



# CAS READING LIST

**2022 - 2023**

**READING**

*is to the*

**MIND**

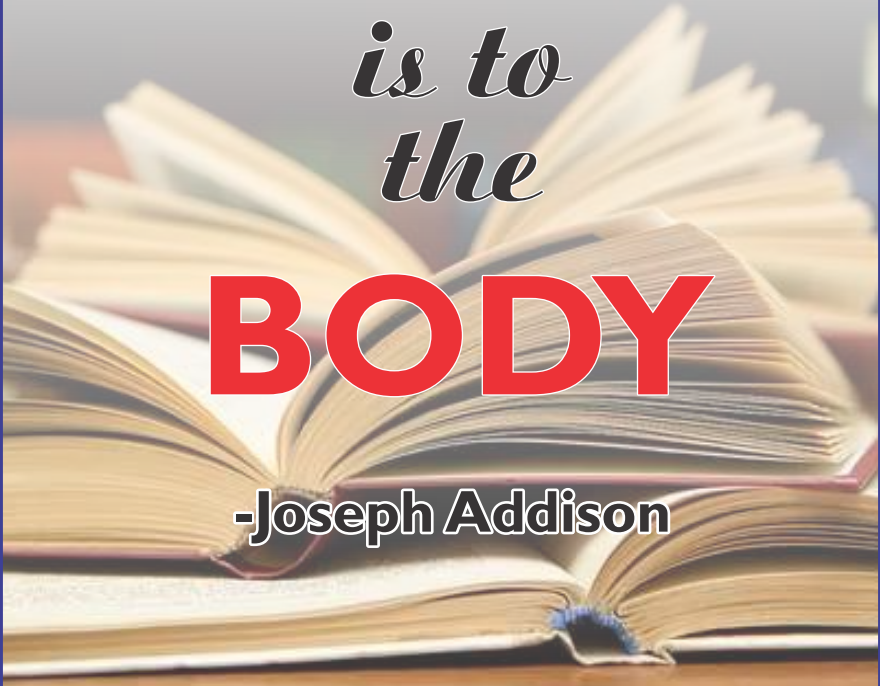
*what exercise*

*is to*

*the*

**BODY**

**-Joseph Addison**





## VISION

"To enhance and sustain critical airpower capabilities required for joint force employment in pursuit of national security imperatives".

**Air Marshal IO Amao** DFS GSS RBS GSM QFI psc fndu MSc MMSc

## KEY DRIVERS

- ➡ Focus on doctrinal development and application of airpower in joint military operations.
- ➡ Pursue purposeful training and human capacity development.
- ➡ Sustenance of platforms and equipment serviceability through innovative maintenance methods and logistics support systems.
- ➡ Foster a disciplined workforce essential for combat readiness.
- ➡ Bolster morale by improving personnel welfare.

# NIGERIAN AIR FORCE

*Willing Able Ready*

# FOREWARD

Recall that in my first reading list, I reiterated the importance of our heritage of excellence and integrity as a Service which has enabled us to remain focussed as critical element of our national security apparatus. Through our collective efforts with other security agencies, the enemy's freedom of action has been greatly curtailed just as their enclaves and hiding places have been reduced to rubbles. In recent times too, we have witnessed a remarkable reduction in attacks on soft targets and an improved semblance of peace in our environments. We have also seen an increase in the number of terrorists surrendering with their families. These are not mere coincidences but outcomes of well-planned and executed courses of action by our dedicated team of security personnel in their resolve to rid our country of all criminal elements. No wonder therefore that the 2022 Global Firepower

Index (GFI) report placed the NAF alongside sister Services as the 35th most powerful military in the world and 4th in Africa based on the acquisition of new platforms and equipment as well as efforts and successes in the battlefield, among other factors. Surely, this is an endorsement of our joint efforts towards keeping our citizens safe while safeguarding their lives and properties. Nigerians can be rest assured of our resolve to continually exert our influence



over all theatres of operation and continually support ground troops as we all join hands to secure our nation.

