

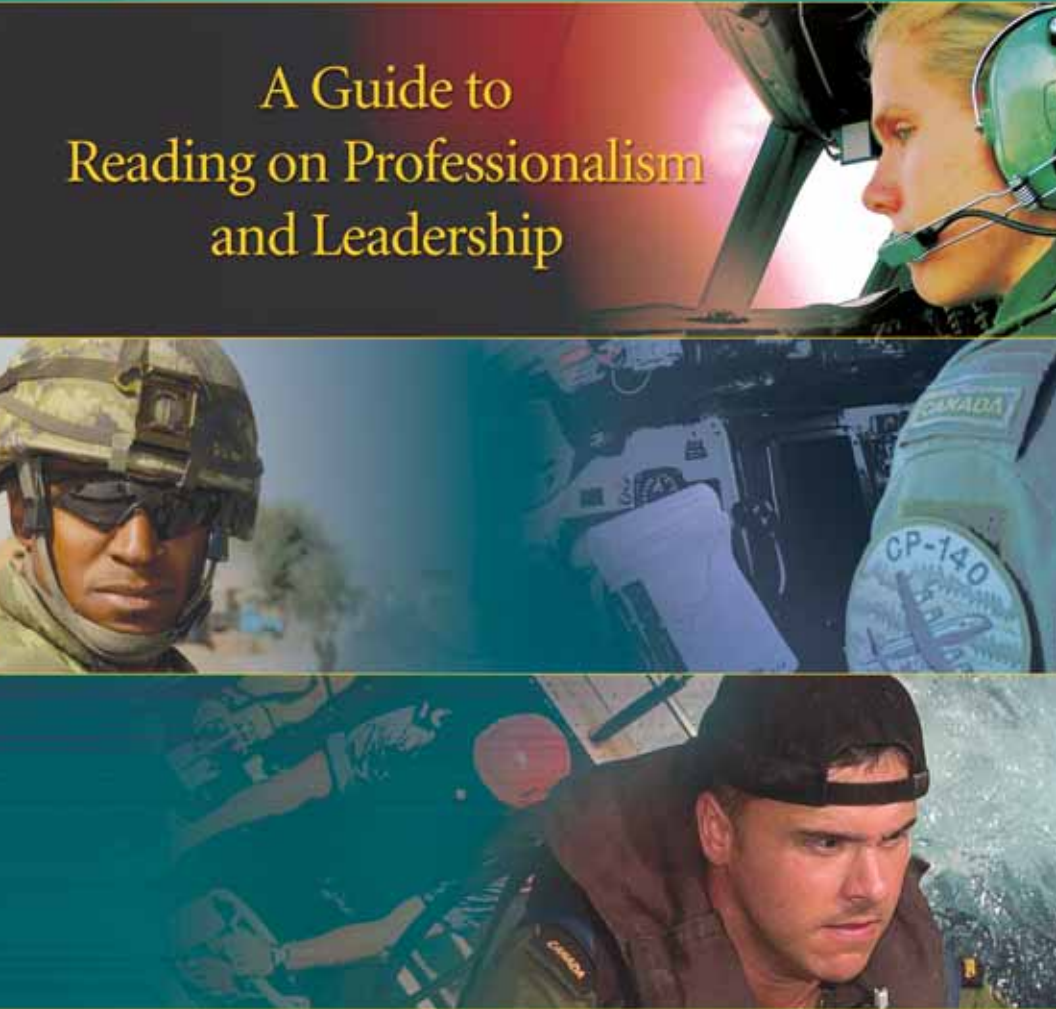


National
Defence

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**THE CANADIAN FORCES
PROFESSIONAL STUDIES READING LIST 2006**

**A Guide to
Reading on Professionalism
and Leadership**



Canada

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Published under the auspices of the Chief of the Defence Staff by the
Canadian Defence Academy – Canadian Forces Leadership Institute

NDID Number: A-PA-005-000/AP-007

This publication is available online at:
www.cda.forces.gc.ca/cfli

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Art Direction ADM(PA) CS05-0352

Foreword

There are many challenges today that confront all levels of the leadership in the Canadian Forces (CF), ranging from resource shortfalls, high operational tempo, quality of life issues to the Revolution in Military Affairs. As such, the present and future leadership of the CF, from Master-Corporal/Master-Seaman to the Chief of the Defence Staff, are and will continue to find their leadership skills taxed in many ways. Nevertheless, despite these challenges, each of us has a professional obligation as leaders to continually improve our understanding and our subsequent successful application of sound military leadership. Experience is one of the best methods to achieve this, but we must remember experience can also be gleaned through a number of ways, one of the best being literature.

Therefore, to assist leaders at all levels in the area of self-development this Professional Studies Reading List has been assembled, by the Canadian Defence Academy's Canadian Forces Leadership Institute, as a guide to assist all leaders in the CF in the development of their knowledge, skills and attitudes about leadership. This list is by no means exhaustive. Moreover, based on your feedback and the release of new publications it will be amended on a continual basis. As already noted, this list is not finite or intended to limit your personal study. Instead it is intended to provide leaders at all levels in the CF with a start point for what should be a career-long desire to continually improve one's professional knowledge of leadership.

In summary, leaders at all levels in the CF are encouraged to read their way through this list as a personal self-development program. Please take the time to discuss, debate and think about leadership in your personal study, at the mess or at formal or informal professional development sessions. Only through a life-long study of leadership theory, doctrine and practice can each of us seek self-improvement in order to meet our primary obligation; namely, to be the best possible leader and the greatest asset possible to the Canadian Forces. In addition, we need to be continually improving our professional knowledge, skills and attitudes as leaders in order to provide the best possible leadership to the men and women who serve in our Canadian profession of arms.

P. R. Hussey
Major-General
Commander, Canadian Defence Academy

Preface

This guide to professional reading on leadership has been created to provide assistance to leaders at all levels, in all branches and in all environments in our regular and reserve force of the CF. The purpose of this list is to provide a recommended group of books, which if read by a leader will develop their knowledge of a broad range of topics related to leadership. The Reading List is broken down into the core subject areas of leadership theory, leadership doctrine, professionalism, ethics, command, psychology, biography/memoirs, Canadian military history, the future security environment and the theory of war and conflict. Within each subject area, the books are listed alphabetically by the author's name. Each recommended book includes the reference information and an annotated overview of the book. The book is also annotated with an (E) if available in English only, (F) if available in French only and (B) if available in both official languages.

This reading list of books is not intended to be all-inclusive. It is based on the best judgment of a group of Officers, Non-Commissioned Members (NCMs) and civilian experts and reflects their choice of “best examples” of a plethora of works on leadership and related military leadership topics. The list is also not intended to be static. It will be updated based on feedback from the leaders of the CF who take the time to read the list and submit recommendations of what they consider better books on the core subject areas. Every opinion will be considered in the subsequent updates. Comments and recommendations on additions or deletions, by all members of the CF, are encouraged and can be submitted by email to the Canadian Forces Leadership Institute.

