

PHENOMENON

The Magazine of the World Intelligence Network



Edited by Krystal Volney and Graham Powell

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INTRODUCTION



Dear readers,

I hope you enjoy this magazine as it elucidates about some diverse cultural experiences and lifestyles.

The editorial team have done their best to offer a rich and extraordinary array of opinions and artistic modes of expression, all of which should brighten the evenings, deepen the daydreams, and, it is hoped, inspire more achievements across the world.

Happy reading,

Graham Powell and Krystal Volney

Front Cover:

Eivind Olsen,

Dr. Ricardo Rosselló, Erik Haereid, Dr. Christopher Cox

Tor Arne Jørgensen

Norwegians of the High-Range Discussion with Erik Haereid,
Eivind Olsen, and Tor Arne Jørgensen

September 15, 2020

Interviewer- Scott Douglas Jacobsen



Erik Haereid is an Actuarial Scientist and Statistician. Eivind Olsen is the Chair of Mensa Norway. Tor Arne Jørgensen is the 2019 Genius of the Year – Europe. They discuss: the high-IQ communities available in Norway; membership in Mensa Norway; the issues perceived in running a high-IQ national group; the qualifications for Mensa Norway; the culture of Norway on mainstream intelligence tests and alternative tests; the considered importance of high-IQ and high-IQ societies; the flavours of the high-IQ societies; some of the unique, or nearly distinct, qualities of Norwegian culture mapped onto the high-IQ communities; and some of the plans and expected developments for Mensa Norway.

Keywords: Erik Haereid, Eivind Olsen, IQ, Mensa, Mensa Norway, Tor Arne Jørgensen.



Scott Douglas Jacobsen: One of the most respected, for longevity and size, high-IQ organizations in the world is Mensa International. No question about it. Some see Mensa International as nothing more than a gigantic social club. Others see the organization as a means by which to connect and politic with the movers and shakers of some of the high-IQ community globally or within a national context. Nonetheless, its stability belies a particular functionality of aim and purpose, and structure, compared to all other high-IQ societies and, thusly, deserves proper praise and adulation. Another aspect of the global focus of Mensa International is the appropriate functionality in breaking apart the big organization into national sub-organizations with chairs. For example, Mensa Norway is one of the national groups for Mensa International. As it so happens, we have the leader of Mensa Norway here today with Mr. Olsen. Also, we have alternative test very high scorers in the presence of Mr. Haereid and Mr. Jørgensen. All from Norway. With Mensa and with Norway, and based on suggestions from participants, the start with Mensa Norway seems like a functional starting point here. Also, it can provide a basis to get down to brass tacks about the fundamentals of Norwegian culture and its high-IQ communities, as such. Let's begin, as per usual, with some softball questions, what are the high-IQ communities

available in Norway, whether formal or informal of which you are aware at this time?

Erik Haereid[1]*: I am only aware of Mensa Norway, and became a member at age 49, in 2013. I had never been involved in that kind of organization earlier.

Tor Arne Jørgensen[2]*: None that I'm aware of today as informal goes, and as formal goes, we have only Mensa Norway.

Eivind Olsen[3],[4]: I'll expose my ignorance even at this first question, and set myself up to receive a proper intellectual beating. I'm not really aware of any other high-IQ society/community in Norway. Sure, there are some international societies that have some Norwegian members, but I don't have the impression that there's much activity.

Jacobsen: How much does membership in Mensa Norway cost? Who is a member here? What are some of the demographics of Mensa Norway? How has Mensa Norway been helpful in connecting to the national high-IQ community for each of you?

Haereid: 500 Norwegian kroner a year.

2% of the 2% smartest in Norway are members of Mensa Norway; about 2,000 members out of theoretically 100,000 members. Who are those 2% of the 2%? A fine mixture. Men, women, quite young, quite old, highly educated, no education, a variety of different works, different political views, different

moral views, some nice, some not so nice, and so on. From all over the country.

Anyway, I think the 98% of other Norwegians that theoretically qualify for Mensa is, on average, other types than those who are members. I know some people, quite a few actually, who would qualify for Mensa but don't dare to try the test. That's one difference; the courage, belief in themselves, bigger ego maybe. And I guess Mensans are more occupied with their and others' IQ, and not especially more intellectual than the other equally intelligent bunch. It's obviously about making friendship with someone who thinks like yourself, because "no one else does".

But it's also about this identification. Some exaggerating being different from the rest, the normal part of the population, because they want to feel better as to intelligence, and then they can claim that they don't belong among normal people. In other words: I think Mensans feel more odd than equally intelligent people outside Mensa, on average. The focus is IQ and intelligence, or puzzles and brain games, more than using one's intelligence to something useful in the general society. Maybe. It's diverse also inside Mensa. I see people there discuss a variety of themes, most daily problems, in ways that people with more normal intelligence wouldn't. At least not in such an intellectual language. That's something. I miss more existential discussions, though.

The egos are generally big, but maybe not more among Mensans than others. It's difficult to say. In Mensa and in general in high IQ communities it's more specific focus on IQ-measures, intelligence per se and competition between members.

That said, it's not easy to be different. Many highly intelligent people are treated bad in a universal harsh environment. It's about normality everywhere.

The national high IQ community is, to me, Mensa. I don't feel especially welcomed. I think this varies depending on who you ask. To me it's more about suspicion and subtle attacks. I guess the reason is mixed; I am not very social and inviting as a person. Stubborn. Demanding, I guess. And I score high on unauthorized IQ-tests. That doesn't sound well in Mensa. It's also about personal traits, and what you write and how people interpret that. Mensans and people in the high IQ communities are in that respect not different from others.

Jørgensen: I am not a member of Mensa Norway, but within the near future a Mensa membership could be exciting to explore. So, by that I leave the follow-up questions to my peers.

Olsen: The membership fee for a full year is 500 NOK (approximately 57 USD or 48 EUR), if you're 18+. There's a 50 % discount if you're under the age of 18, and a 50 % discount if you join from 1st of July until 31st of October. Yes, the discounts stack. Our gender distribution is about 77.5 % male, 22.5 % female, and < 1 % identifying as other/unknown. Approx. 30 % of our members are in the 31-40 age bracket. Our youngest member recently started in their first year at school, and a handful of current members were born before WW2.

Mensa was the first high-IQ society I joined (I was recruited by my fiancée, before we were a couple), and we have several friends here. So far, I haven't really seen the need to pursue more obscure societies. I don't even know if I would qualify for any of the "higher" societies.

Jacobsen: For the two who aren't leaders of a national high-IQ group, what seem like some of the issues perceived in running a high-IQ national group? For the one who is a leader of a national group, what are some of the difficulties of bringing together the high-IQ communities under the same umbrella?

Haereid: To unify a lot of un-unifiable single individuals. It's a lot of different intelligent people with strong individual opinions, and therefore a lot of ME.

To make objective goals with plans that fulfil the original idea of Mensa from the post WW2 when established in 1946; to gather the most intelligent people to create ideas to avoid future wars and holocaust-scenarios. Including racism and social polarization. It seems that this is forgotten or repressed.