I am glad that feedback received on my first reading list revealed that it was well received as the books chosen resonated with our personnel. I am convinced that the books provided an initial point for our airmen, airwomen and civilian staff to expand their existing knowledge and skills while serving as a tool for individual leadership growth. I am hopeful that the books also provoked critical thinking about professional airmanship among our personnel and the unique role of air power in unilateral and joint operations. It must have also enabled our personnel analyse and reflect on the past and the future as well as acquire deep understanding of air forces worldwide and the future of the profession of arms in the 21st Century.

In the current security environment, the NAF requires leaders at all levels who are strategic in their thinking and tactical in their execution. It is for this reason that my second reading list further aims at challenging you to reflect on the relevance and continued evolution of air power, as well as the importance of partnerships and alliances essential to our common security. I have also included titles that challenge us to think differently about the effectiveness of our decision making, and the personal and societal influences on our judgement with consequences on our operations.

Finally, let me urge you to continually seek for new ideas that will challenge your assumptions and help you grow beyond your limitations. Happy reading.

**OLADAYO AMAO** DFS GSS RBS GSM QFI psc fndu MSe MMSc

Air Marshal  
Chief of the Air Staff

1

**Author:** Air Vice Marshal Christian Tsaro Dii (Rtd)

**Title:** Technological Development in Defence Transformation

My Second Reading List could not have started on a better note than with the book authored by my friend and course mate, Christian Tsaro Dii, who is a retired Air Vice Marshal in the NAF. While in service, Tsaro spent most of his career years in military academic institutions undertaking research and imparting knowledge. He was also at one time the Director of NAF transformation. It is therefore no wonder that he took out time to dwell on this work that focuses on technological development to assist in the transformation of the Armed Forces of Nigeria (AFN).



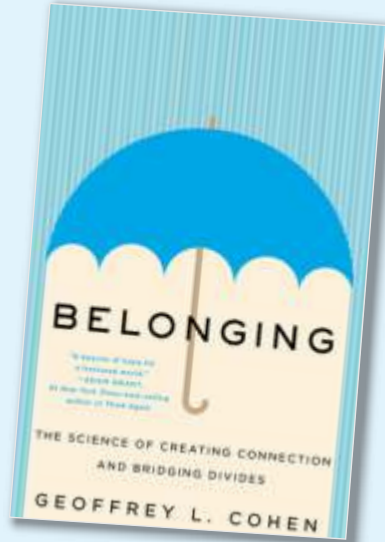
The book titled, ***Technological Development in Defence Transformation***, basically sets out to understand why foreign technology has not been successfully replicated in Nigeria for the benefit of the AFN and other security agencies. Though it agreed that there has been partial transformation in areas of professional discipline, it however noted that indigenous technological adaptation and development still lags mainly due to insufficient funding, low manpower capacity development and poor equipment procurement policy, among other factors. Tsaro then proffered for increased synergy between the AFN and the private sector and revisiting of the Nigerian Civil War technological exploits of integrating military research and development and Public Private Partnership involvement as starting points. Policy makers and NAF's top echelon should read this.

# 2

**Author:** Geoffrey Cohen

**Title:** Belonging

In an ever-polarizing society and in one where division runs deep, the tendency is for people to feel alienated and left out in the scheme of things. Take Nigeria, for instance, where differences along religious, ethnic, tribal, political and even gender lines usually cause deep hatred and at times conflict. In ***Belonging***, Geoffrey Cohen succinctly analyzed the myriad of problems and challenges militating against communal and peaceful co-existence and proffered practical solutions towards addressing them. According to him, little efforts that establish connections, activities reflecting on core values as well as what he defined as, ‘situation-



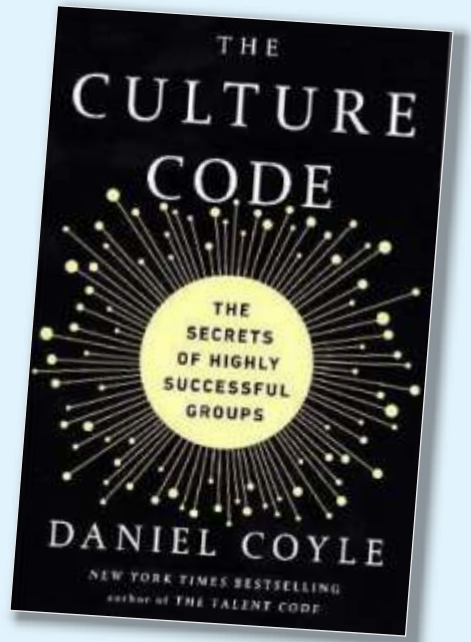
crafting’ have revealed the tendency to reduce political tension and division, improve unity and enhance health and physical wellbeing. This book thus comes in handy for every leader who wants to encourage those around them to thrive, succeed and excel.



