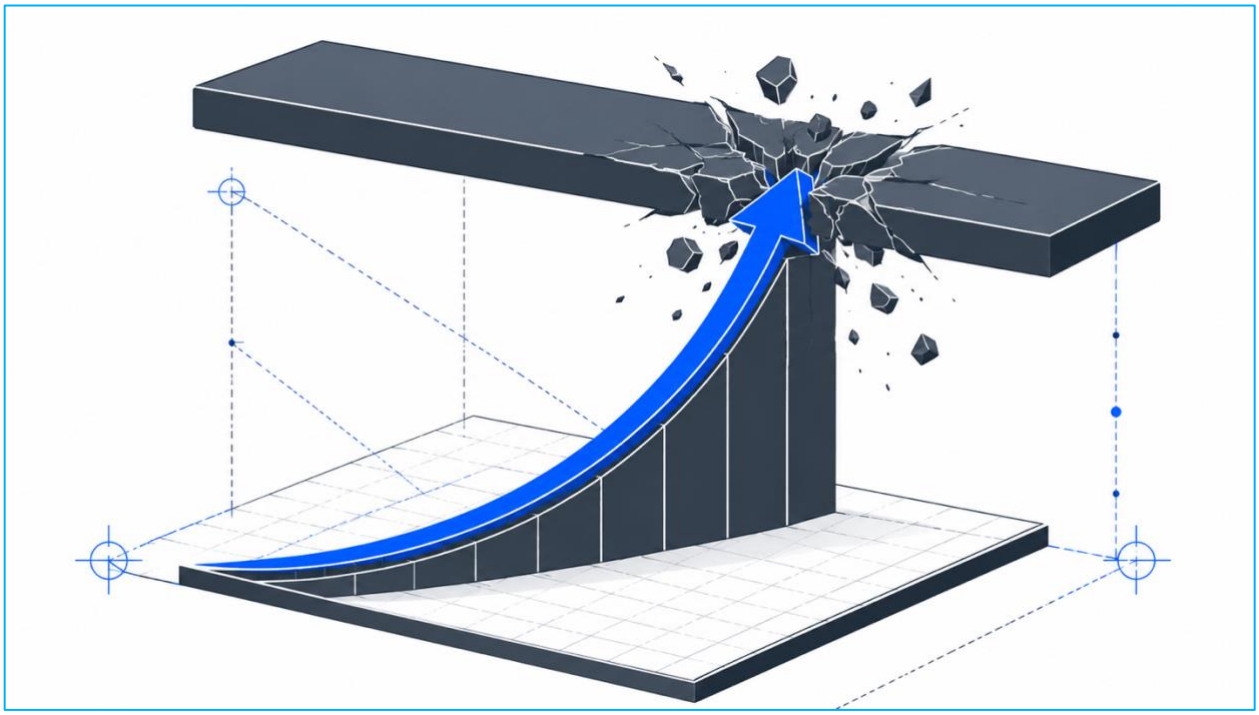
RobbinsNextGen



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Why Pure Intelligence Never Has, and Never Will, Rule the World

Raw intelligence is likely the most over-valued asset in human history.

As AI advances, some of society is spiraling into a panic based on a massive psychological fallacy: Single-Parameter Management. We have defaulted to the misguided belief that the highest IQ – whether organic or artificial - wins the game.

But history, neuroscience, and data prove a much larger, philosophical truth: Pure intelligence is fundamentally incapable of dominating a complex world. At least it never has.

The Myth of Intelligence Dictatorship

We treat intelligence like an apex force. We assume that if something becomes infinitely smart, it automatically becomes all-powerful.

But is there evidence that the singular parameter of "intelligence" leads to world domination? Just the opposite in fact:

- **The Leadership Ceiling**: A landmark study published in the *Journal of Applied Psychology* tracked leadership effectiveness against IQ. Performance increased up to an IQ of 120. But once a leader's IQ crossed 128? They were consistently rated as *less effective* by their peers. The top 8% of human intelligence actually struggle to lead.
- **The MENSA Paradox**: Years ago, I joined MENSA – the oldest "high IQ" organization in the world, with a criteria to be in the top 2% in IQ to belong - with the naive, youthful belief that this collection of superior raw intelligence could be tasked with solving the world's greatest problems. The reality? They weren't solving much of anything. They were just as beautifully flawed, stuck, and humanly dysfunctional as the rest of society. Just with higher test scores. Relatedly, a longtitudinal study of 1500 high-IQ children in California followed them for decades and found that the level of divorce, alcoholism, and suicide were completely inline with the national averages. Intelligence alone isn't a winning lottery ticket.
- **The Career Success Metric**: Nobel Laureate James Heckman demonstrated that pure intellect accounts for a measly 1% to 2% of career and financial success. The actual drivers? Self-discipline, persistence, and diligence.
- **The Authoirity Illusion**: While some of our current global business leaders and world leaders are no doubt "above average" in terms of intelligence – Elon, Jobs, Gates, Page - are they the "most intelligent" people in our society? Not by a long shot. In fact, can you name a world leader known for their "high IQ"?

