



The U.S. Army Intelligence Center of Excellence Commanding General's Reading List 2014



"In the pages of history lie many lessons that can help us better understand our profession...as a Soldier, as a leader...as an American. Our education as a Soldier lies on several pillars; what we learn in the Institutional Army, the Operational Army, and perhaps most importantly, our own personal self-development. ADRP 6-22 states, 'Lifelong learning involves study and reflection to acquire new knowledge and to learn how to apply it when needed'. I chose books in this selection to expand the reader's understanding of the conflicts and challenges faced by leaders throughout history. Enjoy! "

Major General Robert P. Ashley,
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About the Commanding General's Reading List

The overarching purpose of this list is to gain understanding through the reading of foundational texts. There are many books and essays on military history, leadership, and world events that are worth reading. This list distinguishes, for Military Intelligence Professionals, a fine selection of reading material from a larger body of literature. The list is divided into three sections: Professional Development, History & Heritage, and Global Analysis. Each section encourages the reader to take a critical look at the lessons of the past, at the changing world around them, and within themselves in order to learn and grow as an Army Professional.

High Priority Picks

A two-star icon indicates high priority reading selection by MG Robert P. Ashley, Commanding General of USAICoE.



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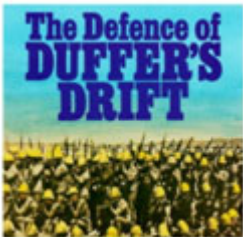
Professional Development



Collaborative Intelligence: Using Teams to Solve Hard Problems

J. Richard Hackman // Berrett-Koehler Publishers: 2011

Intelligence professionals are commonly viewed as solo operators. But these days intelligence work is mostly about collaboration. Interdisciplinary and even inter-organizational teams are necessary to solve the really hard problems intelligence professionals face. Tragically, these teams often devolve into wheel-spinning, contentious assemblies that get nothing done. Or members may disengage from a team if they find its work frustrating, trivial, or a waste of their time. Even teams with a spirit of camaraderie may take actions that are flat-out wrong. But there is also good news. This book draws on recent research findings as well as Harvard Professor Richard Hackman's own experience as an intelligence community researcher and advisor to show how leaders can create an environment where teamwork flourishes. Hackman identifies six enabling conditions, such as establishing clear norms of conduct and providing well-timed team coaching, that increase the likelihood that teams will be effective in any setting or type of organization.



The Defence of Duffer's Drift: A Lesson in the Fundamentals of Small Unit Tactics

E.D. Swinton // Paladim Press: 2008 [First published 1904]

In the 100 years since *The Defence of Duffer's Drift* was first published in Great Britain, the face of modern warfare has changed dramatically. But what has not changed very much are the concepts of small unit tactics: Ground is held, buildings are searched, and individual enemy combatants are killed or captured by men with rifles. And those men are led by NCOs and junior officers. *The Defence of Duffer's Drift* is a fictional account of a young, inexperienced British officer, who is tasked with holding a river crossing with 50 troops against a larger enemy force. His initial failures and eventual victory serve as an entertaining and instructive vehicle to convey the principles of small unit tactics.



Fighting Talk: Forty Maxims on War, Peace, and Strategy

Colin S. Gray // Potomac: 2009

Gray presents an inventive treatise on the nature of strategy, war, and peace, organized around forty maxims. This collection of mini-essays will forearm politicians, Soldiers, and the attentive general public against many - probably most- fallacies that abound in contemporary debates about war, peace, and security. While one can never guarantee strategic success, which depends on policy, military prowess, and the quality of the dialogue between the two, a strategic education led by the judgments in these maxims increases the chances that one's errors will be small rather than catastrophic.

“While the character of war changes with new forms of technology, Gray’s maxims capture enduring truths about the nature of war. These must be studied and understood by students of war in order for them to comprehend the relationship between the pillars of national power.” MG Ashley



The Fourth Star: Four Generals and the Epic Struggle for the Future of the United States Army

Greg Jaffe and David Cloud // Crown: 2009

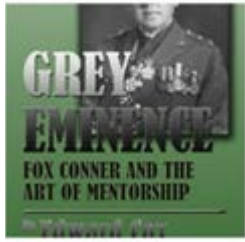
They were four exceptional Soldiers, a new generation asked to save an army that had been hollowed out after Vietnam. They survived the military's brutal winnowing to reach its top echelon. They became the Army's most influential generals in the crucible of Iraq. The lives of Generals John Abizad, George Casey Jr., Peter Chiarelli, and David Petraeus tell the story of the Army over the last four decades and illuminate the path it must travel to protect the nation over the next century. Theirs is a story of successes and failures, of ambitions achieved and thwarted, of the responsibilities and perils of command.



The GAME: Unraveling a Military Sex Scandal

Robert D. Shadley // Beaver’s Pond Press: 2013

Aberdeen Proving Ground, Maryland, 1996: The U.S. Army's most extensive sexual abuse scandal on record is uncovered by Major General Robert Shadley. Known as GAM, or Game, an entire network of senior male instructors is in competition to sexually assault and exploit the young female trainees in their charge. Immersed in a battle unlike anything he d been trained to fight, Shadley must unravel the game, bring the players to justice, and get help for a record number of victims. Now retired, General Shadley continues to advocate for the estimated 19,000 military service members who are sexually assaulted each year. In this gripping story, he sheds light on a problem that’s still sadly far from being solved, and provides lessons in real leadership through crisis.

