

CRC Suggested Readings on Leadership

Army Chief of Staff Reading List – sorted by topic, including Leadership and Army Profession

MG Dennis P. LeMaster's Reading List – a mix of topics, including leadership, character, and war

CG Anthony Hale's "50 for 50" Key Reads

Center for the Army Profession and Leadership (CAPL)

- [Interactive Leader Development Guide](#) – interesting online guide with suggested resources
- [Suggested Reading List](#) – topical lists, including standards, discipline, and trust

From the above **CAPL Suggested Reading List**, here are titles that focus more specifically on leadership:

Start with Why: How Great Leaders Inspire Everyone to Take Action

Simon Sinek

ISBN: 978-1591846444

Why do you do what you do? Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their success over and over?

People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers might have little in common, but they all started with "why." It was their natural ability to start with "why" that enabled them to inspire those around them and to achieve remarkable things.

In studying the leaders who've had the greatest influence in the world, Simon Sinek discovered that they all think, act, and communicate in the exact same way -- and it's the complete opposite of what everyone else does. Sinek calls this powerful idea "The Golden Circle," and it provides a framework upon which organizations can be built, movements can be lead, and people can be inspired. And it all starts with "why."

Any organization can explain what it does; some can explain how they do it; but very few can clearly articulate why. "Why" is not money or profit-- those are always results.

Why does your organization exist? Why does it do the things it does? Why do customers really buy from one company or another? Why are people loyal to some leaders, but not others?

Starting with "why" works in big business and small business, in the nonprofit world and in politics.

Those who start with "why" never manipulate, they inspire. And the people who follow them don't do so because they have to; they follow because they want to.

Drawing on a wide range of real-life stories, Sinek weaves together a clear vision of what it truly takes to lead and inspire. This book is for anyone who wants to inspire others or who wants to find someone to inspire them.

How: Why How We Do Anything Means Everything

Dov Seidman

ISBN: 978-1118106372

In an ever-changing world where transparency is now considered the norm, 'how' you get things done is just as important as what you get done. Drawing from a wide range of studies, anecdotes, and research, Dov Seidman shows why 'how' is so important and why our increased focus on 'how' shows

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us much about ourselves and our own sense of what's right and wrong. Through entertaining anecdotes, case studies, research in a wide range of fields, and interviews with a diverse group of leaders, business executives, experts, and everyday people, this book explores how we think, how we behave, how we lead, and how we govern our institutions and ourselves to uncover the values-inspired "hows" of twenty-first-century success and significance. In the Army Profession, "how" we do things is with discipline and to standards.

The Good Soldiers

David Finkel

ISBN: 0374165734

In January 2007, President George W. Bush announced a new strategy for Iraq, which became known as "the surge." Among those called to carry it out were the young, optimistic soldiers of the 1st Infantry Division's 2-16 Infantry Battalion, nicknamed the "Rangers". Working in a vicious area of Baghdad, they decided that they would make a difference. Fifteen months later, these soldiers returned home—forever changed. This chronicle of their tour is gripping, devastating, and deeply illuminating. Pulitzer Prize-winning reporter David Finkel has produced a vivid work—not just about the Iraq War, but about the courage and discipline of Soldiers.

Common Sense Training: A Working Philosophy for Leaders

Arthur S. Collins

ISBN: 978-0891416760

An essential reference work on what is required for leaders to effectively train soldiers and units. Lt. General (Ret.) Collins underlines the paramount importance of disciplined and well-trained units to achieving mission success. He notes some of the misconceptions about training and then provides a viable program for how to better train yourself and your Soldiers and Civilians. By emphasizing the fundamentals of discipline, effective maintenance services, safety, physical fitness, caring for Soldiers, quality personnel administration, realistic training, and the critical role of commanders, he provides a paradigm for all leaders who are entrusted with the professional development of the ultimate guardian of our freedom - the American Soldier.

