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Military Thinking



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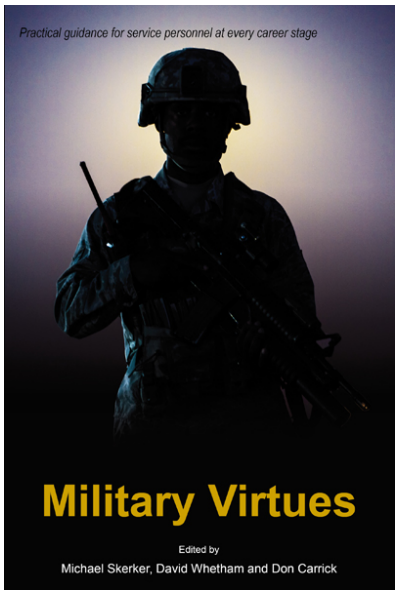
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Distribution



Military Virtues

Edited by Michael Skerker, US Naval Academy, David Whetham, King's College London at the Joint Services Command and Staff College and Don Carrick

…Anyone who cares about the ethos of our unique Armed Services will read this pioneering book with interest and profit.
Professor John Adair, Chair of Leadership, United Nations

…review carefully the corresponding case studies of each [virtue] and then strive to master not just one, not just two, but all 14.
Captain Mike Michel, Deputy Commandant for Leadership & Character Development, USNA

…skilfully balances examination of the conceptual understanding of these virtues with extremely helpful case studies which make the conceptual analysis concrete and clear.
Professor Martin Cook, Admiral Stockdale Professor of Professional Military Ethics, USNWC

…Hugely readable, fascinating and adept at drawing on both the successes and mistakes of our predecessors, it is a 'must read' for anyone involved in leadership in the military or commercial sector, from those at the 'coal face' to the board room.
Brigadier WSC Wright OBE, Commander Sandhurst Group

…valuable guidance or reflection for military commanders at any level, and a valuable resource for academic study
Journal of Military Ethics

…a treasure trove of real-world international cases of military moral dilemmas – and at time, outright moral failures – of enviable breadth and depth
Strategy Bridge

…anyone interested in ethics is interested in examples of the application of ethical thinking, and here we have exactly that.
The Wavell Room

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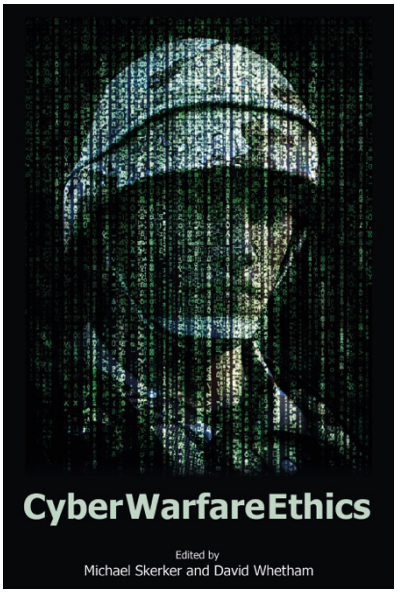
Why should I read it?

This book is unique in the just war/military ethics literature in that it brings together academics and service personnel to address the topic of military virtue in a format that is accessible and relevant to military professionals. Open personal experiences of ethical decisionmaking help to highlight the complexities of acting ethically within the military system. Authors are leading scholars in the field of just war theory and military personnel range from a special operations chief to a three star general.

Publication date: 1st May 2019
Paperback 9781912440009 / EPUB 9781912440108
Price: £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library 89.99
Extent: 410 pages / Size: 234 x 156mm

Cyber Warfare Ethics

Edited by Michael Skerker, US Naval Academy and David Whetham, King's College London at the Joint Services Command and Staff College



An accurate and comprehensive collection that captures the various ethical and moral challenges that we as cyber warfare planners and operators grapple with continuously, illustrated through both real world and notional case studies. Cyber Warfare Ethics addresses these concerns across a wide range of cyber warfare operations as well as those inherent in the use of today's advanced technology employed in warfare. Anyone interested in cyber warfare should read this book to understand the important ethical considerations of this rapidly evolving, critical warfare area.
Captain James Caroland, Chair, Cyber Science Department, U.S. Naval Academy and U.S. Navy Cyber Warfare Engineer

Cyber operations, both above and below the threshold of violent conflict, continue to vex policy makers and strategists. With thousands of years of experience in physical conflict, nations are still developing their operational, legal and ethical approaches to this newer non-kinetic realm. Concepts such a proportionality and discrimination must be taken into account in these evolving national security architectures. This new book provides a range of very useful insights for national security leaders and their organisations as they traverse the challenges of developing, absorbing, employing and evolving new age cyber capabilities. Cyber Warfare Ethics is a publication that should be on the reading list for anyone – policy makers, strategists, academics and citizens - with an interest in the ethical application of all forms of cyber power in the coming decades.
Major General Mick Ryan, Commander Australian Defence College

About the Book

Cyber technology gives states the ability to accomplish effects that once required kinetic action. These effects can now be achieved with cyber means in a manner that is covert, deniable, cheap, and technologically feasible for many governments. In some cases, cyber means are morally preferable to conventional military operations, but in other cases, cyber's unique qualities can lead to greater mischief than governments would have chanced using kinetic means. This volume addresses the applicability of traditional military ethics to cyber operations, jus ad vim (an emerging sub-field governing grey zone or soft war operations), the rights of the targets of cyber operations, cyber sabotage, cyber surveillance, phase zero operations, psychological operations, artificial intelligence, and algorithmic ethics. Uniquely, it includes a number of cyber incidents that do not currently exist as case studies and have not received much public attention. This volume has been designed to work as a handbook for military and security professionals involved in cyber training, teaching, and application.

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Foreword Colonel Scott M. Virgil, United States Military Academy; **INTRODUCTION** Professor Thomas W. Simpson, University of Oxford; **PART ONE** *Just War Theory and Cyber Warfare* Professor Fritz Allhoff, Western Michigan University and Jonathan Milgrim, University of Washington; *Jus ad Vim: Sub-Threshold Cyber Warfare* Professor Michael L. Gross, The University of Haifa; *Rights of Those Targeted in Military Cyber Operations* Professor Michael Skerker, United States Naval Academy; **PART TWO** *Cyber and Conventional Military Operations* Professor Richard Schoonhoven, United States Military Academy; *The Ethics of Cyber-Sabotage* Dr Jeremy Davis, University of Florida; *Not War: The Ethics of "Phase Zero" Cyber Operations* Dr Edward Barrett, United States Naval Academy; *Ethics of Military Cyber Surveillance* Professor Peter Lee, University of Portsmouth; *Ethics and Cyber Enabled PSYOP* Dr Adam Henschke, National Security College, ANU; **PART THREE** *The Morality of Machines: Cyber Guardian Angels* Wing Commander Andrew M. Tidmarsh, Royal Air Force; *Artificial Intelligence Ethics* Dr Scott Robbins, Bonn University; *Ethics and Cyber Systems: Artificial Intelligence Weapons Systems and Moral Slippage* Dr Elke Schwarz, Queen Mary University London; **CONCLUSION** Professor David Whetham, King's College London and Professor George Lucas, Naval Postgraduate School; Index.

Why should I read it?

The ability to conduct cyber operations is now essential for a military, and it is likely that, in future, it will become only more central to how soldiers conduct their business. ***Professor Thomas W. Simpson, University of Oxford.***
…access to a new stock of cyber and fully autonomous weapons, both kinetic and non-kinetic, and the ethical implications of using these weapons must be understood in order to provide proper purpose, motivation, and direction. ***Colonel Scott M. Virgil, Unites States Military Academy at West Point.***

Publication date: 29th October 2021
Paperback 9781912440269
Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Extent: 238 pages / Size: 234 x 156mm



Military Space Ethics

Edited by Nikki Coleman

Military Space Ethics is a crucial and timely addition to the field of professional military ethics. It is incumbent on military professionals to 'think forward' concerning the ethical application of emerging technology, as well as the ethical use of force in this new domain. With contributions from leading scholars and practitioners from across the globe, Military Space Ethics will serve as a useful resource for military leaders, policy makers, and anyone interested in what the future of warfare may bring.
Dr Rebecca Johnson, Marine Corps University, Quantico

*The space domain is undergoing disruptive changes to the technologies brought to bear on a rapidly growing range of challenges by a rapidly growing cast of actors. It is very reasonable to assert "not if but when" as we consider the possibilities. Unfortunately, as the opportunities mount so do the risks, including the risk of "contested, congested and competitive" turning into conflict. At such a time, it is crucial for ongoing safe and secure access to space-based services that we actively consider the underpinning ethics – **should** we engage in a particular activity, not just **can** we achieve it technologically or legally? These are questions for both the seasoned space-faring nations and ambitious and agile newcomers alike. The excellent collection of thinking and analysis provided in this new book could not be more timely.*
Professor Russell Boyce FAIAA, Chair for Intelligence Space Systems, Director, UNSW Canberra Space

About the Book

As space develops as a potential war fighting domain, so does the need to have ethical scrutiny. Since the 1960s there have been core space treaties that together with national laws, provide a clear framework for both military and civilian space activities, yet ethical questions still exist around space warfare. Is it appropriate to respond kinetically on earth to a threat in space? Does just war theory apply in space and does the remoteness of space lower or raise the threshold for armed conflicts? Will the creation of new space forces start a space arms race? New combat environments also create a number of new challenges, including whether future war in space will be conducted by robots or space marines, and how the dual-use nature of satellites will impact on their permissibility as targets in any future conflict. As technologies become more widespread, space may be threatened by the likes of non-state groups and rogue states, leading to a need to inhibit their movement in space. In space, differences are magnified; resources are especially scarce, risks are multiplied, and specialized medical care is a world away. The physical and psychological distance between combatants in modern warfare applies also to space and the impacts of remote warfare need to be considered including the potential for moral injury and psychological trauma. With greater military power comes greater responsibility and this responsibility is carried out at the end of a chain of decisions and technologies. This book's relevancy will not be lost on students at service academies and staff colleges in preparing them for the task of emphasizing ethical responsibility in space to those whom they will lead in the future.

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Foreword – *Chaplain Major General Steven A. Schaick*; INTRODUCTION *Revd. Dr Nikki Coleman*; Introduction to Military Ethics in Space *Dr Stephen Coleman*; PART ONE – EARTH TO THE MOON; 1. Future War: Will it be Conducted by Robots or Space Marines? *Lt. Gen. Christopher D. Miller*; 2. Does Just War Theory Extend to the Space Frontier? *Professor Patrick Lin*; 3. In Space No One Can Hear the Geneva Convention: Jus in Bello and Warfare in Space *Professor Pauline Shanks Kaurin*; 4. What Is Needed to prevent Conflict in Space? *Daniel Porras*; 5. Space Debris: Can We Remove the Landmines of Earth Orbit Without Starting a War? *Dr Stephen Coleman and Revd. Dr Nikki Coleman*; 6. Ethical Considerations on the Challenges of the Dual-Use Satellite Problem *Sergeant Amy Hestermann-Crane*; 7. The Growing Threat of Terrorism in Space *Revd. Dr Nikki Coleman and Dr Stephen Coleman*; 8. The Problems Posed by Non-State Groups and Rogue States Exploiting Space *Flying Officer Kaylee Verrier*; 9. Bioethics and Military Operations in Space Assistant *Professor Sheena M. Eagen*; PART TWO – RETURN TO EARTH; 10. Star Laws: The Role of International Law in Regulating Civic and Military Space Activities *Dr Cassandra Steer*; 11. The Woomera Manual: Legitimising or Limiting Space Warfare? *Dr Cassandra Steer*; 12. Responding on Earth to Kinetic Attacks in Space *Flight Lieutenant Geordie Jacobs*; 13. Rocket Cargo: The Vanguard of the U.S. Space Force *Nathan J. Philips (Navy Officer ret)*; 14. Where Space is Not an Option: African Ethics and the Options on Non-Contenders in Space Warfare *Ibanga Ikpe*; PART THREE – TO INFINITY AND BEYOND; 15. The United States Space Force and Space as a Military Domain *Nathan J. Philips (Navy Officer ret)*; 16. From Peaceful Uses to Warfighting: The Dangers of the New Military Era in Space *Dr Jessica West*; 17. Post Traumatic Stress and Moral Injury in Extreme Remote Warfare *Flying Officer Jayden Park*; 18. What We Have is What We Bring There: Security in Space as Utopian Vision *Dr Evie Kendal*; 19. Vitoria the Universal Thinker: Some Ethical Dilemmas Concerning Space Exploration *Francisco Lobo and Professor David Whetham*; Index

Why should I read it?

Abraham Lincoln once said, "Determine that the thing can and shall be done, and then we shall find the way." This book for many, will guide the journey. Steven A. Schaick, Chaplain, Maj. Gen. (Ret).

Publication date: 14th February 2022
Paperback 9781912440290
Price £24.99 / US$34.99 / €25999 / Aus$49.99
Extent: 360 pages / Size: 234x156mm

Issues in Military Ethics Series

Co-Edited By
Don Carrick, King's College London,
Michael B. Skerker, United States Naval Academy
and David Whetham,
King's College London at the Joint Services Command and Staff College.

With most officer training schools including military ethics as part of their programme, more than ever there is a need for clarity on ethical decision making. Contemporary military conflict is ever changing and with it military practitioners are confronted by new ethical challenges which often put additional weight on the professional activity of personnel. At a minimum, military professionals need to have a clear knowledge of the laws that underpin their profession in order to evaluate situations quickly.

The series explores the complexities of acting ethically within the military system. It is not a philosophical debate on military ethics, nor is it a general introduction. Instead, this series aims to provide real world guidance for military commanders and leaders.

