

# The “IMCEN Books”: Military Quotebooks and More

## Background of the IMCEN Books

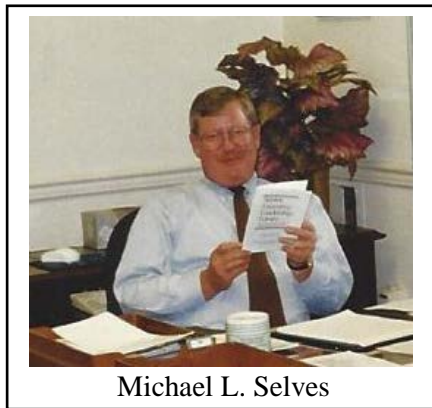
The “IMCEN Books” were a series of publications on subjects important to Army effectiveness, primarily “quotebooks” that gathered and presented the knowledge and experience of military leaders at many levels. The principal books included US Army Chief of Staff quotebooks; noncommissioned officer (NCO) quotebooks; a quotebook on the Officer/NCO relationship; a bibliography of NCO-related materials; and a handbook on command, leadership, and effective staff support.

The first IMCEN books were developed as a personal initiative by an individual assigned to the U.S. Army Information Management Support Center (IMCEN), then part of the Office of the Administrative Assistant to the Secretary of the Army. The primary mission of IMCEN was to provide information management support and services for the Army Secretariat, the Army Staff, and their assigned agencies and activities; nevertheless, the first IMCEN director, Robert Laychak, decided that printing the first books was in the Army’s best interest (IMCEN printing officers Andrew Hare and Michelle Davis were instrumental in this decision). IMCEN printed the books, and the Center for Army Lessons Learned (CALL) at Fort Leavenworth, Kansas, posted them online, and promoted their use (Dr. Lon Seglie in particular).

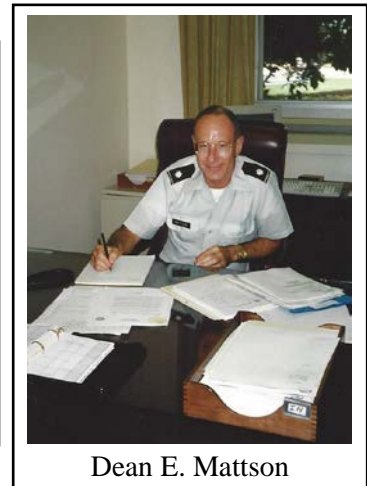


The second IMCEN director, Michael Selves, authorized the continuation of the series, and Lieutenant Colonel Dean Mattson, the IMCEN executive officer, acted as the official point of contact for the books. For nearly six years, from October 1995 to

September 2001, Lieutenant Colonel Mattson responded to the many emails, letters, and phone calls regarding the books—work that he did in addition to his primary responsibilities. IMCEN was one of the Pentagon offices struck in the 9/11 terrorist attacks on September 11, 2001, and both Michael Selves and Dean



Michael L. Selves



Dean E. Mattson

Mattson were killed. Other IMCEN personnel were killed and injured in the attack, and Robert Laychak lost his son, David Laychak.

