

Collision Course: America's Tectonic Realignment and the New Transatlantic Reality



Collision Course: America's Tectonic Realignment and the New Transatlantic Reality

How Corporations Can Navigate the Cold Civil War Reshaping US Business and Society

By Alen Vukovic

German executives observe a significant ideological shift in America, not just a presidential change. VP J.D. Vance highlighted existential challenges facing Western civilization at a Munich event, stressing the need for recalibration. For German business leaders, understanding these currents is essential for navigating a transformed transatlantic relationship. Prominent American figures now describe the nation as being in a "cold civil war," a perspective that accurately reflects the administration's priorities. As historian Angelo Codevilla noted, in times of discord, nations should reduce interference in others' affairs to avoid creating vulnerabilities at home. This ideological battle involves not only Republicans and Democrats but also defenders of the "American way of life" versus advocates of multiculturalism and progressive values. For German executives with ties to the U.S., these issues extend beyond typical political risk assessments. This analysis explores the ideological foundations of American policy, their business implications, and the differing views on conservatism and nationalism impacting transatlantic

A NOTE ON OUR METHODOLOGICAL APPROACH

This analysis intentionally draws solely from American sources to offer German executives direct insight into the internal drivers of what many American intellectuals describe as a "Cold Civil War." While German media and academic analyses are readily available and familiar to our audience, they often do not capture the full complexity of America's ideological transformation as perceived from within. Instead of relying on mainstream American publications with high circulation, we have purposefully curated insights from two distinct categories of sources:

1. Scholarly thought leaders whose academic work provides analytical depth and theoretical frameworks for understanding these shifts, including contributors to reputable publications like Foreign Affairs and professors from prominent universities.
2. Influential policy architects associated with the think tanks and intellectual foundations that fuel the MAGA

movement, particularly the Claremont Institute and similar organizations that provide much of the ideological framework behind current policies.

This methodological choice enables us to present the motivating principles, strategic objectives, and internal logic driving America's transformation as articulated by those actively shaping or deeply analyzing these movements within the American context. Our aim is not to evaluate these perspectives against European frameworks but to provide German executives with the cultural intelligence necessary to navigate a rapidly evolving transatlantic relationship.

THE IDEOLOGICAL FOUNDATIONS: A COLD CIVIL WAR?

The current administration's intellectual framework heavily draws from a growing conservative thought that rejects traditional Republican principles and progressive cultural values. This "New Right" or "post-liberal conservatism" is reshaping American politics by highlighting an existential identity crisis. Advocates argue America must choose between a vision rooted in family, religion, patriotism, and self-reliance, versus one that focuses on group identities, global citizenship, and state-managed equity. Adam Tooze's analysis of the 2024 election reflects a significant shift, with a 15-point swing toward Trump among voters earning under \$50,000, marking the first majority of low-income Americans voting Republican since the 1960s, contrasting with wealthier voters who now lean Democratic. Vice President Vance, in a pivotal 2021 speech, termed this a "civilizational crisis" demanding action, citing declining birth rates and childlessness as signs of cultural decay. He proposed radical ideas like extra votes for parents, questioning the voice of those less invested in the future. His Munich Security Conference speech reaffirmed his belief that the institutions have long been influenced by progressive values, undermining traditional American identity.

ECONOMIC NATIONALISM: STRATEGIC IMPERATIVE VS. PROTECTIONIST THREAT

The administration's economic policies reflect a shift from free-market conservatism to "economic nationalism," emphasizing:

1. National self-sufficiency over efficiency: The administration sees global supply chains as threats to sovereignty, not engines of prosperity. Michael Kimmage states this marks "a profound shift from globalism to nationalism," affecting international business relations. Howard French adds that the U.S. energy transformation has boosted Washington's global influence, making it the top oil and natural gas producer, surpassing Russia and Saudi Arabia.
2. Domestic manufacturing as cultural imperative: Economic reshoring aims for security and preserves social structures. Vance argues that manufacturing jobs support families with a single breadwinner—a key cultural aspect. Senator Jim Banks stresses the need to revitalize the economy and prioritize American jobs and products.
3. Bilateral deals over multilateral frameworks: The administration favors direct negotiations to maximize leverage over rules-based systems, evident in recent 25% tariffs on Canadian and Mexican imports, despite trade agreements.
4. Conflation of economic and national security: The lines between economic and security policies are blurring, leading to regulatory uncertainty. Niall Ferguson claims that Trump's "peace through strength" approach might be as effective now as in Reagan's time.

German companies face challenges amid these shifts. The key risk extends beyond tariffs to the unpredictability of decisions influenced by ideology rather than economics. Emma Ashford highlights the absurdity of unbalanced trade relationships, particularly with Canada and Mexico, governed by the USMCA negotiated by Trump. Companies must consider that performative "Made in America" measures may be essential for compliance beyond mere content requirements.

