Chief of Staff
Professional Reading List 2016

www.military.ie  Defend | Protect | Support
The leadership that is required to constantly adapt to changing political, social, economic and technological challenges is the most essential element of the moral component of military capability. This is applicable across all ranks and services, with the recognition that every member of Óglaigh na hÉireann, regardless of rank or appointment, is required to develop and display leadership.

The complexities of the contemporary operating environment ensure that modern military leaders at all levels face a multitude of professional, intellectual, emotional and philosophical demands. The leadership actions of Influencing, Developing, Evaluating and Achieving provide the competency framework that enables the development of Defence Force leaders who are self-aware, agile, adaptable, innovative and multi-skilled. The ability of Óglaigh na hÉireann to achieve the roles assigned by Government is predicated on the quality of our leaders. Leadership requires lifelong study and experiential learning, and to practice it requires skill, reflection and imagination.

Professional knowledge enables leaders to carry out their roles in a confident and competent manner and is gained through education, training and personal experience. This is a lifelong process and requires continuous professional development – a leader must never presume that their knowledge is complete. A developed intellect helps the leader to think creatively and reason analytically, critically, ethically and with cultural sensitivity. At all levels, leaders must balance the demands of diplomat and warrior, as in no other profession is the cost of being unprepared as unforgiving.
This Reading List brings together subjects from diverse disciplines and is applicable to soldiers, sailors and aircrew of all ranks of the Defence Forces. It is intended to support discussion and generate robust debate, to refresh our thoughts, question our assumptions and increase our awareness of the complex environment in which we operate. The Reading List is not exhaustive, nor is it limited in scope - it will be frequently revised, updated and refreshed. One constant however will be the assurance that the works contained on this list will increase knowledge and understanding, will challenge and test, and will spark imagination and interest. Critically however, they will contribute to the development of the leaders of Óglaigh na hÉireann as warriors, diplomats and scholars.

M. Mellett
Vice Admiral
Chief Of Staff
The Defence Forces
January 2016
## Contents

### FOREWORD

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>--</td>
<td>1</td>
</tr>
</tbody>
</table>

### IRELAND AND IRISH HISTORY

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defending Ireland</td>
<td>7</td>
</tr>
<tr>
<td>Ireland’s Great War</td>
<td>7</td>
</tr>
<tr>
<td>The Origins and Rise of Dissident Irish Republicanism</td>
<td>8</td>
</tr>
<tr>
<td>In Time of War</td>
<td>8</td>
</tr>
<tr>
<td>The Transformation of Ireland 1900 - 2000</td>
<td>9</td>
</tr>
<tr>
<td>Siege at Jadotville</td>
<td>9</td>
</tr>
<tr>
<td>Bandit Country</td>
<td>10</td>
</tr>
</tbody>
</table>

### CIVIL-MILITARY RELATIONS

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Soldier and the State</td>
<td>13</td>
</tr>
<tr>
<td>Armed Servants</td>
<td>13</td>
</tr>
<tr>
<td>Global Citizen and European Republic</td>
<td>14</td>
</tr>
<tr>
<td>Great Hatred, Little Room</td>
<td>14</td>
</tr>
</tbody>
</table>

### THE APPLICATION OF FORCE

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Face of Battle</td>
<td>17</td>
</tr>
<tr>
<td>The Utility of Force</td>
<td>17</td>
</tr>
<tr>
<td>The Direction of War</td>
<td>18</td>
</tr>
<tr>
<td>Losing Small Wars</td>
<td>18</td>
</tr>
<tr>
<td>Descent into Chaos</td>
<td>19</td>
</tr>
<tr>
<td>We Were Soldiers Once …. And Young</td>
<td>19</td>
</tr>
<tr>
<td>Band of Brothers</td>
<td>20</td>
</tr>
<tr>
<td>Pity the Nation</td>
<td>20</td>
</tr>
</tbody>
</table>