The Moral Warrior: Ethics and Service in the U.S. Military

Martin L. Cook

ISBN: 9780791462423

For the first time in history, the capabilities of the U.S. military far outstrip those of any potential rival, either singly or collectively, and this reality raises fundamental questions about its role, nature, and conduct. The Moral Warrior explores a wide range of ethical issues regarding the nature and purpose of voluntary military service, the moral meaning of the unique military power of the United States in the contemporary world, and the moral challenges posed by the "war" on terrorism.

The Three Meter Zone: Common Sense Leadership for NCOs

J.D. Pendry

ISBN: 978-0891417286

Welcome to the world of the noncommissioned officer, the ultimate in hands-on, front-line leadership: the three meter zone where the work of the soldier occurs. During peacetime, the noncommissioned officer (NCO) trains the troops and provides the single most important example of what it takes to be a soldier. During war, NCOs storm the ramparts, leading their soldiers in combat. Many books have

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been written by officers, especially senior flag officers, on the demands of high command and what it takes to lead armies. Fewer are the books by junior level, company grade officers, on small unit leadership. Virtually absent are studies of leadership by those for which it is an imperative, every moment thing. In *The Three Meter Zone* we finally have a full-fledged study of leadership for NCOs, by an NCO.

Leaders Eat Last: Why Some Teams Pull Together and Other Don't

Simon Sinek

ISBN: 978-0670923168

Why do only a few people get to say “I love my job”? It seems unfair that finding fulfillment at work is like winning a lottery; that only a few lucky ones get to feel valued by their organizations, to feel like they belong.

Imagine a world where almost everyone wakes up inspired to go to work, feels trusted and valued during the day, then returns home feeling fulfilled.

This is not a crazy, idealized notion. Today, in many successful organizations, great leaders are creating environments in which people naturally work together to do remarkable things.

In his travels around the world since the publication of his bestseller *Start with Why*, Simon Sinek noticed that some teams were able to trust each other so deeply that they would literally put their lives on the line for each other. Other teams, no matter what incentives were offered, were doomed to infighting, fragmentation and failure. Why?

The answer became clear during a conversation with a Marine Corps general.

“Officers eat last,” he said.

Sinek watched as the most junior Marines ate first while the most senior Marines took their place at the back of the line. What’s symbolic in the chow hall is deadly serious on the battlefield: great leaders sacrifice their own comfort—even their own survival—for the good of those in their care.

This principle has been true since the earliest tribes of hunters and gatherers. It’s not a management theory; it’s biology. Our brains and bodies evolved to help us find food, shelter, mates and especially safety. We’ve always lived in a dangerous world, facing predators and enemies at every turn. We thrived only when we felt safe among our group.

Our biology hasn’t changed in fifty thousand years, but our environment certainly has. Today’s workplaces tend to be full of cynicism, paranoia and self-interest. But the best organizations foster trust and cooperation because their leaders build what Sinek calls a Circle of Safety that separates the security inside the team from the challenges outside.

The Circle of Safety leads to stable, adaptive, confident teams, where everyone feels they belong and all energies are devoted to facing the common enemy and seizing big opportunities.

As he did in *Start with Why*, Sinek illustrates his ideas with fascinating true stories from a wide range of examples, from the military to manufacturing, from government to investment banking.

The biology is clear: when it matters most, leaders who are willing to eat last are rewarded with deeply loyal colleagues who will stop at nothing to advance their leader’s vision and their organization’s interests. It’s amazing how well it works.

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

James M. Kouzes and Barry Z. Posner

ISBN: 978-0787964641

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The authors analyze six disciplines and practices that strengthen a leader's capacity for developing and sustaining credibility: discovering yourself; appreciating constituents and their diversity; affirming shared values; developing capacity; serving a purpose; and sustaining hope. The work provides some useful suggestions for harnessing the tremendous power of trust within our organizations. The authors discuss how leaders can reinforce shared values; show appreciation by listening and understanding others' perceptions; and solicit feedback. Demonstrating trust can encourage greater initiative, risk-taking, and productivity, and enhances our ability to accomplish the mission.

