



MILITARY SEALIFT COMMAND 2018 READING LIST

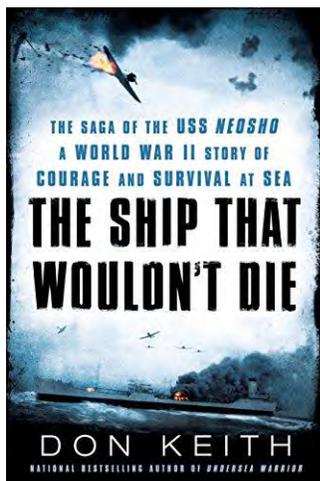
MSC is committed to continuous improvement and innovation. This commitment not only applies to our processes and procedures, but to our personal development as well. In an effort to encourage our teammates to reach their full professional and personal potentials, the Chief of Naval Operations published 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 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.

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 2019 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."

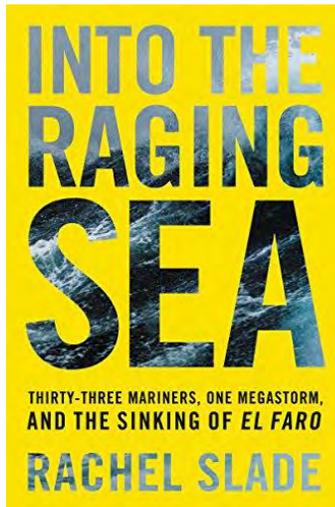
~ Secretary of Defense James Mattis



THE SHIP THAT WOULDN'T DIE: THE SAGA OF THE USS NEOSHO – A WORLD WAR II STORY OF COURAGE AND SURVIVAL AT SEA *

By Don Keith

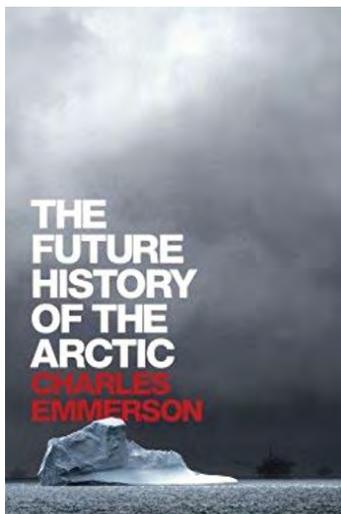
In May 1942, Admiral Jack Fletcher's Task Force 17 closed in for the war's first major clash with the Japanese Navy. The Neosho, a vitally important tanker capable of holding more than 140,000 barrels of fuel, was ordered away from the impending battle. Minimally armed, she was escorted by a destroyer, the Sims. As the Battle of the Coral Sea raged 200 miles away, the ships were attacked by Japanese dive bombers. Both crews fought valiantly, but when the smoke cleared, the Sims had slipped beneath the waves, and the Neosho was ablaze and listing badly, severely damaged from seven direct hits and a suicide crash. It was the beginning of a hellish four-day ordeal as the crew struggled to stay alive and keep their ship afloat, while almost 200 men in life rafts drifted away without water, food, or shelter. Only four would survive to be rescued after nine days.



INTO THE RAGING SEA: THIRTY-THREE MARINERS, ONE MEGASTORM, AND THE SINKING OF EL FARO *

By Rachel Slade

Relying on hundreds of exclusive interviews with family members and maritime experts, as well as the words of the crew members themselves—whose conversations were captured by the ship's data recorder—Slade unravels the mystery of the sinking of El Faro. Recounting the final 24 hours onboard, Slade vividly depicts the officers' anguish and fear as they struggled to carry out Captain Michael Davidson's increasingly bizarre commands, which, they knew, would steer them straight into the eye of the storm. Taking a hard look at America's aging merchant marine fleet, Slade also reveals the truth about modern shipping—a cut-throat industry plagued by razor-thin profits and ever more violent hurricanes fueled by global warming.