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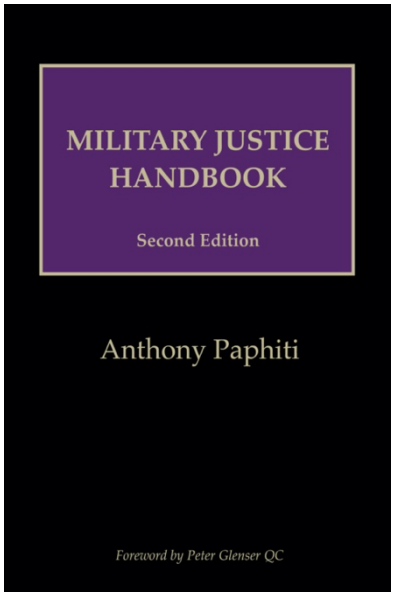
Cyber and Space

Professional Military Ethic

Emerging Ethical Challenges

Humanitarian Intervention

Law of Armed Conflict



Military Justice Handbook
Second Edition
Anthony Paphiti

The Military Justice Handbook is THE essential text for anyone involved in the Service Justice System. I obtained my copy of the First Edition before my first ever military case and it has been my constant companion ever since. The Handbook serves as a primer for those new to the field and a reference point for seasoned practitioners. The Second Edition's expanded content means no other book on the subject can match it for breadth and depth. It is simply the leader in the field and should be on the desk of every military law practitioner and commanding officer.
Matthew Bolt,
Barrister, Middle Temple

The first edition of the Military Justice Handbook has deservedly become the practitioner's de facto guide to UK Service law. The second edition stands on the shoulders of that giant. To many - if not most - practitioners, a veil of mystery shrouds much of military life. It need not be so. The Military Justice Handbook pierces the veil and provides a comprehensive summary of the law, complemented by the views of one of the most highly respected military lawyers of his generation. Of as much value to the seasoned military lawyer as it is to the aspirant, it would be foolhardy indeed for any lawyer or officer involved in the UK Service Justice System to be unfamiliar with the second edition.
Wing Commander (Ret.) Allan R M.Steele WS RAF,
Principal Solicitor, ARMS Legal Services WS

As someone now merely an occasional practitioner within the Service Justice system I find this volume indispensable even though I spent thirty plus years as a practitioner within it. Excellent as a refresh or indeed first principal source for anyone embarking on trial by court martial as an advocate on whichever side. I have kept the first volume at my elbow and the same will apply to this one. Lucid, useful, and illuminating by turns it will be of particular use to the junior practitioner initially unaccustomed to the peculiarities of this trial arena.
Brigadier (Ret.) Neil Jones LLB MA, Barrister,
New Park Court Chambers

★★★★★ *This book sits by my desk and travels in my bag to court.* **Lewis Cherry, The Law Society Gazette**
★★★★★*…Anyone working for those in the military employment will find this to be a very clear and up-to-date guide…*
Jeremy Taylor, The Law Society Gazette

About the Book
The second edition of the Military Justice Handbook represents a significant expansion on the first. Covering every aspect of the Service Justice System (SJS) in the United Kingdom, this book is designed as a 'road map' sufficiently detailed to qualify as a 'go to' guide, as the law and relevant policy of the SJS is complex and often difficult to find. Practitioners can now turn to the Handbook for guidance on any Service Justice topic. The book includes Summary Hearing, Administrative Action, as well as the Summary Appeal Court, and of course, the Court Martial, and an explanation of the appeal avenues open. The civilian and military legal practitioner (or indeed Service person) must understand this dynamic in order to fully appreciate how the system works holistically. Drafted with a non-legal audience in mind, no single publication brings together law, policy and (importantly) the nuances of the Service Justice System like this book. Readers are informed of the subsequent consequences on them or their client where they are subject to service discipline. Designed especially for military lawyers of all armed Services, civil servants working within the Service Justice System, commanding officers, unit discipline staffs and civilian legal practitioners advising Service personnel involved with Court Martial advocacy, Service Complaints, inquiries or administrative action.

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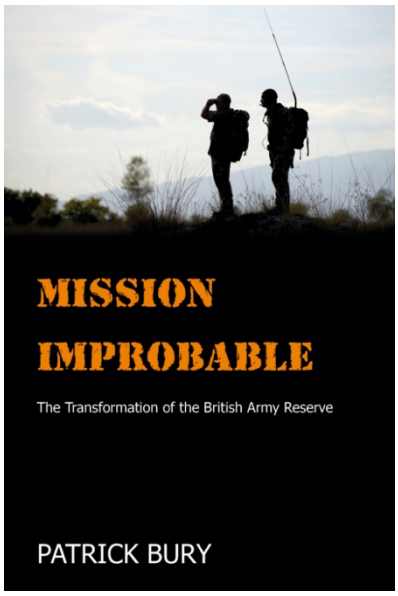
Why should I read it?
The MJH is focused on the practitioner with practical examples and case law. Court Martial practitioners, Commanding Officers and Discipline Staff, Officers and senior NCOs, comparative law scholars, civilian judges sitting in appellate jurisdiction and those interested in understanding UK Service law and its breadth will be helped by this book to navigate the complexities of Service law and procedure to better advise and represent clients.

Publication date: 26th March 2021
Paperback 978 1 912440 23 8
Price: £80.00 / US$120.00 / €100.00 / Aus$160.00
Extent: 820 pages / Size: 234x156mm

MISSION IMPROBABLE

The Transformation of the British Army Reserve

Patrick Bury, University of Bath, UK



Future attempts to transform the reserve have plenty to take from Bury's study.
General Sir Peter Wall, GCB CBE DL

The book's findings are both fascinating and also potentially incendiary.
Professor Anthony King

…this should be the 'go to' book for the latest thinking into one of the most marginalised, but highly politicised, populations – Reservists.
Professor Vincent Connelly

...thoroughly recommend this work especially to military scholars, military history 'buffs' and more especially politicians to understand the citizen soldier psyche.
The Australian Reservist

…an important contribution to the debate around wider Army Reserve and military logistics. This book should be read by anyone with more than a passing interest in the reformation of the Reserves
The Wavell Room

About the Book

A central tenet of recent British defence policy, FR20 sought to radically transform the role and function of the British Army Reserve by making it more capable and more deployable, whilst simultaneously cutting costs by outsourcing logistics capability to reserve forces. In this book, Bury examines the origins, evolution and impact of the policy. He controversially shows how its intensely intra-party and intra-service political origins, the Army's resistance to them, and the Army Reserves' organisational nature, have undermined the policy's ability to deliver the key military capabilities it envisaged. In doing so, he provides evidence of incoherent defence policy making in the Cameron era.

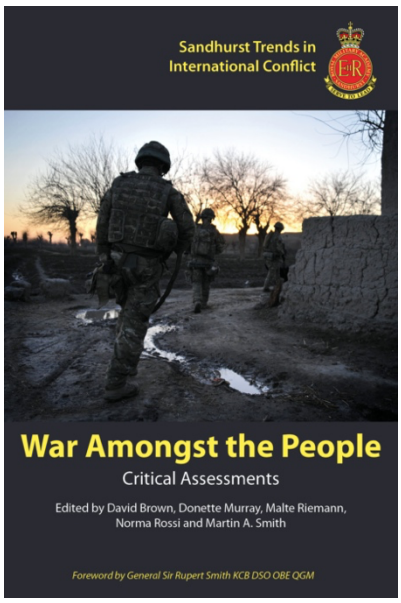
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Why should I read it?

This is the most indepth analysis of the British Army reserves in over 25 years. Provides a key example of force transformation not seen since the abolition of conscription in 1960. Likely to become the standard 'go to' in a similar way that Walker's book on the TA became in the 1990s. With controversial findings backed by extensive research, it's a captivating read with some interesting and pertinent conclusions for the leadership of the British Army plus a number of lessons on how not to do transformation.

Publication date: 31st January 2019
Paperback 9781912440047 / EPUB 9781912440108
Price £29.99 / US$39.99 / €36.99 / Aus$59.99
Extent: 226 pages / Size: 234 x 156mm



War Amongst the People
Critical Assessments

Edited by David Brown, Donette Murray, Malte Riemann, Norma Rossi and Martin A. Smith, Royal Military Academy Sandhurst

RMA Sandhurst has long played a key role in the intellectual development of British Army and international officers. In this book, members of our Academic Faculty bring together a distinguished team of scholars and military practitioners to tackle a key concept which challenges those, military and civilian, who seek to better understand the evolving nature of contemporary conflict and how - or indeed whether - external interventions can improve matters.

Major General PAE Nanson CBE
General Officer Commanding and Commandant Sandhurst

…Our Institutions, such as those of government and the armed forces, all developed in the context of Industrial War, the form of war that preceded wars amongst the people. The new circumstances require these institutions to change. In a volume such as this discomfort is good, as it generates debate and leads to change.

General Sir Rupert Smith KCB DSO OBE QGM

About the Book

Recent conflicts have required the armed forces to engage in what has been termed 'war amongst the people'. Such conflicts increasingly require a type of soldier deployed to function as an 'armed social worker', as was seen most recently in operations in Afghanistan and Iraq. If this increased focus on societal relations has – and should – become the area of prime concern for contemporary armed forces, this poses a series of conceptual and practical questions regarding the 'people' concerned and the nature of the society amongst which war is conducted. Scholars and practitioners come together in this volume to explore how armed forces can make sense of such complexity in conceptual terms and how military actors have practically interacted with local power structures and relations, with both positive and negative effects. It examines armed forces' engagement at the local level in a contemporary context and contextualises this within the broader political, strategic, tactical and legal implications this engagement has had at home and overseas.

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Foreword: *General Sir Rupert Smith*. **Introduction**: *Dr Malte Riemann and Dr Norma Rossi.* **Part One: Conceptual Debates and Critiques** Chapter 1: *Prof Beatrice Heuser*, Rethinking War; Chapter 2: *Lt Col Jyri Raitasalo*, The Utility - or Futility - of Force? What is Wrong with the 'War Amongst the People' Thesis?; Chapter 3: *Dr Alex Waterman*, Managing 'War Amongst Peoples'. **Part Two: Practical Challenges** Chapter 4: *Whitney Grespin*, The Easy Button: Foreign Military Training as an Exit Plan; Chapter 5: *Dr Vladimir Rauta*, Conceptualising the Regular-Irregular Engagement: The Strategic Value of Proxies and Auxiliaries in 'Wars amongst the People'; Chapter 6: *Dr Georgina Holmes,* Enhancing Operational Effectiveness: Pre-deployment Training for Tactical-level Rwandan Female Military Peacekeepers. **Part Three: Legal Debates** Chapter 7: Dr *Andree-Anne Melancon*, Redefining the 'Combatant': Just War Theory and 'Direct Participation in Hostilities'; Chapter 8: *Col Grant Davies*, Revolving Doors and Human Rights: Detention in Internationalised Non-International Armed Conflict. **Part Four: The UK Domestic Context of 'War Amongst the People'** Chapter 9: *Major Ian Wilson*, UK Domestic Support for Wars: Polls and Public Opinion. Chapter 10: *Major John Bailey*, War Amongst the People': Responses in British Land Tactical Doctrine. **Conclusion**: *Dr Norma Rossi and Dr Malte Riemann.* Index.

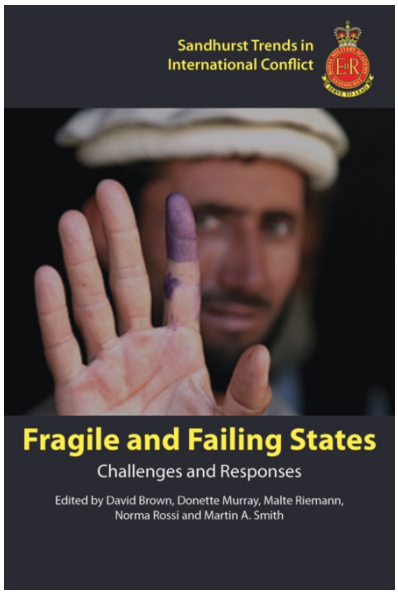
Why should I read it?

This book is unique in the literature in that it brings together academics and service personnel to address this paradigm shift in war in a format that is accessible and relevant to military professionals. Authors are leading scholars in this field and military personnel include British infantry and Army Legal as well as a senior Finnish staff officer. Recommended reading by General Sir Rupert Smith author of 'The Utility of Force' in 2005 which first introduced the idea of 'war amongst the people', and Major General Paul Nanson, former Commandant of the Royal Military Academy Sandhurst.

Publication date: 10th May 2019
Paperback 978 1 912440 02 3 / Kindle 978 1 912440 03 0 / EPUB 978 1 912440 18 4
Price: £29.99 / US$44.99 / €36.99 / Aus$59.99
Extent: 290 pages / Size: 234x156mm

Fragile and Failing States
Challenges and Responses

Edited by David Brown, Donette Murray, Malte Riemann, Norma Rossi and Martin A. Smith, Royal Military Academy Sandhurst



This, the second book in our Sandhurst Trends series, makes a timely contribution not only to the ongoing academic and practitioner debates on state fragility and its consequences for the world, but also to advancing our core objective of securing the Academic Faculty at RMAS as an internationally recognised centre of excellence. In this book an international team of scholars and practitioners offer a diverse and challenging range of analyses on one of the most fundamental security and development issues of our time. I am especially proud that this initiative was successfully launched during my time as Commander RMAS and am looking forward to following its continued progress in years to come.

Brigadier WSC Wright OBE
Commander Sandhurst Group 2016-2019

About the Book

Since the early 1990s, the challenges posed by fragile and failing states have been a contentious and enduring part of the debates on post-Cold War international security. Though extensive, these debates have so far yielded little agreement on either the essential nature of state fragility and failure and what, if anything, potential outside intervenors can and should do to prevent it from developing, restore state functionality, or at least mitigate its impact and consequences. In this book, an international team of authors examine both the conceptual and practical challenges posed by this phenomenon. They consider the essential nature of the problem and through a variety of case studies, examine the effectiveness or otherwise of various regional and wider international responses in Africa, the Middle East and South America. This book will be of interest to both academics and practitioners engaged in studying and responding to the ongoing challenges posed by the existence of fragile and failing states in the contemporary international system.

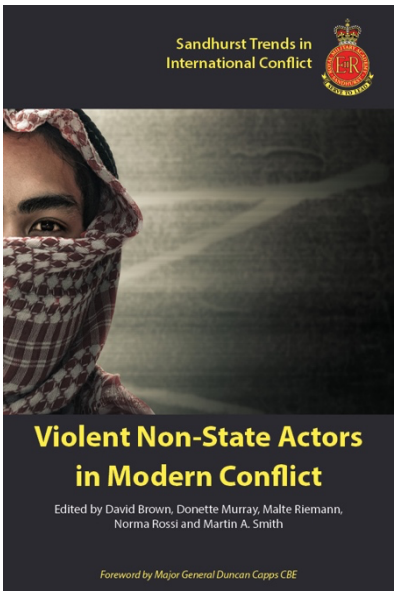
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Foreword: *Colonel Richard Iron.* **Introduction:** *Dr Martin A. Smith.* **Part One: Conceptual Debates** Chapter 1 Challenges to International Statebuilding: From Annihilation to Acceptance *Prof David Chandler*. Chapter 2 Building States to Build Peace Revisited: Empirical Insights from Peace Negotiations in Fragile States *Jan Pospisil*. Chapter 3 The Selective Nature of International Responses to Fragile, Failing and Failed States *Dr Jacob Thomas-Llewellyn*. **Part Two: Challenges and Responses – Regional Case Studies** Chapter 4 Somalia and its Neighbours: AMISOM and the Regional Construction of a Failed State *Dr Jonathan Fisher*. Chapter 5 The Rise of Strong Militaries in Africa: Defying the Odds? *Lt. Col. Jahara Matisek*. Chapter 6 Colombia and the Persistence of 'Failed State Stigma' in a Peace Scenario *Prof Saúl M. Rodríguez and Prof Fabio Sánchez*. Chapter 7 Foreign Intervention and the Process of State Failure: A Case Study of Libya 2011 *Islam Goher*. Chapter 8 Safe Havens: The Failed Strategy of the Failed State? *Emily Knowles and Abigail Watson*. **Conclusion:** *Dr David Brown*. Index

Why should I read it?