Jørgensen: Well, it is hard to say as I have no personal experience in leading a high-IQ group, but I would expect from what I have previously seen in the various groups by portraying the role of active leadership, followed by scrutiny with reference to the group-leaders' personal innovative engagement within the various thematic forums thus creating and securing oversight with reference to group stability.

Olsen: Here in Norway, I guess a big part of the hindrance is that there doesn't seem to be any other active high-IQ societies here.



Jacobsen: To the qualifications for Mensa Norway, what are the measurement tools demanded for membership? What is the standard deviation? What is available for members of the community? What is the range of scores of the members if this is known and available for public consumption/presentation? Who is the highest scorer on a mainstream intelligence test in Norway?

Haereid: When I got into Mensa, it was the spatial FRT-A test; a timed 20 minutes with 45 items. It's a generally accepted, proctored test, with the aim of discriminating intelligence between those who are within and outside the top 2% of the population. The scores are treated by a professional psychometrician. The standard deviation used is 15 on that test; $IQ \geq 131$.

I think there are many proctored, mainstream tests that can be used, like WAIS. But Eivind knows more about this, I guess.

The scores are not available. The FRT-A and similar tests are built on equality; its purpose is to measure if you have over or under 131 in IQ; if you are among or outside the top 2% of the general population, not to measure your detailed IQ beyond that.

Who is the highest scorer on a mainstream intelligence test in Norway? I would like to hear from Eivind who that is. I don't know.

Jørgensen: As to the highest scorer on mainstream intelligence tests in Norway I would say Haereid, I would also rank him as the one to beat to reach top spot.

Olsen: We have the same requirements as other Mensa countries. You'll need to have taken a reputable and recognized test in a supervised / monitored setting. You'll need a score within the top 2 %, but you're not required to take the test we provide; several other tests are valid. The test we do provide gives a score in SD 15. When people join based on another test, it's quite often a WISC or WAIS test administered by a psychologist.

We don't have any easily available, good statistics of the scores our members have received, except that we are fairly confident they are all within the top 2 %. Most of them join based on the test we provide, and the highest score accessible there is top 1 % ("IQ 135 or higher, at SD 15"). I have taken a non-scientific approach and asked several people I know what their score was, and it seemed to be approximately 50/50 split between 2 % and 1 %.

I don't know who the highest scorer on any reputable intelligence test in Norway is. I believe the usual reputable tests, such as the Wechsler tests, only go up to 160 @ SD15, and I'm sure there must be multiple people attaining that score.

Don't get me started on inflated IQ scores where one conveniently lists their SD24-score without mentioning the SD and compares it to someone else's SD15-score, or where people get described as "having a higher IQ than Einstein!"

Jacobsen: The World Genius Directory does seem to demand certification of the tests and the test scores from testees. This can be helpful. As far as I am aware, Mensa International and the Triple Nine Society – and some others – are similarly demanding and, in fact, more stringent with the requirement of mainstream intelligence tests only as opposed to mainstream intelligence tests and alternative tests for admissions. Indeed, if one examines the World Genius Directory, they can see the degrees to which the alternative tests far outnumber the mainstream intelligence test. For example, in terms of the test scores earned and submitted, Erik earned 185 S.D. 15 on the N-VRA80, while Tor earned a 172 S.D. 15 on the Lexiq. How is the culture of Norway on mainstream intelligence tests and alternative tests? How seriously is either taken? How are these incorporated into the international, national, or local organizations having various cut-offs and criteria for membership?

Haereid: Mensa is strict. Not only as to admission, but also respect; there is an anti-alternative IQ-test culture. In Mensa,

and I may exaggerate, are these untimed tests, many of them beautiful cognitive challenges with proper or at least quite good norms, seen as severe diseases. But I see some Norwegian Mensans on the scoreboards on these alternative tests. That pleases me.

I am among the top scorers on several different alternative tests, in all categories (numerical, verbal and spatial) with high credibility in the high-IQ-environment, through many years (since 2013), and I still get critical questions from some; even though I beat most people with IQ-scores from 160 to 175 (S.D. 15) on mainstream, proctored, accepted tests, like WAIS. Some norms are, obviously, not good. Some are quite good, even though they can't beat norms on tests like WAIS; there's not enough data.

It seems that some have fastened on the speed-thing; "intelligence has only to do with speed". Of course, speed is a factor, and important too. But why not include the kind of tests that has to do with solving complex problems and necessarily take some more time than 20 or 120 minutes? I guess this is debated thoroughly in the psychological environments, but anyway. I am not the only one in the high IQ community that asks this. Of course, there is a significant correlation in IQ, between the mainstream and alternative tests mentioned. To me this is obvious.

Jørgensen: As to the how the general culture of the alternative intelligence tests and its acceptance by reference to its streamline counterpart, the supervised intelligence tests. This by ground of unbalanced relationship for the sake of its professional

structure and seriousness rating. Further on, the incorporation of these tests, when based on the grounds of validation by relying on one for its confirmation of its counterpart, thus factualized with the following reference to the incorporation of today's standard deviation, is set to the basis of the equalization principle.

Olsen: We (Mensa) can only accept scores from reputable tests that are properly normed, and that are taken in a supervised setting. We need to have confidence that you took your own test without getting any help from friends or family. And I'll admit that I'm somewhat sceptical of the validity and reliability of any test that's normed based on response from 10-15 people.

Jacobsen: In America, there has been a long-term decline in the considered importance of high-IQ and high-IQ societies; in fact, there's a continuous decrease over decades of the perceived import of IQ in general. How is this trend, if any, in Norway?

Haereid: That's interesting. It's the opposite in Norway. We have a rise in focus, and with the Mozart of Chess Magnus Carlsen in our backyard, its importance is increasing. I don't know if this is the case within the educational system. Tor Arne could say more about that. In general, it has gained more respect. That's my impression.

Why is it a decline in America, do you think?

Jørgensen: The obvious response to the question at hand is to only give my support to the notion of decline, based on my

personal opinion to have a high intelligence has never been looked upon as a «big deal» in any form or shape, only physical activity is viewed as any proper degree of importance in Norway.

Olsen: Whether high IQ is of importance depends entirely on who you ask. Of course, having a high IQ doesn't make you a better person, it doesn't guarantee that you don't have any glaringly negative personality issues, and it doesn't ensure you'll have great success in life, but there can't be any doubt that in general higher IQ gives you access to a somewhat better toolbox. Whether you use the tools for anything worthwhile is a completely different matter.

I'd also like to mention a comic strip; it's a golden oldie from Savage Chickens:

<https://www.savagechickens.com/2008/12/iq-test.html>

Regarding the importance of IQ societies: it is what we make of it. Several of our members consider us to be a social environment for them. And we are that too, but not **only** that. Like pretty much every volunteer organisation, we do what we can with what our volunteers can or will provide. For example, we recently spent some time and effort into writing and sending our answer(s) to an open hearing regarding a new "law of education" here in Norway. The proposed changes to the law would have made it more difficult for gifted children to get an individually adjusted education.

