

U. S. Army War College Library

★ **SENIOR** ★  
**LEADERSHIP**  
**AND**  
**COMMAND**



19970804 028

DTIC QUALITY INSPECTED 3

A SELECTED BIBLIOGRAPHY

JUNE 1997

DISTRIBUTION STATEMENT A

Approved for public release  
Distribution Unlimited

**“Leadership and management are neither synonymous nor interchangeable. Clearly, good civilian managers must lead, and good military leaders must manage. Both qualities are essential to success.”**

**General Edward C. Meyer  
The Chiefs of Staff, United States Army:  
On Leadership and the Profession of Arms**

**“Commanders are responsible for everything their command does or fails to do.”**

**Army Command Policy (Army Regulation 600-20, 30 March 1988)**

**“We...have a great responsibility to provide the kind of leadership that maintains steadfastness of purpose and capitalizes on the resources entrusted to us-- human as well as materiel.”**

**General John A. Wickham, Jr.  
The Chiefs of Staff, United States Army:  
On Leadership and the Profession of Arms**

## Preface

Senior Leadership and Command: A Selected Bibliography was compiled to provide information on issues pertaining to strategic leadership in the military and the civilian sector. Most of the items listed were published since 1994. Others published before 1994 were included based upon their historical perspectives and/or relevance to the U.S. Army War College strategic leadership and management curriculum.

The items in this bibliography are available in the U.S. Army War College Library, and can be located by call number or periodical title. This bibliography is also available on the Internet through our Library's home page: <<http://carlisle-www.army.mil/library/>>

For additional information, please contact the Research and Information Services Branch, U.S. Army War College Library by sending an e-mail message to [awcsl-r@carlisle-emh2.army.mil](mailto:awcsl-r@carlisle-emh2.army.mil), or by phoning DSN 242-4260 or Commercial (717) 245-4260.

Jacqueline S. Bey, compiler

DISTRIBUTION STATEMENT A

Approved for public release;  
Distribution Unlimited

# SENIOR LEADERSHIP AND COMMAND

## A Selected Bibliography

### CONTENTS

Books and Documents.....	1
Selected Publications Available Via the Internet.....	16
Periodical Articles.....	17
Selected Periodicals Available Via the Internet.....	25
Military Publications.....	25
Video Recordings and Audio Cassettes.....	26

## Books and Documents

- Badaracco, Joseph, and Richard R. Ellsworth. Leadership and the Quest for Integrity. Boston: Harvard Business School Press, 1989. 222pp. (HD57.7 .B33 1989)
- Ball, Harry P. Of Responsible Command: A History of the U.S. Army War College, rev. ed. Carlisle Barracks: U.S. Army War College, Alumni Association, 1994. 538pp. (U413 .B35 1994)
- Barnett, Roger W. Strategy, Operational Art, Tactics, Concepts, and Doctrine. Newport: U.S. Naval War College, Center for Naval Warfare Studies, Strategic Research Department, 1996. 11pp. (V420 .C51 96-4)  
Presented at the U.S. Naval War College's Current Strategy Forum, 11-13 June 1996.
- Barth, Thomas H. Auftragstaktik: A Leadership Philosophy for the Information Age. Fort Leavenworth: U.S. Army Command and General Staff College, School of Advanced Military Studies, 1994. 53pp. (U415 .A42 95 B15)
- Bass, Bernard M. A New Paradigm of Leadership: An Inquiry into Transformational Leadership. Alexandria: U.S. Army Research Institute for the Behavioral and Social Sciences, 1996. 225pp. (UB210 .B371 1996)
- Bass, Bernard M., and Ralph Melvin Stogdill. Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications, 3d ed. New York: Free Press, 1990. 1182pp. (HM141 .S83 1990)
- Bath, Ronald J., et al. Roads to New Strength: Preparing Leaders for Military Operations Other Than War. National Security Program Policy Analysis Paper. Cambridge: Harvard University, John F. Kennedy School of Government, 1994. 75pp. (UA10.5 .N34 94-02)
- Bennis, Warren. Why Leaders Can't Lead: The Unconscious Conspiracy Continues. San Francisco: Jossey-Bass, 1989. 168pp. (HM141 .B434 1989)
- Bennis, Warren, and Robert Townsend. Reinventing Leadership: Strategies to Empower the Organization. New York: Morrow, 1995. 187pp. (HD57.7 .B465 1995)
- Bevin, Alexander. How Great Generals Win. New York: Avon Books, 1995. 320pp. (U27 .A625 1995)
- Bin Sultan, Khaled. Desert Warrior: A Personal View of the Gulf War by the Joint Forces Commander. Written with Patrick Seale. New York: HarperCollins, 1995. 492pp. (DS79.74 .B56 1995)
- Blanchard, Kenneth H., Terry Waghorn, and Jim Ballard. Mission Possible: Becoming a World-Class Organization While There's Still Time. New York: McGraw-Hill, 1997. 227pp. (HD31 .B5265 1997)

Bond, Brian, ed. Fallen Stars: Eleven Studies of Twentieth Century Military Disasters. Washington: Brassey's (UK), 1991. 264pp. (D743 .F29 1991)

Brill, Peter L., and Richard Worth. The Four Levers of Corporate Change. New York: Amacom, 1997. 178pp. (HD58.8 .B753 1997)  
Pp.107-126: "Dimensions of Leadership."

Bryson, John M. Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement, rev. ed. San Francisco: Jossey-Bass, 1995. 325pp. (HD30.28 .B79 1995)  
Pp. 211-227: "Leadership Roles in Making Strategic Planning Work."

Bucha, Peter J. The U.S. Army War College: A Model Learning Organization for the Army?. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1996. 52pp. (AD-A309-579)

Buzby, Winfield D. Belief in God as a Foundation for Strategic Planners: A New Look at Values and Old Church and State Issues. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1 March 1996. 32pp. (AD-A309-103)

Camplin, Jan M. Leadership Approaches and Theories with Special Reference to Military (Army) Fundamental Leadership. Senior Service College Fellowship Paper. Carlisle Barracks: U.S. Army War College; Medford, MA: Fletcher School of Law and Diplomacy, 1996. 1 vol. (AD-A310-862)

Carrano, Carl J. Strategic and Operational Logistics Unity of Command. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 15 April 1996. 30pp. (AD-A308-684)  
Why a single command authority at strategic and operational levels should be established.

Chaleff, Ira. The Courageous Follower: Standing Up To and For Our Leaders. San Francisco: Berrett-Koehler, 1995. 194pp. (HM131 .C65 1995)

Chilcoat, Richard A. Strategic Art: The New Discipline for 21st Century Leaders. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, 1995. 24pp. (U413 .A66C45 1995)

Clancy, Tom, and Fred Franks. Into the Storm: A Study in Command. New York: G.P. Putnam's Sons, 1997. 531pp. (DS79.724 .U6F7324 1997)

Clark, Kenneth E., and Miriam B. Clark. Choosing to Lead. Greensboro, NC: Center for Creative Leadership, 1996. 290pp. (BF637 .L4C57 1996)

Clark, Miriam B., and Frank H. Freeman, eds. Leadership Education 1990: A Source Book for those Programs and Teaching Courses in Leadership. Greensboro, NC: Center for Creative Leadership; West Orange, NJ: Leadership Library of America, 1990. 624pp. (HM141 .L421 1990)