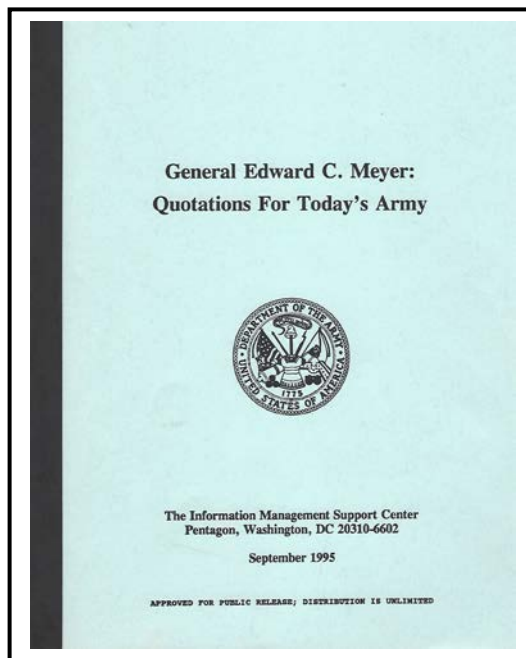
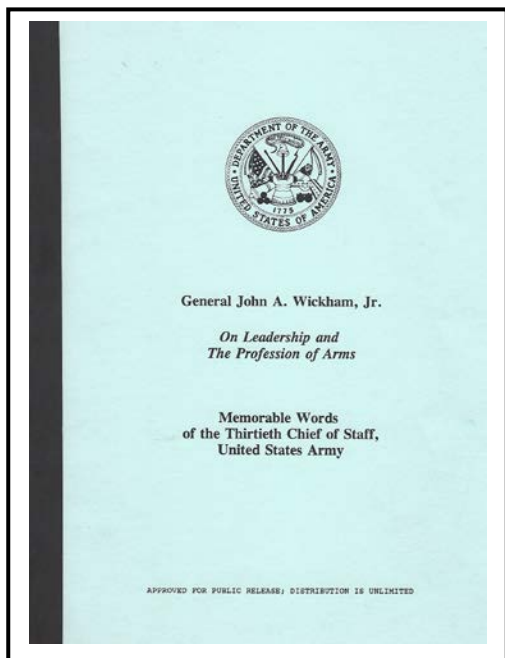
The principal IMCEN books have been available online in a number of places, including the Center for Army Lessons Learned (CALL), and CISSM (the Center for International and Security Studies at Maryland) at the University of Maryland School of Public Policy, where the books were posted for their contribution to international security, and so that the wisdom and experience contained could be more widely shared. The thoughts of individuals who have borne great responsibility are a valuable legacy that can assist leaders at any level to meet the challenges of today and tomorrow.

## The Principal IMCEN Books

### ***The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms, 2000.***

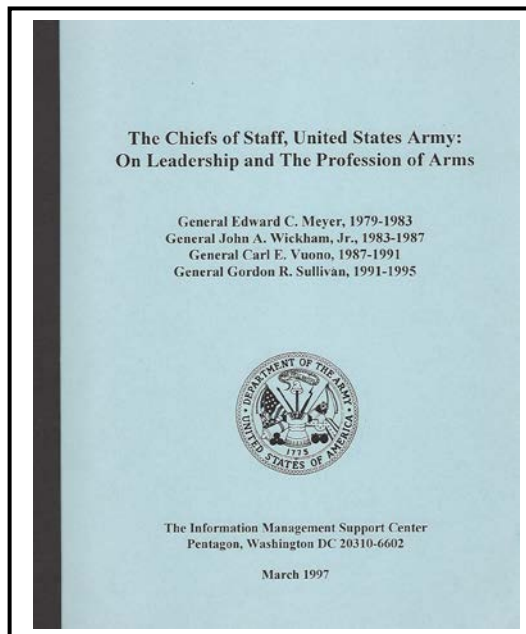
The “Chief of Staff quotebook” is a compilation of thoughts from the US Army Chiefs of Staff (CSA) from 1979 to 1999.\* The thoughts in the quotebooks were drawn from each CSA’s *Collected Works*, which included selected addresses, articles, letters, Congressional testimony, and White Papers.

IMCEN published a total of four CSA quotebooks. The first was *General John A. Wickham, Jr.: On Leadership and The Profession of Arms*, published in April 1995. The second was *General Edward C. Meyer: Quotations for Today’s Army*, published in September 1995.

