Our Age of Uncertainty

A ROAD MAP FOR UNDERSTANDING THE POLITICAL NEW NORMAL
The Lines in Our World Are Being Blurred

They Took a Knee
This weekend, a series of stunning messages from the president led to widespread protest among players of the NFL, and beyond.

Levi Strauss CEO takes a side on gun control: ‘It’s inevitable that we’re going to alienate some consumers’

Nike shoes burned, defaced over Colin Kaepernick’s "Just Do It" ad

Apple prices may increase because of the massive Tariffs we may be imposing on China - but there is an easy solution where there would be ZERO tax, and indeed a tax incentive. Make your products in the United States instead of China. Start building new plants now. Exciting! #MAGA

Donald J. Trump
@realDonaldTrump
Thank you to Linda Bean of L.L. Bean for your great support and courage. People will support you even more now. Buy L.L. Bean.

@LPPerfectMaine

L.L.Bean

NORDSTROM

GM

Budweiser

Carrier
But We Will Return to the Regular Order Soon...Right?

John McCain: It’s time Congress returns to regular order
NO
Erosion of Trust
Sharp Decline Over Time in Institutional Trust

Average confidence in 13 institutions: Banks and Financial Institutions, Major Companies, Organized Religion, Education, Executive Branch of the Federal Government, Organized Labor, Press, Medicine, TV, U.S. Supreme Court, Scientific Community, Congress, and Military

General Social Survey (GSS), Base: 40,956 U.S. adults 18+
### The System Is Broken

Base: 16,597 adults aged 16-64 in Argentina, Australia, Belgium, Brazil, France, Germany, Great Britain, Hungary, India, Israel, Italy, Japan, Mexico, Peru, Poland, Serbia, South Africa, South Korea, Spain, Sweden, Turkey; aged 18-64 in Canada and the United States., October 21-November 4, 2016

<table>
<thead>
<tr>
<th>% agree that…</th>
<th>66%</th>
<th>58%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Society is broken</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economy is rigged for the advantage of the rich and powerful</td>
<td>70%</td>
<td>69%</td>
</tr>
<tr>
<td>Need a strong leader to take the country back from the rich and powerful</td>
<td>69%</td>
<td>63%</td>
</tr>
</tbody>
</table>
Strong Man Syndrome

Our country is rich

Yet so many poor people

WHY? BECAUSE THE SYSTEM IS RIGGED

The establishment no longer cares about people like me

We need a strong leader to take our country back
Ideological Tribalism

Hate Does NOT Make America Great

[Hand holding a sign with the text 'Hate Does NOT Make America Great']
Although we are increasingly socially liberal

Source: General Social Survey, n=34,696
We Are Seeing Increased Ideological Tribalization

% who favor allowing abortion

Source: General Social Survey, n=34,696
### Ideologically Polarized Consumer Behavior

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Democrat Factor</th>
<th>Republican Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have donated money to NPR</td>
<td></td>
<td>2.80</td>
</tr>
<tr>
<td>Shop at Whole Foods regularly</td>
<td>1.36</td>
<td></td>
</tr>
<tr>
<td>Prefer to buy organic foods when possible</td>
<td>1.13</td>
<td></td>
</tr>
<tr>
<td>Watch soccer on TV</td>
<td>1.11</td>
<td></td>
</tr>
<tr>
<td>Drink sparkling water</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>Shop at Walmart regularly</td>
<td>1.07</td>
<td></td>
</tr>
<tr>
<td>Drink bottled water</td>
<td>1.11</td>
<td></td>
</tr>
<tr>
<td>Have ever lived in a rural area</td>
<td>1.32</td>
<td></td>
</tr>
<tr>
<td>Love baseball</td>
<td>1.41</td>
<td></td>
</tr>
<tr>
<td>Learned to drive before age 15</td>
<td>1.46</td>
<td></td>
</tr>
<tr>
<td>Enjoy NASCAR</td>
<td></td>
<td>2.09</td>
</tr>
<tr>
<td>Drive a pickup truck</td>
<td></td>
<td>2.09</td>
</tr>
</tbody>
</table>

A Democrat is 2.8 times more likely to donate money to NPR than a Republican.

A Republican is 2.09 times more likely to drive a pickup truck than a Democrat.

Ipsos poll conducted August 17-18, 2017 among 1,021 US adults.
Hot Cognition: The Bedrock of Tribalism

- Priming
- Emotional reaction
- Short circuiting deeper cognition
- Differential credibility of messengers
- Cues and clues of tribal colors
Q. [SPONSOR] has stated that the 1975 Public Affairs Act should be repealed. To what extent do you agree or disagree? Source: June 2017 Reuters/Ipsos Survey

% who support the repeal of the “1975 Public Affairs Act” when repeal is endorsed by…

Republican

Democrat
End of the White Majority
America Is Becoming Less White

<table>
<thead>
<tr>
<th>Statement</th>
<th>% Agree Democrat</th>
<th>% Agree Republican</th>
<th>Difference b/w Reps and Dems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black people do not have the same opportunities as white people in the U.S.</td>
<td>24%</td>
<td>72%</td>
<td><strong>D +48</strong></td>
</tr>
<tr>
<td>Due to racial discrimination, programs such as affirmative action are necessary to help create equality</td>
<td>30%</td>
<td>71%</td>
<td><strong>D +41</strong></td>
</tr>
<tr>
<td>When jobs are scarce, employers should prioritize hiring people of this country over immigrants</td>
<td>35%</td>
<td>66%</td>
<td><strong>R +31</strong></td>
</tr>
<tr>
<td>Immigrants take jobs away from real Americans</td>
<td>19%</td>
<td>52%</td>
<td><strong>R +33</strong></td>
</tr>
<tr>
<td>Social policies, such as affirmative action, discriminate unfairly against white people</td>
<td>22%</td>
<td>66%</td>
<td><strong>R +44</strong></td>
</tr>
<tr>
<td>The mainstream media is more interested in making money than telling the truth</td>
<td>41%</td>
<td>88%</td>
<td><strong>R +47</strong></td>
</tr>
</tbody>
</table>
SOME IMPLICATIONS
One page of a document with the title "Challenges to Reach Consensus". The text includes a bar chart showing the percentage of "real American"认同 for various criteria, as well as the difference between Democrats (D) and Republicans (R) on these criteria. The chart is based on an Ipsos poll conducted among 1,021 U.S. adults aged 18+, August 2017. Criteria include:

- Robert E. Lee: 42% Democrats, 75% Republicans (R +33)
- Someone who does not stand for the national anthem: 27% Democrats, 61% Republicans (D +34)
- An adult who has lived in the United States ever since they came as a child and never had a legal status: 27% Democrats, 62% Republicans (D +35)
- Believes immigration should be restricted: 25% Democrats, 68% Republicans (R +43)
- Believes in open borders: 20% Democrats, 64% Republicans (D + 44)
- Sympathizes with "Black Lives Matter" movement: 29% Democrats, 75% Republicans (D + 46)
Be careful where you step
America is a cognitive minefield

Ipsos poll conducted among 1,004 U.S. adults aged 18+, April 2018. Data point represents the net favorability of each item among Democrats minus the net favorability among Republicans.
Thank you