- Conaway, Donald G., Patricia B. Genung, and Joseph B. McMillan. Military Leadership of Civilian Personnel: Achieving a Balance. Senior Service College Fellowship Paper. Carlisle Barracks: U.S. Army War College; Cambridge: John F. Kennedy School of Government, National Security Program, 2 May 1996. 59pp. (AD-A311-162)
- Conner, Daryl. Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail. New York: Villard Books, 1992. (HD58.8 .C652 1993)
- Cupo, Douglas E. Managing Strategic Organizational Change: Reinvention and Reengineering in the Public and Private Sectors: An Analysis of Key Socio-Technical Issues, Trends and Future Implications. Carlisle Barracks: U.S. Army War College; Harrisburg, PA: Pennsylvania State University, Graduate School of Public Affairs, 1996. 285pp. (HD58.8 .C86 1996)
- Dalby, Perry V. The Quest for Moral Fiber at the Senior Leader Level. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 15 April 1996. 29pp. (AD-A309-659)
- De Pree, Max. Leadership Is an Art. New York: Dell, 1989. 148pp. (HD57.7 .D461 1990)
- De Pree, Max. Leadership Jazz. New York: Dell, 1992. 228pp. (HD57.7 .D47 1993)  
Parallels between leadership and jazz.
- Dearth, Douglas H., R. Thomas Goodden, eds. Strategic Intelligence: Theory and Application. Carlisle Barracks: U.S. Army War College, Center for Strategic Leadership; Washington: Defense Intelligence Agency, Joint Military Intelligence Training Center, 1995. 452pp. (U413 .S761 1995)
- D'Este, Carlo. Patton: A Genius for War. New York: HarperCollins, 1995. 977pp. (E745 .P3D46 1995)
- Didsbury, Howard F., Jr., ed. Futurevision: Ideas, Insights, and Strategies. Bethesda, MD: World Future Society, 1996. 366pp. (CB161 .F88 1996)
- Fairholm, Gilbert W. Leadership and the Culture of Trust. Westport, CT: Praeger, 1994. 236pp. (HD57.7 .F35 1994)
- Fairhurst, Gail T., and Robert A. Sarr. The Art of Framing: Managing the Language of Leadership. San Francisco: Jossey-Bass, 1996. 213pp. (HD57.7 .F353 1996)
- Farkas, Charles M., and Philippe de Backer. Maximum Leadership: The World's Leading CEOs Share Their Five Strategies for Success. New York: Henry Holt, 1996. 287pp. (HD57.7 .F37 1996)
- Fast, Barbara G. Building Situational Awareness in Force XXI. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 15 April 1996. 43pp. (AD-A309-443)

Fitton, Robert A. Development of Strategic-Level Leaders. Fort McNair: National Defense University, Industrial College of the Armed Forces, 1993. 45pp. (U416 .E9M25 1993)

Fitzgerald, Catherine, and Linda K. Kirby, eds. Developing Leaders: Research and Applications in Psychological Type and Leadership Development: Integrating Reality and Vision, Mind and Heart. Palo Alto: Davies-Black, 1997. 537pp. (HD57.7 .D28 1997)  
On using the Myers-Briggs Type Indicator.

Fombrun, Charles J. Reputation: Realizing Value from the Corporate Image. Boston: Harvard Business School Press, 1996. 441pp. (HD59.2.F66 1996)

Freeman, Douglas Southall. Douglas Southall Freeman on Leadership. Edited with commentary by Stuart W. Smith. Shippensburg, PA: White Mane, 1993. 262pp. (UB210 .F68 1993)

French, Wendell L, and Cecil Bell. Organization Development: Behavioral Science Interventions for Organization Improvement. Englewood Cliffs, NJ: Prentice Hall, 1995. 368pp. (HD58.8 .F76 1995)

Frutiger, Russell L. Marshall to Bradley to Sullivan: What Did They See?. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1996. 37pp. (AD-A309-540)  
The impact of budget, training and doctrine on their visions.

Fulmer, Robert M., and Albert A. Vicere. Executive Education and Leadership Development: The State of the Practice. University Park, PA: Pennsylvania State University, The Smeal College of Business Administration, 1995. 46pp. (HD38.2 .F85 1995)

Gardner, Howard, and Emma Laskin. Leading Minds: An Anatomy of Leadership. New York: BasicBooks, 1995. 400pp. (HM141 .G351 1996)

Gardner, John W. Leadership Papers. 12 vols. Washington: Leadership Studies Program, Independent Sector, 1986-1988. (HM141 .L45 no.1 thru no.12)

No. 1: The Nature of Leadership: Introductory Considerations.

No. 2: The Tasks of Leadership.

No. 3: The Heart of the Matter: Leader-Constituent Interaction.

No. 4: Leadership and Power.

No. 5: The Moral Aspect of Leadership.

No. 6: Attributes and Context.

No. 7: Leadership Development.

No. 8: Constituents and Followers.

No. 9: The Task of Motivating.

No. 10: Renewing: The Leader's Creative Task.

No. 11: The Changing Nature of Leadership.

No. 12: Leadership: An Overview.

Georgantzias, Nicholas C., and William Acar. Scenario-Driven Planning: Learning to Manage Strategic Uncertainty. Westport, CT: Quorum Books, 1995. 396pp. (HD30.28 .G46 1995)

- Gibish, Jane E., comp. Strategic Vision: A Selected Bibliography. Carlisle Barracks: U.S. Army War College Library, 1995. 31pp. (U413 .Z92S79 1995)
- Glatthaar, Joseph T. Partners in Command: The Relationships Between Leaders in the Civil War. New York: Free Press, 1994. 286pp. (E470 .G53 1994)
- Gordon, James E. Influences in the Making of Black Strategic Leaders. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 5 April 1996. 30pp. (AD-A309-190)
- Gordon, Michael R., and Bernard E. Trainor. The Generals' War: The Inside Story of the Conflict in the Gulf. Boston: Little, Brown, 1994. 551pp. (DS79.72 .G67 1994)
- Goss, Tracy. The Last Word on Power: Re-Invention for Leaders and Anyone Who Must Make the Impossible Happen. New York: Currency Doubleday, 1996. 255pp. (HD57.7 .G67 1996)
- Gouillart, Francis J., and James N. Kelly. Transforming the Organization. New York: McGraw-Hill, 1995. 323pp. (HD58.8 .G68 1995)
- Gray, Colin S. Explorations in Strategy. Westport, CT: Greenwood Press, 1996. 265pp. (U162 .G69 1996)
- Green, Madeleine F., and Sharon A. McDade. Investing in Higher Education: A Handbook of Leadership Development. Phoenix: Oryx Press, 1994. 369pp. (LB2341 .G697 1994)
- Gregory, Sandra A. A Man's Flight Through Life: A Leadership Profile of General Jerome F. O'Malley. Executive Research Project. Fort McNair: National Defense University, Industrial College of the Armed Forces, 1994. 51pp. (U428 .I52E9 SP1)
- Hall, George M. The Fifth Star: High Command in an Era of Global War. Westport, CT: Praeger, 1994. 227pp. (E745 .H35 1994)
- Hall, John W. Eisenhower, Strategic Operator and Leader. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 8 February 1996. 30pp. (AD-A309-384)
- Hammer, Michael, and James Champy. Reengineering the Corporation: A Manifesto for Business Revolution. New York: Harper Business, 1993. 223pp. (HD58.8 .H356 1993)  
Pp.102-116: "Who Will Reengineer?"
- Handy, Charles B. The Age of Paradox. Boston: Harvard Business School Press, 1994. 303pp. (HD58.8 .H36 1994)
- Harig, Paul, et al. Wellness for Senior Leaders--Taking Care of Yourself: A Proactive Approach. Carlisle Barracks: U.S. Army War College, Army Physical Fitness Research Institute, 1995. 95pp. (U413 .A7T15 1995)

Harrington, H. James, and James S. Harrington. Total Improvement Management: The Next Generation in Performance Improvement. New York: McGraw-Hill, 1995. 488pp. (HD31 .H34 1995)

Pp.59-86: "Top Management Leadership: The People Who Need to Change First."

Harris, Patricia, and Kenneth W. Lucas. Executive Leadership: Requisite Skills and Developmental Processes for Three- and Four-Star Assignments. Alexandria: CAE-Link Corp., 1994. 46pp. (UB200 .H26 1994)

Research conducted under an agreement between the U.S. Army Research Institute and the U.S. Army War College.

Heifetz, Ronald A. Leadership Without Easy Answers. Cambridge: Belknap Press of Harvard University Press, 1994. 348pp. (HM141 .H38 1994)

Hendry, John, Gerry Johnson, and Julia Newton, eds. Strategic Thinking, Leadership, and the Management of Change. New York: John Wiley & Sons, 1993. 350pp. (HD30.28 .S735 1993)

Henry, Charles R. A General's Insights into Leadership and Management: Reorganizing, Consolidating, Downsizing. Columbus, OH: Battelle Press, 1996. 189pp. (HD57.7 .H445 1996)

Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard, eds. The Leader of the Future: New Visions, Strategies, and Practices for the Next Era. San Francisco: Jossey-Bass, 1996. 319pp. (HD57.7 .L41 1996)

Hickman, Craig R. Mind of a Manager, Soul of a Leader. New York: Wiley, 1990. 287pp. (HD31 .H4815 1990)

Hoyle, John. Leadership and Futuring: Making Visions Happen. Thousand Oaks, CA: Corwin Press, 1995. 68pp. (HD57.7 .H69 1995)

Hyatt, Joan., comp. Leadership/Military Leadership: Selected References, rev. ed. Maxwell Air Force Base: U.S. Air University Library, 1995. 79pp. (UG635.3 .U5 SB-281 Suppl. 2)

James, Glenn E. Chaos Theory: The Essentials for Military Applications. Newport: U.S. Naval War College, 1996. 125pp. (V420 .U54N29 no. 10)

Pp. 57-95: "How Can We Use the Results? Exploiting Chaos Theory."