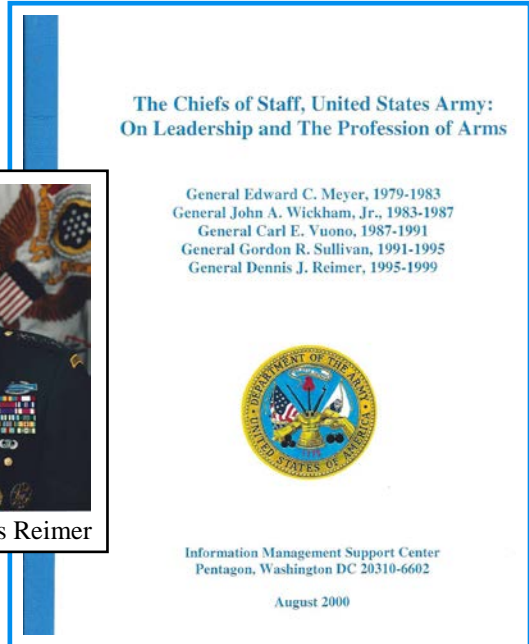


In 1997, the two books were combined with two additional chapters to make one book. IMCEN Director Michael Selves believed that adding the element of time by having each Chief of Staff’s chapter in chronological order would make the book more useful for follow-on leaders by reflecting the history and development of the Army through the eyes of the Chiefs of Staff.

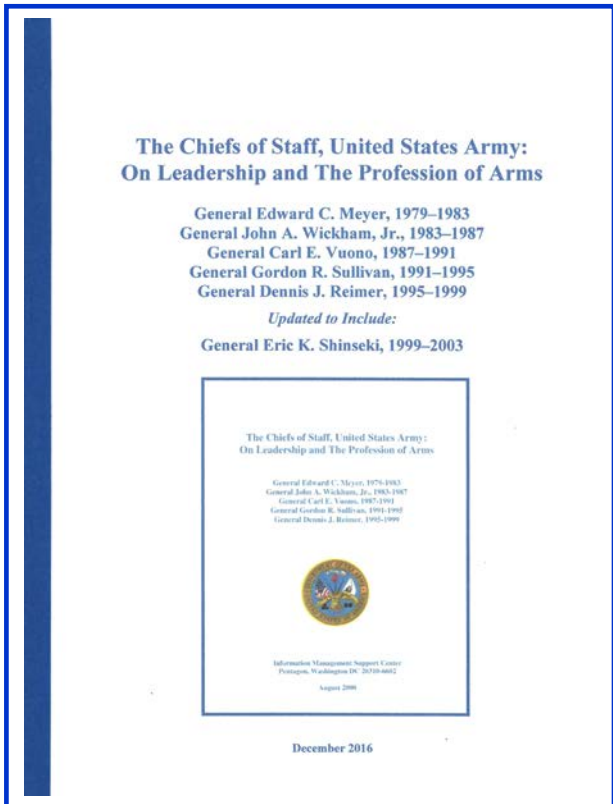
\* The book was later extended to include the period 1999–2003.



In 2000, General Dennis Reimer’s chapter was added.



In 2016, a chapter for General Eric Shinseki (Chief of Staff 1999–2003) was prepared as an addition to the CSA quotebook, to be posted online at CISSM (the Center for International and Security Studies at Maryland) at the University of Maryland School of Public Policy.