THE "INSTITUTIONAL TRANSFORMATION" AGENDA: RESTRUCTURING GOVERNANCE

The administration's commitment to restructure American governance significantly impacts business planning. This restructuring involves changes to government decision-making mechanisms. The Project 2025 blueprint and "Schedule F" executive order suggest that career government officials are viewed as a hostile "deep state" to be replaced by aligned appointees. This reflects a trend seen in "competitive authoritarian" systems, where democratic structures exist but are weakened. Investigations revealed that the "deep state" and the Biden-Harris Administration repressed American freedoms and engaged in censorship of conservative views. For businesses in America, this transformation presents challenges:

1. Regulatory uncertainty: Agency decisions become unpredictable when loyalty trumps expertise.
2. Relationship volatility: Firms face shifting allegiances as career officials are replaced.
3. Compliance complexity: Regulation interpretation and enforcement may depend on political factors.

4. Reputational risks: Companies might be pressured to show political alignment unfamiliar to European culture.

Supporters argue these changes correct decades of progressive institutional capture. Critics contend they undermine essential rule of law. Regardless, German executives need to recognize this shift as a fundamental change in American governance.

DEMOGRAPHIC ANXIETY AND FAMILY POLICY: THE LEADERSHIP PARADIGM SHIFT

A key aspect of the American conservative movement is its focus on demographic trends and family structure. Vice President Vance frames declining birth rates as an existential crisis needing government action, diverging from traditional Republican small-government beliefs. This demographic anxiety influences several policies: financial support for married couples, skepticism about women's workforce participation impacting childrearing, preference for traditional families, and leadership selection based on family status. Special attention is needed for the last point, as Vance claims childless political leaders have less legitimacy due to a lack of future investment. This shift in leadership philosophy affects corporate governance and talent management. For German companies, these views clash with European work-life balance and gender equity principles. Policies deemed progressive in Europe might be seen as undermining family structures by American conservatives. Additionally, perceptions of family status as a leadership qualification may conflict with European meritocracy. The ideological divide complicates workforce management, as German firms face difficulties placing female executives in conservative American areas, where family responsibility expectations vary significantly. Some companies have initiated cultural training for European managers to handle these differences effectively.

IMMIGRATION AND BORDER POLICIES: BEYOND ECONOMIC CONSIDERATIONS

The administration's immigration approach reflects ideological priorities reshaping traditional economic policies. Historically, business interests advocated for immigration based on labor needs, but the current stance prioritizes cultural cohesion. Key policy changes include: termination of parole programs for Cuban, Haitian, Nicaraguan, and Venezuelan migrants; mass deportation initiatives regardless of economic contributions; restrictive visa policies for skilled workers; and prioritizing cultural assimilation over skills-based criteria. For German companies, these policies present immediate workforce challenges and reveal shifts in America's self-perception. Michael Kimmage describes this immigration approach as a "clash of civilizations lite" worldview prevalent in conservative thought, emphasizing cultural homogeneity as key to national cohesion—contrasting with Germany's commitment to diversity. Kyle Shideler suggests MAGA should seek allies who share its vision, promoting a conservative international alliance. German executives must carefully manage corporate communications to balance American cultural identity concerns with global values.

THE DEI BACKLASH: CORPORATE CULTURAL IMPLICATIONS

Perhaps no area better illustrates the transatlantic ideological divide than the American backlash against Diversity, Equity, and Inclusion (DEI) initiatives. What many German companies view as uncontroversial good governance practices is increasingly seen by American conservatives as ideologically subversive. Scott Yenor's analysis of DEI programs at American universities reveals how conservatives perceive these initiatives not as promoting fairness, but as vehicles for what they term "cultural Marxism," aimed at undermining traditional values. The administration has prioritized dismantling DEI across government and is pressuring corporations to follow suit. As Casey Chalk notes after undergoing corporate DEI training, "there is ultimately no common ground upon which to examine DEI itself—its peculiar conception of truth, justice, and reality is simply presumed." This presents particular challenges for German companies:

1. Global vs. local policies: Corporate diversity initiatives that succeed in Europe may pose political risks in America.
2. Legal uncertainty: The administration's opposition to DEI generates confusion regarding compliance requirements.
3. Talent management conflicts: German methods of developing diverse leadership may conflict with American political expectations.
4. Stakeholder communication challenges: Messaging that resonates with European stakeholders may alienate American ones.

German executives report navigating this terrain by distinguishing between mandatory compliance requirements and discretionary initiatives. Some companies have maintained consistent global policies while adapting their communication strategies to different cultural contexts, emphasizing performance and merit in American communications while highlighting inclusion and diversity in European contexts.

INTEGRAL ANALYSIS

UNDERSTANDING AMERICA'S TRANSFORMATION THROUGH ALL DIMENSIONS

To understand America's transformation, we must explore how ideological shifts manifest across all human experiences. Ken Wilber's integral theory offers a framework for mapping these changes.