Jaques, Elliott, and Stephen D. Clement. Executive Leadership: A Practical Guide to Managing Complexity. Arlington: Cason Hall; Cambridge: Blackwell Business, 1991. 317pp. (HD57.7 J36 1991)

Jones, Archer. Elements of Military Strategy: An Historical Approach. Westport, CT: Praeger, 1996. 264pp. (U162 .J66 1996)

- Jones, David E. Women Warriors: A History. Washington: Brassey's, 1997. 279pp. (U21.75 .J66 1997)
- Katzenbach, Jon R., and Douglas K. Smith. The Wisdom of Teams. Boston: Harvard Business School Press, 1993. 291pp. (HD66 .K384 1993)
- Kerr, C. E. Flawed Decisions: The Korean War, September - November 1950. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1996. 27pp. (AD-A309-192) MacArthur's decisions questioned.
- Kitfield, James. Prodigal Soldiers: How the Generation of Officers Born of Vietnam Revolutionized the American Style of War. New York: Simon & Schuster, 1995. 476pp. (UA23 .K524 1995)
- Kotter, John P. Leading Change. Boston: Harvard Business School Press, 1996. 187pp. (HD58.8 .K65 1996)
- Kouzes, James M., and Barry Z. Posner. Credibility: How Leaders Gain and Lose It, Why People Demand It. San Francisco: Jossey-Bass, 1993. 332pp. (HD57.7 .K678 1993)
- Kouzes, James M., and Barry Z. Posner. The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations. San Francisco: Jossey-Bass, 1995. 405pp. (HD57.7 .K68 1995)
- Lambeth, Benjamin S. The Warrior Who Would Rule Russia: A Profile of Aleksandr Lebed. Santa Monica: RAND, 1996. 125pp. (DK510.766 .L43L36 1996)
- Lane, Patricia Sue, comp. Selective Bibliography on the New Sciences. Quantico: U.S. Marine Corps University Libraries, 1996. 53pp. (VE23 .A51L25 1996)  
On interaction between science and technology and culture, for war and military art and science.
- Leavy, Brian, and David Wilson. Strategy and Leadership. New York: Routledge, 1994. 209pp. (HD57.7 .L438 1994)
- Lee, Esther T. Strategic Planning and Army Installation Management. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1996. 39pp. (AD-A309-430)
- Lenderman, James E. The Strategic Leader: Born or Made. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 15 April 1996. 25pp. (AD-A308-586)
- Lipman-Blumen, Jean. The Connective Edge: Leading in an Interdependent World. San Francisco: Jossey-Bass, 1996. 401pp. (HD57.7 .L57 1996)
- Livergood, Norman D. Strategic Personality Simulation: A New Strategic Concept. Carlisle Barracks: U.S. Army War College, Center for Strategic Leadership, 1995. 40pp. (U413 .C75L59 1995)

- Logan, Robert R. A Complex Dragon in a Chaotic Sea: New Science for USMC Information Age Decisionmakers. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 29 March 1996. 31pp. (AD-A309-477)
- Lu, Sheau-jung. An Introduction to the Strategic Thinking Process of the Republic of China (Taiwan) Military. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1 March 1996. 31pp. (AD-A309-465)
- Lucas, Kenneth W., and Joan Markessini. Senior Leadership in a Changing World Order: Requisite Skills for U.S. Army One- and Two-Star Assignments. Alexandria: CAE-Link Corp., 1993. 1 vol. (UB200 .L83 1993)
- Luecke, Richard A. Scuttle Your Ships before Advancing: And Other Lessons from History on Leadership and Change for Today's Managers. New York: Oxford University Press, 1994. 199pp. (HD30.5 .L83 1994)
- Lykke, Arthur F., Jr., ed. Military Strategists: Past and Present: A Reference Text for the U.S. Army War College. Carlisle Barracks: U.S. Army War College, 1994. 418pp. (U413 .M341 1994)
- Lynch, Rick. Executive Summary: Senior Officer Oral History Program Interview of Lieutenant General (Retired) Walter F. Ulmer, Jr. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1996. 19pp. (AD-A309-260)
- Macksey, Kenneth. From Triumph to Disaster: The Fatal Flaws of German Generalship from Moltke to Guderian. Mechanicsburg, PA: Stackpole Books, 1996. 240pp. (UB210 .M22 1996)
- Maihafer, Harry J. Brave Decisions: Moral Courage from the Revolutionary War to Desert Storm. Washington: Brassey's, 1995. 263pp. (U22.3 .M31 1995)
- Marlowe-Dzuik, Rosemary, and Robert Adamschick, comps., and Gerry Gingrich, consult. The New Sciences: A Bibliography. Fort McNair: National Defense University, 1996. 20pp. (U411 .Z92M37 1996)
- Marquardt, Michael J. Building the Learning Organization: A Systems Approach to Quantum Improvement and Global Success. New York: McGraw-Hill, 1996. 242pp. (HD58.82 .M37 1996)
- Matthews, Lloyd J., and Dale E. Brown, eds. The Challenge of Military Leadership. Washington: Pergamon-Brassey's International Defense, 1989. 167pp. (UB210 .C47 1989a)
- Melcher, David F. What Leaders Should Know about Quality Circles, TOM and Learning Organizations. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1996. 36pp. (AD-A309-493)

Meyer, Edward C., et al. The Chiefs of Staff, United States Army: On Leadership and the Profession of Arms. Washington: Pentagon, Information Management Support Center, 1997. 91pp. (PN6084 .W35C45 1997)

Quotations by Meyer, Wickham, Vuono, and Sullivan.

Meyer, Edward C., R. Manning Ancell, and Jane Mahaffey. Who Will Lead?: Senior Leadership in the United States Army. Westport, CT: Praeger, 1995. 268pp. (UB413 .M48 1995)

Mintzberg, Henry. The Rise and Fall of Strategic Planning: Reconceiving Roles for Planning, Plans, Planners. New York: Free Press, 1993. 458pp. (HD30.28 .M56 1993)

Morgan, Gareth. Imaginization: The Art of Creative Management. Newbury Park, CA: Sage, 1993. 347pp. (HD38 .M612 1993)

Morrison, Ann M. The New Leaders: Guidelines on Leadership Diversity in America. San Francisco: Jossey-Bass, 1992. 317pp. (HD38.2 .M67 1992)

Moskos, Charles C., and John S. Butler. All That We Can Be: Black Leadership and Racial Integration the Army Way. New York: Basic Books, 1996. 198pp. (UB418 .A47M67 1996)

Murray, Williamson, MacGregor Knox, and Alvin Bernstein, eds. The Making of Strategy: Rulers, States, and War. New York: Cambridge University Press, 1994. 680pp. (U162 .M254 1994)

Nadler, David A., Robert B. Shaw, and A. Elise Walton. Discontinuous Change: Leading Organizational Transformation. San Francisco: Jossey-Bass, 1995. 295pp. (HD58.8 .N29 1995)

Nair, Keshavan. A Higher Standard of Leadership: Lessons from the Life of Gandhi. San Francisco: Berrett-Koehler, 1994. 157pp. (HM141 .N33 1994)

Nanus, Burt. Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization. San Francisco: Jossey-Bass, 1992. 237pp. (HD57.7 .N367 1992)

National Defense University. Institute for National Strategic Studies. Allied Command Structures in the New NATO. Washington: National Defense University Press, 1997. 70pp. (U411 .I6A44 1997)

Nelsen, John T. General George C. Marshall: Strategic Leadership and the Challenges of Reconstituting the Army, 1939-41. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, 1993. 95pp. (U413.A66N45 1993)

Newman, Aubrey S. Follow Me I: The Human Element in Leadership. Novato, CA: Presidio, 1997. 307pp. (UB210 .N48 1997)

Originally published under the title Follow Me, 1981.

Newman, Aubrey S. Follow Me II: More on the Human Element in Leadership. Novato, CA: Presidio, 1992. 267pp. (UB210 .N478 1992)

Newman, Aubrey S. Follow Me III: Lessons and the Art and Science of High Command. Novato, CA: Presidio, 1997. 314pp. (UB210 .N479 1997)  
Originally published under the title What are Generals Made Of, 1987.

