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MEMORANDUM FOR All Leaders WAARNG

SUBJECT: Rainier 6's Initial Reading List

1. Soldiering is a profession. We lead Soldiers through complex and challenging operations. Our Soldiers require the best educated and most competent leaders the Army can provide. This profession requires continuous learning in leadership, theory, history, and doctrine. Reading strengthens the mind just like physical training strengthens the body. The practice also promotes self-reflection, which is a critical component in developing your leadership style.

2. It is my expectation every leader read these books over the course of 2020. Copies will be made available as part of a WAARNG loan library in the near future. Many of these books are available in Army and civilian library systems. Information for establishing a JBLM MWR library account can be found online at:
<https://jblm.armymwr.com/programs/grandstaff-library>

3. The following selection of books are my personal contribution towards directing our minds towards a singular goal: to achieve my 6th Tenet – Building Winning Units. They are listed in priority order and are the foundation of a reading list that will grow. I will facilitate discussions about these books during our Leader Professional Development sessions:

a. *Hesselbein On Leadership*. Francis Hesselbein, San Francisco: Jossey-Bass, 2002.

Summary: Frances Hesselbein rose from a volunteer troop leader to become CEO of the Girl Scouts of America. During her tenure, Hesselbein transformed the Girl Scouts and created one of the most vibrant and recognized organizations in the world. In the course of her career, she was recognized by Fortune magazine as the "Best Nonprofit Manager in America" and was awarded the Presidential Medal of Freedom. At the heart of the book is Hesselbein's belief that leadership is about character—a question of how to be, not how to do it.

b. *Once an Eagle*. Anton Myrer, New York: Holt, Rinehart and Winston, 1968.

Summary: *Once An Eagle* is a war novel written in 1968 by American author Anton Myrer. It follows the story of Sam Damon, an Army Officer, from his initial enlistment to his rise to General Officer. Damon is an honorable Soldier who rises in rank by success

in field command. He is a soldier of character with his Soldier's welfare in mind. Damon's character is contrasted by another Officer, Courtney Massengale, who has no honor and rises in rank through staff positions by cunning and political connections. He lusted for power and cares nothing for the welfare of Soldiers.

c. *Start With Why: How Great Leaders Inspire Everyone to Take Action*. Simon Sinek. New York: Portfolio/Penguin, 2011.

Summary: Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty? In studying the leaders with the greatest influence in the world, Simon Sinek discovered they all think, act, and communicate in the exact same way-and it's the complete opposite of what everyone else does. People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers might have little in common, but they all started with why. Drawing on a wide range of real-life stories, Sinek weaves together a clear vision of what it truly takes to lead and inspire.

d. *Killer Angels; a Novel*. Michael Shaara, New York: McKay, 1974.

Summary: The book centers on the key battle of The Civil War: the battle of Gettysburg. In July of 1863, the Confederate Army, led by General Robert E. Lee, invaded the North. Lee's right-hand man was the loyal General Longstreet. Opposing them was General George Meade, a lesser known General Officer. In the four most bloody and courageous days of the Civil War, their armies fought, one side for freedom and the other side for tradition. As the bodies piled up on the field of battle, so did the dreams and hopes of the dead. Their futures were the ultimate casualties of war.

e. *The Mission, Men, and Me: Lessons from a Former Delta Force Commander*. Pete Blaber. New York: Dutton Caliber, 2017.

Summary: Back in 1985 when Pete Blaber was a new Second Lieutenant, and his Commander called Pete into his office. He was asked about the 3Ms, which he was unfamiliar with. It stood for the mission, the men, and me. They all connect from first to last so when one is lost, all three fail. The mission is the goal and this is what guides every decision. The men (Soldiers) are the next important piece. Taking care of their welfare and to show courage to them are what Officers must do to guide Soldiers. Me, or the individual comes last, but is still important. Everyone should take care of themselves at some point, but only after the mission, and the men are prioritized. Personal issues do not come before this goal or the welfare of other Soldiers.

f. *Undaunted Courage: Meriwether Lewis, Thomas Jefferson, and the Opening of the American West*. Stephen E. Ambrose. New York: Simon & Schuster, 1996.

Summary: In 1803 President Thomas Jefferson selected his personal secretary, Captain Meriwether Lewis, to lead a voyage up the Missouri River to the Rockies, over the mountains, down the Columbia River to the Pacific Ocean, and back. Lewis and his partner, Captain William Clark, made the first map of the trans-Mississippi West, provided invaluable scientific data on the flora and fauna of the Louisiana Purchase territory, and established the American claim to Oregon, Washington, and Idaho. This expedition is important to our State's great history.

g. *Call Sign Chaos*. Jim Mattis and Bing West. New York: Random House, 2019.

Summary: *Call Sign Chaos* is the account of Jim Mattis's storied career, from wide-ranging leadership roles in three wars to ultimately commanding a quarter of a million troops across the Middle East. Mattis divides his book into three parts: Direct Leadership, Executive Leadership, and Strategic Leadership. First, Mattis recalls his early experiences leading Marines into battle, when he knew his troops as well as his own Marines. Second, he explores what it means to command thousands of troops and how to adapt your leadership style to ensure intent is understood by the most junior troops so that they can own their mission. Finally, Mattis describes the challenges and techniques of leadership at the strategic level, where military leaders reconcile war's grim realities with political leaders' human aspirations, where complexity reigns and the consequences of imprudence are severe, even catastrophic. It is a journey about learning to lead and through constant study and action, he developed a unique leadership philosophy.

4. The Point of contact is the undersigned at (253) 512-8202 or via email at daniel.h.dent.mil@mail.mil



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