The VCR Formula:

Vision + Capability x Reach

The Collaboration Formula for High Speed Growth

Dean Jackson + Chad Jenkins

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The VCR Formula
Genesis Edition 0.1

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Here's What's Inside…

The VCR Formula.
Genesis Edition 0.1
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This book is one of only 250 copies printed for ColabCon 1 (2025).

Think of it as the demo recordings of an album in progress.

The big ideas are here—rough, alive, evolving.

What comes next will be shaped by the collaborations that begin in this room.

The Movement Begins

We believe we're standing at the start of a movement.

The VCR Formula gives us a shared language—a simple, powerful framework for creating greater and easier collaborations.

Let's go!

Part 1

Chapter One
Kylie Jenner is a billionaire. Let's start there.

In 2015, Kylie Jenner was just 18 years old and already one of the most-followed personalities on Instagram. At the time, she was best known for her appearances on *Keeping Up With the Kardashians*, but what her fans seemed most obsessed with was her look—specifically, her lips. Her selfies and style had sparked endless conversations about lip fillers, makeup, and beauty routines.

That attention led to an idea: what if she created her own lip kits so fans could replicate her signature look? She worked with Seed Beauty, a manufacturer already producing cosmetics for ColourPop, to bring the idea to life. They developed a formula, handled the packaging, and made sure the products were ready to ship. Kylie promoted the launch herself, teasing it on her social media channels where she had tens of millions of followers.

When the Kylie Lip Kit launched in November 2015, the products sold out within minutes. The demand was so overwhelming that resale prices on eBay soared. Fans weren't just buying makeup—they were buying a piece of Kylie.

From there, Kylie Cosmetics expanded rapidly. Lip kits turned into full lines of products—eye shadows, blushes, highlighters—and every launch was fueled by Kylie's direct connection to her fan base. She didn't need traditional advertising. Every Instagram post became its own campaign, and every launch felt like an event.

By 2018, Kylie Jenner was named the youngest self-made billionaire by *Forbes*, largely on the back of her cosmetics empire. She eventually sold a majority stake in Kylie Cosmetics to Coty, a global beauty giant, for $600 million, cementing its place as one of the fastest-growing beauty brands in history.

Mr. Beast opened 342 restaurants in ONE day.

In November 2020, Jimmy Donaldson—better known as MrBeast on YouTube—opened 342 MrBeast Burger restaurants on the same day. To put that in perspective, it took McDonald's 13 years to reach 300 restaurants, Burger King 15 years, and In-N-Out Burger 67 years. MrBeast did it in a single day.

To trace the story back, we need to return to 2016, when delivery apps like Grubhub and Seamless were exploding. An article titled "Nine Restaurants, One Kitchen, No Dining Room" revealed that multiple online-only restaurants in New York City were all operating out of a single commissary kitchen. There was no dining room, just a kitchen. Customers never saw it—they only ordered through apps. These became known as "ghost kitchens." The model was simple: cut out the costliest part of running a restaurant like real estate, décor, and staff, focus only on the kitchen, and let delivery apps provide the customer base. It was the food truck concept, except instead of driving to the crowd, the crowd came digitally to you.

Meanwhile, in Orlando, Robert Earl, founder of Planet Hollywood and owner of restaurant chains like Ruby Tuesday's and Buca di Beppo, was paying attention. By the time COVID-19 hit, his thousands of restaurants were running at half capacity. Delivery orders were growing, but their kitchens still had excess capacity. Earl had already tested the ghost kitchen idea with celebrities: Tiga Bites with rapper T-Pain, Pauly D's Subs with Pauly D from Jersey Shore, and Guy Fieri's Flavortown Kitchen in 170 locations. These concepts allowed struggling restaurants to generate extra revenue by producing food for virtual brands using the same kitchens.

Earl approached MrBeast with the idea of creating a virtual burger brand. Earl's team would handle logistics—stocking kitchens, training staff, setting up menus in delivery apps—while MrBeast would focus purely on the vision: what kind of burgers to serve, what toppings, what kind of buns, what sides like fries and chicken sandwiches, and what the branding and packaging should look like. MrBeast got to design the creative experience while Earl handled the operational execution.

When launch day came, MrBeast announced it with a YouTube video. As the most subscribed YouTuber in the world, every upload had the reach of a Super Bowl commercial. The result was instant success. Customers flooded delivery apps, and within hours, MrBeast Burger was everywhere.

Today, there are over 2,000 MrBeast Burger outlets worldwide, all powered by excess kitchen capacity. Earl extended the model to other celebrities as well—Mariah Carey's Cookies, Pauly D's Subs, Tiga Bites, and more. This system allowed restaurants to survive and thrive by pairing under-utilized kitchens with powerful celebrity brands.

MrBeast has since leveraged this model into other ventures, including Feastables chocolate bars and Lunchly packaged school lunches. The lesson is clear: with the right vision and reach, and by plugging into the right capability already in place, you can skip decades of growth and launch at scale instantly.

Lil Nas X and "Old Town Road"

In 2018, Montero Hill, a 19-year-old from Atlanta who went by the name Lil Nas X, was living at home with his family and spending his days online. He had dropped out of college and was trying to figure out how to make music while building an audience on Twitter and TikTok.

That year, he found an inexpensive beat for sale online—a twangy banjo loop mixed with trap drums, produced by a young beatmaker in the Netherlands. It cost him $30. He recorded a song over it in his bedroom and titled it "Old

Town Road." The track blended country themes with hip-hop swagger, a mix that didn't fit neatly into any one genre.

Instead of chasing record labels, Lil Nas X focused on TikTok. He understood the platform's meme culture and promoted "Old Town Road" with short, funny clips that matched its playful lyrics. Users quickly picked it up, and the song became the soundtrack to countless viral videos.

Within weeks, "Old Town Road" was climbing the streaming charts. But things really took off when country radio stations refused to classify it as country. That controversy made headlines, and suddenly everyone wanted to know more about the song that "wasn't country enough."

Then came the breakthrough: Billy Ray Cyrus, famous for "Achy Breaky Heart," jumped on a remix. That co-sign gave the song legitimacy in the country world while adding fuel to its viral fire.

"Old Town Road" went on to break the record for the longest-running number one song on the Billboard Hot 100, staying at the top for 19 consecutive weeks. Lil Nas X went from an unknown teenager to a global star almost overnight, all from a $30 beat, a clever use of TikTok, and the power of a remix that bridged generations and genres.

Chapter Two
The VCR Formula

As I watched Kylie Jenner, MrBeast, and Lil Nas X, the VCR formula started to take shape: Vision + Capability × Reach. Everything begins with vision. Kylie's dream of starting a cosmetics company. Robert Earl's vision of combining celebrity reach with excess kitchen capacity. Lil Nas X's dream of being a rapper, paired with the capability of a beatmaker on another continent, fueled by TikTok and multiplied by the reach of Billy Ray Cyrus.

Vision is about ideas and imagination—the ability to see what others don't. Your unique perspective creates an idea that, when paired with the right capability, can be multiplied by reach. You don't have to develop all these pieces yourself. You can plug into others' vision, capability, or reach.

There are four levels of vision. First is proposition—an idea you want to test. You don't need proof yet, just enough confidence to experiment. Next is proof, showing the idea works once. This is your prototype or first win. Third is protocol—a repeatable process that consistently produces results. Finally, property—intellectual property with value, especially when paired with capability and reach. At the end of this cycle, you have what I call a scale-ready algorithm, a formula that can grow through collaboration.

Turning Vision into Property

In 1988, I started as a real estate agent making cold calls. I was good at it, but it was a hamster wheel: no calls, no leads. Two ideas expanded my vision. Michael Gerber's The E-Myth taught me to work on my business, not just in it. Direct response marketing from Dan Kennedy, Jay Abraham, and Gary Halbert showed me the power of measurable, repeatable marketing.

One day, I visited a new home builder's sales office. They had a massive topographical map with every available lot marked, plus floor plans and elevations of each model. Buyers could pick their lot, choose a model, and the builder would get to work. That map sparked something. Later, a retiring agent in my office gave me a box with 30+ years of builder sales packages—a treasure chest. Suddenly I could see Georgetown like never before: every subdivision, every model, every price point.

I decided to create something similar for buyers: a Guide to Halton Hills, with photos, descriptions, and a coded map showing exactly what types of homes were available and where. I advertised it in a new real estate magazine. The response was instant. My mailbox, fax machine, and voicemail filled up. Now, instead of me making cold calls, my ad (paired with the magazine's reach) did the work for me. I had moved from vision to proof to protocol. The guide became an asset that generated leads again and again.

I expanded. First, I created Toronto and Beyond: 40 Great Places to Live Within an Hour of the City. I licensed my system to one agent per community. Each could use my protocol to generate leads and grow their business. Then, teaming up with a California partner, I built a multimillion-dollar coaching company. To this day, the protocol we built then is still being used worldwide. This was intellectual property—the foundation of licensing and franchising.

Pairing IP with Capability

Once you've developed intellectual property, the next step is pairing it with capability. The four types of capability are equipment, facilities, and staff—the tools and people to produce; capacity—the maximum potential output if fully optimized; ability—the skill required to use the capability well (a piano only makes music if you can play); and cash—the fuel to acquire, expand, or optimize capabilities.

Finally, reach multiplies everything. There are four levels: eyeballs—getting attention through social media, ads, or content; mind—turning attention into conversation with books, lead magnets, or email lists; heart—building relationships where people know, like, and trust you; and DNA—embedding your product or service into others' businesses, like Intel inside every PC.

Every business has VCR assets. Start by inventorying yours. What vision do you have (or could you borrow)? What capabilities do you own (or could you access)? What reach do you control (or could you partner with)? Once you see your assets clearly, you can start combining and collaborating. That's where the biggest opportunities lie.

Turning Vision into Capability

In 1997 I moved to Florida, and the Internet was just taking off. AOL was blanketing the country with CD-ROMs and floppy discs that everybody could use to get access to America Online. I was helping real estate agents grow their business at the time, and I had an idea: what if we could use the Internet to get leads? What if we could find people who were looking for homes and invite them to search homes online, then give them a guide to Winter Haven house prices, just like the guide to Halton Hills that I had created in the early '90s, and send them a weekly email of all the homes that came on the market every week? That was my proposition—the idea that I bet we could get people online here.

I already had proof that this was a popular appeal offline, so I had high confidence that it would work. But it was still just a proposition. So I went to work on learning how to make a website, using the new Microsoft FrontPage program, figuring out how to register a domain name, get hosting, and set up the very first LivingInWinterHaven.com website. I ran a full-page ad in the local real estate magazine, and we immediately started getting leads from day one. Our email list was building, and Julie Matthews, the Realtor I was working with, started meeting people and selling homes. It was a hit.

Now we had proof that this was a viable proposition, and I went to work on creating a protocol for duplicating what we did in Winter Haven. We got ten people, and we created websites in Denver, Toronto, San Antonio, Atlanta, Miami, and more. This protocol allowed us to create money-making websites all over North America, the UK, and Australia. The protocol became an exclusive property that we could license to one agent in each market—and we still do, 28 years later.

Vision assets have real value. They're built to add ability to capabilities. The job then was to find the right capability partner for each market. What we were looking for was a very specific type of person, and we found the most successful were the ones who met five criteria:

1. They lived in a market with over 20,000 people.
2. They had been in real estate for one to two years.
3. They personally worked with buyers and sellers.
4. They had time to work with new buyers, starting right away
5. They were friendly and coachable.