I encourage leaders at all levels to review this guide and to take the time to read the books as a life-long pursuit of professional development. In addition, leaders are encouraged to engage their subordinates, peers and superiors in discussing these books and take the time to provide feedback for the benefit of all members in our profession. Reading adds to one's knowledge, which is the basis of skill development. I hope that this guide will assist those professional leaders who are intent upon expanding their knowledge and skill in our most critical core capability, namely leadership.

B. Horn

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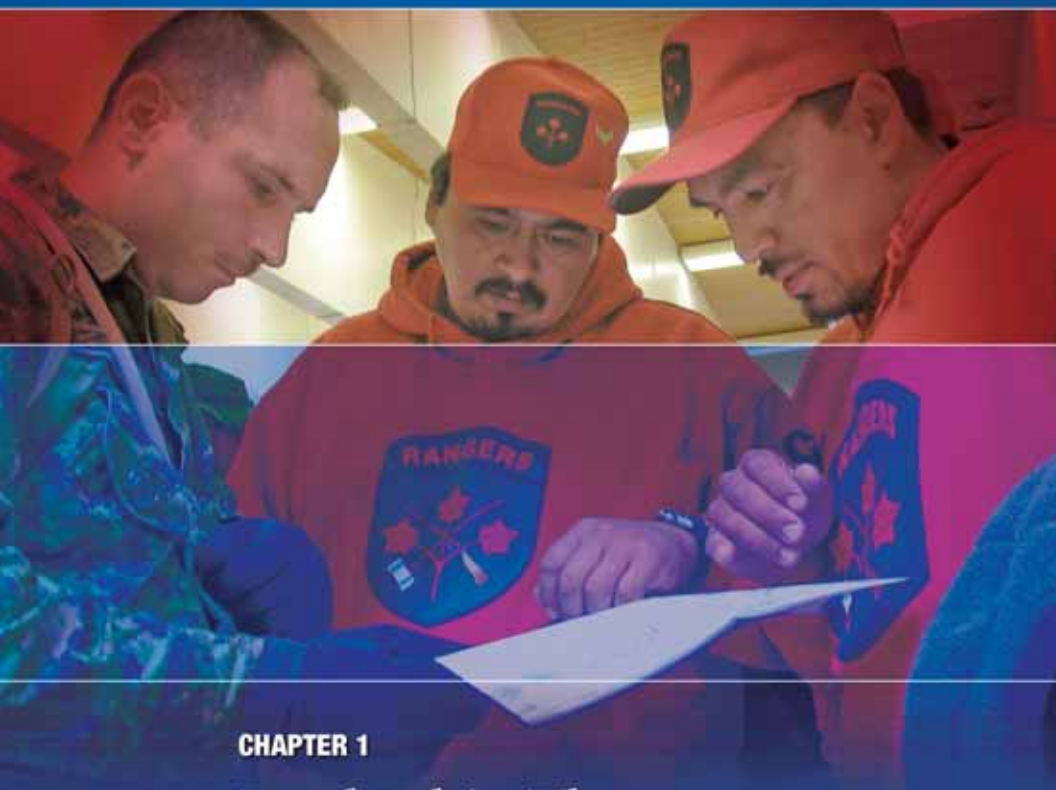
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NOTE: “E” denotes books available in English only. “F” denotes books available in French only. “B” denotes books available in both official languages.



CHAPTER 1

Leadership Theory

Leadership Theory

Adams, Michael. *Fire and Ice: The United States, Canada and the Myth of Converging Values.*

Toronto: Penguin Books, 2004. (E)

This book provides the results of a decade long combination of surveys, interviews and studies to show that despite the popular conception that Canadian and American values are converging, in fact the opposite is true and the two nation's values are moving farther and farther apart. This book is important for those who think that Canadians and Americans can "plug and play" or that American doctrine can just be published as Canadian. Canadians are becoming more socially liberal, are increasingly less differential to authority, are open to risk, more tolerant and question all institutions, to name a few conclusions from this epic study.

Adams, Michael. *Sex in the Snow.*

Toronto: Penguin Books, 1992. (E)

This book examines Canadian social values through the last several generations and describes the groups that Canadians have divided into, the values they hold and how these values influence their behavior. A key book for Canadian Forces leaders in understanding what motivates their followers.

Chemers, Martin N. *An Integrative Theory of Leadership.*

Mahwah, New Jersey: Lawrence Erlbaum Associates Publishers, 1997. (E)

This book seeks to define leadership, describe and examine various distinct leadership theories and then present a theory and process for integrating various theories to fit the task or

situation. Subjects such as the impact of culture, organizational culture and women in leadership are also examined in detail. The book also provides an excellent bibliography for further study on leadership theory and practice.

Hunt, James G., George E. Dodge, and Leonard Wong, eds.
Out-Of-The-Box Leadership: Transforming the Twenty-First Century Army and Other Top-Performing Organizations.
Stamford: Connecticut. Jairess Inc., 1999. (E)

This book is a collection of papers from acknowledged leading military, academic and civilian experts on leadership, focused primarily on Strategic Leadership of Military organizations in the future. The book places leadership in the context of the future security environment of the information age and the challenges strategic leaders will face.

Kolenda, Christopher ed. *Leadership: The Warrior's Art.*
Carlisle: The Army War College Foundation Press, 2001. (E)

This book is an American collection of military papers, which focuses on a wide and varied list of topics relating to leadership. The history of combat leadership, combat leader development and future combat challenges for the leader are examined in depth by world renowned experts on these specific topics.

Malone, Dandridge. *Small Unit Leadership: A Commonsense Approach.*
Novato: Presidio Press, 1983. (E)

A primer for the junior leader on basic theory, tips, techniques and practice to develop an understanding of effective leadership at the sharp end. While it was written for the U.S. Army, the book is universally applicable as a basic “how to” manual.

Northouse, Peter G. *Leadership: Theory and Practice. 2nd Edition.*
Thousand Oaks, California: Sage Publications, 2001. (E)

An excellent presentation of various leadership theories and issues widely used in universities and colleges in formal leadership courses. Each theory is defined, described and examined as to its strengths and weaknesses, including the presentation of case studies. In addition, a comprehensive bibliography is provided for further study of each theory. This book also deals with other topics critical to leadership like ethics and team approaches to leadership. This book is a primer for the study of the theory and practice of leadership.

Townsend, Patrick L. and Joan E. Gebhardt. *Five Star Leadership: The Art and Strategy of Creating Leaders at Every Level.*
New York: John Wiley & Sons, Inc., 1997. (E)

This book is a work that draws on examples of military leadership for a civilian audience. It is a “how to” book with tips, techniques and proven methods on leader development and performance measurement. The focus of this book is on the practice of direct leadership.