Start With Humility: Lessons from America's Quiet CEOs on How to Build Trust and Inspire Followers

Merwyn Hayes and Michael Comer
ASIN: B00480NLNQ

Start with Humility shares stories about humility and leadership, two concepts that are not often seen together. When they are together, the result is care for people, concern for stockholders, and true leadership. Humble people are some of the best leaders because they just go do it!

This book "discusses the true meaning of humility, and why it is a key to successful leadership. It describes the characteristics of humble leaders, and tells the stories of five individuals who have succeeded as humble leaders," in the private and public sectors, including the military. Each chapter includes leadership lessons, a leadership self-assessment, and leadership actions that you can write down and implement to bring out the best in your people. The coaching tips, real-world examples and self-assessment exercises, provide practical assistance in making the journey from management to leadership."

Leadership and Self-Deception: Getting Out of the Box

Arbinger Institute
ISBN: 978-1576751749

Since its original publication nine years ago, Leadership and Self-Deception has become an international word-of-mouth phenomenon. The book's central insight -- that the key to leadership lays not in what we do, but in who we are -- has proved to have powerful resonances not only for organizational leadership, but in readers' personal lives as well. Leadership and Self-Deception uses an entertaining story about an executive facing challenges at work and at home to expose the precise psychological processes that conceal our true motivations and intentions from us and trap us in a "box" of endless self-justification. Most importantly, the book shows us the way out. Drawing on the extensive correspondence they've received over the years the authors have added a section that outlines the many ways that readers have been using Leadership and Self-Deception, focusing on five specific areas: hiring, teambuilding, conflict resolution, accountability, and personal growth and development.

The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change

Stephen Covey
ISBN: 978-0743269513

In the inspirational tradition of 'The road less traveled', 'The seven habits of highly effective people' is a holistic, integrated approach to solving personal and professional problems by becoming principle-centered. This is a revolutionary guidebook to achieving peace of mind within and building trust without by seeking the roots of human behavior in character and by learning principles rather than merely practices. With pointed anecdotes and penetrating insights, Stephen R. Covey - leading management consultant and author of best-selling spiritual books - reveals how our actions follow

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from who we are. He shows how we can end self-defeating behavior at home and at work by adopting the 'Seven Habits of Highly Effective People'. Covey shows how these habits are not a 'quick fix' but rather a step-by-step way to the principles of fairness, integrity, honesty, and human dignity that give us the security to adapt to change in our family and business lives - as well as the wisdom and power to take advantage of the opportunities such change creates.

The Resilience Factor: 7 Keys to Finding Your Inner Strength and Overcoming Life's Hurdles

Karen Reivich and Andrew Shatte

ISBN: 978-0767911917

Karen Reivich and Andrew Shatte. Resilience is a crucial ingredient -perhaps the crucial ingredient-to a happy, healthy life. More than anything else, it's what determines how high we rise above what threatens to wear us down, from battling an illness, to bolstering a marriage, to carrying on after a national crisis. Everyone needs resilience, and now two expert psychologists share seven proven techniques for enhancing our capacity to weather even the cruelest setbacks. The science in The Resilience Factor takes an extraordinary leap from the research introduced in the bestselling Learned Optimism a decade ago. Just as hundreds of thousands of people were transformed by "flexible optimism," readers of this book will flourish, thanks to their enhanced ability to overcome obstacles of any kind. Karen Reivich and Andrew Shatte are seasoned resilience coaches and, through practical methods and vivid anecdotes, they prove that resilience is not just an ability that we're born with and need to survive, but a skill that anyone can learn and improve in order to thrive. Readers will first complete the Resilience Questionnaire to determine their own innate levels of resilience. Then, the system at the heart of The Resilience Factor will teach them to: cast off harsh self-criticisms and negative self-images; navigate through the fallout of any kind of crisis; cope with grief and anxiety; overcome obstacles in relationships, parenting, or on the job; achieve greater physical health; and bolster optimism, take chances, and embrace life. In light of the unprecedented challenges we've recently faced, there's never been a greater need to boost our resilience.

