



The Department of the Army

Director, Office of Business Transformation's

2015 Recommended Reading List

The following books and articles have each been reviewed and are recommended for Army leaders to increase their understanding and awareness of best practices that exist in management, leadership and transformative change. This list supplements, not replaces, other established Army reading lists.

★ Indicates a reading highly recommended

- **Transformative Change in Organizations**

- *American Icon: Alan Mulally and the Fight to Save Ford Motor Company*, 2013 by Bryce G. Hoffman. Great tale of how Alan Mulally led The Ford Motor Company out of its decline by his personal leadership, focus on performance, and talent management. Mulally shows great “servant leadership” combined with common sense management. Mulally is considered of one of the great CEOs. ★
- *Who Says Elephants Can't Dance?---Leading a Great Enterprise Through Dramatic Change*, 2002 by Louis V. Gerstner, Jr. Louie Gerstner talks about how he changed IBM which had become inwardly-focused and was in a fiscal death spiral, by implementing a new vision and reinventing the company.

- **Strategic Planning** (Not strategy in the DoD sense of the word: “A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives,” but rather the game plan you will use to drive your organization to succeed within its own environment)

- *Building Your Company's Vision*, September-October 1996, by James C. Collins and Jerry I. Porras, Harvard Business Review, Reprint 96501. Everyone talks about how organizations need visions, but there is little guidance on how to develop one. This article proposes that a vision contain two key components: core ideology and envisioned future. <https://hbr.org/1996/09/building-your-companys-vision>
- *Can You Say What Your Strategy Is?* April 2008, Harvard Business Review. Describes the essence of strategy and why most leaders don't understand it and can't describe what theirs is. <https://hbr.org/2008/04/can-you-say-what-your-strategy-is>

- **Business Transformation**

- *IT Savvy*, 2009, by Peter Weill and Jeanne Ross. Written for non-IT professionals to understand how they should think about IT and how it supports different organizational models and business processes. You won't find discussion about “clouds, routers, or servers” in this book. Of critical interest to those trying to make IT work at the “corporate level,” versus lower echelons. ★

- **Organizing to Meet Your Goals**

- *XLR8*, 2014 by John P. Kotter. According to Kotter: “Management-driven hierarchies are built to minimize risk and keep people in their boxes and silos.” His point is that they are insufficient to devise and implement change; what Kotter recommends is a “dual-network” with a separate organization operating outside the hierarchy.
- *The Spider and the Starfish*, 2008 by Ori Brafman. Brafman speaks of the power and resilience of organizations where there is no central nervous system, no guiding head. You might rightly ask yourself: “what does this have to do with the Army?” First, like it or not, the Army must deal with these entities, secondly, armed with this knowledge, Army leaders can tap into the power of crowd-sourced solutions.

- **Personal Growth and Performance**

- *The 7 Habits of Highly Effective People*, 1989 by Stephen R. Covey. Classic book on what makes people effective, focusing on self-mastery, becoming interdependent, and continuous improvement. If you aren’t operating at your peak, you’re cheating your organization and your people.
- *The Way We’re Working Isn’t Working: The Four Forgotten Needs That Energize Great Performance*, 2011, by Tony Schwartz. Powerful thoughts on how to increase your performance, and that of your subordinates through better sleep, nutrition, exercise and the sustainment of emotional health.

- **Organizational Culture**

- *Organizational Culture and Leadership*, 2009 by Edgar Schein. If you don’t understand your organization’s culture, you stand zero chance of changing it. Former Army Captain Ed Schein’s book is the premier work on organizational culture. It’s not a short book, but for those who invest the time, it’s worth it. ★

- **Performance Management**

- *Measuring What Matters in Nonprofits*, 2001, by John Sawhill and David Williamson, The McKinsey Quarterly 2001 Number 2. How to orient your organization using simple metrics.
http://www.mckinsey.com/insights/social_sector/measuring_what_matters_in_nonprofits
- *Performance Management: Integrating Strategy Execution, Methodologies, Risk and Analytics*, 2009 by Gary Cokins. Meant for leaders and managers at all levels to introduce the concept of an enterprise performance management system. Not light reading, but well written and informative. This is where you go when you want to take your organization’s performance to the next level. ★

- *The 4 Disciplines of Execution*, 2012 by Chris McChesney and Sean Covey. How do you get things done under the pressure of accomplishing the day-to-day operations? McChesney and Cover suggest picking a few “Wildly Important Goals” and focusing on them using their techniques. This is all about execution, not developing a strategy. There is a chance you will tire of their repetition of their proprietary framework, but the principles are sound.
- **General**
 - *Good to Great: Why Some Companies Make the Leap... and Others Don't* , 2001 by James C. Collins. Often cited as the most influential business management book ever published. Jim Collins introduces seven characteristics of companies that went from good to great, introducing the concept of “Level 5” leadership.
 - *Leading Change*, 1996, by John C. Kotter. Classic description of the eight stage model for implementing change in organizations. Remains the standard for change management. (multiple subsequent editions)