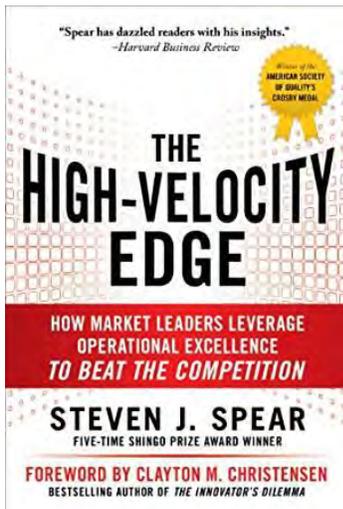


THE FUTURE HISTORY OF THE ARCTIC *

By Charles Emmerson

Long at the margins of global affairs and at the edge of our mental map of the world, the Arctic has found its way to the center of the issues which will challenge and define our world in the twenty-first century: energy security and the struggle for natural resources, climate change and its uncertain speed and consequences, the return of great power competition, the remaking of global trade pattern...

In *The Future History of the Arctic*, geopolitics expert Charles Emmerson weaves together the history of the region with reportage and reflection, revealing a vast and complex area of the globe, loaded with opportunity and rich in challenges. He defines the forces which have shaped the Arctic's history and introduces the players in politics, business, science and society who are struggling to mold its future.

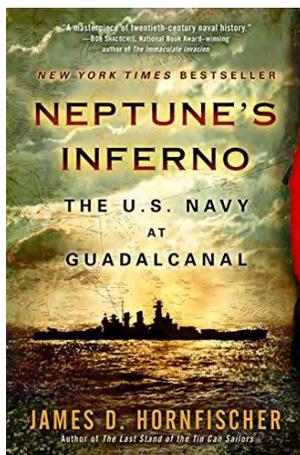


THE HIGH-VELOCITY EDGE: HOW MARKET LEADERS LEVERAGE OPERATIONAL EXCELLENCE TO BEAT THE COMPETITION *

By Steven J. Spear

How can some companies perform so well that their industry counterparts are competitors in name only? Although they operate in the same industry, serve the same market, and even use the same suppliers, these extraordinary, high-velocity organizations consistently outperform all the competition—and, more importantly, continually widen their leads.

In *The High-Velocity Edge*, Spear describes what sets market-dominating companies apart and provides a detailed framework you can leverage to surge to the lead in your own industry. Spear examines the internal operations of dominant organizations across a wide spectrum of industries, from technology to design and from manufacturing to health care.

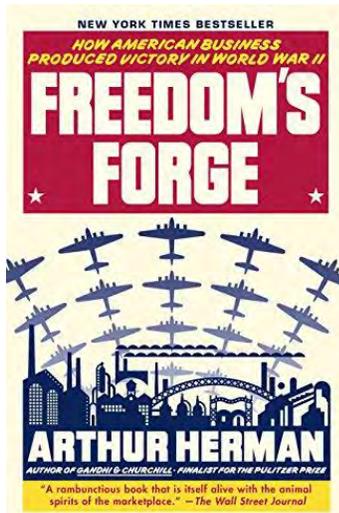


NEPTUNE'S INFERNO: THE U.S. NAVY AT GUADALCANAL *

By James D. Hornfischer

The Battle of Guadalcanal has long been heralded as a Marine victory. Now, with his powerful portrait of the Navy's sacrifice, James D. Hornfischer tells for the first time the full story of the men who fought in destroyers, cruisers, and battleships in the narrow, deadly waters of "Ironbottom Sound." Here are the seven major naval actions that began in August 1942, a time when the war seemed unwinnable and America fought on a shoestring, with the outcome always in doubt.

The first major work on this subject in almost two decades, *Neptune's Inferno* does what all great battle narratives do: It tells the gripping human stories behind the momentous events and critical decisions that altered the course of history and shaped so many lives.

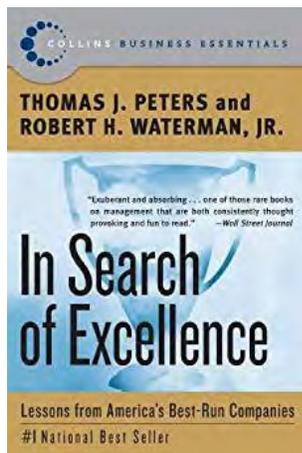


FREEDOM'S FORGE: HOW AMERICAN BUSINESS PRODUCED VICTORY IN WORLD WAR II *

By Arthur Herman

Remarkable as it may seem today, there once was a time when the president of the United States could pick up the phone and ask the president of General Motors to resign his position and take the reins of a great national enterprise. And the CEO would oblige, no questions asked, because it was his patriotic duty.