The Integral Manifestation of America's New Right

This political ideology has evolved into a social movement affecting all areas of life. Wilber's theory shows this shift from individual consciousness to collective systems, culminating in what scholars call a 'Cold Civil War.' The diagram not only illustrates conflicting ideas but entire worldviews reshaping American identity across all levels. What you see is "The Main Drivers of American Transformation" within Wilber's framework, detailing the 'New Right' ideology's influence.

The Four Quadrants

1. Individual Dimension (Upper Left): Represents "Inner Consciousness, Values & Personal Identity," the realm of personal beliefs and spiritual experiences. For example, a fan's belief in Bayern Munich winning despite setbacks can manifest in group dynamics.
2. Collective Dimension (Lower Left): Encompasses "Culture, Collective Worldview & Values," the shared beliefs and collective consciousness that influence societal behavior, like the palpable atmosphere during a crucial match.

Integral Analysis According to Ken Wilber: The Impact of 'New Right' Ideology Throughout All Domains of Human Experience



Figure 1: The Integral Manifestation of America's New Right What began as political ideology has transformed into a social movement, permeating all quadrants of human experience. Ken Wilber's integral theory exposes the comprehensive nature of this shift—from individual consciousness to collective systems, from subjective values to objective institutions—culminating in what scholars increasingly recognize as a 'Cold Civil War.' The diagram illustrates not merely ideas in conflict, but entire worldviews engaged in a struggle that transcends traditional political boundaries, reshaping American identity at every level of existence.

3. Individual Dimension (Upper Right): Shows "Observable Individual Behaviors & Actions," the measurable actions and physiological processes we can observe. This includes physical interactions.
4. Collective Dimension (Lower Right): Covers "Systems, Structures & Institutions," the visible structures of society, including political and economic systems that can be mapped objectively. These quadrants provide a complete view of human experience, accounting for both visible and non-visible aspects. The quadrants interact; changes in one will affect the others. The diagram illustrates how developments in each quadrant reinforce a central phenomenon: a "Cold Civil War."

A Practical Example

An individual identifying with national values shifts their purchasing habits to prefer American-made products. They engage with communities celebrating traditional values and support political movements for protectionist trade policies. This identity shift influences all aspects of life, transforming individuals and America's social fabric.

Navigating the New Landscape: A Strategic Framework Figure 2

This framework offers a comprehensive approach to the challenges German executives face in the transformed American business environment. It recognizes the multidimensional nature of this shift across four domains of reality.

1. Upper Left: The transformation begins in individuals' evolving identities and values. Resistance to globalization often stems from beliefs about American identity. Key Challenge: European conservatism differs from American. The latter often represents a revolutionary force against established institutions. Strategic Response: Successful German firms invest in cultural intelligence to navigate divergent worldviews without cultural friction.
2. Upper Right: Internal shifts manifest in individual behaviors, influencing consumption choices, political engagement, and workplace preferences. Key Challenge: The "Buy American" movement impacts individual purchasing decisions, posing market challenges for German products. Strategic Response: Adapt marketing, product design, and presence to these changes while maintaining brand identity.
3. Lower Left: American culture's transformation reinterprets concepts like liberty and community. Key Challenge: The rise of American exceptionalism complicates communication for multinational firms. Strategic Response: Leading German firms develop localized strategies that respect American cultural differences while upholding global values.
4. Lower Right: The changes in American institutions create structural challenges requiring systematic responses. Key Challenge: Protectionist policies lead to compliance complexity. Strategic Response: German companies implement robust compliance systems and diversify political relationships to mitigate risks.

THE STRATEGIC VALUE OF AN INTEGRAL APPROACH

For German CEOs, this viewpoint offers a strategic advantage: understanding America's transformation fully before allocating resources. German companies, driven by an engineering mindset, focus on systems and structures and prioritize quantifiable factors like trade barriers, compliance, and supply chain efficiency. This focus creates a blind spot to the subjective aspects of America's transformation. Companies embracing a comprehensive view avoid costly friction and reveal opportunities hidden from one-dimensional competitors. This framework shows how a balanced approach across all quadrants fosters genuine transatlantic resilience.

From blind spot to strategic capability

Those who are able to understand not only systems but also cultural narratives, individual identities, and institutional values as strategic variables build not just processes, but resilience. The integral approach is not a theoretical model, but a leadership stance: it enables one to withstand tensions, recognize contradictions – and still act decisively. Especially for German companies with transatlantic dependencies: the price for blind spots is higher today than ever before. Leaders should therefore ask themselves: Do we really understand the cultural narratives of our US markets? Which unconscious assumptions shape our communication with American partners? Are there internal tensions between European and American leadership cultures? And do we have leaders who can competently manage ideological diversity? Those who fail to ask these questions risk becoming strategically incapacitated in an ideologically charged business environment. Figure 2 illustrates this integrated approach in practical terms for German executives. The framework maps essential strategic imperatives across all four dimensions, demonstrating how actions in one quadrant inevitably impact the others.

