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THE CHIEF OF THE DEFENCE STAFF

# Guide to Professional Reading

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# Guide de lectures professionnelles

DU CHEF D'ÉTAT-MAJOR DE LA DÉFENSE

Canada

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# Message from the Chief of the Defence Staff

As head of the profession of arms in Canada it is my duty to ensure that the men and women of the Canadian Armed Forces (CAF) are fully prepared to defend Canada's security and vital interests. This involves a range of responsibilities; overseeing defence strategy, force structure, personnel and equipment amongst others. Central to my role is the professional development of CAF members across the four pillars of education, training, experience and self-development. A key product of this process is intellectual fitness. Such fitness is greatly enhanced through regular professional reading as part of all of our self-development endeavours. Consequently, I have asked the Commander of the Canadian Defence Academy to prepare and administer the *Chief of the Defence Staff Guide to Professional Reading* for my endorsement. It is designed to provide all ranks with a guide to publications relevant to the profession of arms.



**T. J. Lawson**

*General*

*Chief of the Defence Staff*

# Message du chef d'état-major de la Défense

En tant que chef de la profession des armes au Canada, il est de mon devoir de m'assurer que les hommes et les femmes des Forces armées canadiennes (FAC) sont parfaitement préparés à défendre la sécurité du Canada et ses intérêts vitaux. Je dois donc assumer un large éventail de responsabilités liées à la stratégie de la Défense, à la structure des forces, au personnel et à l'équipement, entre autres. Cependant, une de mes responsabilités essentielles consiste à voir au perfectionnement professionnel des membres des FAC qui s'appuie sur quatre piliers : l'éducation, l'instruction, l'expérience et l'autoperfectionnement. Au cœur de ce processus, se trouve une bonne condition intellectuelle qu'il est possible de grandement développer en effectuant régulièrement des lectures professionnelles dans le cadre d'activités d'autoperfectionnement. J'ai donc demandé au commandant de l'Académie canadienne de la Défense de me soumettre une liste de lectures et de la tenir à jour. Il s'agit d'un guide sur les publications pertinentes pour la profession des armes qui sera utile aux militaires de tous les grades.

*Le Chef d'état-major de la Défense*

A handwritten signature in black ink, appearing to read 'T.J. Lawson', with a stylized flourish at the end.

*Le Général T.J. Lawson*

## FOREWORD

As the Commander of the Canadian Defence Academy I am committed, along with my staff and formation units, to continuously uphold excellence in the profession of arms in Canada. It was with great pleasure, therefore, that I responded to the Chief of the Defence Staff's request to develop this *Guide to Professional Reading*. It is both broad and deep, ranging from readings focussed on the very theory of war and conflict and the concept of professionalism itself, to the theory and practice of operational art. In all, there are 13 interrelated categories of readings. In addition, key professional journals and important websites are identified. These latter resources are important as they are frequently more timely, and usually focus on specific or specialized details to a greater extent than the books offered. *The Chief of the Defence Staff Guide to Professional Reading* will be updated annually.

If you have any suggestions or recommendations to improve this guide, please contact the editor Dr. Bill Bentley at Bentley.lw@forces.gc.ca. In closing, I would remind you all that membership in the profession of arms involves lifelong learning. This guide is a contribution to that process.



J.G.E. Tremblay

*Major-General*

*Commander, Canadian Defence Academy*

## AVANT-PROPOS

En tant que commandant de l'Académie canadienne de la Défense, je me suis engagé, comme l'ensemble de mon état-major et des unités de la formation, à maintenir continuellement l'excellence dans la profession des armes au Canada. Lorsque le chef d'état-major de la Défense m'a demandé d'élaborer ce *Guide de lectures professionnelles*, j'ai donc accepté avec grand plaisir. La liste d'ouvrages que nous vous présentons est à la fois vaste et approfondie, et porte sur des sujets allant de la pure théorie de la guerre et des conflits, au concept de professionnalisme, en passant par la théorie et la pratique de l'art opérationnel. Au total, vous trouverez treize catégories de lectures interreliées. Nous y joignons également une liste de revues professionnelles et de sites Web qui représentent des ressources appréciables, car ils fournissent parfois de l'information plus à jour, plus précise et détaillée sur certains sujets que celle contenue dans les livres. Le *Guide de lectures professionnelles du chef d'état-major de la Défense* sera mis à jour tous les ans.

Si vous avez des suggestions ou des recommandations permettant d'améliorer ce guide, veuillez communiquer avec le rédacteur en chef à l'adresse suivante : Bentley.lw@forces.gc.ca. Pour terminer, je voudrais vous rappeler que le perfectionnement de tous les membres de la profession des armes est l'affaire de toute une vie. Ce guide contribue à ce processus.

*Le Commandant de l'Académie canadienne de la Défense*



*Le Major-général J.G.E. Tremblay*

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## Introductory Essay

*“We have entered a time of total change in human consciousness of how people look at the world. Reading books requires you to form concepts, to train your mind to relationships. You have to come to grips with who you are. A **leader** needs these qualities. But now we learn from fragments of facts. **A book is a large intellectual construction.** You can’t hold it all in mind easily or at once. You have to struggle mentally to internalize it. Now there is no need to internalize because each fact can instantly be called up again on a computer. There is no context, no motive. Information is not knowledge. People are not readers but researchers, they float on the surface. This new thinking erases context. It disaggregates everything. All this makes strategic thinking about world order nearly impossible to achieve”.*


– Henry Kissinger<sup>1</sup>

### Why Read?

All true professions are essentially defined as possessing a theory-based body of discretionary knowledge and an ethical value system that adjudicates how that knowledge is applied. One of the crucial characteristics of the body of knowledge in question is abstraction. Practical skill grows out of an abstract system of knowledge. Only a knowledge system governed by abstraction can redefine its problems and tasks, defend them from interlopers and seize new problems.

In the profession of arms this theory-based knowledge can be described as the General System of War and Conflict comprising Policy, Military Strategy, Operational Art and Tactics. At the interface of policy and military strategy we find the domain of civil-military relations and the product of this relationship is, or should be, grand strategy. These interrelated components in the military profession are held together through the hierarchical structure and practice of command

<sup>1</sup> Quoted in Charles Hill, *Grand Strategies: Literature, Statecraft and World Order* (New Haven, CT: Yale University Press, 2010), p. 298.



and leadership. Abstraction characterizes much of this system. For example, strategy itself is virtual behaviour; it has no material existence. Strategy is an abstraction, though it is vastly more difficult to illustrate visually than are other vital abstractions like love or fear. Similarly, the concept of “strategic effect” is abstract. Strategic effect is the product of every element specified as acting and interacting in accordance with the strategist’s plan. Strategic effect is one among those qualities that cannot be observed and measured directly. At the operational level, the concept of operational manoeuvre as a function of mass and mobility is an abstract idea, vice fire and movement at the tactical level.

The value system in question in the Canadian profession of arms is the military ethos. This ethos comprises three components - Beliefs and Expectations about Military Service, Fundamental Canadian Values, and the Core Military Values of Duty, Loyalty, Integrity and Courage.

*Duty with Honour: The Profession of Arms in Canada* describes and explains this ethos in detail.

Of course, the abstract system of knowledge outlined above always resides in some real world context; a context with a history and contemporary reality investigated by many disciplines such as philosophy, ethics, anthropology, political science, sociology, economics, psychology, international relations, geopolitics, science and technology. Progressive mastery of the profession of arms involving all of those subjects occurs through a process of development involving the four pillars of Education, Training, Experience and Self-Development. This process must address both the professional core knowledge as well as the supporting knowledge involved in the disciplines listed above, amongst others.

The four pillars of professional development are interdependent and the relative weight assigned to any pillar changes as the professional ascends the hierarchy from tactical to politico-strategic. Essentially, training and experience trump education at the tactical level; whereas education and self-development are key to

supplementing experience for operational artists and strategists. Regardless of the balance among the pillars, the end product or synergistic result of the process of professionalization includes intellectual development. This is where reading comes in — the desired level of professional intellectual development cannot be achieved without reading. However, professional reading is not recreational reading: it can, and should be, enjoyable, stimulating and even invigorating, but it is not recreational. Reading so understood is really an aid to study and reflection. Since the profession of arms is normatively a lifelong profession, such study and reflection must also be lifelong.

Focussing on reading (study and reflection), the first priority is on the core body of knowledge; that is, the study of strategy, operational art and tactics — their theory, history and practice. Since this trio is nested within policy, perforce, this requires the study of policy, policy-making and civil-military relations.

Taken together, of course, the model discussed in the previous paragraph equates to war and conflict so, in fact, it is necessary to start with the whole before turning to the individual parts. War and conflict is defined as “an act of violence involving two or more organized groups framed in political terms.” It is clear that this phenomenon, this human, social activity, exists on a continuum ranging from preparing for conflict through engaging in the absolute minimum application of military force in defence of national security and international stability to large-scale prolonged combat operations. So the first step is study and reflection concerning the subject of war taken as a whole. Again, its theory, history and evolution through the ages.

Now, as mentioned above, this abstract model of the General System of War and Conflict always applies in the real world so the professional reader must thereafter seek out the answer to whose policy, strategy, etc.? In the first instance, in the Canadian profession of arms, the answer must be “Canada’s.” How do practitioners and scholars understand, think about and write about Canadian views on war, security policy, national security strategy and so on, now and

throughout our history? How do they execute these functions and roles on a day-to-day basis? The vast bulk of this knowledge is acquired through reading, or at least, reading greatly enhances experience.

Clearly, Canada also participates in a complex international system and it is imperative that Canadian military professionals understand this system; certainly insofar as such a system is involved in matters relating to conflict, national defence and international stability. This brings the reader to subjects such as international relations theory, international law and geopolitics. Like Canada, the international system has a history and a thorough knowledge of that history is mandatory if the military professional is to understand how we got to where we are today.

A few words on the concept and discipline of history is prudent here. First, military history must be seen as a subset of history writ large. War and conflict, although ubiquitous in recorded human history, has always been shaped by factors and events larger and deeper than those affecting the specific conflict in question. Second, history is essential for study and reflection, resulting in understanding, but it does not provide the basis for prediction. Unlike the natural sciences, at least those based on Newtonian physics, history does not seek “laws,” rather it searches for “meaning”. In the end, the study of history does not provide specific answers, rather it hones one’s judgement to deal with the present and near future. Third, and finally, history must be understood on its own terms; which is to say, how events were seen and understood by those who experienced them, not as historians sometimes project their interpretations through today’s lenses. On the subject of war and conflict, the great Prussian military theorist, Carl von Clausewitz, put it best when he wrote, “We wanted to show how every age had its own kind of war, its own limiting conditions. Each period, therefore, would have held to its own theory of war, even if the urge had always and universally existed to work things out on scientific principles. It follows that the events of every age must be judged in the light of its own peculiarities.”

These considerations suggest that the professional reader would be well advised to find time to delve into not only conventional history, political, military or that of *l'histoire de longue durée*, but also historiography and philosophy of history. Although certainly overstated, it is also wise to reflect on Leo Tolstoy's opinion that "history is such a wonderful thing. It's just a shame that none of it is true."

Every military professional knows that above all, war and conflict are very human endeavours. Therefore, the study of and reflection on the subject necessarily involves reading in the human sciences, sometimes called the social sciences. This, by the way, includes the study of technology because as the philosopher Martin Heidegger rightly observed, the essence of technology is not technological. The meaning of this technology and the social uses to which it is put is a very human affair. To appreciate what motivates individuals, what structures society, what shapes culture and what creates and energizes organizations one must also access psychology, and the cognitive sciences, sociology, anthropology and the best of the management sciences.

The subject of war and conflict is clearly multidisciplinary and the best work being done by scholars, in and out of uniform, increasingly reflects this reality. Professionals must always be cognizant of these interconnections and their approach to reading needs to take this into account.

One final thought on "why read?" All true professions are linked in some manner to what is called "high culture." This is not an elitist position but merely reflects the fact that, at root, professions are dedicated to the betterment of their society. This society, perhaps in a somewhat idealized way, is the good society, the preferred society, a society that reflects the best in the human condition. Therefore, professional reading should involve some access to what can be called the classics. This involves high literature

(quality fiction), of course, but beyond that the whole canon of Western writing. A good place to start would be such fairly recent works as Richard Tarnas' *The Passion of the Western Mind: Understanding the Ideas That Have Shaped Our World Views*, Jacob Bronowski's *The Western Intellectual Tradition: From Leonardo to Hegel*, and Jacques Barzun's *From Dawn to Decadence: 500 years of Western Cultural Life*.

In the spirit of the great 19<sup>th</sup> Century German historian Jacob Burckhardt, the books suggested in this *Chief of the Defence Staff Guide to Professional Reading* are not intended to make us smarter for next time, but wiser forever.

