Introduction
At this point in your career, we are sure you are aware that your chosen profession of firefighting is very challenging and will take a lifetime to master. While practical experience, realistic training, and formal education are indispensable for the development of first-class leaders, so too is independent study. A program of independent reading keeps the mind fresh and enhances professionalism. The Instructor’s from the Leadership Development and Decision Making (LDDM) Program have compiled their suggested reading list which is designed to assist you in the development of your leadership and critical decision making skills.

For each suggested book the LDDM Instructors have provided a brief overview of the book along with why they think it is a “Good Read” for Chief Officers.

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“The Trust Edge: How Top Leaders Gain Faster Results, Deeper Relationships, and a Stronger Bottom Line” - David Horsager
The Trust Edge reveals the unique characteristic of the greatest leaders and organizations of all time--Trust. Today, more than ever, people are looking for resources to develop better relationships, achieve personal satisfaction, and contribute in meaningful ways. The Trust Edge unveils the dramatic results developing trust can bring to any business, organization, or leader--greater innovation, morale, and productivity. With fresh insights grounded in research, The Trust Edge reveals the eight pillars of trust that can transform the way you think about business, your relationships, and all areas of life. Trust, not money, is the currency of business and life. In The Trust Edge, David Horsager reveals the single uniqueness of the greatest leaders and organizations of all time--Trust. Based in research but made practical for today’s leader, Horsager shows that trust is a quantifiable competency that brings dramatic results. When leaders learn how to implement the 8 Pillars of Trust, they enjoy better relationships, reputations, retention, revenue, and results.

This is a good read for Chief Officers because the success of the organization depends on the ability of the Chief(s) to build relationships/trust with their personnel, bosses, peers, elected officials, community members, etc.

“Blue Threat – To Err is Inhuman” – Tony Kern
This is an incredible book that attacks the topic all Chief Officers should be concerned with…How to eliminate “error.” According to Dr. Kern good people make mistakes to which he provides some excellent ideas on how to eliminate these errors in judgment.

This is a good read for Chief Officers as it provides perspective and ideas on how to manage the risk of firefighters who may be prone to error.
“Thinking, Fast and Slow” - Daniel Kahneman
This book takes you through a groundbreaking tour of the mind and explains the two systems that drive the way we think. System 1 is fast, intuitive, and emotional; System 2 is slower, more deliberative, and more logical. Kahneman exposes the extraordinary capabilities—and also the faults and biases—of fast thinking, and reveals the pervasive influence of intuitive impressions on our thoughts and behavior. The impact of loss aversion and overconfidence on corporate strategies, the difficulties of predicting what will make us happy in the future, the challenges of properly framing risks at work and at home, the profound effect of cognitive biases on everything from playing the stock market to planning the next vacation—each of these can be understood only by knowing how the two systems work together to shape our judgments and decisions.

Engaging the reader in a lively conversation about how we think, Kahneman reveals where we can and cannot trust our intuitions and how we can tap into the benefits of slow thinking. He offers practical and enlightening insights into how choices are made in both our business and our personal lives—and how we can use different techniques to guard against the mental glitches that often get us into trouble.

This is a good read for Chief Officers because it highlights how the brain works and the difference between fast and slow thinking. It reminds the reader of the risks of split second decisions when you have the time to think.

“Why Everyone (Else) Is a Hypocrite: Evolution and the Modular Mind” - Robert Kurzban
We're all hypocrites. Why? Hypocrisy is the natural state of the human mind.

Robert Kurzban shows us that the key to understanding our behavioral inconsistencies lies in understanding the mind's design. The human mind consists of many specialized units designed by the process of evolution by natural selection. While these modules sometimes work together seamlessly, they don't always, resulting in impossibly contradictory beliefs, vacillations between patience and impulsiveness, violations of our supposed moral principles, and overinflated views of ourselves.

This modular, evolutionary psychological view of the mind undermines deeply held intuitions about ourselves, as well as a range of scientific theories that require a self with consistent beliefs and preferences. Modularity suggests that there is no I. Instead, each of us is a contentious we--a collection of discrete but interacting systems whose constant conflicts shape our interactions with one another and our experience of the world.
In clear language, full of wit and rich in examples, Kurzban explains the roots and implications of our inconsistent minds, and why it is perfectly natural to believe that everyone else is a hypocrite.