That was our formula. When you have a fully proven and protocol-driven vision property, you have an asset that gives you options. What started as just a proposition had become proof, then a protocol, and finally a property.

Once you know your property is able to create a result for people, you have something that can plug directly into the ability of a new capability.

That's when I started asking myself: what would I do if I only got paid when the client got a result? At first I asked it silently, just playing around with the idea. But I already had a strong track record, and we measured and tracked everything. Our product was premium—we were five times more expensive than traditional real estate websites—and we were selling them one-on-one. That meant we had to take the phone call, explain what we were doing, get them onboard, then build the website, train them, and get them all set up one person at a time.

I wanted to see if we could create a group way of getting the result for people. Around that time I read about Cyrus McCormick, the man largely responsible for inventing the mechanical reaper in the 1800s. His reaper was a blockbuster product—it allowed farmers to be far more productive and profitable, because one farmer could now do the work of 14 men. But the reapers were expensive, and most farmers couldn't afford the upfront investment. So McCormick came up with an idea: he would give them the reaper to use for the season and let them pay him from the harvest.

That idea was amazing to me. It was what allowed the reaper to spread so quickly. He collaborated with the farmers by giving them his property—the reaper—to plug directly into their capability—their farm—and increase their capacity. He knew they would have the money after the harvest to pay.

Inspired by Cyrus, I realized I was in the same situation. I had the machine—the money-making website that would help realtors make more money. The websites were relatively expensive compared to traditional ones, but they were very profitable once they got going. Their first home sale would more than pay for it.

So I sent an email to my list of realtors and told them I was starting a new pilot program. I described exactly what I was looking for—the characteristics and requirements I knew would be important for their success. I invited them to reply and tell me about themselves and their business, explaining that I would be choosing the group that weekend.

Hundreds of enthusiastic replies came in, each one explaining why they would be a good fit. We went through all the responses, selected the best candidates, and sent them an invitation explaining my proposal.

I told them the story of Cyrus McCormick and how I saw a similar situation. I explained that I was going to pay for their website, their domain name, all the setup—and Google gave us a $100 credit to fund each new account we set up, which I would pass on to them.

I told them I was setting up a 90-day training program to teach them everything they needed to know about how to make money with their website—and that I wasn't going to charge them a single dollar up front. They could get started with their money-making website and pay me only after their first transaction.

I was betting my money on them—about $180 per person—for a 30-agent cohort. This proposal was met with zero resistance and became the rocket fuel for our growth. We were able to take on 30 people each month and graduate almost 80% of them in the first 90 days.

Four Big Insights

1. sometimes it's less expensive to get someone a result than it is to convince them to give you money to get the result. There was zero resistance to the offer, so sales time was reduced dramatically. Our onboarding time was slashed because we did most of the setup for them, which meant we didn't have to explain how to do it. Our hard cost of $180 was a bargain compared to the reward and lifetime value.

2. You have to deliver less than you have to promise to convince someone to come on board. Normally, you have to paint a picture of what the future could hold. My irresistible offer, as generous as it sounded, was essentially saying: I'm going to show you how to get one transaction. And since that one transaction would more than pay for the website and yield a nice, risk-free profit, it was an easy "yes."

3. People are far less attached to future money than they are to present money. We're far more generous and optimistic about sharing in future windfalls than we are in dipping into our current supply of cash. Most of

that money is already spoken for, but new, future money feels like free game.

My offer was essentially: I'll bring you a big check, and you write me a small check after you deposit that big check. It's like magic.

4. winners are magnanimous. When I told other marketers what I was doing, they warned me: "If they don't pay, they won't value it," or "You're setting yourself up to be taken advantage of." But I knew what I was really betting on—the success of my proven protocol. I was betting on me.

The most amazing thing was how invested the agents became. They would sincerely thank me and reassure us that they were a good investment. They were so happy to share their progress and celebrate their success.

Results algorithms allow you to offer certainty—the ability to get more out of someone's capability. I realized that most people approach potential clients at the purchasing department—trying to convince them to write a purchase order to pay for a future delivery of results. In essence, they're asking the client to take all the risk.

Everyone else is competing for the limited pool of present money, which is mostly already spoken for, along with a little bit of next month's money. But if you focus on pursuing future money together, the door swings wide open.

Chapter Three
Everything Starts With VISION

> "*The only two things that matter in business are marketing and innovation. Everything else is an expense.*"
> — Peter Drucker

Everything starts with vision. So let's look at how vision works in the context of the VCR Formula.

There are four layers of vision progression:

Proposition → Proof → Protocol → Property.

Everything begins as a proposition — a question of "*What if?*"

All the great inventions, all the way back to Gutenberg, started with a question of "What if?" Gutenberg combined his knowledge and experience of jewelry casting to ask, "What if I used those casting techniques to make a cast of the individual letters of the alphabet?"

And with that, a proposition was born. The expression of the thought is the first step in creating any vision asset.

From Proposition to Proof

Once you have a proposition, it's time to get to work on the proof — figuring out how to make it real.

I'm sure Mr. Gutenberg had to experiment with how to space the cast letters and make them fit together closely enough to form words and sentences, how to apply the ink evenly, and how to transfer the impression of the letters on the page.

Once he figured it out, he had to document the exact steps in a repeatable protocol for getting the result he wanted every time.

The process for creating the printing press then became property — something he could manufacture and offer as a capability for others.

Imagine where we would be without Gutenberg's vision.

The goal of your Vision Division is to create an environment and framework for yourself (or someone in your company) to do four things:

1. Ask "What if?" and develop **propositions**.
2. Get to work setting up experiments to **prove** the proposition and make it real.
3. Document and create **protocols** for how you do everything you do to get the results you get.

4. Package and protect those protocols as **property** through copyright, trademark, or patents — as ownership.

Vision Assets Everywhere. Every company has the opportunity to create vision assets. In fact, you probably have many that you don't even realize.

As we go further, you'll see vision assets are all around us.

Ideas vs Execution

Vision is about turning ideas into profit. The constant argument about ideas vs. execution—and which is more valuable—can be polarizing. The execution side argues that ideas are a dime a dozen, and an idea that's not executed is useless. That's absolutely true. There are lots and lots of good—and even great—ideas that never see the light of day. It's also true that execution doesn't exist without an idea. You can't execute nothing; you're always executing something.

That something is always an idea. If we grant that execution is valuable, we can also grant that you could execute something flawlessly. The only thing that can improve flawless execution is executing a better idea. If you're making a movie, you can have the very best cameras and lighting, a crew that keeps the production moving and on time; you can execute the perfect sound engineering—but what makes the difference in the success of the movie is capturing the vision and idea of the writer, who took his idea and turned it into the intellectual property asset of a script.

And a screenplay is the blueprint for what to execute. It's the same with music, with architecture, with business models: the world moves and improves through innovation. Both ideas and execution are necessary, and one can't live without the other. In many ways it's like arguing that the heart is more valuable than the lungs; we can't live without either of them. Let's just celebrate that we don't have to.

From Vision to Property

The vision-to-property progression is all around us. Everything new starts with a proposition.

Think about any house or building you've ever seen — it all began with someone's vision. Someone decided they wanted to build a new house. They met with an architect, who spent time asking questions to understand the homeowner's vision for the property: what they wanted in the home, how they wanted it to feel, and what kind of lifestyle it should support.

Maybe the homeowner brought out a Pinterest board or a folder of magazine clippings — images that captured the vibe they were after, the details and styles that spoke to them. The architect would then go away and create conceptual drawings and renderings, doing their best to capture that vision on paper.

When the homeowner finally looks at those renderings and says, “That’s it!” — they’ve moved from proposition to proof. The idea has taken shape. The vision has been translated into something tangible.

From that proof, the project moves to a draftsman, who develops detailed blueprints — the protocol for how this specific property will be built. Those blueprints represent intellectual property, a precise expression of how the idea becomes real.

Then, that intellectual property is handed off to a contractor, who coordinates with craftsmen and tradesmen — the capabilities required to transform that vision into a home.

What began as a spark of imagination — a proposition — travels through proof, protocol, and capability until it becomes property.

From Vision to Music

It’s the same way with music. Every song starts with a proposition.

One of my favorite videos on YouTube is a behind-the-scenes look at Ed Sheeran and Benny Blanco — the producer and songwriter — working together on Ed’s tour bus, creating a new song. Benny was on tour with Ed as they worked on songs for Ed’s next album. Every night, Ed would perform his concert and then, back on the bus, the two of them would play around with ideas, writing new songs between cities.

On one particular night, Ed came onto the bus with the beginning of a new song — just a chord progression he really liked. He started playing it for Benny, who opened his laptop, captured the chords, looped them, and added a beat. They let that groove play while they started tossing around lyric ideas.

As the music played, Benny asked, "*Is there any relationship stuff going on you want to write about?*"

Ed said, "*I don't want to write about that.*"

Benny smiled and said, "*Well, why don't you write a song about not wanting to write a song?*"

Ed lit up. Instantly, the words began to flow:

"*I didn't want to write a song, 'cause I didn't want anyone thinking that I care, 'cause I don't…*"

That opening line became iconic. In that single late-night session — after one of Ed's concerts and before they reached the next city — they went from proposition to proof. They had an idea, captured it, and recorded a complete demo right there on the bus.

From there, it evolved into protocol — a fully produced track with all the instrumentation and structure defined. And finally, it became property — a copyrighted, co-produced song between Ed Sheeran and Benny Blanco that went on to plug into Justin Bieber's capability and expand through his reach.

Discovering Hidden Vision Assets

Vision assets don't always start out as something brand new. Sometimes you're sitting on a gold mine of vision property — assets you don't even realize you already have.

One of the best questions you can ask yourself is: "*What would I be able to do if I had to start over in a new market?*"

If you could retrace your steps with the advantage of experience — knowing what worked, what didn't, and which mistakes to avoid — that's a powerful shortcut. That knowledge exists right at the **proof level**. You already know how to do the things that you do, but maybe you've never written them down because you've been too busy working in your business instead of on it.

There's a great book called *The E-Myth* by Michael Gerber, and one of the most impactful ideas I learned from it is to think about your business as a property — an independent, living, breathing entity that can exist without you. Gerber encourages entrepreneurs to build their businesses in a way that they could be duplicated 5,000 times.

When he talks about "working in your business," he means how many small business owners get caught up in the daily doing — too busy delivering the service to step back and document how it's done. Without that documentation, it becomes hard to replace yourself, hard to scale, and hard to grow.

So when you start creating **vision assets** for your business, one of the best places to begin is by *inventorying what you already know.*

Look around. There are likely artifacts all around you that could become transferable assets — things that would allow you to recreate your business in another market or even help someone in an entirely different industry.

Your marketing materials, postcards, ads, and emails — all of these are assets. Your SOPs (standard operating procedures), forms, checklists, letters to clients, follow-up templates — those are assets too. The way you source materials, the training manuals you've built, your HR documents, and policy manuals — all of it represents knowledge that has been tested, refined, and proven.

Once you start thinking this way, you'll see that you're surrounded by vision assets — valuable pieces of intellectual property that form the foundation of your business's capability and growth.

Vision as a Capability

Vision assets are real. You can orient your entire business around vision as a capability.

