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CADRE Quick-Look

Catalyst for Air & Space Power Research Dialogue

Developing a Comprehensive Effects-Based Doctrine

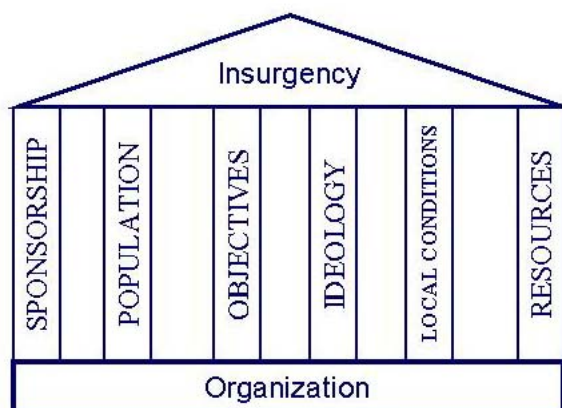
Douglas E. Lee

Problem: Effects have been defined to varying degrees within DOD; however, a cogent strategy does not exist among the services and agencies.

Discussion: The term “effects” is easily understandable in the abstract; yet, responses at a more tangible level will elicit myriad definitions. An effects-based roadmap consisting of common terminology is required when disparate and geographically separated organizations (i.e., CENTCOM, CENTAF, CJTF-7/180) are working towards a common goal. A common language offers several benefits:

- Translate objectives into a collective set of measurable goals applicable for all parties
- Provide a medium to bridge the “apples to orange” paradox (e.g., measuring contributions from a concurrent presence mission and a neighborhood patrol)
- Standardize the “sight picture” at all levels of command
- Change platform-based needs—one predator and two A-10—into effects-based requests—support a platoon hunting high value target X in area Y.

At the strategic level, any roadmap should include US forces, the indigenous population, and the enemy—for the war termination phase in Iraq the insurgents are the enemy. Effects at the strategic level could be “ensure that US forces prevail,” “win over the population,” or “defeat insurgency.” The next level of effects would deconstruct the insurgent piece into key attributes, such as:



The next iteration would define effects for these key components—“deny access to *sponsors*,” “make *objectives* unattainable,” “shut down *resource* pipeline,” or “disrupt the organization.” The next step would further define key attributes, for example, expanding *resources* into funding, technology, and manpower. The process would continue until an effect corresponds to a concrete action—“confiscate funds at bank Y in account 123.”

Once a roadmap is developed, it can be used to establish the effects foundation for any operation. Only those effects associated with unique operational conditions would need to be defined, while the majority of effects have not only been defined, but also become available for use in training and exercises.

Possible Courses of Action:

1. Increase the EBO segments in PME, PCE, and general officer curricula. The goal would be to generate discussion that would transition toward a comprehensive Air Force effects-based doctrine.
2. Establish a joint tiger team to develop a framework for the services to build upon. This team would use the service's models as a baseline for a DoD standard.
3. Integrate standardized effects-based metrics into the requirements generation process as the basis for identifying service shortfalls.
4. Link effects derived from service capabilities to potential measurements that form the cornerstone for focusing assessment activities.