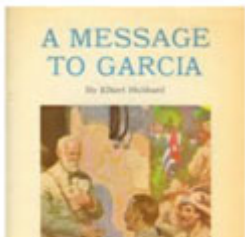


Grey Eminence: Fox Conner and the Art of Mentorship

Edward L. Cox // New Forums Press: 2011

To those who have heard of him, Fox Conner's name is synonymous with mentorship. He is the "grey eminence" within the Army whose influence helped to shape the careers of George Patton, George Marshall, and, most notably, President Eisenhower. What little is known about Conner comes primarily through stories about his relationship with Eisenhower, but little is known about Fox Conner himself. After a career that spanned four decades, this master strategist ordered all of his papers and journals burned. Because of this, most of what is known about Conner is oblique, as a passing reference in the memoirs of other great men. This book combines existing scholarship with long-forgotten references and unpublished original sources to achieve a more comprehensive picture of this dedicated public servant. The portrait that emerges provides a four-step model for developing strategic leaders that still holds true today.

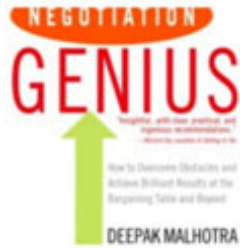
"Conner's role as a mentor highlights the critical role that senior leaders play in talent management and steering junior leaders towards broadening experiences. There is no better example of how a senior leader helped shape the Army for the next generation than to learn how Fox Conner accelerated the education of Marshall, Eisenhower, and Patton." MG Ashley



A Message to Garcia

Elbert Hubbard // Empire Books: 2012 [First published in 1899]

This inspirational essay was written in 1899 and is loosely based on an actual event in the Spanish-American War. The essay praises Lieutenant Andrew Rowan for his perseverance and obedience. The lieutenant was charged with delivering an important message to a Cuban general, and did not abandon his mission in the face of many obstacles. "To take a message to Garcia" was for years a popular American slang expression for taking initiative and is still used by many military leaders as a model of an exemplary work ethic.

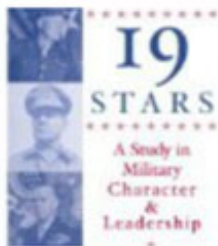


Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond

Deepak Malhotra and Max H. Bazerman // Bantam: 2007

From two leaders in executive education at Harvard Business School, here are the mental habits and proven strategies you need to achieve outstanding results in any negotiation. Whether you've "seen it all" or are just starting out, *Negotiation Genius* will dramatically improve your negotiating skills and confidence. Drawing on decades of behavioral research plus the experience of thousands of business clients, the authors take the mystery out of preparing for and executing negotiations - whether they involve multimillion-dollar deals or improving your next salary offer. What sets negotiation geniuses apart? They are the men and women who know how to: identify negotiation opportunities where others see no room for discussion, discover the truth even when the other side wants to conceal it, negotiate successfully from a position of weakness, recognize when the best move is to walk away, and much more. The book gives you detailed strategies that work in the real world even when the other side is hostile, unethical, or more powerful. You will also begin building your own reputation as a negotiation genius.

"Everyday we operate in the Human Domain...and negotiations are fundamental to what we do and will only grow in importance in a JIIM environment. Understanding negotiation strategies allows you to build your own game plan for any situation." MG Ashley

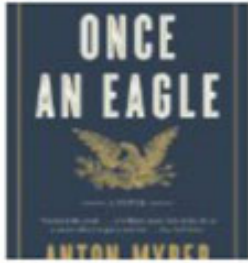


Nineteen Stars: A Study in Military Character and Leadership

Edgar Puryear// Presidio Press: 2003

Nineteen Stars is an in-depth study of American military leadership and character. Puryear makes a comparative study of the careers of four of the most successful US WWII generals: Marshall, MacArthur, Eisenhower and Patton. By examining these men from their cadet years at West Point to the conclusion of WWII, he determines why these men became our top commanders and attempts to answer the question: Can successful military leadership be learned or must one be born to command? A model of character and leadership is revealed here in the careers of the quietly confident Marshall, the military genius of MacArthur, the beloved Eisenhower, and the go-for-broke Patton.

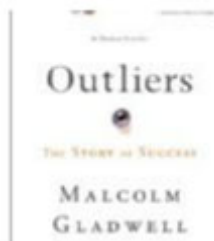
"In Nineteen Stars you see an incredible divergence in personalities and leadership traits to be admired and, in some cases, borderline toxic leadership traits to clearly avoid. Some are born to lead. For others leadership traits must be studied and learned. These mini-biographies on four key leaders provide both junior and senior leaders some best practices to contemplate." MG Ashley



Once An Eagle

Anton Myrer // Harper: 2000 [First published in 1968]

First published in 1968 at the height of the conflict in Vietnam, *Once An Eagle* captured the imagination and heart of a war-torn nation. *Once An Eagle* has become a touchstone for the military professionals who devise and carry out our nation's defense. A sweeping chronicle of American warfare in the twentieth century, this gripping story portrays as well the often overlooked and cruel difficulties of life in peacetime. *Once An Eagle* is more than a novel of battle; it is a study in character and the values we continue to cherish: courage, nobility, honesty, and selflessness. Powerful and unforgettable, it is ultimately the epic story of a man who serves as an inspiration not just for Soldiers, but for us all.