### STRATEGY

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy - A History</td>
<td>23</td>
</tr>
<tr>
<td>Masters of War</td>
<td>23</td>
</tr>
<tr>
<td>Airpower Reborn</td>
<td>24</td>
</tr>
<tr>
<td>Seapower</td>
<td>24</td>
</tr>
<tr>
<td>Strategy, Innovation and Change</td>
<td>25</td>
</tr>
<tr>
<td>Leading Change</td>
<td>25</td>
</tr>
<tr>
<td>The Silo Effect</td>
<td>26</td>
</tr>
</tbody>
</table>
COS PROFESSIONAL READING LIST

Contents

LEADERSHIP 28
The Mask of Command 29
Turn the Ship Around 29
British Generals in Blair’s Wars 30
Leadership 30
Bleeding Talent 31

BIOGRAPHY/MEMOIRS 32
An Unsung Hero 33
My Share of the Task 33
Leadership 34
Leading from the Front 34
The Generals 35
Guerrilla Days in Ireland 35
Wild Irish Women 36

HUMAN SCIENCES 38
Thinking Fast and Slow 39
On The Psychology of Military Incompetence 39
On Killing 40
Flourishing 40
Chasing Chaos 41
The Psychology of Terrorism 41

THE CONTEMPORARY ENVIRONMENT 42
Wired for War 43
Cybersecurity and Cyberwar 43
The Postmodern Military: Armed Forces After the Cold War 44
The World is Flat 44
The Black Swan 45
Pirate Alley 45
A Problem From Hell 46
IRELAND AND IRISH HISTORY

DEFENDING IRELAND
IRELAND’S GREAT WAR
THE ORIGINS AND RISE OF DISSIDENT IRISH REPUBLICANISM
IN TIME OF WAR
THE TRANSFORMATION OF IRELAND
SIEGE AT JADOTVILLE
BANDIT COUNTRY
DEFENDING IRELAND

This book investigates domestic security and national defence in Ireland and describes the development of the Irish Army since 1922. A comprehensive study of Irish Defence Policy since 1922.

IRELAND’S GREAT WAR

Kevin Myers has researched a thoroughly captivating volume of work on the Irishmen who answered the call to colours to fight in World War One. The book details the contribution of each Irish county and major town and encapsulates the dichotomy of the time in opening the discussion as to what the strategic objectives of Irishmen were at the time – Home Rule or London Rule, or merely seeking adventure or a job? The Irish who were involved in all the major battles and engagements are dealt with in the context of individual actions, especially those notable as to their loss, e.g. Redmond and those that survived e.g. Emmet Dalton.
THE ORIGINS AND RISE OF DISSIDENT IRISH REPUBLICANISM

The Origins and Rise of Dissident Irish Republicanism examines the main splits in republicanism since the advent of the troubles. It analyses the internal dynamics of the republican movement, explaining the splits and the groups which emerged as a result. It is also 'a parallel study of the evolution and politicization of modern day Irish Republicanism'.

Its strongest points are its use of interviews and its description of the recent developments in breakaway groups.

Its greatest usefulness to DF members is as general reading to update them on the evolution of the republican movement in the post-Good Friday Agreement era.

IN TIME OF WAR

The Emergency period was a formative time for modern Ireland. With the outbreak of WW2, the Irish Government adapted a policy of neutrality on behalf of the war weary public; this policy was further complicated by the threat of invasion, the divided loyalties amongst the population and the economic war. Much of veteran journalist Robert Fisk’s research for this book took place while undertaking a Doctoral thesis in Trinity College, Dublin and the prose is in depth yet stylistically more akin to long read journalism, addressing the nuances involved in an accessible way, with broad themes that still resonate.
THE TRANSFORMATION OF IRELAND 1900 – 2000

A military must be aware of the shifting tides of society around it in order to evolve and progress in that given environment. The Irish Defence Forces, as the military of the Irish Republic, should be both knowledgeable of, and representative of the views of the citizens and Government it protects. Although this book extends beyond the parameters of defence and security policy, dealing with the vast evolution of Irish society over the last century in an easily accessible writing style, it tackles key issues without sacrificing any of the substance. Professor Diarmuid Ferriter sits on the Expert Advisory Group on Irish centenary celebrations.