### 3 Author: Daniel Coyle

#### Title: The Culture Code

In *The Culture Code*, Daniel Coyle goes inside some of the world's most successful organizations and identified 3 key skills that generate cohesion and cooperation while also enumerating how diverse groups learn to function single-mindedly. Coyle also proffered specific strategies that can encourage learning, spark collaboration, build trust, and drive positive change. He also used stories of failure that illustrate what not to do, troubleshoots common pitfalls, and shares advice about reforming a toxic culture. Combining leading-edge science, insights from world-class leaders, and

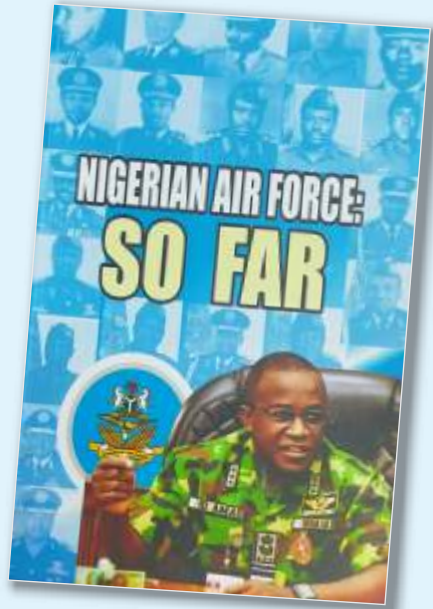


practical ideas for action, The Culture Code offers a roadmap for creating an environment where innovation flourishes, problems get solved, and expectations are exceeded. No matter the size of a team, group or goal, this book can assist in imbibing the principles of cultural chemistry that transform individuals into teams that can accomplish extraordinary things together.

## 4 **Author:** Directorate of Public Relations and Information

**Title:** Nigerian Air Force: So Far

Here, the NAF Directorate of Public Relations and Information undertook a cursory look at the NAF and how far it has come since inception in the book, *Nigerian Air Force: So Far*. Essentially, the book captured the contributions of each of the 21 CAS' towards the growth and development of the NAF and deduced that NAF leadership is guided by an unwritten policy of continuity. Specifically, the book dwelled more on the modest but impressive achievements of the incumbent CAS since his assumption of office in January 2021. In penning a foreword for the book, the



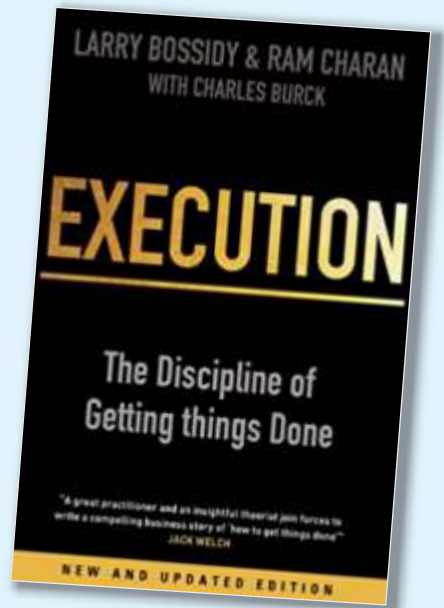
Nigerian Chief of Defence Staff, General Lucky Irabor, aptly described the leadership style of Air Marshal Amao as having a blend of transformational, transactional, and servant-leader panache. This mix has helped Air Marshal Amao to navigate the NAF to be a key enabler and deciding factor in efforts aimed at decimating the activities of non-state actors and other criminal elements in Nigeria. The 100-page book is no doubt a rich compilation that should inspire young and upcoming military leaders in their quest for greatness. It is also an important addition to the growing body of literature on leadership which deserves to be widely read. It is recommended to all military personnel and students of leadership in schools, colleges, and higher institutions of learning.