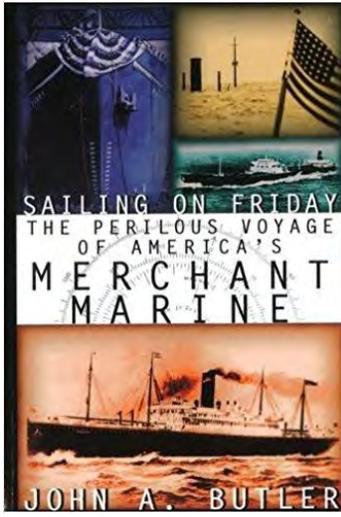
In Freedom's Forge, Arthur Herman takes us back to that time, revealing how two extraordinary American businessmen—automobile magnate William Knudsen and shipbuilder Henry J. Kaiser—helped corral, cajole, and inspire business leaders across the country to mobilize the “arsenal of democracy” that propelled the Allies to victory in World War II.



IN SEARCH OF EXCELLENCE: LESSONS FROM AMERICA'S BEST-RUN COMPANIES *

By Thomas J. Peters and Robert Waterman

Based on a study of 43 of America's best-run companies from a diverse array of business sectors, In Search of Excellence describes eight basic principles of management -- action-stimulating, people-oriented, profit-maximizing practices -- that made these organizations successful.

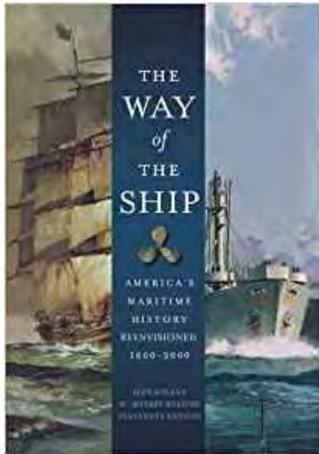


SAILING ON FRIDAY: THE PERILOUS VOYAGE OF AMERICA'S MERCHANT MARINE *

By John Butler

Sailing on Friday recounts the growth and decline of what twice became the world's most powerful maritime fleet. This is a tale of operatic dimension, peopled with patriots, politicians, industrial geniuses, fearless seamen, and gallant swashbucklers. It includes accounts of little-noted innovations that had long-lasting effects, daring ocean rescues, sea battles, and financial gambles that won or lost millions.

Growing stress among diverse forces of merchants, shipowners, seafarers, and federal agencies brings this exciting story to an appalling climax.

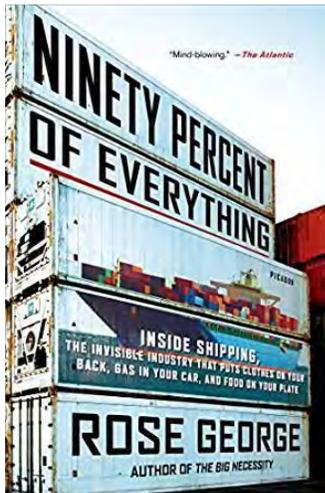


THE WAY OF THE SHIP: AMERICA'S MARITIME HISTORY REENVISIONED, 1600-2000 *

By Alex Roland

The history of shipping in America, as traditionally recounted, is based primarily on the fortunes of the American merchant marine.

This book offers a global perspective and considers oceanic shipping and domestic shipping along America's coasts and inland waterways, with explanations of the forces that influenced the way of the ship. The result is an eye-opening look at American maritime history and the ways it helped shaped the nation's history.