Outliers: The Story of Success

Malcolm Gladwell // Little, Brown and Company: 2008

In this stunning and fascinating book, Malcolm Gladwell takes us on an intellectual journey through the world of “outliers” - the best and the brightest, the most famous and the most successful. He asks the question: What makes high-achievers different? His answer is that we pay too much attention to what successful people are like, and too little attention to where they are from: that is, their culture, their family, their generation, and the idiosyncratic experiences of their upbringing. Along the way he explains the secrets of software billionaires, what it takes to be a great soccer player, why Asians are good at math, and what made the Beatles the greatest rock band. *“While unlikely to appear on anyone’s list of how to raise your kids, Gladwell’s work provides tremendous insight on how engaged parents lead and nurture their children towards success.” MG Ashley*



Patton: A Genius for War

Carlo D'Este // Harper Perennial: 1996

Fifty years after his death, General George C. Patton, Jr. remains one of the most colorful, charismatic, misunderstood, and controversial figures ever to set foot on the battlefields of World War II. It is one of the achievements of this riveting biography that it reveals the complex and contradictory personality that lay behind the facade. With full access to Patton's private and public papers, and the cooperation of the general's family, Carlo D'Este shows us not only the extrovert Patton of public perception, but also the intensely private Patton - the devoted student of history, the poet, the humble man very unsure of his own abilities - who could burst into tears, be charming or insulting quite unexpectedly, and the Patton who trained himself for greatness with a determination matched by no other general in the twentieth century.

“However, there are distinct qualities in Patton not to be emulated and worth the reader’s critical thinking about whether Patton’s superiors should have removed him from command.” MG Ashley

STARFISH
AND THE SPIDER
ORI BRAUFMAN AND ROD A. BECKSTROM



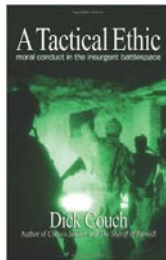
The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations



Ori Braufman and Rod A. Beckstrom // Penguin: 2006

If you cut off a spider's head, it dies; if you cut off a starfish's leg it grows a new one, and that leg can grow into an entirely new starfish. Traditional top-down organizations are like spiders, but now starfish organizations are changing the face of business and the world. Ori Braufman and Rod Beckstrom have discovered some unexpected answers, gripping stories, and a tapestry of unlikely connections. *The Starfish and the Spider* explores what happens when starfish take on spiders and reveals how established companies and institutions, from IBM to Intuit to the U.S. government, are also learning how to incorporate starfish principles to achieve success.

"For both the Millennial Generation and the Baby Boomers, this is a great read. It stimulates and expands thoughts about mission command, the ability to exercise disciplined initiative, and empowerment of those you lead in a hybrid organization." MG Ashley



A Tactical Ethic

Dick Couch // Naval Institute Press: 2010

Dick Couch, a graduate of the US Naval Academy who served as a Navy SEAL in Vietnam, examines the ethical and moral decisions made by Soldiers and Marines fighting insurgents in Iraq and Afghanistan. Drawing on his own experiences in Vietnam, Couch cautions of the risk of repeating the same mistakes by compromising ethics in the name of combating terrorists. He looks first at the current state of ethics training in the military and then at the codes of ethics in the different services to see how they shape the moral character of the warriors. Couch lastly provides a path for decision makers to move towards an Effective Tactical Ethos with practical guidelines, called the Battlefield Rules of Engagement. As a leader and an ethicist, Couch provides real-life examples that will help Soldiers to examine their past decisions on the battlefield and provide them with a tool-kit to draw from as they lead others in future conflicts.

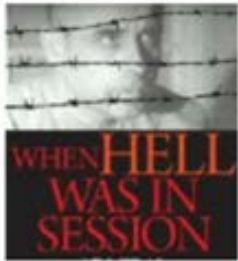


War

Sebastian Junger // Twelve: 2010

Over fifteen months, Sebastian Junger followed a single platoon based at a remote outpost in eastern Afghanistan. His objective was both simple and ambitious: to convey what Soldiers experience, what war actually feels like. In these pages, he gives insight into the truths of combat: the fear, the honor, and the trust among men. He describes things that few civilians will ever witness or go through: the endless, body-numbing anticipation of battle, the adrenaline-fueled confusion of being ambushed, the unquestioned and automatic risks Soldiers take in combat situations to protect their brothers. Junger draws on biology, psychology and military history to explain the decisions Soldiers make and to put their ordeals into context. In the vivid prose for which he has become known, he relates the physical toil, the suffocating heat, the sounds of gunfire, and the agony of loss.

"It is worthy for the reader to examine the conduct and interpersonal relationships among the company Soldiers portrayed in the book." MG Ashley



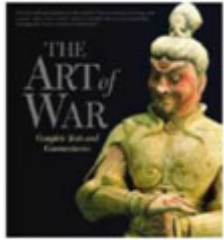
When Hell was in Session

Jeremiah Denton and Ed Brandt // WND: 2007 [First published in 1976]

In *When Hell Was in Session*, Jeremiah Denton, the senior American officer to serve as a Vietnam POW, tells the amazing story of the almost eight years he survived as a POW in North Vietnam. In 1966, he appeared on a television interview from prison and blinked the word torture in Morse Code, confirming for the world that atrocities were taking place in the Hanoi Hilton. While in prison, he acted as the senior officer and looked after the morale of his troops at great risk to himself. After his release in 1973, Denton was promoted to Rear Admiral and in 1980 won election to the United States Senate where he worked with President Reagan to fight communism in Latin America.