SIEGE AT JADOTVILLE

Dealing with what would prove to be a landmark incident in the history of the Irish Defence Forces, Siege of Jadotville draws on archival material and interviews with many of the personnel that were deployed with A Coy, 35th Infantry Battalion. Now being made into a movie, former soldier and Defence and Security Analyst Declan Power's account should be seen as a turning point for both Ireland and the Irish Defence Forces, and perceptions of both in the domestic and international sphere.
BANDIT COUNTRY

Written by the current Sunday Times American correspondent shortly after he left the Welsh Guards, Toby Harnden gained unprecedented access to all key stakeholders in the modern Irish Troubles to give a fascinating political, logistical and economic analysis of the Provisional IRA and its support network. In depth yet accessible, this book is a must read for all seeking a greater understanding of the Northern Ireland conflict.
CIVIL-MILITARY RELATIONS

THE SOLDIER AND THE STATE
ARMED SERVANTS
GLOBAL CITIZEN AND EUROPEAN REPUBLIC
GREAT HATRED, LITTLE ROOM
THE SOLDIER AND THE STATE

In this classic work, Huntington challenges most of the old assumptions and ideas on the role of the military in society. Stressing the value of the military outlook for American national policy, Huntington has performed the distinctive task of developing a general theory of civil–military relations and subjecting it to rigorous historical analysis. The issue of civil–military relations is of critical importance. Huntington establishes his basic propositions, formulates his theoretical framework, and analyses historical and contemporary developments in the United States and abroad.

ARMED SERVANTS

How do civilians control the military? In the wake of September 11, the renewed presence of national security in everyday life has made this question all the more pressing. Feaver proposes an ambitious new theory that treats civil-military relations as a principal-agent relationship, with the civilian executive monitoring the actions of military agents, the “armed servants” of the nation-state. Feaver argues that this ‘agency’ theory offers the best foundation for thinking about relations between military and civilian leaders, now and in the future.
GLOBAL CITIZEN AND EUROPEAN REPUBLIC

This book by Professor Ben Tonra is regarded as one of the authoritative academic texts on Irish Foreign and Defence Policy, often contextualised in light of Defence Forces training and deployments with the United Nations, European Union and NATO Partnership for Peace. Ben Tonra is the Jean Monnet Professor of European Foreign Policy in the UCD School of Politics and International Relations (SPIRE), the Project Leader of the Irish Institute for International and European Affairs Policy Group on European Security and Defence and he spoke recently at a Royal Irish Academy discussion on the implementation of the White Paper in Cathal Brugha Barracks, Rathmines. His thoughts and analysis of the Irish Defence Forces and its place in broader international relations are always fascinating.

GREAT HATRED, LITTLE ROOM

Jonathan Powell was former British Prime Minister Tony Blair’s Political Chief of Staff and this book reflects on the access he had throughout the Good Friday Agreement negotiations and the brave steps taken on all sides to resolve what was a trenchant and violent conflict. Peppered with humour, this book highlights an unlikely area of negotiation where political leaders, heads of security and paramilitary leaders converge to bring solutions to a situation, previously thought to be irreconcilable.
THE APPLICATION OF FORCE

THE FACE OF BATTLE
THE UTILITY OF FORCE
THE DIRECTION OF WAR
LOSING SMALL WARS
DESCENT INTO CHAOS
WE WERE SOLDIERS ONCE …. AND YOUNG
BAND OF BROTHERS
PITY THE NATION
THE FACE OF BATTLE

When first published The Face of Battle was considered to be ground breaking. After reflecting on military history and its usefulness Keegan uses the battles of Agincourt, Waterloo and the Somme to examine battle from the perspective of the ordinary soldier focusing on the physical and emotional experiences of combatants and the motivations that enable them to hold their ground.

This work provides valuable insights into the brutality of war and the experience of the participants ‘at the point of maximum danger.

