HUMAN DIMENSIONS OF STRATEGIC LEADERSHIP
A Selected Bibliography

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PREFACE

The topic of Human Dimensions of Strategic Leadership is linked to the Institutional Learning Objectives of the U.S. Army War College. This selected bibliography lists references for readings on leadership ethics, communication, and organizational leadership skills and development.

With certain exceptions, the materials in this bibliography are dated 2010 to the present. For older materials, please see Human Dimensions of Strategic Leadership, compiled by Lenore K. Garder, January 2010. All items are available through the USAWC Library. For your convenience, we have added U.S. Army War College Library call numbers, Internet addresses, or database links at the end of each entry. Web sites were accessed September 2013.

Due to licensing agreements, access to articles in the Library’s subscription databases is limited to current USAWC faculty, staff, and students. When off-network, USAWC personnel should use their login and password for remote access. For the Army community stationed elsewhere or deployed, many articles are online in AKO’s “My Library” databases. Local libraries are another option.

This bibliography and others compiled by our research librarians are available online through the Library’s home page at http://www.usawc.libguides.com/bibliographies.

For additional information, please contact the Research, Instruction, and Access Services Division, U.S. Army War College Library, by sending an e-mail message to USAWC.LibraryR@us.army.mil, or by phoning DSN 242-4259 or Commercial (717) 245-4259.

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HUMAN DIMENSIONS OF STRATEGIC LEADERSHIP

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September 2013

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OVERVIEW

Books, Documents, and Internet Resources


U.S. Army War College Student Papers


Periodical Articles


Books, Documents, and Internet Resources


**U.S. Army War College Student Papers**


**Periodical Articles**


**Multimedia**


### CIVIL-MILITARY RELATIONS

**Books, Documents, and Internet Resources**


**U.S. Army War College Student Papers**


**Periodical Articles**


Han, Jeffrey S., and Brion D. Youtz. “Grains of Truth: The Role of Civil-Military Support Elements in Special Operations.” *Special Warfare* 25, no. 3 (July-September 2012): 40-45. [ProQuest](https://www.proquest.com)


Rafuse, Ethan S. “General McClellan and the Politicians Revisited.” *Parameters* 42, no. 2 (Summer 2012): 71-85. [ProQuest](https://www.proquest.com)


**COMMUNICATION, CONFLICT, NEGOTIATION**

**Books, Documents, and Internet Resources**


**U.S. Army War College Student Papers**


**Periodical Articles**


McDermott, Peter J., and Diana Hulse. “Strengthening Police Organizations Through Inter-Personal Leadership.” *FBI Law Enforcement Bulletin* 81, no. 10 (October 2012): 19-23. [ProQuest](#)


**ETHICS, MORALS, AND VALUES**

**Books, Documents, and Internet Resources**


Hodges, Dwayne G. An Executive Position on Military Leadership. Wilmington University, 2012. 303pp. ProQuest Dissertations


Metcalfe, Hal G. *Ethical Leadership of the Successor Subsequent to the Ethical Failure of the Predecessor: Creating an Organizational Phoenix*. George Washington University, 2011. 745pp. [ProQuest Dissertations](http://www.proquest.com)


Shao, Ping. *Ethics-Based Leadership and Employee Ethical Behavior: Examining the Mediating Role of Ethical Regulatory Focus*. Drexel University, 2010. [ProQuest Dissertations](http://www.proquest.com)


U.S. Army War College Student Papers


Periodical Articles


Caldwell, Cam. “Duties Owed to Organizational Citizens—Ethical Insights for Today’s Leader.” *Journal of Business Ethics* 102, no. 3 (September 2011): 343-356. [ProQuest](#)


Hunter, Samuel T. “(Un)Ethical Leadership and Identity: What Did We Learn and Where Do We Go from Here?” *Journal of Business Ethics* 107, no. 1 (April 2012): 79-87. [ProQuest](#)


Marston, Jeffrey C. “An Ethical Leader for Today.” *Marine Corps Gazette* 97, no. 2 (February 2013): 35-37. ProQuest