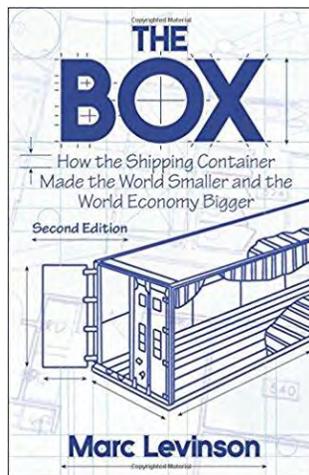


NINETY PERCENT OF EVERYTHING: INSIDE SHIPPING, THE INVISIBLE INDUSTRY THAT PUTS CLOTHES ON YOUR BACK, GAS IN YOUR CAR AND FOOD ON YOUR PLATE *

By Rose George

On ship-tracking websites, the waters are black with dots. Each dot is a ship; each ship is laden with boxes; each box is laden with goods. In postindustrial economies, we no longer produce but buy. We buy, so we must ship. Without shipping there would be no clothes, food, paper, or fuel. Without all those dots, the world would not work.

Freight shipping has been no less revolutionary than the printing press or the Internet, yet it is all but invisible. Away from public scrutiny, shipping revels in suspect practices, dubious operators, and a shady system of "flags of convenience." Infesting our waters, poisoning our air, and a prime culprit of acoustic pollution, shipping is environmentally indefensible. And then there are the pirates.

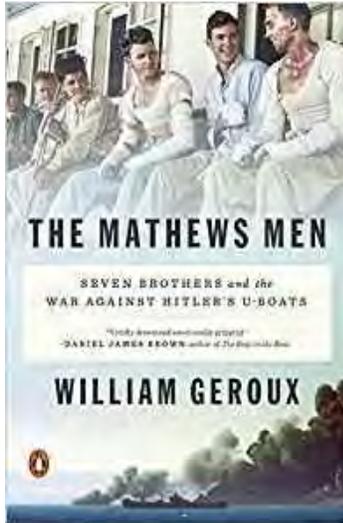


THE BOX: HOW THE SHIPPING CONTAINER MADE THE WORLD SMALLER AND THE WORLD ECONOMY BIGGER *

By Marc Levinson

In April 1956, a refitted oil tanker carried fifty-eight shipping containers from Newark to Houston. From that modest beginning, container shipping developed into a huge industry that made the boom in global trade possible.

The Box tells the dramatic story of the container's creation, the decade of struggle before it was widely adopted, and the sweeping economic consequences of the sharp fall in transportation costs that containerization brought about.



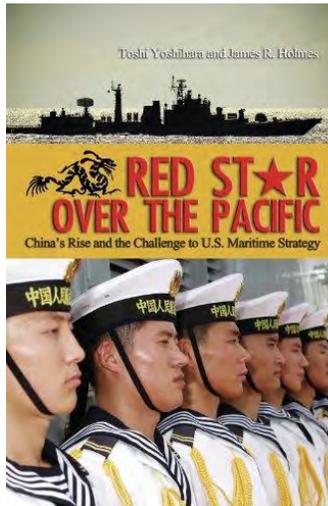
THE MATHEWS MEN: SEVEN BROTHERS AND THE WAR AGAINST HITLER'S U-BOATS

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.

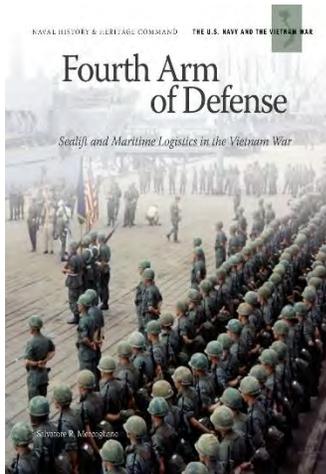


RED STAR OVER THE PACIFIC: CHINA'S RISE AND THE CHALLENGE TO THE U.S. MARITIME STRATEGY *

By Toshi Yoshihara

Combining a close knowledge of Asia and an ability to tap Chinese-language sources with naval combat experience and expertise in sea-power theory, the authors assess how the rise of Chinese sea power will affect U.S. maritime strategy in Asia. They argue that China is laying the groundwork for a sustained challenge to American primacy in maritime Asia.

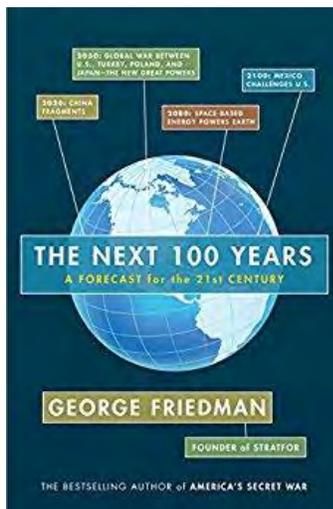
The book considers how strategic thought about the sea shapes Beijing's deliberations and compares China's geostrategic predicament to that of Kaiser's Germany a century ago. It examines the Chinese navy's operational concepts, tactics, and capabilities and appraises China's ballistic-missile submarine fleet. It concludes that unless Washington adapts, China will present a challenge to America's strategic position.