Jacobsen: In terms of the flavours of the high-IQ societies, of which there are many, what seem like some of the overlaps of

the styles and contents of Norwegian high-IQ individuals and societies?

Haereid: I think there are many equal traits among high IQ people independent of nation; some general ones, like stubbornness, knowing best, strong opinions, fast (and often wrong) conclusions, feeling alone and isolated, victims of bullying, nerdy, ironic. A winner in one's own view and a loser in the normal population. This is the same in Norway as anywhere else.

Jørgensen: The general search for innovative commitment within various fields of interest such as politics, technology, and space exploration. Furthermore, intelligence testing of varying degree of difficulty in the search for what is possible to achieve considering one's mental qualities.

Olsen: I know there's some overlap. Some of our members are also members in one or more other high IQ societies, but I don't have the impression that it's something many of our members do. Disclaimer: I don't have hard facts / numbers to back this up. This is just my gut feeling, after having conversations with several members.

Jacobsen: Following from the previous question, what seem like some of the unique, or nearly distinct, qualities of Norwegian culture mapped onto the high-IQ communities, in as much as these exist to various types and degrees?

Haereid: At the moment I can't come up with any specific.

Generally, Norway is a social democracy, with traditionally a rural population. We are not very social, but kind, if people (want to and dare to) learn to know us. We hate small talk, I guess, and fumble when we meet any from abroad that are better than us in being nice to strangers. That's not one of our strengths. We are not very nice to strangers, who we treat like trespassers; people we don't know, foreigners, can experience Norwegians as ignorant and rejective. But often it's shyness, based on a history under suppression. Norwegians can be quite rude, and seemingly lack empathy. It's not our best trait. But we can also be the best friend if we feel comfort and learn to trust the people around us. Norwegians are intelligent. But it's not always that visible because of the shyness and introvert behaviour; you have to read between the lines. I think Norwegians are complicated, and that includes the highly intelligent ones.

Jørgensen: With that notion in mind from the previous question, there is a clear link in order to not undermine their qualities in order to «fit in» with their own, and not overestimate these qualities solely based on their sociocultural perspective within its contextual contemporary momentum.

Olsen: I guess modesty might be a Scandinavian thing; it does seem like several members are afraid that others will know they're a member. Not because they're ashamed of the organization, but because they think it might be considered bragging.

Some members are asking if they should put their Mensa membership on their resume / CV, also fearing that it might be seen as bragging.

Personally, I don't see why it should be a problem that someone finds out you're a member. For me it boils down to if, how and when I inform people. It's never the first thing I tell people, unless it's relevant. If I meet someone in a social setting, I **never** introduce myself as "Eivind Olsen, chair of Mensa Norway", but I will do that if it's relevant, for example if I'm being interviewed by media. I don't even try to argue that "you should listen to me because my IQ score is probably higher than yours" – that's the quickest path to losing any discussion, really. I don't flash my membership card unless I have a good reason. One good reason would be when I buy hamburgers at the regular meeting place of my local Mensa chapter, since I will then get a discount.

Jacobsen: What are some of the plans and expected developments for Mensa Norway in the midst of the coronavirus pandemic, whether in 2020, 2021, even potentially beyond?

Olsen: All our physical activities were put on hold for a while but we're now opening up more and more again. We have our annual "national test day" in 2 weeks, and all our proctors have been informed about the extra precautions we are taking, such as ensuring people keep their distance, and making sure there's plenty of disinfectant available (for external use only). We are still growing, but somewhat slower than we would have expected had this been a non-coronavirus year. Some of our bigger plans

have had to slow down due to the situation but we're hoping we can pick up the lost speed.

Appendix I: Footnotes

[1] Erik Haereid has been a member of Mensa since 2013, and is among the top scorers on several of the most credible IQ-tests in the unstandardized HRT-environment. He is listed in the World Genius Directory. He is also a member of several other high IQ Societies.

Erik, born in 1963, grew up in Oslo, Norway, in a middle-class home at Grefsen nearby the forest, and started early running and cross-country skiing. After finishing school, he studied mathematics, statistics, and actuarial science at the University of Oslo. One of his first glimpses of math-skills appeared after he got a perfect score as the only student on a five-hour math exam in high school.

He did his military duty in His Majesty the King's Guard (Drilltroppen)).

Impatient as he is, he couldn't sit still, and only studying, so among many things he worked as a freelance journalist in a small news agency. In that period, he did some environmental volunteerism with Norges Naturvernforbund (Norwegian Society for the Conservation of Nature), where he was an activist, freelance journalist and arranged 'Sykkeldagen i Oslo' twice (1989 and 1990) as well as 'environmental issues' lectures. He also wrote some crime short stories in A-Magasinet (Aftenposten (one of the main newspapers in Norway), the same paper where he earned his runner up (second place) in a nationwide writing

contest in 1985. He also wrote several articles in different newspapers, magazines and so on in the 1980s and early 1990s.

He earned an M.Sc. degree in Statistics and Actuarial Sciences in 1991 and worked as an actuary novice/actuary from 1987 to 1995 in several Norwegian Insurance companies. He was the Academic Director (1998-2000) of insurance at the BI Norwegian Business School (1998-2000), Manager (1997-1998) of business insurance, life insurance, and pensions and formerly Actuary (1996-1997) at Nordea in Oslo Area, Norway, a self-employed Actuary Consultant (1996-1997), an Insurance Broker (1995-1996) at Assurance Centeret, Actuary (1991-1995) at Alfa Livsforsikring, novice Actuary (1987-1990) at UNI Forsikring.

In 1989 he worked on a project in Dallas with a Texas computer company for a month incorporating a Norwegian pension product into a data system. Erik is specialized in life insurance and pensions, both private and business insurances. From 1991 to 1995 he was a main part of developing new life insurance saving products adapted for bank business (Sparebanken NOR), and he developed the mathematics behind the premiums and premium reserves.

He has industry experience in accounting, insurance, and insurance as a broker. He writes in his IQ-blog for the online newspaper Nettavisen. He has personal interests among other things in history, philosophy and social psychology.

In 1995, he moved to Aalborg in Denmark because of a Danish girl he met. He worked as an insurance broker for one year and

took advantage of this experience later when he developed his own consultant company.

In Aalborg, he taught himself some programming (Visual Basic), and developed an insurance calculation software program which he sold to a Norwegian Insurance Company. After moving to Oslo with his girlfriend, he was hired as consultant by the same company to a project that lasted one year.

After this, he became the Manager of business insurance in the insurance company Norske Liv. At that time, he had developed and nurtured his idea of establishing an actuarial consulting company, and he did this after some years on a full-time basis with his actuarial colleague. In the beginning, the company was small. He had to gain money and worked for almost two years as an Academic Director of insurance at the BI Norwegian Business School.

Then the consultant company started to grow, and he quit BI and used his full time in NIA (Nordic Insurance Administration). This was in 1998/99, and he has been there since.