# 5

**Author:** Larry Bossidy and Ram Charan

**Title:** *Execution*

The book, *Execution*, shows how to link together people, strategy, and operations, the three core processes of every business or organization, the military inclusive. Leading these processes is the real task of superintending such outfit, not necessarily formulating a “vision” and relegating the responsibility of undertaking the task to others. Here, Bossidy and Charan pointed out the significance of being deeply and passionately engaged in an organization and why robust conversation and dialogues especially about strategy, and operations result in an organization



based on intellectual honesty and realism. With case studies of some organizations and how they get things done, Execution provides the realistic and demanding approach to organizational success. Air Officers Commanding, Unit Commanders and Senior Non-commissioned Officers will definitely find this book very useful.

# 6

**Author:** Stephen Peter Rosen

**Title:** *Winning the Next War*

In *Winning the Next War*, Stephen Peter Rosen argues that militaries worldwide mustn't continue to be dogmatic and stagnant in their war fight strategies and skills. Rather, they must adapt to responding to shifts in the international military strategic situation and outlook. He also discusses the changing relationship between civilian innovator and the military bureaucrat wherein, in peacetime, innovation has been the product of analysis and the politics of military promotion leading to increase in capabilities. In contrast however, wartime innovation has been constrained by the fog of



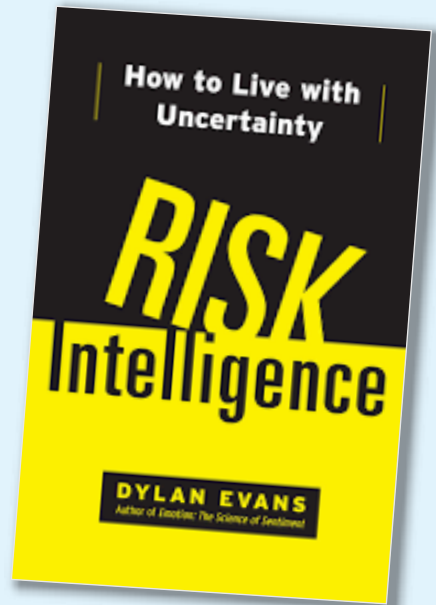
war and the urgency of combat needs. For inspiration, the author uses the United States' military policy between 1905 and 1960 as well as the British Royal Army's experience with the battle tank during World War I. Surely, some of the issues raised here will readily resonate with our scenario here in Nigeria.



## 7 Author: Dylan Evans

### Title: *Risk Intelligence*

In *Risk Intelligence*, Dylan Evans introduces a newly discovered type of intelligence for assessing risks, demonstrating how vital the Risk Intelligence (RQ) is and how people can raise their RQs to make better decisions. His research has revealed that RQ is quite different from IQ, and that most people have quite poor RQ. However, he did find some people who have very high RQs. Evans also identifies a key set of common errors in human thinking that undermine risk intelligence including overconfidence in knowledge, the fallacy of mind reading, and



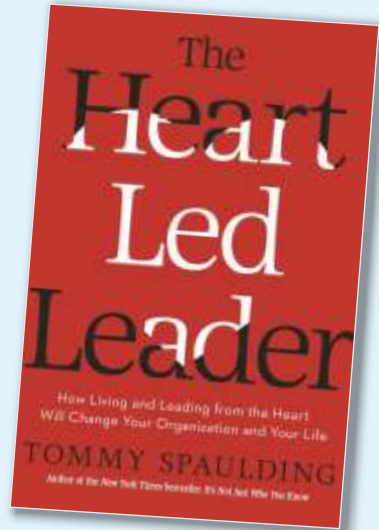
inclination to worst-case scenarios. Citing several examples, Evans noted that trusted advisers, including the experts and analysts at the top of their disciplines, don't always give the best advice when it comes to risk evaluation. He then introduced several simple techniques that can be used to build personal risk assessment powers. Juxtaposing Air Marshal Amao's directive to NAF pilots that, 'There is no 'must-go mission' vis-a-vis the high operational risks in NAF's ongoing counterinsurgency and counterterrorism efforts, surely, this book will enable pilots and other personnel access their risks before embarking on any operation.