Yukl, Gary. *Leadership in Organizations. 5th Edition.*
Upper Saddle River, New Jersey: Prentice Hall, 2001. (E)

This book is a presentation of leadership within an organizational context, moving through and beyond theory to practice. The book makes extensive use of case studies and is widely used in basic and advanced leadership education and training. The relationship between leadership and management is examined in detail. It also deals with strategic, as well as direct leadership and leader development. This book is a primer for the study of the theory and practice of leadership in organizations.



CHAPTER 2

Leadership Doctrine

Leadership Doctrine

Canadian Forces Leadership Institute. *Leadership in the Canadian Forces: Conceptual Foundations.*

Kingston: DND, 2005. (B)

This new CF leadership manual is an intellectually deep, demanding and comprehensive work focusing on the underlying theory and practice of leadership. It provides the new CF definition of leadership, defines effective leadership and develops from advanced contemporary leadership theory the leader framework and competency-based approach to leadership being implemented in the CF.

Canadian Forces Leadership Institute. *Leadership in the Canadian Forces: Doctrine.*

Kingston: DND, 2005. (B)

This new CF leadership manual provides the doctrinal foundation for leadership doctrine in the Canadian Forces. It introduces the use of values-based leadership and the leader framework. It divides leadership into two levels, namely Leading People and Leading the Institution.

Canadian Forces Leadership Institute. *Leadership in the Canadian Forces: Leading People.*

Kingston: DND, To be released 2006. (B)

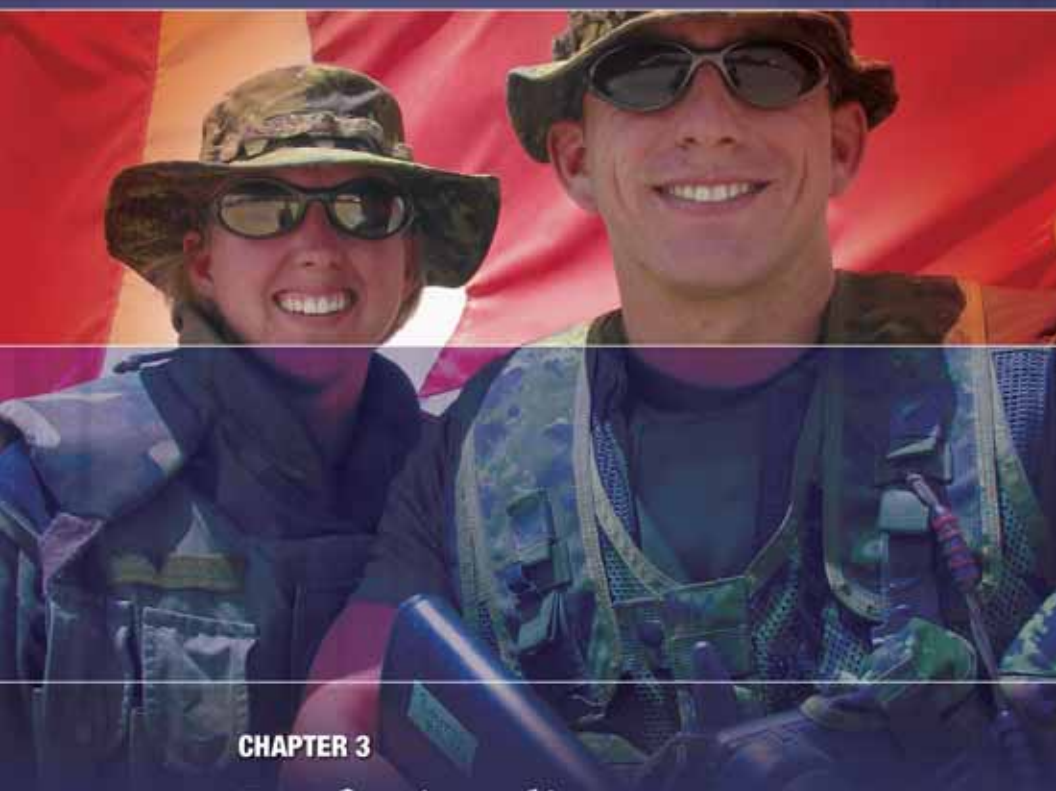
This is the keystone manual of direct leadership for leading military professionals in the Canadian Forces in peace, crisis and war. This manual provides the basic common leadership

doctrine for all leaders in the CF. The last CF leadership manual dates from the 1970's. In 2005, the Canadian Forces began releasing a series of new leadership manuals, which provides the doctrine for CF leadership and will serve as the theoretical basis for the education, training and development of leaders at all levels in the CF. Leading People focuses on direct leadership between a superior and their subordinates and will be released by the end of 2006.

Canadian Forces Leadership Institute. *Leadership in the Canadian Forces: Leading the Institution.*

Kingston: DND, To be released 2006. (B)

This new CF leadership manual provides the strategic leadership doctrine for the Canadian Forces. This manual focuses on the specific skills, knowledge and attitudes required of strategic leaders and provides the conceptual framework for the study and practice of strategic leadership. This manual was written for CWOs/CPOs being considered for senior CF appointments and for senior and general/flag officers holding senior appointments within the CF. This manual will be released by the end of 2006.



CHAPTER 3

Professionalism

Professionalism

Bentley, Lorne. *Professional Ideology and the Profession of Arms in Canada.*

Toronto: Canadian Institute for Strategic Studies, 2005. (B)

This monograph links the development of professional ideology to the specific development of the profession of arms in Canada. It provides the ideological basis for the Canadian profession of arms.

Canadian Forces Leadership Institute. *Duty with Honour: The Profession of Arms in Canada.*

Kingston: DND, 2003. (B)

This full-length manual provides the CF with an in-depth explanation of what defines the profession of arms in Canada (i.e. ethos and ethics, the civil-military relationship and Officer-NCM relations amongst a wide range of other topics.) This is the keystone manual on professionalism within the Canadian Forces.

Harris, Stephen, J. *Canadian Brass: The Making of a Professional Army, 1860–1939.*

Toronto: University of Toronto Press, 1991. (E)

This book examines the historical evolution of the Canadian Army from a colonial militia to the army that went to the Second World War. The author critically describes not only its many failures but also its occasional successes, emphasizing throughout the requirement for effective leadership as an essential component of command.

Horn, Bernd, ed. *Contemporary Issues in Officership: A Canadian Perspective.*

Toronto: Canadian Institute of Strategic Studies, 2000. (E)

This book is a collection of papers by CF and civilian experts on many of the issues that, in the recent past and future, are of concern, debate and study within the Canadian Officer Corps.