NIA provides actuarial consulting services within the pension and life insurance area, especially towards the business market. They were one of the leading actuarial consulting companies in Norway through many years when Defined Benefit Pension Plans were at their peak and companies needed evaluations and calculations concerning their pension schemes and accountings. With the less complex, and cheaper, Defined Contribution Pension Plans entering Norway the last 10-15 years, the need of actuaries is less concerning business pension schemes.

Erik's book from 2011, *Benektelse og Verdighet*, contains some thoughts about our superficial, often discriminating societies, where the virtue seems to be egocentrism without thoughts about the whole. Empathy is lacking, and existential division into "us" and "them" is a mental challenge with major consequences. One of the obstacles is when people with power – mind, scientific, money, political, popularity – defend this kind of mind as "necessary" and "survival of the fittest" without understanding that such thoughts make the democracies much more volatile and threatened. When people do not understand the genesis of extreme violence like school killings, suicide or sociopathy, asking "how can this happen?" repeatedly, one can wonder how smart man really is. The responsibility is not limited to let's say the parents. The responsibility is everyone's. The day we can survive, mentally, being honest about our lives and existence, we will take huge leaps into the future of mankind.

[2] Eivind Olsen is the current chair of Mensa Norway. He has scored "135 or higher" (SD15) on the test used by Mensa Norway. He has also previously been tested with WISC-R and Raven's. He recently took the MOCA test and aced it. When he's not busy herding cats, he works in IT. He sometimes spends time with family and friends.

Eivind Olsen has been a member of Mensa Norway since 2014, having filled various roles since then (chair of Mensa Bergen regional group, national test coordinator, deputy board member, and now chair).

He was born in Bergen, Norway, in 1976, but has lived in a few other places in Norway, including military service in the far north of the country.

Since he got bored at school and didn't have any real idea what he wanted to do, he took vocational school where he studied electronics repair. He has worked in a different field ever since (IT operations).

He is currently residing in Bergen, Norway, with his significant other, 2+2 offspring, 2 cats and a turtle.

[3] Tor Arne Jørgensen is a member of 50+ high IQ societies, including World Genius Directory, NOUS High IQ Society, 6N High IQ Society just to name a few. He has several IQ scores above 160+ sd15 among high range tests like Gift/Gene Verbal, Gift/Gene Numerical of Iakovos Koukas and Lexiq of Soulios.

Tor Arne was also in 2019, nominated for the World Genius Directory 2019 Genius of the Year – Europe. He is the only Norwegian to ever have achieved this honor. He has also been a contributor to the Genius Journal Logicon, in addition to being the creator of toriqtests.com, where he is the designer of now eleven HR-tests of both verbal/numerical variants.

His further interests are related to intelligence, creativity, education developing regarding gifted students. Tor Arne has a bachelor's degree in History and a degree in Practical Education, he works as a teacher within the following subjects: History, Religion, and Social Studies.

The Charms of Nature by Graham Powell

The alarm clock sits,
ticking and ticking and ticking
as the sheets unwrap, from reclining bodies,
another day of louche existence
(or so they believed)
not catching a virus,
nor catching the train,
the bus, or the plane,
nor sitting amongst others,
driving through lemming-tide,
the clutch control averting
spillage from the cupholder's
precious ward,
supped amongst thoughts
from money-torn minds,
the work-writhing bodies,
all constrained to earn,
and focus,
on matters now clear,
of lesser import.

A White Mariah passes,
siren-less,
no need, as the whirls of blue light
entrance those staring,

some fearing for whom the lights are gauging,
others watching
from behind pulled drapes,
memories of plaudits on previous nights,
drawing tears,
tugging with pride,
as the knights and dames alight
in protective suits,
(visors still scything, after hours of toil)
their legs still aching, bearing
humanity's strains,
along barren streets.

So, turning,
it's time
for Matisse,
Van Gogh, or anyone
with an ounce of oeuvre d'art,
pitchers, pouring,
gardens sprouting fervent,
verdant fondness,
humans in love, once more,
with the charms of Nature,
and so
we are saved.