FOURTH ARM OF DEFENSE: SEALIFT AND MARITIME LOGISTICS IN THE VIETNAM WAR *

By Salvatore Mercogliano

Fourth Arm of Defense describes the role of America's Navy and the U.S. Merchant Marine in the logistics support of the conflict in Southeast Asia. The book details the deployment of Army and allied troops to the combat theater by the Navy's Military Sea Transportation Service (later Military Sealift Command); development of port facilities and cargo-handling procedures in South Vietnam; the dangerous and sometimes deadly effort to deliver ammunition, fuel, and other supplies to Saigon and other ports far upriver; maintenance of the 5,000-mile logistics pipeline across the vast Pacific Ocean; employment of revolutionary cargo container and roll on/roll off ships; and the maritime evacuations from South Vietnam and Cambodia.

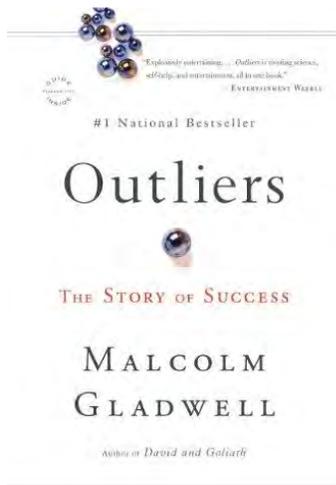


THE NEXT 100 YEARS: A FORECAST FOR THE 21ST CENTURY *

By George Friedman

In his provocative book, George Friedman turns his eye on the future—offering a lucid, highly readable forecast of the changes we can expect around the world during the twenty-first century. He explains where and why future wars will erupt (and how they will be fought), which nations will gain and lose economic and political power, and how new technologies and cultural trends will alter the way we live in the new century.

The Next 100 Years draws on a fascinating exploration of history and geopolitical patterns dating back hundreds of years. Friedman shows that we are now, for the first time in half a millennium, at the dawn of a new era



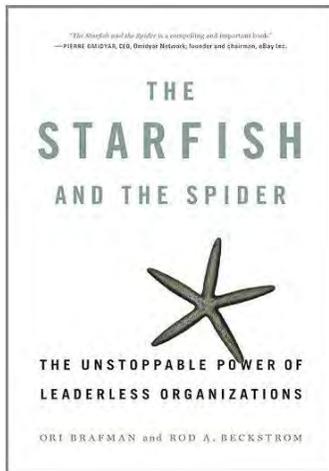
OUTLIERS: THE STORY OF SUCCESS *

By Malcolm Gladwell

In this stunning new book, Malcolm Gladwell takes us on an intellectual journey through the world of "outliers"--the best and the brightest, the most famous and the most successful. He asks the question: what makes high-achievers different?

His answer is that we pay too much attention to what successful people are like, and too little attention to where they are from: that is, their culture, their family, their generation, and the idiosyncratic experiences of their upbringing. Along the way he explains the secrets of software billionaires, what it takes to be a

great soccer player, why Asians are good at math, and what made the Beatles the greatest rock band.

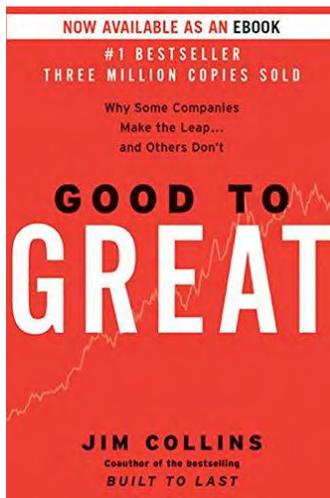


STARFISH AND THE SPIDER: THE UNSTOPPABLE POWER OF LEADERLESS ORGANIZATIONS *

By Ori Brafman

If you cut off a spider's leg, it's crippled; if you cut off its head, it dies. But if you cut off a starfish's leg it grows a new one, and the old leg can grow into an entirely new starfish. The Starfish and the Spider argues that organizations fall into two categories: traditional "spiders," which have a rigid hierarchy and top-down leadership, and revolutionary "starfish," which rely on the power of peer relationships. The Starfish and the

Spider explores what happens when starfish take on spiders and reveals how established companies and institutions, from IBM to Intuit to the U.S. government, are also learning how to incorporate starfish principles to achieve success.