This is a good read for Chief Officers who desire to understand more about their mind and how it works.

“Think Again: The Power of Knowing What You Don’t Know” - Adam M. Grant
Think Again is a book about the benefit of doubt, and about how we can get better at embracing the unknown and the joy of being wrong. Evidence has shown that creative geniuses are not attached to one identity, but constantly willing to rethink their stances and that leaders who admit they don't know something and seek critical feedback lead more productive and innovative teams.

New evidence shows us that as a mindset and a skillset, rethinking can be taught and Grant explains how to develop the necessary qualities to do it. Section 1 explores why we struggle to think again and how we can learn to do it as individuals, arguing that 'grit' alone can actually be counterproductive. Section 2 discusses how we can help others think again through learning about 'argument literacy'. And the final section 3 looks at how schools, businesses and governments fall short in building cultures that encourage rethinking.

In the end, learning to rethink may be the secret skill to give you the edge in a world changing faster than ever.

“Range: Why Generalists Triumph in a Specialized World” – by David Epstein
What’s the most effective path to success in any domain? It's not what you think.

Plenty of experts argue that anyone who wants to develop a skill, play an instrument, or lead their field should start early, focus intensely, and rack up as many hours of deliberate practice as possible. If you dabble or delay, you'll never catch up to the people who got a head start. But a closer look at research on the world's top performers, from professional athletes to Nobel laureates, shows that early specialization is the exception, not the rule.

The Author examined the world's most successful athletes, artists, musicians, inventors, forecasters and scientists. He discovered that in most fields--especially those that are complex and unpredictable--generalists, not specialists, are primed to excel. Generalists often find their path late, and they juggle many interests rather than focusing on one. They're also more creative, more agile, and able to make connections their more specialized peers can't see.
This is a good read for Chief Officers who have to develop and train firefighters to respond to a vast world of issues and challenges.

“Indispensable: When Leaders Really Matter” – Gautam Mukunda
The importance of leadership and the impact of individual leaders has long been the subject of debate. Are they made by history, or do they make it?

In Indispensable, Harvard Business School professor Gautam Mukunda offers an enticingly fresh look at how and when individual leaders really can make a difference. By identifying and analyzing the hidden patterns of their careers, and by exploring the systems that place these leaders in positions of power, Indispensable sheds new light on how we may be able to identify the best leaders and what lessons we can learn, from both the process and the result.

Profiling a mix of historic and modern figures—from Thomas Jefferson and Abraham Lincoln to Winston Churchill and Judah Folkman—and telling the stories of how they came to power and how they made the most important decisions of their lives, Indispensable reveals how, when, and where a single individual in the right place at the right time can save or destroy the organization they lead, and even change the course of history.

This is a good read for Chief Officers who desires to be a leader who makes a difference in their organization.

Sent to the most violent battlefield in Iraq, Jocko Willink and Leif Babin’s SEAL task unit faced a seemingly impossible mission: help U.S. forces secure Ramadi, a city deemed “all but lost.” In gripping firsthand accounts of heroism, tragic loss, and hard-won victories in SEAL Team Three’s Task Unit Bruiser, they learned that leadership—at every level—is the most important factor in whether a team succeeds or fails. Willink and Babin returned home from deployment and instituted SEAL leadership training that helped forge the next generation of SEAL leaders. After departing the SEAL Teams, they launched Echelon Front, a company that teaches these same leadership principles to businesses and organizations. From promising startups to Fortune 500 companies, Babin and Willink have helped scores of clients across a broad range of industries build their own high-performance teams and dominate their battlefields.
Now, detailing the mind-set and principles that enable SEAL units to accomplish the most difficult missions in combat, Extreme Ownership shows how to apply them to any team, family or organization. Each chapter focuses on a specific topic such as Cover and Move, Decentralized Command, and Leading Up the Chain, explaining what they are, why they are important, and how to implement them in any leadership environment. A compelling narrative with powerful instruction and direct application, Extreme Ownership revolutionizes business management and challenges leaders everywhere to fulfill their ultimate purpose: lead and win.