Joey Reiman, an advertising executive and entrepreneur from Atlanta, started a company called **Brighthouse** and wrote a book called *Thinking for a Living*. What Joey discovered was that the real value in the advertising business wasn't in producing or buying ads — the part agencies were traditionally paid for — but in the ideas behind those ads.

He realized that the true power of advertising came from the thinking — understanding what message would resonate and how to express it. So he reoriented his entire business around that. He built a company that was paid solely for coming up with the ideas — the conceptual direction of what the advertising should be.

Companies like Coca-Cola and American Express paid Brighthouse millions of dollars just to have access to those ideas — the insight and creative direction. The actual execution of the ads could be done by any number of agencies, but the spark, the vision, was rare.

That struck a deep chord with me because I've always understood the power of ideas as catalysts. Sometimes one idea — one "do this instead of this" — can make a difference of tremendous scope. That's the lane I love: standing in the **proposition-to-proof** zone, coming up with the idea and proving it's the right one. I have no interest or aptitude for scaling or managing the day-to-day execution that follows — and that's okay.

There's tremendous freedom in realizing you can build an entire business around *vision as your primary capability*.

Think about **Apple**. Apple doesn't manufacture anything. They design, innovate, and patent ideas. They are an innovation company. Steve Jobs revolutionized the world not by building hardware, but by envisioning what to build.

The iPod began with a simple proposition: "*A thousand songs in your pocket*." That was the vision. From there, Jobs assembled the world's best engineers and designers — people like Jony Ive — to make it real. They figured out how to fit a thousand songs in your pocket and *how* to make it beautiful.

That's what Apple truly sells: innovation, imagination, and desire. They define what they want to create — how it should look, feel, and function — and then collaborate with the world's best manufacturers to make it happen. Apple focuses on the **vision**, then orchestrates the **capabilities** to deliver it.

The same is true in the world of film. I once saw a great interview between **Quentin Tarantino** and Charlie Rose. Quentin talked about a life-changing lunch with one of his hero directors — someone known for making visually stunning films. Tarantino asked, "*How do you get your vision onto the screen in such a compelling way?*"

The director told him something that changed his life:

> "*Quentin, you don't have to know how to do any of that. You can hire the best cinematographers, lighting designers, costume creators, and set builders in the world. Your job isn't to do those things — your job is to clearly describe what you want, to communicate your vision so they can bring it to life*."

That was a turning point. Tarantino realized his role wasn't to have every capability — it was to have the *clarity* of vision and the ability to communicate it.

And that's the great encouragement for all of us: **you don't have to know how to do anything**. You don't have to limit your thinking to your current capabilities. You just need to find the *who who knows how*.

That's the essence of the concept Dan Sullivan and Ben Hardy wrote about in *Who Not How*, which came directly from an idea I created. When you give yourself permission to focus purely on your *vision* — your unique ability to imagine, articulate, and define what should exist — you open the door for limitless possibilities.

Vision paired with capability — yours or someone else's — can make any idea real.

Chapter Four
Capability Assets

If *Vision* is seeing what's possible, *Capability* is the ability to make it real. It's where ideas become motion.

A business's capability is nothing more than the sum of all the actions it can take — all the *micro-transactions* it can perform — to turn intention into output.

Every system, from a one-person business to a global enterprise, is really a collection of capabilities working in harmony (or not). Each person, tool, and process is a transaction engine — a way to transform resources into results. Capability is the infrastructure that converts vision into value.

When you look closely, every great enterprise has built a machine that can reliably perform certain transformations: ideas into products, attention into sales, effort into outcomes. The stronger and more efficient those transformations are, the greater the leverage of the whole organization.

That's what Capability is about — building, refining, and multiplying the mechanisms that make your vision possible at scale.

Capacity is how much you could be doing with your capabilities if you deployed them to the fullest.

If you have a restaurant that seats 100 people—and you could do two seatings for lunch and two for dinner—your current capacity would be 400 diners per day.

If you're a doctor, dentist, hairstylist, or massage therapist, your capacity is a matter of how many appointments you can schedule.

If you're a manufacturer or in production, your capacity depends on how many widgets, postcards, pizzas, or pies your equipment and staff can produce.

If you're a hotel, cruise ship, airline, or Broadway show, your capacity is the number of available rooms or seats each day—renewable and perishable.

If you have a software or digital product, your capacity is nearly unlimited (e.g., a song, movie, course, subscription/SaaS).

This is a good number to know, and the first place to look for capability breakthroughs is the gap between your current production and your potential max production. That excess capacity is your opportunity.

Ability is the software: the skill of your staff, the prowess of your chef, the recipes, the way you run the kitchen, your expectations. Ability is the gateway to opportunity. This is where vision can be paired with a capability.

This is the Virtual Dining Concepts formula. Robert Earl saw that his kitchens were only running at about 50% as we were coming back from COVID. While ghost kitchens were growing in popularity as a way to bypass all the expense of running a regular restaurant, Robert Earl had thousands of kitchens that could be doing more. They had the capability and the capacity—and pairing up with MrBeast gave them the ability to expand their opportunity and prepare the MrBeast menu with their excess capacity.

That kind of thinking is available to anyone:

- Malls as Amazon return centers in the evening
- Yoga studios offering salsa classes in the evening
- Airbnb gives people a way to turn an extra room in their house into an extra monthly income
- Uber as a driver
- Turo to rent your car

All of these businesses started with someone having a vision to tap into excess capacity, giving the ability to turn capabilities into cash.

Cash is a core capability because it can be used to buy all of the components of a multiplier; it's the key component of mergers and acquisitions, private equity, expansion; it can be used for funding R&D to test and develop vision; buy reach with marketing and advertising.

If you have cash—it can be an advantage. But that doesn't mean not having cash is a disadvantage. It's just one part of the equation. There's plenty of cash available—and they're printing more every day.

A great place to start is to inventory your capability assets. What have you got in terms of capacity?

Gamal Aziz and working backwards

In the mid-2000s I read an article about Gamal Aziz, who was the General Manager of the MGM Grand in Las Vegas—the largest hotel in the world with over 5,000 rooms. When Gamal took over, he had an amazing approach. He looked at all the revenue-generating capabilities of the entire operation—restaurants, gaming, retail, conventions, entertainment, and hotel rooms—everything that was a revenue-producing capability.

Then he looked at each item with a single question: "How high is high?" He wasn't focused on incremental improvements or shaving up the margins; he was only interested in an honest assessment of capacity. Night after night he would greet people as they were coming out of the hotel and ask, "Where are you going?"—and they'd say things like "We're going to Nobu" or "We're going to Spago." He saw the reasons people were leaving the hotel as the opportunity. When he looked at the restaurants they had, they were all profitable and not broken per se.

Their flagship restaurant was doing $4 million a year, but Gamal estimated that if they had a celebrity-chef-driven destination restaurant, they could be doing $8 million a year in the same footprint, and he considered the difference a loss. He went to the board and explained that they were “losing” $4 million a year. They agreed to his plan, shut down the profitable restaurant, partnered with Michael Mina, and opened Nob Hill. In the first year of operation they did $11 million dollars.

Next he looked at entertainment—FX versus Cirque du Soleil—moving from roughly $28 million to $120 million. They were using the top floors of the hotel as hospitality suites, but MGM was the world leader in conventions, and Gamal proposed turning the top two floors of the hotel into SKYLOFTS and charging top dollar for contingents, corporate parties, bachelor parties, and girls’ trips. The revenue from SKYLOFTS far exceeded the prior use of the space as loss-leader hospitality suites. The SKYLOFTS attracted high-rollers who were more attached to high-end properties like Bellagio and Caesars, strengthening MGM’s overall positioning.

What would you find if you asked that same question of your capability capacity? How much could you possibly do if you had the demand? What is the capacity of your manufacturing line? How many more client accounts could you handle? How many more service calls could your technicians make?

When you look line by line at the capability assets you have, the capacity they’re being used at, and how high the gap is, then book that difference as a loss. It’s a motivator. Ask yourself what lengths you would go to if you were actually losing that amount of money.

Awareness builds momentum, and there are two capability assets you can engage.

The first is ability

The first place to look when assessing the situation of your capability-capacity gap is your current ability to reach your potential. There is a distinction between capability and ability.

Having a grand piano gives you the capability to make amazing music, but pairing it with the ability of Billy Joel or Elton John is going to produce a very different result. Having an awareness of your ability level, and the ability level of your team, goes a long way.

Comedian Ron White tells a story of the time he was thrown out of a bar and arrested. He said, “I had the right to remain silent, but I didn’t have the ability.”

What ability is standing in the way of you reaching the full potential of your capability? On one end of the spectrum, it may be that your own progress and skill level—or your team’s—are falling behind with overwhelming demand. On the other end, maybe the only thing standing in your way is the ability to get more clients. This is an exciting problem to have.

The next capability asset is cash

Cash opens up a world of capabilities; it's like an app store that can be traded for almost every other VCR element. You can use cash to buy more capability, more capacity, and invest in whatever vision and reach you need to hit your potential.

Cash can be a fast-pass accelerator—use it to fuel marketing or buy another printing press or service truck to double your capacity. Cash is an amazing asset, but there's plenty of cash in the world, and as you'll soon discover, collaboration currency may be able to get you anything you need.

Plus, cash gives you an opportunity to make long-term capital investments without the need to make quick ROI.

Chapter Five
Reach

Reach is a multiplier. It's the way big ideas spread—one person at a time. The scope of what we're doing is determined by how many people we can reach.

The good news is we don't have to reach them all at once.

Ray Dalio has a great video on YouTube called "*How the Economy Works*." In 20 minutes, he explains…

The Market Is Just People Trading With Each Other

When people talk about *the market*, it can sound like this mysterious, abstract force — something out there with a mind of its own. But in reality, there's no single "market" making decisions.

What we call *the market* is simply the **sum of millions (or billions) of tiny exchanges** happening every day. Each one is a *micro transaction* — one person buying something from another person.

We don't need to influence this big mysterious "market"...we can move markets by understanding what goes into influencing ONE person, starting with a proposition, moving to prove that our proposition is right and multiplying that through reach.

The progression is Eyeballs > Mind > Heart > DNA

Here’s how it works…

Reach starts with eyeballs: where our eyes go—our minds follow. How do our eyes lead our attention? Our eyes are constantly scanning our environment for interesting things; our attention is insatiable.

It’s estimated that we are exposed to over 6,000 advertising messages every day. Everywhere our eyes land is a “reach unit.”

For roughly 1,000 minutes a day, our eyes are awake and on the job—and about 400–450 of those minutes are spent looking at a screen.

Think about where your eyes land in a typical day: phone notifications, email inbox, social media, YouTube, your mailbox, your commute, every store or restaurant you go in, standing in line, sitting in a waiting room.

Your eyes are always with you—and they are always looking for something to present to your mind. Wherever they land is a reach unit. **Your mind is the crown jewel of attention**. The thing all these visuals are vying for is attention… to engage your mind.

At the mind level, you have interest. Now we have a chance to convey a message that deepens that interest into desire.

This can be getting them to consume text, pictures, sound, or video in a way that directs that attention.

What assets do you have to engage the mind?

- Email newsletter
- Physical newsletter
- Magazine articles
- Podcast
- Video
- Webinar
- Physical workshop
- Book

We have an "advertising resistance" system in the brain whose job is to gatekeep attention (often described here as Broca's area). It's why we can ignore most of the visual assault while driving, yet instantly notice a red stop sign. We don't actually want advertising — we want content.

