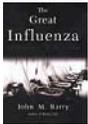


## NORAD and USNORTHCOM Commander's Reading List

As members of NORAD and USNORTHCOM, we should become familiar with the thoughts of others and understand points of views different from our own. The list below contains both classic and new perspectives on the missions of our commands. These readings are not designed to replace, but supplement, the readings of the services.

### Current and Emerging Threats

1. *The Great Influenza: The Story of the Deadliest Pandemic in History* by John M. Barry (Penguin, 2005)



#### From Publishers Weekly

In 1918, a plague swept across the world virtually without warning, killing healthy young adults as well as vulnerable infants and the elderly. Hospitals and morgues were quickly overwhelmed; in Philadelphia, 4,597 people died in one week alone and bodies piled up on the streets to be carted off to mass graves. But this was not the dreaded Black Death-it was "only influenza." In this sweeping history, Barry (*Rising Tide*) explores how the deadly confluence of biology (a swiftly mutating flu virus that can pass between animals and humans) and politics (President Wilson's all-out war effort in WWI) created conditions in which the virus thrived, killing more than 50 million worldwide and perhaps as many as 100 million in just a year. Overcrowded military camps and wide-ranging troop deployments allowed the highly contagious flu to spread quickly; transport ships became "floating caskets." Yet the U.S. government refused to shift priorities away from the war and in effect, ignored the crisis. Shortages of doctors and nurses hurt military and civilian populations alike, and the ineptitude of public health officials exacerbated the death toll. In Philadelphia, the hardest-hit municipality in the U.S., "the entire city government had done nothing" to either contain the disease or assist afflicted families. Instead, official lies and misinformation, Barry argues, created a climate of "fear... [that] threatened to break the society apart." Barry captures the sense of panic and despair that overwhelmed stricken communities and hits hard at those who failed to use their power to protect the public good. He also describes the work of the dedicated researchers who rushed to find the cause of the disease and create vaccines. Flu shots are widely available today because of their heroic efforts, yet we remain vulnerable to a virus that can mutate to a deadly strain without warning. Society's ability to survive another devastating flu pandemic, Barry argues, is as much a political question as a medical one.

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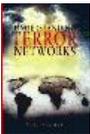
**2. *Understanding Terrorism in America (Extremism and Democracy)* by Christop Hewitt (Routledge; 2002)**



Since 1950 there have been around three thousand terrorist attacks, ranging from the Ku Klux Klan's campaign of terror against the civil rights movement, through the waves of attacks by the neo-nazi Aryan resistance, to Osama bin Laden's al-Qaida terrorist network.

This comprehensive and accessible work surveys the characteristics and causes of terrorism and governmental responses to it. It also examines the organizational structure of terrorist networks, how they are financed, and their ideological agendas. Groups covered include: Islamic fundamentalists, white and black racists, black nationalists, revolutionary communists, neo-nazis, militant Jewish groups, anti-abortionists, and émigré groups. *Understanding Terrorism in America* provides a highly readable account for interested readers wishing to know more about a topic which has recently become tragically relevant in world affairs.

**3. *Understanding Terrorist Networks* by Marc Sageman (University of Pennsylvania Press, 2004)**



**From Publishers Weekly**

Sageman, a University of Pennsylvania professor of psychiatry and ethnopolitical conflict, applies his varied experience and skills to build an empirical argument for the socio-psychological reasons why someone would join an organization such as al-Qaeda. As an officer in the Foreign Service in the late '80s, Sageman worked closely with Islamic fundamentalists during the Afghan-Soviet war and gained an intimate understanding of the development, form and function of their networks. Sageman wrote this book in order to dispel incorrect assertions about terrorist networks made by so-called experts. Using public documents, Sageman tells us that the motivation to join a militant organization does not necessarily stem from extreme poverty or extreme religious devotion but mostly from the need to escape a sense of alienation. He also disproves conventional wisdom that terrorist groups employ a "top-down" approach to recruiting, showing instead that many cells evolve from friendships and kinships and that the seeds of sedition grow as certain members of a cell influence the thinking of the others.

