CROSSROADS

Challenges & Choices in a Low-Trust World
CROSSROADS: Challenges & Choices in a Low-Trust World

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SUMMARY: AT THE CROSSROADS

2021 Could Go Either Way

- Mutations overwhelm, fear of vaccines prevails
- Bubbles burst, double-dip recession
- Confrontation & Conflict
- Gridlock, blame & permanent campaign
- Austerity preempts readiness

- Vaccinations prevail, distribution accelerates
- Relief recovery, growth soars
- Coordinated Containment
- Bipartisan compromise, necessary reforms
- Investments in resilience
AMERICA’S BIGGEST CHALLENGE IN 2021 IS…

NOT COVID

NOT the Economy

NOT China

It’s lack of TRUST

20% of Americans trust the federal government “to do what is right just about always / most of the time”

84% of Americans say “politicians have too much power & influence in today’s economy”

67% of Europeans say “Europe cannot always rely on the U.S.”

56% of Americans believe “journalists and reporters are purposely trying to mislead people by saying things they know are false or gross exaggerations.”

Sources: (Pew, Pew, ECFR poll by YouGov, Pew)
CROSSROADS: MACRO POSSIBILITIES FOR THE 2020’s

TECHNOLOGY

Inequality accelerates, divisions increase & societal fragility worsens

More inclusive growth, stronger consumer protection & greater societal resilience

GEO POLITICS

Spheres of influence replace post-WWII global order, China leads

Multilateralism rearchitected to address 21st century challenges, U.S. leads

CULTURE

Divided We Fall… Lack of Trust in media & government weakens America

The Center Holds… Leaders restore trust in key institutions, strengthening America
WILL THIS BE A NEW GREAT AWAKENING… OR UNRAVELLING?

Popular Movements Drive Big Changes in America Every ~60 Years

- **Revolutionary Period** 1765-1785
- **Jacksonian Uprising** 1825-1845
- **Progressive Era** 1890-1920
- **Protest Era** 1955-1975
- **Modern Populism** 2015-

Moral indignation at the state of the country + Contempt for established power + Trust in institutions plummets + New generation of leaders emerges, drives reform
YES, BUT…

Why Conclusions & Predictions Are Hard
TRUMP’S GOP LOST THE HOUSE, SENATE & WHITE HOUSE

BEFORE

AFTER
## Trump Continued a Long Losing Tradition

<table>
<thead>
<tr>
<th>Party Control Upon <strong>Entering</strong> Office</th>
<th>Party Control Upon <strong>Leaving</strong> Office</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HOUSE</strong></td>
<td><strong>SENATE</strong></td>
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<tr>
<td>---</td>
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</tr>
<tr>
<td>1929</td>
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<td>1953</td>
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<td>1969</td>
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<td>1981</td>
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<td>1989</td>
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<tr>
<td>2001</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
</tr>
</tbody>
</table>

**YES, BUT… GOP PRESIDENCIES RARELY PRESERVE GOP CONTROL**
Major Initiatives Get Launched Early (Before Losing Congress)

42. Bill Clinton 1993–2001
   - Crime Bill; Brady Bill; Assault Weapons Ban
   - NAFTA; GATT
   - Reinventing Gov’t Initiative
   - Deficit Reduction Bill (tax ↑)
   - AmeriCorps
   - Family & Medical Leave Act

   - No Child Left Behind
   - 2001 Tax Cuts (10-yr cuts)
   - Patriot Act; DHS Bill
   - US-Russia Nuclear deal
   - FTAs launched/concluded: Singapore, Chile, Australia, Morocco, CAFTA

44. Barack Obama 2009–2017
   - $787B Stimulus package
   - Affordable Care Act
   - Dodd-Frank
   - 2010 Tax Deal
   - Lily Ledbetter Fair Pay Act

45. Donald Trump
   - Tax Cuts & Jobs Act
   - USMCA; Korea FTA
   - First Step Act (Criminal Justice Reform)
   - Regulatory rollback
   - Immigration reductions

