

VIVID VISION

A REMARKABLE TOOL FOR ALIGNING YOUR BUSINESS AROUND A SHARED VISION OF THE FUTURE

Volume 1
SPECIAL PREMIERE ISSUE
December 4th, 2020

BY: CAMERON HEROLD



ABOUT THE AUTHOR



Cameron Herold has been called, "Today's CEO Whisperer" by Forbes Magazine. He has guided many companies into significant growth. He is less focused on theory and more focused on his real-life experiences and expertise to mentor business leaders. Struggling with ADD, Cameron had difficulty in school and started to venture into business at the age of 18. At age 21, he had 14 employees.

By 35, he contributed to building two \$100 Million Dollar companies. By 42, Cameron engineered 1-800-GOT-JUNK?'s incredible growth propelling them from \$2 Million to \$106 Million (Cameron Herold, 2020).

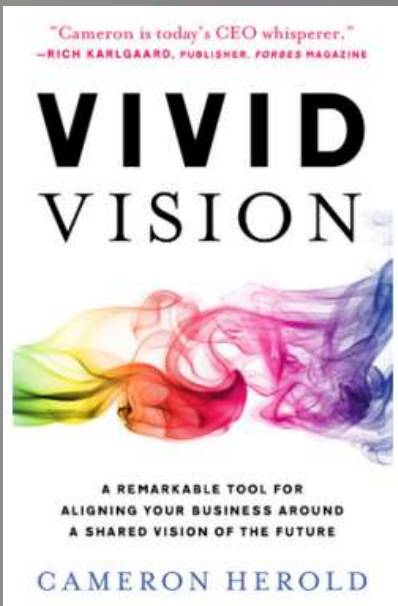
Cameron started an organization centered on uniting Chief Operating Officers from a variety of companies. The COO Alliance was unlike anything that had existed, bringing together the second in command from different companies to collaborate and optimize their effectiveness in their respective fields. Cameron has written 5 books, has his own website, offers CEO coaching, and is highly sought after as a speaker.

CONTENTS

- 1.) Cover image
About The Author
Contents
- 2.) Overview
Introduction
- PART 1**
- 3.) A Shared Vision
Laying out a Vision Is Like Building A House
The Solution
- PART 2**
- 4.) The "BHAG"
Sample Vivid Vision 1
Preparing To Write
- 5.) A Different Kind of Exercise
Sample Vivid Vision 2
My First Vivid Vision
- 6.) Internal Rollout
External Rollout
- PART 3**
- 7.) Brick Layers Analogy
Dancing Guy
Reverse Engineering
- 8.) Sample Vivid Vision 3
Maintaining the Vision
- 9.) Subsequent Vivid Visions
Benefits Big and Small
- 10.) Your Personal Journey
The Five F's, A Vision for Your Family
- 11.) Conclusion
Critical evaluation of the Book
- 12.) Critical evaluation of the Book
(cont'd)
References

FEATURED IN THIS ISSUE

- Sample Vivid Visions
- The "BHAG"
- 'Dancing Man'
- The Five F's of your own Vision



OVERVIEW

In Vivid Vision, Cameron Herold provides a how-to formula to enhance your organization as a CEO. This book is based on the concept of sports visualization and the application of that method to business. In 2020, Herold claims to have used his Vivid Vision method as he “helped build 3 companies to over \$100 million” (Herold, 2020, location 82, par 4). The CEO of an organization is encouraged to forecast a medium range goal (3 years into the future) with a lofty goal. Herold references personal experience with Elon Musk and 1-800 GOT JUNK?. This book also provides insight from several sample vivid visions of successful brands. His method directs us to venture out of the boardroom and into nature to visualize our plan as an individual leader. Depending only on paper and pen, Herold encourages readers to turn off technology and start by drawing a mind map of the branches of their business. Readers are tasked with dissecting each part of their business from the perspectives of marketing, IT, finance, sales, operations, what employees are saying, and what the media is reporting.



Image retrieved from: <https://marketoonist.com/2011/01/mission-statement.html>

PART 1 - Why You Need a Vivid Vision

Introduction The Current Landscape

Cameron Herold invites his readers to imagine they are the CEO of a company. Everything is operating smoothly, but there is no way the employees can know what the leader is thinking. Many organizations function smoothly but lack a clear direction forward into the future. The previous models of vision statements, mission statements and vision boards are problematic because they can be misinterpreted. Fortunately, Herold has a more impactful alternative. Herold developed his Vivid Vision method on the concept of athletic visualization, which he learned about during discussions with an Olympic coach. The notion that a CEO could harness the same mental imagery as athletes to achieve success is an interesting hook to pique interest early in this book.