The Integral Framework: Navigating America's New Right Ideology Across All Dimensions

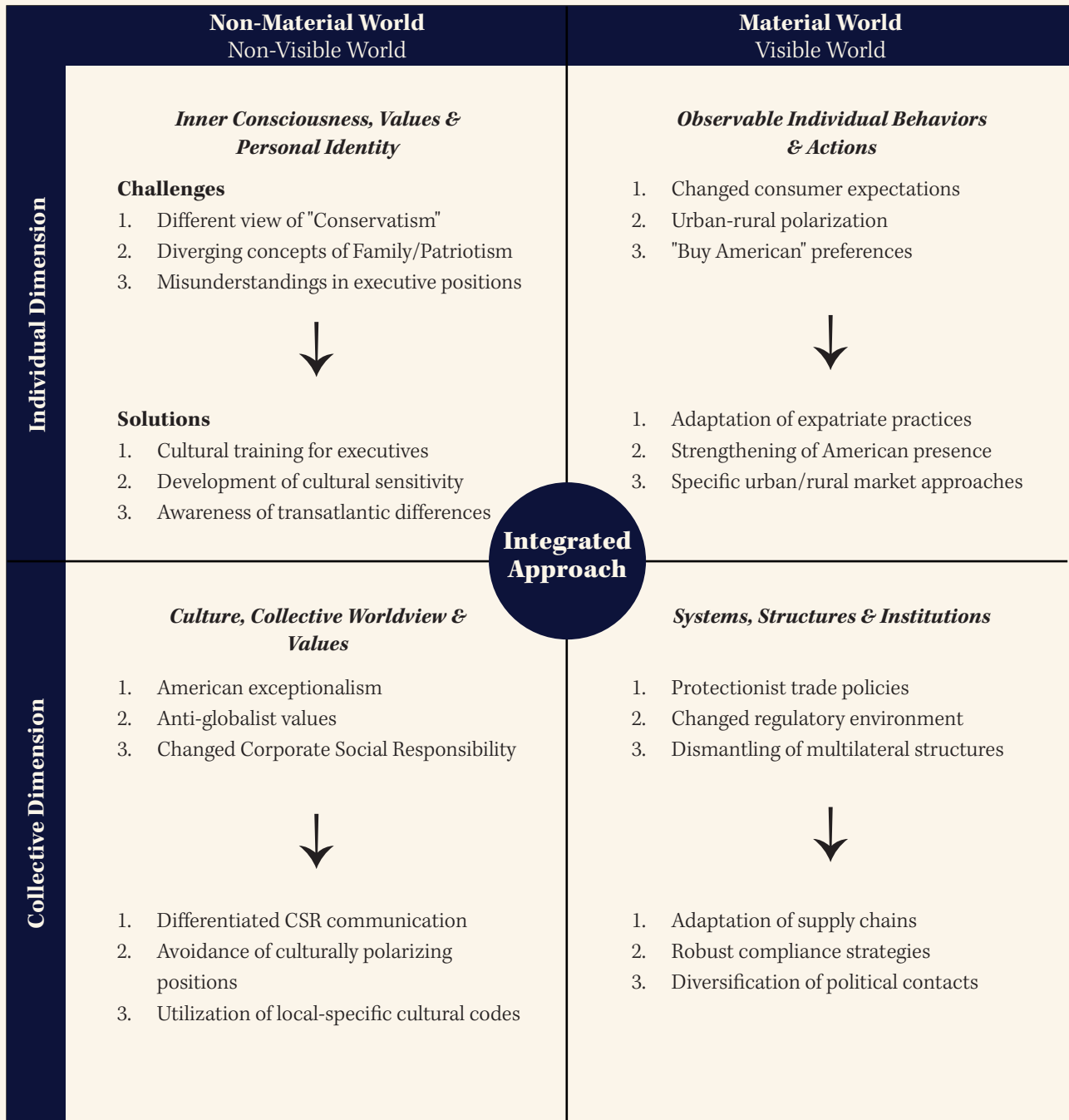


Figure 2: Strategic Imperatives for German CEO's for Transatlantic Business Navigation The dynamics illustrated by the arrows emphasize the necessity of an integrated approach (center) that encompasses all dimensions of human reality – from inner self-understanding to institutional frameworks. An unconscious focus or blind spot in just one of these quadrants can derail strategic initiatives. When a company focuses exclusively on adapting supply chains (bottom right) while neglecting cultural training for executives (top left), implicit tensions often emerge that later manifest as leadership conflicts, misunderstandings, or loss of motivation. Such invisible obstacles frequently have a stronger impact than any regulatory hurdle. Similarly, excessive concentration on physical presence or re-shoring (top right) without cultural sensitivity toward anti-globalist currents (bottom left) can trigger unintended reactions in local markets – such as boycott calls, media polarization, or political instrumentalization. The core message of this matrix is: Strategic resilience emerges where organizations simultaneously recognize and actively manage cultural, individual, systemic, and communicative tensions.

