livermore

The Long Roll, Mary Johnston

Gods and Generals, Jeff Shaara

Battle Cry of Freedom: The Civil War Era, James M. McPherson

World War I

The Guns of August, Barbara W. Tuchman

The Sleepwalkers: How Europe Went to War in 1914, Margaret MacMillan

The Price of Glory: Verdun 1916, Alistair Horne

All Quiet on the Western Front, Erich M. Remarque

A Farewell to Arms, Ernest Hemingway

World War II

D-Day, Band of Brothers, Citizen Soldiers, The Wild Blue: The Men and Boys Who Flew the B-24s Over Germany, Pegasus Bridge, The Victors: Eisenhower and His Boys: The Men of World War II, Stephen E. Ambrose

The Crisis, Winston Churchill

Marshall and His Generals: U.S. Army Commanders in World War II, Stephen R. Taaffe

Eisenhower's Lieutenants, Russell F. Weigley

The Greatest Generation, Tom Brokaw

Rick Atkinson; *Guns at Last Light, The Day of Battle, An Army At Dawn*

A War to be Won: Fighting the Second World War, Murray, Millett

Ike and Monty, Generals at War, Norman Gelb

The Dead and Those About to Die D-Day: The Big Red One at Omaha Beach, John C. McManus

Citizens of London: The Americans Who Stood with Britain in Its Darkest, Finest Hour, Lynne Olson

Flags of Our Fathers, Bradley, Powers

Put on Your Boots and Parachutes! Personal Stories of the Veterans of the United States 82nd Airborne Division from the Second World War, Deryk Wills

Corps Commanders of the Bulge: Six American Generals and Victory in the Ardennes, Harold R. Winton

Vietnam

Duty, Honor, Vietnam, Prashker

A Vietnam Experience: 10 Years of Reflection, James B. Stockdale

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

Kosovo/Bosnia

Writing on the Balkan War, Why Bosnia? Ali, Lifschultz

The Middle East

A Platoon Leader's Tour, Pete Kilner

The War for Muslim Minds, Kepel

The Crisis of Islam, Bernard Lewis

A Vulcan's Tale: How the Bush Administration Mismanaged the Reconstruction of Afghanistan, Zakheim

From Beirut to Jerusalem, Thomas L. Friedman

The Longest War, Peter L. Bergen

Imperial Life in the Emerald City, Rajiv Chandrasekaran

Little America, Rajiv Chandrasekaran

Shadow War: The Untold Story of How Bush Is Winning the War on Terror, Minitzer

Iraq Full Circle, Darron L. Wright

The Endgame: The Inside Story of the Struggle for Iraq, from George W. Bush to Barack Obama, Michael R. Gordon, General Bernard E. Trainor

Imperial Hubris, Scheuer

Moving Mountains, William G. Pagonis, Jeffrey L. Cruikshank

Modern/Future Warfare

Breaking the Phalanx, Douglas Macgregor

Out of the Mountains, David Kilcullen

Future Crimes: Everything Is Connected, Everyone Is Vulnerable and What We Can Do About It, Marc Goodman

One Hundred Victories: Special Ops and the Future of American Warfare, Linda Robinson

About Face: The Odyssey of an American Warrior, Hackworth & Sherman

Sharp Corners: Urban Operations at Century's End, Roger J. Spiller

The Army Profession

Command

Taking the Guidon, Burgess and Allen

Company Command, Meyer

The Challenge of Command: Reading for Military Excellence, Roger H. Nye

Before the Battle: A Commonsense Guide to Leadership and Management, E.M. Flanagan

Masters of the Art of Command, Martin Blumenson

Small Unit Leadership, Dandridge M. Malone
Common Sense Training, Lt. Gen Arthur S. Collins Jr.