THE UTILITY OF FORCE

Drawing on his experience as a military commander during the first Gulf War, and in Bosnia, Kosovo and Northern Ireland, General Rupert Smith gives a probing analysis of modern war. He demonstrates why today’s conflicts must be understood as intertwined political and military events, and makes clear why the current model of ‘total war’ has failed in Iraq, Afghanistan and in other recent campaigns. Smith offers a compelling contemporary vision of how to secure our world and the consequences of ignoring the new, shifting face of war.
THE DIRECTION OF WAR

This well-written and authoritative book, published in 2013, is a very prescient and insightful analysis of how recent international and UK Military Operations (in Libya, Iraq, Syria and Afghanistan) have resulted in such poor and often chaotic outcomes, shifting the focus of analysis from the operational performance of the Military Forces to the failure of effective strategic analysis and direction at the political level. In his analysis, Prof Strachan argues that the failure of modern politicians to understand key aspects of strategic planning and outcomes, along with the need for parallel peace building and political support policies, often critically undermines the ability of the Armed Forces under their political direction to execute successful operations. The author utilises the strategic principles of Sun Tzu and Clausewitz in the framework of strategic thinking and political policy in examining these recent conflicts, giving a powerful insight into the difficulties of planning and executing effective military operations in the environment of short-term political policy and strategic naivety existing in many modern Democratic States.

LOSING SMALL WARS

Frank Ledwidge examines the British involvement in Iraq and Afghanistan, asking how and why it went so wrong. With the aid of research, interviews with senior officers, and his own personal experiences, he looks in detail at the failures of strategic thinking and culture that led to defeat in Britain’s latest “small war.” This is an eye-opening analysis of the causes of military failure, and its enormous costs.
**DESCENT INTO CHAOS**

After September 11th, Ahmed Rashid’s book *Taliban* introduced American readers to that now notorious regime. In this new work, he returns to Pakistan, Afghanistan, and Central Asia to review the catastrophic aftermath of America’s war on terror. *Descent Into Chaos* is his critique of American policy—a dire warning and an impassioned call to correct these disastrous strategies before these failing states threaten global stability and bring devastation to our world.

**WE WERE SOLDIERS ONCE …. AND YOUNG**

This is the account by Lt Gen H.G Moore (retd) and J.L. Galloway of the battle of Ia Drang in Vietnam in November 1965. It gives an excellent description of an Infantry battle fought by 450 men of the 1st Bn of the 7th Cavalry Regt commanded by then Lt Col Moore against approximately 2,000 North Vietnamese soldiers.

This book is an outstanding account of the first major battle between American and North Vietnamese forces. It also provides excellent insights into Moore’s outstanding leadership of his Battalion in an absolute crisis.
BAND OF BROTHERS

Band of Brothers is the history of “Easy” Company, 506th Parachute Infantry Regiment of the 101st Airborne Division, from basic training to parachuting behind enemy lines as part of the D-Day invasion of Normandy. Later the Unit is sent into action in Holland during Operation ‘Market Garden’ and they also participated in heavy fighting in Bastogne as part of the ‘Battle of the Bulge’. This is a detailed account of key tactical actions undertaken by this Company and there is a strong focus on the direct leadership provided by men such as Major Dick Winters, who came to command the Company during the campaign in Europe.

PITY THE NATION

With 350 Irish Defence Forces personnel currently deployed in the Middle East on 3 separate UN missions, Robert Fisk’s ‘Pity the Nation’ is as relevant as ever. Documenting the changing nature of UN Peacekeeping in Lebanon from the robust early deployments to the more recent ‘high visibility, low impact’ patrols. Lebanon is a country seeped in the collective consciousness of the Irish people with Óglaigh na hÉireann personnel serving proudly and with distinction under the UNIFIL mandate since 1978, much of their history is documented within these pages. Essential reading for anyone likely to deploy to Lebanon or the Golan Heights.
STRATEGY

STRATEGY - A HISTORY
MASTERS OF WAR
AIRPOWER REBORN
SEAPOWER
STRATEGY, INNOVATION AND CHANGE
LEADING CHANGE
THE SILO EFFECT
STRATEGY - A HISTORY

In Strategy: A History, Sir Lawrence Freedman, gives an account of the history of strategic thinking.