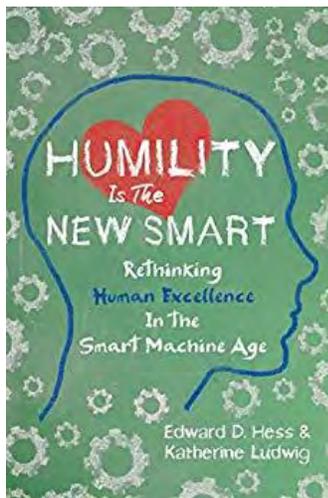


GOOD TO GREAT: WHY SOME COMPANIES MAKE THE LEAP...AND OTHERS DON'T *

By Jim Collins

Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning.

But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. Over five years, the team analyzed the histories of all 28 companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't.

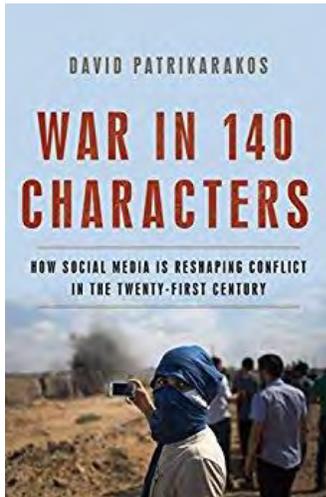


HUMILITY IS THE NEW SMART: RETHINKING HUMAN EXCELLENCE IN THE SMART MACHINE AGE *

By Edward D. Hess and Katherine Ludwig

We are on the leading edge of a Smart Machine Age led by artificial intelligence that will be as transformative as the Industrial Revolution was for our ancestors. Smart machines will take over millions of jobs, and not just factory work. White-collar jobs, including the professions, also will be automated. Not only can smart machines store more data and analyze it faster than any mere human, say Edward Hess and Katherine Ludwig, but also they're free of the emotional, psychological, and cultural baggage that so often mars human thinking.

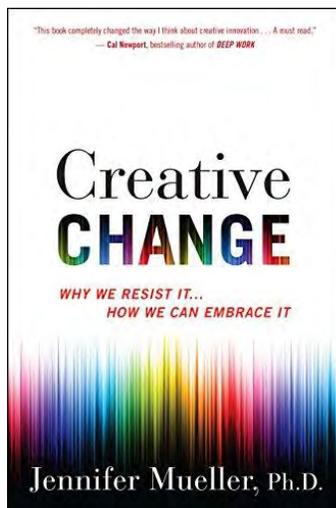
So when it comes to smart machines, we can't beat 'em and we can't join 'em. To win, we have to play a different game. Hess and Ludwig offer us that game plan. The key is to change our definition of what it means to be smart.



WAR IN 140 CHARACTERS: HOW SOCIAL MEDIA IS RESHAPING CONFLICT IN THE TWENTY-FIRST CENTURY *

By David Patrikarakos

Modern warfare is a war of narratives, where bullets are fired both physically and virtually. Whether you are a president or a terrorist, if you don't understand how to deploy the power of social media effectively you may win the odd battle but you will lose a twenty-first century war. Here, journalist David Patrikarakos draws on unprecedented access to key players to provide a new narrative for modern warfare. He travels thousands of miles across continents to meet a de-radicalized female member of ISIS recruited via Skype, a liberal Russian in Siberia who takes a job manufacturing "Ukrainian" news, and many others to explore the way social media has transformed the way we fight, win, and consume wars-and what this means for the world going forward.