Happy reading,

**Bill Bentley**

Editor

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## Essai préliminaire

« Nous sommes entrés dans une époque de changement absolu dans la conscience humaine quant aux modes de perception du monde. Lire des livres vous oblige à former des concepts et à entraîner votre esprit à établir des rapports. Vous devez arriver à comprendre ce que vous êtes. Un *leader* doit posséder ces qualités. Mais maintenant, nous apprenons à partir de fragments de faits. Or, *un livre est une vaste construction intellectuelle*. Vous ne pouvez l'assimiler au complet sur-le-champ. Vous devez lutter mentalement pour l'intérioriser. Aujourd'hui, il n'est plus nécessaire d'intérioriser parce que chaque fait peut instantanément être trouvé grâce à un ordinateur. Il n'y a ni contexte, ni motif. Pourtant, l'information n'est pas synonyme de connaissance. Les gens sont des chercheurs, non des lecteurs; ils voguent à la surface des choses. Cette nouvelle forme de pensée efface le contexte. Elle désagrège tout. Et cette nouvelle forme de pensée rend pratiquement impossible la réflexion stratégique sur l'ordre des choses ».

Henry Kissinger<sup>2</sup>

### Pourquoi lire?

Toute véritable profession est fondée principalement sur un ensemble de connaissances discrétionnaires et sur un système de valeurs éthiques qui établit la façon dont ces connaissances sont utilisées. Une des caractéristiques essentielles de cet ensemble de connaissances est l'abstraction. Les compétences pratiques découlent d'un système abstrait de connaissances. Seul un système de connaissances gouverné par l'abstraction peut redéfinir ses problèmes et ses tâches, les défendre contre les intrus et saisir de nouveaux problèmes.

Dans la profession des armes, les connaissances basées sur la théorie consistent en un système général de guerres et de conflits, qui englobe la politique, la stratégie militaire, l'art opérationnel et la tactique. À la croisée de la stratégie et de la politique se trouve le

<sup>2</sup> Cité dans Charles Hill, *Grand Strategies: Literature, Statecraft and World Order*, New Haven, CT, Yale University Press, 2010, p. 298

domaine des relations civilo-militaires, dont le produit est, ou devrait être, la stratégie globale. La structure hiérarchique ainsi que la pratique du commandement et du leadership permettent de maintenir les liens entre ces éléments étroitement liés de la profession militaire. L'abstraction caractérise la majorité de ce système. Par exemple, la stratégie elle-même est un comportement virtuel et n'a aucune forme matérielle. La stratégie est une abstraction, bien qu'il soit immensément plus difficile de l'illustrer visuellement que d'illustrer d'autres formes d'abstraction vitale, comme l'amour ou la peur. De la même façon, le concept d'effet stratégique est abstrait; il est le produit de chaque élément agissant et interagissant conformément au plan du stratège. L'effet stratégique est l'une des qualités qui ne peuvent pas être observées et mesurées directement. Au niveau opérationnel, le concept de manœuvre opérationnelle en fonction de la masse et de la mobilité, par rapport au tir et au mouvement au niveau tactique, est également une idée abstraite.

Le système de valeur de la profession des armes au Canada est l'éthos militaire, qui comprend trois composantes : les croyances et les attentes au sujet du service militaire, les valeurs canadiennes et les valeurs militaires fondamentales que sont le devoir, la loyauté, l'intégrité et le courage.

L'ouvrage *Servir avec honneur : la profession des armes au Canada* décrit et explique cet éthos en détail.

Bien sûr, le système abstrait de connaissances décrit précédemment repose toujours sur un contexte réel, un contexte ayant un historique et une réalité contemporaine faisant l'objet d'études dans de nombreuses disciplines comme la philosophie, l'éthique, l'anthropologie, la science politique, la sociologie, l'économie, la psychologie, les relations internationales, la géopolitique, la science et la technologie. La maîtrise progressive de la profession des armes englobant tous ces sujets passe par un perfectionnement qui s'appuie sur quatre piliers, qui sont l'éducation, l'instruction, l'expérience et l'auto-perfectionnement. Ce processus doit couvrir à la fois les connaissances professionnelles essentielles et les connaissances auxiliaires impliquées dans les disciplines énoncées, entre autres.



Les quatre piliers du perfectionnement professionnel sont interdépendants et l'importance accordée à chacun d'entre eux change au fil de l'ascension du professionnel dans la hiérarchie : du niveau tactique au niveau politico-stratégique. Essentiellement, l'instruction et l'expérience l'emportent sur l'éducation au niveau tactique, alors que l'éducation et l'auto-perfectionnement sont essentiels aux artistes opérationnels et aux stratèges. Quelle que soit l'importance accordée à chaque pilier, le produit final ou le résultat synergique du processus de professionnalisation englobe le développement intellectuel. C'est là que la lecture intervient : il n'est pas possible d'atteindre le niveau de perfectionnement professionnel intellectuel souhaité sans les lectures. Cependant, on ne consulte pas les ouvrages professionnels pour le plaisir : leur lecture peut, et devrait être, agréable, stimulante et même motivante, mais non divertissante. La lecture ainsi perçue est un véritable atout pour l'étude et la réflexion. Comme la profession des armes est l'affaire de toute une vie, il devrait en être de même pour l'étude et la réflexion.

En ce qui concerne la lecture (l'étude et la réflexion), il faut prioriser l'ensemble des connaissances de base, c'est-à-dire l'étude de la stratégie, de l'art opérationnel et des tactiques, de leur théorie, histoire et pratique. Étant donné que la politique englobe ces dernières, il faut forcément étudier la politique, son élaboration et les relations civilo-militaires.

Pris dans son ensemble, le modèle dont nous avons parlé dans le précédent paragraphe équivaut à la guerre et aux conflits; il faut donc, en fait, commencer par l'étudier globalement avant de se pencher sur chaque sujet. La guerre et les conflits se définissent comme des actes de violence impliquant au moins deux groupes organisés, le tout dans un contexte politique donné. Il est clair que ce phénomène, cette activité humaine sociale, forme un continuum allant de la préparation à un conflit à l'engagement dans les opérations de combat prolongées à grande échelle, en passant par l'application la plus minimale de la force militaire pour défendre la sécurité nationale et la stabilité mondiale. La première étape consiste donc à étudier globalement la guerre et à réfléchir sur ce sujet; une fois encore, sur ses théories, son histoire et son évolution au fil du temps.

Comme nous l'avons mentionné précédemment, ce modèle abstrait de système général des guerres et des conflits s'applique toujours dans un contexte réel. Donc, le lecteur professionnel doit s'interroger sur l'origine des politiques, des stratégies, etc. D'abord, dans la profession des armes au Canada, il devrait s'agir des politiques et stratégies du Canada. Comment les praticiens et les chercheurs comprennent-ils le point de vue canadien sur la guerre, la politique en matière de sécurité, la stratégie sur la sécurité nationale, etc., et comment réfléchissent-ils et écrivent-ils sur ce sujet aujourd'hui? Comment l'ont-ils fait tout au long de notre histoire? Comment ces fonctions et ces rôles se traduisent-ils au quotidien? La plus grande part de ces connaissances s'acquiert par la lecture, ou du moins, la lecture complète grandement l'expérience.

Il est évident que le Canada fait également partie d'un complexe système international et il est absolument indispensable pour les militaires professionnels canadiens de le comprendre; dans la mesure où ce système joue un rôle dans des domaines liés aux conflits, à la défense nationale et à la stabilité mondiale, le lecteur doit certainement se pencher sur des sujets comme la théorie des relations internationales, le droit international et la géopolitique. Comme le Canada, le système international a une histoire, et le militaire professionnel doit connaître précisément cette histoire s'il veut comprendre comment nous en sommes arrivés à la situation actuelle.

Il convient maintenant de dire un mot sur l'histoire en tant que concept et discipline. D'abord, l'histoire militaire doit être vue comme un sous-domaine de l'histoire en général. La guerre et les conflits, bien que très répandus dans l'histoire humaine écrite, ont toujours dépendu de facteurs et d'événements plus globaux et plus profonds que ceux concernant un conflit particulier. Ensuite, l'histoire est essentielle pour l'étude et la réflexion, car elle permet de comprendre; cependant, elle ne permet pas de faire des prédictions. Contrairement aux sciences naturelles, du moins celles fondées sur les théories de physique de Newton, l'histoire ne cherche pas à établir des règles; elle cherche plutôt des explications. L'étude de l'histoire ne permet pas d'obtenir des réponses précises, mais elle permet de parfaire son jugement pour faire face au présent et au futur proche. Finalement, l'histoire doit être comprise dans ses propres termes; c'est-à-dire qu'il faut

saisir comment les événements ont été perçus et compris par ceux qui les ont vécus, et qu'il ne s'agit pas, comme le font parfois les historiens, de les interpréter d'après la réalité actuelle. Au sujet de la guerre et des conflits, le grand théoricien militaire prussien, Carl von Clausewitz, a parfaitement illustré la question lorsqu'il a déclaré : « Nous voulions montrer comment chaque époque avait eu ses propres formes de guerre, ses propres conditions restrictives et ses propres préjugés. Chacune avait donc aussi sa propre théorie de la guerre, même si l'on eut partout tendance, dans les premiers temps comme plus tard, à l'élaborer d'après des principes philosophiques. Il faut donc juger les mouvements de chaque époque en tenant bien compte des particularités du temps ».

Cela laisse entendre que les lecteurs professionnels ont tout intérêt à prendre le temps de se pencher non seulement sur l'histoire classique, politique, militaire ou sur l'histoire de longue durée, mais aussi sur l'historiographie et la philosophie de l'histoire. Bien qu'il soit certainement exagéré, il est également bon de réfléchir au point de vue de Léon Tolstoï selon lequel « l'histoire serait une chose merveilleuse si seulement elle était vraie ».

Tous les militaires professionnels savent qu'avant tout, la guerre et les conflits sont des activités très particulières aux humains. Par conséquent, l'étude et la réflexion portant sur ce sujet impliquent nécessairement de lire des ouvrages de sciences humaines, qui sont parfois appelées sciences sociales, ce qui, au demeurant, inclut l'étude de la technologie, car, comme le disait avec raison le philosophe Martin Heidegger, l'essence de la technologie n'est d'aucune façon quelque chose de technologique. La signification de cette technologie et l'utilisation sociale qui en est faite sont typiquement humaines. Pour se faire une idée de ce qui motive les individus, de ce qui structure la société, de ce qui façonne la culture ainsi que de ce qui crée les organisations et leur donne de l'énergie, il faut aussi connaître la psychologie, tout comme les sciences cognitives, la sociologie, l'anthropologie et ce qu'il y a de mieux dans les sciences de la gestion.

Le sujet de la guerre et des conflits est clairement multidisciplinaire, et les meilleures études des chercheurs, militaires ou civils, reflètent de plus en plus cette réalité. Les professionnels doivent toujours garder à l'esprit ces interconnexions et en tenir compte dans leur approche de la lecture.

Une dernière idée à propos de la question « Pourquoi lire? ». Toutes les véritables professions sont liées d'une manière ou d'une autre à ce qui est appelé « la culture d'élite ». Il ne s'agit pas d'une position élitiste, mais plutôt la simple preuve qu'à la base, les professions participent à l'amélioration de la société. Cette société, peut-être d'un point de vue quelque peu idéaliste, est la bonne société, la société privilégiée, la société qui illustre le meilleur de la condition humaine. Par conséquent, parmi les lectures professionnelles devraient se trouver des ouvrages que l'on peut appeler des œuvres classiques. Il s'agit notamment de la grande littérature (les romans de qualité), bien sûr, mais bien plus encore, toutes les œuvres occidentales importantes. De bons ouvrages de départ seraient le livre publié récemment par Richard Tarnas : *The Passion of the Western Mind: Understanding the Ideas That Have Shaped Our World View*; celui de Jacob Bronowski's : *The Western Intellectual Tradition: From Leonardo to Hegel*, et celui de Jacques Barzun's : *From Dawn to Decadence: 500 years of Western Cultural Life, 1500 to the present*.

Comme le disait le grand historien allemand du 19<sup>e</sup> siècle, Jacob Burckhardt, les livres suggérés dans le présent *Guide de lectures professionnelles du chef d'état-major de la Défense* ne sont pas destinés à nous rendre plus astucieux (pour une autre occasion) mais plus sages (pour toujours).

Bonne lecture.

**Bill Bentley**

Rédacteur en chef

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1

# Philosophy of War

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Philosophie  
de la guerre



Source: Clausewitz.com. Used by permission

# Philosophy of War / Philosophie de la guerre

## On War

*Carl von Clausewitz*

Published posthumously in 1832, *On War* is, as the British philosopher W.B. Gallie says, “the first, and to date, the only book of outstanding intellectual eminence on the subject of war.” The renowned strategic theorist Colin S. Gray tells us that, “For as long as humankind engages in warfare, Clausewitz must rule.” *On War* is a theory of war that aims not at prescription, but understanding. *On War* is not an easy read but with sufficient effort is almost endlessly rewarding. It continues to have enormous influence in the fields of military theory, strategy and international relations.