This book is unique in the literature in that it brings together academics and service personnel to address the topic of 'fragile', 'failing' and 'failed' states in a format that is accessible and relevant to military professionals. Authors are leading scholars in this field as well as a senior US Air Force staff officer. Recommended reading by Brigadier Bill Wright, Commander Sandhurst Group who also attended the event on which this book is based.

Publication date: 28th February 2020
Paperback 9781912440191
Price £29.99 / US$44.99 / €36.99 / Aus$59.99
Extent: 218 pages / Size: 234 x 156mm



Violent Non-State Actors in Modern Conflict

Edited by David Brown, Donette Murray, Malte Riemann, Norma Rossi and Martin A. Smith, Royal Military Academy Sandhurst

If you want to understand VNSAs theoretically, conceptually and empirically, this book is the one to read. The clarity of understanding around the core concepts of VNSAs (sovereignty, statism, legitimacy and de-legitimacy for example) makes this volume ideal for undergraduate studies, in particular, in the area of New Wars. Personally, I see it as a core text on the topic.

Christopher Kinsey, King's College London
at the Joint Services Command and Staff College

About the Book

Recent conflicts such as those in Syria, Libya, Iraq and Afghanistan are increasingly characterised by a pluralisation of irregular and privatised forms of violence. These actors include, among others, warlords, mercenaries, terrorists, transnational organised crime groups, foreign fighters and Private Military and Security Companies (PMSCs). While some pose a direct challenge to the state, others are in a complementary and symbiotic relationship with it. As such, violent non-state actors are both competing and cooperating with state actors in modern conflicts and their hybrid nature raises questions with regards to how best to understand these actors, as they often escape neatly defined categorisations. In modern conflicts the lines between terrorists and organised crime groups, irregular and regular forces, as well as economic and political motivations to fight, are increasingly blurred. As a result, 'new' and 'old' types of violent non-state actors are defining elements of modern conflict. The extreme complexity of twenty-first century conflicts requires a more integrated approach between military and civilian actors in order to respond more effectively to its challenges.

Contents

Foreword *Major General Duncan Capps CBE.* **Introduction:** Dramatis Personae *Dr Donette Murray.* Chapter 1 **A Convergence of Territory:** Warlords, Rebels and Terrorists in the Modern African State *Dr Caroline Varin.* Chapter 2 **Who gets to fight?** The De-Legitimation of Mercenaries and the Search for the Ideal Polity *Helene Olsen.* Chapter 3 **Thinking Beyond the Divide:** The Complex Relationships Between State/Non-state Armed Actors in Syria's War *Dr Helle Malmvig*. Chapter 4 **Violent Non-state Actors Write Their Own Laws of War** *Dr Jack Watling.* Chapter 5 **The Yemen Conflict at Sea:** Houthi Maritime Operations and the Strategic Reconfiguration in the Gulf of Aden *Dr James A. Fargher.* Chapter 6 **Warfare by Proxy:** Russia's Use of Violent Non-state Actors in Syria *Dr Marina Miron.* Chapter 7 **Uneasy Alliances:** The Political Consequences of Arming Non-state Groups in Counter-Terrorism Campaigns *Abigail Watson.* Chapter 8 **The Evolving Character of Violent Non-State Actors in Modern Conflict:** Perspectives from the Stabilisation Unit, Army Legal Services and the Land Warfare Centre *Julien Bastrup-Birk, Lt Col Grant Davies and Lt Col Matthew Walker.* **Conclusion** *Dr Malte Riemann and Dr Norma Rossi.* Index.

Why should I read it?

Uniquely bringing together academics and service personnel to answer your questions of how best to understand who are the violent non-state actors in today's conflict, what are their potential threats and what this means for military strategy, approach, doctrine, structures and tactics going forward.

Publication date: 14th January 2021
Paperback 9781912440207
Price £29.99 / US$39.99 / €59.99 / Aus$79.99
Extent: 246 pages / Size: 234 x 156mm

Sandhurst Trends in International Conflict

By

Royal Military Academy Sandhurst

The Royal Military Academy Sandhurst has been educating, training and inspiring members of the British Army since 1947. Internationally renowned for instilling the character and qualities necessary to provide leadership within an ever more complex security environment, the Sandhurst series blends academic and practitioner expertise to interrogate key trends and challenges impacting on contemporary conflict, its drivers, key features and responses at the international, regional, national and sub-national levels.

The Sandhurst series is a cutting-edge forum and platform for original thought and debate on military and security matters within the contemporary international security environment. It aims to stimulate authors to think critically about contemporary conflict and security more generally and to identify and interrogate practical, political and doctrinal lessons from recent experience. The Sandhurst series invites both practitioners – from the fields of security, diplomacy, the law, politics and the military - as well as both established and developing academics to participate and publish on the key debates that will shape both the contemporary international security environment and a modern military operating within it.

Areas of Interest

The contemporary battlefield/security environment

Strategy and doctrine

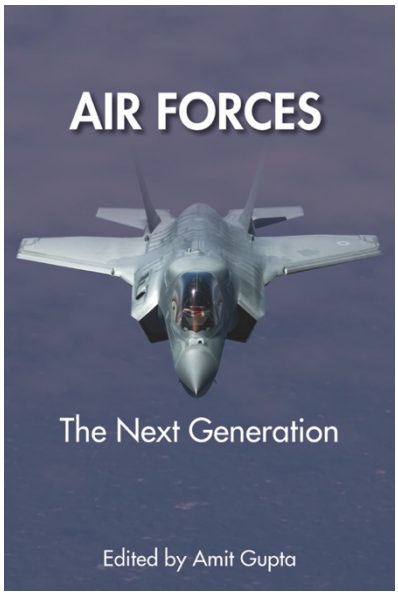
Military role within the wider security framework

Efficacy of military force

The implications of contemporary military operations

Legality and ethics of military operations

Technology innovation and adaptation



AIR FORCES
The Next Generation

Edited by Amit Gupta, US Army War College

Vital reading for Defense and National Security thinkers. Air Forces: The Next Generation lays bare the drivers of airpower development; a process where military capability and strategy often take a back seat to financial, cultural, and political realities. A careful read of this global airpower analysis brings home the complexity of modernization planning and the challenge of matching integrated technologies to required capabilities. Whether your interests focus on major international players or regional powers, this look at the airpower modernization will enhance your understanding of national decision making and the future of military force development.
Colonel Thomas McCarthy, PhD, Professor of Aerospace Studies (USAF)

This collection of contemporaneous views of 14 air forces from around the world explains not just the reasons for their development and structure but is forward leaning and identifies their future challenges and constraints. Each well-respected author highlights the uniqueness of the air force under consideration and as a whole, they find the thread that applies to all air forces, namely budgets and personnel. This book will make a valuable contribution to the professional library of air power scholars and enthusiasts.
Group Captain Andrew Gilbert, Director Air Power Development Centre (RAAF)

The challenge now for all air forces…is not so much to 'do more with less', but to 'do better with what we have'. This book is replete with examples… ***Group Captain James R. Beldon MBE, Director of Defence Studies (RAF)***

… a superb academic source. ***The Wavell Room***

About the Book

The use of air power, like any other military force, is now becoming increasingly complicated. Missions are changing—an increase in intrastate wars, the use of air assets against terrorism and air forces deployed to conduct military operations other than war—coupled with budgetary and personnel pressures, continue to affect a nations ability to maintain competency in the aeronautical sphere of operations. Further, the number and type of actors deploying air power have changed, as has the technology. Each forward-thinking air force has now to consider potential threat scenarios that are futuristic and require some degree of planning. This volume contains data on 14 nations and their attempts to modernize, mobilize and keep ahead of their adversaries. Knowledge of other nations current force structure, doctrine and threat environment, how their budgetary pressures are affecting their acquisition decisions and whether they intend to seek interoperability provides assured and relevant information for your own aerospace capability program.

Contents

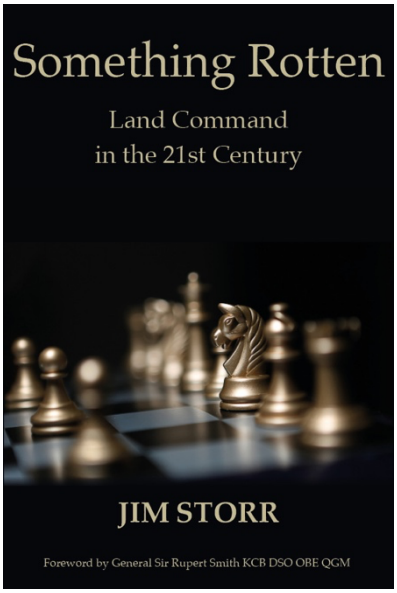
Notes on Contributors. Foreword *Lt. Gen Steven L. Kwast, USAF*. **INTRODUCTION**: *Dr Amit Gupta, USAF Air War College*. **1 AMERICA:** Air Power Interventionism in a New Era *Dr Ron Gurantz, USAF Air War College*. **2 CHINA:** The Quest for a Modern Air Force *Professor Xiaoming Zhang, USAF Air War College*. **3 RUSSIA:** Modernizing Air and Space Capabilities *Associate Professor Lars Peder Haga, Royal Norwegian Air Force Academy*. **4 FRANCE:** Light at the End of the Tunnel? *Professor Guillaume de Syon, Albright College*. **5 BRITAIN:** The Thin Blue Line *Professor Peter W. Gray (RAF Air Commodore 1* ret)*. **6 ITALY:** At One Hundred, and Beyond *Mr Gregory Alegi, Italian Air Force Academy and LUISS University*. **7 GERMANY:** The Future of the Luftwaffe *Mr Richard Shimooka, Macdonald-Laurier Institute, Canada*. **8 INDIA:** Missions, Technologies, and Constraints *Dr Amit Gupta*. **9 AUSTRALIA:** A Uniquely Strategic Environment *WGCDR Pete Wooding (RAAF), Australian Command and Staff College*. **10 PAKISTAN:** Overcoming Strategic Constraints *Dr Sharad Joshi, Middlebury Institute of International Studies, Monterey*. **11 INDONESIA:** Small Air Force, Big Nation *Dr Adhi Priamarizki and Ms Tiola Javadi, Nanyang Technological University, Singapore*. **12 TAIWAN:** The Strait Challenge *Dr Wu Shang-su, Nanyang Technological University, Singapore*. **13 KENYA:** Niche from the Start *Dr Donovan C. Chau, University of West Florida*. **14 BRAZIL:** Control, Defend, Integrate *Lt. Col. Luís E. P. Celles Cordeiro (BAF), Brazil Aeronautical Accidents Investigation and Prevention Center*. **CONCLUSION**: *Group Captain James R. Beldon MBE, Director of Defence Studies (RAF).* Index.

Why should I read it? 'The book' focuses on the important facts and provides insight into today's Air Forces by highlighting their political, budgetary, strategic and doctrine considerations. It is unique in the literature in that it brings together leading scholars and senior service personnel to address the topic of modernizing air forces and air power in a format that is accessible and relevant to military professionals. With the operational environment likely to become more complex, air forces must forward plan to deliver the next generation of air systems and a distinct advantage is in having a global understanding of the future battlespace for air power.

Publication date: 20th January 2020
Paperback 9781912440085 / Kindle 9781912440092 / EPUB 9781912440146
Price £29.99 / US$44.99 / €36.99 / Aus$59.99
Extent: 392 pages / Size: 234 x 156mm

Something Rotten: Land Command in the 21st Century

Jim Storr



Royal Military Academy Sandhurst, Commandant's Reading List 2025

'When the Gods of War come next to examine it, the Army's obese and possibly sclerotic headquarters will be found wanting. It will be no good claiming that war and battle is complex. It was ever so ...'
General Sir Rupert Smith KCB DSO* OBE QGM

'Jim Storr provides a crisp, informed, vigorous, and uncomfortable analysis of what has gone wrong with command systems in the British Army.'
Professor Sir Lawrence Freedman KCMG CBE

'A scathing critique. Jim Storr is an original thinker who has never been afraid of asking the awkward question, never slow to challenge conventional wisdom, never shy of being deemed controversial or heretical. This book bears all those hallmarks. It is highly thought-provoking and stimulating.'
Lieutenant General Sir John Kiszely KCB MC

'Jim Storr has produced a clarion call for action which I hope will be listened to by the British Army. Ignoring the issues raised will lead to failure, and the future British Army is too small to get a second chance.'
Lieutenant General Robert Baxter CBE

'Jim Storr is Britain's most lucid military thinker. In 'Something Rotten' he savages the zombified command practices and structures of Western armed forces. More, though, he provides a compelling way forward. This book is chock full of insight and good judgment. It is by far the most useful book on the subject since Martin Van Creveld's Command in War.'
Professor David Betz, King's College, London

'We started reading the book wanting to like it. We finished the book, loving it.... His insights into command must influence how we think....a must read for any serious officer or soldier.'
The Wavell Room

'This book is an important, convincing and compelling challenge to the status quo. Read it.'
★★★★★ The Army Rumour Service

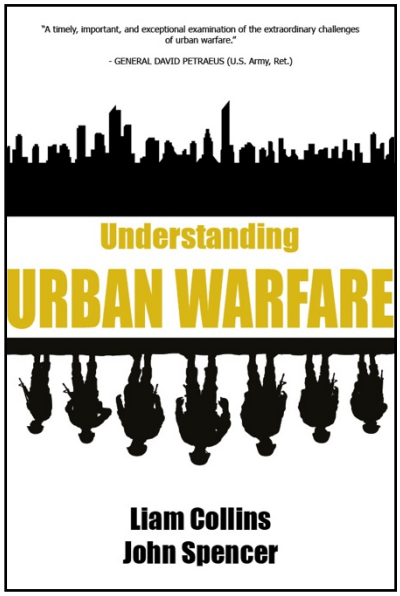
About the Book
There seems to be something badly wrong with the command of western armed forces. Headquarters are too big. They produce orders which are too long. They take too long to do so. 'Something Rotten' looks at those problems by examining the command system as a whole. What is it for? What does it do? How does it do that? How is it structured and organised? Most importantly, what about the people who work in it?