Broca's Gatekeeper

Years ago, when digital video recorders first became popular, people realized they could finally watch their favorite shows whenever they wanted. But manufacturers quickly discovered something else—viewers didn't want to sit through the commercials.

So they built in a feature right on the remote control: a thirty-second skip button.

When I was watching *The Apprentice* with Donald Trump, I could sense when the commercials were coming. I'd get my thumb ready, and as soon as the break started, I'd hit that button—one, two, three, four, five times—and land perfectly at the start of the show again.

That's Broca's area in action, protecting you from unwanted advertising messages. Broca's saying, "*I got you*." It's guarding your attention—filtering what comes in, making sure only what you want gets through.

And what struck me as funny was that, in that same episode, the teams' assignment was to create an advertising campaign for a new toothpaste brand called *Minty Fresh*. The irony was perfect. Advertising disguised as entertainment slipped right past Broca's defenses.

That's how our mind works. Once you get past the gatekeeper—once your message makes it through Broca's filter—it has free and unfettered access. That's where true persuasion begins: when the brain no longer recognizes it as advertising, but simply as something it wants to engage with.

The Invention of the Soap Opera

Procter & Gamble invented the soap opera to capture housewives' attention during the one reliable window between morning chores and the kids getting home from school. They knew lectures about being a better housewife wouldn't hold attention. What those women wanted (and needed) was romance, adventure, and an escape. So P&G created exactly that — dramatic, exciting stories women tuned into so they could live vicariously through the characters.

Crucially, just before the commercial there'd be a cliff-hanger. Viewers were leaning in, pupils dilated, emotionally aroused — perfect conditions to receive the product message.

Our other senses work like our eyes: constantly scanning and feeding data into an automatic interest filter that decides what's worthy of the mind's attention. Sounds, smells, even tastes are either pleasing, and attention-worthy or they aren't. All of them are gateways to the mind and emotions — where heart-level reach lives.

Hearts

At the heart level, this is the kind of reach that makes the decisions. If we could reach people with this level of trust, they would do whatever we ask. This type of reach is either earned or transferred.

You have a certain number of people who know you, like you, and trust you. Every business has this level of relationship, and every person has these relationships. This is where referrals live. This is where endorsements live. Think of Oprah's Book Club and the millions of people who are influenced to read the books she recommends.

Affiliate marketing, referrals, introductions, and vouching are all forms of heart-level reach access—and it goes both ways. Reviews and ratings are only secondarily important if we don't have this kind of heart-level reach.

We want to have someone we already know, like, and trust—someone who has provided this service or product for us in the past. We want to grant that person a kind of monopoly, as Dan Sullivan says.

Transferring that trust is what heart-level reach is all about.

At the highest level of reach—what I call **DNA-level reach**—you're included or integrated right into someone else's product or service. This is the level of *consumption*. It's when your product or service becomes part of something people already use and love.

Think of the way Ford trucks come with Goodyear tires, or Intel chips in every Dell computer.

Reach is Always Available

Buying reach with cash means you're buying eyeballs. The advantage is access to as many eyeballs as you want, on demand. Facebook has all the eyeballs—over two billion daily users—identified by age, gender, likes, interests, radius, relationship status. In short, anyone you're looking for can easily be found on Facebook.

You're getting eyeballs early, and with Google search you can show up right at the time people are actively searching.

And you can get in front of people with intent. Imagine you had a physical department store that sold a wide variety of products—and you had the ability to know that the person who just pulled into the parking lot is specifically looking for a red wagon. You could orient the whole store to be exactly what they're looking for: "*Welcome to the Red Wagon Emporium!*" You could greet them, eyeball-to-eyeball, based on intent. That level of intent-based reach puts you in front of the right people, at the right time, in the right mindset.

You can even show YouTube ads to the people who searched for red wagons on Google the next time they log in to YouTube.

If you have visible prospects—meaning you know specifically who they are—there are lots of ways to reach them through directly addressable media: postcards, email, direct-mail letters, FedEx packages. You can even elevate the chances of reaching them by sending a courier, a process server, or even a singing telegram.

Eyeball-level reach is always available.

Chapter Six

How To Be a VCRchitect

"*Your eyes only see and your ears only hear what you're looking for.*"
— Dan Sullivan

Now that you've got a clear picture of your Vision, Capability, and Reach assets, it's time to see how we can put the pieces together — for yourself and in collaboration.

There are three ways to use and combine your VCR currency:

1. Develop your own Vision, Capability, and Reach to help yourself.
2. Identify and access the VCR assets of others to expand your opportunities.
3. Use your VCR currency to help other businesses by collaborating to create something new and emergent.

We call this VCRchitecture. It's the art of combining and aligning vision, capability, and reach — your own and others' — to create new value that wouldn't exist without the connection.

The first step is to find your strength. Where do you have the most assets? For some, it's Vision — the ideas, intellectual property, and insights that help others maximize their capabilities and get more from what they already have. For others, it's Capability — the ability to bring ideas to life and recognize potential applications that can make a real impact. And for some, it's Reach — the ability to deploy an audience, a network, or a platform to introduce new products and services to the right people.

From there, you can start to see where the leverage lies. Ask yourself: what do you know that would help someone else? What excess capacity or capability could you use to help them? Think like an asset allocator, someone who matches resources with opportunities. Think like a partner, not just a proprietor. This mindset begins with clearly understanding your VCR assets so you can be a good steward of them — using what you have to create more value for yourself and others. Finally, ask what reach you could deploy to help people get what they want. The answers to those questions are the starting point for building powerful collaborations and discovering the hidden potential within your existing assets.

Everything starts with vision

The goal of your Vision Division in your business is to elevate your hard-won, specialized, specific knowledge to the level of intellectual and physical property that is packaged and protected. Think like an IP company developing patents, copyrights, trademarks, recipes, trade secrets, and prototypes as real assets. Mine your existing capabilities—and the way you do things—for assets that could have value for others.

Create a culture of experimenting where you actively seek ideas and propositions. There is gold in constantly finding friction in your business, brainstorming solutions as propositions, and setting up experiments to prove them right or wrong. Either way, you win. Thomas Edison considered even failed experiments wins—he knew 10,000 ways not to invent the lightbulb. Vision is the spirit of innovation.

Tap into our innate curiosity: capture new input from what you see and hear, combine it with what you already know, and create something new. Chad calls this IC3. The most valuable vision skill is a constant reflection on every area of your business—always looking for friction and improvement opportunities. How can we make things better, faster, bigger, cheaper?

Put yourself on alert in your business, your industry, and even other industries. Some of the greatest innovations come from spotting and adopting ideas all around us. Seek counsel from others by forming or joining a mastermind of peers in your industry—or seek coaching, courses, or consulting as a shortcut to maximize your capabilities. There's no need to reinvent the wheel or solve a problem that's already been solved. Look for the very best solutions to your biggest problems and opportunities, and create a culture where everyone in your company is encouraged, acknowledged, and rewarded for doing the same.

Start with a blank check. If you had unlimited access to anything you need, what would you buy? What could you buy in the Vision category? Think coaching, consulting, recipes and formulas, franchise models, licensing, strategy, and ideas. All of these vision assets plug right in, adding a new layer of ability to your capabilities.

How can you use other people's VCR assets? With a blank check, which vision assets would help you grow? This can range from simply seeking advice from non-local peers, to guidance from a coach or consultant, to an education course or workshop, to shortcuts like templates, assets, or ads. Many people may not even realize what they have as assets—and may be willing to give you what they have in exchange for you giving them what you have.

So how can you collaborate for vision assets? What's the currency? What capabilities do you have that they might want? It might be a great exchange to work with someone and give them a big payoff as a case study, in exchange for access to their reach. "Let me show you how to convert more leads on your next launch—or promote a simple event… here's my playbook and SOPs."

Capability Access

What capability would be amazing for you if you just had access to it?

When you realize that most business owners are just like you, they have excess capacity of their core capabilities that could be put to better use.

If you own a restaurant, one of the greatest assets you have available to deploy is your excess capacity—both in your dining room and in your kitchen. You've already heard about how Robert Earl used the excess capacity in their kitchens to launch MrBeast Burger and Virtual Dining Concepts.

One of the best things about being the owner of these excess-capacity assets is that you have access to them at the lowest possible cost—and they have full retail value. If you have excess capacity in your dining room, the incremental cost of adding additional diners would literally be just the food cost. The overhead is already paid; the staff are already there. If you add an additional diner, the only cost would be the 20%–25% food cost. Filling those available seats is a high profit margin.

One way to turn that excess capacity into collaboration currency is to create gift cards with full retail value—knowing it's only costing you 20% of the face value. That means you could create $25 gift cards for a real hard cost of $5. This gives you the opportunity to pair your capability currency with your own, or someone else's, reach asset to fill those tables—knowing that each diner is likely to come in with someone else and have a $75–$100+ total bill. Plus, you have a new customer.

I have used this excess-capacity gift-card model in many ways. We have used it with a beauty spa to offer a $100 gift card for microblading or high-end facials—knowing the clients would continue to come back again and again for years by joining a membership plan.

We have used a free mosquito treatment as an amazing tool to bring new clients for a mosquito-control franchise who convert into monthly recurring service plans. We reach new clients on Facebook or with postcards in targeted neighborhoods—or by giving free mosquito-treatment gift cards to new clients to give to three friends as they're telling them about the joys of their mosquito-free yard. Tapping into the heart-level reach and enthusiasm of these new customers and giving them a way for their friends and family to jump right to the DNA level and experience it for themselves.

This approach has resulted in the lowest cost of acquiring new clients.

Remember, sometimes it's less expensive to get someone a result than it is to convince them to give you money to get the result.

Reach Collaborations

Reach assets are often the easiest to recognize and turn into collaboration currency. Start by looking for the places you can activate or deploy them inside your own business. When you put on your VCRchitect glasses, you'll notice eyeball-reach opportunities that have been hiding in plain sight—

sometimes as simple as a sign placed exactly where attention naturally lands.

At my favorite café in Winter Haven, the display case sits by the cash register. In the mornings, people happily chose muffins, bagels, or pastries to go with coffee, but the cookies didn't move until after lunch. We talked about it, and the owner added a small sign to the cookie basket: "Breakfast Cookies." Sales jumped immediately. People just needed permission. A well-placed sign can plant a new idea that directs behavior.

Another example: a client's residential trash service mailed a paper statement each month—one sheet in an envelope. That mailing was a reach asset. You can include up to five sheets without exceeding the one-ounce postage limit, so the only additional cost was printing. We used that space to include gift cards for the restaurants he also owned and branded the inserts "Treasure for Trash." Before long we invited other local businesses to add inserts as well, turning a monthly expense into a profit center—simply by thinking like a VCRchitect.

You can mirror this with other people's eyeball assets too. For a beauty spa, we supplied gift cards to a nearby clothing boutique to keep in "take one" boxes at the register and on salon styling stations. These opportunities are everywhere once you train yourself to look for them.

Mind Level Reach Assets

These are where we have someone's attention and interest. The best way to think of this is the difference between advertising and content. When people are picking up a newspaper or magazine, there is a difference in the way our brains perceive the advertising—it's viewed as a distraction to get to the article we want to read, or the show we want to watch. There is an exponential leap in the value of engaging minds over eyeballs. There are lots of reach assets we can develop.