Presidents historically start fast, do most in 1st 2 years.
Congressional Majorities for Democratic Presidencies after 1st Election

<table>
<thead>
<tr>
<th># Dem SENATORS</th>
<th>U.S. SENATE</th>
<th>Dem SENATE Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>68</td>
<td>1965</td>
<td>Johnson 36</td>
</tr>
<tr>
<td>64</td>
<td>1961</td>
<td>Kennedy 28</td>
</tr>
<tr>
<td>61</td>
<td>1977</td>
<td>Carter 23</td>
</tr>
<tr>
<td>59</td>
<td>1933</td>
<td>FDR 23</td>
</tr>
<tr>
<td>41</td>
<td>1857</td>
<td>Buchanan 21</td>
</tr>
<tr>
<td>57</td>
<td>2009</td>
<td>Obama 16</td>
</tr>
<tr>
<td>38</td>
<td>1853</td>
<td>Pierce 16</td>
</tr>
<tr>
<td>57</td>
<td>1993</td>
<td>Clinton 14</td>
</tr>
<tr>
<td>54</td>
<td>1949</td>
<td>Truman 12</td>
</tr>
<tr>
<td>51</td>
<td>1913</td>
<td>Wilson 7</td>
</tr>
<tr>
<td>50</td>
<td>2021</td>
<td>Biden 0</td>
</tr>
<tr>
<td>34</td>
<td>1885</td>
<td>Cleveland -8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th># Dem REPRESENTATIVES</th>
<th>U.S. HOUSE</th>
<th>Dem HOUSE Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>313</td>
<td>1933</td>
<td>FDR 196</td>
</tr>
<tr>
<td>291</td>
<td>1913</td>
<td>Wilson 157</td>
</tr>
<tr>
<td>295</td>
<td>1965</td>
<td>Johnson 155</td>
</tr>
<tr>
<td>292</td>
<td>1977</td>
<td>Carter 149</td>
</tr>
<tr>
<td>263</td>
<td>1949</td>
<td>Truman 92</td>
</tr>
<tr>
<td>264</td>
<td>1961</td>
<td>Kennedy 91</td>
</tr>
<tr>
<td>157</td>
<td>1853</td>
<td>Pierce 86</td>
</tr>
<tr>
<td>258</td>
<td>1993</td>
<td>Clinton 82</td>
</tr>
<tr>
<td>257</td>
<td>2009</td>
<td>Obama 79</td>
</tr>
<tr>
<td>132</td>
<td>1857</td>
<td>Buchanan 42</td>
</tr>
<tr>
<td>182</td>
<td>1885</td>
<td>Cleveland 41</td>
</tr>
<tr>
<td>222*</td>
<td>2021</td>
<td>Biden 9**</td>
</tr>
</tbody>
</table>

Source: [US Senate](#); [US House](#); * down to 221 as Rep. Richmond went to WH; ** assuming GOP holds still-uncalled race
Presidential Party Performance in 1st Midterm, by POTUS

**U.S. HOUSE**
(5 seats to flip in 2022)

**U.S. SENATE**
(1 seat to flip in 2022)

**GOVERNORS**
(Dems hold 23)

**STATE LEGISLATORS**

Sources: Wikipedia, NCSL, Ballotpedia
Primary Battles in GOP Civil War (and Even the Risk of Them) Can Lead to…

**…Less-Electable Nominees…**

GOP Rep. Mike Castle had won 12 statewide elections in a row in Delaware by an average margin of 30.5%.

*He was favored to pick up the seat in 2010.*

Tea Party darling Christine O’Donnell beat Castle in the Primary but lost the general by 17%.