# 8

**Author:** Tommy Spaulding

**Title:** The Heart-Led Leader

In *The Heart-Led Leader*, Spaulding opine that authentic leaders live and lead from the heart. He also noted that the values and principles that guide a leader's life and shape his ability to lead others is far more important than his titles. To effect true transformational change, Spaulding further noted that heart-led leaders draw on the qualities of humility, vulnerability, transparency, empathy and love. Illustrated with stories from his own life, and from some exceptional leaders he has met and worked with, Spaulding unpacks what those qualities mean, how to incorporate them into individual careers, how to



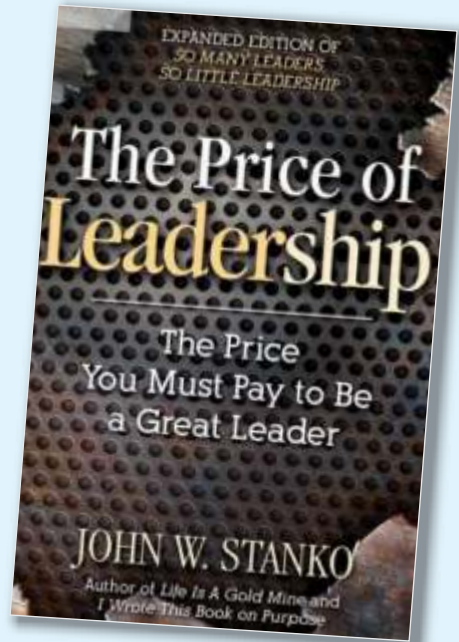
manage and lead others, and how individuals live their lives. It is a vision of leadership that has the power to transform everything people do, and how it impacts on people's lives.

# 9

**Author:** John Stanko

**Title:** *The Price of Leadership*

In *The Price of Leadership*, John Stanko applies 40 years of experience as a leader in various fields of endeavour to define leadership, purpose, and team, as well as the cost of being an effective leader. He revealed that having a servant's heart remains a critical factor in being an effective leader irrespective of whether one is gifted, diligent, charismatic, and skilled. According to him, the great leaders of history relegate their personal desires while pursuing higher purposes that bring meaningful development to those under them. The author also prescribed the use of power of leadership position to empower others and lead with integrity and purpose.



# 10

**Author:** Edited by Amit Gupta

**Title:** *Air Forces: The Next Generation*

As the security environment continue to be fluid, dynamic and uncertain, the utilization of air power has now become increasingly flexible and complicated. Forward-thinking air forces like the NAF must thus be able to envision potential future threats as well as plan towards deterring or countering potential futuristic threat scenarios. This publication, ***Air Forces: The Next Generation*** edited by Amit Gupta, encapsulates the attempt by air forces of 14 countries to modernize, mobilize, and be forward-thinking to stay ahead of their adversaries. By understanding other



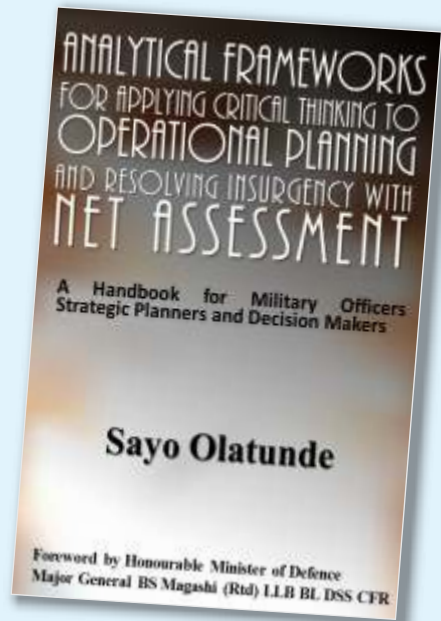
nations' current force structure, doctrine, threat environment, defence budget, weapon purchases and interoperability of equipment, the NAF can learn and tap valid and relevant information for its own future aerospace development program. The book is thus essential and recommended to NAF's top echelon manpower.