Contents
Foreword by General Sir Rupert Smith KCB DSO OBE QGM; Acknowledgements; List of Accepted Meanings; Introduction; 1. Purpose; 2. Products; 3. Processes; 4. Structures; 5. Systems; 6. People; 7. Mission Command; Chapter 8. Observations and Conclusions; Index.

Why should I read it?
'Something Rotten' points out logical and practical problems with organisations and processes. It challenges the reader as to why such problems exist and persist. It suggests abandoning much overt process; building up human expertise; relying on fewer but better-trained people; and deciding and acting much faster.

'Something Rotten' focusses largely on the command of land forces. Other uniformed (and not necessarily armed) services will, however, readily identify parallels and insights.

Publication date: 9th May 2022
Paperback 9781912440269 £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440405 £59.99 / US$65.00 / €77.99 / Aus$65.00
2025 Kindle 9781912440344 £24.99 / US$ 34.99 / €29.99 / AUS$49.99 / Library US$89.99
Extent: 254 pages / Size: 234 x 156mm



Understanding Urban Warfare

Liam Collins and John Spencer

As used by the **United States Army**. Amazon **Bestseller**.

"Understanding Urban Warfare's ambitious title reflects the authors' challenging objective to make combat's most complicated form understandable - and Liam Collins and John Spencer have succeeded brilliantly. Leveraging the experiences of recent operations, they provide insights and lessons essential for soldiers and policymakers alike. A riveting read." - **General Stanley McChrystal (US Army, Ret.) former Commander of U.S. and International Security Assistance Force (ISAF) Afghanistan and the Joint Special Operations Command (JSOC), New York Times best-selling author of *My Share of the Task* and *Team of Teams.***

"A timely, important, and exceptional examination of the extraordinary challenges of urban warfare by two soldier-scholars with considerable experience and expertise in urban combat. Understanding Urban Warfare is the consummate study that demonstrates how critical it is that policy makers and military leaders understand the dynamics of urban ecosystems and how to deal with them." - **General David Petraeus, US Army (Ret.), former Commander of the Surge in Iraq, U.S. Central Command, and NATO and US Forces in Afghanistan, and former CIA Director.**

"Impressive in both breadth and detail, Understanding Urban Warfare manages to be extremely readable and a very useful introduction to this vitally important subject." - **Sir Antony Beevor, author of *Stalingrad, Berlin - The Downfall 1945, and D-Day - The Battle for Normandy.***

"Our next war will most likely be fought in cities. Here Col Collins and Col. Spencer have compiled more than a dozen case studies, each featuring a different expert participant. The reader can grasp the challenge: It seems urban warfare, like all other branches of combat, is so sui generis that no cookie-cutter model of doctrine applies. So one has to read widely and adapt, adapt, adapt." - **Bing West, bestselling author of *No True Glory: A Front-line Account of the Battle for Fallujah.***

"John Spencer and Liam Collins are to Urban Warfare what Billy Mitchel was to airpower or Karl Doenitz was to submarines." - **Max Brooks, New York Times best-selling author of *World War Z* and *Devolution.***

"Liam Collins and John Spencer have pulled together new insights and unique perspectives on Urban Warfare, a topic the importance of which is obvious after the renewed Russian invasion of Ukraine. Understanding Urban Warfare is a book that is a not only of immense value to military professionals, but also of interest to all who want to understand the character of todays and tomorrows armed conflicts." - **Lt. General H.R. McMaster (U.S. Army, ret.), the former National Security Advisor and bestselling author of *Dereliction of Duty and Battlegrounds: The Fight to Defend the Free World.***

About the Book

No environment is more challenging for militaries than a city. No form of combat is more inherently destructive than urban warfare. And yet too often, militaries are both unprepared for the challenges of cities and unable to avoid being pulled into brutal urban fights. In *Understanding Urban Warfare*, readers will gain more than just an appreciation of the unique challenges of urban warfare—from the limiting effects of three-dimensional terrain on many weapon systems and the multiplicity of enemy firing points on a city street to the overarching need to minimize civilian casualties and protect critical infrastructure and cultural property. The book also presents readers with new ways to understand the distinctive characteristics of a variety of cities—megacities, global cities, feral cities, and even smart cities—and how those characteristics impact military operations in urban terrain. Readers will also be provided first-hand accounts of some of the most relevant urban battles in modern history—the 1993 Battle of Mogadishu, the 2004 Second Battle of Fallujah in Iraq—plus the 2020 Battle of Shusha in the Second Nagorno-Karabakh War, and more—to illuminate trends and lessons to better understand urban warfare.

Contents

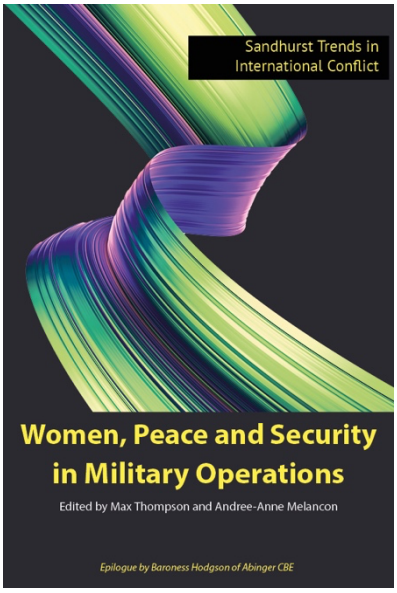
Introduction; **Part I - Understanding the Operational Environment;** 1. Understanding the City, John Spencer with Dr. David Kilcullen; 2. Feral Cities, John Spencer with Dr. Robert Norton; 3. Global Cities, John Spencer with Dr. Saskia Sassen; 4. Smart Cities, John Spencer with Dr. Sokwoo Rhee; 5. Megacities and the Military, John Spencer with Col. (ret.) Patrick Mahaney; 6. Beneath the City, John Spencer with Dr. Daphne Richemond-Barak; **Part II - Operational Case Studies**; 7. The Battle of Ortona, John Spencer with Major Jayson Geroux; 8. The Battle of Mogadishu, Liam Collins with Col. (ret.) Lee Van Ardsdale, Col. (ret.) Larry Perino, and Command Sergeant Major (ret.) Kyle Lamb; 9. The Second Battle of Fallujah, John Spencer with Lt. Gen. James Rainey; 10. Rebuilding Fallujah, John Spencer with Col. (ret.) Leonard DeFrancisci; 11. The Battle of Ramadi, John Spencer with Dr. Louis DiMarco; 12. The Battle of Sadr City, John Spencer with Lt. Col. (ret.) Rob MacMillan; 13. The Battle of Mosul, John Spencer with Maj. Gen. Roger Noble; 14. The Battle of Marawi, John Spencer with Dr. Charles Knight; 15. The Battle of Shusha; John Amble with John Spencer; Conclusion

Why should I read it? In an increasingly urban world, the future character of conflict will also be increasingly urban. This book sets out to understand that future.

Publication date: 3rd October 2022
Paperback 9781912440351 / EPUB 9781912440368 Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440429 Price £59.99 / US$65.00 / €77.99 / Aus$65.00
Extent: 392 pages / Size: 234 x 156mm

Women, Peace and Security in Military Operations

Max Thompson and Andree-Anne Melancon



'Recent history reminds us relentlessly that women, children and other vulnerable groups are often disproportionally affected by conflict and a lack of security. We must never lose sight of this harrowing truth, in our military planning and in our conduct and leadership in the battlespace. That is as true for air and space operators as it is for land forces, which is why this publication provides such an important reference for us all.'
Air Chief Marshal Sir Mike Wigston KCB CBE ADC, Chief of the Air Staff

'In an increasingly unpredictable world, in which civilian populations are too often impacted by conflict, it is hugely important that we focus on Women, Peace and Security. This focus enables Defence and the Royal Air Force to fully understand the context and challenges of conducting operations, so that our obligations can be better integrated at every stage of military planning and in the conduct of operations. As such, this publication provides an excellent and interesting contribution to international thinking, helping to improve our understanding of Security from diverse perspectives.'
Air Vice-Marshal Suraya Marshall CBE MA LLB RAF, Air Officer Commanding Number 2 Group, Royal Air Force

'This book serves as a reminder of how far we have come, but also how much work is still to be done.'
Baroness Hodgson of Abinger CBE

'This edited collection not only points out these challenges but offers substantive recommendations for military practitioners and policymakers. As such, it should be required reading for security professionals.'
Major General ZR Stenning OBE, Commandant Royal Military Academy Sandhurst

About the Book

Civilians are disproportionately impacted by contemporary armed conflict, with women, children, and other vulnerable groups among the most affected. Effective military operations occur against the backdrop of two major shifts in international thinking on security: Human Security and the Women, Peace and Security agenda (WPS). These innovations have radically transformed the field of contemporary security studies and continue to evolve and be debated in both academic and policy circles. However, militaries have been slow to adopt these ideas and adapt their behaviours to account for the importance of protecting civilians, gender mainstreaming, women's participation, responsibilities on children in conflict, and preventing egregious crimes, such as modern slavery and human trafficking. This book is a conversation between academics and civilian and military practitioners to better understand the contemporary challenges and obligations militaries have towards realising the WPS agenda. Drawing on expertise from military, academia, and civil society it offers insights and recommendations on how militaries can effectively integrate the WPS agenda into their operations.

Contents

Foreword by Commandant Sandhurst, Major General Zac Stenning; **Preface** written by Dr Max Thompson and Dr Andree-Anne Melancon; **Women, Peace and Security: What Happened in Afghanistan isn't staying in Afghanistan** Sanam Naraghi Anderlini; **Chapter 1: Gender Mainstreaming in Peace Operations** Dr An Jacobs and Dr Katerina Krusilova; **Chapter 2: US Military Government, Civil Affairs, and WPS: Expanding Participation through Partnership Dr** Spencer B. Meredith III; **Chapter 3: Women, Peace and Security: UN Peacekeeping and the British Army** Major Steven Maguire; **Chapter 4: Hearts, Minds, Women, and Peace: US Militarized Human Security and Its Discontents** Major Kelly Atkinson; **Chapter 5: The Distinct Effects of Women Combatants on State- and Rebel-Perpetrated Rape** Changwook Ju; **Chapter 6: Enhancing Operational Effectiveness: Through an Analysis of the Women, Peace, and Security Environment in Djibouti** Dr Whitney Grespin; **Chapter 7: Making Sense of Armed Conflict: Gender Inequality and Climate Change in Operations** Colonel (ret.) Jody M. Prescott and Dr Robin Lovell; **Chapter 8: Bringing Women, Peace and Security Online: Applications in the Cyber Domain** Dr Alexis Henshaw; **Chapter 9: Educating Security: The Women, Peace and Security Agenda in Professional Military Education and Training** Max Thompson and Andree-Anne Melancon; **Epilogue** The Baroness Hodgson of Abinger CBE; **Appendix 1:** National Gender Inequality Overlay Criteria Intervals; **Appendix 2:** Ex Complex Terrain; **Annex:** JSP985 - Human Security in Defence

Why should I read it?

This is a conversation between academics, civil society, and military practitioners to better understand the contemporary challenges and obligations militaries have towards realising the WPS agenda. Drawing on the expertise from these groups, it offers insights and recommendations on how militaries can effectively integrate the WPS agenda into their operations.

Publication date: 27th February 2023
Hardback 9781912440436 Price £59.99 / US$75.99/ €77.99 / Aus$75.99
Extent: 254 pages / Size: 234 x 156mm



War's Changed Landscape?

A primer on Conflict's Forms and Norms

Paddy Walker and Peter Roberts

'…The authors rightly conclude that 'the conduct of war has changed very little regardless of one's 'timeline'. I cannot recommend this book strongly enough. Read it and re-learn some very old lessons!'

General The Lord Richards of Herstmonceux, GCB CBE DSO DL
Formerly Chief of the UK Defence Staff

''Context is everything' - the last words of this excellent book - capture how our ministers, officials and generals are a danger to us all if they stick with the certainties about war espoused so stridently over the last 30 years…'

General Sir Richard Lawson Barrons, KCB, CBE
Formerly Commander, Joint Forces Command

'A refreshingly honest, brave, and insightful book drawing from thinkers at the top of their game. Challenging and prescient, War's Changed Landscape demands to be read – and discussed.' **Professor Lloyd Clark, Director of Research, Centre for Army Leadership, RMAS**

'A clear-eyed unsentimental analysis that challenges many comfortable western assumptions about modern warfare. This book should be on the reading-list for every military planner and defence analyst.'

Rt Hon Sir David Lidington, KCB, formerly Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office, Chairman, Royal United Services Institute

'What are the enduring, the changing, and the novel features of warfare? This thoughtful study has as its forte its understanding of the impact of new technologies and resulting operational dimensions, war in its most concrete forms, a compass to war's changed landscape for the practitioner.'

Professor Beatrice Heuser, Chair, International Relations, University of Glasgow

'In this timely primer, Walker and Roberts present a fascinating vision of changes in the relationship between international conflict practices, emerging military technologies, and the norms of war.'

Christian Enemark, Professor of International Relations, University of Southampton

'This is such an important read, and one I will go back to again and again as we seek to understand the constants, and accelerants of conflict in the Land Domain, and meet them.'

Major General Chris Barry, CBE, Director Land Warfare Centre, British Army

'This book asks important, and sometimes inconvenient, questions about the future of war and warfare. A must-read for everybody who is interested in this topic.'

Professor Matthias Strohn, Director, Centre for Historical Analysis and Conflict Research, RMAS

About the Book

In late 2021, the new means of warfare were confidently being described by political and military leaders alike using phrases such as 'grey zone', 'sub-liminal' and 'below the threshold of outright conflict', a mix of hybrid strategies that would no longer involve the messy, noisy use of sticks and stones and bombs and gore. Future warfare was to be political warfare. Cyber and influence tools were the future and many academics agreed. In difficult retrospect, this was actually a narrative based on hubris and a simple extension of commentators' own experiences over what had been twenty years of failed interventions.