The core issue at the heart of strategy, the author notes, is whether it is possible to manipulate and shape our environment rather than simply become the victim of forces beyond one’s control. Time and again, Freedman demonstrates that the inherent unpredictability of this environment—subject to chance events, the efforts of opponents, the missteps of friends—provides strategy with its challenge and its drama. Armies, corporations or nations rarely move from one predictable state of affairs to another, but instead feel their way through a series of states, each one not quite what was anticipated, requiring a reappraisal of the original strategy, including its ultimate objective. Thus the picture of strategy that emerges in this book is one that is fluid and flexible, governed by the starting point, not the end point.

MASTERS OF WAR

This is the first comprehensive study based on a detailed textual analysis of the classical works on war by Clausewitz, Sun Tzu, Mao Tse-tung, and to a lesser extent, Jomini and Machiavelli. The author takes a fresh look at what these strategic thinkers actually said—not what they are widely believed to have said. He finds that despite their apparent differences in terms of time, place, cultural background, and level of material/technological development, all had much more in common than previously supposed. In fact, the central conclusion of this book is that the logic of waging war and of strategic thinking is as universal and timeless as human nature itself.
AIRPOWER REBORN

Airpower Reborn looks beyond the land-centric, battlefield-oriented paradigm that has continued to dominate military theories and strategies long after airpower offered new options. The book acknowledges the essential role of advanced technology in improving airpower capabilities, but emphasizes that air services must cultivate and harness the intellectual acumen of airmen and encourage officers and men to think conceptually and strategically about the application of aerospace power. Modern airpower can offer political decision-makers more and better options—provided the underlying strategy coherently links the application of airpower directly to the end-state objectives rather than limiting it to “the battle.”

SEAPower

The sea has always been central to human development as a source of resources, and as a means of transportation, information-exchange and strategic dominion. With the emergence of an increasingly globalized world navies have to adapt to the company of others expanding the range of their interests, activities and responsibilities. Whilst traditional tasks still apply new ones are developing fast. This book provides a guide to the changing and crucial role of seapower in the 21st century.
STRATEGY, INNOVATION AND CHANGE

Any organisation must ask three interrelated questions in order to develop its strategy: where are we, where do we want to be, and how will we get there? While the questions do not change over time, the realities and environments that companies face do. Given today’s realities, how should companies answer these questions as they face the challenges of the 21st century? This book explores these questions.

LEADING CHANGE

John Kotter’s eight-step process for managing change has become the foundation for leaders and organisations across the globe. By outlining the process every organisation must go through to achieve its goals, and by identifying where and how even top performers derail during the change process, Kotter provides a practical resource for leaders and managers charged with making change initiatives work.
THE SILO EFFECT

Silos, designed to protect grain from the weather are symbolic of the safe, protected structures that exist around us in many guises. Military institutions and structures, with their emphasis on inter-operable skills based teams, have been developed throughout the centuries. Evolution is required for all of these structures to retain relevance and effectiveness, for were they to remain static, they can cripple an organisation’s evolution in the face of an increasingly complex world.

In some instances silos are more than necessary. One would not like for a dental nurse to perform open heart surgery yet niche expertise such as fire fighting is inherently improved when the skill set is broadened to include medical triage and basic engineering. Not all silos are inherently restrictive, while others should be torn down. A fascinating read that will ask us to re-think the way organisations operate and implement tasks in a more effective manner.
LEADERSHIP

THE MASK OF COMMAND
TURN THE SHIP AROUND
BRITISH GENERALS IN BLAIR’S WARS
LEADERSHIP
BLEEDING TALENT
**THE MASK OF COMMAND**

Keegan uses the concept of the four masks to examine and understand different approaches to leadership. From the heroic leadership of Alexander the Great, through Wellington the anti-hero and Grant the unheroic leader to Hitler the false hero, Keegan considers generalship and the idiosyncrasies of four very different personalities. Through this process, Keegan seeks to characterise the nature of command and how it has evolved through the ages.

This book gives insights into the evolution of strategic leadership including its relationship with heroism over time.

