

# Fulcrums of Order

*Rising States and the Struggle for the Future*

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## OVERVIEW

Global power is diffusing toward emerging states that seek inclusion rather than alignment, requiring the United States to shift from dominance to partnership.

## EVOLVING GLOBAL DYNAMICS

- The expansion of BRICS+ illustrates rising demands for influence among non-Western states.
- The “Global South” reflects a political coalition shaped by exclusion from Western-led institutions.
- The decline of the OECD’s share of global GDP strengthens calls for systemic reform.

## HINGE STATES AND STRATEGIC AUTONOMY

- Rising powers are pursuing flexible nonalignment to preserve autonomy.
- Their choices will shape whether multipolarity becomes cooperative or fragmented.
- U.S. leverage depends on respecting sovereignty while providing viable alternatives to China and Russia

## INTERNATIONAL POPULISM

- Global South populism frames Western states as entrenched elites.
- Addressing these sentiments reduces alienation and improves cooperation.

## POLICY FRAMEWORK FOR U.S. ENGAGEMENT: FIVE LINES OF EFFORTS

- Build ad hoc coalitions focused on tangible, shared results (“coalitions of the willing and able”).
- Engage substantively on Global South priorities: climate loss and damage, health, connectivity, and technology.
- Offer clear incentives and consequences for engagement levels.
- Democratize global institutions while preserving effectiveness.
- Improve strategic messaging, emphasizing partnership, education, and shared prosperity.