Huntington, Samuel. *The Soldier and the State.*

Cambridge: Belknap Press of Harvard University Press, 1981. (E)

Considered to be a classic by many in its application of a multi-disciplinary approach to defining and describing the military profession. Although dated by current works, it nevertheless provides a deep analysis of what is a profession and who are professionals with their obligations and relationships to society.

Janowitz, Morris. *The Professional Soldier: A Social and Political Portrait.*

New York: The Free Press, 1960. (E)

Janowitz was one of the earliest sociologists to examine the military profession. Janowitz describes the life, organizational setting and leadership of the profession of arms, particularly focused on the American Army. It is equally applicable in theory to most other western militaries. Although many of his ideas, especially his concept of the constabulary military, were opposed and considered dated by the end of the Cold War, interest in this seminal work has increased during the Post-Cold War period as militaries grapple with their missions, roles and tasks in the new and future security environment.

Legault, Albert and Joel Sokolsky, eds. *The Soldier and the State in the Post-Cold War Era.*

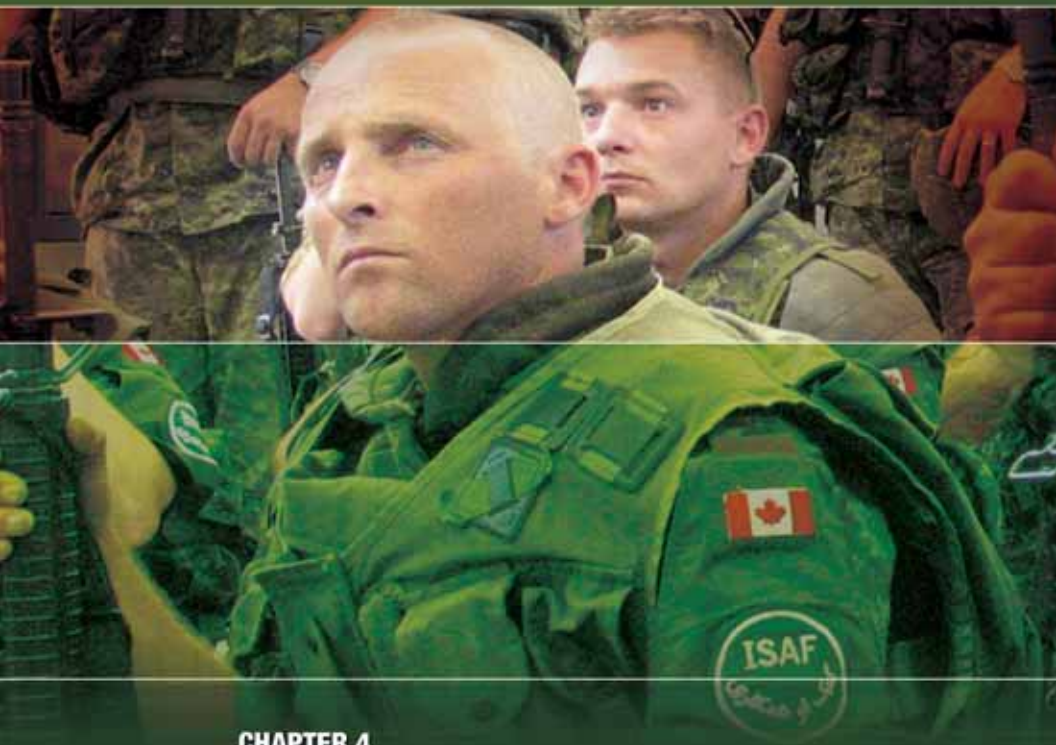
Kingston: Queens University Press, 2002. (E)

This book is a collection of essays by leading experts of how the transformations within militaries from different regions of the world have evolved since the end of the Cold War. The book focuses on the civil-military relationship and how liberal-democratic norms are being transferred from parent societies to their militaries and how major western nations are transferring these norms to emerging democracies as a keystone of the foreign and defence policies.

Moskos, Charles, John Williams, and David Segal, eds. *The Post-Modern Military: Armed Forces after the Cold War.*

New York: Oxford University Press, 2000. (E)

This book is a collection of papers by the leading military sociologists in the world. The end of the Cold War has brought about major changes within the armed forces of western societies. This book presents a general theoretical model of national military transformation and examines the civil-military relationship, and trends in that relationship, as they have evolved in Australia, Canada, Denmark, France, Germany, Israel, Italy, the Netherlands, New Zealand, South Africa, Switzerland, the United Kingdom and the United States.



CHAPTER 4

Ethics

Ethics

Chatterjee, D.K. and D.E. Scheid, eds. *Ethics and Foreign Intervention.*

Cambridge: Cambridge University Press, 2003. (E)

This collection of essays examines the issues of just war, humanitarian intervention and human rights wars. The book examines the ethical, moral and legal implications of humanitarian military intervention from a number of perspectives. Given many of the missions of the CF over the last decade and the current debate over human security and the responsibility to protect, this book is a must read for the Canadian military professional on the ethic issues of humanitarian intervention.

Coles, Robert. *Lives of Moral Leadership.*

New York: Random House, 2000. (E)

In this book, the author creates a portrait of moral leadership, what it is and how it is achieved through examining the lives of famous and ordinary moral leaders. Cole describes the moral leader and shows how the intervention of one person can change the course of history, as well as influence the day-to-day quality of life in lives, organizations and the nation. Cole explores how every individual can be engaged in a continual and mutual life-giving process of personal and national leadership development.

Cook, M.L. *The Moral Warrior: Ethics and Service in the U.S. Military.*

Albany: State University of New York Press, 2004. (E)

This book is focused on the professional military ethic of the U.S. Military and provides an excellent, concise overview of ethical issues. For the Canadian military professional, this book can serve as a comparative study on many of the same issues which challenge both Armed Forces.

Geirsson, H. and M. Holmgren, eds. *Ethical Theory.*

Mississauga: Broadview Press, 2001. (E)

This book is an anthology of essays on the major ethical theories. It provides an excellent introductory reading of ethical theories and provides a foundation for further focused readings on ethics.

Hartle, A. *Moral Issues in Military Decision Making.*

Kansas: University of Kansas Press, 2004. (E)

Colonel Anthony Hartle is a professor of philosophy and in this provocative book provides an extensive examination of the complexity of military ethics within the current security environment and how the members of the military must operate within an environment that poses a severe threat to consistent moral behaviour. He provides a theoretical perspective on the content, coherence and rationalization of the professional military ethic. He examines the military as a profession, the nature of professional ethics, the moral character of the laws of war and national laws. He provides a moral framework within which military decisions must be made in both peace and war.