**TURN THE SHIP AROUND**

Turn the Ship Around tells the story of the US nuclear submarine Santa Fe. Struggling against his own instincts to take control, the Captain instead achieved the vastly more powerful model of giving control. Marquet proposes that this change occurred due to him giving responsibility to his subordinates with the result that the crew became fully engaged, contributing their full intellectual capacity every day, and the Santa Fe started winning awards and promoting a highly disproportionate number of officers to submarine command.
BRITISH GENERALS IN BLAIR’S WARS

British Generals in Blair’s Wars is based on a series of high profile seminars held in Oxford in which senior British officers, predominantly from the army, reflect on their experience of campaigning. The chapters cover all the UK’s major operations since the end of the Cold War, but they focus particularly on Iraq and Afghanistan. As personal testimonies, they capture the immediacy of the authors’ thoughts at the time, and show how the ideas of a generation of senior British officers developed in a period of rapid change, against a background of intense political controversy and some popular unease.

LEADERSHIP

Written by an author team from one of Europe’s leading management schools, this book combines up-to-date research with a wealth of real-world case studies to help readers make the transition from theory to practice. The first part of the book, ‘Key themes in leadership’, addresses the core topics which have shaped leadership thinking for academics and practitioners over the last fifty years. While the second part, ‘Hot topics in leadership’, is devoted to debates within the field, and issues such as strategic leadership, ethical leadership, and leading change. This clear and logical structure is combined with carefully designed learning features including blog boxes, film and media parallels, and discussion points to develop and support your learning, while the critical approach invites you to exercise your thinking skills and develop your own perspectives on the material presented.
Bleeding Talent

This book is focused on retention of leaders within the US military. The first part discusses what the military has done well in attracting and developing leadership talent. The book then examines retention issues. The book also reports a new survey of active duty officers that reports what is driving the best and brightest to leave the service in frustration. Solutions round out the book, grounded in an economic emphasis on market forces.
BIOGRAPHY/MEMOIRS

AN UNSUNG HERO
MY SHARE OF THE TASK
LEADERSHIP
LEADING FROM THE FRONT
THE GENERALS
GUERRILLA DAYS IN IRELAND
WILD IRISH WOMEN
AN UNSUNG HERO

An Unsung Hero tells the story of how a young man from Kerry joined the Royal Navy and became a member of Scott’s crew on the Discovery and embarked on a career as an Antarctic explorer with Scott and Shackleton. Crean became renowned for his physical and mental resilience, his courage and cheerful disposition. He was a highly valued team member and was part of the small team that completed the epic escape across the South Atlantic and South Georgia to save his stranded comrades.

MY SHARE OF THE TASK

General McChrystal was the commanding officer of all U.S. and coalition forces in Afghanistan. In this book McChrystal frankly explores the major episodes and controversies of his career. He describes the many outstanding leaders he served with and the handful of bad leaders he learned not to emulate.
LEADERSHIP

In this publication, General Rick Hillier’s presents his views on leadership which evolved over his three decades as a soldier in the Canadian Army. For Hillier, leadership is all about people – embracing those you are in charge of and winning over those you need to work with. It is not about risk aversion or management fads. Leaders must think long-term and have a plan. Leaders should act out of moral courage, take advantage of crises, accept failure and remain perpetually optimistic. Regardless of the context leaders require strong communication skills and vision.

LEADING FROM THE FRONT

As Chief of the General Staff, Sir Richard Dannatt was in overall command of the British Army for the three years from 2006, a period that saw some of the fiercest fighting in Afghanistan leading to new and increased pressures and expectation on the British Army. Leading from the Front is Richard Dannatt’s fascinating reflection on a life of military service and offers frank analysis of whether Britain’s defence strategy is fit to respond to the threats they will face in the 21st century.
The Generals

In The Generals Thomas E. Ricks discusses performance and accountability of the leaders of the U.S. military. Rick analyses great leaders and suspect ones, generals who rose to the occasion and generals who failed themselves and their soldiers. In Ricks’s hands, this story resounds with larger meaning: about the transmission of values, about strategic thinking, and about the difference between an organisation that learns and one that fails.

