SENIOR LEADERSHIP AND COMMAND

A SELECTED BIBLIOGRAPHY
JUNE 1997

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“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/>

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Jacqueline S. Bey, compiler

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A Selected Bibliography

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Books and Documents


             Why a single command authority at strategic and operational levels should be established.


On using the Myers-Briggs Type Indicator.


The impact of budget, training and doctrine on their visions.


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.


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


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


Quotations by Meyer, Wickham, Vuono, and Sullivan.


Originally published under the title Follow Me, 1981.


Originally published under the title *What are Generals Made Of,* 1987.


Survey of Army General Officers on the effectiveness of the USAWC's educational objectives.


Pp.27-117: “Part II: Leaders, Leadership, and Decision Making.”


Elihu Root was among his supporters.


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


Prepared for the U.S. Army War College.


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.”


Presentations at the 4th conference.


Presentations at the 1st conference by Maxwell Thurman, Gordon Sullivan, Thomas O. Jacobs and other senior military and civilian participants.


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)


Includes comprehensive list of leadership studies.


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://www.atsc-army.org/cgi-bin/atdl.dll/fm/22-100/toc.htm>

<http://www.afsc.edu/pub1.htm>


<http://www.dtic.mil/defenselink/pubs/gdr/>


Periodical Articles


Value-based “profound” knowledge needed.


Deng Xiaoping’s rise to military and political power.


On growing officers from within the command.


Originally published in 1990, article expresses need for strong command philosophy.


How leaders can envision and communicate the vision.


Originally published in 1980.


White, Jerry E. “Personal Ethics Versus Professional Ethics.” *Airpower Journal* 10 (Summer 1996): 30-34.


Originally published in 1990.

SELECTED PERIODICALS AVAILABLE VIA THE INTERNET


<http://www.ndu.edu/cgi-bin/wais.pl>

Military Review. U.S. Army Command and General Staff College; Combined Arms Center.  


MILITARY PUBLICATIONS


VIDEO RECORDINGS AND AUDIO CASSETTES


Victory over a massive Persian force.

Battle that ultimately destroyed the Nazi regime.

Nelson’s successes against rival European fleets.

Conquest of Gaul by use of technological superiority and tactical skill.

Napoleon’s command skills against Austria and Russia.

Grant’s strategic victory leading to the defeat of the Confederacy.


Based on book of same title.