The Narcissism Epidemic: Living in the Age of Entitlement

Jean M. Twenge, PhD and W. Keith Campbell, PhD

ISBN: 9781416575986

Narcissism, an inflated sense of self, is an indicator that members of the Army Profession should evaluate in ourselves, our soldiers, our civilians, and our organizations within the domain of human development. The authors provide a revealing and alarming analysis of narcissistic trends in American culture. They examine this exaggerated self-image as manifested in feelings of entitlement, overconfidence and taking advantage of others. This personality trait can ultimately lead people to become detached, lonely and depressed. The negative effects of this tendency for individuals and unit culture can be devastating. The ability to effectively identify and address these tendencies can be critical to both individual and unit resiliency. This book therefore offers insight into how we can maintain the health of the force. As professionals, it also reminds us that humility is an important measure of our character.

In Search of Ethics: Conversations with Men and Women of Character

Len Marrella

ISBN: 1932021310

The third edition of this best-selling book provides additional material that has made it so popular: additional new interviews, updated data and statistics, and new chapters dealing with character building. Containing interviews with individuals from all walks of life, this book teaches by example: from the board room to a single mother working as a medical secretary by day and moonlighting as a

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waitress, from military leaders to the basketball court at Duke University, and from how one CEO handled the receipt of confidential financial data of a competitor to a physician who uncovered the truth that a wonder drug was actually lethal with children...this book presents a wonderful series of role models for any of us. The consequences of neglect for character development are manifest at every level of leadership and management (from the loading docks to the boardrooms). The objective evidence is compelling... -- ethics are essential for successful, enduring enterprise. Commerce and industry of all kinds thrive and prosper on the basis of trust, respect, and integrity. Everyone -- everywhere.

Grey Eminence: Fox Conner and the Art of Mentorship

Edward Cox

Online PDF

General Gordon Sullivan's Foreword tells us that, "To those who have heard of him, Fox Conner's name is synonymous with mentorship. He is the 'grey eminence' within the Army whose influence helped to shape the careers of George Patton, George Marshall and, most notably, President Eisenhower. Most of what is known about Conner comes from stories about his relationship with Eisenhower. Despite a distinguished military career that spanned four decades, Conner's life and his service to the Army and the nation are revealed primarily through passing references in the memoirs of other great men. A study of Conner's life and his method for identifying talented subordinates and developing them for future strategic leadership positions offers contemporary readers a highly salient example to emulate. The portrait that emerges provides a four-step model for developing strategic leaders that still holds true today. First and foremost, Conner became a master of his craft through a process of personal and professional self-development as a lifelong learner. Second, he recognized and recruited talented subordinates. Third, he encouraged and challenged those protégés to develop their strengths and overcome their weaknesses. Finally, he wasn't afraid to break the rules of the organization to do it.

General George C Marshall-Strategic Leadership and the Challenge of Reconstituting the Army

COL John T. Nelson

Online PDF

General Marshall is an exemplar of principled leadership combined with getting things done right on a grand scale for the Army and the Nation. Nelson tells us that, "The notion of efficiency was for Marshall inseparable from that of professionalism, responsibility, and stewardship." Through his superb leadership and interpersonal skills, he "profoundly expanded...trust and confidence in his stewardship." This study covers "his pre-World War II service as Army Chief of Staff, 1939-41, and is as inspirational as it is illustrative. Marshall began his tour of duty at a time when the Army was isolated politically and institutionally, when it was profoundly undermanned and poorly equipped, and when the prospects for improving this dismal situation were far from encouraging. In the ensuing 2 1/2 years, the Army's posture changed dramatically for the better, largely through Marshall's Herculean efforts to prepare for the kind of war he saw threatening on the horizon. In effect, he 'reconstituted' the Army." "Marshall's contributions were no accident of history. They resulted from the exercise of effective strategic leadership, consciously and consistently applied across a broad spectrum of activities and interests. This study analyzes the nature and effects of that leadership and captures the magnitude of Marshall's achievements as a strategic leader."