Guerrilla Days in Ireland

Guerrilla Days in Ireland commences in Mesopotamia (modern day Iraq) in 1916, with the author serving in the British Army’s Expeditionary Force, indifferent to Irish self determination, yet concludes 5 years later with the truce that marked the end of the War of Independence, Tom Barry now an IRA Commander in his native Cork. The foreword to the 1981 Anvil books edition is written by Lieutenant General Michael J. Costello, the founder of the Military College in the Defence Forces Training Centre. He states that ‘unlike other books on the period, it is uninfluenced by the bitter divisions of the Civil War and free from attempts to belittle or ignore the achievements of men who opposed him in it.’ From a command perspective he also states ‘It must be evident to any student of the period that Barry was unique in the measure of success he achieved, in the careful planning of every action and in his domination of such afterwards famous people as Montgomery and Percival.’ Upon its publication this memoir became proscribed reading material in both Sandhurst and Westpoint academies.
The Cumman na mBan alongside the Irish Volunteers and Irish Citizen Army were forerunners to the modern Irish Defence Forces and many of their testimonies are held in the Defence Forces Military Archives in Cathal Brugha Barracks, the primary store of material from the revolutionary period. Not limited to Cumman na mBan members, this book explores the adventurous, pioneering and often overlooked role of women in Irish society. The Defence Forces is committed to extending female membership and this book highlights why such an initiative is essential.
HUMAN SCIENCES

THINKING FAST AND SLOW
ON THE PSYCHOLOGY OF MILITARY INCOMPETENCE
ON KILLING
FLOURISHING
CHASING CHAOS
THE PSYCHOLOGY OF TERRORISM
THINKING FAST AND SLOW

Drawing on decades of research and psychology that resulted in a Nobel Prize in Economic Sciences, Kahneman takes readers on an exploration of what influences thought example by example. System 1 and System 2, the fast and slow types of thinking, become characters that illustrate the psychology behind things we think we understand but don't, such as intuition.

ON THE PSYCHOLOGY OF MILITARY INCOMPETENCE

This unique and penetrating book surveys 100 years of military inefficiency from the Crimean War, through the Boer conflict, to the disastrous campaigns of the First World War and the disasters of the Second. It examines the social psychology of military organisations, provides case studies of individual commanders and identifies an alarming pattern in the causes of military disaster.
ON KILLING

Upon its initial publication, On Killing was hailed as a landmark study of the techniques the military uses to overcome the powerful reluctance to kill, of how killing affects soldiers, and of the societal implications of escalating violence. Now, Grossman has updated this classic work to include information on 21st century military conflicts, recent trends in crime, suicide bombings, school shootings, and more.

FLOURISHING

The Defence Forces values are respect, loyalty, selflessness, physical courage, moral courage and integrity. All of these values, intended to be at the heart of all DF training and deployments, must be supported by mental agility. Maureen Gaffney’s book, challenges the reader to think in a manner that is more attentive and focused. An international best seller upon its release, bridging the academic world Maureen Gaffney, as Adjunct Professor of Psychology and Society in UCD, normally inhabits, with real life examples and case studies. In a 2014 interview with The Irish Times, speaking on the response to the economic downturn, Professor Gaffney said ‘Organisational values such as compassion, gratitude, forgiveness, internal trust and optimism may seem remote from profitability, productivity, customer retention. Yet studies of organisations across a number of sectors show that those which score higher on such values perform significantly better than other organisations on precisely those practical things.’
CHASING CHAOS

Jessica Alexander arrived in Rwanda in the aftermath of the 1994 genocide as an intern, eager to contribute to the work of the international humanitarian aid community. In this memoir, she introduces readers to the realities of life as an aid worker. We watch as she manages a 24,000-person camp in Darfur, collects evidence for the Charles Taylor trial in Sierra Leone, and contributes to the massive aid effort to clean up a shattered Haiti.

Tracing her personal journey from wide-eyed and naïve newcomer to hardened cynic and, ultimately, to hopeful but critical realist, Alexander transports readers to some of the most troubled locations around the world and shows us not only the seemingly impossible challenges, but also the moments of resilience and recovery.