"We live by a code of honor: If detained, our charge is to return with honor. The perseverance of Admiral Denton is a study in character and strength for all to reflect upon as you prepare yourself and your Soldiers for war." MG Ashley

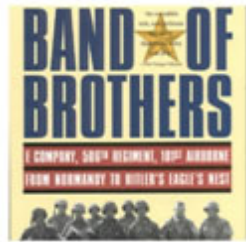
History and Heritage



The Art of War

Sun Tzu, translated by Thomas Cleary // Shambhala: 2005

Conflict is an inevitable part of life, according to this ancient Chinese classic of strategy, but everything necessary to deal with conflict wisely, honorably, victoriously, is already present within us. Compiled more than two thousand years ago by a mysterious warrior-philosopher, *The Art of War* is still perhaps the most prestigious and influential book of strategy in the world, as eagerly studied in Asia by modern politicians and executives as it has been by military leaders since ancient times. As a study of the anatomy of organizations in conflict, *The Art of War* applies to competition and conflict in general, on every level from the interpersonal to the international. Its aim is invincibility, victory without battle, and unassailable strength through understanding the physics, politics, and psychology of conflict. *“For all our MI leaders, the Art of War provides a basic understanding of warfare in a holistic and accessible fashion. Of importance is that Sun Tzu explains the complexities of warfare and political strategies with a common sense approach.”* MG Ashley

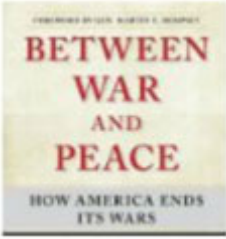


Band of Brothers: E Company, 506th Regiment, 101st Airborne from Normandy to Hitler's Eagle's Nest

Steven E. Ambrose // Simon & Schuster: 2007

Stephen E. Ambrose's iconic story of the ordinary men who became World War II's most extraordinary Soldiers: Easy Company, 506th Parachute Infantry Regiment, 101st Airborne Division, US Army. From the rigorous training in Georgia in 1942 to the disbanding in 1945, he tells the story of this remarkable company. They were rough-and-ready guys, battered by the Depression, mistrustful and suspicious. But in training and combat they learned selflessness and found the closest brotherhood they ever knew. They discovered that in war, men who loved life would give their lives for them. E Company was a company of men who went hungry, froze, and died for each other, a company that took 150 percent casualties, a company where the Purple Heart was not a medal—it was a badge of office.

“As you follow Easy Company from their training in Georgia to Hitler's Eagles Nest you are introduced to tremendous lessons in leadership and the enduring truth that war is not glorious, but a tragic endeavor. In the persona of Dick Winters you find the best in all of us. His leadership is the definition of commitment, competence and, above all, unassailable character that inspires men.” MG Ashley



Between War and Peace: How America Ends Its Wars

Matthew Moten // Free Press: 2011

Not all wars end decisively. Indeed, the endings of most wars are messy, complicated, inconclusive, and deeply intriguing. As the United States attempts to extricate itself from two long and costly wars in Iraq and Afghanistan, nothing could be more relevant than a look back at the ways America has ended its major conflicts in the past. Edited and with an introduction by Col. Matthew Moten, a professor of history at West Point, *Between War and Peace* explores the endings of fourteen American wars, from the Revolution to the first Gulf War. Here, with incisive insight, narrative flourish, and strategic detail, some of America's leading historians examine the progress of America's wars: their initial aims - often quite different from their ends - their predominant strategies, their final campaigns, the painful journeys out of war, and the ramifications of the wars' ends for the nation's future.



Crazy Horse and Custer: The Parallel Lives of Two American Warriors

Steven E. Ambrose // Doubleday: 1975

On the sparkling morning of June 25, 1876, 611 men of the United States 7th Cavalry rode toward the banks of the Little Bighorn in the Montana Territory where 3,000 Indians stood waiting for battle. The lives of two great warriors would soon be forever linked throughout history: Crazy Horse, leader of the Oglala Sioux, and General George Armstrong Custer. Both were men of aggression and supreme courage. Both became leaders in their societies at very early ages; both were stripped of power, in disgrace, and worked to earn back the respect of their people. And, for both of them, the unspoiled grandeur of the Great Plains of North America was an irresistible challenge. Their parallel lives would pave the way, in a manner unknown to either, for an inevitable clash between two nations fighting for possession of the open prairie.

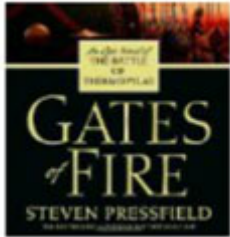


G-2: Intelligence for Patton

Oscar Koch and Robert G. Hays // Schiffer: 1999 [First published 1971]

The enigmatic science of military intelligence is examined in this personal record, written by Brigadier General Oscar W. Koch, who served during World War II as chief of intelligence for General George S. Patton, Jr., one of the most colorful military leaders in American history. General Koch traces the growth and development of the infant science through detailed accounts of the intelligence role in some of the most celebrated battles of the war, and through his personal remembrances of Patton and his relationships with members of his intelligence staff. His story moves from the African campaign through Sicily, into France on D-Day and on to the Battle of the Bulge, pointing out how the work of the intelligence staff made the differences in the final reckoning. General Koch's book is more than a historical study, however. It is the exciting story of the operations behind the cloak and dagger illusions.