Lang, A.F., A.C. Pierce and J.H. Rosenth. *Ethics and the Future of Conflict: Lessons from the 1990's.*

New Jersey: Pearson Prentice Hall, 2004. (E)

This book is a post 9-11, multi-year, interdisciplinary project consisting of essays by a wide range of experts examining the ethical and moral dimensions facing the west in the 21st century. The book examines the trends and lessons of the 1990's from a number of perspectives to achieve a fuller understanding of recent and future developments in international affairs. The book examines just and unjust war, the ethics of strategy, the impact of the ethical employment of technology, the moral dilemmas of the current and future battlefield and matching moral expectations with military capabilities. A must read on the current and future ethical/moral dilemmas and challenges the Canadian military professional will face in the 21st century.

Satris, Stephen. *Taking Sides: Clashing View on Controversial Moral Issues.*

Guilford: McGraw-Hill/Dushkin, 2002. (E)

This unique book provides pro and con arguments related to a wide range of ethical dilemmas and moral issues by leading philosophers. The reader is invited to analyse opposing viewpoints and reach a considered judgement. A valuable book, which provides the opportunity to develop one's skills in dealing with an ethical dilemma. *Taking Sides* develops critical reasoning skills.

Snider, D.M. and G.L. Watkins. *The Future of the Army Profession.*
(Section IV: Ethics and the Army Profession)

New York: McGraw-Hill Primis Custom Publishing, 2002. (E)

This book is a comparative analysis of the future of the military profession in the United States and the challenges that profession will continue to face from its certifier, the American people. Section 4 of the book deals specifically with ethics, the ethical challenges and dilemmas the American military profession will face in the post-cold war world. Comparisons from the issues discussed in this book can be made to the challenges and dilemmas the Canadian military profession faces in the new world order.

Soifer, Eldon. *Ethical Issues: Perspectives for Canadians.*

Peterborough: Broadview Press, 1997. (E)

In this book, Soifer provides an examination of a wide range of ethical issues from a Canadian perspective. He emphasizes that a military, in its professional ethos, must reflect the values and ethics of its parent society. This book is a must read for the study of ethics by members of the CF as it focuses on ethical issues and dilemmas being confronted by the broader Canadian society.

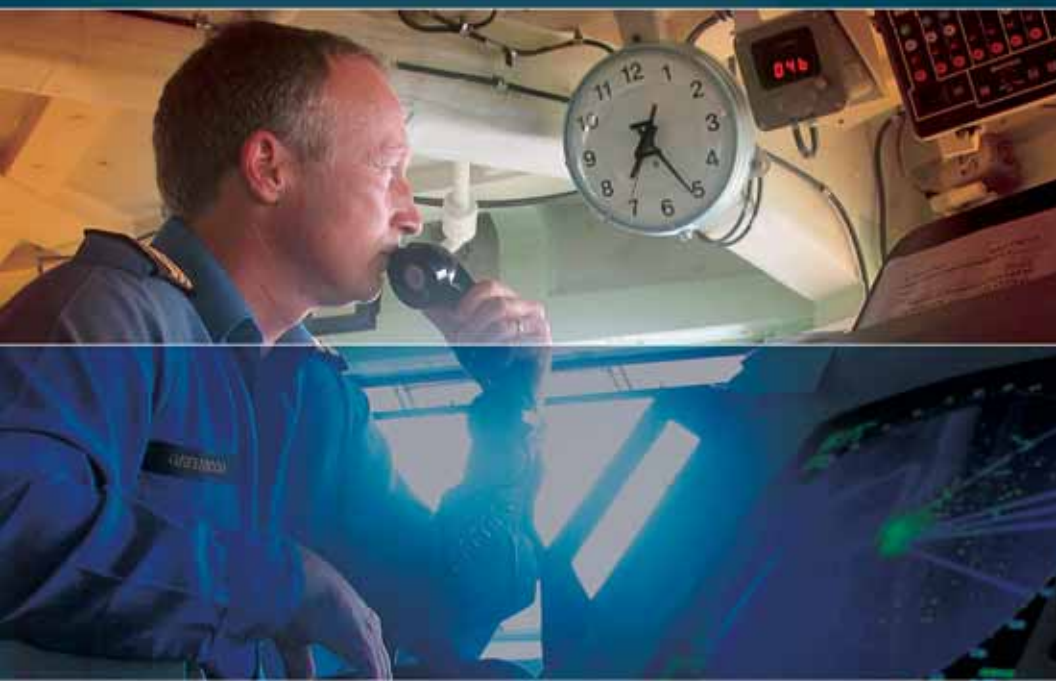
Wakin, M.M., ed. *War, Morality and the Military Profession.*

Boulder: Westview Press, 1986. (E)

Considered by many to be the textbook on the relationship between ethics, the military profession and its primary activity, war. Wakin is a leading ethicist of the military profession and this book provides a foundation for the reader on the issue of military ethics.

Walzer, M. *Just and Unjust Wars*.**New York: Basic Books, 2000. (B)**

This outstanding book remains one of the best works ever written on the morality of war. Written by one of the leading contemporary philosophers, this book examines a variety of conflicts in order to understand exactly why the argument about war and justice is still a political and moral necessity. The book draws on historical illustrations, from antiquity to the present, and uses testimony of decision-makers and victims to examine the moral issues of war. This book is a must read for the Canadian military professional in order to understand the issues surrounding just and unjust wars and the ethics and morality of the military professional in war.



CHAPTER 5

Command

Command

Bland, Douglas. *Backbone of the Army: Non-Commissioned Officers in the Future Army.*

Kingston: McGill-Queens University Press, 2000. (E)

This book is a collection of papers based on presentations that were given at a conference organized by the Canadian Army, which examined the current and future Non-Commissioned Officer (NCO) Corps and the changes that are being dictated by the issues of the role of the NCO corps in the future military profession. It is a primer for a much-needed wider examination of the changing nature of the officer and non-commissioned officer relationship in the Canadian military profession.

Bland, Douglas *Chiefs of Defence: Government and the Unified Command of the Canadian Armed Forces.*

Toronto: Canadian Institute of Strategic Studies, 1995. (E)

Strategic command of the Canadian Armed Forces is examined from the creation of the office of the Chief of the Defence Staff (CDS) until 1994 with a particular focus on how each CDS wrestled with the nature of the civilian-military relationship in Canada.

Blumenson, Martin and James L. Stokesbury. *Masters of the Art of Command.*

Boston: Houghton Mifflin, 1975. (E)

This book is a collection of 32 essays providing a historical and biographical examination of challenges faced by some of those considered to be masters of command, from sergeant to general. It also examines the skills they had to master to command and the primacy of the foundation of leadership to effective command.

Clancy, Tom and Chuck Horner. *Every Man a Tiger.*

Berkley: Berkley Publishing Group, 2002 edition. (E)

This book is a memoir of the Air Commander during the first Gulf War and provides an Air Force perspective on Air Command and Joint Command.

