MSC is committed to continuous improvement and innovation. This commitment not only applies to our processes and procedures, but to our personal development as well. In an effort to encourage our teammates to reach their full professional and personal potentials, the Chief of Naval Operations published a reading list that includes books that have influenced his leadership and professional development.

In light of that, MSC has developed its own reading list that serves as a common frame of reference among our employees. These books, chosen from dozens of submissions from MSC employees across the enterprise, touch on issues which are of high relevance to our daily operations and include topics of maritime logistics and history, and personal and organizational successes. It reflects the diversity of thought and talent we have throughout MSC.

Our intent is to update this list annually so if you come across books you believe would be a good addition don’t hesitate to submit those titles for our 2018 list.

“Thanks to my reading, I have never been caught flat-footed by any situation, never at a loss for how any problem has been addressed (successfully or unsuccessfully) before. It doesn’t give me all the answers, but it lights what is often a dark path ahead.”

~ Secretary of Defense James Mattis

THE MATHEWS MEN: SEVEN BROTHERS AND THE WAR AGAINST HITLER’S U-BOATS

By William Geroux

Mathews County, Virginia, is a remote outpost on the Chesapeake Bay with little to offer except unspoiled scenery—but it sent an unusually large concentration of sea captains to fight in World War II. The Mathews Men tells that heroic story through the experiences of one extraordinary family whose seven sons (and their neighbors), U.S. merchant mariners all, suddenly found themselves squarely in the cross-hairs of the U-boats bearing down on the coastal United States in 1942.
AMERICAN PATRIOTS: THE STORY OF BLACKS IN THE MILITARY FROM THE REVOLUTION TO DESERT STORM

By Gail Buckley

A dramatic and moving tribute to the military’s unsung heroes, American Patriots tells the story of the black servicemen and women who defended American ideals on the battlefield, even as they faced racism in the ranks and segregation on the home front. Through hundreds of original interviews with veterans of every war since World War I, historic accounts, and photographs, Gail Buckley brings these heroes and their struggles to life. Fourteen years in the making, American Patriots is a chronicle of the brave men and women whose courage and determination changed the course of American history.

AT ALL COSTS: HOW A CRIPPLED SHIP AND TWO AMERICAN MERCHANT MARINERS TURNED THE TIDE OF WORLD WAR II

By Sam Moses

This is a first-class retelling of the story of Operation Pedestal, one of the most desperate convoy battles of World War II. The British island base of Malta was on the verge of starvation, so the British sent a large convoy of fast merchant vessels, escorted by most of the Mediterranean Fleet.

Two young American merchant mariners—pulled from the sea after their own ship went down in flames—boarded the ravaged tanker, repaired her guns and fought off German and Italian dive-bombers, as the sinking Ohio was towed at 4 knots toward Malta with a tiny crew of volunteers.
BEANS, BULLETS, AND BLACK OIL: THE STORY OF FLEET LOGISTICS AFOAT IN THE PACIFIC DURING WORLD WAR II

By Worrall Reed Carter

In World War II, logistic support of the fleet in the Pacific became a problem of such magnitude and diversity, as well as vital necessity, that all operations against Japan hinged upon it. The advance against the enemy moved our fleet progressively farther and farther away from the west coast of the United States and we formed floating mobile service squadrons and other logistic support groups. These floating organizations remained near the fighting fleet, supplying food, ammunition, and other necessities while rendering repair services close to the combat areas, this support enabled the fleet to keep unrelenting pressure upon the enemy.

FIRE ON THE WATER: CHINA, AMERICA, AND THE FUTURE OF THE PACIFIC

By Robert Haddick

In Fire on the Water, Robert Haddick contends that much of the general public and many U.S. policy experts are unaware of the threat that China’s military modernization poses to America’s national interests in the Asia-Pacific region. He maintains that within a decade China will have the military power to place U.S. influence throughout East Asia at risk.

To avoid a future crisis, the United States needs to fashion a new and more competitive strategy, one that better matches the strengths of the United States and its allies against China’s vulnerabilities.
GLOBAL REACH: REVOLUTIONIZING THE USE OF COMMERCIAL VESSELS AND INTERMODAL SYSTEMS FOR MILITARY SEALIFT, 1990–2012

By A.J. Herberger

The 20 years following the Persian Gulf Conflict (1990-91) saw a revolution in the means by which the United States military deploys and sustains U.S. armed forces worldwide during contingencies. Historically, 95 percent of the equipment and supplies our military needs to fight and win in combat are delivered by ship. That remains true today. What has changed is how those cargoes are delivered in theater. For almost as long as nations sought to deploy military forces by sea, they relied on commercial “Ships Taken Up From Trade” to meet those needs.