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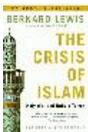
**4. *Disaster—Hurricane Katrina and the Failure of Homeland Security* by Christopher Cooper and Robert Block (Holt Paperbacks; 2007)**



**From Publishers Weekly**

The fatal inundation of New Orleans was no natural disaster, argues this hard-hitting investigative report. *Wall Street Journal* reporters Cooper and Block finger two very man-made causes of the tragedy. The first was the decades-long failure of local officials and the Army Corps of Engineers to fix New Orleans' poorly designed and constructed levees and floodwalls, which collapsed under moderate hurricane conditions. The second and more spectacular was the breakdown of the Federal Emergency Management Agency after its incorporation into the Department of Homeland Security, which cut FEMA's funding and authority and reoriented it toward the national obsession with terrorism. The result, when the flood came, was a bumbling federal response hobbled by complacent planning, miscommunication, red tape (even recovery of the dead was delayed by paperwork) and an inability to deliver promised supplies and transportation. The authors' exhaustively researched account slogs through the intricacies of this bureaucratic nightmare and goes beyond the usual pillorying of FEMA head Michael Brown to criticize higher officials in the White House and, especially, DHS. Cooper and Block manage to thread a readable, coherent story through the morass of detail and acronyms, with disquieting implications about the government's ability to cope with catastrophe. Photos. (Aug. 8) Note: Publication of Hamid Karzai's *Letter from Kabul* (Reviews, July 10) has been postponed. Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. –

**5. *The Crisis of Islam: Holy War and Unholy Terror* by Bernard Lewis (Random House Trade Paperbacks; 2004)**



**From Publishers Weekly**

This lean, muscular volume, an expansion of Lewis's George Polk Award-winning *New Yorker* article, sheds much-needed light on the complicated and volatile Middle East. To locate the origins of anti-American sentiment, Islamic scholar Lewis maps the history of Muslim anxiety towards the West from the time of the Crusades through European imperialism, and explains how America's increased presence in the region since the Cold War has been construed as a renewed cry of imperialism. In Islam, politics and religion are inextricable, and followers possess an acute knowledge of their own history dating back to the Prophet Mohammed, a timeline Lewis revisits. By so doing, the bestselling author of *What Went Wrong?* is able to cogently investigate key issues, such as why the United States has been dubbed the "Great Satan" and Israel the "Little Satan," and how Muslim extremism has taken root and succeeded in bastardizing the fundamental Islamic tenets of peace. Lewis also covers the impact of the Iranian Revolution and American foreign policy towards it, Soviet influence in the region and the

ramifications of modernization, making this clear, taut and timely primer a must-read for any concerned citizen. (171 pages; 4 maps) Copyright 2003 Reed Business Information, Inc.

***The Looming Tower: Al Qaeda and the Road to 9/11* by Lawrence Wright (Knopf, 2006)**

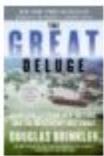


**From Publishers Weekly**

*Starred Review.* Wright, a *New Yorker* writer, brings exhaustive research and delightful prose to one of the best books yet on the history of terrorism. He begins with the observation that, despite an impressive record of terror and assassination, post-WWII, Islamic militants failed to establish theocracies in any Arab country. Many helped Afghanistan resist the Russian invasion of 1979 before their unemployed warriors stepped up efforts at home. Al-Qaeda, formed in Afghanistan in 1988 and led by Osama bin Laden, pursued a different agenda, blaming America for Islam's problems. Less wealthy than believed, bin Laden's talents lay in organization and PR, Wright asserts. Ten years later, bin Laden blew up U.S. embassies in Africa and the destroyer *Cole*, opening the floodgates of money and recruits. Wright's step-by-step description of these attacks reveals that planning terror is a sloppy business, leaving a trail of clues that, in the case of 9/11, raised many suspicions among individuals in the FBI, CIA and NSA. Wright shows that 9/11 could have been prevented if those agencies had worked together. As a fugitive, bin Laden's days as a terror mastermind may be past, but his success has spawned swarms of imitators. This is an important, gripping and profoundly disheartening book. (Aug.)