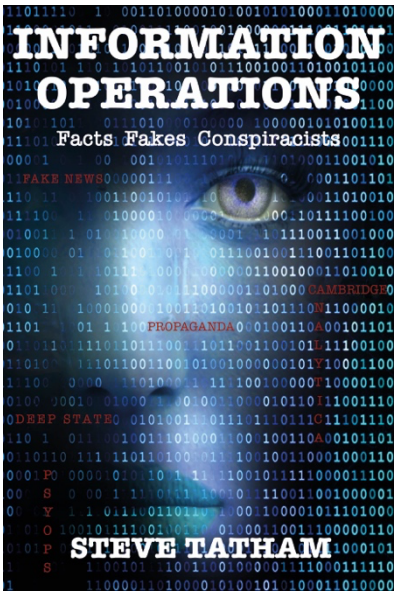
But by February 2022, everyone had changed their tune. War was suddenly 20th century redux, a tapestry of trenches, bayonets and massed artillery that would have been quite familiar to participants of that century's two World Wars. The picture, of course, is more complicated and nuanced. Technology is disrupting practices and doing so right across battlespace. But hybrid warfare has very much not disappeared and political warfare in its many forms remains the overt strategy of several states notwithstanding unprecedented expansion in the means available to parties to undertake meddling and conflict.

It is quickly evident, moreover, that contemporary war is actually less defined by technical innovation than armchair experts would have you to believe. And disruptions today are too often tomorrow's old news. Empirically, war's norms and behaviours are quite slow to change with each shiny new driver for that change often giving rise to compelling versos and points of friction that combine to dull material transformation. This book unpicks the arguments made pre and post 2022 and, based on interviews with experts from around the world, seeks to dissect battlecraft's enduring themes and how these may affect conflicts' current norms.

Contents

Preface; Prologue; Introduction; Chapter 1: Context's Continuum; Traditionalists, Pragmatists and Futurists; Chapter 2: Information and the New Importance of Data; Chapter 3: How Will Militaries Fight Wars? Realities, Ethics and Other Empirics; Chapter 4: How Will Conflict be Waged? The Dynamic of Conventional and Asymmetric Warfare; Chapter 5: Acquisition and Integration of Novel Systems into Legacy Force Design; Chapter 6: Autonomy and Thresholds of Supervision in Lethal Engagement; Chapter 7: Battlespace Fighting: Changes to Operations in Rear, Deep and Close Quarters; Chapter 8: Change Agents in Behavioural Norms; Conclusion; Bibliography; Executive Summary; Appendix: Participants.

Publication date: 13th November 2023
Paperback 9781912440498 Price £24.99 / US$34.95 / €29.99 / Aus$49.99
Hardback 9781912440481 Price £59.99 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440542 Price £24.99 / US$34.95 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 236 pages / Size: 234 x 156mm



Information Operations

Facts Fakes Conspiracists

Steve Tatham

'This book captures how information shapes - even dictates - events and outcomes. The masters of managing the information that reaches us in all sorts of ways, and Steve Tatham is a master of over 25 years' experience, take the rest of us where they want us to go, in peace and in war.'

General Sir Richard Barrons KCB CBE, Former Commander Joint Forces Command

'For the first time one of the western world's most experienced practitioners takes us inside the world of the 'information operators', practitioners of the most misunderstood and the most effective form of modern warfare, used by friend and enemy alike.'

Frank Ledwidge, Author *Losing Small Wars*

'Steve Tatham is THE essential voice on info ops. Decades of experience make him the UK's most experienced practitioner and theorist. If you want to know about information operations read this book'

Dr Mike Martin, Author *Why We Fight*

About the Book

This book provides valuable insights into the world of information warfare, covering topics such as propaganda, disinformation, and psychological operations. With the rise of fake news and disinformation campaigns, this book is an invaluable resource for military personnel seeking to stay informed and vigilant. Whether you're a military professional, intelligence analyst, or simply interested in the topic, this book is essential for understanding the complexities of modern warfare and the impact of information operations. Written by a leading expert in the field, this book offers valuable insights into the tactics and strategies used by adversaries to manipulate public opinion and undermine national security. Stay ahead of the game and arm yourself with the knowledge contained in "Information Operations: Facts, Fakes, Conspiracists".

Contents

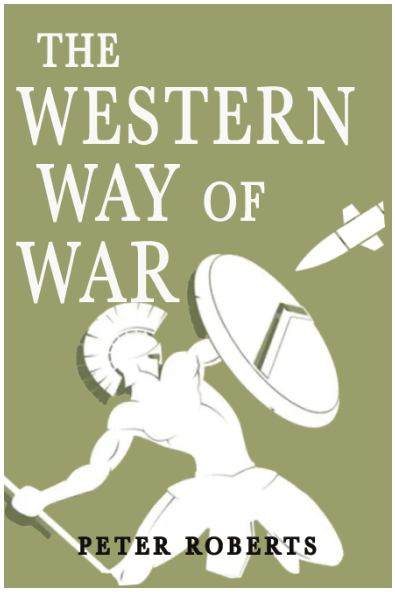
Preface; Introduction; Chapter 1: What are Information Operations?; Chapter 2: From Eunachs to the Archers: Britain and IO; Chapter 3: Bigger and Better?; Chapter 4: Iraq and Afghanistan; Chapter 5: Understanding Audiences; Chapter 6: Example of Past IO Campaigns; Chapter 7: Russia and Ukraine; Chapter 8: Iran, North Korea and China; Chapter 9: Its All About Psychology; Chapter 10: Conspiracy Theories and Useful Idiots; Chapter 11: The Cambridge Analytica Conspiracy; Chapter 12: Technology; Conclusion.

Why should I read it? This book is the culmination of Steve Tatham's Information Operations career and is intended to be read by anyone, not least the men and women who today will be flung into vital IO assignments with little support. It is neither too academic nor too military and the various anecdotes and stories make it an enjoyable and accessible read.

Publication date: 10th May 2024
Paperback 9781912440474 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440467 Price £59.99 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440603 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Extent: 272 pages / Size: 234 x 156mm

The Western Way of War

Peter Roberts



"A deeply thoughtful compilation of interviews and reflections from some of the best strategic minds of our day. The western way of war, dominant for centuries, is today contested by global adversaries who seek to change the character of war. These essays explore why this is happening – and what the West can do to retain its warfighting edge."

Dr Peter Mansoor, Col.(Ret.), U.S. Army, Senior Fellow, Mershon Center for International Security Studies, Ohio State University

"Westminster will soon have a major influx of new MP's who will be faced with critical decisions about the long-term defence and security of the UK. To grasp the range and complexity of the questions they must ask, and the problems they must grapple with, they must avoid lazy assumptions about warfare. This book will make an excellent primer for those new parliamentarians."

Madeleine Moon, former UK Member of Parliament and Chair of the NATO Parliamentary Assembly

About the Book

Has the 'Western' way of war been as successful as the rhetoric would have us believe? Is it fit for future conflicts, against future adversaries, adaptable enough for the information and data age? How should it adapt? Over 75 episodes of the world-renowned podcast challenged leaders from the military, politics and industry – as well as world leading scholars – with the question: "What does the Western Way of War mean to you?"

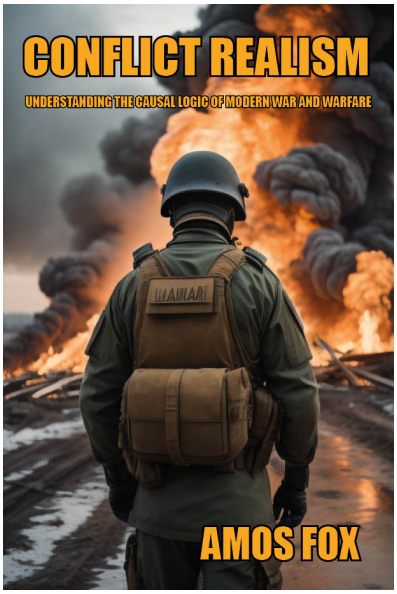
The answers were as surprising as they were illuminating. If there was broad recognition that the West had been losing military engagements at a frightening rate, there was not a common cause identified by discussants. With his inimitable style of interview, Professor Peter Roberts draws out the key aspects of the Western Way of War from hugely diverse and expert witnesses, seeking answers to the key questions for failure and advice on necessary adaptation to reverse the record of Western military performance since the end of the Cold War. The podcast became required listening at staff colleges around the world; the book enables a new generation of military students in the profession of arms to test their own thinking against the challenges laid clear by host and guests alike.

Contents

Foreword by General Sir Graeme Lamb KBE, CMG, DSO; Introduction; 1 Reality Is a Terrible Adversary *with General James Mattis*; 2 Operation Tethered Goat *with William F. Owen*; 3 People as the Decisive Edge *with Professor William Scott-Jackson*; 4 Nuclear Weapons *with Dr Matthew Harries*; 5 Politics Is Everything *with Rory Stewart*; 6 Hybrid Warfare *with Ewan Lawson*; 7 The Media and War *with Lucy Fisher*; 8 Military Procurement *with Professor John Louth*; 9 Military Education *with Dr Heather Venable*; 10 First Order Questions *with Dr Eliot Cohen*; The Western Way of War: Can We Draw Conclusions? Bibliography

Why should I read it? On reflecting on the conversations, Roberts found that a number of key questions emerged. Answering such questions is not easy and the failure to address them is the key Western capitals current dynamic. This book provides context and background for those in the profession of arms to help avoid mistakes and denial about threats to our values and way of life.

Publication date: 30th June 2024
Paperback 9781912440504 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440511 Price £59.99 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440627 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 188 pages / Size: 234 x 156mm



CONFLICT REALISM

UNDERSTANDING THE CAUSAL LOGIC OF MODERN WAR AND WARFARE

Amos C. Fox

Amos Fox is doing more clear-eyed thinking about the evolution of the character of warfare over the past 20 years and what it portends for the future of conflict than virtually anyone else. This book challenges current analysis, current assumptions and decisions by many current military analysts, senior defense and military leaders. This work should gain their attention and spark an intellectually rooted debate about what the intersection of war, societies and technologies means for how we will fight and how we should organize and prepare for it. Amos Fox has prepared a primer for the Pentagon brass to educate themselves on the issues at hand and gives a prescription of how to proceed. Let's hope they read it.

- **Major General (Retired) Patrick Donahoe, US Army former Commanding General of the Army's Maneuver Center of Excellence and Fort Benning**

Military theory has been discarded for too long in the West - systemically across martial institutions. Amos Fox provides the essential corrective. Against the shouty voices of technology evangelists and fiction-loving futurologists, this book provides compelling evidence that lazy thinking since 9/11 has handed the advantage to adversaries - not through their ingenuity, but by our own acceptance of the mediocre and the wilful denigration of military theory. Fox, thankfully, provides us with a way out of this fix.

- **Professor Peter Roberts is founder and CEO of Aurelius Lab Ltd., Senior Associate Fellow and former Director at RUSI, Professor of War and Warfare at Ecole de Guerre, Paris.**

About the Book

If you seek a compelling exploration of contemporary armed conflict, then this book is for you. It delves into the intricate web of causation to unveil five pivotal trends shaping the landscape of war and warfare - urban warfare, sieges, attrition, precision strike strategy, and proxy wars - revealing a stark reality: wars remain far more attritional than anticipated by policymakers, military practitioners, and analysts alike. What's more, just as attritional wars are becoming quite common, conflict elongation – wars of extended duration – are also becoming the norm. Through insightful analysis and a keen understanding of geopolitical intricacies, Amos Fox navigates the reader through the intricate interplay of these trends, shedding light on their profound implications for global security. This riveting work challenges conventional wisdom, offering readers a thought-provoking perspective on the contemporary nature of armed conflicts, ultimately urging a reconsideration of strategies and policies in the face of an ever-evolving battlefield.

Contents

Introduction; Foreword by Major General (retired) Mick Ryan; Chapter 1: A Taxonomy of Western Military Thought; Chapter 2: Conflict Realism; Chapter 3: Paradoxes of Modern (and Future) Armed Conflict; Chapter 4: The Principles and Inverse Principles of War and Warfare; Chapter 5: On Urban Warfare; Chapter 6: Sieges and the Consequences of the Urbanization of Warfare; Chapter 7: On Attrition; Chapter 8: On the Precision Strike Strategy; Conclusion

Why should I read it? Fox starts with 'attempting to predict the future is a hot topic' and ends with armies end wars. It's the fascinating look in between to see how Fox comes to this decision that's the biggest reason to read this book.

Publication date: 20th August 2024
Paperback 9781912440535 / Price £24.99 / US$34.99 / €29.99 / Aus$49.95
Hardback 9781912440528 Price £59.95 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440610 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99/ Library US$89.99
Extent: 230 pages / Size: 234 x 156mm

Euclid's War

Preparing Land Forces for Warfare Today

William F. Owen



"Owen's monumental effort delivers a pragmatic, insightful guide to modern military preparedness for Western armies facing similar dilemmas. It offers practical, budget-conscious strategies for equipping, training, and organizing ground forces, emphasizing adaptability and operational utility over speculative future scenarios".
Major General (Ret.) Bengo Yacov Ph.D, Commander of the IDF's Northern Corps and the Multi-Domain Joint Maneuver Array in the Ground Forces

"A searing and authentic account of amongst other things the realities of warfare in the third decade of the 21st Century and the fractured relationship between Military Thought and Military Science. It is testing reading in places and the author is fearless in his challenge of conventional military thinking. It is for these reasons that it should be essential reading for those charged with preparing for war".
Lt Gen Mike Elviss CB MBE, Commander Field Army

"Amid so much breathless commentary on military tech, Wilf Owen yet again cuts through the din with clear-eyed, practical, and resilient recommendations. His analysis is rooted in hard realities and timeless conceptions. A book for soldiers, written by a soldier. Read it and be reminded of the rules that decide wars, not wargames".
Major General Alex Turner, Director Futures, British Army

About the Book

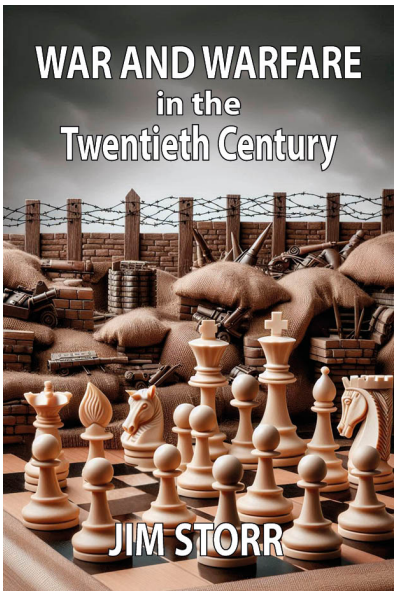
Rejecting much of the conventional wisdom to what makes up a modern Army, William F. Owen massacres fields of sacred cows to challenge many of the mainstream ideas about the future of land warfare and how it should be conducted. Based on his experience working with the British Army and industry, Owen draws the reader back to basics based on limited budgets, limited resources and an overall reduction in cost, weight and complexity to comprehensively understand how armies might or should equip, train and organise for any unknowable future. Stripped of traditional academic or journalistic approaches and well-worn familiar narratives, "Euclid's Army" reformulates how soldiers, civil servants and politicians should think about land warfare, thus war in general.