There are several excellent interpretations of Clausewitz’s work including Hew Strachan’s *Clausewitz’s on War: A Biography*; Peter Paret’s *Clausewitz and the State: The Man, His Theories and His Times* and Antulio J. Echevarria, *Clausewitz and Contemporary War*.

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## L’art de la guerre

*Sun Tzu (available in English)*

Écrit il y a quelques 500 ans avant notre ère, il s’agit du plus vieux traité sur la guerre au monde. Il est consacré aux principes de la guerre, et fait toujours autant autorité de nos jours qu’à l’époque. Il reflète grandement la philosophie de Confucius de cette période. Après la lecture des treize chapitres de l’ouvrage, on pourrait affirmer que Sun Tzu explique comment combattre et gagner la guerre de façon efficiente, contrairement à Clausewitz qui traite de la façon de combattre et de gagner la guerre de façon efficace. Comprendre la nature dialectique de la pensée de ces deux théoriciens, Clausewitz et Sun Tzu, permet une synthèse utile.

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## Histoire de la guerre du Péloponnèse

*Thucydide (available in English)*

Près de deux mille cinq cents ans se sont écoulés depuis que cet historien grec a rédigé ce fameux ouvrage. L'intérêt pour Thucydide date de la Renaissance et de l'émergence du système d'état moderne. De nos jours, aucun conflit armé n'est mené à son terme sans que l'on tente d'utiliser l'étude de Thucydide comme moyen d'interprétation. Selon Leo Strauss, le texte de Thucydide révèle pleinement, à tout jamais, la nature de la guerre. Richard Ned Lebow indique que Thucydide est le premier écrivain qui a analysé l'origine de la guerre, le rôle du pouvoir dans les relations internationales et le processus par lequel les ordres civils et internationaux se détériorent, ainsi que ce qui peut être fait pour les restaurer.

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## Barbarous Philosophers: Reflections on the Nature of War from Heraclitus to Heisenberg

*Christopher Coker*

Coker draws on the work of philosophers who have tackled war directly and with great insight in their writing. Included in the fifteen philosophers covered are Heraclitus, Plato, Aristotle, Niccolò di Bernardo dei Machiavelli, Thomas Hobbes, Immanuel Kant, Georg Wilhelm Friedrich Hegel, Karl Marx and Werner Heisenberg. Each chapter begins with an epigram distilling the essence of a chosen philosopher's thinking on war and uses it as a prism through which to analyze aspects of war most relevant to contemporary armed conflict.

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Theories and  
Nature of War

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2

Théories et nature  
de la guerre



## Theories and Nature of War / Théories et nature de la guerre

### L'utilité de la force : l'art de la guerre aujourd'hui

*général Sir Rupert Smith (available in English)*

Dans cet ouvrage très populaire et influent, le général Smith soutient que la façon dont les États-nations et les forces armées occidentales évaluent l'utilité des forces militaires a changé. Durant les guerres précédentes, la force était utilisée pour vaincre un adversaire sur le plan militaire, de nos jours, nous vivons « une guerre au sein de la population » qui voit les militaires travailler de concert avec d'autres instruments du pouvoir pour en arriver à un règlement politique, ici et maintenant. Il fournit un contexte conceptuel utile à l'approche pangouvernementale/globale du conflit adoptée de nos jours.

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### The Changing Character of War

*Hew Strachan and Sibylle Scheipers (editors)*

This book is the product of a five-year interdisciplinary program at Oxford University bringing together twenty-nine scholars in order to distinguish between what is really changing about war and what only seems to be changing. Essentially they conclude, along with Carl von Clausewitz, that the characteristics of war do, indeed, change over time but that its basic nature remains the same.

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## The Arc of War: Origins, Escalation, and Transformation

*Jack S. Levy and William R. Thompson*

A far-reaching exploration of the evolution of warfare in human history. This book draws on a wealth of empirical data to enhance our understanding of how war began and how it has changed over time. The authors closely examine the complex interaction of war, political economy, political and military organization, military technology and threat environment – all of which create changing incentives for states and other actors to resort to war.


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## New and Old Wars

*Mary Kaldor*

Kaldor argues that political violence at the beginning of the 21<sup>st</sup> Century is more omnipresent, more directed at civilians, involves a blurring of the distinction between war and crime, and is based on and serves to ferment divisive identity politics. This provides a variant on Clausewitz's famous definition of war when she states that war "is an act of violence involving two or more organized groups framed in political terms." According to Martin van Creveld: "Putting the so-called revolution in military affairs firmly to one side, Mary Kaldor has provided us with a window into the future of war."

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## Asymmetric Warfare: Threat and Response in the 21<sup>st</sup> Century

*Rod Thornton*

In recent years, the nature of conflict has evolved. Through asymmetric warfare, radical groups and weak state actors are using unexpected means to deal significant blows to more powerful opponents in the West. From terrorism to information warfare, the West's air, sea and land power are open to attack from clever but much weaker enemies. Rod Thornton unpacks the meaning and significance of asymmetric warfare in both civilian and military realms.

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## A History of Military Thought: From the Enlightenment to the Cold War

*Azar Gat*

Azar Gat is an Israeli scholar who, in this book, provides a definitive history of the evolution of military theory from Montecuccoli to the end of the Second World War. His treatment of Antoine-Henri Jomini and Carl von Clausewitz in the early 19<sup>th</sup> Century is excellent. Throughout, Gat insightfully relates the thought of several leading theorists to the social, cultural, technological and political conditions of the period in question—from Enlightenment/Romantic thought to Positivism and Futurism in the 1920s and 1930s.

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## The Changing Face of War

*Martin van Creveld*

One of the most influential and provocative writers on military history provides an original account of the past 100 years of global conflict. Martin van Creveld explores the course of recent military history from the 20<sup>th</sup> Century's clashes of massive armies to today's short, high-tech, lopsided conflicts. War today, according to van Creveld, is a mix of the ancient and the advanced as state-of-the-art armies fail to defeat small groups of crudely outfitted guerrillas and terrorists.

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## Nonlinear Science and Warfare: Chaos, Complexity and the U.S. Military in the Information Age

*Sean T. Lawson*

A stimulating examination of the impact of the nonlinear sciences such as complexity theory and systems theory on military thought, theories and doctrines in the West. Against the backdrop of the influences of the nonlinear sciences on the social sciences in general, Lawson describes the relationship between these sciences and manoeuvre war theory, network-centric warfare and counter-insurgency. In doing so, *Nonlinear Science and Warfare* not only improves our understanding of the relationship between military professional identity, professional military education and changes in technology, but also provides important insight into the evolving nature of conflict in the information age.

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## Cyber War: The Next Threat to National Security and What to Do About It

*Richard A. Clarke*

According to Clarke, a cyber war refers to actions by a nation-state to penetrate another nation's computers or networks for the purpose of causing damage or disruption. In *Cyber War* he details the cyber war perpetuated by Israel against Syria's air defence system in 2007, the Russian distributed denial of service attacks against Estonia in 2007, and their sophisticated cyber attacks against Georgia in 2008. From these episodes he derives four maxims: cyber war is real, cyber war happens at the speed of light, cyber war is global and cyber war has begun. These maxims form the core of the book as he presents more accounts of the "cyber warriors" in the "battlespace" and how the West should prepare, defend and retaliate.

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3

Strategy

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Stratégie



## Strategy / Stratégie

### Strategy: A History

*Lawrence Freedman*

Freedman defines strategy very broadly at the outset as “the art of creating power” which allows him to address a wide field. He starts with a thorough discussion of classic military strategy from ancient Greece through strategic thinking in the post-Cold War era. In this context, subjects such as revolutionary warfare and counter-insurgency are covered in some detail. Freedman then turns to strategy in terms of the civil rights movement and political strategy in general. Finally, *Strategy: A History* looks at corporate/management strategy from Frederick Taylor and Henry Ford to the theories of Peter Drucker, Michael Porter, Alfred Chandler and Henry Mintzberg. This is an indispensable survey of the whole field of strategy, broadly defined.

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### Penser la stratégie de l'Antiquité à nos jours

*Béatrice Heuser (available in English)*

Cette histoire de la pensée stratégique militaire, ancienne et moderne, est exhaustive, savante et fait autorité. Le traitement des questions contemporaines est intelligent et éclairant. Selon sir Michael Howard, « cet ouvrage devrait être une lecture obligatoire pour tous ceux, praticiens inclus, qui étudient la stratégie, au point qu'il doute qu'un autre essai du genre soit nécessaire pour encore longtemps ».

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## Makers of Modern Strategy from Machiavelli to the Nuclear Age

*Peter Paret (editor)*

This is an update of Edward Mead Earle's classic of the same name that retains many of the original contributors. The essays in this volume analyze war, its strategic characteristics and its political and social functions over the past five centuries. The book covers both the classical strategists from Machiavelli on forward, as well as addressing those theorists who focus on land, sea and air strategies (i.e. Helmuth von Moltke, Basil Liddell-Hart, Julian Corbett and Giulio Douhet). Of particular note are two excellent chapters on Carl von Clausewitz and Antoine-Henri Jomini. Contributors carry the story into the post-World War II period with essays on nuclear strategy and revolutionary warfare.

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## The Strategy Bridge: Theory for Practice

*Colin S. Gray*

A truly prolific and influential scholar on the subjects of war and strategy over the past 40 years, Gray takes his 1990 classic *Modern Strategy* to a new level by proposing this full theory of military strategy. He defines strategy as “the use of force, or the threat of such use for the purposes of policy, as decided by politics.” Always accommodating the insights of Sun Tzu, Thucydides, and above all Clausewitz, and modern thinkers such as Bernard Brodie, Admiral Joseph Caldwell Wylie and Harry Yarger, Gray proposes 21 “dicta” as the skeleton of his general theory. The book is erudite, comprehensive and arguably definitive. Essential reading for anyone really interested in understanding military strategy and its relationship to civil-military relations and, therefore, grand strategy.

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## Fighting Talk: Forty Maxims on War, Peace and Strategy

*Colin S. Gray*

In this short, highly readable book, Colin Gray briefly treats the many subjects which later made up his general theory of strategy (*The Strategy Bridge*, previous). The “forty maxims” are arranged in forty short (two to four page) chapters covering a range of subjects from classical theorists through concepts of strategic culture and domestic influences on military strategy, to civil-military relations. Given the author’s concise, carefully constructed prose and mastery of this subject there is a very great deal covered within a minimum of pages in this treatment.

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## Military Strategy: The Politics and Technique of War

*John Stone*

In this book, the author, from King’s College (UK), seeks to explain why, in his opinion, military strategy has not always been practised very effectively. Stone examines various instances of strategic practice drawn from the period between the 18<sup>th</sup> Century and present. He contends that, to be truly effective, strategy must faithfully reflect the political context in which it is formulated. Where strategy has failed, it is frequently because its practitioners have paid undue attention to military technical matters at the expense of politics.

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## Strategy and the National Security Professional: Strategic Thinking and Strategy Formulation in the 21<sup>st</sup> Century

*Harry R. Yarger*

This conceptually rich book by a long-time professor of strategy at the U.S. Army War College tackles the challenge of identifying and explaining a framework for understanding strategic theory, strategic thinking and strategy formulation, also addressing important differences among policy, strategy and planning. According to the Introduction, the intention is to “expose senior leaders, strategists and other members of the national security community to the vocabulary, ideas and concepts that make strategy a discipline, so that a common framework exists for developing and debating different policy and strategic perspectives in regard to the trends, issues, opportunities and threats confronting the West in the 21<sup>st</sup> Century.”

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## The Shaping of Grand Strategy: Policy, Diplomacy and War

*Williamson Murray, Richard Hart Sinnreich, James Lacey*

The authors understand grand strategy to be the intertwining of political, social and economic realities with military power as well as recognition that politics must, in nearly all cases, drive military necessity. Upon this basis they examine seven case studies to explore historical examples of effective and ineffective grand strategic approaches. Studies center on Louis XIV, Otto von Bismarck, Neville Chamberlain, Franklin D. Roosevelt and Harry Truman. The authors point out clearly that grand strategy is largely determined by uncertainty, quoting Bismarck in support: “Men cannot create the current of events. They can only float with it and steer.”