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**Great Deluge: Hurricane Katrina, New Orleans, and the Mississippi Gulf Coast** by Douglas Brinkley



**From Publishers Weekly**

Historian Brinkley (*Tour of Duty*, etc.) opens his detailed examination of the awful events that took place on the Gulf Coast late last summer by describing how a New Orleans animal shelter began evacuating its charges at the first notice of the impending storm. The Louisiana SPCA, Brinkley none too coyly points out, was better prepared for Katrina than the city of New Orleans. It's groups like the SPCA, as well as compassionate citizens who used their own resources to help others, whom Brinkley hails as heroes in his heavy, powerful account and, unsurprisingly, authorities like Mayor Ray Nagin, Gov. Kathleen Blanco and former FEMA director Michael C. Brown whom he lambastes most fiercely. The book covers August 27 through September 3, 2005, and uses multiple narrative threads, an effect that is disorienting but appropriate for a book chronicling the helter-skelter environment of much of New Orleans once the storm had passed, the levees had been breached, and the city was awash in "toxic gumbo." Naturally outraged at the damage wrought by the storm and worsened by the ill-prepared authorities, Brinkley, a New

Orleans resident, is generally levelheaded, even when reporting on Brown's shallow e-mails to friends while "the trapped were dying" or recounting heretofore unreported atrocities, such as looters defecating on property as a mark of empowerment. Photos. (May)

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## 6. *Brave New War: The Next Stage of Terrorism and the End of Globalization* by John Robb



### Editorial Reviews

#### Review

"a fast, thought-sparking book." (*The New York Times*, May 18, 2007)

#### Book Description

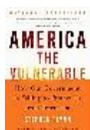
"For my money, John Robb, a former Air Force officer and tech guru, is the futurists' futurist."  
—*Slate*

War in the twenty-first century will be very different from what we've come to expect. Terrorism and guerrilla warfare are rapidly evolving to allow nonstate networks to challenge the structure and order of nation-states. It is a change on par with the rise of the Internet and China, and will dramatically change how you and your kids will view security.

In *Brave New War*, the counterterrorism expert John Robb reveals how the same technology that has enabled globalization also allows terrorists and criminals to join forces against larger adversaries with relative ease and to carry out small, inexpensive actions—like sabotaging an oil pipeline—that will generate a huge return. He shows how taking steps to combat the shutdown of the world's oil, high-tech, and financial markets could cost us the thing we've come to value the most—worldwide economic and cultural integration—and the crucial steps we must take now to safeguard our systems and ourselves against this new method of warfare.

### Policies, Strategies and Legal Issues

## *America the Vulnerable: How Our Government is Failing to Protect Us From Terrorism* by Stephen Flynn (Harper Paperbacks; 2005)



#### From Publishers Weekly

Arguing for the primary role of homeland security, Council on Foreign Relations fellow Flynn describes a nation living on borrowed time. He presents a hypothetical scenario of a devastating "next attack" and stresses the difficulty officials have in learning new tricks and politicians have

in paying for them. Flynn stresses as well the susceptibility of the food supply to sabotage and the lack of oversight in a vulnerable chemical industry, emphasizing in particular the continuing failure to establish systematic inspection of cargo containers. He is most convincing in arguing the risks of a "silver bullet approach," the assumption that a single innovation will solve a particular security problem. Instead, Flynn proposes a Federal Homeland Security System integrating private and public expertise, funded by levying fees on such activities as the movement of containers and by requiring owners and operators of critical infrastructure to carry antiterrorist insurance. The details of Flynn's proposals are significant in representing a genuinely long-term response to a threat he is convinced will remain serious for an indefinite longterm. Any risks they might pose to civil liberties, he argues, are marginal compared with the likely domestic consequences of being caught unprepared a second time—or a third.