**…Accelerated Retirements in Hard States**

Corporate PACs sitting-out **all** elections may hurt more mainstream candidates, increasing odds of fringe candidates & divisive politics (opposite of the PACs’ goal)

_e.g. 2018_
Filibusters Will Likely Continue

Senate Votes on Cloture per Congress

- 1979-1980: 13
- 1981-1982: 21
- 1983-1984: 27
- 1985-1986: 19
- 1989-1990: 43
- 1993-1994: 48
- 1995-1996: 46
- 1997-1998: 50
- 1998-2000: 53
- 2001-2002: 58
- 2003-2004: 61
- 2005-2006: 49
- 2007-2008: 112
- 2009-2010: 91
- 2011-2012: 73
- 2013-2014: 218
- 2015-2016: 123
- 2017-2018: 168
- 2019-2020: 298

Senate Votes on Cloture per Congress
What Democrats Could Do With 51 Votes

1. End the Legislative filibuster, and then…
2. Vote to make DC & Puerto Rico States = +3-4 Dem Senators
3. Voting Rights reforms to expand electorate, make voting easier (H.R. 1)
4. Redistricting reforms to reduce impact of 2022 GOP gerrymandering
5. Immigration reform to add millions of additional citizens / voters
6. Section 230 reform to reduce right wing social media amplification
7. Expand the number of Supreme Court Justices (last increased in 1869)
8. Enact extensive Progressive agenda (climate, inequality, civil rights, antitrust, etc.)

BUT Democrats could not abolish the Electoral College or alter number of Senators / state absent Constitutional Amendments
81% of Republicans say:
“The Democratic Party has been taken over by Socialists.”

78% of Democrats say:
“The Republican Party has been taken over by Racists.”

Source: PRRI 2020 American Values Survey
YES, BUT... WE ARE LESS DIVIDED THAN WE THINK

We presume greater gaps between the parties than actually exist on issues.
POLICYMAKERS HAVE FEWER INCENTIVES TO COMPROMISE

Fewer Swing Seats
(# House Split Ticket Districts)
(% Senate Split Ticket States)

More Ideological Funders
(Share of Total Raised)

INDIVIDUALS ONLINE
SUPER PACs
BUSINESS

Media Rewards Warriors
(Social media even more)

Alternatives to Compromise
(Only Need 51 Votes)

Sources: Brookings, Pew
Intangibles Increasingly Key to Market Value

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</tr>
</thead>
<tbody>
<tr>
<td>Intangibles % of S&amp;P Company Assets</td>
<td>17%</td>
<td>32%</td>
<td>68%</td>
<td>80%</td>
<td>84%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Stakeholders Critical to Growing Intangibles

- **EMPLOYEES**
- **CONSUMERS**
- **INVESTORS**
- **COMMUNITIES**

Intangibles Include

- Brands
- Knowledge
- Intangible Assets
- Trademarks
- Goodwill
- Patents

Stakeholders Looking to Businesses to Engage

- **BUSINESS EXPECTED TO FILL VOID LEFT BY GOVERNMENT**

  - CEOs should step in when the government does not fix societal problems: **68%**
  - CEOs should take the lead on change rather than waiting for government to impose change on them: **66%**
  - CEOs should hold themselves accountable to the public and not just to the board of directors or stockholders: **65%**

Sources: Ocean Tomo, Edelman 2021
CROSSROADS

The Challenges & Choices Ahead
PANDEMIC: BEGINNING OF THE END OR END OF THE BEGINNING?

Reason for Fear: Variants & Delays

Reason for Hope: Vaccines

Projected timeline for return to normalcy based on vaccine rollouts

<table>
<thead>
<tr>
<th>Phases</th>
<th>Country Type</th>
<th>Rollout Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Priority, vulnerable groups rollout</td>
<td>Dec 2020, Sep 2021, Jan 2022</td>
</tr>
<tr>
<td>2</td>
<td>Rest of population rollout</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>All restrictions lifted</td>
<td></td>
</tr>
</tbody>
</table>

OECD countries with vaccine supply deals (ex. EU, UK, US)