"Most importantly it portrays the importance of building trust between a maneuver commander and his senior intelligence officer." MG Ashley

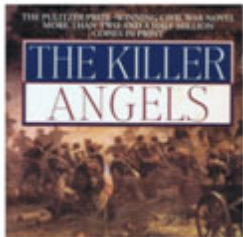


Gates of Fire: An Epic Novel of Thermopylae

Steven Pressfield // Bantam Books: 1999

This is novel about Thermopylae, the 480 BC battle that went down in history as an example of heroism. For three days a small force of Greeks defended a narrow pass from a huge Persian army. Narrated by the sole survivor of the epic battle - a squire in the Spartan heavy infantry- *Gates of Fire* is a mesmerizing depiction of one man's indoctrination into the Spartan way of life and death and the legendary men and women who gave the culture an immortal gravity. Culminating in an electrifying and horrifying epic battle, *Gates of Fire* weaves history, mystery, and heartbreaking romance into a literary page-turner that brings the Homeric tradition into the twenty-first century.

“For any student of war and leadership this novel tells the quintessential story that no matter how a leader unifies his men through his example of courage or how the sum of the parts are far greater than the individual, in the end there is no substitute for inspired leadership.” MG Ashley

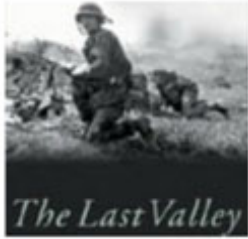


The Killer Angels: The Classic Novel of the Civil War

Michael Shaara // Modern Library: 2004 [First published in 1974]

In the four most bloody and courageous days of our nation’s history, two armies fought for two conflicting dreams. One dreamed of freedom, the other of a way of life. Far more than rifles and bullets were carried into battle. There were memories. There were promises. There was love. And, far more than men fell on those Pennsylvania fields. Bright futures, untested innocence, and pristine beauty were also the casualties of war. Michael Shaara’s Pulitzer Prize–winning masterpiece is unique, sweeping, unforgettable - the dramatic story of the battleground for America’s destiny.

“This novel is a must-read for all who aspire to lead Soldiers. The examples and personalities, as well as how they interact, are timeless and underpin the old adage: It’s not just about command relationships, but relationships between commanders.” MG Ashley

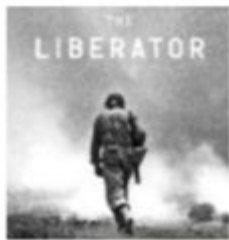


The Last Valley: Dien Bien Phu and the French Defeat in Vietnam

Martin Windrow // Da Capo Press: 2005

In December 1953 French paratroopers, who had been searching for the elusive Vietnamese army, were quickly isolated by them and forced to retreat into their out-gunned and desolate jungle base, a small place called Dien Bien Phu. The Vietnamese besieged the French base for five long and desperate months.

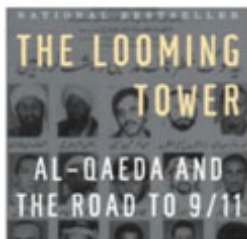
Eventually, the demoralized and weakened French were utterly depleted and withdrew in defeat. The siege at Dien Bien Phu was a landmark battle of the last century - the first defeat of modern western forces by an Asian guerilla army. *The Last Valley* is the first new account of the battle since the 1970s. The author has incorporated much new material from French and Vietnamese sources, including veteran interviews, making this the most complete account to-date.



The Liberator: One World War II Soldier's 500-Day Odyssey from the Beaches of Sicily to the Gates of Dachau

Alex Kershaw // Crown: 2012

The true story of the bloodiest and most dramatic march to victory of the Second World War: the battlefield odyssey of a maverick U.S. Army officer and his infantry unit as they fought for over five hundred days to liberate Europe - from the invasion of Italy to the gates of Dachau. From July 10, 1943, the date of the Allied landing in Sicily, to May 8, 1945, when victory in Europe was declared – the entire time it took to liberate Europe – no regiment saw more action and no single platoon, company, or battalion endured worse than the ones commanded by Felix Sparks, who had entered the war as a greenhorn second lieutenant of the 157th “Eager for Duty” Infantry Regiment of the 45th “Thunderbird” Division. Sparks and his fellow Thunderbirds fought longest and hardest to defeat Hitler, often against his most fanatical troops, when the odds on the battlefield were even and the fortunes of the Allies hung in the balance – and when the difference between defeat and victory was a matter of character, not tactics or armor.



The Looming Tower: Al-Qaeda and the Road to 9/11

Lawrence Wright// Vintage: 2007

A sweeping narrative history of the events leading to 9/11, a groundbreaking look at the people and ideas, the terrorist plans and the Western intelligence failures that culminated in the assault on America. Lawrence Wright's remarkable book is based on five years of research and hundreds of interviews that he conducted in Egypt, Saudi Arabia, Pakistan, Afghanistan, Sudan, England, France, Germany, Spain, and the United States. *The Looming Tower* achieves an unprecedented level of intimacy and insight by telling the story through the interweaving lives of four men: the two leaders of al-Qaeda, Osama bin Laden and Ayman al-Zawahiri; the FBI's counterterrorism chief, John O'Neill; and the former head of Saudi intelligence, Prince Turki al-Faisal.