Clancy, Tom and Fred Franks. *Into the Storm: A Study in Command.*

Berkley: Berkley Publishing Group, 2002. (E)

This book is a memoir of a major land force commander, General Fred Franks, Commander of VII Corps, during the first Gulf War and provides an Army perspective on Land and Joint Command.

Cohen, Eliot. *Supreme Command.*

New York: Random House, 2002. (E)

In this book, Cohen examines the relationship between politicians and military commanders in wartime democracies and contends that political leaders should not just declare a military operation's objectives and then stand aside and leave the business of war to the military. Cohen argues that this time-honored belief is questionable and that great statesmen have pushed, probed, provoked and even defied military commanders with positive results. Cohen examines Lincoln, Clemenceau, Churchill and Ben-Gurion and the leadership role they assumed in their nation's wars of survival. Strongly recommended as a primer on civil-military relations and the sharing of command at the strategic level of war.

Horn, Bernd and Stephen Harris, eds. *Generalship and the Art of the Admiral: Perspectives on Canadian Senior Military Leadership.* St Catharines: Vanwell Publishing Ltd., 2001. (B)

This book is a collection of papers from academics and former or current serving generals or admirals in the CF. The papers are focused on strategic leadership of the Canadian profession of arms and the institution of the CF.

Keegan, John. *Mask of Command.*

New York: Viking Penguin Inc., 1987. (E)

This superb book offers profound reflections and a comprehensive analysis of the changing nature of command in history. Keegan proposes that command is not just the exercise of power or military skill but is also a cultural activity. He uses four case studies on Alexander, Wellington, Grant and Hitler to support his thesis.

Kent, Robert G. *Command Decisions.*

Washington: Office of the Chief of Military History, 1960. (E)

This book examines leaders in critical command positions and how they made decisions at critical moments in history. In total, 23 decisions are analyzed which provide an insight into effective military decision-making.

McCann, Carol and Ross Pigeau. *The Human in Command: Exploring the Modern Military Experience.*

Boston: Klower Boston Inc., 2000. (E)

This book is a collection of papers and research reports based on presentations given at a command seminar sponsored by the Canadian Army in 1999. The book is an excellent collection of lessons learned, perspectives, descriptions and concepts on the nature of the human in command.

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

Garden City Park, New York: Avery Publishing Group, Inc. 1986. (E)

This book is focused primarily at the new commander and provides tips and techniques for the development of command skills. The essential link to leadership is clearly articulated. The book also provides an excellent bibliography on command.

Puryear, Edgar. *American Generalship: Character is Everything: The Art of Command.*

Novato: Presidio Press, 2000. (E)

This book examines the command and the qualities of great American commanders with a view to identifying those qualities common to great commanders.

Sullivan, Gordon. *Hope is Not a Method.*

New York: Broadway, 1997. (E)

This book examines how the US Army reformed itself after Viet Nam, successfully prosecuted the first Gulf War and then in detail examines how the army was effectively and efficiently downsized after 1991, while maintaining its morale, capability and professionalism. Many tips for the commander are provided as well as an outline process for effectively downsizing, changing and transforming a military force.

Van Crevald, Martin. *Command in War.*

Cambridge: Harvard University Press, 1985. (E)

This book provides a history of command in war from ancient times to Viet Nam. It also provides links to the major factors whether technological, cultural, political, social etc. that affected how command was conducted in war. The book contains an excellent bibliography on the subject of command.



CHAPTER 6

Psychology

Psychology

Cohen, Elliot and John Gouch. *Military Misfortunes: The Anatomy of Failure in War.*

New York: Vintage Books, 1991. (E)

This book is an excellent analysis of military failure and examines the factors that undermine armies and lead to stunning defeats. This book is a must read.

Dixon, Norman. *On The Psychology of Military Incompetence.*

Toronto: Random House, 1994. (E)

This book examines how militaries, that pride themselves on professionalism and competence can in fact develop and promote incompetent individuals to high command. This study explains personality types and conceptualizes that militaries may in fact attract and promote the wrong type of personality. The book also provides a number of biographical and historical case studies as examples to the author's thesis.

Grossman, David. *On Killing.*

Boston: Little Brown and Company, 1995. (E)

This book examines the human in battle and the reality of the battlefield including topics like fear, fatigue, fitness, killing and how to train people to kill in such a manner that it is done in a controlled, moral and legal manner. The author examines the reality of the battlefield on the individual and deals with the most basic reality in the profession of arms, namely the taking of another life.

Holmes, Richard. *Acts of War: The Behavior of Men in Battle.*

New York: The Free Press, 1985. (E)

This book follows, describes and examines the modern soldier from induction through training to battle with all of the attendant implications. This classic work provides leaders with an insight into what their modern subordinates are experiencing and how leaders can understand and intervene to assist as required.

Keegan, John. *The Face of Battle.*

New York: Viking, 1976. (E)

This book examines what battle is really like from the historical perspective of the soldier. The author uses three battles to provide to the reader a realistic view of war through the eyes of those who fight it.



CHAPTER 7

Biography/Memoirs

Biography/Memoirs

Buerling, George. *Malta Spitfire: The Diary of a Fighter Pilot.*

Toronto: Greenhill Books, 2002. (E)

A memoir of Canada's most famous World War II fighter pilot with an insight into Air Force leadership under adverse conditions. Outnumbered and besieged at the Battle of Malta, Buerling shot down 27 enemy aircraft in just 14 days. A primer for any Air Force leader.

Dallaire, Romeo. *Shake Hands with the Devil: The Failure of Humanity in Rwanda.*

Toronto: Random House Canada Ltd., 2003. (B)

This recent Canadian bestseller is the auto-biography of Lieutenant-General (Retired) Romeo Dallaire, with a particular emphasis on his service in Rwanda before and during the genocide of 1994. The book provides an inside account of Post-Cold War conflict and operations, the challenge of command and effective leadership in a multi-national and crisis environment.

Davis, James. *The Sharp End: A Soldier's Story.*

Toronto: Pub Group West, 1998. (E)

A memoir of a Canadian soldier/non-commissioned officer from selection through training to garrison life and on into the dangerous and challenging missions of the 1990's in Bosnia and Rwanda. A primer for new leaders on life and attitudes in a unit facing operational challenges.

Horn, Bernd and Stephen Harris, eds. *Warrior Chiefs.*

Toronto: Dundurn Press, 2000. (B)

This book is a collection of biographical papers on famous and outstanding leaders and commanders of the CF, from all three environments.

Moore, Harold G. and Joseph Galloway. *We Were Soldiers Once and Young.*

New York: Random House, 1992. (E)

A stirring true life memoir of combat leadership at unit level and below during the early days of the war in Viet Nam.

Pagonis, William G. *Moving Mountains: Lessons in Leadership and Logistics from the Gulf War.*

Boston: Harvard Business School Press, 1992. (E)

A memoir of the Chief Logistician of the first Gulf War and his perspective on the leadership of support personnel in a joint context in a war.