WHAT DO GERMAN EXECUTIVES EXPERIENCE IN PRACTICE?

Experience Reports from German Executives

"In California, our diversity mission statement was an asset – in Florida, it was a risk. The same PDF, but a different world." — Head of HR, Automotive Supplier

"Our German managing director was rejected in Texas as a 'foreign executive without children' – purely cultural, not professional." — CEO, MedTech Company

"I wasn't prepared for the degree of ideological polarization – even among our own American employees." — VP Operations, Mechanical Engineering

"Our communication about equality was publicly criticized by a congressman – that was completely foreign to me from Europe." — Head of Communications, Pharmaceutical Industry

These experiences show: What counts as responsible corporate leadership in Europe can be politically charged in parts of the US or even read as an attack on traditional values. For German companies, it's not just about adaptation – but about genuine cultural navigation capability.

Implications for German Companies Along the Timeline



Figure 3: Temporal Dynamics of Transformation This framework maps America's transformation across three time horizons, showing both emerging U.S. changes (upper) and required German company responses (lower). The vertical flow links specific challenges to organizational actions—from immediate tactical adjustments to long-term strategic repositioning—essential for navigating the transformed transatlantic landscape.

THE TEMPORAL DIMENSION: FROM REACTION TO ANTICIPATION

The bottom portion of the framework illustrates how these challenges and responses unfold across time horizons. The most sophisticated German firms are simultaneously addressing:

Immediate Priorities (Today)

1. Adaptation to changing customs regimes,
2. differentiated communication strategies,
3. political risk management, and
4. DEI strategy revisions to address the administration's immediate priorities.

Medium-Term Developments (1-3 Years)

1. Production localization,
2. cultural competence building,
3. value divergence management, and
4. talent strategy development to address deeper structural changes already underway.

Long-Term Transformations (3-10 Years)

1. Strategic planning for fundamental transatlantic repositioning,
2. geographic diversification,
3. new currency strategies, and
4. navigation of a post-globalist world order.

Executive Action Plan: Navigating America's Transformation

German executives must respond strategically in this rapidly changing landscape. The time for mere observation is over—thoughtful actions are essential to safeguard and grow your American interests.

Immediate Priorities (Next 90 Days):

1. Conduct a Cultural Intelligence Audit to evaluate your organization's grasp of America's ideological shifts and pinpoint knowledge gaps. Create executive briefings that delve into the deeper cultural influences reshaping American business.
2. Implement Localized Communication Protocols by developing messaging frameworks for American stakeholders that honor cultural differences while maintaining core values. Train European executives to handle politically sensitive discussions with American counterparts.
3. Perform a Regulatory Vulnerability Assessment to identify operations most at risk from "Schedule F" changes and agency restructuring. Establish contingency plans for regulatory shifts in areas like immigration, trade compliance, and DEI requirements.
4. Launch a Geographic Diversification Analysis to assess opportunities for rebalancing North American operations across regions with varying political views. Weigh the advantages of states with stable regulatory frameworks against those with strong "Buy American" policies.

Medium-Term Strategic Initiatives (12-24 Months):

1. Invest in Cultural Intelligence as a Core Competency: Develop transatlantic cultural intelligence capabilities and build networks of American thought leaders to understand evolving ideologies better.
2. Redesign Talent Strategies for Ideological Diversity: Recruit executives skilled in both traditional and progressive values and enhance cultural translation as a key leadership competency.
3. Develop Operating Models: Create structures that effectively function within European and American cultural contexts without political risk contamination. Establish governance frameworks that uphold global standards while allowing local adaptations.
4. Companies that thrive will reject simplistic reactions—balancing American engagement with a critical understanding of its transformation. They must build capabilities to navigate divergent transatlantic values. Success requires strategic adaptation and genuine cultural intelligence that honors America's evolving identity while preserving European operations. *Remember: This is a profound civilizational shift, not a temporary political*

change. Your actions today will shape your company's long-term position in the transatlantic business landscape.

BEYOND CONTINENTAL DRIFT: CHARTING NEW TERRITORIES IN THE TRANSATLANTIC LANDSCAPE

The ideological transformation reshaping the transatlantic landscape requires new cartographic skills. This is not a fleeting political shift but a deep civilizational realignment with historical roots and significant implications. For German executives, the goal is not to retreat from this evolving America or blindly accept its changes, but to develop navigation skills for this unfamiliar terrain. Companies that thrive will:

1. Acknowledge the permanence of this new geography, as America's transformation signifies a fundamental restructuring of its social, economic, and political fabric, transcending any single administration.
2. Invest in cultural mapping, akin to explorers charting new territories, by identifying risks and opportunities in America's ideological landscape.
3. Establish adaptable organizations since rigid corporate structures must transform into flexible entities to navigate divergent transatlantic environments.
4. Cultivate translational leadership, enabling executives to maneuver between European and American cultures while maintaining core values.