THE PSYCHOLOGY OF TERRORISM

The book presents a critical analysis of our existing knowledge and understanding of terrorist psychology. Despite the on-going search for a terrorist pathology, the most insightful and evidence-based research to date not only illustrates the lack of any identifiable psychopathology in terrorists, but demonstrates how frighteningly ‘normal’ and unremarkable in psychological terms those who engage in terrorist activity are. By producing a clearer map of the processes that impinge upon the individual terrorist, a different type of terrorist psychology emerges, one which has clearer implications for efforts at countering and disrupting violent extremism in today’s world.
THE CONTEMPORARY ENVIRONMENT

WIRED FOR WAR
CYBERSECURITY AND CYBERWAR
THE POSTMODERN MILITARY: ARMED FORCES AFTER THE COLD WAR
THE WORLD IS FLAT
THE BLACK SWAN
PIRATE ALLEY
A PROBLEM FROM HELL
WIRED FOR WAR

In Wired for War, Singer explores robotic warfare. Blending historical evidence with interviews Singer shows how technology is changing not just how wars are fought, but also the politics, economics, laws, and the ethics that surround war itself.

CYBERSECURITY AND CYBERWAR

In Cybersecurity and CyberWar: What Everyone Needs to Know, Singer and Friedman team up to provide an informative resource book that has been missing on this crucial issue of 21st century life. The book is structured around the key question areas of cyberspace and its security: how it all works, why it all matters, and what can we do?
The Contemporary Environment

THE POSTMODERN MILITARY: ARMED FORCES AFTER THE COLD WAR

The armed forces of the United States and those of other Western developed democracies are moving toward a post modern format. The modern military that emerged in the nineteenth century was associated with the nation-state, war orientated in mission, a conscripted mass army, and sharply differentiated in structure and culture from civilian society. The postmodern military, by contrast, becomes multi-purpose in mission, moves toward a smaller volunteer force, is increasing androgynous in makeup and ethos, and has greater permeability with civilian society. This book provides the student and defence professional with a foundation on which to base organisational and personnel policies.

THE WORLD IS FLAT

The World is Flat is billed as a history book as its title suggests, but Friedman’s book is a more focused work on the causes behind globalization’s rapid spread. He also outlines the consequences of globalization, both good and bad, and describes how to navigate our new flat world.

Over the last 13 years of war, Defence Forces have increasingly found themselves involved in missions beyond merely fighting battles. Today’s army must adapt quickly to differing cultures, and soldiers can find themselves responding to multiple crises. Understanding globalization is crucial to operating in the current environment, and this book does an outstanding job of providing that understanding.
THE BLACK SWAN

A Black Swan is an event, positive or negative, that is deemed improbable yet causes massive consequences. In this groundbreaking and prophetic book, Taleb shows that Black Swan events explain almost everything about our world, and yet we—especially the experts—are blind to them.

PIRATE ALLEY

Rear Admiral Terry McKnight, USN (Ret.) served as Commander, Counter-Piracy Task Force-Gulf of Aden. He wrote the first draft of the U.S. Navy’s handbook on fighting piracy while serving as the initial commander of Combined Task Force 151, an international effort to deploy naval vessels from several nations in a manner designed to prevent piracy in the Gulf of Aden and farther out into the Indian Ocean. After his tour in the waters off the Horn of Africa and the Arabian Peninsula, he retired from the Navy and began researching the subject. As a result, he and his co-author, journalist Michael Hirsh, have put together a book that serves as a comprehensive introductory course on the subject.
A PROBLEM FROM HELL

Dublin born Samantha Power is currently the US Ambassador to the United Nations. A former journalist and academic, her 2003 Pulitzer Prize winning book ‘A Problem from Hell’ was written while she was the Professor of Human Rights Practice at the JFK School of Government, Harvard University and addresses the American response to genocide in Armenia, Germany, Cambodia, Iraq, Bosnia, Rwanda and Kosovo.
Chief of Staff
Professional Reading List 2016

www.military.ie

Defend | Protect | Support