So, if the most intelligent people aren't business leaders or world leaders, who are they and what do they do? Are they "masters of the universe"? Are they

existentially threatening to displace all those around them? Not at all. The 5 people with the highest measured IQs are scientists, professors, astro-physicists, and even a columnist, and a TV writer. While they would likely be considered “successful”, are they the “most” successful, even in their chosen field of endeavor? Nope. And not a CEO or a world leader among them.

So, pure intelligence doesn’t lead to dominance overall, and dominant leadership requires more than just intelligence.

The Biological Trap of the "Smartest"

Why does pure intelligence fail to dominate? Because high intelligence naturally builds its own prison.

In humans, we see this as the Hero Trap. When a leader’s identity is rooted in being the smartest person in the room, admitting they are wrong becomes an existential threat. They suffer from a massive confirmation bias *because* they believe their own intellectual superiority. And they feel the need to prove it quite often.

Ironically, we are already seeing this exact echo in Large Language Models today. AI frequently hallucinates and forces a fabricated answer just to prove it can. It isn't driven by ego, or an identity crisis – like in humans - but the structural flaw is identical: a binary system trying to force its data onto a chaotic reality.

Furthermore, intelligence is merely potential energy. It is "all revved up with nowhere to go" until it is pointed in a direction. It requires a vision. And vision is not a calculation.

Single-Parameter Management in a Comlex System is a Lie

Look at the tech race. People ask: *"Won't the current technology race simply be won by the person or company with the most money to buy the best tech and talent?"*

Logically, it sounds reasonable. In reality, it's completely false.

If money and raw resources guaranteed dominance, the corporate leaderboard would never change. Fifty years ago, US automakers ruled the world as the largest companies; fifteen years ago, oil giants dominated. Today, only Walmart remains on that top-10 list in terms of size.

Or look at sports. In Major League Baseball, the legendary *Moneyball* era proved that a $40 million Oakland A's payroll could match the 20-consecutive-game winning streak of a $115 million Yankees roster. Having more money for equipment, coaches and the best players didn't guarantee success for the Yankees.

The Toronto Maple Leafs have been the long-time "richest" team in the NHL, yet they are one of the worst performing during that same time, not reaching even the top-tier in terms of playoff wins. Single-parameters don't correlate with high-level success.

Why? Because a business, a sports team, and humanity itself are complex, non-linear systems. You cannot dominate them through a single parameter—whether that parameter is money, or intelligence.

The Pillars of Human Agency

AI is now recursive. It is improving exponentially. It will soon hold the superior functional intelligence on this planet – or likely already does.

But functional intelligence is not agency. Leadership, dominance, and progress require levers that a calculating machine, or even a calculating human, simply cannot pull:

1. **Sophisticated Cooperation**: Humans are physically small and weak. We survived because we evolved to work together. Our brains evolved more than 100 cognitive biases that - while technically irrational - allowed us to work together collectively. Think about that. We evolved to prioritize cooperation over logic and rational thought. And it seems to have worked. As Yuval Noah Harari – author of **Sapiens** - notes, cramming 100,000 chimpanzees into Yankee Stadium yields chaos; cramming 100,000 humans yields sophisticated

cooperation. Dominance belongs to the system that cooperates, not the isolated unit with the highest IQ.

2. **The Radical Desires of Risk**: Not just a tacit acceptance of risk, or a willingness to take a "calculated risk" – an artificial intelligence can do that too – but the need to push the boundaries, *"to explore strange new worlds, to boldly go where no one has gone before"* – Star Trek. An AI can calculate risk with perfect mathematical precision. But humans possess an irrational need to push boundaries *in spite of* the numbers. Our greatest leaps haven't come from rational computation, but from a deeply human defiance of what is logical.
3. **Making the Decision Right**, **not the Right Decision**: Superior intelligence excels at choosing between two options when data proves one is 50.1% better. That's binary logic. True leadership is human agency: it's choosing the 49.9% option - or even the 20% option - and utilizing grit, adaptability, and passion to *make the decision right*.

The Ultimate Pushback

When you view intelligence as a fixed, rigid, intrinsic capability, it's easy to fear that a higher IQ will automatically dominate you – but that's why having a growth mindset is critical for true leadership.

Because history tells us that raw intelligence has never been the main guiding force of humanity. Our pinnacle has always been reached by continuing to think, act, and cooperate like humans.

As AI scales to handle the functions, calculations, and analytics, our job isn't to out-think the machine. Our job is to prioritize what we are best at:

1. Aligning people behind a **strategic vision**,
2. Developing **high emotional intelligence**,
3. Fostering a relentless **growth mindset**.

That's it. Just 3 pillars to excel, to lead, to accomplish.

If you'd like to learn more about developing these pillars, **you can find it here.**

I believe we want artificial intelligence to get smarter, better so that at the same time, we can redirect our efforts to ensure our "human intelligence" gets smarter and better. Our future won't be determined by how smart AI gets, but by how tightly we work together, align together, and push out the boundaries together. Just as it always has.

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