- Dec 2020
- Sep 2021
- Jan 2022

Other OECD, high-income countries (ex. CA, AU)

- Dec 2020
- Sep 2021
- Jan 2022

Middle-income countries with priority access (ex. MX, IN, BR)

- Dec 2020
- Sep 2021
- Jan 2022

Rest of countries not eligible for COVAX (ex. SF, TK, MM)

- Jan 2021
- Jan 2022
- Oct 2022

COVAX countries

- Jan 2021
- Apr 2022
- Jan 2024

Subscribe to our global politics newsletter Signal at gzeromedia.com
Source: Economist Intelligence Unit, Gavi

Sources: Gzero Media, CFR
ECONOMY: BEST OF TIMES OR WORST OF TIMES?

Case for Economic Optimism

1. **Vaccinations Work**: Relief rally spending-splurge powers rapid recovery across entire economy

2. **Investment Ready**: Historic levels of market wealth, household savings, private wages & salaries, corporate cash-in-bank, residential real estate & investor “dry power” unleashed

3. **Accommodative Policy**: Unlike at start of the Great Depression, government mostly helping:

<table>
<thead>
<tr>
<th></th>
<th>1930</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>FISCAL</td>
<td>HEADWIND</td>
<td>TAILWIND</td>
</tr>
<tr>
<td>MONETARY</td>
<td>HEADWIND</td>
<td>TAILWIND</td>
</tr>
<tr>
<td>SAFETY NET</td>
<td>HEADWIND</td>
<td>TAILWIND</td>
</tr>
<tr>
<td>IMMIGRATION</td>
<td>HEADWIND</td>
<td>IMPROVING</td>
</tr>
<tr>
<td>TRADE</td>
<td>HEADWIND</td>
<td>HEADWIND</td>
</tr>
</tbody>
</table>

Case for Economic Pessimism

1. **COVID Continues**: New strains & fear of vaccines slow drive to immunity & return to normalcy

2. **Pain Across Real Economy**: ~9M fewer jobs today than 1/20, over 100k businesses closed permanently, 19M+ at risk of eviction & 26M+ face food insecurity… K-Shaped recovery

3. **Bubbles Burst**: Market excesses trigger collapse, with negative wealth effect undermining hiring and spending

4. **Policy Retreats**: Fiscal (return of deficit hawks, debt ceiling), Monetary (Fed tapers QE∞), and/or Trade (nationalists outmaneuver globalists)
<table>
<thead>
<tr>
<th>TRADITIONAL CONSERVATIVES</th>
<th>POPULIST NATIONALISTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Is Good</strong></td>
<td><strong>Small Business Is Good</strong></td>
</tr>
<tr>
<td><strong>Pro-Trade</strong></td>
<td><strong>America First</strong></td>
</tr>
<tr>
<td><strong>The World’s Cop</strong></td>
<td><strong>Bring Troops Home</strong></td>
</tr>
<tr>
<td>“Give me your huddled masses”</td>
<td>“Build that wall”</td>
</tr>
<tr>
<td><strong>Pursue “Principled Compromise” with Democrats</strong></td>
<td><strong>Pursue Partisan Purity &amp; “Own the Libs”</strong></td>
</tr>
<tr>
<td><strong>Trump is the Problem</strong></td>
<td><strong>Trump is the Answer</strong></td>
</tr>
<tr>
<td><strong>Character Matters</strong></td>
<td><strong>Winning Matters</strong></td>
</tr>
<tr>
<td><strong>Strength: Community &amp; Business leaders</strong></td>
<td><strong>Strength: Grassroots armies (engaged &amp; motivated)</strong></td>
</tr>
<tr>
<td><strong>Weakness: Establishment is tiring of the fight; No leader or battle plan</strong></td>
<td><strong>Weakness: Few viable paths to &gt;50% of voters</strong></td>
</tr>
</tbody>
</table>

Civil War for the Future
DEMOCRATS: INCREMENTALISM OR AGGRESSIVE PROGRESSIVISM?