MERCHAND MARINE SURVIVORS OF WORLD WAR II: ORAL HISTORIES OF CARGO CARRYING UNDER FIRE

By Michael Gillen

World War II could not have been won without the U.S. Merchant Marine. Crewed by civilian seamen in peacetime and carrying much of the nation’s ocean-borne commerce, the Merchant Marine became the "fourth arm of defense" in wartime, providing vital support for beachheads in all theaters of operation. Twenty World War II Merchant Marine veterans are featured in this oral history. Most had at least one ship torpedoed, bombed, shelled or mined out from under them—some of them two. American merchant mariners suffered a casualty rate that was a close second to the Marine Corps during the war.
THE ADMIRALS: NIMITZ, HALSEY, LEAHY, AND KING—THE FIVE-STAR ADMIRALS WHO WON THE WAR AT SEA

By Walter R. Borneman

Only four men in American history have been promoted to the five-star rank of Admiral of the Fleet: William Leahy, Ernest King, Chester Nimitz, and William Halsey. These four men were the best and the brightest the navy produced, and together they led the U.S. navy to victory in World War II, establishing the United States as the world's greatest fleet.

Drawing upon journals, ship logs, and other primary sources, Borneman brings an incredible historical moment to life, showing us how the four admirals revolutionized naval warfare forever with submarines and aircraft carriers, and how these men - who were both friends and rivals - worked together to ensure that the Axis fleets lay destroyed on the ocean floor at the end of World War II.

THE BATTLE OF THE ATLANTIC: SEPTEMBER, 1939-MAY, 1943

(HISTORY OF UNITED STATES NAVAL OPERATIONS IN WORLD WAR II, VOL 1)

By Samuel Eliot Morison (Author), Dudley Wright Knox (Introduction)

This spectacular 15-volume series that charts the U.S. Naval operations during World War II with an insider's perspective. Morison, a Harvard professor, was given a special rank and writing post by FDR. He had active duty aboard eleven different ships, allowing him to witness many crucial battles in both the Atlantic and Pacific oceans. Volume One explores all United States naval operations in the Atlantic, from pole to pole, including the Caribbean, Gulf of Mexico, Barents Sea and Atlantic territorial waters. Filled with many maps and file photographs.
THE GREY SEAS UNDER: THE PERILOUS RESCUE MISSION OF A N.A. SALVAGE TUG

By Farley Mowat

The Grey Seas Under is a non-fiction book about the Atlantic Salvage Tug Foundation Franklin, operated by the firm Foundation Maritime in Canada’s Maritime provinces from 1930 to 1948. The book traces the history of the company and the tug’s various captains and crews in many daring rescues during the Great Depression and World War II.

The book finishes with Franklin’s last voyage in January 1948 while nearly sinking while towing the Motor Ship Arosa though a hurricane. Suffering severe damage, the 30-year-old Franklin limped home, arriving at Halifax on February 5, 1948.

HEROES IN DUNGAREES: THE STORY OF THE AMERICAN MERCHANT MARINE IN WORLD WAR II

By John Bunker

A World War II merchant seaman, John Bunker takes a thorough look at the American merchant marines’ significant contributions to the war effort. Bunker draws from his own experiences to describe the action at sea and also includes the personal stories of many other civilian participants. It is an engaging portrayal of the courage, bravery, and ingenuity demonstrated by these merchant seamen. All theaters of operation using U.S. merchant ships are covered; in addition, Bunker provides information on events before the country entered the war when efforts were being made to build more ships and to recruit the men necessary to crew the huge fleet.
MADE TO STICK: WHY SOME IDEAS SURVIVE AND OTHERS DIE

By Chip Heath and Dan Heath

Why do some ideas thrive while others die? And how do we improve the chances of worthy ideas? In Made to Stick, accomplished educators and idea collectors Chip and Dan Heath tackle head-on these vexing questions. Inside, the brothers Heath reveal the anatomy of ideas that stick and explain ways to make ideas stickier, such as applying the “human scale principle,” using the “Velcro Theory of Memory,” and creating “curiosity gaps.”

In this indispensable guide, we discover that sticky messages of all kinds—from the infamous “kidney theft ring” hoax to a coach’s lessons on sportsmanship to a vision for a new product at Sony—draw their power from the same six traits.

THE TIPPING POINT: HOW LITTLE THINGS CAN MAKE A BIG DIFFERENCE

By Malcolm Gladwell

The tipping point is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire. Just as a single sick person can start an epidemic of the flu, so too can a small but precisely targeted push cause a fashion trend, the popularity of a new product, or a drop in the crime rate.

