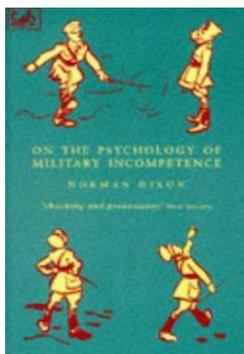


DA Commandant's Reading List

E. People

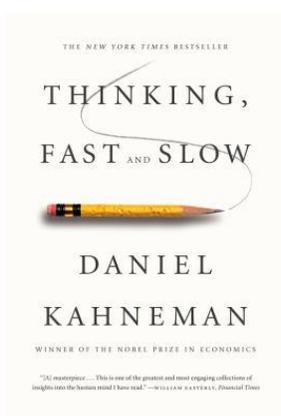


1. On the Psychology of Military Incompetence by Norman Dixon

A perennial favourite of senior reading lists since its publication in the immediate aftermath of the Vietnam War, Norman Dixon's work retains its value today as both a well-researched analysis of selected (British) failures of 'Generalship' from the Crimea to Arnhem, and an assertion that the roots of such failure lie not in any lack of either intelligence or intellectual ability on the part of those he indicts, but more fundamental psychological failings, stemming from childhood. Militarism, Dixon suggests, not only provides a natural home for those who suffer such failings, but also helps them rise to the highest ranks. I rest my case.

Call No: 301.593 DIX, 355.33041 DIX

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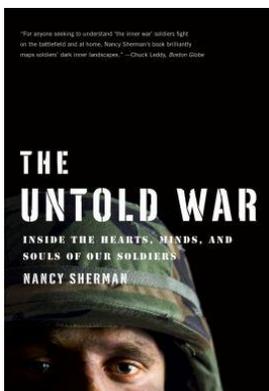
2. Thinking, Fast and Slow by Daniel Kahneman

"There are known knowns; there are things we know we know. We also know there are known unknowns; that is to say, we know there are some things we do not know. But there are also unknown unknowns – the ones we don't know we don't know." The only error in Donald Rumsfeld's admirably concise hypothesis is, arguably, one of omission; there is a fourth category. Daniel Kahneman's book, an entertaining and informative canter through thirty years' work into the psychology of decision-making, addresses what we could call the 'unknown knowns'; things we think we know but actually don't. Kahneman explains why we persist in certain beliefs despite contrary evidence and then make irrational

choices based on our false understanding. Offering comparisons between intuitive 'System 1' (fast) and 'System 2' (slow) thinking, he makes a persuasive case that, whereas each of us believes that our own 'System 2' is the final arbiter of judgement, this is usually only because our intuition has built a coherent, persuasive (and untrue) case beforehand. It should be read by those contemplating 'intelligenced' military operations, and everyone else.

Call No: 153.4 KAH

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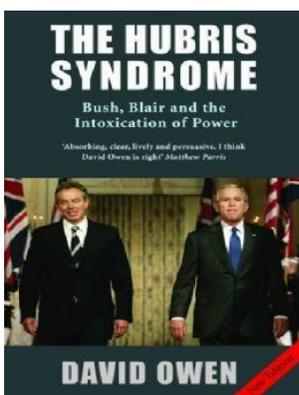


3. The Untold War: Inside the Hearts, Minds, and Souls of Our Soldiers by Nancy Sherman

War imposes incredible stresses on those that wage it on behalf of others. It can involve fighting, killing, and seeing your mate be killed or injured. In this book, Nancy Sherman looks at the impact this can have on individuals and on how the transition from civilian to soldier - and more importantly, back again - can be hugely traumatic. argues that reliance on air campaigns as a primary instrument of warfare could not have produced lasting victory in Vietnam.

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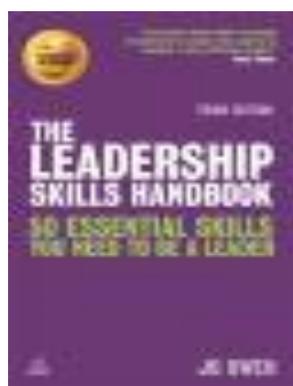


4. The Hubris Syndrome: Bush, Blair & the Intoxication of Power by Lord David Owen

Power is a heady drug and, like all drugs, it can be addictive. Lord Owen explains that leaders who wield extreme power for extended periods can exhibit addictive behaviour, losing their objectivity. This book is an insight into the personalities of politicians blessed (and cursed) with power. Owen uses Iraq as a case study and identifies hubris in Prime Minister Blair and President George W Bush. One might ask if military leaders are equally susceptible to hubris syndrome.

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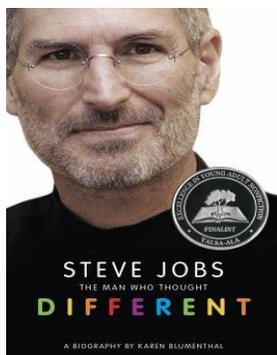


5. The Leadership Skills Handbook: 50 Essential Skills You Need to be a Leader by Jo Owen

This book from best-selling author Jo Owen reveals the essential skills you need to be an effective leader. It shows you what works in practice, not in theory. Each skill is presented in concise, easy to follow format. The skills are about the real challenges real leaders have to master. Based on research from over a thousand leaders in public, private and voluntary sectors, it identifies the practical skills to make you even more successful, and offers guidance on all key topics. This completely revised second edition is about more than just technical skills, it is also about developing the people skills, behaviours and values you will need. Full of tips, exercises and practical wisdom, it will help you become a leader that people want to follow.

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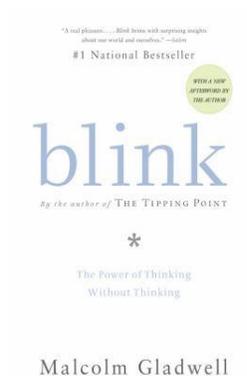


6. Steve Jobs: The Man Who Thought Different by Karen Blumenthal

Inventor. Visionary. Genius. Dropout. Adopted. Steve Jobs was the founder of Apple and he was all of these things. He has also been described as showman, artist, tyrant, genius who founded Apple in his parent's garage when he was just 21 years –old, revolutionizing the music world. He single-handedly introduced the first computer that could sit on your desk and founded and nurtured a company called Pixar producing Oscar winning animated films.

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7. Blink: The Power of Thinking Without Thinking by Malcolm Gladwell

An art expert sees a ten-million-dollar sculpture and instantly spots it's a fake. A marriage analyst knows within minutes whether a couple will stay together. A fire-fighter suddenly senses he has to get out of a blazing building. A speed dater clicks with the right person. This book is all about those moments when we 'know' something without knowing why. Here Malcom Gladwell explores the phenomenon of 'blink' showing how a snap judgement can be far more effective than a cautious decision. By trusting your instincts, he reveals, you'll never think about thinking in the same way again.

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