Books, reports, catalogs, market data, and consumer information guides work amazingly well to engage at the mind level, especially if the title calls out to exactly the people you want to reach.

Email (and physical) newsletters give us access to an open line of communication we can use to deliver welcome and specifically valuable information to people we know are interested.

Podcasts allow you to engage minds at a time when their body may be busy doing something else like driving, walking, or biking. We most often listen to podcasts alone, so it can be a rich and engaged attention.

Video gives us another great way to access mind-level reach. A YouTube channel gives free access to billions of minds just waiting to be engaged by your content.

Most of these tools are free, and having a CRM to send emails, a Spotify channel to host your podcast, and a YouTube channel to host your own television station all give you a reach capability. It's the audience that's the most important reach asset.

There is no better time than now to start building your own audience to advance people through the Know, Like, Trust You progression.

If you have reach assets of your own, you have the ability to make invitations and offers to help your audience get what they want through your products and services.

If you don't have those reach assets, you can look for opportunities to collaborate with others—combining your excess capacity/capability with someone else's reach. You could write an article for someone else's newsletter, be a guest on their podcast or video show, and offer a free copy of your book—or a free mosquito treatment. Everyone who replies is now part of your own growing audience.

Heart Level Reach

The next levels of reach—at the Heart and DNA level—are only available to the person who has the primary relationship with the audience, built through consistently delivering content they like and come to trust. That liking and trust are valuable and should be guarded and protected. The people with the largest reach have an advantage; they can direct that trust in a powerful way.

Think of the power of Oprah's Book Club. At the heart and mind level she is able to transfer her enthusiasm for a new book to millions of people, making her recommendations instant bestsellers and launching authors into fame of their own.

It's the breadth of her reach—not the depth—that makes it a multiplier. Every one of us has people in our lives where the depth of our influence is powerful. If you recommend a book to someone at the heart level of reach in your relationships, it can be just as effective in influencing that one person.

Oprah has millions of people at that level. One of the interesting trends shaping up right now is the rise of the micro-influencer. People who have small but loyal—often local—audiences are being sought out by big brands wanting to reach their audience. In this way, brands can reach millions of people through the combined audiences of hundreds of micro-influencers. TikTok Shop is a great example of product brands paying creators a commission to create content that sells their products.

It's a true win-win collaboration: the brands reach millions, and the creators share in the profits. How could that work for you? There are so many great opportunities for reach collaborations when your eyes are open to them. Let's put it all together and look at some great examples of the VCR Formula in action…

Chapter Seven

VCR Formula in Action

The Story of Stop Your Divorce

Back in 1998, I was reading USA Today over breakfast, as I liked to do, looking for opportunities and seeing what was going on in the world. I came across a small classified ad that caught my eye. It said:

"*Stop your divorce or lover's rejection—guaranteed method.*"

And then it listed a phone number.

I thought, *Wow, that's very good copy*. It was simple, emotional, and direct. If I were in that situation, I'd definitely call. I wasn't even married at the time, but the ad stuck with me. Then, as I scanned further through the classifieds, I saw another ad in the *Business Opportunitie*s section. It was the same message—but this one offered to train people and give them exclusive territories to use the method.

That was enough for me. I called the number and met Homer McDonald.

By pure serendipity, it was the very first day he had run the business opportunity ad. I had noticed his personal counseling ad in previous weeks, but this was new. Homer was 76 years old at the time and had been a marriage counselor for 45 years. He had just shut down his traditional practice and switched to doing telephone counseling.

He told me he was running that little classified ad in *USA Today* for about $1,500 a month. People would call him, and he was making about $6,000 a month doing counseling sessions over the phone.

I found that fascinating and started helping him with his marketing. I showed him how to use recorded messages, and I helped him write a letter he could send to people who inquired about his services. His sales quickly went up.

I asked him if he had any books, CDs, or training programs. He didn't—he was hesitant because he thought if he wrote a book, people wouldn't need his counseling. But he said if a publisher gave him an advance and some time off from his practice, he might consider writing one.

A few weeks later, I said to him, "*Homer, while we're waiting for that publisher, why don't we just go ahead and get started on the book ourselves?*"

So I interviewed him for about 13 hours over the next few weeks. We turned those transcripts into a book called *Stop Your Divorce*.

It was right at the time when online advertising was just getting started—when you could buy keywords and direct people to your website. For ten cents, I could get everyone searching the word "divorce" to come to *stopyourdivorce.com*. We sold the book for $79.

It took off immediately and became a hit. Over time, we sold more than $5 million worth of the book.

Looking back, it was a perfect example of a VCR collaboration. I had the vision that this could be multiplied through the reach of the internet. Homer had the capability—45 years of experience saving marriages. He was great at what he did, but he had limited reach.

So we made a simple agreement: I would get all the money from the book sales, and Homer would get all the money from the counseling. In the book, we included instructions on how to contact Homer directly for help.

His counseling practice exploded. He became so in demand that he was able to raise his prices and work exclusively with clients who had read the book.

Our collaboration continued all the way until Homer passed away at 94 years old.

It was a perfect demonstration of how vision matched with capability, multiplied by reach, creates something extraordinary.

The Summer Painting Company

During the summers in college, a friend and I ran a small painting company. One of the big challenges we faced was figuring out how to get jobs—how to generate leads for our business.

We were part of a local business networking group that met once a week to exchange ideas and referrals. One morning, we were talking about how we were going door-to-door in neighborhoods to find painting jobs. Other business owners in the group mentioned they were doing the same thing—or wished they had time to.

That sparked an idea.

What if we sent out college students in the evenings and on weekends to knock on doors—not just to find painting leads, but to meet homeowners who were planning any kind of home improvement project for the summer?

We started talking with the other business owners in our networking group—people who owned roofing, fencing, window, and landscaping companies—and made simple referral arrangements with them. Whenever we found someone who needed work they could do, we'd pass the lead along. In return, they'd do the same for us.

We made deals with companies that handled nearly every kind of exterior home project: siding, decks, fences, driveways, garage doors, and landscaping—plus, of course, painting.

It worked beautifully.

We were already out meeting homeowners every day, but by thinking a little bigger, we turned our lead generation into its own profit center. Instead of just finding painting jobs, we were now creating value by connecting homeowners with all kinds of trusted local contractors.

That experience taught me an early lesson in collaboration and leverage. It was pure VCR thinking in action—using our Vision to see an opportunity, our Capability to meet and talk to homeowners, and multiplying it through Reach by connecting with other businesses.

So the question becomes: what are you already doing that could be turned into a similar profit center—something you could expand or share to create new value for others while increasing your own reach?

The Rolls-Royce and the Bespoke Jacket

I was visiting a friend in San Diego who had just bought a new Rolls-Royce. We were driving around the city when he mentioned we needed to stop by a local tailor—he was picking up a custom-made sport coat that was ready for him.

As we walked in, he told me something interesting: when he bought the Rolls-Royce, the dealership had gifted him this bespoke jacket as a thank-you gift. It was a thousand-dollar-plus sport coat, completely custom, made just for him.

Looking back, I realize what a perfect example this is of **borrowing reach**—a classic VCR collaboration.

Think about it from the tailor's perspective. His ideal clients are people who drive Rolls-Royces: they have money, taste, and an appreciation for quality. By partnering with the Rolls-Royce dealership, he didn't have to find those clients one by one—the dealership brought them right to him.

Every time someone bought a new Rolls-Royce, they were introduced to the tailor through this beautiful, thoughtful gift. The customer got a premium experience, the dealership got to enhance its reputation with a meaningful thank-you gesture, and the tailor got the opportunity to demonstrate his craftsmanship to exactly the kind of client he wanted most.

My friend loved the jacket so much that he went on to order several custom suits from that same tailor. He got to choose every element—the fabric, the lining, the fit—everything that made it a one-of-one experience.

It was a perfect win-win. The Rolls-Royce dealer created delight and prestige for their buyers, and the tailor got access to a steady stream of ideal clients.

I don’t know whether the dealership paid for the jacket or whether the tailor offered it as an investment in meeting the right people—but either way, the economics made perfect sense. The lifetime value of one client who loves custom tailoring can easily be tens of thousands of dollars.

The Cowley Manor Spa Card

About ten years ago, I was in London for an event and took a little side trip to the Cotswolds, where I stayed at a beautiful resort spa called the Cowley Manor Inn. It's a stunning old country estate that had been turned into a boutique hotel and spa.

When I arrived, I sat down at the front desk to check in, and as I was sitting there, my eyes landed on a postcard sitting right on the desk. The headline read:

> "*Today's Available Spa Appointments.*"

Naturally, I picked it up and looked closer. It listed all the spa appointments still open that day—an 8 a.m. massage, a 9 o'clock facial, a few other treatments throughout the day—and then I spotted one at 3:30 p.m.

It was 2:45 when I was checking in.

I immediately asked the front desk, "Can you check if the 3:30 massage is still available? If it is, I'd like to book it."

Now, I already planned to get a massage while I was there—I was staying for three days—but the visual cue of that postcard prompted me to do it right then and there. Just seeing it in front of me moved me to action.

That moment stuck with me because it perfectly illustrates the power of **eyeball reach**—getting something in front of people at the exact right moment. The card didn't need to persuade me with words; it just made the opportunity visible. My eyes led to my mind, my mind led to my heart, and my heart led to a decision—to take action.

We're surrounded by these kinds of opportunities every day, but most people miss them because they're not looking through the lens of a VCR opportunity hunter.

When you start noticing where people's *eyeballs* naturally go in your business—your lobby, your website, your checkout page—you begin to see all the places where a simple visual cue could spark action, just like that little spa postcard did for me at the Cowley Manor Inn.

Part 2

Chapter Eight
The VCR Unlock

The road to understanding the VCR formula—the combination of Vision, Capability, and Reach—begins with a story that is woven into the very fabric of humanity itself.

Picture our earliest ancestors, back when humans were still part of the food chain rather than sitting comfortably at the top of it. For obvious reasons, they did not particularly enjoy being dinner for lions and tigers, which led to someone eventually having a vision of something better.

When that person combined their vision with others who possessed different capabilities, something remarkable happened. They began to extract themselves from the food chain through the art of collaboration, which is exactly what happens when you execute the VCR formula effectively.

Think about it: humans are not fast runners, and we are certainly not the strongest creatures on the planet. Yet here we are, having completely transformed our position in the natural order. How did we manage this extraordinary feat?

The answer lies in our ability to combine individual vision with collective capability, extending our reach far beyond what any single person could accomplish alone. This fundamental principle has not changed since those early days.

It has evolved and become more sophisticated as we have built increasingly complex societies and organizations.

The Genesis

How do we rule the world in intelligence? Through combination and collaboration. This is the power of leveraging what we already have.

The VCR formula—Vision plus Capability multiplied by Reach—became an actual filter for me once I was exposed to it. This formula empowers you to understand how success happens in the world. As I mentioned at the very beginning, collaboration is prevalent in our society, yet it is not the convention we are trained to follow. From around third grade, we are taught to compete, not collaborate. Being exposed to the VCR formula was a huge unlock for me.