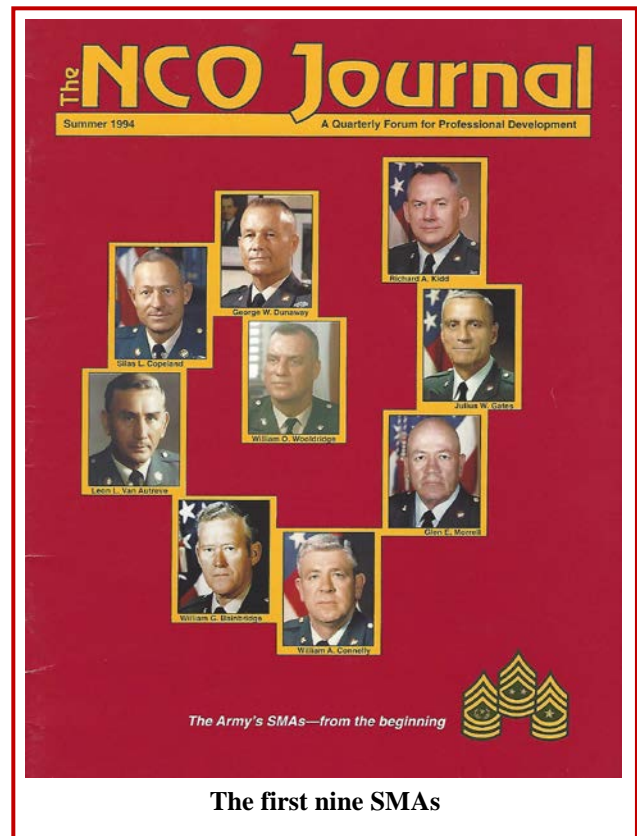


***The Sergeants Major of the Army: On Leadership and The Profession of Arms 1966–1996, 1998.***

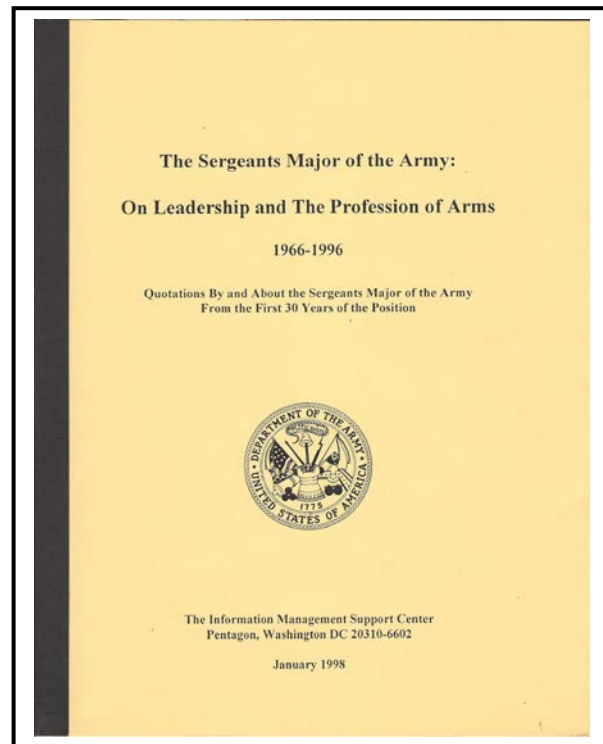
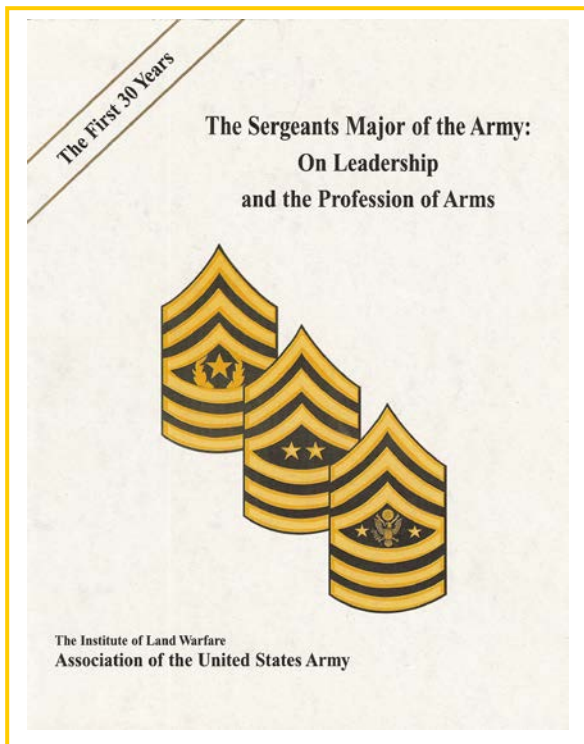
The “SMA quotebook” (SMA—Sergeant Major of the Army) is a compilation of thoughts from the first ten Sergeants Major of the Army from 1966 to 1996. The quotebook was originally published by the Association of the United States Army (AUSA) to honor the 30th anniversary of the creation of the position of the Sergeant Major of the Army. On that day, July 11, 1996, SMA Gene McKinney presented copies of the book to the nine previous SMAs at the end of a Sergeant Major of the Army conference held in conjunction with the anniversary. The compiler later revised the AUSA SMA quotebook as an IMCEN book, which was then posted on the Center for Army Lessons Learned (CALL) website. Command Sergeant Major (retired) Jimmie Spencer, AUSA’s Vice President for Enlisted Affairs, was instrumental regarding the original AUSA book. (AUSA later updated the SMA quotebook by adding quotes online in a “Quotes for Winners” version in 2000, and then in 2009 published a second, expanded version.)