This is a good read for Chief Officers because of the concepts covered apply directly to the fire service organizational structure.

“Why Leaders Fail and the 7 Prescriptions for Success” – Peter Stark & Mary Kelly

Why do so many leaders fail, and what do the best do differently? Whether you're in your first year of management or your 20th, Why Leaders Fail is a must read for aspiring leaders who know they need to be constantly learning, improving, and developing their leadership skills.

- Gain insight into behaviors that may be sabotaging the loyalty of your direct reports.
- Identify the barriers undermining your team’s ability to get things done.
- Understand why your top talent may not be performing up to their potential.
- Gain tools to help you align team goals with the organizational mission.
- Gain awareness of how you are perceived by your direct reports, peers, and supervisors.
- 49 actionable prescriptions for success.
- Facilitate an environment where employees can grow and develop to their full potential.

This is a good read for Chief Officers because it identifies the mistakes that many fire service leaders inadvertently make which sabotages' their ability to lead. In addition, this book also provides solutions to the problems that can trouble leaders.
“Leaders Eat Last” – Simon Sinek

The highly anticipated follow-up to Simon Sinek’s global bestseller Start with Why. Simon Sinek is an optimist, a visionary thinker, and a leader of the cultural revolution of WHY. This book is the natural extension of Start with Why, expanding his ideas at the organizational level. Determining a company’s WHY is crucial, but only the beginning. The next step is how do you get people on board with your WHY? How do you inspire deep trust and commitment to the company and one another? He cites the Marine Corps for having found a way to build a culture in which men and women are willing to risk their lives, because they know others would do the same for them. It’s not brainwashing; it’s actually based on the biology of how and when people are naturally at their best. If businesses could adopt this supportive mentality, employees would be more motivated to take bigger risks, because they’d know their colleagues and company would back them up, no matter what.

Drawing on powerful and inspiring stories, Sinek shows how to sustain an organization’s WHY while continually adding people to the mix.

This is a good read for Chief Officers as it focuses on the importance of identifying organizational mission, Command Culture and Climate, along with sound leadership practices.

“Unbroken: A World War II Story of Survival, Resilience, and Redemption” – Laura Hillenbrand

On a May afternoon in 1943, an Army Air Force bomber crashed into the Pacific Ocean and disappeared, leaving only a spray of debris and a slick of oil, gasoline, and blood. Then, on the ocean surface, a face appeared. It was that of a young lieutenant, the plane’s bombardier, who was struggling to a life raft and pulling himself aboard. So began one of the most extraordinary odysseys of the Second World War.

The lieutenant’s name was Louis Zamperini. In boyhood, he’d been a cunning and incorrigible delinquent, breaking into houses, brawling, and fleeing his home to ride the rails. As a teenager, he had channeled his defiance into running, discovering a prodigious talent that had carried him to the Berlin Olympics and within sight of the four-minute mile. But when war had come, the athlete had become an airman, embarking on a journey that led to his doomed flight, a tiny raft, and a drift into the unknown.

This is a good read for Chief Officers because of the detailed work that the author has on how many Military personnel were lost stateside during training – and when you read the portion about 56,000+ “accidents” in aviator training with 19 Airmen dying every day.
“Checklist Manifesto” – Atul Gawande
We live in a world of great and increasing complexity, where even the most expert professionals struggle to master the tasks they face. Longer training, ever more advanced technologies, neither seems to prevent grievous errors. But in a hopeful turn, acclaimed surgeon and author Atul Gawande finds a remedy in the humblest and simplest of techniques: the checklist.

First introduced decades ago by the U.S. Air Force, checklists have enabled pilots to fly aircraft of mind-boggling sophistication. Now innovative checklists are being adopted in hospitals around the world, helping doctors and nurses respond to everything from flu epidemics to avalanches. Even in the immensely complex world of surgery, a simple ninety-second variant has cut the rate of fatalities by more than a third.

This is a good read for Chief Officers because it illustrates the importance of checklist for the prevention of errors, mission success and safety of our firefighters.