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**7. *The World is Flat: A Brief History of the Twenty-First Century* by Thomas L. Friedman (Farrar, Straus and Giroux, 2006)**



**From Publishers Weekly**

Starred Review. Before 9/11, *New York Times* columnist Friedman was best known as the author of *The Lexus and the Olive Tree*, one of the major popular accounts of globalization and its discontents. Having devoted most of the last four years of his column to the latter as embodied by the Middle East, Friedman picks up where he left off, saving al-Qaeda et al. for the close. For Friedman, cheap, ubiquitous telecommunications have finally obliterated all impediments to international competition, and the dawning "flat world" is a jungle pitting "lions" and "gazelles," where "economic stability is not going to be a feature" and "the weak will fall farther behind." Rugged, adaptable entrepreneurs, by contrast, will be empowered. The service sector (telemarketing, accounting, computer programming, engineering and scientific research, etc.), will be further outsourced to the English-spoken abroad; manufacturing, meanwhile, will continue to be off-shored to China. As anyone who reads his column knows, Friedman agrees with the transnational business executives who are his main sources that these developments are desirable and unstoppable, and that American workers should be preparing to "create value through leadership" and "sell personality." This is all familiar stuff by now, but the last 100 pages on the economic and political roots of global Islamism are filled with the kind of close reporting and intimate yet accessible analysis that have been hard to come by. Add in Friedman's winning first-person interjections and masterful use of strategic wonksterisms, and this book should end up on the front seats of quite a few Lexuses and SUVs of all stripes. (Apr. 5) --*This text refers to an out of print or unavailable edition of this title.*

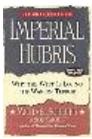
**8. *Unconquerable Nation: Knowing Our Enemy; Strengthening Ourselves* by Brian Jenkins (RAND Corporation, 2006)**



On the fifth anniversary of the 9/11 terrorist attacks, Brian Jenkins presents a concise and compelling overview of where we are today in the struggle against terrorism. He offers personal reflections on how some of our recent approaches to counterterrorism have been counterproductive. He presents an overview of the jihadists, particularly al Qaeda, and their operational code. He proposes strategies to counteract this adversary and to avoid reinforcing it further. Finally, he clarifies the American and Western values that we must strive to uphold, as well as ways that we might do so today and in the future.

## Process Management and Leadership

### 9. *Imperial Hubris: Why the West is Losing the War on Terror* by Michael Scheuer (Potomac Books; 2005)

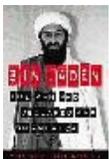


#### From Publishers Weekly

It's unclear how, in an age when even office workers must sign confidentiality agreements, an alleged CIA Middle Eastern specialist has gotten permission to publish a sprawling, erudite book on the origins and present state of the "war on terror." His main point is that Arab antagonism to the West (and even non-fundamentalist Arab regimes' winking at terrorism) has its root in real grievances that have gone unaddressed by U.S. measures. The actions of the Saudis, and their U.S. supporters, come in for some hard criticism, as does the elevation of Northern Alliance warlords to *de facto* governors of Afghanistan. The author makes some challenging remarks regarding Israel ("Surely there can be no other historical example of a faraway, theocracy-in-all-but-name of only six million people that ultimately controls the extent and even the occurrence of an important portion of political discourse and national security debate in a country of 270-plus million people that prides itself on religious toleration, separation of church and state, and freedom of speech") while playing down the extent to which the Taliban itself was a corrupt theocratic regime. But his annotated compendia of battles and skirmishes won and lost by the U.S. and al-Qaeda are gripping, and his engagement with his subject has made him a pundit-in-demand.

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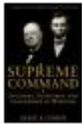
### 10. *Bin Laden - The Man Who Declared War on America* by Yossef Bodansky (Prima Lifestyles, 2001)



Shortly after terrorists led by Osama bin Laden attacked the U.S. embassies in Kenya and Tanzania in 1998, President Bill Clinton ordered retaliatory missile strikes against targets in Afghanistan and Sudan. It was the first time the United States had responded to an individual terrorist with such overwhelming military force. Bin Laden, of course, is no run-of-the-mill rabble-rouser; Clinton called him "perhaps the preeminent organizer and financier of

international terrorism in the world today." That's quite a label for someone who, as biographer Yossef Bodansky describes, "lives with his four wives and some fifteen children in a small cave in eastern Afghanistan" without running water. Yet he is "a principal player in a tangled and sinister web of terrorism-sponsoring states, intelligence chieftains, and master terrorists." Remarkably little is known about the man; as Bodansky reveals, even the year of bin Laden's birth is uncertain. This book, then, is more than the story of a single terrorist. It's a description of a whole movement waging a jihad--holy war--against the United States in the belief that America's modernizing influence on Arab nations thwarts Islamic fundamentalist goals. *Bin Laden* is strikingly current, extremely well informed, and thoroughly detailed. Readers interested in facts about the Middle East's violent underworld will find it fascinating--and chilling. Bodansky notes that bin Laden has become a hero to radical Muslim youth, and Osama is now a very popular baby name in many Arab countries. --John J. Miller –