Nogami, Glenda Y., Lisa J. Baum, and Judith R. Vetock. U.S. Army War College 2000: Army Senior Officer Education. Carlisle Barracks: U.S. Army War College, 1992. 1 vol. (U413 .N632 1992)  
Survey of Army General Officers on the effectiveness of the USAWC's educational objectives.

O'Toole, James. Leading Change: Overcoming the Ideology of Comfort and the Tyranny of Custom. San Francisco: Jossey-Bass, 1995. 282pp. (HD58.8 .O86 1995)

O'Toole, James. Leading Change: The Argument for Values-Based Leadership. New York: Ballentine Books, 1995. 282pp. (HF5387 .O86 1996)

Pagonis, William G., and Jeffrey L. Cruikshank. Moving Mountains: Lessons in Leadership and Logistics from the Gulf War. Boston: Harvard Business School Press, 1992. 248pp. (DS79.72 .P34 1992)

Pasmore, William A. Creating Strategic Change: Designing the Flexible, High-Performing Organization. New York: John Wiley & Sons, 1994. 284pp. (HD58.8 .P36 1994)

Patterson, James S. Commander's Intent: It's Evolution in the United States Army. Fort Leavenworth: U.S. Army Command and General Staff College, School of Advanced Military Studies, 1995. 83pp. (U415 .A4295P17)

Paul, Richard W. Edited by Jane Willson and A. J. A. Binkers. Critical Thinking: How to Prepare Students for a Rapidly Changing World. Santa Rosa: Foundation for Critical Thinking, 1995. 572pp. (BF441 .P381 1995)

Pfeffer, Jeffrey. Managing with Power: Politics and Influence in Organizations. Boston: Harvard Business School Press, 1992. 391pp. (HD30.23 .P47 1992)

Pinchot, Gifford, and Elizabeth Pinchot. The End of Bureaucracy & the Rise of the Intelligent Organization. San Francisco: Berrett-Koehler, 1993. 399pp. (HD38.4 .P56 1993)

Pointer, Beverly A. P. Leadership Development: A 360 Degree Approach. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 15 April 1996. 28pp. (AD-A308-601)

Powell, Colin L. My American Journey: An Autobiography. Written with Joseph E. Persico. New York: Random House, 1995. 643pp. (E840.5 .P68A3 1995)

- Quigley, Joseph V. Vision: How Leaders Develop It, Share It, and Sustain It. New York: McGraw-Hill, 1993. 214pp. (HD57.7 .Q55 1993)
- Reimer, Dennis J. Army Vision 2010. Washington: U.S. Department of the Army, 1996. 18pp. (UA23 .A511R23 1996)
- Rejai, Mostafa, and Kay Phillips. World Military Leaders: A Collective and Comparative Analysis. Westport, CT: Praeger, 1996. 164pp. (UB210 .R45 1996)
- Renshon, Stanley A., ed. The Political Psychology of the Gulf War: Leaders, Publics, and the Process of Conflict. Pittsburgh: University of Pittsburgh Press, 1993. 376pp. (DS79.72 .P64 1993)  
Pp.27-117: "Part II: Leaders, Leadership, and Decision Making."
- Riccardelli, Richard F. A Forgotten American Military Strategist: The Vision and Enigma of Homer Lea. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 1994. 20pp. (AD-A280-397)  
Elihu Root was among his supporters.
- Ronfeldt, David F. Beware the Hubris-Nemesis Complex: A Concept for Leadership Analysis. Santa Monica: Rand, 1994. 55pp. (HM141 .R66 1994)
- Rosen, Robert H., and Paul B. Brown. Leading People: Transforming Business from the Inside Out. New York: Viking, 1996. 386pp. (HD57.7 .R66 1996)
- Ruggiero, Vincent Ryan. The Art of Thinking: A Guide to Critical and Creative Thought. New York: HarperCollins College Publishers, 1995. 262pp. (BF441 .R84 1995)
- Rumelt, Richard P., Dan E. Schendel, and David J. Teece, eds. Fundamental Issues in Strategy: A Research Agenda. Boston: Harvard Business School Press, 1995. 636pp. (HD30.28 .F86 1995)
- Sands, Jeffrey I. On His Watch: Admiral Zumwalt's Efforts to Institutionalize Strategic Change. Alexandria: Center for Naval Analyses. 125pp. (V394 .A7 RM-93-22)
- Santoli, Al. Leading the Way: How Vietnam Veterans Rebuilt the U.S. Military: An Oral History. New York: Ballantine, 1993. 428pp. (UB210 .S15 1993)
- Sawyer, Ralph D. Unorthodox Strategies for the Everyday Warrior. Translated by Sawyer with the collaboration of Mei-chün Sawyer. Boulder: Westview Press, 1996. 297pp. (U164 .S28 1996)
- Schultz, Ron. Unconventional Wisdom: Twelve Remarkable Innovators Tell How Intuition Can Revolutionize Decision Making. New York: HarperBusiness, 1994. 212pp. (HD38 .S36 1994)

Schuster, Jack H., et al. Strategic Governance: How to Make Big Decisions Better. Phoenix: Oryx Press, 1994. 223pp. (LB2341 .S836 1994)

Schwarzkopf, H. Norman. It Doesn't Take A Hero: General H. Norman Schwarzkopf, the Autobiography. Written with Peter Petre. New York: Bantam Books, 1992. 530pp. (E840.5 .S39A3 1992)

Schwitters, James H. Cultural Hindrances to the Development of Strategic Leadership. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 12 April 1996. 29pp. (AD-A308-619)

Senge, Peter M., et al. The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization. New York: Currency Doubleday, 1994. 593pp. (HD58.9 .F54 1994)

Shaara, Jeff. Gods and Generals. New York: Ballantine Books, 1996. 498pp. (PZ4 .S31 God 1996)

Fictional account, and companion to The Killer Angels, about Civil War military leaders and their exploits.

Shalikashvili, John. Joint Vision 2010. Washington: U.S. Department of the Army, 1996. 34pp. (UA23 .A51J5 1996)

Sheffer, Gabriel, ed. Innovative Leaders in International Politics. Albany: State University of New York Press, 1993. 294pp. (D843 .I486 1993)

Shenkman, Michael H. The Strategic Heart: Using the New Science to Lead Growing Organizations. Westport, CT: Praeger, 1996. 181pp. (HD58.9 .S49 1996)

Shope, Virginia, comp. Ethics: A Selected Bibliography. Carlisle Barracks: U.S. Army War College, Library, 1993. 19pp. (U413 .Z92E73 1993)

Shope, Virginia, comp. Senior Level Leadership and Command: A Selected Bibliography. Carlisle Barracks: U.S. Army War College, Library, 1991. 30pp. (U413 .Z92S45 1991)

Sifonis, John G., and Beverly Goldberg. Corporation on a Tightrope: Balancing Leadership, Governance, and Technology in an Age of Complexity. New York: Oxford University Press, 1996. 315pp. (HD57.7 .G66 1996)

Snider, Don M. Strategy, Forces and Budgets: Dominant Influences in Executive Decision Making, Post-Cold War, 1989-91. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, 1993. 61pp. (U413 .A66S55 1993)

Prepared for the USAWC's 4th conference on strategy, "Strategy in Periods of Transition," February 1993.