Contents

Foreword by Major General ZR Stenning OBE; Introduction; 1. To Prepare an Army for War; 2. War Without Tanks; 3. Concepts, Doctrine, Information and Command; 4. Training Approach; 5. Infantry; 6. Cavalry; 7. Fires; 8. Air Defence and Air Support; 9. Engineers; 10. Combat Service Support; 11. Deploy March Sustain; 12. The Defence; 13. The Offence; 14. Climates and Terrains; 15. Urban Operations; 16. Air and Littoral; 17. Security and Counter-Terrorist Operations; Conclusions

Why should I read it? This book is about preparing for warfare based on things that can be done today with existing equipment. It is not a book about the future of war.

Publication date: 10th January 2025
Paperback 9781912440641 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440658 Price £59.99 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440665 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 236 pages / Size: 234 x 156mm



WAR AND WARFARE in the Twentieth Century

Jim Storr

Jim Storr is a specialist – an expert - in military fact. He has a reputation for prescience and empiricism. In his world no truth should be left buried and as a result his insights can be hard-hitting and valuable. Here we have a book that contains a smorgasbord - a rolling barrage - of information and selected observations. Many of the themes Jim identified in Battlegroup and Something Rotten sit below the surface, but this time it is largely the reader who is invited to extract lessons of value. So, if you are after simple answers set out on a plate this book is not for you. Bottom line? War and Warfare in the 20th Century not only requires you to think, but it invites deeper study and debate.
General Sir James Everard KCB CBE, Deputy Supreme Allied Commander Europe 2017-2020

A timely and thought provoking book that should be read by all engaged in the current defence review, force generation or design. Jim Storr's searching analysis of the organisation, equipment and use of armed forces in the past, shows simply in largely quantitative terms, what should be prioritised for development in method, organisation and technology. It is an excellent antidote to self serving institutional group think. **General Sir Rupert Smith KCB DSO OBE QGM, Deputy Supreme Allied Commander Europe 1998-2001**

Penetrating analysis, full of insights and forcefully argued...unsparing in its criticisms, unequivocal in its conclusions. **Lieutenant General Sir John Kiszely KCB MC DL, Director, Defence Academy of the United Kingdom 2005-2008**

Another provocative and stimulating work from the iconoclastic stable of Jim Storr. A fresh and challenging approach to war and warfare. It merits imitation as practitioners of war strive to extract robust and useful lessons from our past. I for one will reread my collection of history with fresh lenses. His book is an invaluable jolt to those starting at staff colleges or working in the doctrine, concepts and equipment worlds.
Lieutenant General Robert Baxter CBE, Commandant Royal Military College of Science and Director General Development and Doctrine 2002-2006

War and Warfare in the 20th Century offers a comprehensive and captivating exploration of the major conflicts and military developments that shaped the last century…It is an authoritative work presenting an alluring overview of a tumultuous and globally impacted century. Its blend of rigorous scholarship, compelling narrative, and extensive analysis makes it a valuable addition to the field of military history. Whether a seasoned historian or a curious reader, Jim Storr provides a deep understanding of the wars that shaped our modern world.
Major General Rob Weighill OBE, Deputy Chief of Staff Plans, Joint Forces Command Naples, 2012-2015.

War and Warfare in the 20th Century is an essential read for all professional military members. It exposes and challenges conventional thinking about the forms of war and warfare in the last Century…For the ADF, this is a useful source of where we ought to be focusing our efforts in terms of education, training and development of those core military skills of command, planning and preparing our members for the fight in the future. It's also a salutary reminder that collectively we need to do better. Training for the theatre fight is reliant on good operational art and sound tactics that combine the joint effects of all our domain players.
Captain Jim Hutton OBE, Royal Australian Navy and former Colonel, Royal Marines.

About the Book

What can we learn from war, and warfare, in the twentieth century? What observations and deductions can we make, and what lessons can we draw? 'War and Warfare in the Twentieth Century' examines both a clearly delineated period in the past, and the century which offers us the most (and the most relevant) material to examine. Deliberately looking through the prism of strategy, operations and tactics, this book offers a surprisingly novel perspective on some apparently familiar ground. Jim Storr will make you think long and hard about what you thought you knew about war and warfare.

Contents

Introduction; 1. 1900-1914; 2. The First World War: Strategy; 3. The First World War: Campaigns and Operations; 4. The First World War: Tactics; 5. 1918-1939; 6. The Second World War: Strategy; 7. The Second World War: Campaigns and Operations; 8. The Second World War: Tactics; 9. 1945-1975; 10. 1975-1999; 11. Conventional Land Warfare; 12. Irregular Warfare; 13. Aerial Warfare; 14. Warfare at Sea; 15. War and Warfare in the Twentieth Century

Why should I read it? The past is our only guide to the events of the future, but it is an imperfect mirror. Studying the 20th Century is useful, it was the bloodiest century in history but also the most immediately relevant.

Publication date: 17th January 2025
Paperback 9781912440573 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440566 Price £59.99 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440702 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 254 pages / Size: 234 x 156mm

WAR WITHOUT OVERSIGHT

WHY WE NEED HUMANS ON THE BATTLEFIELD

PADDY WALKER



'Paddy Walker yet again uses his shrewd analytical skills to delve into one of the thorniest challenges posed by modern warfare. A must-read for all students of military history and current conflict.'
Dr Karin Von Hippel, Former Director General, Royal United Services Institute

'There are those that would present the unsupervised use of autonomous technology in war as a utopian ideal. I challenge them to read this book.'
Nicholas Valentine, Lead Engineer, Human Machine Teaming, Defence Equipment and Support, UK MoD

'Walker captures a vast and interconnected technological landscape within a highly readable and compelling framework. This book raises essential questions for military practitioners, policymakers and researchers alike.' **Emily Tripp, Executive Director, Airwars**

'A timely and essential read that challenges the reader to reconsider the role of technology in warfare.'
Major General Simon Bernard, Deputy Commander, Canadian Joint Operations Command

'I have not come across a text that manages so well to combine fine-grained technical detail with historical context and philosophical depth. A must-read for scholars, activists, and policymakers alike.' **Professor Elke Schwarz, Professor of Political Theory, QMUL**

'This thoughtful and well-researched analysis of one of the greatest challenges now facing allied forces should be required reading for all diplomatic and military policy makers and their advisors.' **Major General Bill Robins CB OBE, Former Commander, UK Army Electronic Warfare**

'Some believe the future of war will look like SkyNet or the Matrix. Walker's conclusions may surprise readers.'
Sean McFate, US National Defense University, Georgetown

'Don't turn a blind eye, read this book; discover what you must do to make future generations thankful you lived.' **Air Vice-Marshal Michael Harwood CB CBE, Former Head of British Defence Staff, United States**

'Humans may, just may, become less evident in combat over the coming decades but their actions and decisions will remain critical to employing systems effectively. Read it.' **Professor Peter Roberts, Founder Aurelius Labs and Former Head of Military Science, RUSI**

'...an indispensable reference point for discussing the impact of automated warfare in the 21st century and beyond.'
Professor Anthony Downey, Birmingham City University

About the Book

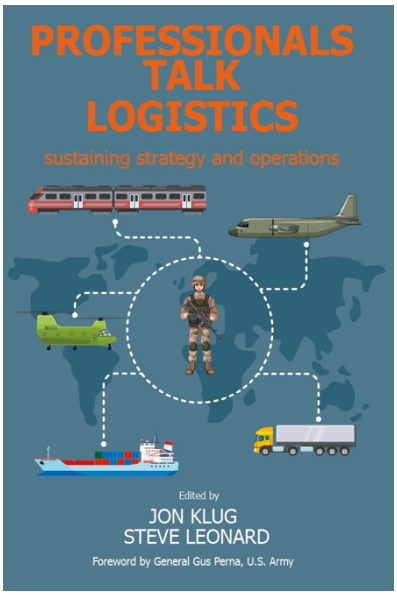
Amid the fanfare around AI and autonomous weapons, decision-makers - both military and political - are imagining an augmented future for warfare that minimises human influence and connection. But in their rush for speed and lethality, leaders have failed to understand the behavioural and technical challenges that accompany these new weapon types, as well as the detail of their operation and the practicalities involved in deploying these assets on tomorrow's battlefields. Indeed, as autonomy starts to flood fighting practices, the classical concepts of combat, tactics and strategy may no longer be fit for task. We are not ready and, as this book makes clear, human oversight over lethal engagement is critical if we are to do more than suffer defeats faster.

Contents

1. Introduction; 2. Context: The role of context in the removal of weapon supervision; 3. Drivers: Factors accelerating the removal of weapon supervision; 4. Deployment: Models for the removal of weapon supervision; 5. Obstacles: General challenges to the removal of weapons supervision; 6. Wetware: Design challenges to AWS function; 7. Firmware: Embedded process challenges to AWS function; 8. Software: Coding challenges to AWS function; 9. Hardware: Build challenges to AWS function; 10. Oversight: Command and control constraints to AWS deployment; 11. Conclusion; 12. Appendix One: Case Study on Automatic Target Recognition; 13. Appendix Two: A passing thought on the issue of AWS singularity; 14. Selected Bibliography

Why should I read it? The past is our only guide to the events of the future, but it is an imperfect mirror. Studying the 20th Century is useful, it was the bloodiest century in history but also the most immediately relevant.

Publication date: 24th January 2025
Paperback 9781912440597 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440580 Price £59.99 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440634 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 352 pages / Size: 234 x 156mm



PROFESSIONALS TALK LOGISTICS
sustaining strategy and operations

JON KLUG and STEVE LEONARD

"Professionals Talk Logistics provides historical and contemporary insights into the most important and least discussed topic in major military operations. The authors highlight the inseparable link between the widely discussed topic of strategy and the largely overlooked topic of logistics. Covering developments from Alexander to today, this book addresses the toughest problem facing the Joint Force in a Pacific campaign. True professionals will take advantage of this insightful work to help them deal with this immediate challenge."

Dr T.X. Hammes, Distinguished Research Fellow, National Defense University

"This is an intriguing anthology that fills a significant hole in the contemporary security studies literature. The book's exploration of the nexus of strategy and logistics gets to the heart of real strategy as opposed to strategy on paper. Professionals and strategists must consider logistics as it is central to the means and feasibility of any strategy. Highly recommended for professional military and security studies programs."

Frank Hoffman, PhD, National Defense University, USA

"That 'an army marches on its stomach' is as true today in the war in Ukraine as it was at the time of Alexander the Great and will remain so in the high-tech conflicts of tomorrow. In this timely and valuable edited volume, "Professionals Talk Logistics", Jon Klug and Steve Leonard re-link the art and science of supply to the past, present, and future of military strategy and operations."

Joshua C. Huminski, Senior Vice President for National Security & Intelligence Programs
Center for the Study of the Presidency & Congress

About the Book

Professionals talk logistics. It is an adage offered around many a military conference room, a time-honored piece of wisdom that serves as a cautionary reminder that logistics both enables and constrains military strategy and to ignore one imperils the other. Few book-length works have been written specifically on logistics, which are often overlooked by historians who instead focus on the great captains of battle. While exceptions exist, those rare volumes tend to focus on the past, tracing the echoes of history while ignoring the implications of those echoes on future conflict. Military strategy is most assuredly informed by logistics, and contemporary operations reveal that leaders require more professional—and nuanced—discussion of military strategy and logistics. Drawing on a wealth of experienced and insightful strategists and logisticians, Professionals Talk Logistics explores that relationship from antiquity into the contemporary context and concludes with a cautionary and provocative view through a directed lens of future conflict.

Contents

Foreword by GENERAL GUS PERNA; Introduction by JON KLUG AND STEVE LEONARD; PART I: PAST: FROM OXEN TO STUDEBAKERS; Chapter 1: Horses, Camels, or Oxen? How the Great Captains Defined the Art of Logistics STEVE LEONARD; Chapter 2: Does Logistics Drive Strategy, or Does Strategy Drive Logistics? JOE WALDEN; Chapter 3: What Ever Happened to the Arsenal of Democracy? A Brief History of the Defense; Industrial Base before, during, and after World War II TIM GILHOOL AND SYDNEY SMITH; Chapter 4: Strategy Short of War RON GRANIERI Chapter 5: The Four Logistical Operations RICHARD KILLBLANE; PART II: PRESENT: SUSTAINING CONTEMPORARY WAR; Chapter 6: An Armor Officer's Perspective on Logistical Literacy RICH CREED; Chapter 7: The Operational Level of War and Logistics KEVIN BENSON Chapter 8: At the End of a 6,000-Mile Screwdriver FRANCIS PARK; Chapter 9: Logistics, Operational Warfare, and the War in Ukraine JIM GREER; PART III: FUTURE: BRAVE NEW LOGISTICAL WORLD; Chapter 10: Toward a Theory of the Supply Chain Environment MATT EVERS Chapter 11: Artificial Intelligence and Logistics on the Modern Battlefield. STACY TOMIC, MICHAEL POSEY, AND PAUL LUSHENKO; Chapter 12: Darwin Strategic Bastion MICK RYAN

Why should I read it? This book is a cautionary reminder that logistics both enables and constrains military strategy and ignoring one imperils the other.

Publication date: 31st January 2025
Paperback 9781912440672 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440689 Price £59.95 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440696 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Extent: 220 pages / Size: 234 x 156mm

The S-CALM Model

The Application of Ethical Leadership in the Military

DENNIS VINCENT



'In a complex and rapidly changing world, Dennis Vincent's timely, compelling and practical book places ethical behaviours at the heart of effective leadership. Essential reading for the Armed Forces, Defence professionals and academics alike. Highly recommended.'