### Fight for the Biden Agenda

<table>
<thead>
<tr>
<th>PROGRESSIVES</th>
<th>MODERATES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HEALTH CARE</strong></td>
<td><strong>TAX</strong></td>
</tr>
<tr>
<td>Medicare for All!</td>
<td>Repeal the Trump Tax</td>
</tr>
<tr>
<td><strong>ENERGY &amp; ENVIRONMENT</strong></td>
<td><strong>TECH &amp; TELECOM</strong></td>
</tr>
<tr>
<td>Green New Deal</td>
<td>Break Up Big Tech</td>
</tr>
<tr>
<td><strong>CIVIL RIGHTS</strong></td>
<td><strong>IMMIGRATION</strong></td>
</tr>
<tr>
<td>Reparations Now</td>
<td>#ProtectDreamers</td>
</tr>
</tbody>
</table>

- **Democracy*Now**

*Vision to action, inclusive, and international.**
# The Biden Administration: Go Big or Go Bipartisan?

## Obama Veterans Shaped by Obama Lessons, New Imperatives

<table>
<thead>
<tr>
<th>Incremental</th>
<th>Legislative</th>
<th>Aggressive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deals with 10+ Republicans</td>
<td>Reconciliation or Post-Filibuster</td>
<td></td>
</tr>
<tr>
<td>Restore Obama rules</td>
<td>Go Well Beyond Obama</td>
<td></td>
</tr>
<tr>
<td>Cooperate</td>
<td>Confront</td>
<td></td>
</tr>
<tr>
<td>Targeted</td>
<td>All-of-Government &amp; Bully Pulpit</td>
<td></td>
</tr>
<tr>
<td>Improve Processes</td>
<td>Wartime Leader</td>
<td></td>
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<tr>
<td>Restore &amp; Repair</td>
<td>Transform</td>
<td></td>
</tr>
<tr>
<td>Recover</td>
<td>Reimagine</td>
<td></td>
</tr>
<tr>
<td>Limited</td>
<td>Comprehensive</td>
<td></td>
</tr>
<tr>
<td>Same Tools, More Enforcement</td>
<td>More Enforcement, New Tools</td>
<td></td>
</tr>
<tr>
<td>Leverage Gov’t</td>
<td>All-of-Government &amp; Bully Pulpit</td>
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</tbody>
</table>

**INCREMETNAL**

**AGGRESSIVE**
THE ROAD AHEAD

2021 Will Be Very Consequential
PRES. BIDEN FACES MORE PESSIMISTIC PUBLIC THAN PREDECESSORS

% Who Say the Country is on the WRONG TRACK
at the Start of their Presidency

Source: NBC / WSJ poll per Hart Research
AGGRESSIVE EXECUTIVE BRANCH INITIATIVES LIKELY

Source:

- Massive vaccine roll-out effort, testing expansion
- Rejoin WHO; Coordinate strong fed'l public health response (e.g. mask mandates, travel restrictions)
- Extend student loan forbearance, eviction moratorium

- Restore fed’l worker protections, DE&I training
- Leverage Federal contracting (wages, diversity, LGBTQ protections, no private prisons)
- Expand SNAP

- Rejoin Paris Accord, block Keystone pipeline, no new oil & gas leases on fed’l land
- Preemptive FEMA spending
- Reestablish stronger MPG & CAA standards
- SEC climate disclosure standards

- Reverse Trump ACA rules & push aggressive enrollment
- Pause/reverse key Trump Rx & Medicare rules
- Expand Medicaid & Curtail Work-Requirements & Block-grant-like program Waivers
- Promote value-based care & use of social determinants
- Prioritize health equity in all programs and policies

- Rejoinder: Restore DACA protections
- Undo Trump rules on country-bans, public-charge & asylum-seekers
- End family separations
- Restore H1B spouses’ ability to work