“The Impulse Factor: Why Some of Us Play It Safe and Others Risk It All” – Nick Tasler
In his work as research and development director at cutting-edge think tank Talent Smart, where he helps businesses work better and employees think smarter, Nick Tasler realized that the recent discovery by scientists of a potential-seeking gene could have a remarkable impact on how we understand decision making. Those who have this gene -- about one quarter of the population -- are endowed with impulsive tendencies that can lead to fast and decisive action or to foolish choices. The cautious majority that Tasler calls risk managers can make carefully considered decisions or become hopelessly lost in the fog of details.

Tasler vividly illustrates how susceptible we are to the events around us and how our reactions often run contrary to our best interests. By combining his research with real-world examples of extreme decision making, Tasler teaches readers how to thrive when faced with difficult choices.

This is a good read for Chief Officers because it provides a clear understanding of why you make the choices you do and provides the tools to make those decisions in your personal and professional life.
“Everyday Survival: Why Smart People Do Stupid Things” – Laurence Gonzales
“Curiosity, awareness, attention,” Laurence Gonzales writes. “Those are the tools of our everyday survival…We all must be scientists at heart or be victims of forces that we don’t understand.” In this fascinating account, Gonzales turns his talent for gripping narrative, knowledge of the way our minds and bodies work, and bottomless curiosity about the world to the topic of how we can best use the blessings of evolution to overcome the hazards of everyday life.

Everyday Survival will teach you to make the right choices for our complex, dangerous, and quickly changing world—whether you are climbing a mountain or the organizational ladder.

This is a good read for Chief Officers because it sheds light on why smart people occasionally do really stupid things - and it provides countless examples of stupidity perpetrated by people who should know better.

At some point in our lives, we all face tough decisions and have to make that hard call. In this remarkable book, Senator McCain and Mark Salter use experiences of both extraordinary people and people in extraordinary circumstances to dramatically describe the anatomy of a great decision.

Highlights include:
- Henry Ford's decision to sacrifice his company's competitive edge by reducing the work day and guaranteeing a minimum wage.
- Branch Rickey’s decision to offer Jackie Robinson a contract to play for the Brooklyn Dodgers in the face of public opposition.
- Ellen Johnson-Sirleaf ’s decision to return to war-torn Liberia after receiving an economics degree from Harvard.
- General Fred Weyand's decision to redeploy fifteen of his battalions despite resistance from senior American military commanders in Vietnam.

This is a good read for Chief Officers as it provides solace and perspective for the many difficult decisions the Chiefs have to make.
“It’s Your Ship: Management Techniques from the Best Damn Ship in the Navy” - Captain D. Michael Abrashoff

Captain Abrashoff offers a fascinating tale of top-down change for anyone trying to navigate today's changing fire service. When Captain Abrashoff took over as commander of USS Benfold, a ship armed with every cutting-edge system available, it was like a fire department that had all the latest technology but only some of the productivity. Knowing that responsibility for improving performance rested with him, he realized he had to improve his own leadership skills before he could improve his ship. Within months he created a crew of confident and inspired problem-solvers eager to take the initiative and take responsibility for their actions. The slogan on board became "It's your ship," and Benfold was soon recognized far and wide as a model of naval efficiency. How did Abrashoff do it?

Against the backdrop of today's United States Navy-Benfold was a key player in our Persian Gulf fleet-Abrashoff shares his secrets of successful management including:

- See the ship through the eyes of the crew: By soliciting a sailor's suggestions, Abrashoff drastically reduced tedious chores that provided little additional value.
- Communicate, communicate, communicate: The more Abrashoff communicated the plan, the better the crew's performance.
- Create discipline by focusing on purpose: Discipline skyrocketed when Abrashoff's crew believed that what they were doing was important.
- Listen aggressively: After learning that many sailors wanted to use the GI Bill, Abrashoff brought a test official aboard the ship-and held the SATs forty miles off the Iraqi coast.

From achieving amazing cost savings to winning the highest gunnery score in the Pacific Fleet, Captain Abrashoff's extraordinary campaign sent shock waves through the U.S. Navy. It can help you change the course of your ship, no matter where your organizational battles are fought.