### **11. *Supreme Command* by Eliot Cohen (Anchor; 2003)**



#### **Publishers Weekly**

Abraham Lincoln, Georges Clemenceau, Winston Churchill and David Ben Gurion what made them great wartime heads of state, according to Eliot A. Cohen (*Military Misfortunes*), a professor of strategic studies at the School of Advanced International Studies at Johns Hopkins University, is that they were able to finesse a relationship with their military leaders that kept the balance of power squarely in (their own) civilian hands. In his lucid study, *Supreme Command: Soldiers, Statesmen and Leadership in Wartime*, Cohen looks closely at the strategies of the four premiers and addresses broader questions about the tension between politicians and generals in a wartime democracy.

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#### **Journals**

Journals allow us to maintain more current prospective on issues impacting our commands and their missions. The journals below are on-line and readily available.

Journal of Homeland Security, [www.homelandsecurity.org/newjournal/](http://www.homelandsecurity.org/newjournal/)

Published by the Department of Homeland Security

Homeland Security Affairs Journal, [www.hsaj.org](http://www.hsaj.org)

Published by the Naval Postgraduate School, Center for Homeland Defense and Security

#### **Articles**

“The Joint Expeditionary Medicine Specialist”, Military Medicine (Pg ii-iv, Vol 172, May 2007) by CAPT James Terbush, Lt Col Tom Clarke and LTC David Romaine (currently seeking permission to post on the portal.)

Canada's National Security Policy

[http://www.canadianembassy.org/ca/natpol\\_policy-en.asp](http://www.canadianembassy.org/ca/natpol_policy-en.asp)

Canada's International Strategy  
<http://www.canadianembassy.org/ca/snapshot-en.asp>

Common Borders, Shared Destinies: Canada, the United States and Deepening Integration  
Michael Hart and William Dymond  
<http://www.carleton.ca/ctpl/pdf/papers/cdaus.pdf>

A Friendly Agreement in Advance  
Canada-US Defense Relations Past, Present, and Future  
J.L. Granatstein  
[http://www.cdhowe.org/pdf/commentary\\_166.pdf](http://www.cdhowe.org/pdf/commentary_166.pdf)

Guarding the Continental Coasts: United States Maritime Homeland Security and Canada  
<../pm/archive/pmvol6no1.pdf>  
Joel J. Sokolsky  
Policy Matters, March 2005  
<http://www.irpp.org/pm/archive/pmvol6no1.pdf>

Four US Military Commands: NORTHCOM, NORAD, SPACECOM, STRATCOM -- The Canadian  
Opportunity <../wp/archive/wp2003-03.pdf>  
Joseph T. Jockel  
Working papers, November 2003  
<http://www.irpp.org/wp/archive/wp2003-03.pdf>

### Additional /Alternate Selections

#### 12. *No god but God: The Origins, Evolution, and Future of Islam* by Reza Aslan (Random House, 2006)



#### Editorial Review

Aslan's introduction to the history of Islam, which also devotes several chapters to the place of Islam in the contemporary world, tackles its subject with serious and well-informed scholarship. But, miracle of miracles, it's actually pretty fun to read. Beginning with an exploration of the religious climate in the years before the Prophet's Revelation, Aslan traces the story of Islam from the Prophet's life and the so-called golden age of the first four caliphs all the way through European colonization and subsequent independence. Aslan sees religion as a story, and he tells it that way, bringing each successive century to life with the kind of vivid details and like-you-were-there, present-tense narration that makes popular history popular. Even so, the depth and breadth here will probably be a bit heavy for some, who might better enjoy Karen Armstrong's shorter, if less authoritative, *Islam* (2000). That said, this is an excellent overview that doubles as an impassioned call to reform. *John Green*