ART FROM DR. CHRISTOPHER COX THE WILDLIFE ARTIST AND ENVIRONMENTALIST

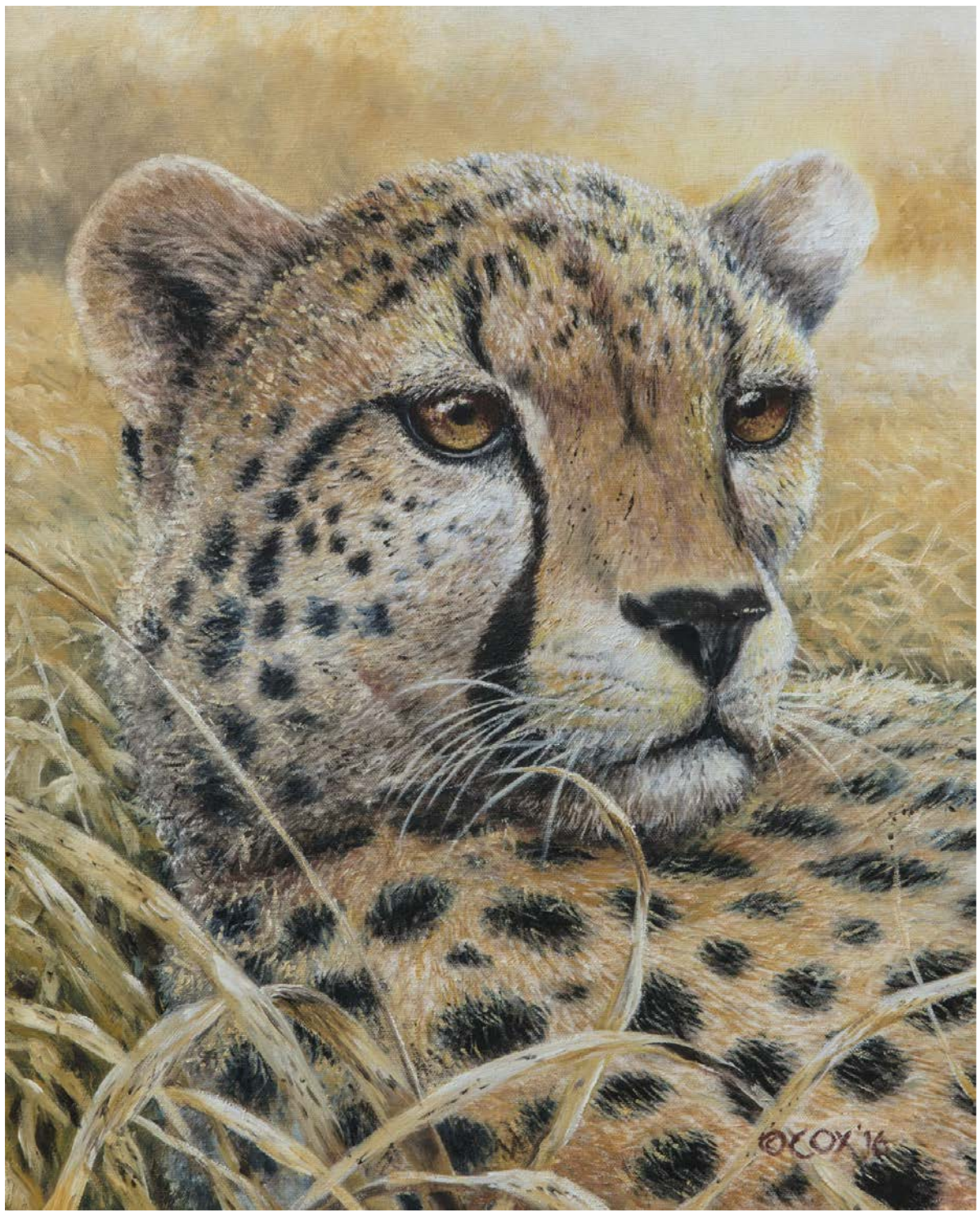


Christopher Cox is among one of the few recognized wildlife artists from the Caribbean. He hails from the beautiful island of Saint Lucia and was drawn to creating art from an early age. Chris's love for nature, drawing and painting wildlife, led to a career as an environmentalist, protecting our precious natural environment. His work is inspired by the landscapes and wildlife in the places around the globe that he has been fortunate to live, work and travel. His art collective '**Chris Cox Originals**', includes a range of products inspired from his art such as limited-edition prints, T-shirts and other collectibles.

Visit his website at <https://chriscoxoriginals.com/> and follow him on Facebook

at <https://www.facebook.com/chriscoxoriginals> and Twitter

at <https://twitter.com/chriscoxart1>.



Cheetah

Oil on Canvas 20x16



'Drenched' St. Lucia Parrot

Acrylic on Canvas 20x16



Green-throated Carib & Torch Lily

Acrylic on Canvas 18x14



Majestic Tree Ferns

Acrylic on hardboard, 24x16



'Lazin' St. Lucia Iguana

Acrylic on Paper, 22x14



Surfbirds

Acrylic on Canvas, 8x12



Vigie Beach, St. Lucia

Acrylic on Canvas, 18x36



Through the canopy

Watercolour & acrylic on paper, 15x20



Zebra

Oil on hardboard, 24x30

THE BIOGRAPHY OF HELLIQ HIGH IQ SOCIETY MEMBER

Dr. Ricardo Rosselló Nevares



Ricardo Rosselló Nevares holds a PhD in Bioengineering and Biotechnology. He graduated from Massachusetts Institute of Technology (MIT) with a Bachelor's degree in Chemistry and Biomedical Engineering with a concentration in Developmental Economics. Rosselló continued his academic studies at the University of Michigan, where he completed a master's degree and a PhD in Bioengineering and Biotechnology. After finalizing his doctoral studies, he completed post-doctoral studies in neuroscience at Duke University, in North Carolina, where he also served as an investigator. Dr. Rosselló was a tenure track assistant professor for the University of Puerto Rico Medical Sciences Campus and Metropolitan University, teaching courses in medicine, immunology, and biochemistry.

Dr. Rosselló's scientific background and training also makes him an expert in important developing areas such as genetic manipulation and engineering, stem cells, viral manipulation, cancer, tissue engineering and smart materials.

In 2010 Dr. Rosselló cofounded Prosperous Biopharm, a company that works with protein therapeutic its patented products TransBody™; a class of re-designed, engineered stable proteins that can specifically bind intracellular targets, providing a powerful new way to create novel drugs and targeted delivery. Dr. Rosselló has two patents under his name; one as an HIV-1 fusion protein inhibitor (A long-acting hiv-1 fusion inhibitor (Patent ID: CN103755810B)), and another for chronic pain (Nav1.7 inhibitor and its remodeling method for Chronic Pain and Cancer Targeting (Patent ID: CN105348392B). He is currently working on COVID19 drug therapeutic compounds to inhibit viral infection.

His experiences in the intersection of policy and science thus give him a unique perspective on a variety of critical issues for the present and the future. In addition, Mr. Rosselló possesses a broad academic background, being a tenure track professor in

the University of Puerto Rico and The Metropolitan University for 5 years and having research experience for over 15 years. His work centered around reprogramming cells and stem cells, using viral transfection and viral design, to understand their nature and develop tools and strategies that can be beneficial basic and translational research. His investigative work with stem cells has been recognized by various societies. His research has been published in prestigious journals such as The Proceedings of the National Academy of Science, eLife and others. Dr. Rossello was recognized as a member of the Iberoamerican Academy of Science and Culture for his scientific and academic achievements, the youngest to ever receive this recognition.

As an executive, Dr. Rosselló was known for a strong focus on transformational policy execution. He led Puerto Rico as Governor for two and a half years, was able to, among many other things, reduce unemployment to the lowest levels in the island's history, establish positive economic growth for the first time in over social and economic structural reform. He also has broad experience managing disasters and recovery response. As Governor of Puerto Rico, he spearheaded two major emergency responses, recovery and rebuilding efforts, in the aftermath of the largest natural disaster in modern US history (Hurricane Maria, 2017).

Governor of Puerto Rico (2017-2019)

Twelfth elected governor of Puerto Rico. Second youngest governor in the history of Puerto Rico, and the youngest in the United States during his tenure. Served during a time in which a US Government-created fiscal oversight board limited the

island's expenditures. Embarked on significant fiscal structural reforms that reduced the size of government by 20% (eliminating or consolidating over 30 agencies in a 2-year span) and operational costs by 17%, the single largest reduction in budget expenditures in the US. Led the largest municipal restructuring in the history of the US. Spearheaded two major emergency responses, recovery and rebuilding efforts, in the aftermath of the largest natural disaster in modern US history. Embarked on economic and labor reforms that produced the first year of growth in over a decade in Puerto Rico (4.1% overall growth) and oversaw the lowest unemployment rates in the history of Puerto Rico. Created a local Earned Income Tax Credit, Baby Bonds and, Welfare to Work programs to enhance labor participation and diminish poverty. In 2018, his administration recorded the lowest poverty rates in the history of Puerto Rico. Increased salaries for teachers and police officers. Established equal pay for equal work for women (4th state/territory to do so) and increased minimum wage for construction workers to \$15/hr. Created The Governors' Women Affairs Council, to establish progressive policy towards equality, protect women's rights, and ensure real-time actions by the government. Created new markets such as Medical Cannabis, Crypto Currency, Block Chain, Sports Booking, and e-gaming. Externalized tourism and investment from government to steer away from political whims, enhance effectiveness and stability. By the same token, externalized the selection of the University of Puerto Rico's President (first time ever), and director of the Puerto Rico Energy and Power Authority. Implemented an incentives code reform to give transparency and visibility to all expenditures and investments made by the government, while giving a clearly defined set of rules to the market. Designed, enacted and led Education Reform (Choice, organization, transparency, and voucher programs), New Healthcare Model (Offering choice and broader coverage, guaranteeing access for all, Medicaid fraud