It gave me words to describe the way I see the world. Starting out on a farm in South Carolina, I felt at a very early age that I should have been born in the middle of Manhattan. I like things that move at a much faster pace. I also felt like I did not have anything, which created a lot of anxiety about how I would ever get off that farm. I worried I would be stuck in that small town forever. This was happening when I was between eight and nine years old, so it struck me very early on.

But in a split second, I began to see the world differently. I realized that all the resources that existed in the world were at my fingertips to combine and create.

Fast forward many years to when I was introduced to Dean Jackson and his VCR formula. It truly gave me words to describe the way I see the world—the formula I had been running well before I had words for it. This approach has created 50-plus companies in many different ways, spawning new and unique value in industries that no one had ever thought of providing as a service.

I was fortunate that, starting at such a young age, I didn't have the opportunity to work in an industry for 10 years and then come up with a better mousetrap. With the sheer number of companies I created and the time when I started, there were not 10 years behind me—there were barely eight or nine when I first started figuring out how to create value. But I was truly only doing the VCR formula.

Let me give you an example. When I was much younger, people used to joke that I could ride horses before I could walk. They were most likely right. Around eight years old, when I had that epiphany that the world's resources were at my fingertips if I could figure out how to combine them and create value, I started looking internally at some of the capabilities and reach I had.

I received a vision. I became aware that the horse sales I traveled to multiple times a week provided me with exposure to many people who wanted to sell their horses. The capability I realized was that whenever you had this little peanut-sized kid riding a horse, anyone thinking about buying that horse suddenly felt like they could ride that horse too. I will tell you that it was not 100% true all the time, but it worked.

These horse sales gave me reach. The vision I had was combining the capability I had started working on before I could walk. I was doing nothing more than combining these elements.

The result of combining vision, adding capabilities, and multiplying by reach provided me the ability to make an average of three to four hundred dollars a week riding people's horses through the sale barn for ten to twenty dollars each. I saved that money—having few expenses at that age—and it gave me the ability to buy my first piece of real estate. Because of reach and vision, I was able to double my money within a year.

Almost 30 years later, I was introduced to Dean Jackson, who was talking about the VCR formula. It was definitely eye-opening to realize that now I had something I could share with many others who had long asked me, "How do you do this? And how have you continued to do it?" Now I had something to share.

The Application

I was speaking with a friend the other day, and she said, "Wow, I have so many ideas. It's like I'm making bricks and just throwing them out there, but I don't have a plan to build anything."

I told her, "It's not that you need to have a plan to build something with all your bricks—you need to have a WHO. And in many cases, many WHOs." The wonderful thing is that not one person can take all those bricks. When I look at entrepreneurs, I pick up on this pattern a lot.

Every company I have been introduced to, every entrepreneur has invested heavily in their website, showcasing the middle part of the VCR formula—their capabilities. They are sponsoring events, running ads, and really showcasing what they can do. They spend significant money on this effort.

I understand the current convention: we go to them because we think they might be able to help us, and they give us a proposal. But what if they really aligned with that brick you just sent over? What if they felt like they could make this brick real—that it could be part of a big house?

Instead of just giving you a proposal, consider this: the convention for marketing, let's say, is between six and eight percent of revenue. What if every time you stacked a brick on this big house, they also got six percent of the revenue? You could get started, and that marketing person could defy the margins in their industry.

Now you, as the vision person, could come up with another brick and share it with yet another capability provider who is showcasing their skills and spending money to do so.

You are probably picking up on this—the VCR formula is truly an unlock.

Monetizing Your Ideas

If you are naturally an idea person, consider making that your next business venture. The way you activate those ideas is by leveraging the VCR formula: find the capabilities and share your vision with them.

Here is what you will discover along the way. Some entrepreneurs cannot execute on visions, even though they call themselves visionaries and think that is an automatic right of passage when you become an entrepreneur. I would argue otherwise, and we will explore the different layers of visionary thinking in just a bit.

The beauty of this approach lies in its simplicity. You do not have to jump through the conventional hoops of endless proposals, scope meetings, detailed work documents, or multiple lawyer consultations. Instead, you can directly connect with people who already showcase their capabilities.

Before long, you will find a group of capable partners just waiting for your next "brick" – your vision – to show up and bring it to life.

I stumbled across this realization a couple of years ago. I would have unlimited ideas, and fortunately, I have owned many companies over the years and still own quite a few today. This gives me access to capabilities that I actually own.

Yet, these capabilities are currently busy doing all the conventional work within their existing businesses and industries. Then it hit me. I can simply share my vision with other entrepreneurs who have complementary capabilities, and we can partner on the outcome to make these ideas a reality.

This shift in thinking opens up entirely new possibilities for turning ideas into successful ventures.

The VCR Formula + The Creation Code = Endless Possibilities

When ideas and capabilities come together, you can co-create new products and services at scale, all day, every day. Think about it—there are endless capabilities, just like there are endless ideas.

This brings us to what I call the creation code. The creation code is the sequence that happens when you embrace the VCR formula. It is amazing how you begin to see the world as it actually exists. All success stems from someone who had a vision, added a bunch of capabilities, and multiplied their reach. That is how they exist as they are today.

You see them as they are, but you are also empowered with what I call the creation code. This is the awareness that every day you are given, if you take a breath and start your day, you are going to receive one of four things: relationships, awareness, knowledge, and experience. Most days, you receive and collect all four.

The big difference I have noticed between entrepreneurs—and humans in general—is how they handle these daily gifts. The ones who really succeed are those who combine all of those relationships, awareness, knowledge, and experience that come to them freely every day.

The people who truly reach success are the ones combining each of these elements with who they know, what they know, or where they know. That is what actually helps you create the outcome. So while the VCR formula helps me filter and understand the world, how do I take action every day?

Here is the thing—you do not even have to try. I will give you an example. I met somebody new last Monday. If you look back at your calendar and rake through it like you were raking leaves, you will find relationships like I am describing. I became aware of something on Monday afternoon without having to seek it out. This can happen in a multitude of ways—perhaps you read a book, finished a course, or learned something new on Tuesday or Wednesday. Maybe you just got back from a business trip on Thursday.

Everyone reading this could look back at their calendar and identify relationships, awareness, knowledge, and experience that came to them just by being themselves. Remember, we are human beings. If you would consider combining these gifts with who you know, what you know, or where you know, you would create new and unique value every day.

Let me summarize this with something you can take with you into the next chapter. The creation code is built on a formula called IC^3. It is nothing more than collect, combine, and create. That is truly what the creation code is.

The VCR Formula Is the Universal Formula Behind All Success

Looking back, I can now put words to something I had been doing since I was eight years old—I was simply trying to understand the world around me.

I am naturally curious and absolutely addicted to value creation. To understand how to create value, I first need to understand what already exists. I constantly research successful people and track backward to see how they achieved their success.

What I discovered through this process was a huge unlock for entrepreneurs. Every entrepreneur I know today suffers from what I call a "WHO deficiency." This concept complements the "Who Not How" framework that Dan Sullivan and Dr. Ben Hardy wrote about, building on ideas Dean Jackson developed back in 2016.

Here is my personal struggle: I generate unlimited ideas. I have a clear vision around value creation—I mentioned being addicted to it. When I brought these ideas back to the companies I owned, there was no room for them. My ideas had to sleep in the manger because there was no room at the inn.

I realized I was not alone in this frustration. Many entrepreneurs have a wealth of ideas but struggle to act on them. We are not lacking in vision or creativity—we are lacking the right people to help us execute.

Overcoming Your WHO Deficiency

Looking at Dean's VCR formula, I started to recognize a pattern. First, all entrepreneurs have a WHO deficiency. Second, all entrepreneurs spend significant money showcasing their capabilities. This made me wonder: are capabilities and reach simply waiting for vision to show up?

This awareness complemented a framework I had been using internally for years. I kept asking myself: How did Michael Dell become successful? How did Steve Jobs pull off what he accomplished? These questions led me to an important understanding.

The person who has the vision typically is not the same person who creates the capability. In fact, most of the time, the visionary is not the one who originally created the idea or developed the capabilities. The person who made it grow like wildfire was usually another entrepreneur—one who had reach.

The VCR formula serves as a filter to understand success in the world. You can track this pattern back through history with the names such as Firestone, Ford, Carnegie, and Tony Robbins. Some are easier to trace than others, but when you dig all the way back to the beginning, you will find the same pattern.

They all had an idea of how to create value. But nothing happened with that idea until they gave it to someone else. In my world, using the VCR formula, we now understand this as vision plus capabilities, making the idea real.

Dan Sullivan puts it well when he says, "make it up, make it real, make it recur." The person who makes it up only succeeds after the person with vision combines with someone who has capabilities. Then, to make it really grow, you combine it with a reach partner. This is the path to ultimate success.

The Power of Collaboration

The power of collaboration holds a special place in my heart, and it is something I want you to understand deeply. This is what typically happens in the conventional business world: someone comes up with an idea and immediately has everyone sign an NDA because they are terrified someone will steal their concept and turn it into reality. The probability of this actually happening? I would say it is a fraction of one percent.

Anyone who has ever taken an idea from conception to reality to recurring success knows this journey does not come easy. Yet NDAs still get signed constantly. The idea person shares their concept, receives proposals, and hopefully finds someone who executes it properly. Sometimes they do not, leading to multiple proposal signings and introductions to various people along the way.

Eventually, they might meet someone who represents nothing more than a capability: the person with cash.

Let me restate this to clarify my perspective. Cash, as it turns out, is another capability. With money, the only thing you can do is buy someone else's vision, invest in someone else's capabilities, and leverage someone else's reach.

Consider the reach component as an example. If you had substantial cash, you could run ads on Facebook, LinkedIn, and TikTok, or place billboards along interstate highways. Here is the interesting part: there is likely an entrepreneur who already owns significant reach and would collaborate with you ten times faster than you could get an agreement signed or receive a proposal back.

When you combine awareness of the VCR formula with the art of collaboration, you create a complete unlock—not just for existing entrepreneurs, but for humans everywhere. The definition of an entrepreneur, according to John Baptiste, describes someone who takes resources performing at a certain output and increases their performance.

This definition makes me ask nearly everyone I meet—and the majority are entrepreneurs—a simple question: "Have you ever had an idea about how something could be better?"

One hundred percent of the people I have asked this question have answered yes.

This raises an intriguing possibility: do we all start out as entrepreneurs? Without resources like this book you are reading, no one trains us with a formula for how to act or take action on the ideas that come to us. We lack the framework for embodying the true definition of an entrepreneur.

We All Have Gifts

Your imagination often sparks ideas that seem to come from nowhere. When you truly grasp the VCR formula and combine it with the art of collaboration, you discover something profound: the only real unlock in life is giving what you have been given.

As a kid, people admired me for being a go-getter. It took me years to realize that was not quite right. What I was actually doing, relentlessly and without knowing it, was giving. I was sharing whatever gifts I had been given.

Think about it this way: you come into the world completely helpless. You would be dead within hours if the people around you did not understand this same principle—that the only thing you can do is give what you have been given. Adults help children because we would literally die without that assistance. Yet, somewhere along the way, we stop carrying this forward.

We all start out as entrepreneurs with ideas for improvement. Maybe you see how a restaurant could run more smoothly, or how traffic could flow better. Perhaps you notice a better way to position products in a retail store, or you have spotted inefficiencies in a manufacturing process after working in that role for 10 or 25 years.