Gene McKinney,  
10th SMA



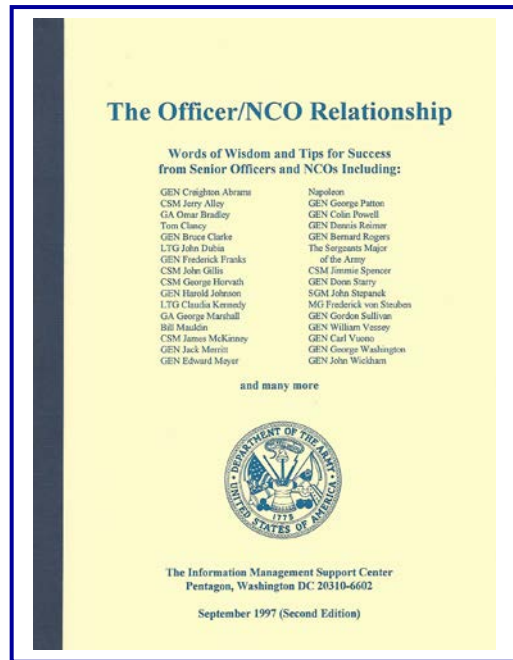
**The first nine SMAs**



***The Officer/NCO Relationship: Words of Wisdom and Tips for Success, 1997.***

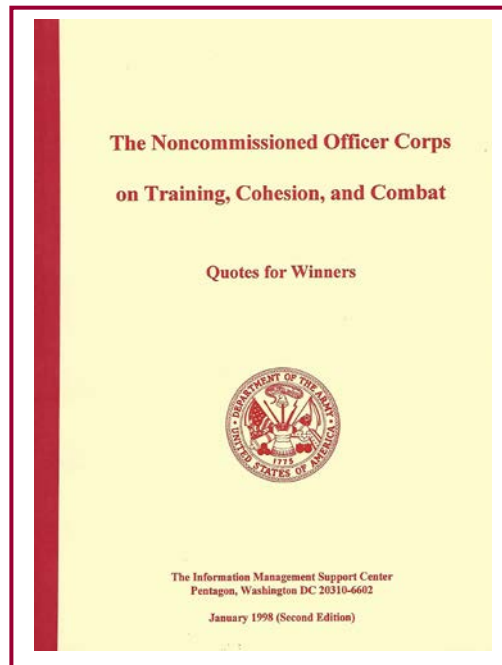
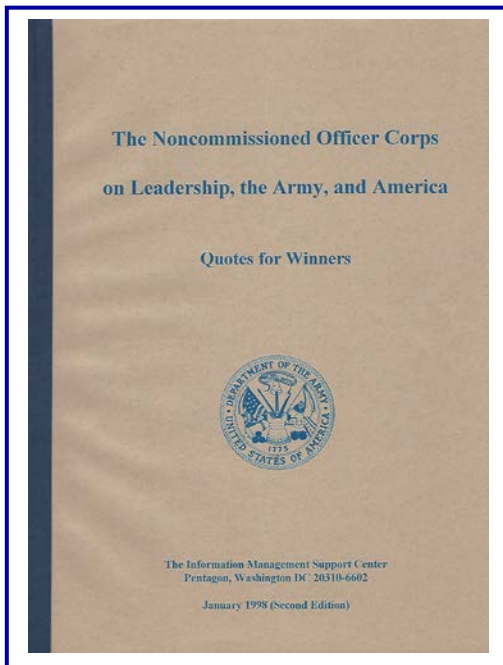
The “officer/NCO quotebook” gathered knowledge and experience from many commissioned and noncommissioned leaders about the officer/NCO relationship. The book addresses ways that officers and NCOs at every level can strengthen their teamwork, and includes a particular focus on three critical officer/NCO relationships: the platoon leader and the platoon sergeant, the company commander and the first sergeant, and the battalion commander and the command sergeant major.

The officer/NCO team forms the cornerstone of the US Army, and needs to be strong for the Army to be most effective. The book includes quotations from the 16th century to the late 20th century, demonstrating how critical this relationship has been to military effectiveness in history.