detection unit and MMIS implemented, Medical malpractice framework), Climate Change Action (Reducing carbon emissions by 50% in 7 years, and establishing adaptation strategies), Energy Reform (42% renewables by 2023, 100% by 2050), Permits Reform (reducing the time to get permits by 80%), Anti-corruption (created the anti-corruption committee by law, created the Office of the Inspector General, established a transformational Procurement Reform). Abolished conversion therapies for LGBT by executive order, established anti-bullying protocols, included LGBT couples in domestic violence issues, police received human rights training and created the first ever LGBTQ Governor's Advisory Council. Reduced crime rates by 20% during tenure, including murder rates. Embarked on pensions reform that saved and guaranteed payment with operational expenses (paygo system, first in the US) after the pensions fund was completely decimated one month after the administration started. Created a bill of rights for the elderly. Secured over 19.9 billion dollars from Congress in recovery funding for the island in a bi-partisan effort, this being the single largest grant from the federal government in the history of Puerto Rico. Rossello resigned office in the summer of 2019, amidst a wave of social unrest. Frequent speaker, including delivering key-note addresses, notably on Climate Change (X-prize), Equality (NAACP, LULAC), Emergency Response and Rebuilding (Aspen Institute), and Fiscal policies (Heritage Foundation). Participated in numerous US House and Senate hearings on energy, emergency response, fiscal crisis and political status. Governor Rossello was also elected in 2019 to be the President of the Council of State Governments (CSG), one of the largest and most prestigious organizations, comprising elected officials at the state level.

An interview with Dr. Ricardo Rosselló Nevares

Scott Douglas Jacobsen: So, we've done an extensive interview before. This one, we're going to be focusing on high-IQ communities and the sense of community, mainly. You take these tests. You score really well. By definition, that's not something people can do very often. As far as research tells us, it is mostly an innate capacity. It develops over time, but it is mostly an innate capacity – especially in adults. So, when you are finding these communities, when you are taking these tests, what is the sense of community?

What are the types of community or people can find when looking around for high-IQ societies?

Dr. Ricardo Rosselló: In my case, I sort of got into this high-IQ community a little bit later in life. I took these tests for a variety of other reasons. One was the normal route. The other were tests to do some research. I was a guinea pig in one of those.

Lastly, some of them were for fun, e.g., the Titan Test, and some others that are psychologist proctored. Once I finished my term in office (Puerto Rico), I moved away from the island. I wanted to connect with certain communities of interest.

I had a scientific network based on my tenure in academia. Also, I had other public official networks. But something I never thought about presented itself, which was, "Why don't I become a part of these high-IQ communities and figure out how to interact with some of these folks and get some very good conversations going, high-level?"

At that level, based on my experiences in public office, and so forth, I was looking for people to engage there. The full serious part was to engage and analyze everything that had just happened and see what escaped my peers and myself, to see others who were thoughtful and smart what their views were, and to connect with new friends and have new avenues to do that.

That was the objective. Unfortunately, as I started get into them, the pandemic hit.

Jacobsen: [Laughing].

Rosselló: [Laughing] It becomes more of a distant setting. I am looking forward to some of the events, whether it's Mensa International or Triple Nine Society gatherings. I'm looking forward to them. A lot of last year got cancelled.

That has been my objective. I have been able to connect virtually with some of them. I have been able to publish in some of the journals that they have; it has helped in a way as an escape for me. It helped me putting my thoughts out there and getting feedback from people in the community.

I still haven't been able to fruitfully experience the one-on-one, which, hopefully, in 2021, I will be able to experience at some point.

Jacobsen: With Mensa International and Triple Nine Society, those are two big ones. They have that kind of size, where people can come out together and meet one another. American Mensa has upwards of 50,000 people in their membership. What have you heard about these meetups?

When I talked to the current elected Chair of American Mensa, LaRae Bakerink, she mentioned nothing this like them because they have so many things going on at various sophisticated levels, also fun things, e.g., 'beauty' contests [Laughing] or something. They had those at one point. [Ed. "Beauty" meaning different talents and qualities showed off.]

What would be the main attraction to you, in regard to those? For example, those scientific associations will have very niche interests and attract highly qualified people in particular areas. Mensa International is going by people who are very intelligent.

Rosselló: When I approach these things, I believe I spoke to you a little bit about this last time. I divide them up into two buckets. The first bucket is classical music approach. What in theory would be my plan moving forward to structure and organize? The other is the jazz music approach.

Let's go out there and see what happens, my goal was to see the structure, see the special interest groups, and so forth. Even

though, my experience [Laughing] is somewhat unique. My goal was to see people on the frontier of those experiences and be able to relate to it.

It is to develop things moving forward. I have a two-pronged thought process on where things are going in terms of policy and politics and the role of science. I have been involved in both worlds. I could mesh those.

Practical policy on one side and a set of very niche science in stem cell research. I was looking forward more to how we could use the tools of science to not only measure them as they effect policy moving forward but see how to make that happen.

One of my big pet peeves is that right now everybody in politics says, "Let's follow the science," "Let's follow the experts." It is a neat tagline. But there is no institutionalized way to do it. In a 12-steps ahead view of things, my bigger vision was seeing if I could find smart and interested folks, creative folks, where I can download a little of what I've experienced and some of my original thoughts.

My goal, in my view, was finding people committed to an endeavour like this or designing what I call a Foresight Function for government. My basic premise is policy and politics has changed in its complexity in the last 20 to 30 years.

I believe we've talked a little bit about this last year. In order to address complex situations, you can't have the same run-of-the-mill answers. I think there's a sweet spot there, where we can take this generalized mentality, "Let's listen to the experts, let's listen to the scientists," and actually put it to practice and benefit society.

I think that's one of my longer-term ambitions, finding people to coalesce behind that idea.

Jacobsen: What do you think is this barrier in political discourse to listening to experts and trusting the science? It's not just intelligence. It's also a kind of critical thoughtfulness about the application about what is known rather than starting from scratch when you don't have to.

Rosselló: I agree. I think the big challenge is having had worn both hats: scientists, typically, spend a lot of time studying and

giving you every detail that they know about a certain thing. When it comes time to a conclusion, they don't have one.

Politicians on the other side are 180-degrees in the other direction. They don't spend much time wondering about the news. But they have views: Yes to this policy; no to that policy. [Laughing] My thought process behind this is how do you bridge that really big divide between that.

Because if we don't find a way to bridge it, politicians will find the best tagline, which is "let's listen to the experts, let's trust science" at this point. Instead of giving a straight line to a better solution, it allows a reverse engineering to whatever it is that I want to do in an act of policy.

There are some areas, where it is evidence is clear to the me and the scientific community is climate change. It is not unanimous. That will provide some argument whereby we shouldn't worry about climate change.

Some will gravitate towards it. Not because it fits the evidence but because it fits some narrative. I think there needs to be an institutionalized version, longstanding version that does science. That prepares for the unknown and the complex.