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**13. *Terrorism and Counterterrorism: Understanding the New Security Environment, Readings and Interpretations* by Russell D. Howard, Reid L. Sawyer (McGraw-Hill/Dushkin; 2nd ed, 2005)**



**From Publishers Weekly**

In this new edition of **TERRORISM AND COUNTERTERRORISM: UNDERSTANDING THE NEW SECURITY ENVIRONMENT, READINGS AND INTERPRETATIONS**, Brigadier General (Retired) Russell Howard and Major Reid Sawyer have collected original and previously published seminal articles and essays by political scientists, government officials, and members of the nation's armed forces. The editors and several of the authors write from practical field experience in the nation's war on terrorism. Others have had significant responsibility for planning government policy and responses. The contributors include a majority of the significant names in the field including General (Retired) Wayne Downing (former Deputy National Security Advisor), General (Retired) Barry McCaffrey, Martha Crenshaw, Bruce Hoffman, Barry Posen, Jessica Stern. Part One of the book analyzes the philosophical, political, and religious roots of terrorist activities around the world and discusses the national, regional, and global effects of historical and recent acts of terrorism. In addition to material on the threats from suicide bombers, as well as chemical, biological, radiological, and nuclear weapons, there are also important contributions analyzing new and growing threats: narco-terrorism, cyber-terrorism, genomic terrorism, and agro-terrorism. Part Two deals with past, present, and future national and international responses to--and defenses against--terrorism. Essays and articles in this section analyze and debate the practical, political, ethical, and moral questions raised by military and non-military responses (and pre-emptive actions) outside of the context of declared war. The two detailed Appendices are: Background Information on Designated Foreign Terrorist Organizations; Chronology of Significant Terrorist Incidents, 2002-2004. LANGUAGE: eng

**14. *Homeland Security - A Complete Guide to Understanding, Preventing, and Surviving Terrorism* by Mark Sauter and James Jay Carafano (McGraw-Hill; 2005)**

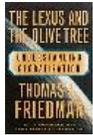


**From Publishers Weekly**

**Homeland Security: A Complete Guide to Understanding, Preventing and Surviving Terrorism** is the authoritative textbook on one of the most important topics facing our nation. From complex policy issues to common terrorist tactics, **Homeland Security** provides a practical foundation for professionals, students, and concerned citizens alike. Designed for readers who need to understand both the "big picture" and their own roles in the war against terror, the book provides a clear, comprehensive and fascinating overview of an increasingly complex and misunderstood topic. This indispensable reference, filled with fascinating real-life examples and tips, covers the basics of homeland security such as: national strategies and principles; federal, state and local roles; terrorist history and tactics; cyber-terrorism; business preparedness; critical infrastructure protection; weapons of mass destruction; and key policy issues. Perfect for academic and training

classrooms, each chapter includes an overview, learning objectives, source document, discussion topic, summary, and quiz. Media Reviews: "Homeland Security is much more than a textbook. It is an indispensable reference resource for those seeking to understand how terrorists operate and the structures and mechanisms that have been developed to respond to the magnitude of the terrorist threats confronting us" Washington Times, "Securing America" By Joshua Sinai, August 2, 2005>Published LANGUAGE: eng

**15. *The Lexus and the Olive Tree* by Thomas L. Friedman (Farrar, Straus and Giroux; 2000**

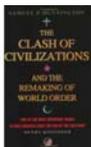


**From Publishers Weekly**

NEW YORK TIMES columnist Thomas Friedman gives a succinct and insightful explanation of the benefits and challenges of globalization and technology. The Lexus, the automobile that uses parts from all over the world, represents the marvels of technological development and global integration; the olive tree is synonymous with traditional, communal agrarian existence.