Powell, Collin. *My American Journey.*

New York: Random House, 1995. (B)

A memoir by the famous Chairman of the Joint Chiefs of Staff during the Gulf War which provides an insight into leader development and leading in war. The reader may also wish to read “*The Leadership Secrets of Collin Powell*” for a more detailed examination of his leadership style.

Sajer, Guy. *Forgotten Soldier.*

New York: Brassey's Inc., 2001. (B)

This autobiography of a young Alsatian in World War II serving in the German Army on the Eastern Front speaks to the psychological strain of combat from the soldiers, vice the academic, perspective. A must read.

Slim, William J. *Defeat into Victory.*

Toronto: Macmillan, 2001. (E)

Considered by many to be one of the greatest military leaders and commanders in history. This memoir by General Slim of the Burma Campaign studies in detail leadership and command under adverse, difficult and challenging conditions. A must read.

Wohler, J. Patrick. *Charles de Salaberry: Soldier of the Empire, Defender of Quebec.*

Toronto: University of Toronto Press, 1996. (E)

This book is a biography of one of Canada's greatest soldiers, leaders and commanders who led a largely militia army to defeat the Americans at the Battle of Chateauguay during the War of 1812.



CHAPTER 8

Canadian Military History

Canadian Military History

Bland, D and S. Maloney. *Campaigns for International Security: Canada's Defence Policy at the Turn of the Century.*

Kingston: McGill-Queens University Press, 2003. (E)

Drs. Bland and Maloney, both former serving officers in the CF and current noted scholars, place the peace support operations conducted by the CF since the Korean War within the context of successive Canadian government's policies for active Canadian participation in contributing to International Peace, Security and Stability. The book makes a timely contribution to the determination of the future of Canadian Defence Policy.

Douglas, W. *No Higher Purpose: The Official Operational History of the Royal Canadian Navy in the Second World War, 1939–1943 Volume II, Part I.*

St Catherines: Vanwell Publishing, 2002. (B)

A noted naval historian, Douglas, provides in this book a recent operational history of the Royal Canadian Navy in the early years of the Second World War, focusing on issues like mobilization of resources, sailors, leaders and commanders.

Eayrs, James. *In Defence of Canada. Volumes 1–5.*

Toronto: University of Toronto Press, 1985. (E)

This is a seminal work on the history of the CF from the Great War to the Cold War. This is a must read for all Canadian military professionals.

English, Allan D. *The Cream of the Crop: Canadian Aircrew 1939–1945.*

Kingston: McGill-Queens University Press, 1996. (E)

A comprehensive study of how Canadian Air Force leaders were selected, trained and developed during the Second World War. The human dimension of Air Force leadership is examined in considerable detail.

English, Jack. *The Canadian Army and the Normandy Campaign: A Study in the Failure of High Command.*

Portland: Book News Inc., 1991. (E)

This book examines the failure of the Canadian Army High Command during the battle of Normandy in 1944, exemplifying the cost of poor professionalism in the inter-war period and its failure to educate, train and develop the operational and strategic commanders the Canadian Army needed in war.

Granatstein, J. *Canada's Army.*

Toronto: University of Toronto Press, 2004. (E)

This history, by one of Canada's foremost military historians, provides a recent survey of the Canadian Army from its early days through all of its major wars and conflicts to the Post-Cold War period including the war on terror.

Maloney, S. *Canada and UN Peacekeeping.*

St. Catharines: Vanwell Publishing, 2003. (E)

Dr. Maloney is Canada's foremost current operations historian and in this book he provides an overview of the Canadian involvement and approach to the ever-changing use of peacekeeping by Canada's military in support of Canadian Foreign Policy.

Morton, Desmond. *A Military History of Canada.*

Toronto: McClelland and Stewart, 1999. (E)

The author is one of Canada's foremost military historians. This revised and updated version of an earlier work provides the reader with the military history of Canada from pre-colonial times to the end of the Cold War. It provides an excellent overview of the proud and rich history of the Canadian profession of arms.

Schreiber, Shane B. *Shock Army of the British Empire: The Canadian Corps in the Last 100 Days of the Great War.*

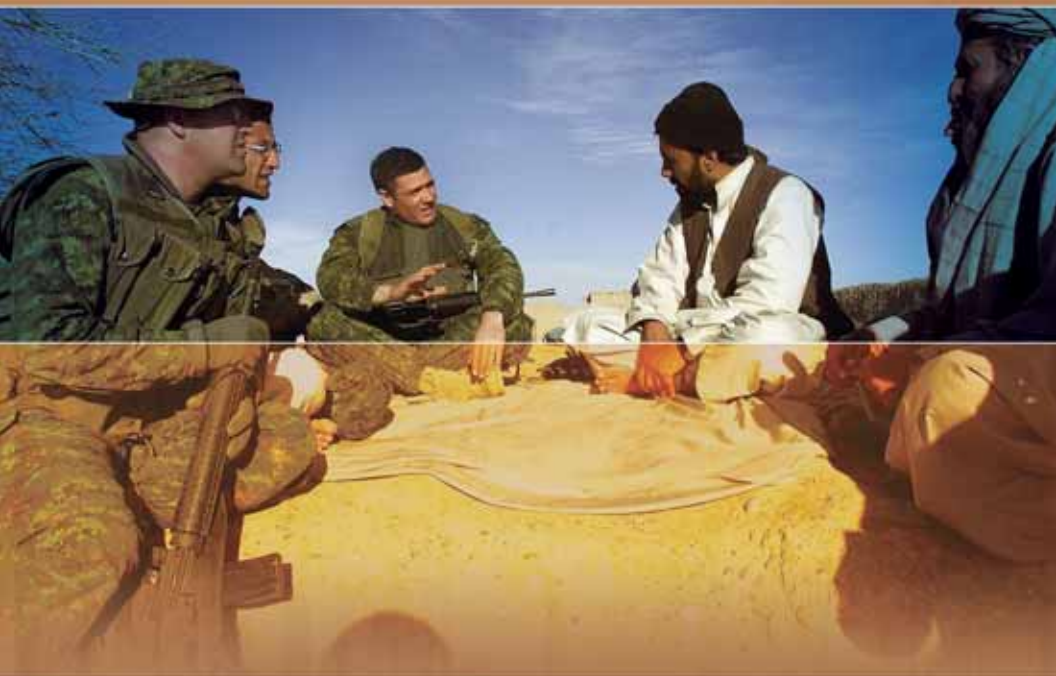
Westport, Connecticut: Greenword Press, 1997. (E)

This book describes Canadian military professionalism and the success of Canadian Leadership in Command at the high mark of Canadian participation in World War I.