# 11

**Author:** Air Vice Marshal Sayo Olatunde

**Title:** Analytical Frameworks for Applying Critical Thinking to Operational Planning and Resolving Insurgency with Net Assessment

The book, “*Analytical Frameworks for Applying Critical Thinking to Operational Planning and Resolving Insurgency with Net Assessment*” by Air Vice Marshal Sayo Olatunde, focuses on developing the capacity of military officers, strategic planners and decision makers in 2 core areas: application of critical thinking to operational planning and resolution of insurgency proactively with net assessment. It is structured into 3 parts with the first part underscoring the pivotal roles of critical and analytical thinking in exploiting the benefits of analytical frameworks in operational planning. The second part dwells on Net Assessment and its associated analytical tools



as a prelude to promoting anticipatory rather than reactive operational planning while the third part chronicles the errors that are common in writing and often taken for granted, and how they could be avoided. The book would no doubt equip NAF personnel and indeed all critical thinkers with the requisite competencies needed to proffer creative solutions to the myriads of operational challenges confronting the Service/Nation today. It also aims at facilitating the building of a culture of proactiveness in operational planning and management as well as in the analysis of national security issues generally.

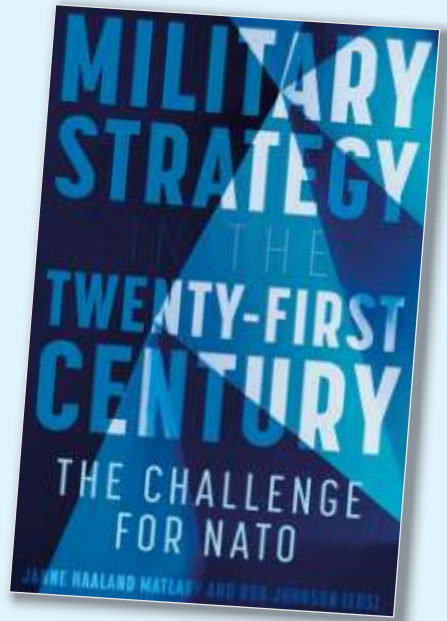


# 12

**Edited By:** Janne Haaland Matlary and Rob Johnson

**Title:** *Military Strategy in the 21st Century: The Challenge for NATO*

The publication, *Military Strategy in the 21st Century: The Challenge for NATO*, is centered around the North Atlantic Treaty Organization (NATO) and the challenges it currently faces from a military strategy vantage point. It also probes the relative importance, utility, and options of military strategy across NATO as it confronts a variety of challenges old and new, including hybrid threats, new nuclear risks and conventional force threats. Additionally, it examines the United States' political and military role in Europe and assesses military strategic responses to Russian aggression in Ukraine and the Middle East. Above all, the book proffers the strategies to be

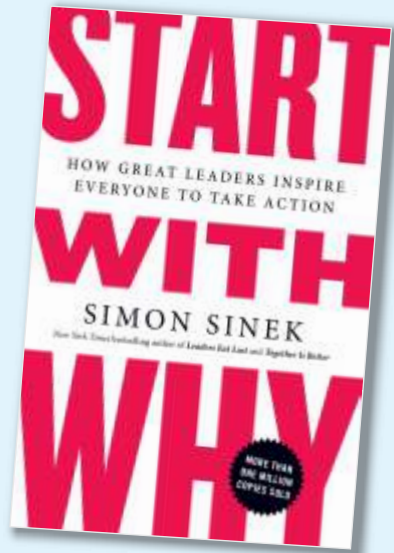


adopted against the myriads of security and military challenges confronting NATO members and NATO as a collective body. This publication thus gives a clear assessment of political level strategy and its implications for military integration. Relating NATO to ECOMOG or the proposed African Standby Force, strategies can be derived here on how best to tackle security and military threats that may arise due to regional political violence or caused by foreign interference.

# 13 Author: Simon Sinek

**Title:** Start with Why

In *Start with Why*, Simon Sinek asks and answers why some people and organizations are more innovative, more influential, and more profitable than others. It also revealed why some people command greater loyalty from their employees and why some can replicate their success again and again. The reason for this, according to the book, is because though successful people all have little in common, they all started with why. They all realized that people won't truly buy into a plan, strategy, movement, or idea until they understand the reason or why behind it. Clearly, this book provides a framework upon which organizations can be built, movements can be led, and people can be inspired. And it all starts with why. Military