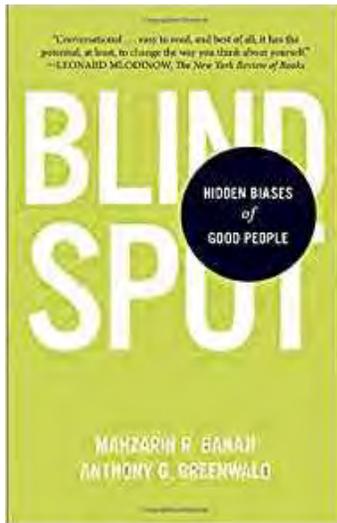


CREATIVE CHANGE: WHY WE RESIST IT...HOW WE CAN EMBRACE IT *

By Jennifer Mueller

Business leaders say they want creativity and need real innovation in order to thrive. But according to startling research from management professor Jennifer Mueller, these same leaders chronically reject creative solutions, even as they profess commitment to innovation.

Mueller's research reveals that it's not just CEOs but educators, parents, and other social trendsetters who struggle to accept new and creative ideas. Mueller parses the tough questions that these findings raise. Do we all have an inherent prejudice against creative ideas? Can we learn to outsmart this bias? Creative Change combines analysis of the latest research with practical guidance on how to shift your mindset, and offers a wealth of counterintuitive recommendations to help you embrace the creative ideas you want.



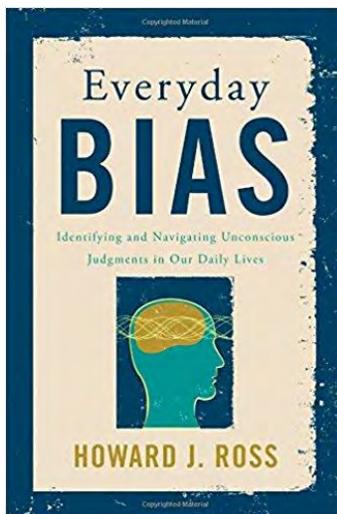
BLINDSPOT: HIDDEN BIASES OF GOOD PEOPLE

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.

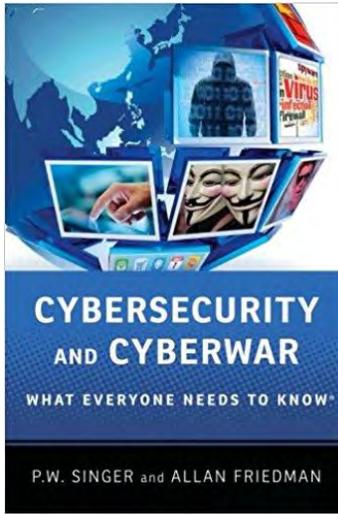


EVERYDAY BIAS: IDENTIFYING AND NAVIGATING UNCONSCIOUS JUDGMENTS IN OUR DAILY LIVES

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.

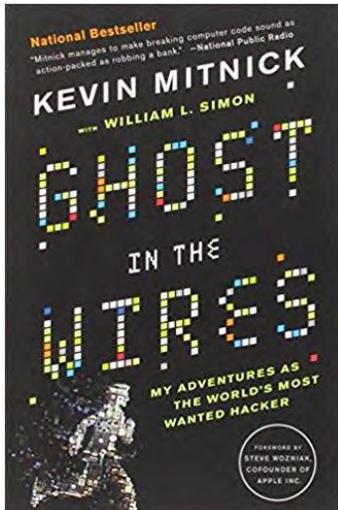


CYBERSECURITY AND CYBERWAR: WHAT EVERYONE NEEDS TO KNOW

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.

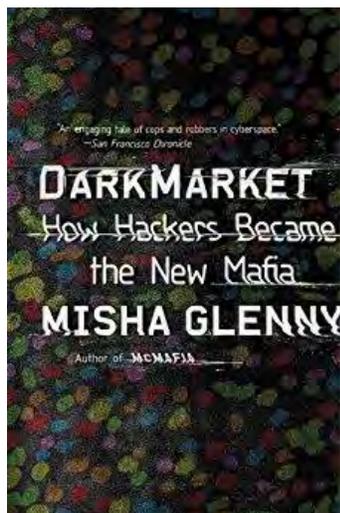


GHOST IN THE WIRES: MY ADVENTURES AS THE WORLD'S MOST WANTED HACKER

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/