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## Science, Strategy and War: The Strategic Theory of John Boyd

*Frans P.B. Osinga*

For over ten years, Colonel John Boyd, creator of the famed OODA Loop, was at the centre of the so-called “defence reform movement” in the U.S. defence community after Vietnam. Together with others like General Don Starry, William Lind and Don Holder, Boyd can be considered one of the fathers of manoeuvre warfare theory. Boyd’s framework Observe-Orient-Decide-Act (OODA) is, however, much more than a tactical or operational level approach; it is based on modern science and military and strategic theory. Boyd ultimately came to regard war and conflict as a complex adaptive system (CAS). Osinga’s account does full justice to the depth, originality and relevancy of John Boyd for contemporary policy makers and strategists alike.

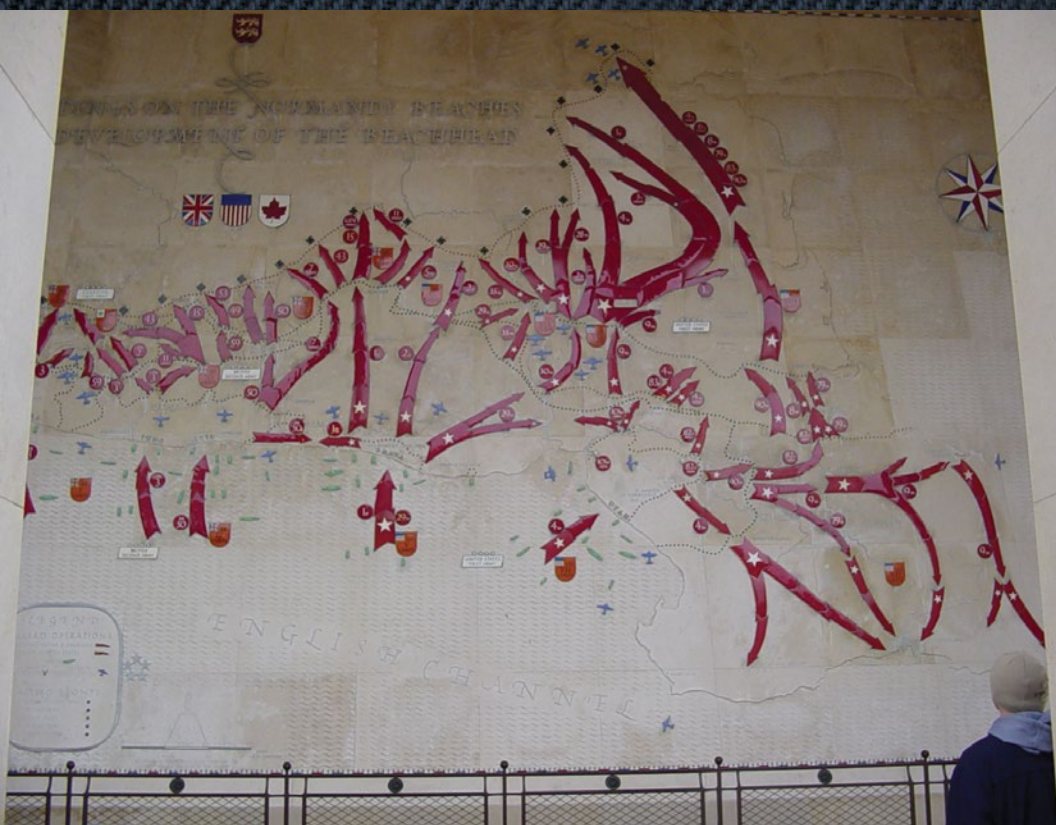
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# Operational Art

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## Art opérationnel

# 4



## Operational Art / Art opérationnel

### The Evolution of Operational Art: From Napoleon to the Present

*John Andreas Olsen and Martin van Creveld (editors)*

Broadly defined as the grey area between strategy and tactics, operational art spans the theory and practice of planning and conducting campaigns to accomplish strategic objectives in a given theatre of operations. Based on country-specific case studies this book describes how the concepts that underpin operational art originated, how they received practical expression in various campaigns and how they developed over time. The point of departure is Napoleon. The book then proceeds with chapters on the evolution of operational art in Prussia/Germany, Russia/Soviet Union, U.K, the U.S, Israel and China. The final chapter deals with the future of operational art in irregular warfare.

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### Carrying the War to the Enemy: American Operational Art to 1945

*Michael R. Matheny*

Matheny argues that theorists and scholars have misunderstood significant developments in American military thought and practice that had been developing for decades, culminating in effective operational performance in the Second World War. He argues that the curricula at both the U.S. Army Staff College and the War College were focussed on issues of operational art, command and control arrangements and campaign planning based on large units. He misses the critical fact, however, that such thinking about “grand tactics” missed the conceptual clarity of German and Soviet theory until after Vietnam and the work of Don Starry, Don Holder and Huba Wass de Czege in codifying the concept in U.S. doctrine.

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## Strategy

*Aleksandr A. Svechin*

Although intended to be a comprehensive treatment of strategy (which indeed it is) this book provides essential insight into the early development of the theory of operational art. In fact, Svechin, a Tsarist and then a Soviet officer, first coined the phrase “operational art” in 1922. He was a keen student of German military theorists, especially Carl von Clausewitz, Sigismund von Schlichting, Helmuth von Moltke, and Hans Delbrück. In turn, he heavily influenced Soviet theorists and practitioners such as Lenin, Mikhail Frunze and Mikhail Tukhachevsky. According to Svechin, “We define an operation as such as an act of war in the course of which, without any pause, the efforts of the forces in a particular area of a theatre of military operations are directed toward the achievement of a specific, intermediary goal.” Furthermore, “politics shapes strategy in all its dimensions, strategy sets the parameters of operational art, and operational art shapes tactics to the demands of the theatre campaign.”

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## Operational Warfare

*Milan N. Vego*

A one-time Soviet naval historian, Milan Vego has taught at the U.S. Naval War College since he arrived in the U.S. His monograph is a lengthy, (687 pages) detailed exposition of operational art. *Operational Warfare* was published in 2000; it consists of nine parts as follows:

- Part I      Fundamentals
- Part II     Operational Factors
- Part III    The Theatre
- Part IV    Operational Functions
- Part V     Stages and Elements of Operational Warfare

- Part VI Methods of Combat Force Employment
  - Part VII Operational Planning
  - Part VIII Operational Leadership
  - Part IX The Future
- 

## Race to the Swift: Thoughts on Twenty-First Century Warfare

*Richard E. Simpkin*

Richard Simpkin, a retired British armoured corps Brigadier General, published this book in 1985 just in time to have a very significant impact on U.S. thinking on operational art. A keen student of both Soviet and German theories of operational art, Simpkin sought to detail the essence of their thought based on classical physics and systems theory. He articulated a powerful concept of operational manoeuvre as a function of mass and mobility as distinct from fire and movement at the tactical level. He argues that the German approach to blitzkrieg privileged mobility over mass, whereas the Soviets developed a more balanced equation. Simpkin's work had a major influence on the development of the theory of manoeuvre warfare in the West.

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## In Pursuit of Military Excellence: The Evolution of Operational Theory

*Shimon Naveh*

In this book Naveh combines a sophisticated theoretical approach to operational art, based on systems theory, with in-depth case studies of the German, Soviet and U.S. experience with the subject. Another individual who had a major influence on British and American thinking about operational art, Naveh's work can be difficult with only a superficial read but very instructive with concentrated study. According to the author, employing system logic for the interpretation of operational art allows a coherent perception of the entire act of war, from abstract thinking and definitions of policy to the mechanical aspects of combat. "Tactics are restricted to unified cells of time and space and are, therefore, dominated by mechanical logic. On the other hand, centering on the simultaneous conduct of various fighting activities at the front and in depth, at the present time and in the future, the operational field combines the competitive dimensions in addition to mechanical aspects – thus, it is dominated by the systemic logic of homeostasis."

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# Command and Leadership

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# 5

## Commandement et leadership



# Command and Leadership / Commandement et leadership

## Command in War

*Martin van Creveld*

This book provides a history of command in war from ancient time to Vietnam. It also provides a link to the major factors whether technical, cultural, political or social that affected how command was executed in war. The book contains an excellent bibliography on the subject of command.

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## L'art du commandement : Alexandre, Wellington, Grant, Hitler

*de John Keegan (available in English)*

Ce superbe livre, écrit par un historien militaire très respecté, le regretté John Keegan, offre une profonde réflexion et une analyse exhaustive sur la nature changeante du commandement au cours de l'histoire. Selon Keegan, le commandement n'est pas seulement l'exercice du pouvoir ou des compétences militaires, mais aussi une activité culturelle. Il fonde sa thèse sur quatre études de cas : Alexandre le Grand, le duc de Wellington, Ulysses S. Grant et Adolph Hitler.

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## Into the Storm: A Study in Command

*Tom Clancy with General Fred Franks, Jr. (ret'd)*

General Franks was in command of VII U.S. Corps in Germany when the Corps was deployed to Saudi Arabia in 1990 to participate in the first Gulf War. With the Marines acting as a holding force in the centre, VII U.S. Corps conducted the well known "left

hook” into Kuwait, targeting the Republican Guard. The book is an excellent account of Franks’ tactical command, usually at the front in his Tac HQ (Tactical Headquarters). Equally interesting, however, is his personal account of his relationship with General H. Norman Schwarzkopf’s operational level headquarters (CENTCOM Forward). Complicating this relationship was the awkward insertion of 3<sup>rd</sup> Army HQ between Franks and HQ CENTCOM. A very enjoyable and instructive read.

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## Chiefs of Defence: Government and the Unified Command of the Canadian Armed Forces

*Douglas L. Bland*

Strategic command of the Canadian Armed Forces is examined from the creation of the office of the Chief of the Defence Staff (CDS) until 1994. Particular emphasis is placed on how each successive CDS wrestled with the nature of the civil-military relationship in Canada. Bland, a retired armoured corps Lieutenant-Colonel, interviewed each of the CDSs covered in this book, so it is something of an insider’s account. Nonetheless, the author erroneously posits a vague accountability and responsibility of Canada’s top general that somehow transcends full subordination of the military to elected policy makers in Canada’s liberal democracy.

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## Deep Leadership: Essential Insights from High-Risk Environments

*Dr. Joe MacInnis*

Dr. MacInnis, an internationally renowned Canadian deep sea explorer, has written a powerful, inspiring book on leadership which, unlike many tomes on the subject, is eminently readable, even exciting. He illustrates his themes by recounting true, factual stories concerning the likes of ‘Buzz’ Aldrin, Scott Carpenter, Jacques Cousteau, Julie Payette, Walter Cronkite, Petty Officer Kerry Houghton, Lieutenant-General The Honourable Roméo Dallaire (Ret’d) and Major-General Mike Day. Significantly, the author concludes that “military leadership is the fountainhead of all other forms of leadership.”

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## Leadership Theory: Theory and Practice

*Peter G. Northouse*

Something of a classic in the field, in this survey Northouse describes and analyzes a wide variety of theoretical approaches to leadership with a focus on how each theory can be employed to improve leadership in real world organizations. Each chapter includes:

- A description of the approach followed by discussion of its strengths, weaknesses and merit.
- Three case studies to illustrate how the approach can be used in making decisions in organizational settings.
- A leadership instrument/questionnaire to help the reader apply the approach to his or her own leadership style.

There is a new chapter in this edition on leadership ethics that addresses the public’s demand for higher levels of moral responsibility from its leaders.

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## Le leadership dans les Forces canadiennes : Fondements conceptuels

*Le Ministère de la Défense nationale / Institut de leadership des Forces canadiennes (available in English)*

Basé sur une analyse approfondie de la littérature sur le leadership savante et professionnelle, l'ouvrage *Fondements conceptuels*, comme le titre le suggère, est à la base de l'ensemble des manuels de la doctrine des Forces armées canadiennes (FAC) sur le leadership : *Leadership dans les Forces canadiennes : diriger des personnes*, *Leadership dans les Forces canadiennes : diriger l'institution* et *Leading in Comprehensive Operations* (sous presse). L'ouvrage explique la philosophie distributive et la philosophie fondée sur les valeurs concernant le leadership dans les FAC, et fait clairement la distinction entre les théories du leadership direct et indirect. Il fournit également un compte rendu complet du puissant modèle heuristique d'efficacité des leaders des FAC. Il s'agit d'un ouvrage essentiel pour bien comprendre le leadership dans la profession des armes au Canada.

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## Leadership: The Warrior's Art

*Christopher Kolenda*

A very impressive book containing contributions from a number of scholars and combat arms practitioners. It is organized into three sections: Section I - Ancient and Modern Concepts of Leadership; Section II - Historical Case Studies; Section III - Contemporary Experiences and Reflections on Leadership. The case studies range from Alexander the Great and Frederick the Great to leadership concepts embedded in Soviet operational art. According to Lieutenant-General Harold Moore (ret'd), author of *We Were Soldiers Once... and Young*, this is "the absolute best book on military leadership in peace and war I have ever read; brought to life by very readable historical examples from several armies and various wars over the centuries."