America's transformation affects all aspects of experience, necessitating a multifaceted navigation strategy in this complex environment. The American reality evolving from today's tectonic shifts will differ from the liberal paradise envisioned by European optimists and the nationalist dystopia feared by globalists. It will be shaped by unique historical and cultural forces, requiring new navigational tools. Successful German companies will embrace America as it is becoming rather than as they wish it to be, navigate its terrain with cultural insights instead of ideological rigidity, and exercise strategic patience to gain local knowledge while preserving their European identity. This transformation presents significant opportunities for those willing to develop the cultural intelligence and strategic foresight to navigate America's new landscape, ultimately fostering a resilient transatlantic relationship for the future.

ACT NOW

Seeking strategic insights for your leadership team? From confidential executive briefings to tailored roundtable discussions, we're ready to help you navigate transatlantic challenges.

Contact our client relations representative

Sandra Bambek

Tel.: +49 151 5870 3101 / Mail: s.bambek@changerock.de

Subscribe to THE PRISM at www.changerock.de/the-prism-bonus or schedule a confidential strategy consultation

The next issue will be released on the first Sunday of the month – early. 8 AM.

SOURCES AND AUTHORS THAT WERE REFERENCED IN THIS ANALYSIS

Thomas D. Klingenstein: Chairman of the Claremont Institute and Managing Member at Cohen Klingenstein, LLC. Essays published in *The American Mind* and featured on Rush Limbaugh.

J.D. Vance: U.S. Senator for Ohio, author of *Hillbilly Elegy*. Essays published in *The American Conservative* and speeches delivered at the Intercollegiate Studies Institute conference.

Steven Levitsky and Lucan A. Way: Professor at Harvard University (Levitsky) and Professor at University of Toronto (Way). Authors of *The Path to American Authoritarianism* published in *Foreign Affairs*.

Michael Kimmage: Professor at Catholic University of America. Author of *The World Trump Wants: American Power in the New Age of Nationalism* published in *Foreign Affairs*.

Christopher S. Chivvis: Author of *The Fragile Axis of Upheaval* published in *Foreign Affairs*.

Brendan Kelly and Michael Hirson: Authors of *The Limits of a U.S.-China Deal* published in *Foreign Affairs*.

Michael Albertus: Associate Professor at University of Chicago. Author of *The Coming Age of Territorial Expansion* published in *Foreign Affairs*.

Stephen M. Walt: Robert and Renée Belfer Professor of International Relations at Harvard Kennedy School. Author of *Trump Is Not a Revolutionary* published in *Foreign Affairs*.

Andrew Day: Senior Editor at *The American Conservative*. Author of *What Vance's Munich Speech Really Means* published in *The American Conservative*.

Graham Allison: Professor at Harvard Kennedy School. Author of *It's Time for Ukraine to Accept an Ugly Peace* published in *Foreign Policy*.

Scott Yenor: Washington Fellow at the Claremont Institute's Center for the American Way of Life and Professor at Boise State University. Author of reports on DEI initiatives at various American universities, published by the Claremont Institute.

Edward Alden and Laurie Trautman: Senior Fellow at Council on Foreign Relations (Alden) and Director of Border Policy Research Institute (Trautman). Authors of *The Myth of the Hardened Border* published in *Foreign Affairs*.

Howard W. French: Columnist at *Foreign Policy*, professor at Columbia University. Author of *What the World Will Look Like Without a 'West'* and *Trump's War on Universities Is More Dangerous Than You Think* published in *Foreign Policy*.

Edward Lucas: Nonresident fellow at the Center for European Policy Analysis. Author of *Comrade Trump: Why he's acting exactly like a Russian asset would* published in *Foreign Policy*.

Matthew Kroenig: Columnist at *Foreign Policy* and vice president at Atlantic Council's Scowcroft Center. Author of *Trump's Rhetoric Gets Results* published in *Foreign Policy*.

Anchal Vohra: Columnist at *Foreign Policy*. Author of *Europe's Economic Decoupling From America Is Underway* published in *Foreign Policy*.

Parag Khanna: Founder and CEO of AlphaGeo. Co-author of *Periodic Table of States* published in *Foreign Policy*.

Cornelia Woll and Goran Buldioski: President of Hertie School (Woll) and Senior Fellow at Hertie School (Buldioski). Authors of *DOGE's Victims Could Be Europe's Gain* published in *Foreign Policy*.

Debak Das and Rachel A. Epstein: Assistant professor at University of Denver (Das) and professor at University of Denver

(Epstein). Authors of *An Unreliable America Means More Countries Want the Bomb* published in *Foreign Policy*.

Nicholas Bequelin: Senior fellow at Yale Law School's Paul Tsai China Center. Author of *The Key to Understanding Trump's Chaotic Foreign Policy* published in *Foreign Policy*.