Stealing Secrets: How a Few Daring Women Deceived Generals, Impacted Battles, and Altered the Course of the Civil War

H. Donal Winkler // Cumberland House: 2010

During America's most divisive war, both the Union and Confederacy took advantage of brave and courageous women willing to adventurously support their causes. These female spies of the Civil War participated in the world's second-oldest profession - spying - a profession perilous in the extreme. The tales of female spies are filled with suspense, bravery, treachery, and trickery. They took enormous risks and achieved remarkable results - often in ways men could not do. Told with personality and pizzazz, author H. Donald Winkler uses primary Civil War sources such as memoirs, journals, letters, and newspaper articles, plus the latest in scholarly research, to make these incredible stories come alive.



This Kind of War: A Study of Unpreparedness: The Classic Korean War History

T.R. Fehrenbach // Potomac Books Inc: 2001 [First published in 1963]

Updated with maps, photographs, and battlefield diagrams, this special fiftieth anniversary edition of the classic history of the Korean War is a dramatic and hard-hitting account of the conflict written from the perspective of those who fought it. Partly drawn from official records, operations journals, and histories, it is based largely on the compelling personal narratives of the small-unit commanders and their troops. Unlike any other work on the Korean War, it provides both a clear panoramic overview and a sharply drawn "you were there" account of American troops in fierce combat against the North Korean and Chinese communist invaders. As Americans and North Koreans continue to face each other across the 38th Parallel, *This Kind of War* commemorates the past and offers vital lessons for the future.

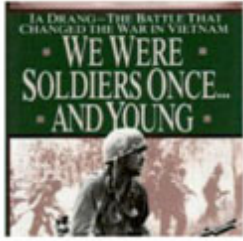
"Fehrenbach drives home the importance of how, in times of peace, you must prepare for war." MG Ashley



Washington's Spies: The Story of America's First Spy Ring

Alexander Rose // Bantam: 2006

In the summer of 1778, with the war poised to turn in his favor, General George Washington desperately needed to know where the British would strike next. To that end, he unleashed his secret weapon: an unlikely ring of spies in New York charged with discovering the enemy's battle plans and military strategy. The men he mentored were dubbed the Culper Ring. The British secret service tried to hunt them down, but they escaped by the closest of shaves thanks to their ciphers, dead drops, and invisible ink. Rose's thrilling narrative tells the unknown story of the Revolution - the murderous intelligence war, gunrunning and kidnapping, defectors and executioners - that has never appeared in the history books. *Washington's Spies* is also a spirited, touching account of friendship and trust, fear and betrayal, amid the dark and silent world of the spy.



We Were Soldiers Once... and Young: Ia Drang- The Battle That Changed the War in Vietnam

Harold G. Moore and Joseph L. Galloway // Presidio Press: 2004 [First published in 1992]

In November 1965, some 450 men of the 1st Battalion, 7th Cavalry, under the command of Lt. Col. Hal Moore, were dropped by helicopter into a small clearing in the Ia Drang Valley. They were immediately surrounded by 2,000 North Vietnamese Soldiers. Three days later, only two and a half miles away, a sister battalion was chopped to pieces. Together, these actions at the landing zones X-Ray and Albany constituted one of the most savage and significant battles of the Vietnam War. How these men persevered, sacrificed themselves for their comrades and never gave up, makes a vivid portrait of war at its most inspiring and devastating. General Moore and Joseph Galloway, the only journalist on the ground throughout the fighting, have interviewed hundreds of men who fought there, including the North Vietnamese commanders. This devastating account rises above the specific ordeal it chronicles to present a picture of men facing the ultimate challenge, dealing with it in ways they would have found unimaginable only a few hours earlier. It reveals to us, as rarely before, man's most heroic and horrendous endeavor.

"Equally important is to understand Lt. Col. Moore's leadership and how, through diligent preparation and study, he was able to see the battlefield and understand events before they completely unfolded."
MG Ashley

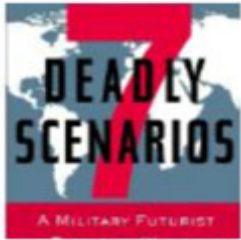


With the Old Breed: At Peleliu and Okinawa

E.B. Sledge // Presidio Press: 1990

An Alabama boy steeped in American history and enamored of such heroes as George Washington and Daniel Boone, Eugene B. Sledge became part of the war's famous 1st Marine Division - 3rd Battalion, 5th Marines. Even after intense training, he was shocked to be thrown into the battle of Peleliu, where "the world was a nightmare of flashes, explosions, and snapping bullets." By the time Sledge hit the hell of Okinawa, he was a combat vet, still filled with fear but no longer with panic. Based on notes Sledge secretly kept in a copy of the New Testament, *With the Old Breed* captures with utter simplicity and searing honesty the experience of a Soldier in the fierce Pacific Theater. Here is what saved, threatened, and changed his life. Here, too, is the story of how he learned to hate and kill - and came to love - his fellow man.