This is a good read for Chief Officers as it provides proven leadership skills and the steps to achieve a high performing organization.
“San Francisco Is Burning: The Untold Story of the 1906 Earthquake and Fires” – Dennis Smith
Killing hundreds and leaving a city in ruins, the San Francisco earthquake of 1906 stands as one of the greatest natural disasters in American history. But the aftermath of the quake—the fires that raged across the city for days and claimed the lives of thousands more—was an all too human disaster whose story has remained largely untold.
Dennis Smith reconstructs the harrowing days from the perspective of the people who lived through them. Smith draws on hundreds of individual accounts and official documents to unearth the true story of the fires—from the corrupt officials who left the city woefully unprepared for disaster, to the militia officers who enforced martial law with deadly force, to the individual heroes who battled the blaze and saved untold lives.

This is a great read for Chief Officers as it provides a critical and educational view of the importance of city-wide disaster planning. Relevant 100 years after the event.

“The Ethical Brain: The Science of Our Moral Dilemmas” - Michael S. Gazzaniga
The rapid advance of scientific knowledge has raised ethical dilemmas that humankind has never before had to address. Questions about the moment when life technically begins and ends or about the morality of genetically designing babies are now relevant and timely. Our ever-increasing knowledge of the workings of the human brain can guide us in the formation of new moral principles in the twenty-first century. In The Ethical Brain, preeminent neuroscientist Michael S. Gazzaniga presents the emerging social and ethical issues arising out of modern-day brain science and challenges the way we look at them. Courageous and thought-provoking -- a work of enormous intelligence, insight, and importance -- this book explores the hitherto uncharted landscape where science and society intersect.

This is a good read for Chief Officers as it provides understanding to the many moral and ethical mind bending challenges fire officers’ face.
“Executive Toughness: The Mental-Training Program to Increase Your Leadership Performance” - Jason Selk
Take your professional game to the next level--in 100 seconds or less!

People with inborn talent may be good at what they do--but only the mentally tough reach the highest plateaus in their field. And here's the best news of all: mental toughness is something anyone can learn.

Director of mental training for the St. Louis Cardinals and a top-tier executive coach, Dr. Jason Selk knows everything there is to know about developing the mental toughness required for achieving any goal you set for yourself. In fact, the techniques he outlines in this book are the same ones he used to help the Cardinals defeat the heavily favored Detroit Tigers in the 2006 World Series.

Inspired on the vision of legendary basketball coach John Wooden, Selk's program is as simple as it is effective. But that doesn't mean it's easy. You have to put effort into your drive to success; it's the only way to build up your mental "muscles." Selk provides hands-on daily exercises for breaking old, self-defeating patterns of behavior and replacing them with the can-do attitude and positive behavior that would make Coach Wooden proud.

"Executive Toughness" outlines the three fundamentals for attaining high-level success:

ACCOUNTABILITY--admit to mistakes, correct them, and, most important, learn from them.
FOCUS--on your strengths, on winning, on reaching your goal . . . for only 100 seconds per day.
OPTIMISM--don't just believe you can succeed, "know" you can succeed.

"Executive Toughness" takes you through the steps of making these critical behaviors part of your everyday routine. Practice your accountability, focus, and optimism, and you'll be on the path to attaining your goals; make them part of your mental "DNA," and there will be no turning back--ever.

This is a good read for Chief Officers because Chief Officers need to be resolute in their ability to lead organizations and make the difficult decisions.
“Team of Teams: The Power of Small Groups in a Fragmented World” – General Stanley McChrystal
As commander of Joint Special Operations Command (JSOC), General Stanley McChrystal played a crucial role in the War on Terror. But when he took the helm in 2004, America was losing that war badly: despite vastly inferior resources and technology, Al Qaeda was outmaneuvering America’s most elite warriors.

McChrystal came to realize that today’s faster, more interdependent world had overwhelmed the conventional, top-down hierarchy of the US military. Al Qaeda had seen the future: a decentralized network that could move quickly and strike ruthlessly. To defeat such an enemy, JSOC would have to discard a century of management wisdom, and pivot from a pursuit of mechanical efficiency to organic adaptability. Under McChrystal’s leadership, JSOC remade itself, in the midst of a grueling war, into something entirely new: a network that combined robust centralized communication with decentralized managerial authority. As a result, they beat back Al Qaeda.