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## Leadership in Organizations

*Gary Yukl*

One of the “industry standards” in the genre, Yukl has incorporated an enormous amount of material into fifteen tightly packed chapters. After an excellent introduction on the nature of leadership, there follows very useful chapters on: power and influence, charismatic and transformational leadership, ethical leadership, and diversity. Of particular value are the chapters on strategic leadership by executives and leading change in organizations. Case studies are provided at the end of each chapter.

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## Leadership and the New Sciences: Discovering Order in a Chaotic World

*Margaret J. Wheatley*

This, in many ways, is a unique book on leadership. Using breakthroughs in the course of the 20<sup>th</sup> Century in biology, complexity theory and especially quantum physics, Wheatley paints a brand-new picture of business management. The novel relationship she posits between leadership and science is nothing less than an entirely new set of eyes and lens through which to view our organizations. A very stimulating read providing a great deal of “food for thought.”

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Professionalism  
Professionalisme

6



# Professionalism / Professionnalisme

## The Profession of Arms

*General Sir John Hackett*

This is a classic account of the emergence and nature of the profession of arms, ranging across 4,000 years of military history ending with the nuclear age. Sir John Hackett argues that there must never be a total war involving the full use of today's available means of destruction. Nonetheless, there will always be warfare between groups of humans and this violence must be properly managed. This is why an understanding of the role of the professional man-at-arms today is so important. Hackett leaves us with the now near-universal definition of the role of the military profession: "the ordered application of military force at the direction of the duly constituted political authority."

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## The Third Revolution: Professional Elites in the Modern World

*Harold Perkin*

According to Perkin, the third revolution in human history is the revolution of the professionals. The first was the Neolithic Revolution, when settled agriculture allowed craftsmen, priests, warriors and rulers to found cities and civilizations. The second was the Industrial Revolution, which released a majority to work in mass production, transport and urban services. The third has, through phenomenal productivity in agriculture and industry, created a professional society. In this book the author examines professional societies of both free market and command economies – the United States, Britain, France, the former two Germanies, the Soviet Union and Japan.

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## Professionalism: The Third Logic

*Eliot Freidson*

This is a systematic account of professionalism as a method of organizing work. In ideal-typical professions, specialized workers control their own work, while in the free market, consumers are in command, and in bureaucracy, managers dominate. Freidson shows how each method has its own logic requiring different kinds of knowledge, organization, career, education and ideology. Freidson concludes that ideologically inspired attack poses less danger to professional institutional privileges than to their ethical independence to resist use of their specialized knowledge to maximize efficiency at the expense of effectiveness and service to others. A very useful theoretical warning to members of the profession of arms of the dangers posed by bureaucratic ideology or what Freidson labels managerialism.

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## The System of Professions: An Essay on the Division of Expert Labor

*Andrew Abbott*

In this book, a leading scholar on the professions from the University of Chicago explores central questions about the role of professions in modern life. While most inquiries in this field study one profession at a time, Abbott considers the system of professions as a whole. Through comparative and historical study of the professions in 19<sup>th</sup> and 20<sup>th</sup> Century England, France and America, Abbott builds a general theory of how and why professions evolve. Of particular relevance to the profession of arms is his treatment of professional knowledge. Practical skill grows out of an abstract system of knowledge and control of the profession lies in control of the abstractions that generate the practical techniques (doctrine). Only a knowledge system governed by abstractions can redefine its problems and tasks, defend them from interlopers and seize new problems.

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## The Soldier and the State: The Theory and Politics of Civil-Military Relations

*Samuel P. Huntington*

Samuel Huntington's classic, although now dated and U.S.-centric, provides an excellent account of the rise of military professionalism in the West. In part Huntington's motivation was to refute the "fusion" theory of civil-military relations extant in America in the 1940s and 1950s. This theory argued that the nature of war in the nuclear age significantly blurred the distinction between senior military officers and civilian defence analysts. The main theme of the book is, however, civil-military relations and Huntington draws his now familiar distinction between objective and subjective civilian control of the military. With a specific focus on the U.S., Huntington argues a kind of bargain has been struck, with the military agreeing that if left alone to pursue their professional calling as "managers of violence," they will eschew involvement in politics.

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## The Professional Soldier: A Social and Political Portrait

*Morris Janowitz*

A well-known military sociologist and founder of the Inter-University Seminar (IUS), Janowitz wrote this book in part to refute Huntington's theory of objective control of the military. According to Janowitz there was an essential role for the military in the policy making process and only through education and socialization would the military appreciate the need for full subordination to civilian control. A notable aspect of *The Professional Soldier* is the development of the "Constabulary" concept of the military. This concept had a major influence on the development of the theory of limited war developed in the late 1950s and early 1960s by Bernard Brodie, Charles Osgood, Henry Kissinger and others.

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## War, Morality and the Military Profession

*Malham M. Wakin (editor)*

This volume brings together under a single cover two major topics: reflections on the military as a profession, and issues relating to morality and war. Contributors to Part I focus on the ethical dimensions of the military profession which themselves have obvious connections to the moral issues associated with warfare. Contributors include Sam Huntington, Morris Janowitz, Jacques Barzun and General Sir John Hackett. Part II contains thoughtful chapters on just and unjust wars, the laws of war and pacifism. Of particular interest are the chapters on nuclear war, deterrence and chemical/biological war although they may be viewed as somewhat dated in the post-9/11 era and the so-called War on Terrorism.

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## Morality and War: Can War be Just in the Twenty-First Century?

*David Fisher*

Fisher argues cogently that “there are no moral free zones” in international relations or war. He insists that political and military leaders must be virtuous and contends, contra-Machiavelli, that morality is not essentially a private matter. Fisher’s self-acclaimed task is to revivify virtue ethics in the realm of just war theory. Fisher uses as background the events of such places as Gaza, Kosovo, Rwanda, Srebrenica and Darfur. The chief value of this study is that Fisher concisely examines just war theory in the context of recent events and concepts such as “the three block war,” military operations other than war, hybrid warfare, and the global war on terrorism. Except for its study of modern cases, Fisher breaks little new ground. It is, however, a useful synthesis of just war thinking and a basic introduction to virtue ethics.

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## Designing Resilience: Preparing for Extreme Events

*Louise K. Comfort, Arjen Boin and Chris C. Demchak*

The authors define resiliency as the measure of a system's, or part of a system's, capacity to absorb and recover from the occurrence of a hazardous event. The book then examines the characteristics, causes, consequences and measurement of resilience. However, it focusses on the societal and organizational levels and therefore draws from sociology and public administration rather than psychological and small group dynamics. It is nonetheless an excellent scholarly work dealing with resilience in the context of catastrophic societal events.

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# Civil-Military Relations

# 7

## Relations civilo-militaires



## Civil-Military Relations / Relations civilo-militaires

### Supreme Command: Soldiers, Statesmen, and Leadership in Wartime

*Eliot A. Cohen*

*Supreme Command* is an excellent study of leadership at the intersection of civilian policy makers and senior military officers. After a fascinating review of four case studies (Abraham Lincoln, Georges Clemenceau, Winston Churchill and David Ben-Gurion), Cohen turns to his assessment of what these mean for civil-military relations theory, in what he calls “the unequal dialogue.” Eliot Cohen argues two points: first, the civilian policy maker has the final say in the civil-military discussions; and, significantly, the intervention of astute statesmen has a net beneficial effect on the prosecution of conflict in wartime. The appendix, “The Theory of Civilian Control,” is a brilliant reworking of the Huntington model of “objective control” so influential in some quarters over the past 50 years.

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### Armed Servants: Agency, Oversight and Civil-Military Relations

*Peter D. Feaver*

In this book, Peter Feaver develops a powerful theory for how civil-military relations actually work in a liberal democracy; albeit with an emphasis on the U.S. situation. He adapts the Principal-Agent Theory from Management Science whereby the Principal, the civilian government, “directs and monitors” while the Agent, the military, “works” (that is, follows direction). Feaver argues that the civil-military dynamic becomes tense when the agent “shirks”



in order to avoid strict adherence to civilian control, at which point the Principal “punishes.” Examples include the issue of homosexuals serving in the U.S. military and, in the Canadian case, the Canadian Armed Forces initial response to the Somalia Affair leading to the establishment of the Somalia Commission and subsequently the Minister’s Monitoring Committee.

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## A National Force: The Evolution of Canada’s Army, 1950-2000

*Peter Kasurak*

This book would fit comfortably in either the military history category or professionalism. In fact, however, its major impact occurs in the realm of civil-military relations. Peter Kasurak holds a PhD in military history and retired in 2007 after leading the Defence and National Security Section in the Office of the Auditor General of Canada. *A National Force* closely examines the ongoing debate concerning the Army’s role either as a ‘big’ army in Central Europe or a light, mobile force based in Canada and focussed on expeditionary operations. The centre of gravity of that debate was between successive governments and the senior leadership of the army, a dynamic that Kasurak analyses in some detail.

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## The Military and Domestic Politics: A Concordance Theory of Civil-Military Relations

*Rebecca L. Schiff*

A different perspective on civil-military relations theory by a scholar who examines her subject through case studies of the U.S., India, Pakistan, Argentina and Israel. There are two components to Schiff's theory: first, the very Clausewitzian notion that civil-military relations must be understood in the context of the trinity of government, the military, and the people. The second component is the assessment of the health of the civil-military relationship in terms of the concordance among those three actors around four indicators:

- Social composition of the officer corps;
- Political decision making process;
- Recruitment method; and
- Military style.

According to Schiff, this theory is a significant departure from, indeed, a replacement for, the near ubiquitous “separation” theories of Huntington, Cohen and Feaver.

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## The Military and Politics in Modern Times: On Professionals, Praetorians, and Revolutionary Soldiers

*Amos Perlmutter*

An older (1977) but still relevant book on the subject, Perlmutter offers a historical, comparative and theoretical analysis covering close to fifty modern states on four continents over a time span of 200 years. He stresses the political nature of civil-military relations and argues that the single most valid explanation for intervention is the political motivation of politically oriented officers. He, therefore, takes issue with prevailing theories that attribute military intervention to sociological, psychological and organizational causes. Interestingly, Perlmutter develops a thesis, contra-Huntington, that professionalism as it developed in the West leads to “corporatism” which, in turn, furnishes a motive for political intervention by the military.

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## Governing From the Centre: The Concentration of Power in Canadian Politics

*Donald J. Savoie*

Often cited as indispensable reading for students of politics, public policy, public administration, journalists, lobbyists and public servants, the same could be said for anyone interested in civil-military relations in Canada. According to Savoie, agencies such as the Privy Council Office, the Department of Finance, the Treasury Board of Canada, and of course, the Prime Minister’s Office, instituted to streamline Ottawa’s planning process instead telescope power to the Prime Minister and weaken the influence of Parliament. An important reading for those military officers who need to deepen their understanding of what it means to “work the town” in pursuit of Canada’s national security.

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## Le processus de formulation et d'adoption des politiques fédérales : un guide pratique

*Glen G.D. Milne (available in English)*

Il s'agit plus d'un livret que d'un livre, mais il est très populaire dans la région d'Ottawa. Selon Milne, « ce guide fournit une vue d'ensemble de l'intérieur et à jour du monde des politiques fédérales à partir d'une récente recherche et de trente années de travail en tant que consultant en politique et en stratégie pour les ministères, organismes centraux et intervenants externes. » Il s'agit d'un ouvrage utile sur les manœuvres politiques à Ottawa.

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# History and Military History

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# 8

## Histoire et histoire militaire



# History and Military History / Histoire et histoire militaire

## A Global History of History

*Daniel Woolf*

This is a very knowledgeable and comprehensive history of world historiography. Woolf has combined chronology and geography, including Africa and the Near and Far East, as well as Europe and the U.S., in an effective effort to encompass global history in a single volume. The work avoids the twin dangers of Euro-centrism and present-mindedness, emphasizing the multiple roads to the past. It is a definitive guide to human efforts to recover, understand and represent the past, bringing together different historical traditions and their social, economic, political and cultural contexts. Although certainly not military history, *A Global History of History* is an interesting read for those wishing to place the subject within the widest possible context of the discipline itself.

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## Pourquoi l'Occident domine le monde... pour l'instant

*Ian Morris (available in English)*

Cet ouvrage appartient à une catégorie d'un nouveau genre : les livres sur la « grande histoire ». Cette approche consiste à débiter l'étude par le tout début, le big bang, pour se rendre rapidement à la révolution néolithique (10 000 avant notre ère) et à l'évolution des civilisations. Morris décrit ce qui peut être appelé la compétition entre l'Orient (centré sur la Chine) et l'Occident (l'Europe/les É.-U.) pour trouver la réponse à la question posée dans le titre du livre. Son étude se fonde sur quatre catégories : la maîtrise de l'énergie, la technologie de l'information, les capacités militaires et la

gouvernance. Une fois de plus, il s'agit du contexte le plus global possible dans lequel situer l'histoire militaire occidentale. Il est intéressant de noter qu'après avoir amené le lecteur jusqu'à la présente époque, il annonce que dans l'avenir, la seule question sera « Que va-t-il se passer ensuite? » : l'obscurité ou l'union. La première représente une catastrophe sous forme de guerre nucléaire ou de désastre environnemental, et la seconde, la collaboration de l'Orient et de l'Occident pour l'évolution de l'ensemble de l'humanité.