When you understand the VCR formula, combine it with collaboration, and show up with the intention to give, you unlock success beyond what you have even dreamed possible. This is not about being a go-getter in the traditional sense. It is about recognizing that your unique perspective and experiences are gifts meant to be shared.

The magic happens when you stop trying to get something and start focusing on what you can give. Your ideas, your insights, your way of seeing solutions—these are the gifts you have been given. When you share them through collaboration, you create value that extends far beyond yourself.

Your Ideas Are Babies

Think of ideas as little babies. They are vulnerable and cannot take care of themselves. They have tremendous potential, but they need to be protected, nurtured, and guided. You must give them everything they need to succeed in the real world.

Ideas must be taken care of through collaboration. Just like with babies, you might give your idea to someone who has the right "milk" — the resources or expertise it needs. Maybe someone else can teach your idea how to "walk" or "talk" by developing it in ways you cannot.

Even in parenthood, this collaboration happens naturally. Sure, you can teach your child how to talk because they are around you all the time. But you might not be the best person to teach them how to read. That requires collaboration with teachers or other experts.

What about riding a bike? That is also collaboration. Children do not come out of the womb knowing how to ride a bike. Someone has to teach them, guide them, and help them develop that skill.

The same principle applies to ideas. When I ask people in the ideas business if they can create an idea for me on command, the answer is always no. They cannot — and neither can you. Ideas need time, nurturing, and the right collaborative environment to grow into something meaningful.

Nurture Your Ideas… Or Someone Else Will

All ideas come from your imagination. When I share this with people, they usually agree. Then I ask them: What is the imagination? It takes a moment, but they eventually realize it is the divine, God, or whatever they call their creator. There is no judgment here—whatever you reference is fine, as long as you recognize that someone has intelligent design behind all of this.

Then I take them to another scenario. I ask if they have ever been watching TV when a commercial hits you with a realization: you had that exact idea three or four years ago. Or maybe you are walking through a store and suddenly stop in your tracks, thinking, "Holy shit, they made that. That could have been me."

The difference between people who receive these ideas and take action versus those who do not seems to come down to the power of one word: combine.

When you combine your idea with someone who can make it become real, that is collaboration. To make it really easy to understand, that is, vision being added to someone's capability. Now you have made something real. You have taken that idea and given it an identity.

The last piece is multiplication. You have validated your idea and made it real. Now, how do you get it out to the world? That requires another collaboration—a reach partner. This is the multiplication times reach in the VCR formula.

Picture the outcome: it could be a commercial on TV featuring your idea, creating significant revenue for you because it is broadcast everywhere. The idea that once lived only in your imagination is now generating real income and impacting in the world.

The Purpose of This Book

The purpose of this book is to empower you with a formula to understand the world and take action on those unlimited ideas that come to you. Here is something worth considering: everything you see around you, everything you have ever seen, and everything you are likely to see in the future—all of it started as an idea in somebody's imagination.

Why not yours?

Many of us have been operating in the world without even having the words to describe this process. Until Dean simplified it, we lacked a clear framework to understand how ideas become reality. The VCR formula represents a massive breakthrough for humanity—it gives you the tools to take action on your ideas with confidence, knowing you do not have to do it all yourself.

The reality is, no one has ever done it alone. The microphone capturing this conversation, the internet connecting us right now, the plane that brought me back from Toronto a few days ago—every single thing started as an idea in somebody's imagination.

Why not yours?

What you need is the framework to turn those ideas into reality, and the confidence to know that your imagination is just as valid as anyone else's.

A New Lens for the Idea Economy

With the rise of artificial intelligence, we have entered what I call the "idea economy." This represents a fundamental shift away from the traditional task economy that has defined work for generations.

For decades, we have measured value creation by task completion. You finished a project, solved a problem, or produced something tangible, and that is how you earned your paycheck. As robots and AI systems increasingly handle these tasks, our understanding of how humans create value must evolve.

The encouraging news is you already possess everything you need to thrive in this new landscape. The tools for success in the idea economy are not external—they are already installed in your mind. What matters now is what happens between your ears: those ideas that spark when you least expect them.

This is where the VCR formula becomes transformative. It provides a simple framework to help you recognize and act on the ideas you are already receiving. Most people have brilliant thoughts throughout their day, but they do not know how to capture, develop, or implement them. The VCR formula changes that by giving you the building blocks to turn fleeting thoughts into actionable opportunities.

Consider how dramatically the timeline for bringing ideas to life has compressed. What once took months or years can now happen in hours or days, and AI is just getting started. This acceleration means that your ability to generate, refine, and execute ideas becomes exponentially more valuable.

The VCR formula positions you to take advantage of this shift. Instead of waiting for someone else to assign you tasks, you can identify opportunities, create solutions, and build systems that generate ongoing value. This is not just about surviving the transition from the task economy—it is about positioning yourself to flourish in a world where your unique human creativity becomes your greatest asset.

Chapter Nine
Vision: The Constant Multiplier Introduction

The blueprint of vision serves as the catalyst for everything that follows. I am well aware that people often say, "Oh, it's not about the idea, it's about the execution." They are absolutely right.

But if you look at what people are executing on, each and every one of them is working on an idea. Let me share with you how I see vision coming to life and how it is actually made.

The best I can tell, ideas come from your imagination. You receive them from the divine—you can determine how deep you want to go on that concept. When you receive an idea in your imagination, you begin to think about it. As you think, you start to receive internal feedback—that is your own thinking—and external feedback from other people's perspectives as you begin to share your idea with friends and family.

As that idea comes into focus, you begin to receive vision and clarity around it. This clarity ignites ambition within you.

Ambition is immediately met with friction. Believe it or not, friction is actually an invitation. Each and every friction point you encounter is an invitation for collaboration. I can guarantee you that the things you do not do well, somebody else is an absolute expert at.

This brings us to the different types of vision that emerge from these ideas. Let me break down how I quantify them.

Levels of Vision Clarity

When I meet visionary entrepreneurs around the world, they share countless ideas with me daily. This constant flow of concepts forced me to develop a system for evaluating which ideas deserve action. After all, having an idea is just the first step in the VCR formula—the vision component.

You might need a visionary partner, someone who can see your idea with greater clarity than you currently possess. The scale I developed mirrors something familiar: watching television. Those of us old enough remember when TVs were not vibrant—they displayed only black and white images. After 11 PM, they would play the American flag and national anthem before shutting off for the night.

When you first receive an idea, I classify those in their infancy stages as black and white. Some people can quickly elevate these ideas higher on the clarity scale, while others cannot. This is where you might want to consider a vision partner.

Let's say you received an idea this morning, and it appeared truly black and white—a little fuzzy around the edges. You began gathering internal and external inputs, maybe conducting some research, thinking it through. After a couple of days, that idea starts maturing and begins to look more like a vision. You are now seeing this idea in color.

As you gain confidence, you start sharing this initial vision. The idea continues maturing as you conduct more research and perhaps engage a vision partner—someone others might say can "see the future." Your vision then elevates to HD quality.

At the HD level, you can outline how this idea could become reality. You can see two or three different paths to bring it to life, but you do not yet know which path is best. If you continue refining that idea and developing your vision clarity, you may reach what I consider the pinnacle.

The highest level of vision I have witnessed so far is what I classify as 4D vision. Yes, it surpasses 3D vision. When you achieve 4D vision clarity, you have the catalyst for forward action.

When I talk about ideas starting in black and white and potentially engaging with a vision partner, it is all about gaining vision clarity. This does not have to happen immediately. You do not need to take action right away—just take action to improve your vision clarity. Move it from black and white to color, hopefully to HD, and ultimately to 4D.

When you elevate to 4D vision clarity—when you become what I would classify as a 4D visionary—it feels like you can see the future. At this level of vision clarity, you gain the ability to bring that vision into reality. You will not need to explore multiple different paths because you can see the right path, the shortest path, to bring your new and unique way of creating value to the world.

The Four Types of Vision

These four types of vision work together to complement Dean's definition of vision, showing how ideas evolve from concept to reality.

When you first take action on a vision, you create a projection. At this stage, you are putting your idea out into the world, testing whether it could actually become real. It is your initial attempt to bridge the gap between imagination and reality.

The next level is proof. Here, you have successfully executed your vision at least once. You have moved beyond theory and demonstrated that your vision can produce tangible results. This single success validates that your idea has merit and can work in the real world.

Once you can consistently replicate your success, your vision matures into a protocol. You have figured out how to achieve the same outcome repeatedly, creating a reliable system or process. This consistency transforms your one-time success into something dependable and scalable.

The final stage occurs when your vision becomes packaged and protected. The protection element is particularly important here because it safeguards the value you have created. At this point, you have developed something that can be systematized, taught to others, or even commercialized.

When you follow Dean's interpretation through these levels of vision maturity, something significant happens. Your original vision transforms into a capability. What started as an idea in your mind has become a concrete skill, system, or asset that you can leverage repeatedly. This transformation from vision to capability represents the ultimate realization of your original insight.

From Imagination to Impact

I will share a wild example of how imagination and impact can transform a business, drawn from a company I owned years ago.

Back in the early 2000s, I stumbled into the wireless business completely by accident. This was not a logical progression from my agricultural ventures. I was essentially running a tractor supply operation before Tractor Supply Company existed, dealing with horse trailers, feed, and similar products. Then, a gentleman approached me wanting to sell me Nextel services.

The moment I saw those devices, something clicked. I realized I could press a button and dictate outcomes somewhere else without being physically present. This was revolutionary for my operation, since I had crews delivering hay, shavings, feed, horse trailers, panels, and gates across two or three states. The potential impact was enormous.

My immediate next question was: how do you get set up to sell these? I instantly envisioned how transformative these devices could be for certain customers who already trusted me.

The Nextel folks laughed at my request and made me start by selling through another dealer. Three months later, they came back and said they absolutely had to make me a direct dealer. They could not figure out how I was achieving such remarkable results.

The secret was surprisingly simple: make it easy for people to do business with you. I see entrepreneurs forget this fundamental rule all the time. Instead of simplifying the customer experience, they actually make it harder for people to buy from them.

I did it differently by setting up the entire city like ice cream truck routes, with small vehicles that would drive through every production home building neighborhood. These mobile units would deliver Nextel devices, fix phones, or bring you a car charger or case right to your door.

This allowed me to take over almost the entire Southeast market. Along the way, I discovered something interesting. I noticed that everyone's bill was completely messed up. During the early 2000s, most people were getting their phones through their companies, which created wild swings in usage patterns every month.

Imagining a New Way to Do Business

When new rate plans hit the market, I saw an opportunity that others missed. I realized I could play matchmaker between my existing clients—people who already trusted me and had their credit card information on file—and these new rate plans that could save them significant money. By analyzing their usage patterns and matching them to better plans, I could help them cut costs while ensuring they would continue buying their phones from me.

I made doing business with me as convenient as possible. While everyone else was stuck in the conventional retail store model, I deployed a fleet of vehicles to deliver products directly to my target customers. This eliminated the hassle of store visits and brought the service right to their doorstep.

Then I had another idea that seemed counterintuitive: I would charge people a small fee to analyze their phone bills. Most people in the industry thought this was ridiculous. The same folks who had laughed when I said I could sell phones were now laughing again. But I could see the value clearly—I would review their bills, secure credits for overcharges, and proactively switch them to money-saving rate plans.