Laying out a Vision is Like Building a House

The first section of the book compares realizing a vision to building a house. It is impossible for a contractor to build the desired house without a plan. The contracting company would never be able to accomplish the owner's vision without a detailed plan from the owner. Herold refers to this as misalignment and describes the frustration and confusion which can result.

Chapter 1 A Shared Vision

In the first chapter, Herold equates a personal vision to recalling a scene from a movie. The danger is that the representation becomes murky unless the listener has actually seen the movie. This is what organizations experience if the CEO does not share their vision explicitly. Every individual in the organization needs to be acting in concert, which is impossible without sharing your vision.

Chapter 2 The Solution

Herold opens Chapter 2 by stating that the vision needs to be clear for employees to endorse your proposal. Herold stresses the importance of internal promotion as a means of building a strong culture. Knowing the direction of the organization is crucial for everyone involved. In this chapter, Herold explains that vision boards are often misinterpreted by employees, making them ineffective tools for more than one person. Herold emphasizes the significance of written word over images to define visions.



Chapter 3 The “BHAG”

Herold uses Jim Collins’ term ‘BHAG’ (Big Hairy Audacious Goals) to describe the goals which may seem too grand to people outside of the organization, but acceptable to those within. The perfect examples Herold gives of BHAGs throughout history are putting a computer on every desk or putting a man on the moon. For his version of a BHAG, Herold recommends having a 3-year target to maximize potential and develop particular facets of the organization during the process.



SAMPLE VIVID VISION: COO Alliance City Forums (2020)

CORE VALUES:

- People come first
- Be open-minded
- Innovation is key
- Come ready to collaborate

CULTURE:

This is the top priority and we strive for diversity.

EMPLOYEES:

A killer culture starts at the top.

MEMBERS:

Only group of its kind containing world class content for the second in command (COO).

MEDIA:

The media is buzzing. When companies want to grow, their COO joins our alliance. We are seen as one of the top mastermind groups in the world.

SYSTEM: Online Portal and Slack channel.

BRAND: A forward-thinking brand that builds strong COOs.

(Herold, 2020, location 230-298)



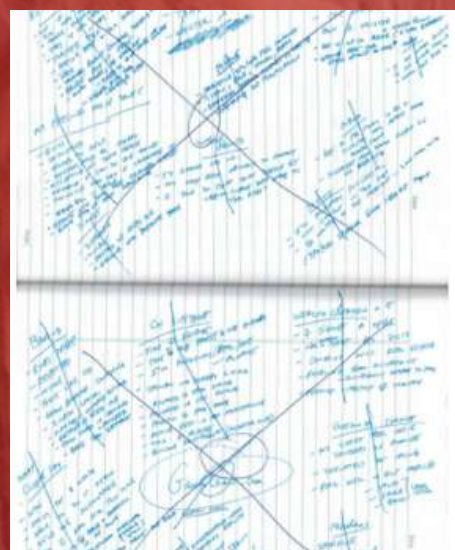
PART 2 - How to write it

Chapter 4 Preparing to Write

In this chapter, Herold affirms the importance of leaving the office and connecting with nature when conceiving your Vivid Vision. Escaping the distractions and constrictions of the office and going on vacation is ideal to focus on your writing. The method also requires the visualizer to get away from technology (for fear of Google and other distractions) and opt for paper and pen to illustrate their mind map to success. Herold gives clarification that like athletes, CEOs should not only visualize before the big game. Leaders need to visualize constantly, imagining what it would look like if the company was operating ideally. Herold provides insight from his own practice of walking around the stage hours before his own speaking engagements to make him feel comfortable after a visualization.

Mind Map


Below: Herold provides a snapshot of his own mindmap



(Herold, 2020, location 366)

Chapter 5 A Different Kind of Exercise

In this chapter, Herold focuses on identifying the end goal first, then working backwards. He provides the example of Elon Musk and his tendency to start with the impossible. The method used here is a mind map or a written 'tree' with the idea as the center of that map branching outward. The method is to start from within and extend outward, with an annual goal in mind. The Vivid Vision should consist of multiple drafts, but ultimately accomplished in 4 pages or less. Herold is adamant that there can only be the leader at the center and the ideas on this mind map should motivate the company. He brings it back to being a personal journey.