Professor Lloyd Clark, Director of Research, Centre for Army Leadership

'This book is an essential read for all trainee officers at the Royal Military Academy Sandhurst and anyone seeking to deepen their academic and practical understanding of military ethics. As a former British Army Officer, Dr Dennis Vincent blends unique, gripping and thought-provoking personal experiences with comprehensive academic research to explore the moral and ethical dilemmas of leadership. The pivotal military case studies reviewed underscore the leader's critical need for support in this area and Dr Vincent's S-CALM tool provides a guide for ethical decision-making amidst the complexities and extraordinary challenges of modern military operations.'

Dr Charlotte Riggs, Head of Communication and Applied Behavioural Science Department, Royal Military Academy Sandhurst

About the Book

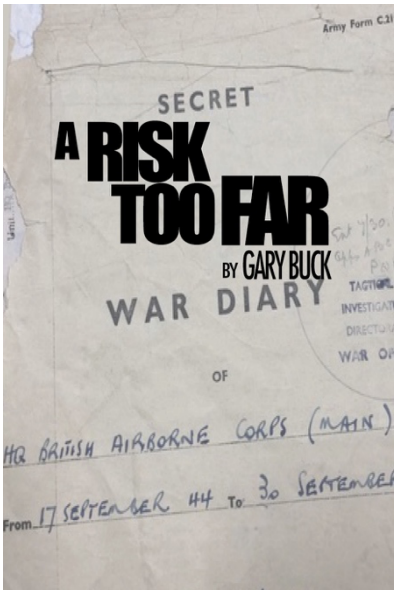
The S-CALM model is a simple toolkit for remembering how to make ethical decisions in stressful military situations. It pulls together four disciplines; ethical leadership theory, military ethics, military leadership doctrine and behavioural science concepts into a straightforward, understandable format that can be easily applied. Case studies have been extensively used to explain and bring to life each element of the S-CALM model. This model acts as a handrail for ethical decision-making when faced with fatigue, stress and the emotions of command.

Contents

Preface; Acknowledgements; Abbreviations; 1. Ethical Leadership and Background Concepts; 2. Situational Influencers; 3. Common Individual Behaviours; 4. Common Group Behaviours; 5. The Flow of Unethical Actions; 6. S-CALM: S – Situational Influencers; 7. S-CALM: C – Common Behaviour (Individual); 8. S-CALM: C – Common Behaviour (Group); 9. S-CALM: A – Accountability; 10. S-CALM: L – Leadership; 11. S-CALM: M – Moral Compass; 12. Application of the S-CALM Model; Appendix 1: Decision Making Questionnaire 1; Appendix 2: Ethical Decision Making Coaching Tool; Appendix 3: Decision Making Questionnaire 2; Bibliography; Index

Why should I read it? The S-CALM model gives a leader a simple way to apply ethical decision making in the volatile, uncertain, complex and ambiguous environment of the 21st century.

Publication date: 24th February 2025
Paperback 9781912440719 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440726 Price £59.95 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440733 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 242 pages / Size: 234 x 156mm



A Risk Too Far
A Psychological Autopsy of the Planning for Arnhrem

Gary Buck

A Risk Too Far is a book that should be read by all aficionados of Operation Market Garden – it will challenge their beliefs. Military leaders, both current and aspiring, should read it to understand their own fallibility. As his title suggests, when one examines the context and resulting psychology behind the decisions taken, Arnhem was never so much a Bridge Too Far, but a Risk Too Far.
The Wavell Room

"I'm sorry – we can't accept your surrender as we haven't the proper facilities." One of the most defiantly British moments of the story of *The Bridge Too Far* was intensely psychological: inverting the German request that the British give up with an apology for not accepting a *German* surrender. Here, for the first time, Gary Buck gives us a unique insight into the entire psychological aspects of that intense struggle at Arnhem: it makes for compelling, and disturbing, reading for those who must decide between boldness and caution, risk and confidence, or cold analysis and imperfect human instincts.
Dr Rob Johnson, University of Oxford

A captivating and authoritative reappraisal of one of WWII's most audacious, yet controversial operations. In A Risk Too Far, Gary Buck delivers a meticulously researched and psychologically astute study of the leadership behind Operation Market Garden. By delving into the minds of those at the highest levels of command, Buck illuminates the pressures and motivations that shaped this infamous campaign. This is essential reading - not just for military historians, but for anyone seeking to understand human psychology at the limits of our capabilities.
Lt Col (Retd.) Langley Sharp MBE, author of *The Habit of Excellence: Why British Army Leadership Works*

For those interested in Operation MARKET-GARDEN who feel, despite reading many of the numerous works on the battle, that they still do not fully understand why it went awry, then Gary Buck's novel new work may well be just what they are looking for. Buck's fascinating analysis explores the hitherto neglected psychological aspects of the planning process for MARKET-GARDEN. Buck skilfully blends the use of well-known psychological models and concepts with more traditional military history approaches to analyse the factors that influenced the decision-making of Generals Montgomery, Browning and Urquhart. Taken as a whole, Buck's impressive and innovative blended analysis represents a significant new contribution to the historiography of this highly controversial military operation.
Dr Stephen A. Hart, FRHistS, Senior Lecturer, The Department of War Studies, The Royal Military Academy Sandhurst, UK.

About the Book

A Risk Too Far examines the errors made in the planning of Operation Market Garden to understand the psychology of why and how military failures occur. Why were errors made in the planning of Operation Market Garden? Why do Military operations fail? To answer these questions, *A Risk Too Far* examines the psychology behind the military failure at Arnhem. Highlighting the situational pressures faced by key decision-makers the book focuses on the errors made at different levels of command during the planning of the operation. It explores how Field Marshal Montgomery's difficult personality led him to make the wrong strategic choice and discusses how Lieutenant-General Browning's motivation drove him to push the operation through. It also outlines how Major-General Urquhart's previous experience led to limitations in his planning. *A Risk Too Far* also explains the coping strategies adopted by each officer to deal with the difficult situation they faced and details the cognitive biases that underpinned planning errors. Finally, in each case, *A Risk Too Far* applies Structured Analytical Techniques to explore how events may have unfolded differently

Contents

Foreword; Preface; Advance to Contact; Montgomery's Observation – Discord; Montgomery's Orientation – Grip; Montgomery's Decision – Avoidance; Montgomery's Action – Dissonance; Dilemma; Browning's Observation – Consistency; Browning's Orientation – Ambition; Browning's Decision – Bolstering; Browning's Action – Endowment; Feasibility; Urquhart's Observation – Conformity; Urquhart's Orientation – Complexity; Urquhart's Decision – Hypervigilance; Urquhart's Action – Framing; Risk; Withdrawal

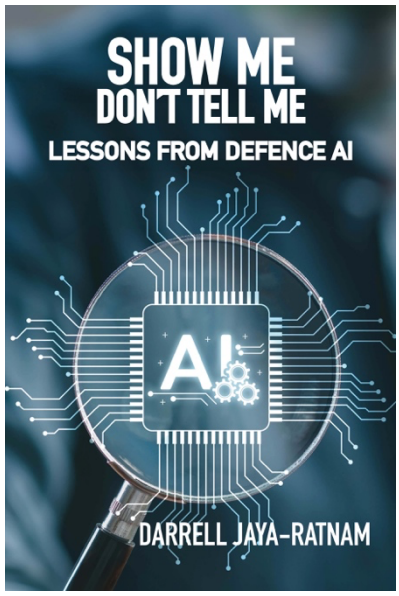
Why should I read it? If you are interested in understanding the psychology of why and how military failures occur, then this is the book for you.

Publication date: 30TH June 2025
Paperback 9781912440771 / Price £24.99 / US$34.95 / €29.99 / Aus$49.95
Hardback 9781912440788 Price £59.95 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440795 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 264 pages / Size: 234 x 156mm

SHOW ME DON'T TELL ME

LESSONS FROM DEFENCE AI

DARRELL JAYA-RATNAM



'This book is a must read for any military leader who is serious about understanding how humans need to provide the edge when developing any AI project.'
Major General Paul Nanson CB CBE, former Commandant Royal Military Academy Sandhurst and Director Leadership (Army).

'This book arrives at the right time. It challenges extremes, clarifies misconceptions, and offers practical guidance to commanders and practitioners who must integrate AI into the realities of defence. Through 4 brilliant examples it also reminds us that AI is not an end in itself, but a means to enhance human contribution.'
Air-Vice Marshal (Retired) Bruce Hedley MBE, Former Director of Joint Warfare, UK Ministry of Defence.

'In this engaging book, Dr Darrell Jaya Ratnam demystifies the oft ill understood concept of AI. The book provides a reader with both conceptual clarity regarding the different technologies grouped under the rubric of AI as well as their specific applications. The work thus provides practical insights regarding how decisionmakers within defence can both assess the value of specific capabilities and apply them to problems. By beginning from the perspective of the user in defence organizations with their own structures, routines and priorities, the book offers a perspective often missing in a landscape dominated by technologists.'
Dr Sidharth Kaushal, Senior Research Fellow, RUSI

About the Book

Interest in the use of AI in defence has massively increased thanks partly to the widespread use of large-language models such as ChatGPT and partly to the investment defence is making in AI in the wake of Russia's invasion of Ukraine.

Alas, with this interest comes a massive increase in the hype, misunderstandings and unrealistic expectations created by those who talk about AI without having any practical experience of developing and implementing AI in defence. This poses the risk of huge disappointments and a resulting backlash that could hold back the military advantage we get from AI. What can defence do to minimise the risks of falling into the cycle of overpromise, overspend, underdeliver?

This book offers one solution; to learn the lessons from those who have actually developed and implemented AI into defence, from initial concept to use by defence organisations. It covers the practicalities of defining what AI actually is, understanding how defence deals with trust and ethics, the steps that lead to the utilisation of AI for a range of different use cases, and how to see past the potential smoke and mirrors when testing AI.

Contents

Foreword by Air Vice-Marshall (Retd) Bruce Hedley; Preface; Introduction; Defining AI; Ethics and Trust; DUCHESS: AI That Captures the Lessons Learned by Human Intelligence; MALFIE: AI that Explains and Prioritises the Outputs of Other AI; Red's Shoes: AI That Learns How Your Enemy Learns; DR SO: Machine-Speed Experience; Testing; Conclusions

Why should I read it? To avoid falling into the cycle of overpromise, overspend, underdeliver.

Publication date: 17th October 2025
Paperback 9781912440740 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440757 / Price £59.95 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440764 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 180 pages / Size: 234 x 156mm



MDO

THE PURSUIT OF BATTLEFIELD DOMINANCE IN THE 21ST CENTURY

Amos Fox and Franz-Stefan Gady

"Multidomain Operations is a must-read for military professionals and policy makers. Fox and Gady explore how warfare is evolving across land, air, sea, cyber, and space—challenging conventional doctrine and urging adaptation to today's complex operational landscape." — ***Lieutenant General Kevin Admiral, Commanding General, US III Armored Corps***

"Amos Fox and Franz-Stefan Gady bring sharp analysis to MDO, challenging dominant narratives with expert insight. Essential reading for scholars, policymakers, and military professionals navigating the realities of modern warfare and the evolving concept of Multidomain Operations." — ***Anthony King, PhD, Director, University of Exeter's Strategy and Security Institute***

"'The greatest risk of MDO is that it over-promises to policymakers something that military concepts have never been able to deliver, and that is to achieve the political end state that the war or conflict seeks.' Therefore, policymakers, strategists, senior military leaders, concept developers, and doctrine writers should take a hard look at whether MDO is a feasible, acceptable, suitable, and complete doctrine…" — ***ARMY magazine***

"For policymakers, strategists, and senior military leaders, especially on this side of the Atlantic, an indispensable read to understand the roots, ambitions, limits, dead ends and perspectives of Multi Domain Operations. A necessary wake up call to prevent MDO from being excessive, misinterpreted, hollowed out and disconnected from what is achievable in time and is relevant to dominate the future battle space. An enormous amount of food for thought!" — ***Lieutenant General Alfons Mais, 21st Chief of German Army / 2020-2025***

"The character of warfare has been evolving rapidly and there is much that we can learn from current conflicts. This excellent book reminds that all wars are sui generis and therefore not all lessons are applicable to what happens next. What most observers would agree is that the Ukraine War has seen a vast leap forward in autonomy (to make up for capability limitations elsewhere) and the integration of vast quantities of data to achieve greater information advantage. This book rightly highlights the potential that the integration of the operational domains has to offer, and it also presents wise advice on how to execute. I commend it to you." — ***General Sir Nick Carter GCB CBE DSO ADC Gen***

About the Book

Is it the right framework for 21st-century conflict—or a concept rushed into service without sufficient grounding? Through the lenses of origin, field application, academic critique, and international perspectives, the authors examine MDO's theoretical and practical shortcomings. They argue that MDO is a solution in search of a problem—strategically narrow, tactically vague, and ill-suited for America's allies. This book calls for a doctrinal reset: one that addresses precision strike overreach, rising attrition warfare, and the enduring need for land forces.

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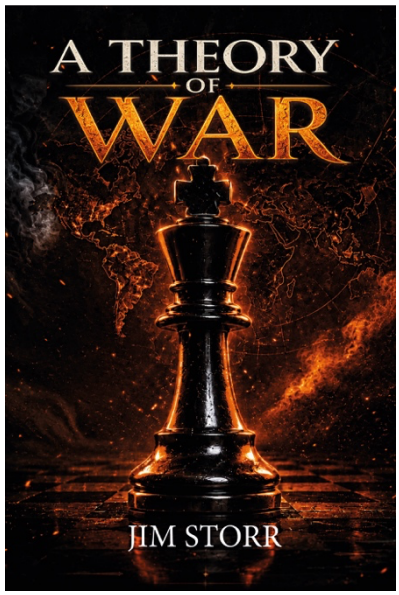
Foreword: Frank Hoffman; Introduction: Amos C. Fox and Franz-Stefan Gady; Section 1: Origins, Evolution, and Mainstreaming ● Chapter 1: Dr. J.P. Clark, Col (Retired) USA, "The Development of The Army in Multidomain Operations: An Organizational Intellectual Journey ● Chapter 2: Jesse Skates, Lt Col, USA, "Multidomain Operations: A Bridge Between Industrial and Information Age Warfare?" Section 2: Practical Considerations ● Chapter 3: Bill Murray, Lt Col, USA, "Who left Brigades out of Multi Domain Operations? Enhancing Brigade Combat Teams for Effective Multidomain Operations"● Chapter 4: Bryan Quinn, Maj, USA, "Functional Shortcomings: Implementing MDO in a Shifting Security Environment" ● Chapter 5: Robert Rose, Maj, USA, "Without a Why there is No How: The Problems with a Doctrine Detached from Strategic Context"Section 3: Tensions with Contemporary Conflict and Future Developments ● Chapter 6: Dr Heather Venable, Air Command and Staff College, "The Muddle of Multidomain Operations: Why the Concept Should be Reined In—and How to Do It." ● Chapter 7: Dr Amos Fox, Arizona State University, "Addressing Flaws in Multidomain Operations: The Pursuit of Dominance in 21st Century Warfare" ● Chapter 8: Dr Jeff Meiser, University of Portland, "Multidomain Operations as Military Strategy"● Chapter 9: Michael Kofman and Franz-Stefan Gady "Deep Battle: Attrition, Maneuver, and Lessons from Ukraine for Future Warfighting" Section 4: International and Alliance Perspectives ● Chapter 10: Andre Luiz Viana Cruz de Carvalho and Sandro Teixeira Moita (Brazil), "The Expanding Role of Ground Forces in Multidomain Operations across East Asia and the Indo-Pacific" ● Chapter 11: Yuka Koshino and Rintaro Inoue, Japan, "Multidomain Operations with Japanese Characteristics" ● Chapter 12: Davis Ellison and Tim Sweigs, "Warfighting Concepts and the State of MDO Development: Does the Emperor have any Clothes?" ● Chapter 13: Dr Andrew Carr, Australia, Australian National University, "Multidomain by Design: The Australian Defence Force and MDO" ● Chapter 14: Dr Thomas Crosbie and Holger Lindhardtsen, Royal Danish Defense College, "Educating Officers for Joint and Multidomain Operations: Is There a Difference?" ● Chapter 15: William F. Owen, Israel, "More Cowbell: Is Multidomain Operations Just Another Concept? Conclusion: Editors.