United States Military Academy

The Long Gray Line, Rick Atkinson
Honor Bright: History and Origins of the West Point Honor Code and System, Lewis Sorley
West Point Leadership: Profiles of Courage, Daniel E. Rice
Duty, Honor, Country: A History of West Point, Ambrose

General

The Fourth Star: Four Generals and the Epic Struggle for the Future of the United States Army, Jaffe, Cloud
War, Morality, and the Military Profession, Wakin
American Generalship, Edgar Puryear
Four-Star Leadership for Leaders, R. Manning Ancell
Crisis in Command: Mismanagement in the Army, Richard A. Gabriel and Paul L. Savage

Leadership, Management, and Ethics

Simon Sinek: *Start with Why, Leaders Eat Last, The Infinite Game*
Malcolm Gladwell: *Blink, Outliers, Tipping Point, David and Goliath, Talking to Strangers*
Stephen R. Covey: *The 7 Habits of Highly Effective People, Principle-Centered Leadership*
Thomas R. Peters: *In Search of Excellence, A Passion for Excellence, Thriving on Chaos*
Thinking, Fast and Slow, Kahneman
Good to Great, Collins
The Starfish and the Spider, Brafman and Beckstrom
Radical Inclusion, Dempsey
Black Hearts, Frederick
Just and Unjust Wars, Walzer
Leadership Lessons from General Ulysses S. Grant, Kaltman
Fooled by Randomness, Nassim Nicholas Taleb
Leadership: The Warrior's Art, Christopher Kolenda
The Leader's Bookshelf, Stavridis Ancell
On the Profession of Management, Peter Drucker
Issues in Moral Philosophy, Donaldson
Leadership and Self-Deception, The Arbinger Institute

Getting to Yes, Fisher, Ury, Patton
Knowledge Leadership: The Art and Science of the Knowledge-based Organization, Cavaleri, Seivert, Lee
Drive The Surprising Truth About What Motivates People, Daniel H. Pink
Team of Teams, General Stanley McChrystal
Military Leadership In Pursuit of Excellence, Taylor
Making a Difference: Stories of Vision and Courage from America's Leaders, Chesley Sullenberger
Lead On! A Practical Approach to Leadership, Oliver
Face-To-Face Networking, Kathy Condon
Leaders, Buffet, Nanus
Drift, Rachel Maddow
Applying Moral Theories, C.E. Harris
Follow Me! Business Leadership Patton Style, Ridge
Perfect Strangers: Friendship, Strength, and Recovery After Boston's Worst Day, Sdoia, Jordan
Why Success Always Starts with Failure, Tim Harford
Surviving the Shadows: A Journey of Hope into Post-Traumatic Stress, Delaney, Schreiber
The Ascent of a Leader, Thrall, McNicol, McElrath
The Warriors: Reflections on Men in Battle, J. Glenn Gray
Raving Fans: A Revolutionary Approach To Customer Service, Blanchard, Bowles
Seeing What Others Don't, Gary Klein
The World is Flat, Thomas L. Friedman
Getting More of What you Want, Neale, Lys
I am John Galt: Today's Heroic Innovators Building the World and the Villainous Parasites Destroying It, Luskin, Greta
Never Stop Learning, Bradley R. Staats
In Search of Excellence, Peters and Waterman
Young Men and Fire, Norman Maclean
In Search of Ethics, Marrella
Lincoln on Leadership, Donald T. Phillips
Switch: How to Change Things When Change Is Hard, Chip Heath and Dan Heath
What it Takes to be Number One, Vince Lombardi
Legacy 15 Lessons In Leadership, James Kerr
Follow Me: The Human Element in Leadership, Aubrey S. Newman
Execution: The Discipline of Getting Things Done, Bossidy, Charan, Burck
Leading on Empty: Refilling Your Tank and Renewing Your Passion, Wayne Cordeiro

Our Sacred Honor: Words of Advice from the Founders in Stories, Letters, Poems, and Speeches, William J. Bennett

Knowledge and Power: The Information Theory of Capitalism and How it is Revolutionizing our World, Gilder

Presidential Courage: Brave Leaders and How They Changed America 1789-1989, Michael Beschloss