**Be *Revolutionary*, not
Evolutionary (like
Apple creating the first
on-screen keyboard.)**



SAMPLE VIVID VISION:

BackPocket COO

OVERALL: I love helping entrepreneurs.

SUCCESS: Already successful and feeling successful.

HOW I FEEL: relaxed, comfortable, and confident.

MENTOR BOARD OF ADVISORS: I mentor 30 companies and I am known as a connector.

CULTURE AND SPIRIT: Balance of work and play.

BRAND: People say they “need a Cameron”.

LEADERSHIP: Companies value me.

COMMUNICATION: I think out loud.

CUSTOMER SERVICE: Clients say they are happy to have me for the time that they do.

PROGRAMS: Focused, “conscious stream of thought” presentations.

SYSTEMS: Outsourced Virtual Assistants.

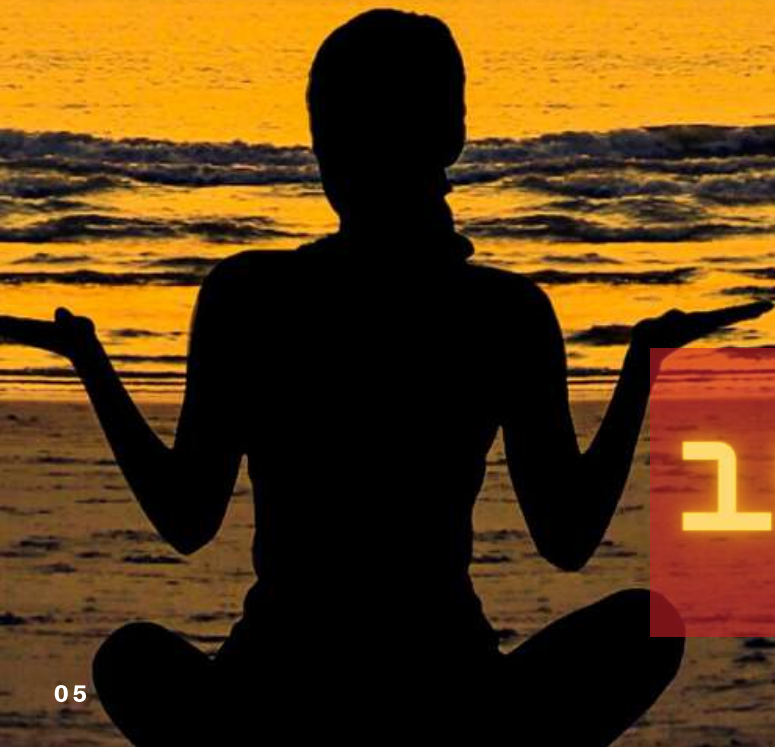
MEDIA: Portrays me as an expert.

PROFITABILITY: I make a lot of money doing what I do.

(Herold, 2020, location 451-518)

Chapter 6 My First Vivid Vision

To conceive this vision, one needs to be in a state of solitude and focus. Herold shares his experience of laying on his hammock in the backyard listening to music as he dreamed up his first Vivid Vision. The process requires one to think about the current conditions and close your eyes and see things for what your organization could be.



15% of your employees will quit and potential employees will either flee or flock to your company, depending how they align with your vision.

15%

PART 3 - How to Roll it Out

Chapter 7 Internal Rollout

Sharing your idea (in-person) within the company is step one. It is important to share a vision that is so outlandish that it pushes people out of their comfort zone. The vision should also be time-driven with checkpoints within the 3-year future plan. Internal rollout is crucial, as it is important to find alignment and inspire from within before rolling it out externally. Each employee needs to receive a copy of the document and read through it, highlighting what inspires them. Next, the team decides where steps toward the goal fit into the timeline.

DOUBT AND FEAR

Worried about sharing your idea with the competition? Don't be. If they try to steal your ideas, they won't know the 'how'. Herold states that "it will only come off as derivative" since only you have the team to bring your vision into fruition. (Herold, 2020, Location 644, Par 2)



Sharing your Idea can either *attract* or *repel* people



“By getting your people to think ‘what if’, they become engaged and aligned.”