- Spears, Larry C., ed. Reflections on Leadership: How Robert K. Greenleaf's Theory of Servant-Leadership Influenced Today's Top Management Thinkers. New York: John Wiley & Sons, 1995. 352pp. (HD57.7 .R44 1995)
- Sullivan, Gordon, and Anthony M. Coroalles. Seeing the Elephant: Leading America's Army into the Twenty-First Century. Cambridge: Institute for Foreign Policy Analysis, 1995. 74pp. (UA25 .S94 1995)
- Sullivan, Gordon R., and Michael V. Harper. Hope Is Not a Method: What Business Leaders Can Learn from America's Army. New York: Times Business, 1996. 294pp. (UA25 .S93 1996)
- Sun Tzu, Sun Pin. The Complete Art of War. Translated with historical introduction and commentary by Ralph D. Sawyer, with the collaboration of Mei-chün Lee Sawyer. Boulder: Westview Press, 1996. 304pp. (U101 .S932 1996)
- Syrett, Michel, and Clare Hogg, eds. Frontiers of Leadership: An Essential Reader. Cambridge: Blackwell, 1992. 585pp. (HD57.7 .F76 1992)
- Taylor, Robert L., and William E. Rosenbach, eds. Military Leadership: In Pursuit of Excellence. Boulder: Westview Press, 1996. 237pp. (UB210 .M553 1996)
- Terry, Jo Carol. Leadership Development of Senior Military Women in the Army. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 17 May 1996, 16pp. (AD-A308-983).
- Toner, James H. True Faith and Allegiance: The Burden of Military Ethics. Lexington: University Press of Kentucky, 1995. 202pp. (U22 .T65 1995)
- Toner, Sheila C. George Washington: America's First Strategic Leader. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 15 April 1996. 24pp. (AD-A309-270)
- Tritten, James John. Navy Combat Leadership for Tomorrow: Where Will We Get Such Men and Women? Norfolk: U.S. Naval Doctrine Command, 1995. 162pp. (UB210 .T82 1995)
- Twohig, John J. "The Political General": Challenges for Strategic Leaders. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 15 April 1996. 43pp. (AD-A309-266)
- U.S. Air University Library. Core Values for Military Leadership: Selected References. Bibliography. Maxwell Air Force Base: U.S. Air University Library, 1996. 27pp. (UG635.3 .U5 SB-311 1996)
- U.S. Air University Library. Great Warrior Leaders/Thinkers, rev. ed. Bibliography. Maxwell Air Force Base: U.S. Air University Library, 1994. 476pp. (UG635.3 .U5 SB-279 1994)

- U.S. Armed Forces Staff College. The Joint Staff Officer's Guide 1997. AFSC Pub 1. Norfolk: U.S. Armed Forces Staff College, 1997. 1 vol. (U413 .A8713 JSOG)
- U.S. Army Research Institute for the Behavioral and Social Sciences. Strategic Leader Development Inventory. Alexandria: U.S. Army Research Institute for the Behavioral and Social Sciences, 1995. 31pp. (BF637 .L4S72 1995)  
Prepared for the U.S. Army War College.
- U.S. Army War College. Excellence in Military Writing: Outstanding Student Papers. Carlisle Barracks: U.S. Army War College, 1994. 1 vol. (U413 .E92 1994)  
Encl. 4: Christy, Peter K. "Taking 'Islam' Out of 'Islamic Fundamentalism': Some Thoughts for Senior Leaders."  
Encl. 8: Stech, Frank. "Preparing for More CNN Wars."
- U.S. Army War College. Responsible Command: Selected Readings. Carlisle Barracks: U.S. Army War College, 1996. 2 vols. (U413 AY96 .R486)
- U.S. Army War College. Strategic Guidance for the United States Army War College: The "Fourth" U.S. Army War College. Carlisle Barracks: U.S. Army War College, 1996. 13pp. (U413 .S77 1996)
- U.S. Army War College. Strategic Leadership Conference: Proceedings. Carlisle Barracks: U.S. Army War College, 1994. 108pp. (U413 .S75 1994)  
Presentations at the 4th conference.
- U.S. Army War College. Strategic Leadership Conference: Proceedings. Carlisle Barracks: U.S. Army War College, 1991. 261pp. (U413 .S75 1991)  
Presentations at the 1st conference by Maxwell Thurman, Gordon Sullivan, Thomas O. Jacobs and other senior military and civilian participants.
- U.S. Army War College. Department of Command, Leadership, and Management. Army Command, Leadership, and Management: Theory and Practice: A Reference Text 1995-1996. 1 vol. Carlisle Barracks: U.S. Army War College, 30 June 1995. (U413 .A761 1995)
- U.S. Army War College. Department of Command, Leadership, and Management. How the Army Runs: A Senior Leader Reference Handbook. Carlisle Barracks: U.S. Army War College, 1 April 1997. 1 vol. (U413 .A761 1997/98)
- U.S. Army War College. Department of Command, Leadership, and Management. Leading and Managing in the Strategic Arena: A Reference Text 1996-1997. 1 vol. Carlisle Barracks: U.S. Army War College, 19 July 1996. (U413 .A761 1996)
- U.S. Army War College. Department of Command, Leadership, and Management. Strategic Leadership: Selected Readings. 1 vol. Carlisle Barracks: U.S. Army War College, 1 July 1996. (U413 AY97 .S762)

- U.S. Army War College. Department of Corresponding Studies. Strategic Leadership. 2 vols. Carlisle Barracks: U.S. Army War College, 30 May 1996. (U413 DCS 1997 .S771)
- U.S. Army War College. Department of National Security and Strategy. Law for Strategic Leaders: Selected Readings. Carlisle Barracks: U.S. Army War College, 1995. 2 vols. (U413 AY97 .L16)
- U.S. Army War College. Strategic Studies Institute. Multinational Force Command Authorities Handbook: Proceedings of the Central Region-Chiefs of Army Staff (CR-CAST) Working Group on Command Authorities Required for a Multinational Force Commander. Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, 1995. 104pp. (U413 .A66M8 1995)
- U.S. Judge Advocate General's School. Criminal Law Division. Senior Officers Legal Orientation Text. Charlottesville: U.S. Judge Advocate General's School, 1995. 1 vol. (U428 .J83S25 1995)
- Vistica, Gregory L. Fall from Glory: The Men Who Sank the U.S. Navy. New York: Simon & Schuster, 1995. 447pp. (VB324 .W65V57 1995)
- Voelker, Scott. The Ultimate Strategic Leadership Decision: Employing the World's First Atomic Bomb. Strategy Research Project. Carlisle Barracks: U.S. Army War College, 15 April 1996. 30pp. (AD-A308-713)
- Watkins, Karen E., and Victoria J. Marsick. Sculpting the Learning Organization: Lessons in the Art and Science of Systemic Change. San Francisco: Jossey-Bass, 1993. 298pp. (HF5549.5 .T7W378 1993)
- Weinberger, Caspar W., and Peter Schweizer. The Next War. Washington: Regnery, 1996. 470pp. (U21.2 .W394 1996)
- Wheatley, Margaret J. Leadership and the New Science: Learning About Organization from an Orderly Universe. San Francisco: Berrett-Koehler, 1994. 166pp. (Q158.5 .W431 1994)
- Whicker, Marcia Lynn. Toxic Leaders: When Organizations Go Bad. Westport, CT: Quorum Books, 1996. 189pp. (HD57.7 .W457 1996)
- Wilbur, Robert H., Susan Kudla Finn, Carolyn M. Freeland, eds. The Complete Guide to Nonprofit Management. New York: Wiley, 1994. 326pp. (HD62.6 .C66 1994)
- Wilhelm, Karen S. The Image of Military Leadership: To Be or Not to Be a Hero. Fort Leavenworth: U.S. Command and General Staff College, School of Advanced Military Studies, 1994. 53pp. (U415 .A4295 W34)
- Wood, W. J. Leaders and Battles: The Art of Military Leadership. Novato, CA: Presidio, 1984. 337pp. (U27 .W66 1995)

Woodworth, Steven E. Davis and Lee at War. Lawrence, KS: University Press of Kansas, 1995. 409pp. (E467.1 .D26W8 1995)

Wren, J. Thomas, ed. The Leader's Companion: Insights on Leadership Through the Ages. New York: Free Press, 1995. 554pp. (HM141 .L375 1995)

Zaccaro, Stephen J. Models and Theories of Executive Leadership: A Conceptual/Empirical Review and Integration. Alexandria: U.S. Army Research Institute for the Behavioral and Social Sciences, 1996. 469pp. (UB210 .Z12 1996)  
Includes comprehensive list of leadership studies.