Supreme Command: Soldiers, Statesmen, and Leadership in Wartime, Cohen

The Mission: Waging War and Keeping Peace with America's Military, Dana Priest

The Generals, Thomas E. Ricks

Biographies

Grant, by Ron Chernow

Personal Memoirs of Ulysses S. Grant, Grant

U.S. Grant The Civil War Years, Bruce Catton

George C. Marshall (4-Part), Pogue

George C. Marshall: Soldier Statesman of the American Century, Mark A. Stoler

Ike: An American Hero, Korda

John Adams, McCullough

Decision Points, George W. Bush

No Better Friend, No Worse Enemy: The Life of General James Mattis, Jim Proser

Anne Frank: The Diary of a Young Girl, Anne Frank

Lincoln's Sword, Douglas L. Wilson

Napoleon as General, Count Yorck von Wartenburg

Tacitus

Friedrich Nietzsche

Plato

Personal Memoirs of P.H. Sheridan, Philip H. Sheridan

The Rebellion of Ronald Reagan, James Mann

General Maxwell Taylor, John M. Taylor

The Accidental Admiral, ADM. James Stavridis

My American Journey, Colin Powell

It Worked for Me: In Life and Leadership, Colin Powell

Sniper Elite: The World of a Top Special Forces Marksman, Rob Maylor

Lincoln's Last Days, Bill O'Reilly

Kennedy's Last Days, Bill O'Reilly

Duty, Robert M. Gates

At ease: Stories I Tell to Friends, Dwight D. Eisenhower

Leadership and Lessons Learned: The Life and Career of Gen. John W. Vessey Jr., Saylor

Theodore Roosevelt's Darkest Journey, Candice Millard

Paratrooper: The Life of Gen James M Gavin, Booth & Spencer

American Soldier, Tommy R. Franks

General William C. Lee, Jerry Autry

Jedediah Smith and the Opening of the West, Dale L. Morgan

There is no Alternative: Why Margaret Thatcher Matters, Claire Berlinski

Strategy

Winning the Long War, James Jay Carafano

The Long Art of War, Sun Tzu/Cleary

The Art of War, Sun Tzu

Descent into Chaos, Ahmed Rashid

The Art of War, Baron De Jomini

The Principles of War, Ferdinand Foch

Grand Strategies in War and Peace, Paul Kennedy

The Big Stick, Eliot A. Cohen

On Grand Strategy, John Lewis Gaddis

The Sling and the Stone: On War in the 20th Century, Hammes

Makers of Modern Strategy, Paret

On War, Clausewitz

Masters of War: Classical Strategic Thought, Michael I. Handel

War and Anti-War: Survival at the Dawn of the 21st Century, Alvin and Heidi Toffler

Diplomacy, Henry Kissinger

Sources of Power, Klein

The Revenge of Geography, Robert D. Kaplan

Hubris: The Tragedy of War in the Twentieth Century, Alistair Horne

The Icarus Syndrome: A History of American Hubris, Peter Beinart

Rethinking the Principles of War, Mc Ivor

The Global Agenda, Kegley, Wittkopf

The Utility of Force: The Art of War in the Modern World, General Rupert Smith

Boomerang: Travels in the New Third World, Michael Lewis

The New American Militarism: How Americans Are Seduced by War, Andrew J. Bacevich

American National Security, Meese, Nelson, Sondheimer

America's Promise Restored: Preventing Culture, Crusade and Partisanship from Wrecking Our Nation, Harlan Ullman

Longitudes and Attitudes: The World in the Age of Terrorism, Thomas L. Friedman

Additional Resources

CJCS Reading List:

<https://www.jcs.mil/Portals/36/Documents/Publications/CJCSReadingList2012.pdf>

Senior Enlisted Advisor to the CJCS Reading List:

<https://www.jcs.mil/Portals/36/Documents/SEAC%20Reading%20List%202020.pdf?ver=2020-03-03-092320-813>

CSA Reading List:

https://www.army.mil/e2/downloads/rv7/leaders/csa/2017_csa_reading_list.pdf

USSOCOM Commander Reading List: <https://jsou.libguides.com/readinglists>

Marine Corps Commandant Reading List: <https://grc-usmcu.libguides.com/usmc-reading-list>

DoD Reads Website ("The Voice of What DoD is Reading"): <https://www.dodreads.com/>

this is a great website with multiple self-study tools available to leaders