

## Phantom Warrior 6 Professional Reading List

### Works from the CSA's Reading List:

**Builder, Carl H. The Masks of War: American Military Styles in Strategy and Analysis.**

"A very good perspective on service cultures (Navy is heir to a glorious tradition, Air Force is the embodiment of a single idea, Army is servant of the nation) helps understand joint operational and QDR friction between services."

**Cox, Edward. Grey Eminence: Fox Conner and the Art of Mentorship.**

"In order to be an effective mentor, we must know how to do it. Fox Conner mentored some of our greatest WW II military leaders with a four step model: (1) be a master of your craft; (2) recognize and recruit talented subordinates; (3) encourage and challenge subordinates to develop their strengths and overcome weaknesses; and (4) don't be afraid to break rules."

**Grant, Ulysses S. Personal Memoirs of US Grant.**

"My personal hero - a humble, servant leader with an indomitable will. Very well written, just like all of Grant's orders."

**Hackett, John W. The Profession of Arms.**

"An excellent perspective of the relationship between societies and their warriors."

**Hubbard, Elbert. Message to Garcia.**

"A short read that is good for junior officers, in particular. It captures the essence of mission-type orders and initiative."

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

"A controversial book that seems to be standing the test of time."

**Jefferson, Thomas et. al. Constitution of the United States.**

"It is important for us all to understand that which we are sworn to support and defend."

**Kotter, John P. Leading Change.**

"Adapt or Die. The author provides a good 8-step model, which seems rather obvious, except that it is not often achieved. Environmental factors often prevent change - knowing what can and should be changed, and when, are as important as how to do it."

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

"A classic account of a first battle between American Soldiers and the enemy. First battles are always full of lessons - in this case, we learned the wrong ones, as victors normally do."

**Neustadt, Richard E. and Ernest R. May. Thinking in Time: The Uses of History for Decision-Makers.**

"How to use or avoid mis-using history. Too many commanders have tried to achieve another Cannae while most others fail utterly to learn from the past."

**Some personal additions from LTG MacFarland:**

**Arbinger Institute. Leadership and Self-deception: Getting Out of the Box.**

"A great book for developing self-awareness. When I was Deputy Commandant at Fort Leavenworth, I made this mandatory issue for all future Brigade Commanders, and I believe it still is."

**Grossman, Dave and Loren W. Christensen. On Combat: The Psychology and Physiology of Deadly Conflict in War and in Peace.**

"This is a sequel to his first book, "On Killing." Although less well known, it is better than the first book and more applicable to Soldiers."

**Hankey, Donald W. A. The Beloved Captain: The Honor of the Brigade.**

"This is short story about a platoon leader in WW I, who approaches his duties in the spirit of servant leadership and with intellectual humility and in so doing, gains the support and respect of his NCOs and Soldiers."

**Kahalani, Avigdor. The Heights of Courage: A Tank Leader's War On the Golan.**

"A fascinating first person account of armored combat by an Israeli Armored Brigade Commander against the Syrians from the 1973 Arab-Israeli War. He is simultaneously an effective tank commander and a brigade commander... a superb example of armored mission command."

**Paul, Richard and Linda Elder. The Miniature Guide to Critical Thinking: Concepts and Tools.**

"It's hard to think critically if you don't know how. You can download this from the internet."

**Philbrick, Nathaniel. The Last Stand: Custer, Sitting Bull, and the Battle of the Little Bighorn.**

"Pride goeth before the fall... This is far and away the best account of Custer's ill-fated Little Big Horn Campaign. A must-read for all mounted warriors and intelligence Soldiers. Disaster was the direct result of a total failure to understand the enemy. Like Joshua Chamberlain, Custer was at Gettysburg, but he learned the wrong lessons from his success."

**Shaara, Michael. The Killer Angels.**

"One of the best historical fiction novels ever written - it focuses on the leadership of COL Joshua Chamberlain and his 20th Maine Regt (really the size of a reinforced company) at the Battle of Gettysburg."

**Taleb, Nassim N. The Black Swan: The Impact of the Highly Improbable.**

"There is a saying that when men plan, God laughs. This is an excellent book about how the unexpected is what matters most in shaping our environment. How could anybody have predicted the events of 9/11 and their impact on the US Military? Yet, we continue with our quadrennial defense reviews and talk about Army 2020, as if we can really accurately project that far into the future. This is why resiliency and what Taleb calls "antifragility" in a subsequent book is so important in planning."

**Whiting, Charles. Death of a Division.**

"The story of failed mission command during the Battle of the Bulge."

**Winterbotham, Frederick W. The Ultra Secret.**

"This is the first book written about how the Allies were able to read the German Ultra codes. Although the author makes himself out to be more than he was, the strategic impact of this program is beyond dispute. Germany's technology became their Achilles heel and changed the entire dynamic in North Africa and the Atlantic. As the Army becomes increasingly reliant on complex battle command systems, we risk a similar vulnerability."