(Herold, 2020, location 562, par 1)

Chapter 8 External Rollout

After sharing your Vivid Vision internally, it should be publicized. It is imperative that you share a copy of your plan externally to build excitement. Allowing other organizations to see your direction is important. Being intentional about external rollout is important so other organizations (suppliers and customers) can anticipate demand, plan accordingly, and begin to think about how they fit into your vision.

BRICK LAYERS ANALOGY:

Understand the bricks of your company

Which brick layer has a greater sense of purpose?



"I'm making bricks"



"I'm making these bricks to build a wall"



"I'm making bricks to build the wall of a glorious cathedral that will be used for the worship of God"



(Herold, 2020, location 699)

"DANCING GUY"

At times during the Vivid Vision process, you will feel like the guy dancing alone. It is crucial that you keep dancing until everyone is in alignment.

(Herold, 2020)



(Herold, 2017, COO Alliance Video)

Chapter 9 Reverse Engineering

In this chapter, Herold advises us to break down your super-objective into smaller objectives and construct your vision from the foundation. It is important to adopt a philosophy of reverse-engineering. Start with the endpoint in mind and work backwards to accomplish the sum of each target, like planning a party. Break "the goal down into more manageable pieces" (Herold, 2020, Location 821, Par 1). Have people post their own (bold and inspirational, but realistic) inspirational goals to help make the 'BHAG' seem more surmountable.

Companies who employ a vivid vision will get “a minimum of **6%** growth for 3 years in a row, which equates to **double**”

(Herold. 2020. Location 866, Par 3)

SAMPLE VIVID VISION: BlueGrace Logistics (2017)

We are a 500 million company
HQ - We are an energetic workplace, with relaxed but inspirational decor. We have been rated Tampa's best place to work.
BRAND: We consistently deliver excellence.
MARKETING: Media team is killing it.
OPERATIONS: A one-stop shop.
FINANCE: Privately-owned with free cash-flow.
SALES: We are thriving.
FRANCHISE: We have 180 new franchises.
TECHNOLOGY: This is one of our core competencies.
RECRUITING AND TRAINING: best in-class
LEGAL: Fast legal service
COMMITMENT TO COMMUNITY: Wellness within and philanthropy outward.

(Herold. 2020. Location 711-778)



Chapter 10 Maintaining the Vision

In his chapter, Herold compares the Vivid Vision to a shovel, which needs to be utilized to give it purpose. If you don't use the Vivid Vision, then it will simply collect dust. This vision should be re-read so the creator can note accomplished goals and refocus energy regularly by challenging employees. Remind the organization of the Vivid Vision but remember that success is not just checking items off your list, it is realignment, growth and building a sense of meaning and purpose.



Chapter 11 Subsequent Vivid Visions

In this chapter, Herold advises CEOs to follow the same procedures as the first Vivid Vision experience. Go to a place where you feel inspired, perhaps even the same place. In the second round of writing a Vivid Vision, the writer also has a clearer image of essential goals, based on the previous experience. Every Vivid Vision makes the creator more aware of the need to adapt plans because of previous relational experiences with employees and clients during the initial Vision.

The "WOW" Factor

When a company achieves anticipation and excitement both internally and externally, this is known as the "WOW" factor. The people who like your vision will flock to you and those who do not can leave. Herold even claims one of his clients "lost 15% of his team when he rolled out his Vivid Vision, and that's OK."

(Herold. 2020. Location 956, Par 5)

Chapter 12 Benefits Big and Small

According to Herold, the confidence that comes from a Vivid Vision also builds excitement among your customers and gives them an image of what future looks like. Customers are looking for stability and you would rather them rely on your imagination than their own. Positivity breeds positivity and the media can be an ally to tell your story for you. Sharing your Vivid Vision with the media enables them to disseminate the facts to the public. You can leverage your brand by quoting reputable brands on your success.

Chapter 13 Your Personal Journey

The purpose of a Vivid Vision is to live a conscious life with meaning. Life becomes more intentional when looking beyond the company and towards your personal future, seeking to become the ideal self. Precise BHAGs (with a 3-year endpoint) are just as important in your personal life. Herold suggests more of a proactive (rather than reactive) approach to life.

