

	CURTIS E. LEMAY CENTER FOR DOCTRINE DEVELOPMENT AND EDUCATION	
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PUBLIC AFFAIRS RELATIONSHIP TO EFFECTS-BASED APPROACH TO OPERATIONS

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The [effects-based approach to operations](#) (EBAO) is an approach in which operations are planned, executed, assessed, and adapted to influence or change systems or capabilities to achieve desired outcomes. EBAO encompasses objectives, effects, and actions: objectives are clearly defined, decisive, attainable, and measurable goals toward which every military operation should be directed; effects are the full range of outcomes, events, or consequences that result from a particular action or set of actions; actions are individual deeds or acts of will that can be either kinetic (physical, material) or non-kinetic (logical, behavioral).

Properly [planned](#), [executed](#), and [assessed](#), public affairs (PA) efforts take a fundamentally effects-based approach to operations in terms of creating an “effect” by disseminating timely, truthful, and accurate information to achieve a particular objective. The success of PA is contingent upon the desired effects of PA operations being integrated throughout all phases of military operations and related to appropriate objectives.