- Increase clean energy use & procurement
- LGBTQ service allowed
- No more military equipment sales to police
- Stop spending defense $$ on Mexico border wall

- Increase antitrust scrutiny
- Increase privacy enforcement
- Enact IT procurement reforms
- Increase cyber standards & reporting
- USG IT modernization

- Rejoin WHO, Join COVAX
- Press China on Human rights
- Reconsider min. tax regs (GILTI)
- Try to revive Iran deal & New START
- Develop comprehensive China strategy

- Increase SNAP

EQUITY & WORKFORCE

Innovation
**Multistate AG Lawsuits Initiated vs. Administrations**

- **Reagan**
  - 1st Term: 22
  - 2nd Term: 17

- **Bush 41**
  - 1st Term: 8
  - 2nd Term: 8

- **Clinton**
  - 1st Term: 10
  - 2nd Term: 20

- **W Bush**
  - 1st Term: 24
  - 2nd Term: 24

- **Obama**
  - 1st Term: 24
  - 2nd Term: 36

- **Trump**: 156

Source: Prof. Paul Nolette, 1/24/21
## A YEAR OF CLAMPDOWNS & CLAWBACKS

### Intense Oversight
- January 6 U.S. Capitol Riots
- Cyber Hacks & Supply Chains
- U.S. COVID Preparedness & Response
- Disinformation & Democracy on Social Media
- Systemic Risk & Fairness in Stock Trading

### Systemic Reforms
- Inspector General independence
- Member stock trading
- Emergency spending powers
- Congressional subpoenas & Executive Branch
- POTUS & family outside businesses & tax returns

### Return of Austerity Politics
- Debt Ceiling returns (Q3)
- State & local spending cuts &/or tax hikes
- Competition for tax revenue (*MA vs NH; U.S. vs EU*)
- Calls to raises taxes on companies, digital services, carried interest, wealthy individuals

### Return of Aggressive Enforcement
- EPA
- CFPB
- SEC
- IRS
- NLRB
- ATF
- DOJ
- FERC
- FTC
- FCC
**INTERACTING WITH THE BIDEN ADMIN WILL BE DIFFERENT… & SIMILAR**

<table>
<thead>
<tr>
<th>NVIDIA ADMIN</th>
<th>BIDEN ADMIN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROCESS</strong></td>
<td>Coordinated Working Groups Vetted Statements</td>
</tr>
<tr>
<td><strong>ACCESS</strong></td>
<td>Guarded / Managed Transparent / Logged</td>
</tr>
<tr>
<td><strong>APPEARANCES</strong></td>
<td>CEO-Cautious Eager to highlight Diversity</td>
</tr>
<tr>
<td><strong>PRIORITIES</strong></td>
<td>COVID (+Economy) / Climate DE&amp;I / Multilateralism</td>
</tr>
<tr>
<td><strong>DIRECTION</strong></td>
<td>Make More in USA Confront China</td>
</tr>
<tr>
<td><strong>TOOLS</strong></td>
<td>EO’s / Regs / Bully Pulpit Reconciliation</td>
</tr>
<tr>
<td><strong>PARTISANSHIP</strong></td>
<td>Obstruction from Other Party Own Party Misgivings Media Hostility (Right)</td>
</tr>
</tbody>
</table>

Biden very different from Trump

Biden more similar to Trump

- **TRUMP ADMIN**
  - Policy Entrepreneurs Tweets
  - Direct / Unpredictable Off the RADAR
  - CEO-Loving Fought Political Correctness
  - America First / Markets Show Strength
  - Make More in USA Confront China
  - EO’s / Regs / Bully Pulpit Reconciliation
  - Obstruction from Other Party Own Party Misgivings Media Hostility (Left, Center)