The Five F's: Fitness, Faith, Finance, Family, and Friends
Having a personal Vivid Vision enables others to share your goals and assist you in accomplishing them. For the next 3 years, ask yourself:

How can I make precise Fitness (lifestyle and health) goals?

How can I improve my own Faith (spiritual and reflective) habits?

What are my specific Financial goals?

How can I become the ideal Friend?

How can I strengthen my Family (parents, siblings, partner and offspring) relationships?

Chapter 14 A Vision for Your Family

Life is full of decisions for your family, and partners also need to be in alignment in order to be successful. Spouses act as co-CEOs of the family making important decisions as though it was an organization. The Vivid Vision of your family should also have a 3-year target. It is suggested that couples write their Vivid visions separately, then combine their ideas to make the final draft. Finding photos which represent each of you as individuals could help you construct a vision board together. Herold also says to consider having your children help you find these photos.



SAMPLE VIVID VISION: FISH MARKETING (2017)

MISSION: To create a healthy, nurturing, and dynamic work environment.

CORE VALUES: We value: trust, honesty, integrity, and respect.

CULTURE: We are thoroughly involved and our employees understand their roles.

OFFICES: We occupy an entire floor of a building.

DEPARTMENTS: Our departments include: client, digital, creative, media, finance and administration, and public affairs.

MANAGEMENT STRUCTURE: None of our managers has more than six direct reports.

MEETINGS: We have weekly, monthly, quarterly, and annual meetings.

CLIENTS: Our clients see us as a trusted advisor, not a vendor. Our client's businesses are growing.

THE NUMBERS: Our profit margin is 23%.

(Herold, 2020, Location 1120-1177)

Conclusion: Vision Becomes Reality

We only get one chance to build what we want. Our success is grounded on the relationships we build. A Vivid Vision is like a script in which you create your own luck. Trust the process and go 'all-in' to feel the full impact of this method and finally achieve your own BHAG.

Critical Evaluation of The Book:

In Cameron Herold's Vivid Vision, the term "shared vision" would be better replaced with "Sharing Vision". Herold's version of shared vision is in conflict with the definition of the term. The notion that one central leader can go on a vision journey alone, then motivate others to share their single vision is problematic for a few reasons. In this model, individuals have no ownership of the vision or their own personal vision; therefore, I would predict misalignment is more probable. His model is certainly effective if the organization is led by a charismatic (great man) CEO such as his aforementioned Elon Musk, but if the leaderships style differs from this, then it could be disastrous. It would be hard to imagine a transformational leader forcing their own vision to be accepted without having cultivated a strong followership and listened to followers first. Overall, his method has flaws which are anchored by anecdotal stories of his own success and empirical research would need to be completed to support his claims. The book reads as more of a resume for Herold to acquire more clients. A suggestion to alter in his method would be to take the leadership group or entire organization (if possible) on a retreat to conceive a true shared vision. Herold suggests the Vivid Vision is 'set in stone' and should never change. One of the only exceptions he gives is a global financial crisis. It would be interesting to see how many companies were in the middle of such an aggressive Vivid Vision when COVID-19 occurred and see how they have fared.

(continued on page 12)

A limitation of his method would be to trying to apply it in a school board setting. The budgetary constraints in such an organization would limit the aggressiveness of such thinking. However, it is critical for school systems to analyze data, so perhaps with that in mind, it could be possible. Another limit to this method would be determining that the Vivid Vision is the sole reason for success in the organizations Herold has worked with. There are so many other factors in the success of a company, such as stocks, demand, external factors, and marketing. Is it possible that he has connected to strong organizations and simply pushed them further? How would this apply in a struggling organization? What this book lacks is a better explanation of how the vision is first conceived with data in mind about what the employees want. Reversing the steps of polling staff first, then going on your personal vision quest would be more beneficial, so leaders could first learn about the aspirations and perceived success from their followers.

References

Herold, C. 2020. Cameron Herold: About Cameron Herold. <https://www.cameronherold.com/about/>

Herold, C. 2018. *Vivid Vision: A remarkable tool for aligning your business around a shared vision of the future.* Lioncrest Publishing.

Herold, C. 2017. *Dancing Guy from Cameron's Keynote Presentations - COO Alliance.* <https://www.youtube.com/watch?v=O0PNW6uPpUc&feature=youtu.be>

*** All images in this summary were retrieved from this ebook. Any other images retrieved from Canva Pro. <https://www.canva.com/>