Zeckhauser, Richard, Ralph L. Keeney, and James K. Sebenius, eds. Wise Choices: Decisions, Games, and Negotiations. Boston: Harvard Business School Press, 1996. 478pp. (HD30.23 .W563 1996)

Zenger, John H., et al. Leading Teams: Mastering the New Role. Homewood, IL: Business One Irwin, 1994. 287pp. (HD66 .L435 1994)

#### **SELECTED PUBLICATIONS AVAILABLE VIA THE INTERNET**

The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms.  
U.S. Center for Army Lessons Learned.  
<<http://call.army.mil:1100/call/csa/titlepg.htm>>

Core Values for Military Leadership. May 1996. U.S. Air University. Library.  
<<http://www.au.af.mil/au/aul/bibs/corev/val96.htm>>

Field Manual 22-100: Military Leadership. 31 July 1990. U.S. Department of the Army.  
<<http://www.atsc-army.org/cgi-bin/atdl.dll/fm/22-100/toc.htm>>

The Joint Staff Officer's Guide. (AFSC Pub 1). January 1997. National Defense University, Armed Forces Staff College.  
<<http://www.afsc.edu/pub1.htm>>

Organization and Functions Guidebook. September 1996. U.S. Department of Defense. Office of the Secretary of Defense.  
<<http://www.dtic.dla.mil/defenseink/pubs/ofg.html>>

Report of the Quadrennial Defense Review. May 1997. U.S. Department of Defense. William S. Cohen, Secretary of Defense.  
<<http://www.dtic.mil/defenseink/pubs/gdr/>>

Strategic Studies Institute (SSI) Monographs. U.S. Army War College.  
<<http://carlisle-www.army.mil/usassi/>>

Wellness for Senior Leaders-- Taking Care of Yourself, A Proactive Approach. U.S. Army War College. Army Physical Fitness Research Institute.  
<<http://carlisle-www.army.mil/apfri/>>

## Periodical Articles

“‘About Fighting and Winning Wars’: An Interview with Dick Chaney.” Proceedings: U.S. Naval Institute 122 (May 1996): 32-40.

Antal, John F. “Commander’s Guidance for Battle Command.” Armor 104 (May-June 1995): 30-34.

Barco, Charles T. “Valuing Leadership in an Era of Prophets, Politicians, and Pugilists.” Airpower Journal 8 (Fall 1994): 4-13.  
Value-based “profound” knowledge needed.

Bartlett, Christopher A., and Sumantra Ghoshal. “Changing the Role of Top Management: Beyond Strategy to Purpose.” Harvard Business Review 72 (November-December 1994): 79-88.

Bartlett, Christopher A., and Sumantra Ghoshal. “Changing the Role of Top Management: Beyond Systems to People.” Harvard Business Review 95 (May-June 1995): 132-142.

Bateman, Robert L. “Force XXI and the Death of Auftragstaktik (Executing Mission Orders).” Armor 105 (January-February 1996): 13-15.

Belbutowski, Paul M. “Strategic Implications of Cultures in Conflict.” Parameters 26 (Spring 1996): 32-42.

Blumenson, Martin. “Essence of Command: Competence, Iron Soul.” Army 43 (March 1993): 40-43.

Bodnar, John W., and Rebecca Dengler. “Emergence of a Command Network.” Naval War College Review 49 (Autumn 1996): 93-107.

Brown, Thomas E. “Commander’s Guidance.” Military Review 74 (April 1994): 63-69.  
Methodology for developing guidance.

Byrne, John A. “Strategic Planning: After a Decade of Gritty Downsizing, Big Thinkers Are Back in Vogue.” Business Week, no. 3490, (16 August 1996): 46-50+.

- Callo, Joseph F. "Finding Doctrine's Future in the Past." Proceedings: U.S. Naval Institute 122 (October 1996): 64-66.
- Carper, Rick. "Authoritarian Management: Alive or Dead in the High Tech Environment?" Logistics Spectrum 29 (Fall 1995): 32-36.
- Cerami, Joseph R. "Presidential Decisionmaking and Vietnam: Lessons for Strategists." Parameters 26 (Winter 1996-1997): 66-80.
- Chakravarthy, Bala. "A New Strategy Framework for Coping with Turbulence." Sloan Management Review 38 (Winter 1997): 69-82.
- Challans, Tim. "Autonomy and Leadership." Military Review 76 (January-February): 29-34.
- Chilcoat, Richard A. "'Fourth' Army War College: Preparing Strategic Leaders for the Next Century." Parameters 25 (Winter 1995-1996): 3-17.
- Chua-Eoan, Howard, and James Walsh. "The Last Emperor." Time 149 (3 March 1997): 60-68.  
Deng Xiaoping's rise to military and political power.
- Clarke, Bruce. "Leadership on the Digital Battlefield." Armor 105 (July-August 1996): 12-14.
- Clemons, Eric K. "Using Scenario Analysis to Manage the Strategic Risks of Reengineering." Sloan Management Review 36 (Summer 1995): 61-71.
- Cooper, Robin, and M. Lynne Markus. "Human Reengineering." Sloan Management Review 36 (Summer 1995): 39-50.
- Coroalles, Anthony M. "On War in the Information Age: A Conversation with Carl von Clausewitz." Army 46 (May 1996): 24-34.
- Czerwinski, Thomas J. "Command and Control at the Crossroads." Parameters 26 (Autumn 1996): 121-132.
- DeRemer, Lee E. "Leadership between a Rock and a Hard Place: ROE (Rules of Engagement)." Airpower Journal 10 (Fall 1996): 87-94.
- Devereaux, Christopher. "Combat Leadership and the Media." Proceedings: U.S. Naval Institute 121 (July 1995): 62-65.
- Doll, Bill. "'Take Command' New Battle Command Indoctrination Places Emphasis on Decision Making and Leadership." National Guard 48 (October 1994): 34-35.
- Donohue, Kevin S., and Leonard Wong. "Understanding and Applying Transformational Leadership." Military Review 74 (August 1994): 24-31.

- Echevarria, Antulio J., II. "Moltke and the German Military Tradition: His Theories and Legacies." Parameters 26 (Spring 1996): 91-99.
- Eikenberry, Karl W. "Cao Cao: Ancient China's Military Master." Military History 12 (April 1995): 38-44.
- Eikenberry, Karl W. "Command and Leadership." Infantry 85 (March-April 1995): 22-27.
- Euske, K.J., and R. Steven Player. "Leveraging Management Improvement Techniques." Sloan Management Review 38 (Fall 1996): 69-79.
- Farkas, Charles M., and Suzy Wetlaufer. "The Ways Chief Executive Officers Lead." Harvard Business Review 74 (May-June 1996): 110-122.
- Fast, Barbara G. "Mentorship: A Personal and Force Multiplier." Military Intelligence 22 (July-September 1996): 33-36.
- Fogleman, Ronald R. "Leadership for Changing Times: Cultivating the Next Generation." Vital Speeches of the Day 60 (15 February 1994): 278-284.  
On growing officers from within the command.
- Forsythe, George. "The Preparation of Strategic Leaders." Parameters 22 (Spring 1992): 38-49.
- Foss, John W. "Command." Military Review 77 (January-February 1997): 66-70.  
Originally published in 1990, article expresses need for strong command philosophy.
- Foster, Gregory D. "Research, Writing, and the Mind of the Strategist." JFQ: Joint Force Quarterly, no. 11, (Spring 1996): 111-115.
- "The Future of Battle Command." Entire issue. Military Review 76 (May-June 1996): 52-78.
- Gaddis, Evan R. "Leadership Versatility for Operations Other Than War." Field Artillery (June 1994): 12-14.
- Gardner, Howard. "Leadership: A Cognitive Perspective." SAIS Review 16 (Summer-Fall 1996): 109-122.
- Gfrerer, James P. "Where Have All the Mentors Gone? Mentoring: The Lost Part of Leadership." Marine Corps Gazette 80 (January 1996): 40-42.
- Gilbert, Douglas A. "Leader XXI Campaign Plan." Military Review 76 (January-February 1996): 50-55.
- Graves, Howard D., and Don M. Snider. "Emergence of the Joint Officer." JFQ: Joint Force Quarterly, no. 13, (Autumn 1996): 53-57.