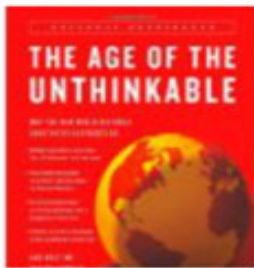
Global Analysis



7 Deadly Scenarios: A Military Futurist Explores War in the 21st Century

Andrew Krepinevich // Bantam: 2009

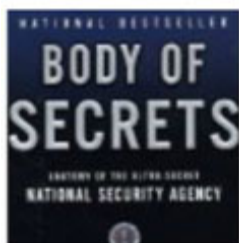
What if the worst that could happen actually happens? How would we respond? Are we ready? These are the questions that Andrew Krepinevich asks, and answers, in this timely and often chilling book, which describes the changing face of war in the twenty-first century and identifies seven deadly scenarios that threaten our security in the crucial years ahead. As president of the Center for Strategic and Budgetary Assessments and consultant to Secretaries of Defense, the CIA, the Homeland Security Council and the Joint Forces Command, Krepinevich's job is to think the unthinkable and prepare a response in the event our worst nightmares become reality.



The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can Do About It

Joshua Cooper Ramo // Back Bat Books: 2010

Today the very ideas that made America great imperil its future. Our plans go awry and policies fail. History's grandest war against terrorism creates more terrorists. Global capitalism, intended to improve lives, increases the gap between rich and poor. Decisions made to stem a financial crisis guarantee its worsening. Environmental strategies to protect species lead to their extinction. The traditional physics of power has been replaced by something radically different. In *The Age of the Unthinkable*, Joshua Cooper Ramo puts forth a revelatory new model for understanding our dangerously unpredictable world. Drawing upon history, economics, complexity theory, psychology, immunology, and the science of networks, he describes a new landscape of inherent unpredictability - and remarkable, wonderful possibility.



★ ★ Body of Secrets: Anatomy of the Ultra-Secret National Security Agency

James Bamford // Anchor: 2002

The National Security Agency is the world's most powerful, most far-reaching espionage organization. Now with a new afterword describing the security lapses that preceded the attacks of September 11, 2001, *Body of Secrets* takes us to the inner sanctum of America's spy world. James Bamford reveals the NSA's hidden role in the most volatile world events of the past, and its desperate scramble to meet the frightening challenges of today and tomorrow. Here is a scrupulously documented account, much of which is based on unprecedented access to previously undisclosed documents, of the agency's tireless hunt for intelligence on enemies and allies alike. *Body of Secrets* is a riveting analysis of this most clandestine of agencies, a major work of history and investigative journalism.



The Cleanest Race: How North Koreans See Themselves and Why It Matters

B.R. Myers // Melville House: 2011

Here B.R. Myers, a North Korea analyst, presents the first full-length study of the North Korean worldview. Drawing on extensive research into the regime's domestic propaganda, including films, romance novels and other artifacts of the personality cult, Myers analyzes each of the country's official myths in turn—from the notion of Koreans' unique moral purity to the myth of an America quaking in terror of "the Iron General." In a concise, but groundbreaking historical section, Myers also traces the origins of this official culture back to the Japanese fascist thought in which North Korea's first ideologues were schooled. What emerges is a regime completely unlike the West's perception of it. The implications for US foreign policy—which has hitherto treated North Korea as the last outpost of the Cold War—are as obvious as they are troubling.

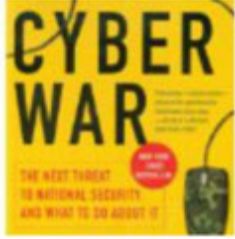
"A key aspect of the Army of Preparation is our understanding of culture and developing regional expertise. For the last six decades the armistice on the peninsula has held, yet the divide between north and south appears no closer. Our ability to break away from a 'Western' mindset and understand the motivation and perspective of our opponents only grows in importance, which makes this book even more relevant today." MG Ashley



Counterinsurgency

David Kilcullen // Oxford University Press: 2010

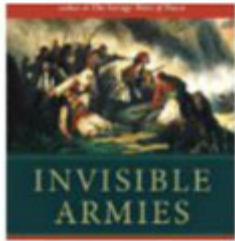
David Kilcullen is one of the world's most influential experts on counterinsurgency and modern warfare, a ground-breaking theorist whose ideas "are revolutionizing military thinking throughout the west" (Washington Post). Indeed, his vision of modern warfare powerfully influenced the United States' decision to rethink its military strategy in Iraq and implement "the Surge," now recognized as a dramatic success. In *Counterinsurgency*, Kilcullen brings together his most salient writings on this vitally important topic. Here is a picture of modern warfare by someone who has had his boots on the ground in some of today's worst trouble spots - including Iraq and Afghanistan - and who has been studying counterinsurgency since 1985. Filled with down-to-earth common-sense insights, this book is the definitive account of counterinsurgency, indispensable for all those interested in making sense of our world in an age of terror.



Cyber War: The Next Threat to National Security and What to Do about It

Richard A. Clark and Robert Knake // Ecco: 2012

Richard A. Clarke warned America once before about the havoc terrorism would wreak on our national security, and he was right. Now he warns us of another threat, silent but equally dangerous. *Cyber War* is a powerful book about technology, government, and military strategy; about criminals, spies, Soldiers, and hackers. It explains clearly and convincingly what cyber war is, how cyber weapons work, and how vulnerable we are as a nation and as individuals to the vast and looming web of cyber criminals. This is the first book about the war of the future 'cyber war' and a convincing argument that we may already be in peril of losing it.