This widely acclaimed bestseller, in which Malcolm Gladwell explores and brilliantly illuminates the tipping point phenomenon, is already changing the way people throughout the world think about selling products and disseminating ideas.
START WITH WHY: HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION

By Simon Sinek

Sinek starts with a fundamental question: Why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their success over and over?

START WITH WHY shows that the leaders who’ve had the greatest influence in the world all think, act, and communicate the same way — and it’s the opposite of what everyone else does.

THE MARTIAN

By Andy Weir

Six days ago, astronaut Mark Watney became one of the first people to walk on Mars. Now, he’s sure he’ll be the first person to die there. After a dust storm nearly kills him and forces his crew to evacuate while thinking him dead, Mark finds himself stranded and completely alone with no way to even signal Earth that he’s alive.

But Mark isn’t ready to give up yet. Drawing on his ingenuity, his engineering skills — and a relentless, dogged refusal to quit — he steadfastly confronts one seemingly insurmountable obstacle after the next. Will his resourcefulness be enough to overcome the impossible odds against him?
THE FIVE DYSFUNCTIONS OF A TEAM: A LEADERSHIP FABLE

By Patrick Lencioni

Kathryn Petersen, Decision Tech's CEO, faces the ultimate leadership crisis: Uniting a team in such disarray that it threatens to bring down the entire company. Will she succeed? Will she be fired? Will the company fail? Lencioni's utterly gripping tale serves as a timeless reminder that leadership requires as much courage as it does insight.

Throughout the story, Lencioni reveals the five dysfunctions which go to the very heart of why teams even the best ones—often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team.

WHY WE LIE: THE EVOLUTIONARY ROOTS OF DECEPTION AND THE UNCONSCIOUS MIND

By David Livingstone Smith

Deceit, lying, and falsehoods lie at the very heart of our cultural heritage. Even the founding myth of the Judeo-Christian tradition, the story of Adam and Eve, revolves around a lie. We have been talking, writing and singing about deception ever since Eve told God, "The serpent deceived me, and I ate."

Our seemingly insatiable appetite for stories of deception spans the extremes of culture from King Lear to Little Red Riding Hood, retaining a grip on our imaginations despite endless repetition. These tales of deception are so enthralling because they speak to something fundamental in the human condition. The ever-present possibility of deceit is a crucial dimension of all human relationships, even the most central: our relationships with our own selves.
THE BOYS IN THE BOAT:
NINE AMERICANS AND THEIR EPIC QUEST FOR GOLD AT THE 1936 BERLIN OLYMPICS

By Daniel James Brown

It was an unlikely quest from the start. With a team composed of the sons of loggers, shipyard workers, and farmers, the University of Washington’s eight-oar crew team was never expected to defeat the elite teams of the East Coast and Great Britain, yet they did, going on to shock the world by defeating the German team rowing for Adolf Hitler. The emotional heart of the tale lies with Joe Rantz, a teenager without family or prospects, who rows not only to regain his shattered self-regard but also to find a real place for himself in the world. Drawing on the boys’ own journals and vivid memories of a once-in-a-lifetime shared dream, Brown has created an unforgettable portrait of an era, a celebration of a remarkable achievement, and a chronicle of one extraordinary young man’s personal quest.

THE INNOVATION SECRETS OF STEVE JOBS: INSANELY DIFFERENT PRINCIPLES FOR BREAKTHROUGH SUCCESS

By Carmine Gallo

Celebrating the life and legacy of one of the most influential innovators of all time, The Innovation Secrets of Steve Jobs has become a landmark in the field, as powerful and inspirational as the man himself. This essential guide shows you how to apply Steve Jobs’s seven principles of innovation to any field, dream, or endeavor. For Jobs, Apple’s slogan “Think Different” was more than a marketing tool. It was a way of life—a powerful, positive, game-changing approach to innovation that you can use to unlock your creative potential, turn your passions and ideas into revolutionary products, and captivate your customers by doing what you love.
1776
By David McCullough

David McCullough tells the intensely human story of those who marched with General George Washington in the year of the Declaration of Independence—when the whole American cause was riding on their success, without which all hope for independence would have been dashed and the noble ideals of the Declaration would have amounted to little more than words on paper.

1776 is a powerful drama written with extraordinary narrative vitality. It is the story of Americans in the ranks, men of every shape, size, and color. And it is the story of the King’s men, the British commander, William Howe, and his highly disciplined redcoats who looked on their rebel foes with contempt and fought with a valor too little known.