- Gray, Colin. "On Strategic Performance." JFQ: Joint Force Quarterly, no. 10, (Winter 1995-1996): 30-36.
- Halpin, Stanley M. "Developing Force XXI Battle Commanders." Army RD&A (May-June 1995): 7-9.
- Hamel, Gary. "Strategy as Revolution." Harvard Business Review 74 (July-August 1996): 69-82.
- Handy, Charles. "Trust and the Virtual Organization." Harvard Business Review 73 (May-June 1995): 40-50.
- Harback, Herbert F., and Ulrich H. Keller. "Learning Leader XXI." Military Review 75 (May-June 1995): 30-37.
- Harback, Herbert. "The Threat to Strategic Leadership." Military Review 72 (November 1992): 72-79.
- Harig, Paul T. "The Digital General: Reflections on Leadership in the Post-Information Age." Parameters 26 (Autumn 1996): 133-140.
- Heifetz, Ronald A., and Donald L. Laurie. "The Work of Leadership." Harvard Business Review 75 (January-February 1997): 124-134.
- Hoffman, Frank G. "Creating Dragon Slayers: Leadership Education for the 21st Century." Marine Corps Gazette 80 (August 1996): 47-49.
- Hollingsworth, Teresa K. "Unlawful Command Influence." Air Force Law Review 39 (1996): 261-276.
- Horner, Donald H. "A Different Twist: Nonrational Views of Leadership." Military Review 76 (November-December 1996): 45-50.
- Hutt, Michael D., Beth A. Walker, and Gary L. Frankwick. "Hurdle the Cross-Functional Barriers to Strategic Change." Sloan Management Review 36 (Spring 1995): 22-30.
- Hyde, James E., and Michael W. Everett. "JLASS: Educating Future Leaders in Strategic and Operational Art." JFQ: Joint Force Quarterly, no. 12, (Summer 1996): 29-33.
- Keeney, Ralph L. "Creativity in Decision Making with Value-Focused Thinking." Sloan Management Review 35 (Summer 1994): 33-41.
- Kelley, Jay W. "Brilliant Warriors." JFQ: Joint Force Quarterly, no. 11, (Spring 1996): 104-110.
- Killion, Thomas H. "Clausewitz and Military Genius." Military Review 75 (July-August 1995): 97-100.

Kingseed, Cole C. *Seven-Part Profiles in Leadership Series*. Army 1996-1997.

No. 1: "The Extraordinary Feats of Three 'Ordinary' Soldiers." 46 (January 1996): 28-34.

No. 2: "Restoring the Fighting Spirit." 46 (March 1996): 48-53.

No. 3: "A 'Formidable Array of Warriors'." 46 (May 1996): 46-53.

No. 4: "WWII's Airborne Commanders-- 'The Stuff of Instant Legend'." 46 (July 1996): 31-37.

No. 5: "World War II's Triumvirate of Dual-Theater Commanders." 46 (September 1996): 51-56.

No. 6: "Army Commanders in the Pacific: Forgotten Warriors." (November 1996): 35-40.

No. 7: "World War II's Army Group Commanders: Travails & Triumphs." 47 (January 1997): 42-49.

Kirkland, Faris R. "Soldiers and Marines at Chosin Reservoir: Criteria for Assignment to Combat Command." Armed Forces & Society 22 (Winter 1995-1996): 257-274.

Kotter, John P. "Why Transformation Efforts Fail." Harvard Business Review 73 (March-April 1995): 59-67.

Kouzes, James M., and Barry Z. Posner. "Envisioning Your Future: Imagining Ideal Scenarios." Futurist 30 (May 1996): 14-19.

How leaders can envision and communicate the vision.

Kroesen, Frederick J. "Command Philosophy: Principles of Leadership." Army 45 (May 1995): 16-20.

Lacayo, Richard. "You've Read about Who's Influential, But Who Has the Power?" Time 147 (17 June 1996): 80-83.

Leser, Jeffrey W.S. "Battle Command: Vision for Success." Military Review 77 (March-April 1997): 52-59.

Lipton, Mark. "Demystifying the Development of an Organizational Vision." Sloan Management Review 37 (Summer 1996): 83-92.

Lorenzen, Jay L. "Marshall-ing Joint Leadership." Proceedings: U.S. Naval Institute 120 (September 1994): 78-81.

Madigan, James C., and George E. Dodge. "Battle Command: A Force XXI Imperative." Military Review 74 (November 1994): 29-39.

Markides, Constantinos. "Strategic Innovation." Sloan Management Review 38 (Spring 1997): 9-23.

Marley, Anthony D. "Responsibilities of a Military Negotiator during Peace Talks." Parameters 26 (Summer 1996): 67-78.

- Matthews, Lloyd J. "The Overcontrolling Leader." Army 46 (April 1996): 31-36.
- McCaffrey, Barry R. "Human Rights and the Commander." JFQ: Joint Force Quarterly, no. 9, (Autumn 1995): 10-13.
- McCain, John. "Strategy and Force Planning for the 21st Century." Strategic Review 24 (Fall 1996): 7-16.
- McClellan, B.C.W. "Intuition in Modern Command Philosophy." Military Review 75 (September-October 1995): 96-98.
- McNeil, Robert J. "Mentoring: It Can Make or Break a Career." Quartermaster Professional Bulletin, PB 10-96-3, (Autumn 1996): 14-15.
- Messick, David M., and Max H. Bazerman. "Ethical Leadership and the Psychology of Decision Making." Sloan Management Review 37 (Winter 1996): 9-22.
- Meyer, Edward C. "Leadership: A Return to Basics." Military Review 77 (January-February 1997): 58-61.  
Originally published in 1980.
- Miller, John E., and Kurt C. Reitingger. "Force XXI Battle Command." Military Review 75 (July-August 1995): 5-9.
- Moilanen, Jon H. "Command Philosophy and Battle-Focused Excellence." Infantry (May-June 1995): 7-10.
- Munch, Paul G. "General George C. Marshall and the Army Staff." Military Review 74 (August 1994): 14-23.
- Murray, Williamson. "Innovation: Past and Future." JFQ: Joint Force Quarterly, no. 12, (Summer 1996): 51-60.
- Natsios, Andrew S. "Commander's Guidance: A Challenge of Complex Humanitarian Emergencies." Parameters 26 (Summer 1996): 50-66.
- Nowowiejski, Dean A. "New Leader Development Paradigm." Military Review 75 (July-August 1995): 70-75.
- O'Reilly, Brian. "360-Degree Feedback Can Change Your Life." Fortune 130 (17 October 1994): 93-100.
- Owens, Mackubin Thomas. "Planning for Future Conflict: Strategy vs. 'Fads'." Editorial. Strategic Review 24 (Summer 1996): 5-6.

Patch, Alexander M. "Some Thoughts on Leadership." Military Review 77 (January-February 1997): 71-75.

Written in 1943, article is still timely.

Perry, William J. "Nurturing Great People and Bold Leaders." Defense Issues 11, no. 73, (1996): 1-4.

Peters, Ralph. "Winning Against Warriors." Strategic Review 24 (Summer 1996): 12-21.

Powell, Colin L. "An Interview with Colin L. Powell: The Chairman as Principal Military Adviser." JFQ: Joint Force Quarterly, no. 13, (Autumn 1996): 29-36.

Price, David E. "Leadership: Some Thoughts on the Military Circa 2025." JFQ: Joint Force Quarterly, no. 13, (Autumn 1996): 97-99.

Prueher, Joseph W. "Warfighting CINCs in a New Era." JFQ: Joint Force Quarterly, no. 13, (Autumn 1996): 48-52

Rector, George E., Jr. "Leadership and Decisionmaking." Marine Corps Gazette 79 (October 1995): 21-23.

Reimer, Dennis J. "Leadership for the 21st Century: Empowerment, Environment and the Golden Rule." Military Review 77 (January-February 1996): 5-28.

Rokke, Ervin J. "Military Education for the New Age." JFQ: Joint Force Quarterly, no. 9, (Autumn 1995): 18-23.

Rice, Anthony J. "Command and Control: The Essence of Coalition Warfare." Parameters 27 (Spring 1997): 152-167.

Schein, Edgar H. "Three Cultures of Management: The Key to Organizational Learning." Sloan Management Review 38 (Fall 1996): 9-20.

Schoemaker, Paul J.H. "Scenario Planning: A Tool for Strategic Thinking." Sloan Management Review 36 (Winter 1995): 25-40.

Shalikhvili, John M. "Three Pillars of Leadership." Defense Issues 10, no. 42 (1995): 1-4.

Sherman, Stratford. "How Tomorrow's Best Leaders Are Learning Their Stuff." Fortune 132 (27 November 1995): 90-93+.

Skelton, Ike. "Inspiring Soldiers to Do Better Than Their Best." Military Review 76 (January-February 1996): 64-71.

Smith, Lee. "New Ideas from the Army (Really)." Fortune 130 (19 September 1994): 203-212.