Ravi Agrawal: Editor in chief of *Foreign Policy*. Author of *Trump Is Ushering In a More Transactional World* published in *Foreign Policy*.

Margaret MacMillan: Professor Emeritus of International History at Oxford University. Author of *Stress Test: Can a Troubled Order Survive a Disruptive Leader?* published in *Foreign Affairs*.

Stacie E. Goddard and Daniel H. Nexon: Claire Tow Professor at Barnard College (Goddard) and Professor at Georgetown University (Nexon). Authors of *Trump's Antiliberal Order: How America First Undercuts America's Advantage* published in *Foreign Affairs*.

Niall Ferguson: Milbank Family Senior Fellow at the Hoover Institution. Author of *How to Win the New Cold War: To Compete With China, Trump Should Learn From Reagan* published in *Foreign Affairs*.

Bilahari Kausikan: Former Permanent Secretary of the Ministry of Foreign Affairs of Singapore. Author of *Who's Afraid of America First? What Asia Can Teach the World About Adapting to Trump* published in *Foreign Affairs*.

Oliver Stuenkel: Professor of Politics and International Relations at Fundação Getúlio Vargas in São Paulo. Author of *Rise of the Nonaligned: Who Wins in a Multipolar World?* published in *Foreign Affairs*.

Michael Beckley: Associate Professor at Tufts University. Author of *The Strange Triumph of a Broken America: Why Power Abroad Comes With Dysfunction at Home* published in *Foreign Affairs*.

Brian Chau: Executive Director of Alliance for the Future. Author of *AI Civil Service Reform* published in *The American Mind*.

Jim Banks: U.S. Senator. Author of *The Golden Age of America* published in *The American Mind*.

Kevin Portteus: Lawrence Fertig chair in politics at Hillsdale College. Author of *From Common Law to Common Sense* published in *The American Mind*.

Kyle Shideler: Director at Center for Security Policy. Author of *Allies for the Country Class* published in *The American Mind*.

Casey Chalk: Senior contributor at *The Federalist*. Author of *DEI Is Dying? Not So Fast* published in *The American Mind*.

David Harris: Executive director of TruthScript. Author of *End Sanctuary Schools* published in *The American Mind*.

Dominick Sansone: PhD student at Hillsdale College. Author of *The Coming Conclusion to an Entirely Preventable War* published in *The American Mind*.

Andrew Beck: Vice President of Communications at Claremont Institute. Author of *The Era of Efficiency* published in *The American Mind*.

Ken Spivak: Founder and chairman of SMI Group LLC. Author of *Weaponizing Law Enforcement Against Americans* published in *The American Mind*.

William S. Lind: Director of The American Conservative Center for Public Transportation. Author of *My Drone Is Smarter Than Your Fighter Pilot* published in *The American Conservative*.

Curt Mills: Executive Director of The American Conservative. Author of "Bannon: Back and Back Big" published in The American Conservative.

Helen Andrews: Former senior editor at The American Conservative. Author of "Our LGBT Empire: Why is it America's business to queer the Donbass?" published in The American Conservative.

Adam Tooze: Columnist at Foreign Policy and history professor at Columbia University. Author of "America Is Locked in a New Class War" published in Foreign Policy.

Daniel W. Drezner: Professor at Fletcher School of Law and Diplomacy at Tufts University. Author of "Does the Madman Theory Actually Work?" published in Foreign Policy.

Moises Naim: Former editor in chief of Foreign Policy. Author of "Is Trump Executing a Self-Coup?" published in Foreign Policy.

Leonard Benardo and Omar Waraich: Senior vice president for Open Society Foundations (Benardo) and director at Open Society Foundations (Waraich). Authors of "What the World Will Look Like Without a 'West'" published in Foreign Policy.

Jo Inge Bekkevold: Senior China fellow at Norwegian Institute for Defence Studies. Author of "The Cost of Ignoring Geopolitics" published in Foreign Policy.

Emma Ashford and Matthew Kroenig: Columnists at Foreign Policy. Authors of "Is the World Overreacting to Trump?" published in Foreign Policy.

THE PRISM basiert ausschließlich auf öffentlich zugänglichen amerikanischen Originalquellen. Die Auswahl umfasst sowohl akademische Beiträge führender US-Intellektueller als auch strategische Texte ideologischer Vordenker des aktuellen politischen Wandels. Die Zusammenstellung folgt einem kuratierten Analyseansatz, der deutschen Führungskräften einen unmittelbaren Einblick in die innenperspektivische Logik amerikanischer Entwicklungen ermöglicht.