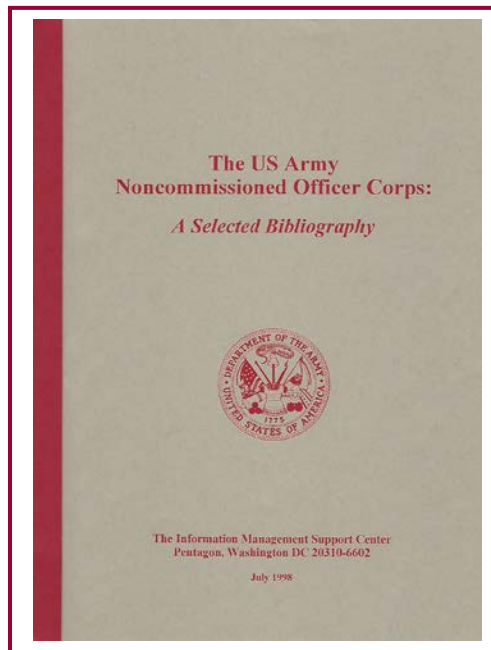
***The Noncommissioned Officer Corps on Leadership, the Army, and America: Quotes for Winners, 1998,*** and ***The Noncommissioned Officer Corps on Training, Cohesion, and Combat: Quotes for Winners, 1998.***

These two NCO quotebooks share the knowledge, wisdom, and practical experience of many noncommissioned and commissioned officers about leadership, the Army, and America, and training, cohesion, and combat. The books contain thoughts and tips from the Romans to the late 20th century, showing how important the noncommissioned officer—the bulwark of an army—has always been to nations everywhere.



***The US Army Noncommissioned Officer Corps: A Selected Bibliography, 1998.***

The NCO bibliography contains the most useful, significant, and rare books, articles, speeches, and oral histories regarding noncommissioned officers that were found while preparing the IMCEN books. The bibliography includes materials pertaining to noncommissioned officers from ancient times to the late 20th century.

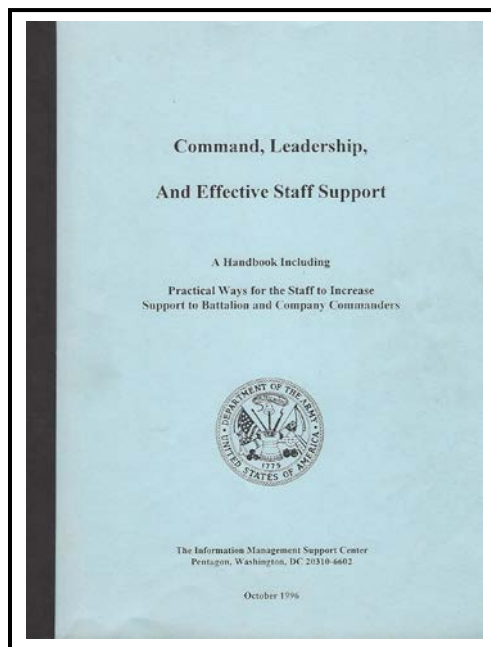


***Command, Leadership, and Effective Staff Support: A Handbook Including Practical Ways for the Staff to Increase Support to Battalion and Company Commanders, 1996.***

This handbook contains thoughts, insights, and perspectives that can assist leaders in meeting the challenges of command, leadership, and staff support. The book draws from the writings, speeches, and commentary of military leaders at many levels; Army manuals, particularly since 1943; and the experiences of many contributors.

The handbook focuses on leadership and the effective staff support of leaders and units. The leadership chapters apply to leaders at all levels, and the chapters for the staff focus primarily on how the battalion and brigade staff can better support the chain of command, especially from battalion commanders through squad leaders.

The book was found to be particularly useful for thoughts on leadership, for practical tips on getting the job done at the unit level, and for ways that the staff can better support companies and platoons as they execute their missions. As Colonel Jerry Pickar, the first senior leader to promote the use of the book, pointed out, *“There is a lot of material on leadership, but very little to help the staff.”* The book focuses on military leadership and staff support, but the principles involved can also be applied effectively to help accomplish goals in civilian life.



– M. Yamamoto, December 2016