**Multimedia**


Mullen, Michael Glenn. “Admiral Mike Mullen, CJCS [Chairman of the Joint Chiefs of Staff], Speaks to Army War College.” U.S Army War College YouTube Channel streaming video. 79 min. February 10, 2011. http://youtu.be/4z_yXP_0nnQ

FOCUSED LEADERSHIP SKILLS AND DEVELOPMENT

Books, Documents, and Internet Resources


**U.S. Army War College Student Papers**


**Periodical Articles**


Doty, Joe, and Jeffrey E. Fenlason. “Real Lessons Learned for Leaders after Years of War.” *Military Review* 92, no. 2 (March-April 2012): 81-89. [ProQuest](#)


Gouge, Amy L. “Strategic Leadership Competencies Cannot Wait: Army Logistician.” *Army Sustainment* 42, no. 2 (March-April 2010) [ProQuest](#)


Westbrook, Marie A. “Building an Architecture for Leadership Development.” *Public Manager* 41, no. 3 (Fall 2012): 60-63. ProQuest


**Multimedia**


Williams, Thomas J. “Senior Leader Development and Resiliency: Part 2.” *U.S. Army War College YouTube Channel* streaming video. 40 min. August 9, 2012. [http://www.youtube.com/watch?v=eZJHyBIOisY](http://www.youtube.com/watch?v=eZJHyBIOisY)
ORGANIZATIONAL CLIMATE, CHANGE, AND DECISION MAKING

Books, Documents, and Internet Resources


Pierce, James G. *Is the Organizational Culture of the U.S. Army Congruent with the Professional Development of Its Senior Level Officer Corps?* Carlisle Barracks: U.S. Army War College, Strategic Studies Institute, 2010. 151pp. (U413 .A66L48 no. 41) [http://handle.dtic.mil/100.2/ADA528831](http://handle.dtic.mil/100.2/ADA528831)


Schultz, Roger W. *Exploring Leadership within the Modern Organization: Understanding the Dynamics of Effective Leadership of a Virtual, Multigenerational Workforce.* Capella University, 2010. 239pp. ProQuest Dissertations


Summers, Ann L. *Theoretical Analysis of Leadership Style Preferences among Millennial Generation Company-Grade Army Officers.* University of Maryland University College, 2011. 128pp. ProQuest Dissertations


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### Periodical Articles


Chamberlin, Laurie. “Cultivating Leadership at Every Level of Your Organization.” *Strategic Finance* 92, no. 6 (December 2010): 1-17, 61. [EBSCO OmniFile](http://www.proquest.com)


**Multimedia**


**WOMEN AND LEADERSHIP**

**Books, Documents, and Internet Resources**


Campbell, Natalia. *Hispanic Women in Leadership: Perceptions of Their Roads to Successful Careers*. Lincoln Memorial University, 2011. 160pp. [ProQuest Dissertations](https://www.proquest.com/)


Garrett-Howard, Camille Elaine. *Factors Influencing Advancement of Women Senior Leaders in Aerospace Companies*. Walden University, 2012. 130pp. [ProQuest Dissertations](https://www.proquest.com/)


**Periodical Articles**


**OTHER BIBLIOGRAPHIES**


[http://libguides.usna.edu/leadership](http://libguides.usna.edu/leadership)

[http://libguides.usna.edu/philosophy](http://libguides.usna.edu/philosophy)


**WEBSITES**


U.S. Army War College. *Center for Strategic Leadership and Development Home Page*.  


U.S. Marine Corps. *Marine Corps Center for Lessons Learned Home Page*. [restricted access]  


PATHWAYS TO UPDATING RESEARCH

Current Awareness Guide:
Library guide to current resources, which features tailored RSS feeds delivering U.S. Army War College publications and other pertinent material.

Leadership, Management, and Organizational Issues

Summon Searches:
CLICK on the topics below to view the latest search results for the following topics:

Military Leadership and Women

Strategic Leadership, Military and Competencies

Strategic Military Leadership and Ethics

Strategic Military Leadership and Organizational Climate

Strategic Military Leadership and Skills

Journals with a Focus on Leadership:


Journal of Leadership Studies. Library print holdings begin with 2011. Also available online 2009-present from Wiley.


Negotiation Journal. Library print holdings begin with 1996. Also available online 1997-present from Wiley; beginning with 1999 in ProQuest.