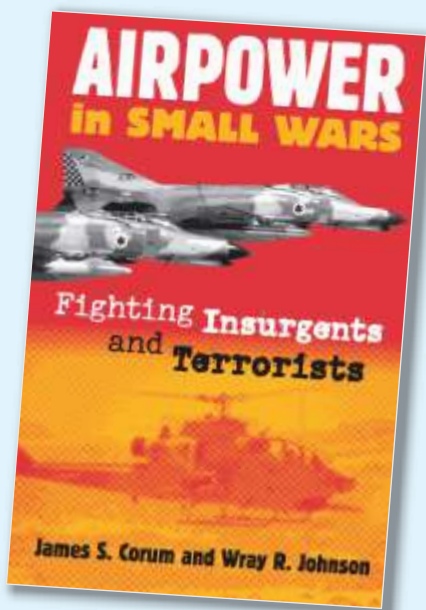


commanders will surely get the best out of their personnel once they keep them abreast on why they need to embark on any mission. This book should inspire any aspiring leader, military or civil.

# 14 **Author:** James Corum and Wray Johnson

**Title:** *Air Power in Small Wars*

This is the first comprehensive history of airpower in small wars, that is, conflicts pitting states against non-state actors such as insurgents and terrorists. For proper illustration, *Air Power in Small Wars* by James Corum and Wray Johnson examines dozens of conflicts with strikingly different scenarios. In each war, the book describes the strategies employed on both sides of the conflict, the air forces engaged, and the specific airpower tactics employed. It also discusses the ground campaigns and provides the remote and immediate backgrounds necessary to understand the air campaigns, and the application of airpower in resolving the

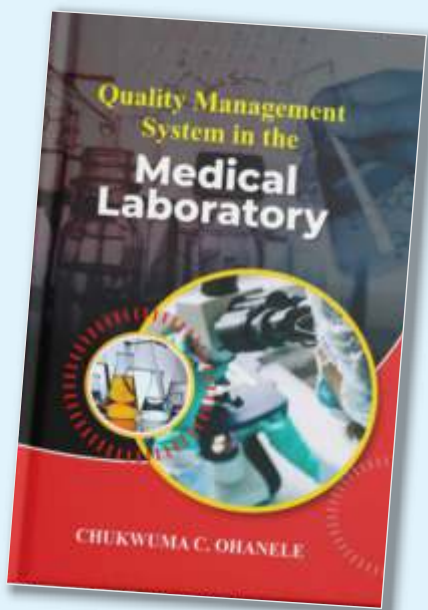


conflict. It also discloses how small wars after World War II required new strategies, operational solutions, and tactics. By taking this broad view of small-war airpower, the book assesses the most effective and least effective means of employing airpower. Additionally, it offers specific conclusions ranging from the importance of comprehensive strategy to the need for countries to expand small-wars training programs. No doubt this book will be invaluable to NAF's current counterinsurgency and counterterrorism efforts.

# 14 **Author:** Group Captain Chukwuma Cyrinus Ohanele

## **Title:** Quality Management System in the Medical Laboratory

In Quality Management System in the Medical Laboratory, Group Captain CC Ohanele emphasized that quality cannot be achieved by accident. Rather, he stated that quality is achieved through deliberate and consistent implementation of certain requirements and virtues in order to meet a set standard. The book showed how virtues such as vision, excellent organization, meticulousness, team building, team work, communication, integrity, etc are crystallized by Quality Management System (QMS) to concepts and practices that could be documented, assessed and accredited. The author pointed out that QMS is similar to Total Quality



Management (TQM) and could be employed at any level of various organizations to improve quality and service delivery. He shared his vast experience in medical laboratory management and how he employed QMS to take one of the NAF medical laboratories to international standard, culminating in ISO 15189 accreditation. The book also showed how production of relevant documents (manuals, standard operating procedures, etc) and records aids decision making and quality improvement. Elements of QMS such as root cause analysis, corrective/preventive action, audits, continual improvement, risk assessment, management review, among others, were discussed. Finally, the book provided a detailed guide on how to write a Quality Manual, which is perhaps the most important document in QMS. The author recommended the implementation of QMS at all levels of any organization in order to achieve organizational goals and enhance service delivery.

**L**et me state here that the books in this list are easily accessible online and can also be found in most bookshops nationwide at affordable prices. Efforts are also on to make the books available on proposed NAF e-library scheduled to come on stream soon. I hope the books offer a valuable insight into contemporary and emerging challenges as we build the Nigerian Air Force of the future. I encourage you to develop yourselves personally and professionally through reading some if not all of them. Keep Reading!