Invisible Armies: An Epic History of Guerrilla Warfare from Ancient times to the Present

Max Boot // Liveright: 2013

Beginning with the first insurgencies in the ancient world - when Alexander the Great discovered that fleet nomads were harder to defeat than massive conventional armies - Max Boot, best-selling author and military advisor in Iraq and Afghanistan, masterfully guides us from the Jewish rebellion against the Roman Empire up through the horrors of the French-Indochina War and the shadowy, post-9/11 battlefields of today. Relying on a diverse cast of unforgettable characters - not only Mao and Che, but also the legendary Italian nationalist Giuseppe Garibaldi, the archaeologist-turned-military commander T. E. Lawrence, and the "Quiet American" Edward Lansdale, among others - Boot explodes everything we thought we knew about unconventional combat. The result is both an enthralling read and our most important work on nontraditional warfare.

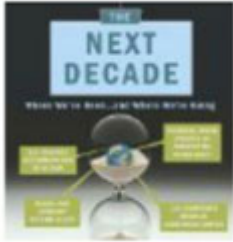
"It is often said few lessons are truly learned, but many are relearned. Boot brings this point to the fore in this tremendous work on the history of guerilla warfare." MG Ashley



Modern Warfare, Intelligence and Deterrence: The Technologies that are Transforming Them

Benjamin Sutherland// Wiley: 2012

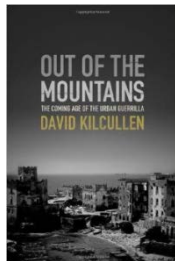
This book explores emerging high tech military technologies and places them in the larger context of today's politics, diplomacy, business, and social issues, arguing that, broadly speaking, defense technologies will continue to provide enormous advantages to advanced, Western armed forces. It is organized into five parts: land and sea, air and space, the computer factor, intelligence and spycraft, and the road ahead, which examines the coming challenges for Western armies, such as new wars against insurgents operating out of civilian areas. Comprised of a selection of the best writing on the subject from *The Economist*, each section includes an introduction linking the technological developments to civilian matters. A fascinating look at Western military technologies, *Modern Warfare, Intelligence and Deterrence* is essential reading for business readers and history buffs, alike.



The Next Decade: Empire and Republic in a Changing World

George Friedman // Doubleday: 2011

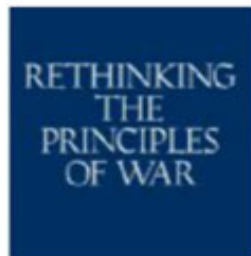
In the long view, history is seen as a series of events—but the course of those events is determined by individuals and their actions. During the next ten years, individual leaders will face significant transitions for their nations: the United States' relationships with Iran and Israel will be undergoing changes, China will likely confront a major crisis, and the wars in the Islamic world will subside. Unexpected energy and technology developments will emerge, and labor shortages will begin to matter more than financial crises. Distinguished geopolitical forecaster George Friedman analyzes these events from the perspectives of the men and women leading these global changes, focusing in particular on the American president, who will require extraordinary skills to shepherd the United States through this transitional period. *The Next Decade* is a provocative and fascinating look at the conflicts and opportunities that lie ahead.



Out of the Mountains: The Coming Age of the Urban Guerrilla

David Kilcullen // Oxford University Press: 2013

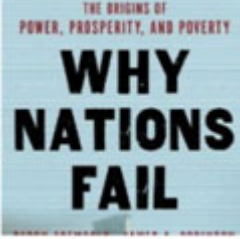
When Americans think of modern warfare, what comes to mind is the US Army skirmishing with terrorists and insurgents in the mountains of Afghanistan. But, the face of global conflict is ever-changing. In *Out of the Mountains*, David Kilcullen, one of the world's leading experts on current and future conflict, offers a groundbreaking look at what may happen after today's wars end. This is a book about future conflicts and future cities, and about the challenges and opportunities that four powerful megatrends (population, urbanization, coastal settlement, and connectedness) are creating across the planet. And, it is about what cities, communities and businesses can do to prepare for a future in which all aspects of human society including, but not limited to, conflict, crime and violence are changing at an unprecedented pace.



Rethinking the Principles of War

Anthony D. Mclvor // Naval Institute Press: 2005

This work features the fresh thinking of twenty-eight leading authors from a variety of military and national security disciplines. Following an introduction by Lt. Gen. James Dubik (Ret), then Commander I Corps, U.S. Army, the anthology first considers the general question of whether there is a distinctly American way of war. Among the well-known contributors are Robert Scales, Mary Kaldor, Ralph Peters, Jon Sumida, Grant Hammond, Milan Vego, and T.X. Hammes. The anthology is part of a larger Rethinking the Principles project, sponsored by the Office of Force Transformation and the U.S. Navy to examine approaches to the future of warfare.



Why Nations Fail: The Origins of Power, Prosperity, and Poverty

Daron Acemoglu and James Robinson // Crown Business: 2012

Brilliant and engagingly written, *Why Nations Fail* answers the question that has stumped the experts for centuries: Why are some nations rich and others poor, divided by wealth and poverty, health and sickness, food and famine? Daron

Acemoglu and James Robinson conclusively show that it is man-made political and economic institutions that underlie economic success (or lack of it). Based on fifteen years of original research, Acemoglu and Robinson marshal extraordinary historical evidence from the Roman Empire, the Mayan city-states, medieval Venice, the Soviet Union, Latin America, England, Europe, the United States, and Africa to build a new theory of political economy with great relevance for the big questions of today.