- Stevenson, Howard H., and Mihnea C. Moldoveanu. "The Power of Predictability." Harvard Business Review 73 (July-August 1995): 140-143.
- Stroup, Theodore G. "Leadership and Organizational Culture: Actions Speak Louder Than Words." Military Review 76 (January-February 1996): 44-49.
- Sullivan, Gordon R. "Leadership, Versatility and All That Jazz." Military Review 77 (January-February 1997): 52-57.
- Sullivan, Gordon R. "A Vision for the Future." Military Review 75 (May-June 1995): 5-14.
- Toner, James H. "Leadership, Community, and Virtue." JFQ: Joint Force Quarterly, no. 11, (Spring 1996): 98-103.
- Tritten, James J., and David M. Keithly. "Charismatic Leadership: Costs and Benefits." Military Review 76 (January-February 1996): 82-85.
- Ulmer, Walter F., Jr. "Notes on Leadership for the 1980s." Military Review 77 (January-February 1997): 76-77.  
Originally published in 1980.
- Van Hoose, Dallas. "Developing Civilian Leaders for Force XXI." Military Review 76 (January-February 1996): 56-62.
- Waddell, Donald E. "A Situational Leadership Model for Military Leaders." Airpower Journal 8 (Fall 1994): 29-42.
- Ware, Lewis. "Warriors of the 13th Generation." Commentary. JFQ: Joint Force Quarterly, no. 12, (Summer 1996): 8-10.
- Wass de Czege, Huba. "Commandership." Field Artillery (February 1993): 33-35.
- White, Jerry E. "Personal Ethics Versus Professional Ethics." Airpower Journal 10 (Summer 1996): 30-34.
- Williams, John Allen. "The New Military Professionals." Proceedings: U.S. Naval Institute 122 (May 1996): 42-48.
- Wishart, Leonard P., III. "Leader Development and Command and Control." Military Review 77 (January-February 1997): 62-65.  
Originally published in 1990.
- Yost, Mark. "Where Are The Arleigh Burkes Today?" JFQ: Joint Force Quarterly, no. 11 (Spring 1996): 124-127.

## SELECTED PERIODICALS AVAILABLE VIA THE INTERNET

Defense Issues. United States. American Forces Information Service.  
< [http://www.dtic.dla.mil/defenseink/pubs/di\\_index.html](http://www.dtic.dla.mil/defenseink/pubs/di_index.html) >

Joint Force Quarterly. National Defense University. Institute for National Strategic Studies.  
< <http://www.ndu.edu/cgi-bin/wais.pl> >

Military Review. U.S. Army Command and General Staff College; Combined Arms Center.  
< <http://www-cgsc.army.mil/milrev/index.htm> >

Parameters: U.S. Army War College Quarterly. U.S. Army War College.  
< <http://carlisle-www.army.mil/usawc/Parameters/> >

## MILITARY PUBLICATIONS

U.S. Department of Defense. Defense Directive 1402.3: Administration of the Senior Executive Service Program in the Office of the Secretary of Defense and the Defense Agencies. Washington: 16 August 1984.

U.S. Department of Defense. Defense Directive 1403.1: The Senior Executive Service and Equivalent-Level Positions and Personnel. Washington: 18 October 1982.

U.S. Department of the Army. Army Regulation 5-1: Management--Army Management Philosophy. Washington: 12 June 1992.

U.S. Department of the Army. Army Regulation 600-20: Personnel--General: Army Command Policy. Washington: 30 March 1988.

U.S. Department of the Army. Army Regulation 600-100: Army Leadership. Washington: 17 September 1993.

U.S. Department of the Army. Field Manual 22-100: Military Leadership. Washington: 31 July 1990.

U.S. Department of the Army. Field Manual 100-1: The Army. Washington: 14 June 1994.

U.S. Department of the Army. Field Manual 100-5: Operations. Washington: 14 June 1993.

U.S. Department of the Army. Field Manual 100-6: Information Operations. Washington: 27 August 1996

- U.S. Department of the Army. Pamphlet 350-58: Leader Development for America's Army: The Enduring Legacy. Washington: 13 October 1994.
- U.S. Department of the Army. Pamphlet 600-50: White Paper 1985 - Leadership. Washington: 1 April 1985.
- U.S. Department of the Army. Pamphlet 600-66-85: Personnel--General: Leadership in Action. Washington: 1 July 1986.
- U.S. Department of the Army. Pamphlet 600-80: Personnel--General: Executive Leadership. Washington: 19 June 1987.
- U.S. Department of the Army. TRADOC Pamphlet 525-5: Force XXI Operations: A Concept for the Evolution of Full-Dimensional Operations for the Strategic Army of the Early Twenty-First Century. Fort Monroe: 1 August 1994.
- U.S. Department of the Army. TRADOC Pamphlet 525-100-1: Leadership and Command on the Battlefield: Operations Just Cause and Desert Storm. Fort Monroe: 13 October 1992.
- U.S. Department of the Army. TRADOC Pamphlet 525-200-1: Battle Command: US Army Battle Dynamic Concept. Fort Monroe: 1 December 1994.

#### VIDEO RECORDINGS AND AUDIO CASSETTES

- Barker, Joel A. Paradigm Hunting: How to Explore the Future More Effectively. 120 mins. Washington: Quality Learning Services, 1994. Videocassette (VIDEO HD30.27 .P37 1994)
- Bennis, Warren. On Becoming a Leader. ca. 120 mins. New York: Simon & Schuster Audio, 1995. Audio Cassette (CASS 268)
- Brookfield, Stephen D. Becoming Critical Thinkers: Learning to Recognize Assumptions that Shape Ideas and Actions. 120 mins. San Francisco: Jossey-Bass, 1991. Audio Cassette (CASS 249)
- Character Above All: Doris Kearns Goodwin on Franklin D. Roosevelt, vol. 1. ca. 60 mins. New York: Simon & Schuster Audio, 1996. Audio Cassette (CASS 290)
- Courageous Followers, Courageous Leaders: New Relationships for a Changing Workplace. ca. 23 mins. Carlsbad, CA: CRM Films, 1996. Videocassette (VIDEO HM131 .C651 1996)  
Based on book by Ira Chaleff, The Courageous Follower.
- Covey, Stephen R. The 7 Habits of Highly Effective People. 85 mins. Cambridge: Enterprise Media, 1996. Videocassette (VIDEO BF637 .S8C68 1996)

- Famous Generals of World War II. ca. 6 hrs. Eugene, OR: Marathon Music & Video, 1996.  
Videocassette (VIDEO D736 .F15 1996)  
Seven-video set featuring Stilwell, Bradley, Arnold, Patton, Eisenhower, MacArthur, and Marshall.
- Great Commanders Series. Alexander the Great: And the Battle of Issus. 45 mins. New York: Ambrose Video, 1993. Videocassette (VIDEO UB200 .G6A42 1993)  
Victory over a massive Persian force.
- Great Commanders Series. Georgi Zhukov: And the Battle for Berlin: 45 mins. New York: Ambrose Video, 1993. Videocassette (Video UB200 .G6G25 1993)  
Battle that ultimately destroyed the Nazi regime.
- Great Commanders Series. Horatio Nelson: And the Battle of Trafalgar. 45 mins. New York: Ambrose Video, 1993. Videocassette (VIDEO UB200 .G6H56 1993)  
Nelson's successes against rival European fleets.
- Great Commanders Series. Julius Caesar: And the Battle of Alesia. 45 mins. New York: Ambrose Video, 1993. Videocassette (VIDEO UB200 .G6J84 1993)  
Conquest of Gaul by use of technological superiority and tactical skill.
- Great Commanders Series. Napoleon Bonaparte: And the Battle of Austerlitz. 45 mins. New York: Ambrose Video, 1993. Videocassette (VIDEO UB200 .G6N16 1993)  
Napoleon's command skills against Austria and Russia.
- Great Commanders Series. Ulysses S. Grant: And the Battle of the Wilderness. 45 mins. New York: Ambrose Video, 1993. Videocassette (VIDEO UB20 .G6U49 1993)  
Grant's strategic victory leading to the defeat of the Confederacy.
- Massey, Morris E. Flashpoint: When Values Collide. 73 mins. Boulder: M. Massey Associates; Schaumburg, IL: Video Publishing House, 1993. Videocassette (VIDEO BF575 .P9F53 1992)
- The Road to War: American Decision Making During the Gulf Crisis. 147 mins. Princeton, NJ: Films for the Humanities & Sciences, 1992. Videocassette (VIDEO DS79.72 .R62 1992, pts.1 and 2)
- Shaara, Jeff, and Michael Shaara. Gods and Generals. 4 hrs. New York: Random House Audio, 1996. Audio Cassette (CASS Shaara God)
- Wheatley, Margaret J. Leadership and the New Science. 23 mins. Carlsbad, CA: CRM Films, 1993. Videocassette (VIDEO Q158.5 .W43 1993)  
Based on book of same title.