In this book, McChrystal shows not only how the military made that transition, but also how similar shifts are possible in all organizations, from large companies to startups to charities to governments. In a turbulent world, the best organizations think and act like a team of teams, embracing small groups that combine the freedom to experiment with a relentless drive to share what they’ve learned.

This is a good read for Chief Officers as General McChrystal draws upon his wealth of evidence from his military career, the private sector, and sources as diverse as hospital emergency rooms and NASA’s space program, to accentuate challenge facing today’s organizations, and presents a compelling, effective solution.

“Lessons from the Mouse” - Dennis Snow
What can you learn from a mouse? When that mouse has been delighting and entertaining hundreds of millions of people for decades - it turns out there is plenty to learn. Dennis Snow’s Lessons From the Mouse provides ten no-nonsense, practical principles that anyone, anywhere can apply. The mouse is very candid here - no Disney pixie dust blinds the reader. Backstage snafus, onstage errors, and occasional chaos emerge in all their drama, humor, or irony. At its heart, though, Lessons From the Mouse presents ten lessons that guide readers in applying excellence in their own organizations, careers, and lives.

This is a good read for Chief Officers who are interested in establishing and maintaining a Command Culture and Climate that leaves a positive impression on all who are served by their organization.
- Pete Blaber

As a commander in Delta Force-the most elite counter-terrorist organization in the world-Pete Blaber has taken part in some of the most dangerous, controversial, and significant military and political events of our time.

The emphasis of Commander Blaber’s book is to impart six guiding life principles to the next generation. These principles are...

- **The Mission, The Men, and Me.** (The hierarchy of priorities for our decision making.)
- **Don't get treed by a Chihuahua.** (Don’t loose reality of the true situation)
- **When in doubt, develop the situation.** (When your uncertain of what to do, get more info and apply guiding principle #2)
- **Imagine the unimaginable** (Explore the art of the possible, imagination drives success)
- **Always listen to the guy on the ground.** (He has spent TIME in the specific location and RECOGNIZED PATTERNS= he has CONTEXT and Context prevents over-reacting, under-reacting, or not reacting.
- **It's not reality unless it's shared.** (Bad decisions occur when information is not shared across the ranks)

This is a good read for Chief officers because in a very engaging and interesting way, Blaber offers several excellent strategies for effective decision making in both chaotic and complex environments like the fireground but also for long term planning and leadership of the organization.

“To Sleep with the Angels: The Story of a Fire” – By: David Owens & John Kuenster

In December of 1958 tragedy struck the Our Lady of the Angels school on Chicago’s west side. This was one of the deadliest fires in American history. This book recounts in detail the events that led up to this tragedy, the aftermath, and how it affected families, firefighters, the City of Chicago, and the nation.

This is a good read for Chief Officers because of the historical significance of this tragedy. A fire officer can relate to the **why** of fire code enforcement today. The impact on the Our Lady of the Angels community, and the impact on firefighters dealing with a tragedy like this gives fire officers an understanding of an event they could be potentially faced with someday.
“Don’t Bullsh*t Yourself! Crush the Excuses That are Holding You Back.” – By: Jon Taffer
During his many years as an entrepreneur, consultant, and star of the Paramount Network's hit show Bar Rescue, Jon Taffer has witnessed the destruction that results when people bullsh*t themselves. Excuses are the root cause of nearly every business and personal problem, but fortunately, Jon knows how to fix your excuse habit for good.

This book is almost as good as having Jon in your face on Bar Rescue, telling you the hard truths you've been avoiding. Don't Bullsh*t Yourself! is Jon Taffer's brutally honest, no-nonsense guide to help you kick those excuses to the curb. If you can stop bullsh*tting yourself and address your real issues, you will gain the power to turn your life around completely.

Taffer breaks excuses down into six major categories, illustrating them with real-life examples such as Marcus Luttrell, the lone survivor of a SEAL team mission in Afghanistan who barely escaped Taliban territory, and Christine King, founder and CEO of Your Best Fit, who, despite being paralyzed in a horrific boating accident, went on to build a successful fitness company. These inspiring stories, combined with Taffer's own experiences, will give you the confidence to identify and face your own excuses head-on.