Why should I read it? To find out if MDO is a solution in search of a problem.

Publication date: 9th January 2026
Paperback 9781912440801 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440818 Price £59.95 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440825 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 338 pages / Size: 234 x 156mm

A THEORY OF WAR

JIM STORR



"…a must-read treatise for anyone seeking to understand war. In an ambitious undertaking, he cuts through the theoretical fads of the last three decades. A Theory of War is destined to be mandatory reading at all worthy military colleges."
Lieutenant General Simon Stuart, Chief of the Australian Army

"… distils war and warfare to its essence and provides an elegant and pragmatic theory that will intellectually arm those charged with leading and fighting. An essential addition to every soldier's kit bag and the bookshelves of those who study war."
Brigadier-General Jason T. Adair, Director General Continental Plans, Canadian Joint Operations Command

"…a rigorously argued, empirically based, and refreshingly practical work that restores clarity as to how wars are understood, planned, and fought. With an unsparing focus on organisation, command, adaptation, and human behaviour under pressure, Storr delivers a framework that is both timeless and immediately relevant."
Brigadier Matt Baker OBE, Head of Concepts and Warfare Development, UK Ministry of Defence

"If anyone can write a theory of war, it's Jim Storr"
Richard Iron CMG OBE. Assistant Director, Doctrine Branch, British Army, 2003-5. President of the Australian Institute of International Affairs, 2020-25.

About the Book

How well do you actually understand war?

For over 2,000 years, military thinkers have tried to explain war; yet no single, coherent theory has ever truly captured how it works.

A Theory of War sets out to change that.

This is not a history book.

It is not a collection of opinions. It is a clear, structured attempt to define war from first principles; grounded in evidence, not fashion, and built to stand the test of time.

Written for practitioners, this book cuts through debate and doctrine to focus on what actually makes armed forces effective. It challenges accepted wisdom, questions comfortable assumptions, and offers a disciplined framework for thinking about strategy, operations, and tactics.

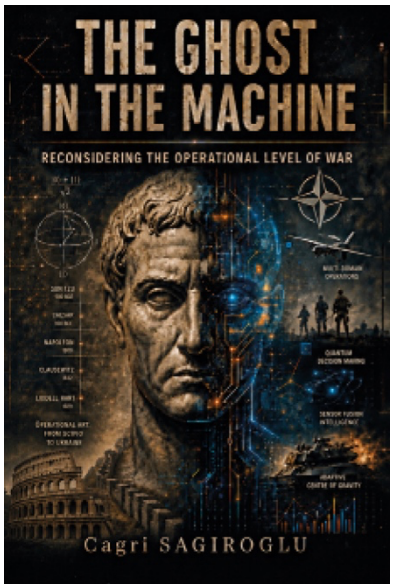
Drawing on centuries of military thought, it organises and clarifies ideas that have long been scattered, turning complexity into coherence. The result is a practical guide to understanding war as it really is; independent of technology, nationality, or moment in history.

Contents

Introduction; 1. Theory in General; 2. Military Theory; 3. Definitions; 4. Axioms; 5. Evidence; 6. War; Annexe: Decision in War; 7. Warfare; 8. Preparation for War; 9. Strategy; 10. Campaigns and Operations; Annexe: Eastern France, Autumn 1994: A Counterfactual; 11. Battles and Engagements; 12. Further Development Theory; 13. Summary; Conclusions; Appendix: Definitions

Why should I read it? This is not a history book. It is an essential addition to every soldier's kit bag and the bookshelves of those who study war.

Publication date: 1ST September 2026
Paperback 9781912440863 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440870 / Price £59.95 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440887 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 180 pages / Size: 234 x 156mm



THE GHOST IN THE MACHINE

RECONSIDERING THE OPERATIONAL LEVEL OF WAR

CAGRI SAGIROGLU

"…This book provides a comprehensive analysis of the evolving operational environment, identifying the brigade as one of the defining combat formations of the future. At the same time, it argues that, despite the growing influence of artificial intelligence, human judgment will remain the decisive element at the heart of warfare. This perspective highlights a fundamental truth that every commander with operational experience will readily recognize and confirm through professional practice."- **General Metin TOKEL, Commander of the Turkish Land Forces**

"Provocative, erudite, and not entirely comfortable — exactly what serious military scholarship should be. Sagiroglu challenges orthodoxies that deserve to be challenged and does so with historical command and doctrinal precision that demands engagement, not dismissal." **- Admiral James Stavridis, USN (Ret.) Former Supreme Allied Commander of NATO**

"A very interesting work! It underlines the vision that I, as army commander, gave to my staff: -Man lives on land, not at sea, in the air, space or cyberspace. The ultimate resolution of conflicts added value that an army can bring with its most important weapon system, the soldier." **- Lieutenant General (Ret.) Marc Thys, Chief of Defence of the Belgian Armed Forces**

"An ambitious, intellectually courageous work that compels the reader to reexamine assumptions that many of us have long accepted without sufficient scrutiny. Whether one agrees with all of its conclusions or not, the book succeeds in generating exactly the kind of professional debate that serious military scholarship should encourage." - **Lieutenant General (Ret.) In-Bum Chun, former Deputy Commander of the ROK-US Combined Forces Command**

"The operational level of war is a historical construct and, in The Ghost in the Machine, Cagri Sagiroglu uses history with verve and a happy turn of phrase. He challenges preconceptions, advances fresh propositions, and offers insights which should inform both our understanding of war today and NATO's strategy in the future." - **Professor Sir Hew Strachan CVO, DL, FRSE, FRHistS, FBA, University of St Andrews, UK**

"The Ghost in the Machine is most valuable not because every one of Sagiroglu's conclusions is necessarily persuasive, but because it challenges readers to reconsider assumptions that have become deeply institutionalized in modern military thought. Its central warning: to avoid confusing enduring truths about war with solutions that belong to a particular era, is particularly relevant to military professionals attempting to prepare for conflicts whose character may differ significantly from those of the past." - **The Cipher Brief**

About the Book

"The fox knows many things; the hedgehog knows one big thing. For four decades, Western military doctrine has been a hedgehog — convinced that the operational level of war is a timeless necessity. It is not. It is a Cold War construct whose usefulness has expired, and the bureaucratic overhead of that conviction is now costing Western armies dearly. The Ghost in the Machine challenges this deeply embedded assumption. It exposes how sequentially layered command architectures leave Western forces unable to generate the simultaneous, multi-theatre, cross-domain dilemmas that decisive operational advantage now demands. Ultimately, it asks whether NATO's command architecture, its eastern and southern flank policy, and the uncritical embrace of artificial intelligence in the decision cycle are quietly displacing the one thing no headquarters tier can manufacture: operational art. The ghost in the machine is not the algorithm, the drone swarm, or the AI-augmented headquarters. It is something older and stranger. Blending military history, Clausewitzian theory, quantum epistemology, and lessons drawn from five centuries of Roman strategy to the battlefields of Ukraine, this is a work of unusual range. Readers will find in it the depth of military history and the forward edge of strategic philosophy — arguments about uncertainty, judgment, and the human dimensions of command that reach well beyond doctrine. Ranging from Napoleon and Schlieffen to Scipio, Nelson, and the war in Ukraine, The Ghost in the Machine demonstrates that victory has never depended on bureaucratic structures, but on educated commanders empowered to think, adapt, and act under conditions no doctrine can fully predict.

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Preface; Acknowledgements; Foreword by General Sir Richard Barrons KCB, CBE; List of Abbreviations; List of Figures & Figures; 1. Introduction; 2. Main Characteristics of Operational Strategy — Yesterday to Today and the Changing Character of War; 3. Ghosts in the Library: The Doctrinal Sins Committed in the Name of Classical Military Thought; 4. Through Different Eyes: What Military Traditions Tell Us About Operational Art; 5. A Challenge: "The Centre of Gravity"; 6. Between Doctrine and Reality: Operational Planning, Technological Disruption, and the Reconstitution of Operational Art; 7. Artificial Intelligence and Military Decision-Making; 8. The Future of Land Forces: Historical Development, Institutional Architecture, and the Staff System with Organisational Design; 9. The Quantum Dimension: Uncertainty, Perspective, and the Logic of Multi-Domain Operational Art; 10. Rome — The Architecture of Power: Enemy, Geography, and the Art of Adapting Strategy; 11. Conclusion; Appendix

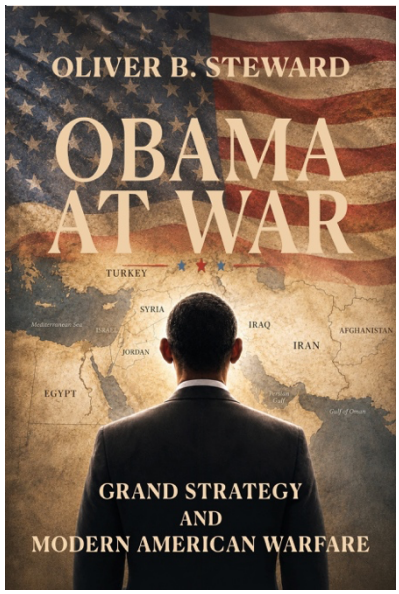
Why should I read it? If you are convinced that the operational level of war is a timeless necessity.

Publication date: 1st October 2026 / Extent: 252 pages
Pbk 9781912440894 EPUB 9781912440917 Price £24.99 / US$34.99 / €29.99 / Aus$49.99 Hbk 9781912440900 Price £59.95 / US$65.00 / €77.99

OBAMA AT WAR

GRAND STRATEGY AND MODERN AMERICAN WARFARE

OLIVER B STEWARD



"The Obama administration came to office promising a different approach to American foreign policy, in particular by bringing an end to the costly wars inherited from its predecessor. Yet the realities of US military involvement in Iraq, Afghanistan and later on, Libya, proved considerably more complex. Through a detailed examination of these conflicts, Oliver Steward explores the relationship between presidential leadership, institutional pressures and changing strategic circumstances in shaping US policy. He brilliantly traces the tensions between Obama's desire to limit America's military commitments and the pressures that repeatedly drew him into conflict. Drawing on an impressive range of interviews with senior administration insiders, the book provides valuable insights into the decision-making processes behind these era-defining conflicts, the complexities of US grand strategy and the limits of presidential agency. It is a timely contribution to our understanding of American grand strategy and the enduring challenges of translating political objectives into effective foreign policy."
Dr Matthew Ayton, author of *The United States' Proxy War in Syria*

"US Grand Strategy under the Obama administration sought to distance itself from its predecessor by downplaying US global power, such as concentrating on multilateralism, applying a more nuanced approach to counterterrorism and the pivot to Asia. These were certainly momentous times. Wars in Iraq and Afghanistan, a global financial crisis, the Arab Spring, the Iranian nuclear program and growing tensions in Asia; the Obama administration played key roles in all of them. As with every presidential administration's foreign policy, the Obama Doctrine will come under scrutiny from both sides of the political aisle. Oliver Steward has done a tremendous job of sifting through the complex and voluminous material on the subject and creating a serious and unbiased assessment. His work will be a primary reference source for years to come."
Arnold C. Dupuy, PhD, Schar School of Policy and Government, George Mason University

About the Book

Barack Obama entered office determined to end America's wars. Instead, his presidency helped redefine how America fights them. Iraq, Afghanistan, Libya and the campaign against ISIS confronted the Obama administration with a fundamental strategic problem: how could the United States achieve its objectives without committing to another large-scale, open-ended ground war? Obama at War examines how the administration responded—and what those decisions reveal about the changing character of American military power. It traces the evolution of Obama's grand strategy from the withdrawal from Iraq and the Afghanistan surge to intervention in Libya and the return of US forces to combat ISIS. At its heart is the relationship between strategy and the use of force. The book explores an emerging model of American warfare built around air power, intelligence, special operations, technological advantage, partners and limited deployments rather than mass conventional intervention. But did this approach deliver strategic effect—or simply reduce the political and military costs of remaining at war? Obama at War provides a critical assessment of the opportunities and limitations of military power during a period of profound strategic change. It examines the difficult relationship between political objectives, operational choices and military outcomes—and asks what the Obama experience can teach today's commanders, strategists and policymakers about fighting limited wars in an era of persistent competition and conflict.

Contents

Introduction; Obama's Grand Strategy; Obama's First Term: Ending the Iraq War; The Rise of ISIS and the Return of U.S. Forces; Afghanistan, America's "Forever War"; The "Libyan Air War": The Changing Nature of U.S. Grand Strategy; Conclusion; Epilogue: U.S. Grand Strategy, Trump and the Iran War

Why should I read it? This is not a history book. It is an essential addition to every soldier's kit bag and the bookshelves of those who study war.

Publication date: 2nd November 2026
Paperback 9781912440832 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99
Hardback 9781912440849 / Price £59.95 / US$65.00 / €77.99 / Aus$65.00
EPUB 9781912440856 / Price £24.99 / US$34.99 / €29.99 / Aus$49.99 / Library US$89.99
Extent: 256 pages / Size: 234 x 156mm

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