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## Perilous Glory: The Rise of Western Military Power

*John France*

This expansive history surveys warfare from ancient times to the current wars of the Middle East in search of a deeper understanding of the origins of Western warfare and the reasons for its prominence today. The author casts some doubt on well entrenched attitudes about the development of military strength, the impact of culture on warfare and the future of Western dominance. France argues that the present global domination by U.S. power is much more precarious and accidental than is commonly believed. According to the renowned American military historian, Dennis Showalter, "France's concluding analysis of the 'new age of war' that has emerged since 1945, is eloquent and perceptive in warning that there are no opt-outs, technological or ideological. War finds its way, and has its way."

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## Of Arms and Men: A History of War, Weapons, and Aggression

*Robert L. O'Connell*

Robert O'Connell, a historian and defence analyst, points out the complex and often paradoxical relationship between men and arms. In a sweeping narrative that ranges from prehistoric times to the nuclear age, O'Connell demonstrates how social and economic conditions determine the type of weapons and the tactics employed in warfare and how, in turn, innovations in weapon technology often undercut social values. While its emphasis is historical, *Of Arms and Men* also draws upon anthropology, biology, psychology, sociology and literature to illuminate the course of arms. O'Connell integrates the evolution of politics, weapons, strategy and tactics into a coherent narrative, including vivid portraits of men in combat and insight into why humans go to war.

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## Histoire militaire du Canada

*Desmond Morton (available in English)*

L'auteur a écrit 31 livres sur le Canada, et a acquis sa renommée incontestable pour son travail sur l'histoire militaire canadienne et les politiques sur la défense. Dans son ouvrage précurseur, il avance que la guerre et les conflits ont eu une immense incidence sur notre histoire, et notamment ont développé l'industrie canadienne, harmonisé les factions politiques, modifié le rôle des femmes et changé le statut du Canada dans le monde. Morton examine attentivement notre relation avec la guerre et ses conséquences depuis des siècles, que ce soit les tactiques des Premières Nations du Canada et celles utilisées sur les Plaines d'Abraham, ou notre participation troublante en Somalie et dans les Balkans.

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## Understanding Canadian Defence

*Desmond Morton*

In this book, Desmond Morton provides an insightful assessment of national issues near the forefront of Canadian policy. From the threats of American invasion that helped form Canada in the 18<sup>th</sup> and 19<sup>th</sup> Centuries, to the two World Wars of the 20<sup>th</sup> Century, to the aftermath of the World Trade Center attack, Morton examines the events that have shaped Canada's military identity. Morton develops a theme as he looks to the future, describing a revolution in military orthodoxy that had been underway for more than a decade at the time he published this work. According to Morton, as information (digital) technology transformed the way Americans wage war, Canada was under pressure, both externally and internally, to follow suit, no matter the cost. Recent experience in Iraq and Afghanistan however has tended to alter the U.S. military's conviction that "lifting the fog of war" is a forgone conclusion. The past decade, therefore, casts considerable doubt on Morton's prognostications.

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## Canadian Brass: The Making of a Professional Army 1860-1939

*Stephan J. Harris*

As can be seen from the title, this book could easily have been included in the category of Professionalism. Harris, long-time member of the Directorate of History and Heritage (DHH), uses the Huntington definition of a military profession comprising expertise, responsibility and corporateness to chart the course of professionalism in the Canadian Army from before Confederation to the outbreak of the Second World War. Harris criticizes the performances and behaviour of several politicians throughout the period, most notably Sam Hughes, but he illustrates as well that the Army had considerable failings. Too many officers in the Army's formative years were venal and self-serving, treating their commissions as sinecures, while from 1919 to 1939 so much attention was paid to matters involving organization, administration and planning that the professionalization of the officer corps was all but forgotten.

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## A Two-Edged Sword: The Navy as an Instrument of Canadian Foreign Policy

*Nicholas Tracy*

Nicholas Tracy is an adjunct professor of history at the University of New Brunswick. He begins by showing that the Canadian Navy was created in 1910 to support Canadian autonomy and so must share the historical stage with the Battle of Vimy Ridge as symbolic of emerging Canadian independence. Thereafter, following initial participation in Imperial and Commonwealth defence, the Royal Canadian Navy's (RCN) role shifted after the Second World War to primarily ensuring the survival of the North Atlantic Treaty Organization (NATO) and deflecting the U.S.'s need to control

Canadian waters and approaches. Tracy goes on to demonstrate the ways in which the Navy's priorities have realigned since the end of the Cold War by partnering with the U.S. and NATO navies in global policing.

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## Canada's Army: Waging War and Keeping the Peace

*J. L. Granatstein*

Justifiably referred to as the definitive history of the Canadian Army, from its origins in New France to its role in Afghanistan. Lieutenant-General (ret'd) Charles Belzile, former Commander of Force Mobile Command, has called it "a veritable tour de force, a book that reads like a novel and belongs on all concerned citizen's bookshelves."

Granatstein forthrightly engages in the perennial "myth of the militia" at the beginning of the book and thereafter provides detailed and succinct accounts of the army in two world wars. Of particular interest is his treatment of the post-Second World War era including the professionalization of the Army after 1945 and especially the Army's experience with the Somalia Affair and finally its role in Afghanistan.

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## The Influence of Air Power upon History

*Walter J. Boyne*

Boyne is a retired U.S. Air Force Colonel and a recognized authority on air power. *The Influence of Air Power Upon History* is a thorough examination of how air power was applied from the earliest days of the balloon down to the latest use of space technology. Where Alfred Thayer Mahan's classic work, *The Influence of Sea Power Upon History*, catalogues the elements that made naval power a determinant of a nation's strength, this book studies the development of air power philosophy by examining the theory and practice as demonstrated not only in war, but in the myriad demands it makes upon the nations that employ it. In air power, as in sea power, Boyne demonstrates how the evolution from concept to practical execution goes through many individuals, each improving on previous work. The personalities of the inventors emerge as important factors in the creation and application of the new technology.

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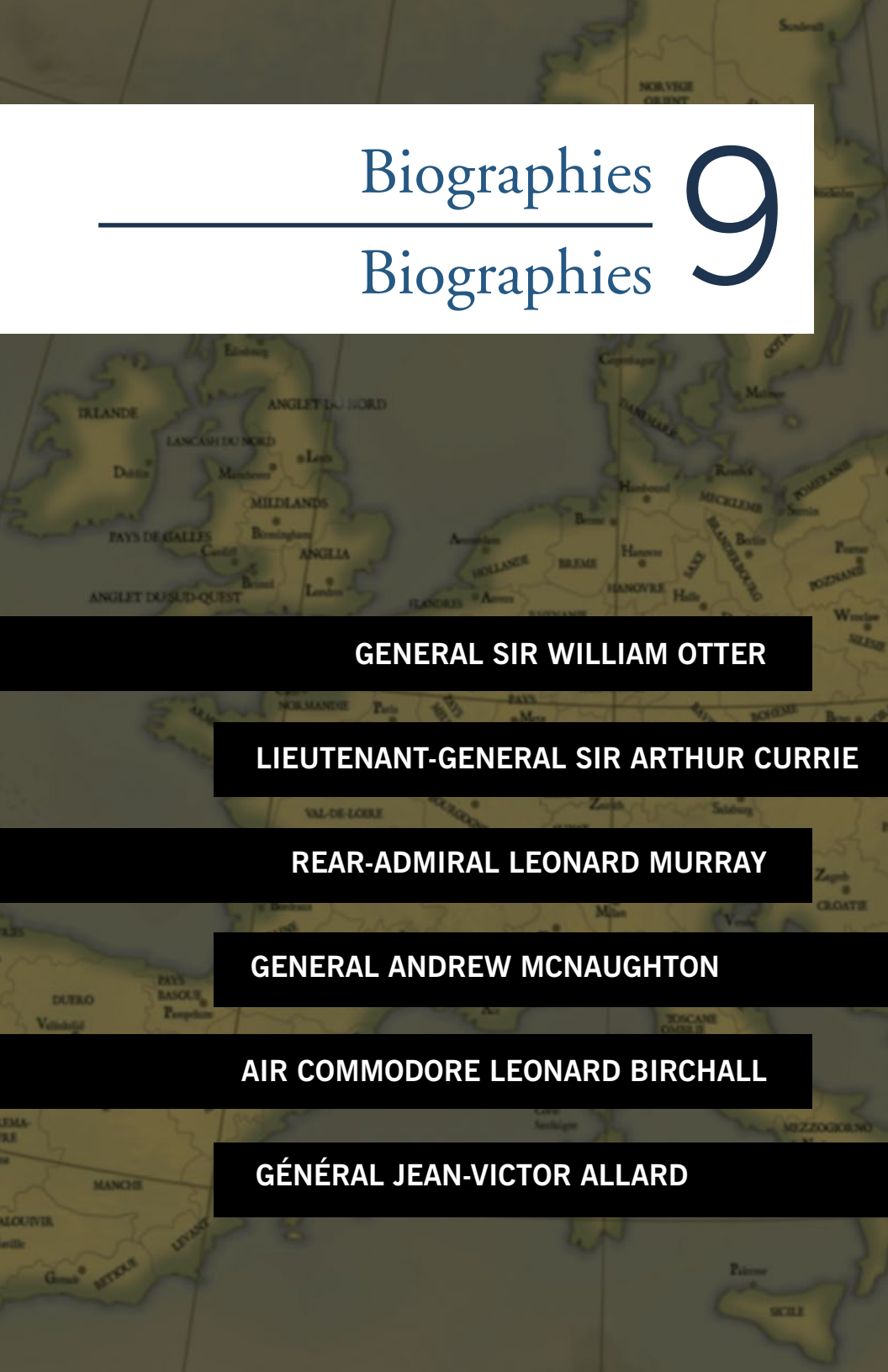
## The Pursuit of Victory: From Napoleon to Saddam Hussein

*Brian Bond*

In this original and provocative study, Brian Bond discusses the successes and failures of military and political leaders in their pursuit of victory over the last two centuries. Bond argues that in order to be counted victorious, a leader has to progress beyond military success to preserve the political control needed to secure an advantageous and enduring peace. The theoretical framework is thoroughly Clausewitzian and the Prussian master is referred to extensively. Bond begins with Frederick the Great and the era of limited war and then examines the success and ultimate failure of Napoleon, whom Bond describes as a brilliant general but failed statesman. According to Bond, Germany and Japan exploited their military opportunities between 1939 and 1942 but lack of political control and moderation brought them catastrophic defeat. Finally, discussion of the Falklands conflict and Gulf War 1 illustrates clearly Clausewitz's definition of war as merely the continuation of policy with the admixture of other means.

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Biographies 9  
Biographies

**GENERAL SIR WILLIAM OTTER**

**LIEUTENANT-GENERAL SIR ARTHUR CURRIE**

**REAR-ADMIRAL LEONARD MURRAY**

**GENERAL ANDREW MCNAUGHTON**

**AIR COMMODORE LEONARD BIRCHALL**

**GÉNÉRAL JEAN-VICTOR ALLARD**

## Biographies

### A Soldier First: Bullets, Bureaucrats and the Politics of War

*General Rick Hillier (ret'd)*

General Hillier was arguably the most dynamic, public and perhaps controversial Chief of the Defence Staff in the history of that office. He was also remarkably and unusually influential in the sphere of foreign and defence policy. The book covers the general's complete career from officer cadet to four-star general. In fact, of 23 chapters only the last 8 recount his years as the CDS. The first 15 chapters however, contain themes that help account for how he was shaped as a soldier: an outstanding officer and a leader of considerable prowess. *A Soldier First* provides some insight into a number of issues that generated considerable controversy as Hillier's years in office as the CDS unfolded. Foremost, of course, was his role in prosecuting the war in Afghanistan. There are also interesting accounts of the structural transformation of the CAF, discussion of major equipment acquisition debates and above all the general's relationships with three ministers for whom he worked, The Honourable Bill Graham, The Honourable Gordon O'Connor and Justice Minister Peter MacKay.