# Notes

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

## Notes

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

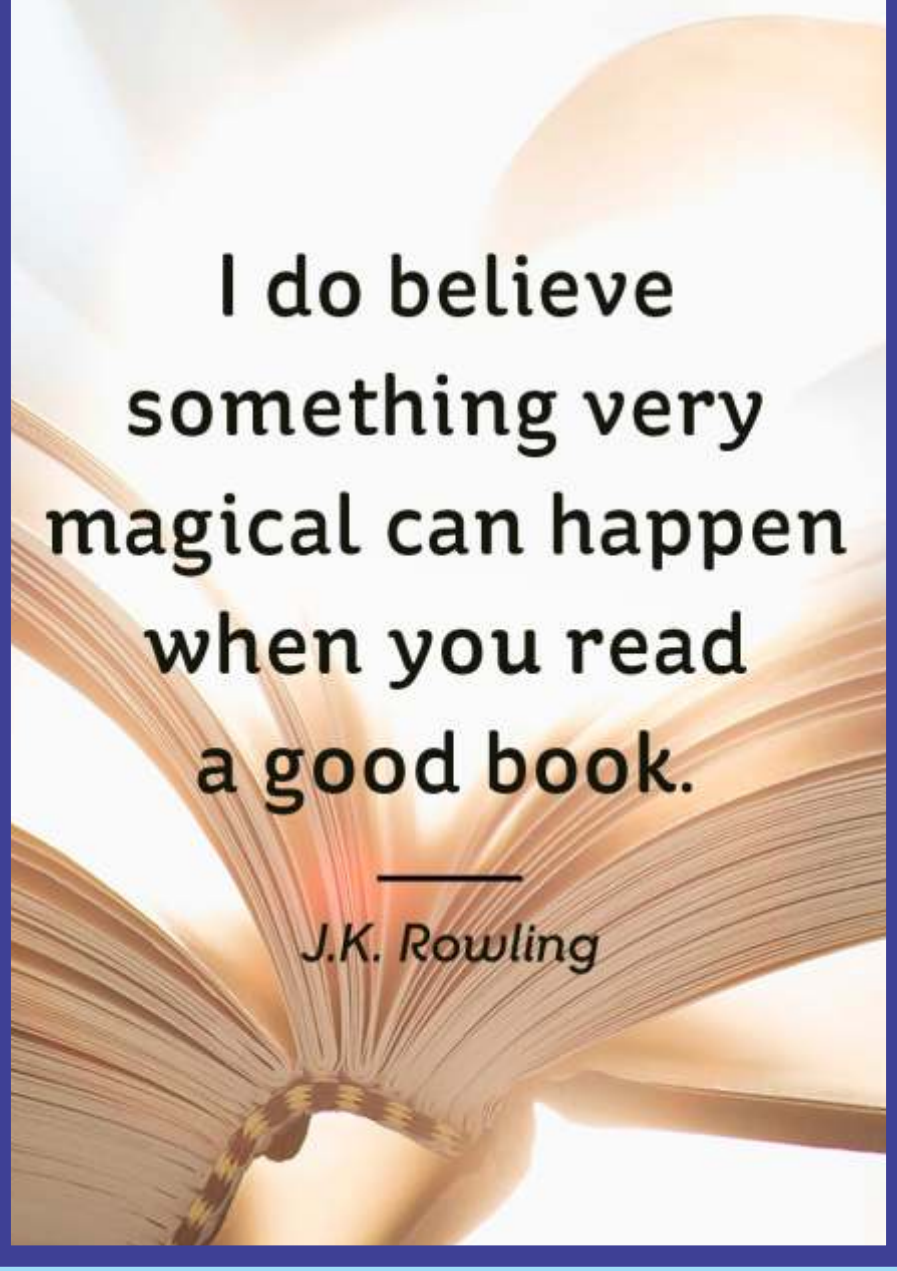
---

---

---

---

---



**I do believe  
something very  
magical can happen  
when you read  
a good book.**

---

*J.K. Rowling*



# NIGERIAN AIR FORCE

*Willing Able Ready*

[www.airforce.mil.ng](http://www.airforce.mil.ng)



Nigerian Air Force HQ



Nigerian Air Force



@NigAirForce



Nigerian Air Force