

Recommended Reading List  
Department of Command and Leadership  
US Army Command and General Staff School

Good to Great, by Jim Collins. The book is based on a five-year study by Collins and his team explaining why a very small group of select companies were able to turn their organizations around and sustain long-term growth (at least three times the market average) for a period of 15 or more years. He focuses on a concept called Level 5 Leadership and its associated steps that guided the transformation process of these organizations.

Leadership on the Line, by Ronald Heifetz and Marty Linsky. Two renowned leadership authorities discuss the differences between technical problems and adaptive challenges. They posit how leadership involves getting people to adjust and accept the loss associated with adaptive change. Real leadership involves raising important, sometimes unpopular questions, surfacing unresolved conflicts and speaking to higher values.

Leading Change, by John Kotter. Change affects every individual and organization on some level, and leaders' roles, responsibilities and reactions are key to successful negotiation of that process. After analyzing numerous failures of organizations undergoing change, John Kotter developed a step-by-step 8-stage model, he addresses in his book "Leading Change," to enact lasting change in organizations.

Leading in a Culture of Change, by Michael Fullan. In this book Michael Fullan explains in detail a model for change built on 5 key components: Understanding Change, Relationship Building, Knowledge Creation and Sharing, Coherence Making and Moral Purpose. These five components are then tied to three causes or effects: Enthusiasm, Hope and Energy.

Leading Up: How to Lead Your Boss so You Both Win, by Michael Useem. In a decentralized leadership environment based on mission type orders, the need for communication up the chain of command becomes vital. Leading Up is about how leaders influence up the chain of command and how to build organizations that encourage it.

On Becoming a Leader, by Warren Bennis. Bennis leads the reader through a self-discovery process of what it means to be a leader. Beginning with basic leadership principles, he moves from knowing oneself and one's environment to self-development, influencing others, and developing organizations.

Patton: A Genius for War, by Carlo D'Este. An in-depth analysis of George S. Patton, whose extraordinary life and career have rightfully earned him a place in the pantheon of authentic military heroes. Patton's personal letters, diaries, essays, notes, and lectures are used to reveal the defining events and circumstances that shaped this unique warrior.

Social Intelligence, by Daniel Goleman. Follows his earlier work Emotional Intelligence and explores the implications for our interpersonal relations. Explains how humans are designed for sociability and constantly engage in a sensing that connects us with those who are around us.

The Passion of Command: The Moral Imperative of Leadership, by Colonel B.P. McCoy, USMC. This primer on Leadership addresses the challenges at battalion level preparing, deploying, and employing an infantry battalion in combat through two tours in Iraq from May 2002 through July 2004. Although it addresses the basics of leadership and preparations for combat it clearly emphasizes the importance of having a plan, keeping it simple, communicating to everyone, trusting subordinates by empowering them, leading when you have to and getting out of the way when necessary.