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## My Share of the Task: A Memoir

*General Stanley McChrystal*

A very insightful and even unpretentious memoir by a senior three and then four star U.S. Army officer in both Iraq and Afghanistan. He has an extensive background in special operations and led the Joint Special Operations Command from 2003-2008. The book covers his complete career from West Point until his retirement in 2010. According to the prominent American historian Walter Russell Mead, “Stanley McChrystal has written the finest military memoir of his generation. *My Share of the Task* is not just the story of one man’s service; it is the story of the development of a new way of war. What Grant’s memoirs did for war in the age of railroads and the industrial revolution, McChrystal’s does for armed conflict in the age of information, high tech and non-state actors.”

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## Defeat into Victory: Battling Japan in Burma and India, 1942-1945

*Field Marshal Viscount Slim (William Slim)*

Generally considered a must read for anyone interested in senior command in time of war, Field Marshall William (Uncle Bill) Slim is also viewed as one of the greatest military leaders in history. This is the story of the war in Burma and India by the XIV Army Commander who led British and Indian forces from early defeats at Japanese hands through to the final victory and the re-conquest of Rangoon in 1945. Slim intends, in part, to give those who have not experienced it some impression of what it feels like to shoulder a commander’s responsibilities in war. Also recommended is the definitive biography of Slim, *Uncle Bill: The Authorised Biography of Field Marshal Viscount Slim*, 447 pages and published in 2013.

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## Victoires perdues

*du feld-maréchal Erich von Manstein (available in English)*

Le principal intérêt de *Victoires perdues*, de von Manstein, appelé parfois un des maîtres de la stratégie d'Hitler, est le récit de sa maîtrise de l'art opérationnel. Évitant intentionnellement de parler de l'aspect politique et idéologique, ou même des personnalités célèbres, l'auteur traite du combat au niveau opérationnel. Le récit détaillé de la contre-frappe Kharkov après la défaite du 6<sup>e</sup> corps de l'armée allemande à Stalingrad est particulièrement intéressant. En amenuisant ses forces, mais en tenant toujours les positions du sud-est, von Manstein rassemble une puissante force pour mener une manœuvre de niveau opérationnel sur le flanc des forces soviétiques en progression. Cette campagne a permis de préparer le terrain pour la décisive bataille de Kursk de l'été 1943. L'ultime biographie de 647 pages du feld-maréchal a été écrite par le major-général britannique Mungo Melvin et s'intitule *Manstein: Hitler's Greatest General*.

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## J'ai serré la main du diable : la faillite de l'humanité au Rwanda

*du lieutenant-général (à la retraite) Roméo A. Dallaire et du major (à la retraite) Brent Beardsley (available in English)*

L'ouvrage commence par un bref récit quasiment autobiographique du début de la carrière militaire du général Dallaire, puis il traite exclusivement de son commandement d'une force de maintien de la paix de l'Organisation des Nations Unies (ONU) au Rwanda avant et pendant le génocide de 1994. Au-delà de la description détaillée crue et troublante du génocide lui-même, le livre donne des éclaircissements importants sur les relations du général avec les intervenants clés de l'ONU, y compris avec le conseiller militaire du secrétaire-général de l'époque, un Canadien, le major-général Maurice Baril. Tout au long du récit, l'auteur illustre efficacement les profonds dilemmes moraux vécus par le haut commandement dans un contexte où la force internationale et multinationale manquait de personnel.

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## Guy Simonds and the Art of Command

*Terry Copp*

Guy Simonds graduated from the Royal Military College of Canada in 1925 and served for over 10 years in the Royal Canadian Horse Artillery. After Canada's declaration of war in 1939 Simonds joined the 1<sup>st</sup> Canadian Infantry Division as a General Staff Officer grade 2 responsible for operations and training. In the spring of 1943 as a Major-General, Simonds assumed command of the 1<sup>st</sup> Infantry Division and led this force for the invasion of Sicily and later into Italy. He assumed command of the 2<sup>nd</sup> Canadian Corps in January of 1944. *Guy Simonds and the Art of Command* is a significant addition to the literature examining Canadian command and leadership in war. Terry Copp's insightful account of Simond's command during the Second World War draws out lessons that are as relevant today as they were 60 years ago. The book examines Simonds' thoughts on command and leadership through the lens of his own directives, orders and writings.

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International  
Relations

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Relations  
internationales

10



# International Relations / Relations internationales

## Fifty Key Thinkers in International Relations

*Martin Griffiths*

This single volume is a unique and comprehensive overview of the key thinkers in international relations in the 20<sup>th</sup> Century. From influential statesmen such as Vladimir Lenin and Henry Kissinger to emerging thinkers of hitherto marginalized areas of concern including feminism, historical sociology and the study of nationalism, the book describes the main elements of each thinker's contribution to the study of international relations. Information is supplied on the individual's life and signposts for further reading and critical analysis are also provided. Of particular interest are the chapters on E.H. Carr, Hans Morgenthau, Kenneth Waltz, Francis Fukuyama, Hedley Bull and Immanuel Wallerstein.

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## Contending Theories of International Relations: A Comprehensive Survey

*James E. Dougherty and Robert L. Pfaltzgraff, Jr.*

This is probably the most comprehensive and inclusive survey available on the subject. *Contending Theories of International Relations* makes the rich complexity of international relations theories accessible and interesting. It is a scholarly yet clearly written book that avoids specialized jargon and esoteric references. This 5<sup>th</sup> edition has been thoroughly revised to reflect the various paradigmatic and theoretical debates that have emerged since the end of the Cold War. The new edition incorporates the most significant current writing on all areas of theory from neorealism, neoliberal theory, postmodernism and constructivism to globalization, ethnic conflict, international terrorism and new approaches to deterrence.

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## The Shield of Achilles: War, Peace and the Course of History

*Philip Bobbitt*

Bobbitt navigates through history and describes the intersection of politics, economics, law and strategy. Book I discusses the evolution, using Bobbitt's own typology, from Princely States (1494-1648), through Territorial States and State-Nations to the Modern State (1648-present). Book II focusses on international law and strategy and deals in turn with events leading to The Treaty of Augsburg, the Peace of Westphalia, The Treaty of Utrecht, The Congress of Vienna, The Versailles Treaty and the Peace of Paris (1990). It is a truly erudite study that can be viewed simultaneously as the history of war and the history of peace. Sir Michael Howard calls it "one of the most important works on international relations published in the last 50 years."

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## The Revenge of Geography: What the Map Tells Us About Coming Conflicts and the Battle Against Fate

*Robert D. Kaplan*

The importance of geography in shaping history is the great issue that Kaplan tackles in this book. Rejecting the "earth is flat" thesis generated by the phenomenon of globalization, *The Revenge of Geography* reminds us of the continuing importance of geopolitics. Kaplan reviews the thought and theories of major geopolitical thinkers such as Sir Halford John Mackinder, Robert Strausz-Hupé, Karl Ernst Haushofer, Nicholas John Spykman, Alfred Thayer Mahan, Julian Corbett and George Kennan. Turning in Part II to the present (and near future) Kaplan looks at Europe, Russia, China, India, Iran and Turkey. Interestingly, his concluding chapter on North America focuses almost exclusively on Mexico to the virtual exclusion of Canada and especially the Arctic. This may be a fatal omission.

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## Why Nations Fail: The Origins of Power, Prosperity and Poverty

*Daron Acemoglu and James A. Robinson*

The authors begin by arguing that today's successful states share common institutional configurations that they label inclusive. In the economic realm, inclusive institutions contain such things as a patent system and a guarantee of property rights. These encourage investment and innovation. Inclusive political institutions are those characterized by a pluralism that ensures power is constrained and broadly diffused. In contrast, weak and potentially unstable states are those with configurations labelled extractive. Extractive economic configurations are predatory in the extent that they channel wealth into the hands of the narrow elite. In a setting where wealth becomes excessively concentrated political control is necessary so elites will resist any pressure to broader political participation.

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## Why Nations Fight: Past and Future Motives for War

*Richard Ned Lebow*

Lebow believes that much of the social science literature on this subject has concluded that war is a form of bargaining. He is, however, clearly dissatisfied with an answer that excludes critical elements of the human psyche whether individually or collectively in the form of nations. He analyzes the motives for the initiation of war in terms of classically derived attributes that he calls appetite, spirit, fear and reason. He argues that war as a popular instrument for the achievement of wealth, standing or national political purpose is declining. He concludes that due to their excessive cost and destructiveness, wars are fundamentally antithetical to any concept of rational statecraft.

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## De la Chine

*Henry Kissinger (available in English)*

De nombreux livres parlent de la Chine, mais celui-ci a le mérite d'avoir été écrit par un chercheur praticien bénéficiant d'une grande expérience dans les relations avec cette puissance émergente. Il s'agit d'une excellente histoire et analyse de la culture politique de la Chine qui met l'accent sur les influences historiques ayant modelé les rapports entre la Chine et les autres pays et sa stratégie. En ce qui concerne cette dernière, la comparaison de Kissinger entre l'approche occidentale basée sur les échecs et l'approche orientale basée sur le jeu du weigi (way chee) est fascinante. Kissinger décrit sa propre expérience en matière de contacts et de réunions avec certains des personnages politiques les plus influents de la Chine moderne, notamment Mao, Zhou Enlai et Deng Xiaoping.

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## War, Peace and International Relations: An Introduction to Strategic History

*Colin S. Gray*

Gray starts the book by advising that students of strategic studies know too little history while historians and political scientists know too little about strategy. This book is intended to be a partial remedy for this malady. The author highlights three themes. First, the rich interplay between strategic continuity and discontinuity; that is, what does and does not change. Second, the relationship between politics and war and Gray insists that war is and must be fought for political ends. Third, the difference between waging warfare, which essentially is the tactical warfighting side of the business, and war, entailing the strategic conduct of the conflict.

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Canadian Security  
Policy and Strategy

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11

Politiques  
et stratégies  
canadiennes en  
matière de sécurité



## Canadian Security Policy & Strategy / Politiques et stratégies canadiennes en matière de sécurité

### Canada's National Security in the Post 9/11 World: Strategy, Interests and Threats

*David S. McDonough (editor).*

This is a timely exploration and reassessment of Canada's approach to strategic affairs. It offers a diverse collection of contemporary, sometimes controversial, and always insightful perspectives on the most pressing security challenges that Canada currently faces. Contributors include Canadian Senator Hugh Segal, a past Minister of National Defence (David Pratt), former senior military officers and a number of noted scholars. Both the introduction and conclusion by the editor David McDonough from the University of Waterloo are excellent.

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### Canada and World Order: The Multilateralist Tradition in Canadian Foreign Policy

*Tom Keating*

This third edition of *Canada and World Order* is a relatively up-to-date survey of the events and policies that have made Canada a global player from the 1940s to the present. Keating argues that international cooperation has been one of the most important defining characteristics of Canadian foreign policy throughout the period. The book examines how Canada's multilateral efforts have changed over time and across a variety of issues in the pursuit of a diverse range of international objectives. New to this edition are chapters on Canada's shifting role from peacekeeper to combatant force and Canada's response to current international developments in the aftermath of the terrorist attacks on the U.S.

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## Agir de concert : le Canada dans un monde en mouvement

*de Joe Clark (available in English)*

Dans cet ouvrage, l'ancien premier ministre canadien Joe Clark présente un plaidoyer passionné pour que le Canada réaffirme sa position internationale en tant qu'agent de changement, de diplomatie et de paix. En se fondant sur notre histoire, nos succès et les qualités uniques que selon lui les Canadiens possèdent aujourd'hui, Clark décrit le rôle ambitieux, mais important que pourrait jouer le Canada sur la scène internationale. Le pouvoir, comme la capacité à diriger, sont répartis dans le monde entier, et pratiquement dans tous les cas, le plus efficace leadership devra être partagé entre les intervenants clés étatiques et non étatiques. Selon Clark, la meilleure approche sera le leadership latéral.

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## Getting Back in the Game: A Foreign Policy Playbook

*Paul Heinbecker*

The author is a seasoned, long-time diplomat who served as the Canadian Ambassador to the United Nations. In this book Heinbecker presents his vision for a future in which Canada can work both with the United Nations and separate from it, a future in which Canada can take a stand and effect change on issues of the day from climate change to the Middle East, a future in which this country has a key role to play in the rehabilitation of global governance. It is clearly a polemical and prescriptive book and specifically makes recommendations on eleven broad issues from China and the Arab Israeli conflict to the Arctic and Canada-U.S. relations.

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## Ice and Water: Politics, Peoples and the Arctic Council

*John English*

Over the next twenty years, changes in the Arctic will be dramatic and even transformative. As the Far North assumes a more important place in international politics, Canada will have to reassess its priorities and clarify its strategy in this resource rich but environmentally fragile region. The Arctic Council comprising eight countries as well as indigenous peoples from seven of the eight member states, was established in 1996. It is to act as an intergovernmental body to address social, political and environmental issues in the Arctic. Canada assumed the chair of the Council in 2013. In this book, John English examines the origins, creation and development of the Arctic Council as a means of understanding the Arctic today. He argues that there are fundamental differences between Canadian policies in the 1990s and those adopted in the following century.