- **BIDEN ADMIN**
  - Coordinated Working Groups Vetted Statements
  - Guarded / Managed Transparent / Logged
  - CEO-Cautious Eager to highlight Diversity
  - COVID (+Economy) / Climate DE&I / Multilateralism
  - Make More in USA Confront China
  - EO’s / Regs / Bully Pulpit Reconciliation
  - Obstruction from Other Party Own Party Misgivings Media Hostility (Right)
WHAT COULD POSSIBLY GO WRONG? BIGGEST 2021 RISKS

- Domestic Terrorism
- Market Crash
- New COVID Strain
- Debt Ceiling Impasse
- Border Refugee Crisis
- Loss of 1 Dem Senator
- China & Taiwan
- New Iran / N.K. Capabilities
- Infrastructure Hack

Source:
REASONS FOR HOPE

The Future Will Be Better than You Think
ACCELERATING DIGITAL TRANSFORMATIONS WILL IMPROVE THE WORLD

The Digital-Hybrid Future is Safer, Healthier, More Innovative & Productive
20 Hopeful Headlines You May Have Missed

1. “Covid vaccine was developed in record time”
2. “This nail-biter election generated the highest U.S. voter turnout rate in 120 years”
3. “Black Lives Matter activism is working: Police shootings of African Americans and unarmed suspects are declining…”
4. “Majority of health execs say telemedicine has improved patient care”
5. “VW One-Ups Tesla With a Revolutionary Battery Breakthrough”
6. “Gene-editing treatment shows promise for sickle cell disease”
7. “Diet modifications -- including more wine and cheese -- may reduce cognitive decline, study suggests”
8. “Bird deaths down 70% after painting wind turbine blades”
9. “It will change everything’: DeepMind’s AI makes giant leap in solving protein structures”
10. “Quantum supremacy ‘milestone’ achieved by light-emitting quantum computer”
11. “The CARES superdole was a huge success”
12. “Innovative universal flu vaccine shows promise in first clinical test”
13. “China Just Turned On Its Artificial Sun: It’s go time for the Far East’s most formidable fusion reactor.”
14. “Scientists create mutant enzyme that recycles plastic bottles in hours”
15. “Flu season may be very mild this year, thanks to COVID-19 precautions”
16. “America’s $20 Trillion Debt Pile is Getting Cheaper as It Grows”
17. “Renewable Energy Prices Hit Record Lows”
18. “A New Drug Slows Aging in Mice”
19. “Microneedles Could Enable Painless Injections and Blood Draws”
20. “The flying car is here – and it could change the world”

HOW LONG DOES IT TAKE FOR MEDICAL KNOWLEDGE TO DOUBLE?

→ 1950: 50 years
→ 1980: 7 years
→ 2010: 3.5 years
→ 2020: 73 days

Dr. Peter Densen, 2011
A “RESILIENCE ECONOMY” IS EMERGING

Pervasive Preparedness

Active Cyber Defense

Aggressive Climate Adaptation

Smart Infrastructure
1. **COMMUNICATE DIRECTLY, TRUTHFULLY & OFTEN.** Business is now more trusted than political, media or NGOs (Edelman) thanks to pandemic straight-talk. Trust begins with truth.

2. **SUPPORT CONSTRUCTIVE LEADERS.** Treating responsible & irresponsible players equally does not drive change, nor does ignoring problems. Stand up for those doing the right thing and engage those you hope to change.

3. **LEVERAGE YOUR POWER.** Business has become the “4th branch of government” (Axios). Leverage your impact via advertising, what you demand of vendors, whom you endorse, how you run your business & the causes you champion.

4. **LEAD BY EXAMPLE.** Modern media & politics reward outrage, division & sanctimony rather than pragmatic problem-solving. Demonstrate the value of global cooperation, climate responsibility, and inclusion through your actions (not just words).

5. **WE’RE ALL IN THIS TOGETHER.** Doing your part is no longer enough. Societal & global risks threaten to overwhelm our system, demanding collective action. Sometimes you need to go outside your “lane.”
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