LEGAL NOTICE (IMPRESSUM)

Publisher (according to § 5 TMG):
Alen Fresh Growth & Change Atelier GmbH & Co KG
Austernweg 7
89081 Ulm
Germany

Brand: Change Rock Management Advisors
Phone: +49 151 5870 3101
Mail: tp@changerock.de
www.changerock.de

Responsible for content (according to § 55 Para. 2 RStV): Alen Vukovic

© 2025 Alen Fresh Growth & Change Atelier GmbH & Co KG. Despite careful content control, we assume no liability for the content of external sources. All content of The Prism may be shared for non-commercial purposes. Any commercial use (such as seminars, workshops, training, publications, consulting services, and other commercial activities) requires written permission from Change Rock. The logo, design elements, and brand identity are protected by copyright. All rights reserved.

THE PRISM is published monthly and addresses decision-makers seeking strategic clarity in culturally complex times.

WRITTEN BY:



Alen Vukovic
Founder, Change Rock Management

Publisher, analyst, strategy expert, and change advisor who created THE PRISM as his answer to today's information overload and media polarization. Like its namesake, THE PRISM breaks down complex phenomena into their components, enabling understanding from the inside out.

Deliberately positioned in the space between newspaper articles and academic treatises – where leaders actually operate – THE PRISM offers the depth necessary for coherent decision-making without getting lost in theoretical complexity.

Alen Vukovic supports business decision-makers who take stability, prosperity, and long-term responsibility seriously – while wanting to make the best decisions in an ideologically charged environment. His work combines strategic clarity with cultural intelligence and strengthens capability to act in an increasingly ideologized world.

Tel.: +49 151 5870 3101
a.vukovic@changerock.de
changerock.de



CHANGE ROCK CONSULTING FORMATS

EXECUTIVE BRIEFING (90 MIN)

Tailored situation assessment for your leadership team: analytical, confidential, focused. Ideal for board meetings, strategy days, or internal decision-making sessions.

→ Suitable for quick clarity on sensitive decisions.

TRANSATLANTIC READINESS AUDIT

Systematic analysis of your cultural, political, and strategic resilience in the US. Focus on supply chain, leadership, communication, and location selection – with actionable recommendations.

→ Optional: Access to US stakeholders with political influence for first-hand perspectives.

LEADERSHIP SPARRING

A personal, discreet dialogue for decision-makers seeking clarity in complex situations. Focus: identity, responsibility, scope for action – beyond day-to-day politics.

→ Ideal for executives navigating between internal tensions and external pressure.

STRATEGIC ROUNDTABLES

Moderated thinking and discussion spaces for leadership teams, regions, or associations. For example, as Chamber of Commerce dialogue, industry meeting, or internal strategy session.

→ Optional inclusion of guests from our network of transatlantic decision-makers.

SPACES FOR CLARITY AND STRATEGIC DECISION-MAKING

Each of these formats is an offer for collaborative clarification. They create spaces where complex developments can be understood, positions sharpened, and room for action opened up – beyond checklists and standard solutions.

The goal is not speed, but strategic sustainability. Especially in ideologically charged contexts, there is a need for places where decision-makers can connect their responsibility with inner orientation.

Change Rock accompanies these processes with analytical depth, cultural sensitivity, and an eye for long-term effects in both business and societal contexts.

ALL FORMATS ARE DESIGNED FOR DISCRETION, DEPTH, AND IMPACT – AND CAN BE TAILORED TO YOUR CURRENT SITUATION.

YOUR NEXT STEPS

There are moments when new perspectives are necessary. Not because something is missing – but because familiar patterns no longer hold. Whether it's location decisions, cultural irritations, or strategic communication: complex situations require spaces for reflection, dialogue, and orientation.

- 1. Conduct an Executive Briefing:** Confidential situation assessment for your leadership team – available within 14 days.
- 2. Have your cultural competence evaluated:** Analysis of your organizational understanding of ideological changes in the US – including identification of specific knowledge gaps.
- 3. Develop a communication strategy** for dialogue with US stakeholders – culturally sensitive yet firmly values-based.
- 4. Train executives in handling sensitive topics:** Prepare European decision-makers for conversations with US colleagues – politically astute and safely navigable.
- 5. Identify regulatory risks: Discreet risk analysis:** Which business areas would be particularly affected by a "Schedule F" or agency restructuring?

All formats can be tailored to your specific situation – with space for confidentiality, clarity, and impact. Wiederholen Claude kann Fehler machen.

Contact Our Client Relations Representativ

Sandra Bambek

Tel.: +49 151 5870 3101

Mail: s.bambek@changerock.de

Web: changerock.de

Or: Scan the QR code to add us directly to your address book.

THE PRISM is published monthly – exclusively for decision-makers, advertising-free, every first Sunday at 8 AM.





Protecting Prosperity

CHANGE ROCK MANAGEMENT ADVISORS

Alen Fresh Growth & Change Atelier GmbH & Co KG

Geschäftsführender Gesellschafter: Alen Vukovic

Austernweg 7 · 89081 Ulm

Tel.: +49 151 5870 3101

Mail: info@changerock.de

Web: changerock.de