### Human Dimensions of Strategic Leadership: A Selected Bibliography

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The Army has long recognized that regardless of current doctrine and technology, wars are fought by men and women operating under conditions of extreme stress and uncertainty. As such, it is critical that strategic leaders have a deep understanding derived from a study of history and behavioral sciences—of the complexity of human behavior under such conditions. Equally important, strategic leaders must get the best ideas and viewpoints from all stakeholders if they are to make high-quality decisions that achieve high acceptability among the diverse groups that make up our changing Army and country. Lastly, strategic leaders must thoroughly understand the culture of the organizations they lead, how to influence that culture, and how to build healthy, resilient, learning organizations that are equal to the challenges ahead. The successful strategic leader will be one who melds all aspects of the human dimension into the practice of the strategic art.

U.S. Army War College
Curriculum Guidance, 2009-2010

Leadership is the art of getting someone else to do something you want done because he wants to do it.

Dwight D. Eisenhower
Leadership: Quotations from the Military Tradition

Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.

Gen. H. Norman Schwarzkopf
The Military Quotation Book
PREFACE

The Human Dimensions of Strategic Leadership is a recurring theme in the curriculum of the U.S. Army War College. This selected bibliography reflects books, documents, periodical articles, multimedia, and web sites relating to this topic.

With a few exceptions for important documents, the materials cited in this bibliography are dated 2006 to the present. For older materials, please see previous versions of this bibliography at the USAWC Library home page. All items are available through the USAWC Library. For your convenience, at the end of the entries, we have added library call numbers, Internet addresses, or database links. Web sites were accessed during January 2010.

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Lenore K. Garder, compiler
HUMAN DIMENSIONS OF STRATEGIC LEADERSHIP

A Selected Bibliography

January 2010

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GENERAL OVERVIEW

Books, Documents, and Internet Resources


"Leadership." ChangingMinds.org. Includes links to leadership styles, theories, and articles about leadership. [http://changingminds.org/disciplines/leadership/leadership.htm](http://changingminds.org/disciplines/leadership/leadership.htm)


**Periodical Articles**


**BIOGRAPHICAL**

**Books, Documents, Multimedia, and Internet Resources**


  v.1 *Napoleonic Wars to World War I.*
  v.2 *World War II to Korea and Vietnam.*

**U.S. Army War College Student Papers**


**Periodical Articles**


Books, Documents, and Internet Resources


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[Sage](http://www.carlisle.army.mil/usawc/parameters/08spring/cook.htm)

[Wilson OmniFile](http://www.carlisle.army.mil/usawc/parameters/08spring/cook.htm)

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**COMMUNICATION, CONFLICT, AND NEGOTIATION**

**Books, Documents, and Internet Resources**


**U.S. Army War College Student Papers**


Periodical Articles


Murphy, Dennis M. "The Trouble with Strategic Communication(s)." *IO Sphere* (Winter 2008): 24-26.


ETHICS, MORALS, AND VALUES

Books, Documents, and Internet Resources


U.S. Department of the Army. *U.S. Army Center of Excellence for the Professional Military Ethic*. Links to research material such as case studies, publications, reports, and suggested reading lists. Requires AKO login. https://acpme.army.mil/login.fcc

U.S. Military Academy. *Simon Center for the Professional Military Ethic*. The SCPME supervises the Cadet Honor Code and Respect programs, in addition to other activities promoting the Professional Military Ethic. [http://www.usma.edu/cpme](http://www.usma.edu/cpme)

U.S. Naval Academy. *Stockdale Center for Ethical Leadership*. The Stockdale Center's mission is to promote and enhance the ethical development of current and future military leaders. [http://www.usna.edu/ethics](http://www.usna.edu/ethics)

"Values." *Changingminds.com*. Includes comparison of values, morals, and ethics, lists of historical values, and research on values. [http://changingminds.org/explanations/values/values.htm](http://changingminds.org/explanations/values/values.htm)

**U.S. Army War College Student Papers**


**Periodical Articles**


Olsthoorn, Peter. "A Critique of Integrity: Has a Commander a Moral Obligation to Uphold His Own Principles?" *Journal of Military Ethics* 8 (June 2009): 90-104. Informaworld


**FOCUSED LEADERSHIP SKILLS AND DEVELOPMENT**

**Books, Documents, and Internet Resources**


[http://handle.dtic.mil/100.2/ADA507944](http://handle.dtic.mil/100.2/ADA507944)


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[http://handle.dtic.mil/100.2/ADA471856](http://handle.dtic.mil/100.2/ADA471856)


U.S. Army War College, Strategic Studies Institute, and United States Military Academy, Office of Economic and Manpower Analysis. *Future of the U.S. Army Officer Corps.* Virtual Conference to develop a strategy that covers how the officer corps should be accessed, developed, retained, and employed. Web site includes topic papers and interviews with key leaders.  
[https://www.officer-strategy.strategicstudiesinstitute.army.mil](https://www.officer-strategy.strategicstudiesinstitute.army.mil)


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http://handle.dtic.mil/100.2/ADA478263

http://handle.dtic.mil/100.2/ADA469614

http://handle.dtic.mil/100.2/ADA478258

http://handle.dtic.mil/100.2/ADA478244

http://handle.dtic.mil/100.2/ADA501012

http://handle.dtic.mil/100.2/ADA479657

http://handle.dtic.mil/100.2/ADA449740

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**Periodical Articles**


Dubik, James M. "Leader-Team Training." *Army* 59 (November 2009): 16-17. ProQuest


Myers, Susan R. "Senior Leader Cognitive Development through Distance Education." *American Journal of Distance Education* 22 (April-June 2008): 110-122. Informaworld


**ORGANIZATIONAL CLIMATE, CHANGE, AND DECISION MAKING**

**Books, Documents, and Internet Resources**


   v.1 *Military Performance*. Praeger Security International
   v.2 *Operational Stress*. Praeger Security International
   v.3 *The Military Family*. Praeger Security International
   v.4 *Military Culture*. Praeger Security International


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**WOMEN AND LEADERSHIP**

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