Turner, Wesley. *British Generals in the War of 1812: High Command in Canada.*

Kingston: McGill-Queens University Press, 1999. (E)

This book provides a detailed examination of the British Generals who commanded British and Canadian regulars, Canadian Militia and Native forces during the war of 1812. It provides an insight into multi-national and combined command and how success or failure depended on the ability of the Commander to know the strengths and weaknesses of each and how to best employ each component of his force.



CHAPTER 9

Future Security Environment

Future Security Environment

Barnett, M. *The Pentagon's New Map: War and Peace in the 21st Century.*

New York: G.P Putnams & Sons, 2004. (E)

Barnett provides an examination of a new operating theory for the military in a Post-Cold War era. Barnett examines in detail the global security environment and concludes that the gap between developed and under-developed countries must be closed, and until then conflicts arise.

Clark, W. *Waging Modern War: Bosnia, Kosovo and the Future of Combat.*

New York: Harper Collins, 2002. (E)

General Clark commanded NATO forces during the Kosovo War and in this excellent book provides an insight into the current and future nature of war, conflict and peace, issues for multi-national joint commanders and leaders, and lessons from recent operations.

Friedman, George and Meredith. *The Future of War: Power, Technology and American World Dominance in the Twenty-First Century.*

New York: Crown, 1997. (E)

The Friedmans are geo-strategic analysts who conduct a historical overview of warfighting and develop the case that we are currently experiencing a Revolution in Military Affairs. They also propose that with its military predominance the United States will remain the world's leading military power.

Huntington, Samuel. *Clash of Civilizations and the Remaking of World Order.*

New York: Simon Shuster, 1998. (B)

The author provides an analysis of civilizations explaining how they rise, expand, collide with others and decline. He offers a Post-Cold War view of how to construct a new world order.

Jockel, Joseph T. *The Canadian Forces: Hard Choices, Soft Power.*

Toronto: The Canadian Institute of Strategic Studies, 1999. (E)

The author examines the current state of the CF and offers a capability insight into the future of the CF. In a future security environment characterized by increased danger, new challenges and threats, and increased demands while at the same time battling limited resources, operational exhaustion and an apathetic public.

Neustadt, Richard E. and Ernest R. May. *Thinking in Time.*

New York: Free Press, 1986. (E)

This book provides an approach for strategic leaders on the proper use of history to assist decision-making. It is full of excellent case studies.



CHAPTER 10

Theory of War and Conflict

Theory of War and Conflict

Alberts, D. and R. Hayes. *Power to the Edge: Command and Control in the Information Age.*

Washington: CCRP Publications, 2004. (E)

This is the most current book and considered one of the best books on Network Centric Warfare and Effects Based Operations. This book is one of several publications at the cutting edge of theoretical and doctrinal development on information age warfare. It also deals in depth with the entire issue of transformation from industrial age based militaries to the information age militaries that will be required in future warfare.

Clausewitz, Karl von, translated and edited by Michael Howard and Peter Paret. *On War.*

Princeton: Princeton University Press, 1984. (B)

Still considered by many to be the “Bible” on the theory of war. It is absolutely essential reading because of its impact on the Western Way of War.

Evans, Michael. *Future Armies, Future Challenges: Land Warfare in the Information Age.*

Canberra: Independent Publishers Group, 2005. (E)

This new book, from the Australian perspective, provides a collection of contributions from the world’s leading strategic thinkers on land warfare in the information age.

The book examines the strategic, operational, tactical and ethical domains of war and the conundrums that soldiers, their commanders and their parent societies will have to wrestle with in order for future armies to be successful on the battlefield. Issues like urban warfare, coalition operations, peacekeeping, training, asymmetric warfare, the Revolution of Military Affairs, counter-terrorism and others are examined within the context of the information age.

Gat, Azar. *A History of Military Thought From the Enlightenment to the Cold War.*

Oxford: Oxford University Press, 2001. (E)

Gat is an Israeli scholar who in this book provides a definitive history of the evolution of modern military thought in one volume from Clausewitz to post-modern strategy. This book provides a trilogy of conceptions of war, strategy and military theory and then relates them to their cultural and historical contexts.

Gray, Colin. *Modern Strategy.*

Oxford: Oxford University Press, 1999. (E)

Colin Gray is one of the foremost scholars of strategy in the world today. This book explains the permanent nature, but ever changing character, of strategy in light of the whole strategic experience of the 20th Century and is considered by many to provide the best comprehensive account of all aspects of modern strategy since the end of the Cold War.

Handel, Michael. *Master of War: Classical Strategic Thought: Third, Revised and Expanded Edition.*

London: Frank Cass, 2002. (E)

Master of War is a comprehensive study based on a detail textual analysis of the classical works on war by Clausewitz and Sun Tzu. This book is a reexamination of what these and other theorists actually said and not what is widely reported they said by some who have clearly taken their statements out of context or not considered their writings in their entirety. The author argues that there is a logic of waging war and of strategic thinking which is universal and timeless.

Meilinger, Philip, ed. *The Paths Of Heaven: The Evolution of Airpower Theory.*

Maxwell Air Force Base: Air University Press, 2001. (E)

This classic book provides a collection of essays by many of the foremost scholars of the major airpower theorists from Douhet to Warden. These essays explain the impact of airpower on war and strategy and provides a broad perspective on the theory and practice of air warfare within the overall study of war.

Paret, Peter, ed. *Makers of Modern Strategy: From Machiavelli to the Nuclear Age.*

Princeton: Princeton University Press, 1986. (E)

This book provides essays by many of the foremost scholars of the major strategic theorists of the last 500 years. The book is diverse in its themes and provides a broad perspective of the theory and practice of war from the Renaissance to the end of the Cold War.

Sun Tzu. *The Art of War: Translated with an Introduction by Samuel Griffith.*

London: Oxford University Press, 1963. (B)

Sun Tzu is acclaimed as one of the earliest theorists of war. Largely ignored for thousands of years in the west, Sun Tzu emerged post-Viet Nam as one of the key war theorists who laid the basis for the adoption of maneuver warfare in NATO's militaries. Sun Tzu has always had a major impact on the eastern way of war and now is becoming one of the key theorists of the evolving western way of war.

Warden, John. *Air Campaign: Planning for Combat.*

New York: Toexcell, 1998. (B)

This masterpiece on airpower in war is in use with war and staff colleges around the world and is credited with serving as the basis of the Gulf War air campaign. Warden has refined and extended much of his airpower theory and this book provides the best current book on airpower.



Conclusion

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The books listed in this reading guide are a first attempt at providing assistance to you, the leaders of the CF, for your self-development of leadership knowledge and skill. The success of this program will depend on you. Professional reading can ignite a life-long desire to learn, study and think which will only benefit you in your career and the CF through your professional development. Your opinions and recommendations are critical to this program. Please take the time to provide feedback on this project by contacting the Canadian Forces Leadership Institute (see below). We look forward to your comments so that we can improve the next edition of this guide.

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