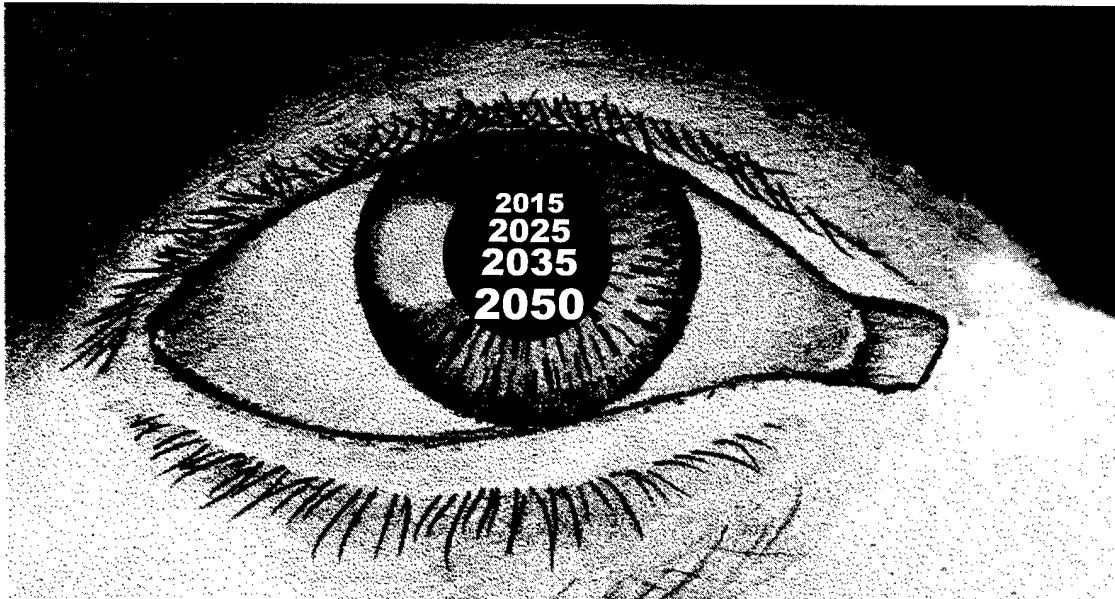


# Strategic Vision

## A Selected Bibliography



Strategic Vision is an essential element of political, corporate, and military leadership. It directs and shapes the forces and trends that affect us individually and organizationally. By defining a desired endstate and then communicating that vision to subordinates, leaders at all levels can shape and manage change toward a desired end.

-- U.S. Army War College. Curriculum Pamphlet, Academic Year 2001.  
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## What Is Strategic Vision?

"Strategic vision is a mental image of what the future world ought to be like. (The prophet's view). Development of a strategic vision is preceded by forecasting the actual, matter of fact, realistic and pragmatic future to create an estimate of what the future is likely to be. In doing this, the strategist looks at history, the current situation, and trends. Strategy is the crossover mechanism for moving from the world as forecasted to the world of our vision.

Strategic vision provides direction to both the formulation and execution of strategy. It makes strategy proactive, rather than reactive, about the future."

-- Colonel Bruce B.G. Clarke, "Strategic Vision," appendix 1, part 1 in Strategic Vision and Strategy Formulation: Capstone Exercise. Carlisle Barracks: U.S. Army War College, 1994, p. A-2.

The U.S. Army Vision is entitled "Soldiers on Point for the Nation ... Persuasive in Peace, Invincible in War." See <<http://www.army.mil/armyvision/vision.htm>>. Internet.

## Preface

Strategic Vision is an enduring theme at the U.S. Army War College. Compiled in support of this theme, the following bibliography reflects books, documents, and periodical articles in the Army War College Library. Please note that the majority of items dealing with military vision have been integrated in the third part of the bibliography entitled "The U.S. Military and the Future."

All items included in the bibliography are available in the U.S. Army War College Library collection. For your convenience we have added our call numbers at the end of each book and document entry. Please keep in mind that call numbers may vary from library to library.

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 [libraryr@carlisle.army.mil](mailto:libraryr@carlisle.army.mil), or by phoning DSN 242-3660 or Commercial (717) 245-3660.

Jane E. Gibish, compiler

**STRATEGIC VISION**  
**A SELECTED BIBLIOGRAPHY**

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"If you don't know where you are going," the Scarecrow said to Dorothy,  
"it doesn't matter which road you take."

-- The Wizard of Oz

"It's hard to make predictions, especially of the future."

--Yogi Berra, quoted in Vice Admiral  
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"It is important not to mistake the edge of the rut for the horizon."

--Anonymous, quoted in Joel A.  
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