Friedman is unabashed in his enthusiasm for new technologies and new methods of governance, but he also projects sympathy for those who fear and resist the move to a new economy. While his compelling dissection of the major issues confronting all societies slips into a pro-American diatribe in the tape's final moments, the author commendably makes a complex topic accessible and enjoyable. J.B.B. (c) AudioFile 2000, Portland, Maine-- Copyright © AudioFile, Portland, Maine –

**16. *The Clash of Civilizations and the Remaking of World Order* by Samuel P. Huntington (Simon & Schuster; 1998)**



**From Publishers Weekly**

Huntington here extends the provocative thesis he laid out in a recent (and influential) Foreign Affairs essay: we should view the world not as bipolar, or as a collection of states, but as a set of seven or eight cultural "civilizations" one in the West, several outside it fated to link and conflict in terms of that civilizational identity. Thus, in sweeping but dry style, he makes several vital points: modernization does not mean Westernization; economic progress has come with a revival of religion; post-Cold War politics emphasize ethnic nationalism over ideology; the lack of leading "core states" hampers the growth of Latin America and the world of Islam. Most controversial will be Huntington's tough-minded view of Islam. Not only does he point out that Muslim countries are involved in far more intergroup violence than others, he argues that the West should worry not about Islamic fundamentalism but about Islam itself, "a different civilization whose people are convinced of the superiority of their culture and are obsessed with the inferiority of their power." While Huntington notes that the war in Bosnia hardened into an ethno-religious clash, he downplays the possibility that such splintering could have been avoided. Also, his fear of multiculturalism as a source of American weakness seems

unconvincing and alarmist. Huntington directs the John M. Olin Institute for Strategic Studies at Harvard.

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**17. *Raising the Bar: Creating and Nurturing Adaptability to Deal with the Changing Face of War* by Donald Vandergriff (Center for Defense Information Press, 2006)**



**Editorial Review**

"Adaptability" has become a buzzword throughout the U.S. Army due to experiences in Afghanistan and Iraq. This is the Army's introduction to 4th generation warfare. The Army recognizes that in order to move toward becoming a "learning organization" where leaders practice adaptability, it will have to change its culture, particularly its leader development paradigm. The challenge is great, but signs are beginning to appear that it might be possible as new ideas are implemented.

Today's leader development paradigm evolved from one that worked to support the nation's long-standing mobilization doctrine. Mobilization doctrine relies on a small core of full time professional soldiers, backed by large militias or National Guard forces in peacetime, to be prepared to expand rapidly in the event of a national emergency - such as war. Successful mobilization requires time and massive resources. Time is needed to get troops prepared, while resources compensate for lack of experience, professionalism and cohesion needed to fight and win a war.

To support the mobilization doctrine, the Army developed leadership training methods that paralleled management training practices in the corporate structures of the Industrial Age. The challenge for the Army was to get millions of citizens with little or no military experience and turn them into soldiers and officers in a short time. Industry provided the answers, and in the aftermath of the glow of victory in several wars, these approaches became institutionalized.

Some modifications were applied to leader development, but they happened along the fringes of existing laws, regulations, policies and beliefs. Army alterations to today's leader development paradigm may not be enough. The Army has "thought" and "acted" from an antiquated, mobilization-based leader development paradigm that still exists more than 16 years after the fall of the Berlin Wall. This Industrial Age model

**18. *Speed of Trust: One Theory that Changes Everything* by Stephen M. R. Covey**



**From Publishers Weekly**

Trust is so integral to our relationships that we often take it for granted, yet in an era marked by

business scandals and a desire for accountability this book by leadership expert Covey is a welcome guide to nurturing trust in our professional and personal lives. Drawing on anecdotes and business cases from his years as CEO of the Covey Leadership Center (which was worth \$160 million when he orchestrated its 1997 merger with Franklin Quest to form Franklin Covey), the author effectively reminds us that there's plenty of room for improvement on this virtue. Following a touching foreword by father Stephen R. Covey (author of *The 7 Habits of Highly Effective People* and related books), the junior Covey outlines 13 behaviors of trust-inspiring leaders, such as demonstrating respect, creating transparency, righting wrongs, delivering results and practicing accountability. Covey's down-to-earth approach and disarming personal stories go a long way to establish rapport with his reader, though the book's length and occasional lack of focus sometimes obscure its good advice. (Oct.)

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