This is a good read for Chief Officers who care about challenging themselves to become a leader through consistent Professional Development and Personal Evolution.

“The Anatomy of Courage” – By: Charles McMoran Wilson Moran
Fear, and man's attempt to master it, is of eternal interest and just as significant today as when Moran, as a young medical officer, went to the trenches in 1914 to research the subject scientifically. He asked why a man can appear to be as brave as a lion one day and break the next and, crucially, "what can be done to delay or prevent the using up of courage?" First published in 1945, this early groundbreaking account of the psychological effects of war, recounted by means of vivid first-hand observation and anecdote, came at a time when shell-shock was equated with lack of moral fiber. In 1940, Moran became Churchill's doctor and his position as a one of history's most important war physicians was secured. His humane, considered observations, scientific analysis and proposed solutions constitute one of the great First World War sources. However, they are perhaps just as relevant to our own conflict-ridden times.

This is a good read for Chief Officers because of mental and emotional accepts that Officers face when making critical decisions.
“Endurance: A Year in Space, A Lifetime of Discovery” - By Scott Kelly

The veteran of four space flights and the American record holder for consecutive days spent in space, Scott Kelly has experienced things very few have. Now, he takes us inside a sphere utterly inimical to human life. He describes navigating the extreme challenge of long-term spaceflight, both existential and banal: the devastating effects on the body; the isolation from everyone he loves and the comforts of Earth; the pressures of constant close cohabitation; the catastrophic risks of depressurization or colliding with space junk, and the still more haunting threat of being unable to help should tragedy strike at home—an agonizing situation Kelly faced when, on another mission, his twin brother's wife, Gabrielle Giffords, was shot while he still had two months in space. Kelly's humanity, compassion, humor, and passion resonate throughout, as he recalls his rough-and-tumble New Jersey childhood and the youthful inspiration that sparked his astounding career, and as he makes clear his belief that Mars will be the next, ultimately challenging step in American spaceflight.

This is a good read for all First Responders as we will all face challenges in your personal and professional lives.

The Power of Habit: Why We Do What We Do in Life and Business – By Charles Dunhigg

A young woman walks into a laboratory. Over the past two years, she has transformed almost every aspect of her life. She has quit smoking, run a marathon, and been promoted at work. The patterns inside her brain, neurologists discover, have fundamentally changed.

Marketers at Procter & Gamble study videos of people making their beds. They are desperately trying to figure out how to sell a new product called Febreze, on track to be one of the biggest flops in company history. Suddenly, one of them detects a nearly imperceptible pattern—and with a slight shift in advertising, Febreze goes on to earn a billion dollars a year.

An untested CEO takes over one of the largest companies in America. His first order of business is attacking a single pattern among his employees—how they approach worker safety—and soon the firm, Alcoa, becomes the top performer in the Dow Jones.

What do all these people have in common? They achieved success by focusing on the patterns that shape every aspect of our lives.

They succeeded by transforming habits.
In *The Power of Habit*, award-winning New York Times business reporter Charles Duhigg takes us to the thrilling edge of scientific discoveries that explain why habits exist and how they can be changed. With penetrating intelligence and an ability to distill vast amounts of information into engrossing narratives, Duhigg brings to life a whole new understanding of human nature and its potential for transformation.

Along the way we learn why some people and companies struggle to change, despite years of trying, while others seem to remake themselves overnight. We visit laboratories where neuroscientists explore how habits work and where, exactly, they reside in our brains. We discover how the right habits were crucial to the success of Olympic swimmer Michael Phelps, Starbucks CEO Howard Schultz, and civil-rights hero Martin Luther King, Jr. We go inside Procter & Gamble, Target superstores, Rick Warren’s Saddleback Church, NFL locker rooms, and the nation’s largest hospitals and see how implementing so-called keystone habits can earn billions and mean the difference between failure and success, life and death.

At its core, *The Power of Habit* contains an exhilarating argument: The key to exercising regularly, losing weight, raising exceptional children, becoming more productive, building revolutionary companies and social movements, and achieving success is understanding how habits work.

Habits aren’t destiny. As Charles Duhigg shows, by harnessing this new science, we can transform our businesses, our communities, and our lives.