They likely won't be there. It is like a SWAT squad. These very specialized police officers who are called up in really complex situations when they happen. That is the way that I see it. You institutionalize it.

Instead of searching at random where you can get your best storyline, it gets generated from within. It is complex because, like any human institution, it can go one way or the other. That's where I think the thoughtfulness of it, the initial design in it, and the initial people in it, is really crucial.

Jacobsen: Doing the interviews with a lot of people in the communities, I've heard two things. It is applied to the larger, older societies. One is, "It's just a social club." The other is, "It's a social club!"

It depends about sensibility. What do you think this says about individuals looking for communities coming forward? On the one hand, they are finding something that they are precisely wanting, which is a social club.

On the other hand, there is another group. They find what they don't want, which is a social club. They, maybe a debate club. Something more intensive.

Rosselló: Let me say, I think it's positive that it is a social club. I just don't think both are necessarily mutually exclusive. I would tell those whoever is not quite as a happy, at least have a center where other folks can go. A certain percentage who may not be quite as happy.

You can find your brethren there on whatever interests you. I fully understand it is a social platform first and foremost. From there, the general idea is: These people get together socially and interesting things might ensue.

I am looking forward to sitting with other people and getting ideas. If the worst thing that happens is you make one or two new friends, that's a good outcome in my view. You just have to have those expectations.

When I go into it, I go into those two boxes. Professionally and intellectually, I would like to develop. You should never underestimate the value of relationship-creating. I found that out the hard way as a governor.

I did minimize, at one point, what somebody told me, "You need to make time to waste time." I didn't get it. I set it to the side as a little old man giving outdated advice. He was much smarter than I was and quite wise.

His point was: Listen, you need to set aside time to talk to people, make friendships, have friends. So, when you make policy and do these things, it is not just the intellectual or ideological binding of what you're doing to move things forward.

It is the personal relationship in binding. In a sense, I do look forward to doing that. Because it is one of those things. From the get-go, it is unclear where it is going. Part of life is a journey. Part of life is meeting new people.

Things will likely evolve from that. In the worst-case scenario in the case of someone for social interaction, I think even for people who are introverts. It is a good exercise.

Jacobsen: What about like online fora, where people can join? There they can have formalized debate clubs,

formalized conversations with people. If they are shy, they could use it more. Any thoughts on that?

Rosselló: We are in a current place and time where the correct use of language matters. When I got into it, there were battles about being insulting, being too harsh. All these nasty things. I reached the immediate effect that I had seen from it.

I saw these groupings being very cautious about how they approach this. One of those is tiptoeing into the Zoom conversations.

Jacobsen: Tiptoeing [Laughing].

Rosselló: They said, 'Okay, we're having it. We're having a moderator. If anyone says anything insulting, and so forth, then you're booted off forever.'" It is a little daunting. Sometimes, it is a fine line, particularly in these settings that are international. Some folks from other countries may have different sensitivities than others or not at all. I think it will be challenging to moderate that kind of things. Something that I see more of a future in is the groups externalizing responsibility of these things.

We know you want to talk. We won't get in the middle of it. We will get people. It is people from X society, but not necessarily under the umbrella of the society when you connect. I've seen that.

Again, I think it's good! Particularly for somebody who may have a tougher time going into these in-person meetings, maybe, you can connect with some of the folks. Then you have something to bind, and then you can go to in-person meetings.

I think it is a value and non-trivial, and a challenging task. It depends on what your objective is. If you go on this draconian thing, or hint at something might be wrong, I am not criticizing it. I think it will be hard for people to get into it.

People might hold back a little bit. I think that will be resolved when the pandemic ends, when you have the combination of both online and in-presence fora. That's one point. Another added value of the online fora is seeing the developing, as a higher form of Twitter if you will...

Jacobsen: ...[Laughing]...

Rosselló: ...You can see the thought process of it on a particular topic. That's something also of value. Right now, I am swimming around and seeing what the best parking spot, if there is a parking spot for us there.

Jacobsen: There's also a sensibility about not telling smart people what to do.

Rosselló: [Laughing].

Jacobsen: You form a society around bringing in really smart people or extraordinarily smart people and then telling them what to do or what to say seems really wrong. It seems against proof of concept if you're trying to do that.

If you're thinking about some things that might round out the edges of some of these digital forms of societies, what might be some recommendations coming to mind?

Rosselló: First, externalize it, empower people to monitor themselves, as you would in regular society. I think that is one of the core components. Number two, there are levels and there are levels. There needs to be a reasonable level of respect.

But obviously, when it comes to debates, sometimes, people can get aggressive. The thing is you can be aggressive about the idea. It is making the warning of "none of this language will be tolerated" is fine.

You can also state that in the forums; you can get smart people to disagree with one another. Also, another thing is levels. You don't have to have one umbrella about it. You can say, "This forum is for us to chat, talk, know each other, to not fight, and so forth. These ones are to deal with harsher, more complex issues."

Let's say, if you bring about an issue of women's rights or LGBTQ, or racism, and so forth, those are likely to turn strong opinions in one direction or another. It's, as you stated, the premise here that people are smart. They should know where they are going and should know what to expect.

What I would not want to see is it become a sort of one-sided issue, I am seeing this in society, unfortunately, sometimes. It

depends on who the messenger is, if it is a bad message of a good message.

I would hope that these communities bring forth a certain higher-level understanding, a gray area, and people can choose if they want to be more on the comfort side of things or want to engage in battle on some of these issues.

Externalizing to me is the best way to allow the reputation of the society not to be hindered by something that somebody says, at the same time, it is allowing people to move freely. It is kind of like these opinion shows.

"The opinion of x, y, and z, do not necessarily reflect the views of CNN."

Jacobsen: [Laughing].

Rosselló: I think there needs to be that sort of disclaimer.

Jacobsen: What about qualifications for societies? A large contingent of them, they'll take the alternative tests, which may or may not measure general intelligence. If they do it, then they may not measure it very well, or in non-standard ways, as you mentioned earlier, like the Titan Test.

There are some societies that can give proctored, mainstream intelligence tests like the Bonnardel, the Stanford-Binet, the WAIS, etc. A sort of proof of IQ or something like this. Do you have any thoughts on the different levels of requirements or qualifications societies have for joining them?

Rosselló: I think the way you build your society and the robustness behind it will eventually showcase the value of it. Depending on your prism of evaluation, I have taken a lot of these tests. [Laughing] Take the Cattell Culture Fair exam, it is rapid-fire, quick.

You do as much as you can. It's standardized. You can check it what your raw score is. You put that to the percentile. It's very tough to argue against that. On the other hand, you have these other tests that are not proctored; that they make a time recommendation.

But you can have an infinite amount of time. They do tap these more complex, elaborate problems, which I did just for fun to

see where it took me. So, you know from the get-go. They're measuring different things.

One is this crude, quick response to certain observations like the culture fair or the verbal knowledge like some of the other exams out there. These other ones are seeing what capacity you have to solve problems. Of course, on those, you can get help.