THE PRICE OF ADMIRALTY: THE EVOLUTION OF NAVAL WARFARE FROM TRAFALGAR TO MIDWAY
By John Keegan

In The Price of Admiralty, leading military historian John Keegan illuminates the history of naval combat by expertly dissecting four landmark sea battles, each featuring a different type of warship: the Battle of Trafalgar, the Battle of Jutland in World War I, the Battle of Midway in World War II, and the long and arduous Battle of the Atlantic.
**BLINK: THE POWER OF THINKING WITHOUT THINKING**

By Malcolm Gladwell

Blink is a book about how we think without thinking, about choices that seem to be made in an instant—in the blink of an eye—that actually aren't as simple as they seem. Why are some people brilliant decision makers, while others are consistently inept? Why do some people follow their instincts and win, while others end up stumbling into error?

Blink reveals that great decision makers aren't those who process the most information or spend the most time deliberating, but those who have perfected the art of "thin-slicing"—filtering the very few factors that matter from an overwhelming number of variables.

**BLINDSPOT: HIDDEN BIASES OF GOOD PEOPLE**

By Mahzarin R. Banaji and Anthony G. Greenwald

"Blindspot" is the authors' metaphor for the portion of the mind that houses hidden biases. Writing with simplicity and verve, Banaji and Greenwald question the extent to which our perceptions of social groups—without our awareness or conscious control—shape our likes and dislikes and our judgments about people's character, abilities, and potential.

In Blindspot, the authors reveal hidden biases based on their experience with the Implicit Association Test, a method that has revolutionized the way scientists learn about the human mind and that gives us a glimpse into what lies within the metaphoric blindspot.
EVE R YDAY BIAS: IDENTIFYING AND N AVIGATING UNCO NSCIOUS JUDGMENTS IN OUR DAILY LIVES

By Howard J. Ross

If you are human, you are biased. From this fundamental truth, diversity expert Howard Ross explores the biases we each carry within us. Most people do not see themselves as biased towards people of different races or different genders. And yet in virtually every area of modern life disparities remain.

Even in corporate America, which has for the most part embraced the idea of diversity as a mainstream idea, patterns of disparity remain rampant. Why? Bias is natural to the human mind, a survival mechanism that is fundamental to our identity. And overwhelmingly it is unconscious.

TR IGGERS: CREATING BEHAVIOR THAT LASTS - BECOMING THE PERSON YOU WANT TO BE

By Marshall Goldsmith

Do you ever find that you are not the patient, compassionate problem solver you believe yourself to be? Have you ever felt your temper accelerate from zero to sixty when another driver cuts you off in traffic?

Our reactions don’t occur in a vacuum. They are usually the result of unappreciated triggers in our environment—the people and situations that lure us into behaving in a manner diametrically opposed to the colleague, partner, parent, or friend we imagine ourselves to be. These triggers are constant and relentless and omnipresent. So often the environment seems to be outside our control. Even if that is true, we have a choice in how we respond.
CYBERSECURITY AND CYBERWAR: WHAT EVERYONE NEEDS TO KNOW

By P.W. Singer and Allan Friedman

A generation ago, "cyberspace" was just a term from science fiction, used to describe the nascent network of computers linking a few university labs. Today, our entire modern way of life, from communication to commerce to conflict, fundamentally depends on the Internet. And the cybersecurity issues that result challenge literally everyone.

We face new questions in everything from our rights and responsibilities as citizens of both the online and real world to simply how to protect ourselves and our families from a new type of danger. And yet, there is perhaps no issue that has grown so important, so quickly, and that touches so many, that remains so poorly understood.

GHOST IN THE WIRES: MY ADVENTURES AS THE WORLD’S MOST WANTED HACKER

By Kevin Mitnick

Kevin Mitnick was the most elusive computer break-in artist in history. He accessed computers and networks at the world’s biggest companies—and however fast the authorities were, Mitnick was faster, sprinting through phone switches, computer systems, and cellular networks.

Driven by a powerful urge to accomplish the impossible, Mitnick bypassed security systems and blazed into major organizations including Motorola, Sun Microsystems, and Pacific Bell. But as the FBI’s net began to tighten, Kevin went on the run, engaging in an increasingly sophisticated cat and mouse game that led through false identities, a host of cities, plenty of close shaves, and an ultimate showdown with the Feds, who would stop at nothing to bring him down.
DARK MARKET: HOW HACKERS BECAME THE NEW MAFIA

By Misha Glenny

The benefits of living in a digital, globalized society are enormous; so too are the dangers. The world has become a law enforcer’s nightmare and every criminal’s dream. We bank online; shop online; date, learn, work and live online. But have the institutions that keep us safe on the streets learned to protect us in the burgeoning digital world? Have we become complacent about our personal security—sharing our thoughts, beliefs and the details of our daily lives with anyone who might care to relieve us of them? Governments and the private sector are losing billions of dollars each year fighting an ever-morphing, often invisible and often super smart new breed of criminal: the hacker.

To access the CNO’s reading list, visit:
http://www.navy.mil/ah_online/CNO-ReadingProgram/