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## Security Operations in the 21<sup>st</sup> Century: Canadian Perspectives on the Comprehensive Approach

*Michael Rostek and Peter Gizewski (editors)*

In recent years there has been a growing acknowledgement of the need to practice a more coordinated and holistic approach to security operations. This comprehensive approach would bring together the efforts of departments and agencies of the Canadian government, and non-government organizations and private sector entities working towards a shared goal. The purpose of this book is to consolidate numerous research experiences from academic and practitioners alike as Canada attempts to create a new norm for dealing with the security challenges of the 21<sup>st</sup> Century. Contributions include representation from the Department of National Defence/CAF, the Department of Foreign Affairs/Canadian International Development Agency, Indian and Northern Affairs, Médecins sans Frontières, Supreme Allied Commander Europe (SACEUR), the University of Toronto, Queen's University and the University of Ottawa.

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Culture and Conflict

Culture et conflit

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## Culture and Conflict / Culture et conflit

### Organizational Culture and Leadership

*Edgar H. Schein*

This is undoubtedly the seminal work on this subject in the industrial psychology and management science literature. It does not deal with military culture in any sense but provides a broad, even indispensable, theoretical context within which to consider the subject. It is particularly helpful in the study of strategic culture. Schein defines organizational culture as “a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.”

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### Strategic Culture and Ways of War

*Lawrence Sondhaus*

Strategic culture refers to the socially transmitted habits of mind, traditions and preferred methods of operations that are generally specific to a particular security community. It is a product of a particular historical experience that has been shaped by more or less unique, though not necessarily unvarying, geographic context. Each strategic culture is inclined to create what purports to be general theories on the bases of national experiences and circumstances. The concept of strategic culture dates from the 1970s when Jack Snyder introduced it to explain why the Soviet Union did not behave according to rational choice theory. Sondhaus does a good job exploring the concept and applying it to Europe, the Americas, Asia and Africa.

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# The Monopoly of Violence: Why Europeans Hate Going to War

*James Sheehan*

Sheehan is a professor of history at Stanford University and an authority on Germany. This book is, in fact, an excellent case study on the topic of strategic culture and how this slow growth concept is also amenable to significant change. Since 1945 the European states which had glamourized their military elite and made going to war the highest expression of patriotism, have virtually renounced violence as a way of settling their differences. According to Sheehan, war is now unthinkable from Dublin to the edge of the Balkans. The book can be characterized as the story of war and peace in the 20<sup>th</sup> Century, and how the first came to be dominated by the second. It is an important insight for anybody seeking to understand the current strategic cultural estrangement between Europe and the United States.

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## Warfare and Culture in World History

*Wayne E. Lee (editor)*

Over the last few decades a paradigm shift has emerged in military history in which historians are closely examining how societies conceptualized war, weapons, military service and a number of other ideas that produced specific battlefield effects. Rather than a single solution to a given problem, specific ideas or solutions emerged from a web of overlapping influences, mental and material, rooted in past ideas, modified by changing conditions and perhaps best summed up by the word “culture.” Lee’s book arises from the ongoing work of military historians to contextualize war and military institutions more deeply within the culture that produced them. The book further seeks to address these questions within the broad context of world history.

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## The Culture of Military Innovation: The Impact of Culture Factors on the Revolution in Military Affairs in Russia, U.S. and Israel

*Dima Adamsky*

The book's major theme is that culture dominates technical choice. To illustrate this point, Adamsky looks at innovation in three case studies—the U.S., the Soviet Union and Israel—specifically their response to the so-called Revolution in Military Affairs (RMA). This book is a disciplined effort to use the concept of strategic culture to explain how these three countries proceeded in very different ways to develop new ways of warfare based on information technology. Borrowing methods from political science, history, anthropology and cognitive psychology, Adamsky suggests a cultural explanation for this purported transformation in warfare.

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## De la guerre : une histoire du combat des origines à nos jours

*John A. Lynn (available in English)*

Dans son livre *Carnage and Culture*, Victory Davis Hanson avance qu'il existe une manière occidentale de faire la guerre qui remonterait aux Grecs et se serait perpétué jusqu'à nos jours, sans interruption. L'ouvrage de Lynn vise en partie à réfuter la thèse d'Hanson. À partir d'une série d'études de cas allant de l'époque de la Grèce classique à celle de l'attaque des Égyptiens sur la ligne Bar Lev pendant la guerre du Kippour, il explique comment la culture et l'environnement de guerre ont eu une influence sur différentes sociétés au fil du temps. Il ajoute que de nombreuses sociétés maintiennent un discours et un point de vue sur la guerre et les activités militaires différent des réalités des guerres à l'époque où elles se sont produites.

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Critical Thinking  
Pensée critique

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*Post hoc ergo propter hoc*  
*Argumentum ad hominem*  
*Argumentum ad autoritatum*  
*Systems Thinking*  
*Pensée systémique*  
*Analytical Thinking*  
*Raisonnement analytique*

## Critical Thinking / Pensée critique

### Philosophy: 100 Essential Thinkers

*Philip Stokes*

### One Hundred Twentieth Century Philosophers

*Stuart Brown, Diane Collinson, Robert Wilkinson (editors)*

The discipline most directly concerned with thinking per se is philosophy itself. Philosophy addresses not only what to think and how to think, but perhaps even why. These two books provide a helpful survey of the field in Western civilization, the former beginning with the pre-Socrates and the latter with a focus on the last 100 years. In the Stokes' volume, the chapter he titles "The Linguistic Turn" is particularly relevant although the succeeding chapter "The Post-Modernist Turn" merits attention as well. Brown's very comprehensive book provides excellent entries on relevant philosophers such as Ferdinand de Saussure, Ludwig Wittgenstein and Noam Chomsky.

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### Zénon et la tortue : apprendre à penser comme un philosophe

*de Nicholas Fearn (available in English)*

Ce livre est un bref et accessible guide présentant les principaux éléments de la pensée philosophique de la tradition occidentale, depuis Socrate jusqu'au déconstructionisme. Cet ouvrage amusant se veut clairement un texte d'introduction et ne tombe pas dans le piège inhérent à un tel guide : s'enliser dans un langage obscur et hautement théorique.

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## Critical Thinking: A Concise Guide

*Tracy Powell and Gary Kemp*

This is a guide to argument analysis and a clear introduction to thinking clearly and rationally for oneself. Through precise and accessible discussion, the book equips individuals with essential tools to tell a good argument from a bad one. Key aspects include how to identify and evaluate the most common types of arguments and how to spot fallacies in arguments and tell good reasoning from bad.

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## Systems Thinking, Systems Practice

*Peter Checkland*

It is now widely recognized that dealing with complexity and what are referred to as “wicked problems” requires us to move beyond linear, reductionist thinking. Problem solving and decision making in these situations requires systems thinking; that is, the practice of thinking that takes a holistic view of complex phenomenon (like war) seemingly caused by a myriad of isolated, independent and usually unpredictable forces or factors. Systems thinking views all events and phenomena as “wholes” interacting according to systems principles. Checkland’s book is a comprehensive explanation of systems thinking together with a powerful systems thinking methodology – Soft Systems Methodology (SSM). SSM is defined as: A learning system or systems of inquiry. It makes use of models of purposeful human activity to explore “wicked problems” comparing models with the perceived real world structures to enable a discourse between conflicting interests, which enable decisions to be made to take action to improve the situation.

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## La cinquième discipline

*Peter M. Senge (available in English)*

Peter Senge est un pionnier en ce qui concerne les organisations apprenantes, et *La cinquième discipline* est un ouvrage précurseur dans le domaine. Selon Senge, les organisations apprenantes se fondent sur cinq « disciplines » :

- la maîtrise personnelle
- les modèles mentaux
- la construction d’une vision partagée
- l’apprentissage en équipe
- la pensée systémique (la cinquième discipline)

*La cinquième discipline* est un ouvrage essentiel pour toute personne souhaitant comprendre, et surtout, transformer leur organisation en organisation apprenante. Il s’agit de percevoir votre organisation comme un type particulier de **culture** organisationnelle.

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# Journals / Revues

**Australian Defence Force Journal**

[www.adfjournal.adc.edu.au/site](http://www.adfjournal.adc.edu.au/site)

**Canadian Military Journal/Revue militaire canadienne**

[www.journal.dnd.ca](http://www.journal.dnd.ca)

**Canadian Military History Journal**

[www.canadianmilitaryhistory.ca/canadian-military-history-journal](http://www.canadianmilitaryhistory.ca/canadian-military-history-journal)

**Cultures & Conflits**

[www.conflicts.revues.org](http://www.conflicts.revues.org)

**Defence Procurement International**

[www.defenceprocurementinternational.com](http://www.defenceprocurementinternational.com)

**Foreign Affairs Magazine**

[www.foreignaffairs.com](http://www.foreignaffairs.com)

**Études internationales**

[www.revue-etudesinternationales.ulaval.ca](http://www.revue-etudesinternationales.ulaval.ca)

**International Security**

[www.mitpressjournals.org/loi/isec](http://www.mitpressjournals.org/loi/isec)

**Infinity Journal**

[www.infinityjournal.com](http://www.infinityjournal.com)

**Journal of Strategic Studies**

[www.tandfonline.com/toc/fjss20/current](http://www.tandfonline.com/toc/fjss20/current)

**Royal United Services Institute (RUSI) Journal**

[www.rusi.org/publications/journal](http://www.rusi.org/publications/journal)

**Parameters**

[www.strategicstudiesinstitute.army.mil/pubs/parameters](http://www.strategicstudiesinstitute.army.mil/pubs/parameters)

**The Inter-University Seminar on Armed Forces & Society**

[www.iusafs.org/about/journal.asp](http://www.iusafs.org/about/journal.asp)

# Websites / Sites web

**Australian Government - Department of Defence**

[www.defence.gov.au](http://www.defence.gov.au)

**Centre for Strategic and International Studies**

[www.csis.org](http://www.csis.org)

**Combat Studies Institute (US Army Combined Arms Center)**

<http://usacac.army.mil/cac2/csi/csipubs.asp>

**European Union Institute for Security Studies**

[www.iss.europa.eu](http://www.iss.europa.eu)

**Foreign Military Studies Office**

<http://fmso.leavenworth.army.mil>

**GEOSTRATEGIQUE**

[www.geostrategie.com](http://www.geostrategie.com)

**International Institute for Strategic Studies**

[www.iiss.org](http://www.iiss.org)

**Land Warfare Centre**

[www.army.gov.au/who-we-are/Divisions-and-Brigades/Forces-Command/Royal\\_Military\\_College\\_of\\_Australia/Land-Warfare-Centre](http://www.army.gov.au/who-we-are/Divisions-and-Brigades/Forces-Command/Royal_Military_College_of_Australia/Land-Warfare-Centre)

**National Institute for Defense Studies Japan**

[www.nids.go.jp/english](http://www.nids.go.jp/english)

**RAND Corporation**

[www.rand.org](http://www.rand.org)

**Royal United Services Institute**

[www.rusi.org](http://www.rusi.org)

**Réseau multidisciplinaire d'études stratégiques**

[www.rmes.be](http://www.rmes.be)

**Strategic Studies Institute (US Army War College)**

[www.strategicstudiesinstitute.army.mil](http://www.strategicstudiesinstitute.army.mil)

**The Memory Project / Le Projet Mémoire**

[www.thememoryproject.com](http://www.thememoryproject.com) / [www.leprojetmemoire.com](http://www.leprojetmemoire.com)

**UK Ministry of Defence**

[www.gov.uk/government/organisations/ministry-of-defence](http://www.gov.uk/government/organisations/ministry-of-defence)





“We have entered a time of total change in human consciousness of how people look at the world. Reading books requires you to form concepts, to train your mind to relationships. You have to come to grips with who you are. A **leader** needs these qualities. But now we learn from fragments of facts. A **book is a large intellectual construction**. You can't hold it all in mind easily or at once. You have to struggle mentally to internalize it. Now there is no need to internalize because each fact can instantly be called up again on a computer. There is no context, no motive. Information is not knowledge. People are not readers but researchers, they float on the surface. This new thinking erases context. It disaggregates everything. All this makes strategic thinking about world order nearly impossible to achieve.”

Henry Kissinger

Because strategy is uniquely different among the levels of war, few indeed are the people able to shine in the role. Their number can be increased by education, though not by training and not at all reliably by the experience of command and planning at warfare's operational and tactical levels.

Colin S. Gray

Comme le disait le grand historien allemand du 19<sup>e</sup> siècle, Jacob Burckhardt, les livres, tels que suggérés dans le présent guide, ne sont pas destinés à nous rendre plus astucieux (pour une autre occasion) mais plus sages (pour toujours).