You can search for similar problems. You have all the time in the world to do so. It is measuring something different. It is, certainly, not measuring the same thing. You go from simple to complex and come back out in what might seem like the simplest outcome.

Again, the basis of these societies is being social in part. Sometimes, the social implies a negative. But it is a social environment. In IQ, you get people of a certain breadth of IQ. If you both get 160, it doesn't mean you're going to connect.

You might connect with somebody higher or lower in the spectrum. It doesn't matter. It narrows down the group of people. Where you know, they are likely to be curious, likely to be looking for other people to balance ideas, likely to connect in some sort of deeper forum. You get it.

I understand that you can do this nuanced thing about "These ones are no good because they allow these" or "these ones are good..." Fine, everyone is entitled to their opinion. But they all could offer something valuable.

We are getting people interested in engaging, which have either this capacity for problem-solving, critical thinking, and creativity, or who are very much seeking to be part of that community. I think the value of that is the role of the individual to segregate how you use that, where do you participate.

So, obviously, you can see in Mensa, which I have been a longstanding member. It has this enormous structure. The value is in the big structure. From there, you can follow into the smaller structures. That has a value.

Triple Nine Society or other of these societies, they have a certain reputation for how they have been doing things all along. The other ones, and I don't mean to mention those two, there are plenty of them.

Other newer ones that come along with different objectives. Recently, I engaged in one because they were interested in finding the role of human intelligence and artificial intelligence moving forward. I am not an expert by any stretch of the imagination on that.

But I do see the value in this foresight function in addressing 5 or 6 key questions into the future. That is one of them. One of them is artificial intelligence.

Jacobsen: What do you see as the other questions for the future?

Rosselló: The climate question to me is fundamental. I not only know it scientifically. Puerto Rico is the third jurisdiction hardest hit by climate change. I – literally – saw a small island on the edge of Puerto Rico disappear in the span of a year and a half.

In 2017, I saw this happening. The artificial intelligence question is another one. Synthetic biology and what we're going to do with it. Another one parallel to that is aging and research on aging, which is really going to put us into a position from the biological sphere.

There's no reason why we can't live to 200-years-old. Although, that's wonderful. It has enormous implications for society as a whole, as the globe keeps evolving. Those are, at least, a few of the ones at the intersection between those and how they interplay.

The role of space and sort of 'conquering space,' if you will, is another one. Not only scientifically because of climate change and the capacity to have a livable planet to live here on Earth. I see there is a lot of culture clash and interactions between people beating on each other. I think we need to learn a big united goal moving forward.

Half-jokingly, I said that many of these fights might end if aliens come tomorrow.

Jacobsen: Right [Laughing].

Rosselló: Everyone has a uniting objective in how we confront or fight the threat if it is a threat. Parallel to that, I think space travel is another one. It could be a fun competition between countries rather than a clashing confrontation between them.

I think all these questions are important. The ethics behind those questions are important as well. You bring automated cars. It is slightly going to reduce what you have in regards to some accidents now.

But what is the automated car going to do when it decides to kill the driver or kill the pedestrians in that situation? What's the ethics behind that? What is the boundary that we are going to push in terms of biological information, synthetic information, and biological transformation on human beings?

I think those are relevant ethical questions moving forward. The way we are currently divided. It is going to be different answers in different places. I use this example because it is my area. Stem cells, you had the United States for a while. George Bush, Jr. never used executive power or seldom did. He used it twice for banning or limiting the scope of stem cell research.

Then you have other countries completely abolishing it. Other countries using it with complete liberal motions through it. Then you have weird intermediates. Germany was you can use human fetuses for stem cell research, but they can't be German human fetuses.

Jacobsen: [Laughing].

Rosselló: These sort of things arise in complex situations. The last century, we were used to a linear approach to solving problems. I think it is complex. I think it exponential in nature. How do we manage the downsides of technology?

It is the first set of questions I tackled. We spoke about climate change, but also pandemics before. Pandemics aren't going anywhere anytime soon [Laughing]. You can anticipate in the next 5 or 20 years another COVID-27 coming along. Let's hope it's not something worse.

I think the major flaw in the response in the world in general to the virus. Policymakers were solving the problem of the virus today when the virus was 14 days ahead. I think those are the sorts of questions that are out there.

That I think are important to start addressing and to see the overall effect on society because of this.

Jacobsen: What are the barriers when public officials try to make a point with a snowball, like (Sen. James) Inhofe

(R-OK, in the United States)? These sorts of cases not just on climate change, but on any of the questions you're proposing.

It's not just about a scientifically literate public. It is also about leaders who are scientifically literate, more importantly probably. Yet, they are representative of the public because they are voted in by the public.

What is your prognosis in terms of these things when you have some concerns in those domains?

Rosselló: It is not a straightforward answer because it is complex. I have arrived at certain thoughts on the matter. I still think whoever is the leader needs to have two general buckets now. General bucket number one is having high bandwidth.

If you're not capable of understanding that pushing a small lever here will have an enormous repercussion over here, you're, essentially, a figure. You're not able to discriminate or make a smart decision based on the things moving forward.

By the same token, I think leaders need to be great storytellers as well. I think in large part this is something that I worked at; I wasn't particularly great. I think, as you can see from this interview, I can be verbose.

Part of that quality is balancing and understanding, "If I do something here, if I was to do an honest assessment, I would need to talk to you for, probably, three hours." The expectation is needing to express it in 180 characters or less.

Who is best suited to having the quality of understanding what is going on and making it as succinct and direct a message as possible across? I think that's the secret sauce moving forward. I'll give an example where I failed.

I would have press conferences. My thought process is that I'll get a pace and answer questions. They would take two hours, and so forth. The media side would cut a 15 second snippet of something that I said, which could very easily be taken out of taken out of context within the whole of the words said by me.

I think leaders have to learn how to be smarter with that. Even though, when you understand the motor, the black box, and what is going on, it is hard to not want to explain all of it. You

have to be very disciplined and make sure you say what you need to say.

Even though, you're never going to be comfortable that you've explained the whole story. On top of all of that is the enormous scrutiny, if don't say something and then something blows up, they'll say, "You're hiding something," or whatnot.

Again, Scott, I don't think there is a simple solution. What I do think, there are qualities that we should look for in future leadership. One is high bandwidth of understanding. The second is the capacity to adjust.

Things are changing so much. If you don't change, if you just sit on your plans, then you're likely going to crash into a wall. Third, you should have this capability of communicating effectively, storytelling.

The only way I foresee going long-term objectives nowadays is embedding them into a larger story. The best example of this is John Kennedy when he said, 'Send somebody to the Moon.' [Laughing] Simple, everybody understood, to the day, we use these high objectives.

We call them a moonshot. You have to be very careful and nuanced now on how you're going to get to the moonshot. If you're going to do things in a larger scale, where you're going to be pressed by different angles to produce, then you're going to have to be thoughtful about that.

Jacobsen: Ricardo [Laughing], we are out of time [Laughing].

Rosselló: [Laughing] Sorry for overextending it, I hope it was useful for what you wanted to do. Thanks again for doing the first interview.