This is a good read for all Chief Officers who desire to ensure that their habits exhibit the Command Culture and Climate that they wish to create and maintain in their organizations.
Man’s Search for Meaning – By Viktor Frankl

Psychiatrist Viktor Frankl’s memoir has riveted generations of readers with its descriptions of life in Nazi death camps and its lessons for spiritual survival. Between 1942 and 1945 Frankl labored in four different camps, including Auschwitz, while his parents, brother, and pregnant wife perished. Based on his own experience and the experiences of others he treated later in his practice, Frankl argues that we cannot avoid suffering but we can choose how to cope with it, find meaning in it, and move forward with renewed purpose.

Frankl’s theory-known as logotherapy, from the Greek word logos ("meaning")-holds that our primary drive in life is not pleasure, as Freud maintained, but the discovery and pursuit of what we personally find meaningful.

Reading this book will open your eyes to see that we all need a purpose and meaning in life. One of the greatest things that can lead to problems for us and a troubling life is when we have lost these two factors (purpose and meaning).

This is a fast-read book: 184 pages. The first half of the book is about Viktor Frankl living in the Nazi death camps, he speaks about how people survived, and others died. When I say that, I mean people that lived with a purpose and meaning survived as compared to those who lost purpose and meaning who perished on their own. By realizing our purpose and meaning in life we gain a greater understanding of why we are here and we can live a better life. The second half of the book explains three psychological theories for living: Freudian (will to pleasure) Adlerian (will to power), and Frankl's Logotherapy (will to meaning).

Don’t Leave Your Mind Behind: The Mental Side of Performance - by Keith Henschen, Nicole Detling

Whether you are an athlete, coach, parent, fire officer or firefighter, this book gives you strategies you can start using today that will help enhance your performances and ultimately, your life. Focusing on the 5 Cardinal Skills of Mental Toughness as taught by Dr. Keith Henschen for over 40 years, you will learn the same techniques used by elite athletes and performers around the world.

This book presents:

- The psychological factors that influence performance.
- The cardinal psychological skills and teaches you how to develop them in yourself and in others.
- The "other factors to consider" such as burnout, the psychology of injury, and coaching gems regarding performance.

This is a good read for Fire Officers who wish to understand the many mental aspects that impact performance.
Emotional Intelligence: Why It Can Matter More Than IQ – Daniel Goleman
Everyone knows that high IQ is no guarantee of success, happiness, or virtue, but until Emotional Intelligence, we could only guess why. Daniel Goleman's brilliant report from the frontiers of psychology and neuroscience offers startling new insight into our "two minds"—the rational and the emotional—and how they together shape our destiny.

Through vivid examples, Goleman delineates the five crucial skills of emotional intelligence, and shows how they determine our success in relationships, work, and even our physical well-being. What emerges is an entirely new way to talk about being smart.

The best news is that "emotional literacy" is not fixed early in life. Every parent, every teacher, every business leader, and everyone interested in a more civil society, has a stake in this compelling vision of human possibility.

This is a good read for all Chief Officers who truly care to connect with others.

Killer Show - John Barylick
On February 20, 2003, the deadliest rock concert in U.S. history took place at a roadhouse called The Station in West Warwick, Rhode Island. That night, in the few minutes it takes to play a hard-rock standard, the fate of many of the unsuspecting nightclub patrons was determined with awful certainty. The blaze was ignited when pyrotechnics set off by Great White, a 1980s heavy-metal band, lit flammable polyurethane "egg crate" foam sound insulation on the club's walls. In less than 10 minutes, 96 people were dead and 200 more were injured, many catastrophically. The final death toll topped out, three months later, at the eerily unlikely round number of 100.

The story of the fire, its causes, and its legal and human aftermath is one of lives put at risk by petty economic decisions—by a band, club owners, promoters, fire marshal building inspectors, and product manufacturers. Any one of those decisions, made differently, might have averted the tragedy. Together, however, they reached a fatal critical mass.

Killer Show is the first comprehensive exploration of the chain of events leading up to the fire, the conflagration itself, and the painstaking search for evidence to hold the guilty to account and obtain justice for the victims.

This is a good read for Chief Officers about the moral and ethical implications that fire prevention and building inspections have on life safety.