Despite the skepticism from industry veterans who had been in the business much longer, I pressed forward with my vision. I continued refining the concept, sharing it with others, and working out the practical details of how to make it a reality.

The results spoke for themselves. What started as a $5-per-phone service grew into a $20 million recurring business within just a couple of years. We were managing hundreds of thousands of phones and countless bills, turning bill optimization into a profitable service that customers were happy to pay for.

The key was having the vision to see beyond conventional thinking and the persistence to execute despite the doubters. Sometimes the best opportunities are the ones that make others laugh—until they see your success.

Imagination Needs Action

You receive ideas constantly—flashes of inspiration for creating new value in the world. Yet most of these ideas remain trapped in your mind, never making the leap from imagination to impact.

The breakthrough comes when you start sharing these ideas with people who have the skills and resources to bring them to life. The moment you begin opening up about your vision, something magical happens. Your ideas stop being solely yours and start developing their own momentum. This is what happened for me.

This shift removes an enormous burden you might not even realize you are carrying—the belief that you must single-handedly transform every idea into reality. You do not have to be the person who executes everything. You can be the person who sparks the initial vision and then collaborates with others who complement your strengths.

This realization can be transformative. When you understand that sharing ideas multiplies their potential rather than diminishing your ownership of them, you unlock a completely different way of creating impact. Instead of being limited by your individual capabilities, you tap into the collective power of a network.

This principle became so powerful in practice that it inspired me to create the CoLab, a global entrepreneur collaboration designed around this very concept. The platform exists because sharing ideas with capable people does not just help individual projects succeed—it creates an entirely new model for how innovation can happen at scale.

Five Whys + Five Whos

Many people get paralyzed trying to figure out the "how" behind their vision. When I discussed the levels of vision earlier, I emphasized getting to 4D clarity around your ideas. This clarity focuses entirely on the outcome.

The key questions you need to answer are: Who will this impact and why?

I have developed a simple tool called "Five Whys and Five Whos" that helps you work through this process. You have probably encountered the concept of asking "why" five times to get to the root of any issue. I found this helpful, but I took it further for vision development.

Here is how it works: Start with five "whos." Name five people or groups who will be positively impacted by your vision. These could be individuals, communities, or entire market segments. Once you have identified them, ask "why" for each one. Why will they benefit? What specific value will your vision create for them?

When you share your ideas with others, focus entirely on this impact. Remember, the people with the capabilities to help you execute your vision may not be visionaries themselves. They might have limited vision compared to yours. But if you can paint a clear picture of the actual impact your vision will create once it becomes reality, you will ignite their ambition too.

This approach works with all your partners—whether they are providing capabilities, resources, or helping you expand your reach. It is not about explaining the mechanics of your idea. It is about sharing the transformation it will bring to real people's lives.

The outcome is what matters. When you lead with impact, you give others a reason to believe in your vision and want to be part of making it happen.

Vision in the Wild

Vision appears everywhere in everyday conversations, often disguised as something entirely different. You will encounter it at networking events, during casual office chats, or even in those brief water cooler moments that still happen as people return to traditional workspaces.

Here is something you can apply immediately, and I guarantee you will start noticing it right away: vision frequently shows up as complaints.

You will hear these complaints in conversations, see them in emails, or catch them in instant messages. Maybe someone mentions their frustration during lunch or vents about a problem during a coffee break. In that moment, you will often recognize exactly how things could be different or better.

Vision floats around us constantly, waiting for someone to recognize and capture it. While it often disguises itself as criticism or frustration, it reveals itself through everyday dialogue. Nearly every conversation presents an opportunity to spot ways to create new and unique value—if you are actively listening for it.

You have probably heard the saying that if you listen to your clients, they will tell you exactly what to sell them. This principle works the same way with vision. When you tune in and really listen, you will see the opportunities floating right in front of you.

How do you act on these insights once a complaint sparks a new idea? The answer lies in collaboration. This is where you can leverage the VCR formula to transform that initial spark into something meaningful and actionable.

Chapter Ten

Capability: From Spark to Structure

Identifying your unique value contribution starts with recognizing what you have been giving away since you were a kid. This connects to what I call your constant question.

I have not met an entrepreneur yet who did not immediately understand this concept once I explained it fully. Somewhere between seven and nine years old, after you become fully conscious and exit theta brainwaves, you receive a constant question. This question becomes the foundation for how you interpret the world and identify ways to create value.

You use this constant question in every relationship, every experience, and every engagement. It is the first filter you apply to understand what is really happening in any situation.

Let me share my personal example. This started when I was eight years old, back when I mentioned being very young on the farm, feeling like I should have been born in Manhattan instead, with no idea how I would ever get out of there.

It hit me: if I just combine what already exists, I can create new and unique value. Maybe somebody will pay me for it.

My ability to ride that horse did not just appear at eight years old. I had been doing it for years. When I took that horse to the horse sale, I was applying the same approach I had used the week before, the month before, and so on. Those horses showed up at every horse sale - turns out there were always horses there.

My ability to leverage my constant question started at eight years old, and that question is: How can I take what I see, combine it with what I know, and create value for someone else?

I was driven to create value that would generate money for myself. Maybe I thought I would buy a plane ticket to Manhattan - who knows what goes through an eight-year-old's mind. But that constant question became the catalyst that drives me forward and creates all my abilities. It is one of the varying scales of capabilities I bring to every call I am on and every entrepreneur I meet.

Getting Paid for Your Gifts

You have probably heard this complaint countless times: "I have so many ideas, but I don't know how to get paid for them." The problem is not a lack of creativity—it is the absence of structure. We all possess knowledge and can generate dozens of ideas daily, but there is a gap between having brilliant insights and turning them into income.

The missing piece is learning how to package your expertise in a way that helps others while creating a sustainable revenue stream. You need a system that transforms your ideas into something people will actually pay for.

The encouraging news is you do not have to figure this out alone. Many people, myself included, specialize in helping others monetize their knowledge. What you are looking for is collaboration—someone who can bridge the gap between your vision and profitable execution.

Think of it this way: I have the capability to help structure and deliver ideas, but I am waiting for your unique vision to show up. This creates a powerful partnership opportunity where your expertise meets proven monetization strategies.

This collaboration serves a larger mission. Countless people struggle with problems that seem obvious to you. You can see both the issue and the solution clearly, but you lack the framework to package and deliver that knowledge through a monetary exchange system.

Let's be clear—having ideas alone is not enough. Not everyone with good ideas will succeed. The people who win are those who identify their ideal audience using proven formulas and then leverage the capabilities and reach of others. These are the individuals who ultimately become the success stories.

The key is recognizing that your knowledge has value, then finding the right partners and systems to help you deliver that value to the people who need it most.

The Simplifier Versus Multiplier Framework

The reason Dean and I work so well together, along with Dan Sullivan, comes down to a fundamental difference in how we approach problems. Dean and Dan are both world-class simplifiers, while I am absolutely a multiplier.

Every time you engage with Dean about something, he simplifies the hell out of it. He has been doing this since he was eight years old, driven by one constant question that shapes everything he does. When I shared this concept with him about a year ago, he came back to me just a couple of days later and said, "Oh, I know exactly what it is."

Dean's question is simple: "So, what should we do now?"

Think about it. Every time you bring Dean an objective, an obstacle, or an opportunity, he takes it all in. Then suddenly, he gives you the answer, and you are left wondering how in the world he came up with that solution so quickly. It is because he is constantly trying to answer that one question: "So, what should we do now?" He processes all the inputs through that filter.

Now, I operate completely differently. You know my constant question by now, and you have got me fully exposed here. I am always asking: "How can I take what I see, combine it with what I know, and create new and unique value?" After so many years of practice, I have gotten pretty decent at it.

This is the straight-up definition of multiplication in action. Dean simplifies something, and I immediately see ways to multiply it before the words even finish coming out of his mouth. Then he simplifies my multiplication, and I can multiply that again. It creates this wonderful collaboration where we are constantly building on each other's strengths.

The beauty lies in how these two approaches complement each other. Simplification cuts through complexity to find the core solution, while multiplication takes that solution and expands its potential in ways that were not immediately obvious.

Combining Capabilities

Let's talk about combining capabilities. Understanding whether you are a simplifier or multiplier is not always easy for everyone to recognize. The answer is yes—you do both. But if you really think about it, and I take this insight from Dan Sullivan, you are primarily one.

As I have unpacked that methodology, I now understand that I simplify really fast, but only for the benefit of multiplication.

Dean is going to simplify first, then go and multiply, but he is primarily going to simplify it. Why? So that it can be multiplied. He is not simplifying it for multiplication by himself. That is what makes him an excellent simplifier.

The same dynamic exists with Dan Sullivan and Babs Smith. Babs is a multiplier. She sees ways to structure the things that Dan creates and bring them to the world in a sizable fashion. They have done an amazing job for over 50 years. Think of the impact they have had on all the people's lives, including mine and Dean's as well. That is the simplifier-multiplier partnership in action.

The key difference comes down to your natural approach: Do you come to it from "How can I simplify this?" or "How can I multiply this?"

The Collaboration Case Study- Climax

This is the climax. That is exactly right. When Dean introduced me to his work, we immediately connected. I am always looking for ways to multiply the things he has created or new insights I discover in the world. He helps me simplify them at a much deeper level.

As we looked at other entrepreneurs, we both subscribe to the absolute methodology that collaboration is king. We began to see an opportunity to work together—not to go do something together, but to become something together.

That is the difference. It is a very big distinction. Partnership versus collaboration. If we are going to partner together, it means we are going to do something together. If we collaborate, we immediately become something together. I cannot do it without you, and you cannot create what emerges from combining the two of us without me.

When you look at Dean, one of the world's largest simplifiers, and me, someone who likes to multiply things, Dean came up with this analogy. There are a couple of people in the music industry who have been extremely impactful over the last 30 years.

One is Clive Davis. I am not a big music guy, but I understand now from my good friend Dean that he was president of Columbia Records, started Jive Records, and identified most of the hit artists over the last 30 years. Then there is another component—the Skunk Works—Max Martin.

Clive Davis discovered Max when he brought Ace of Base to the United States. That began to form their collaboration, which has created most of the hit songs you have listened to over the last 30 years. So it seemed fitting to call Dean and my collaboration "Cly" for Clive Davis and "Capital Max" for Max Martin.

It is pretty easy for me to find the hit artists out in the world. These are existing entrepreneurs who are really good at creating value, but they have not figured out how to multiply the value they can create. I see that everywhere. Dean is known specifically for creating scale-ready algorithms in real estate and many other markets—home services and just about every other type of business.

When you combine the two of us, I am able to find the artists. He is able to create the hit songs. There have been many organizations we have worked with over the last year and a half, where we began to create those hit songs for them.

That started from an idea that became a vision. It was immediately met with friction. We decided to create a collaboration because both of us have these skills. It is not like we created these skills after we met each other. We simply became the pinnacle when we entered into collaboration.

Chapter Eleven
Reach the Great Multiplier

Understanding reach as a force multiplier represents what Dean calls "the Genesis" – the foundation of a different business approach based on probability and entrepreneurial thinking.

Consider this reality: acquiring the contact information of every potential client you want to serve comes with an extremely high cost. You can frame this traditional approach however you want, but the process remains expensive and time-consuming. People do business with people they first get to know. Over time, they begin to like them. After they have liked them for a while, they begin to trust them. Eventually, they may even do business with them.

You can take what Disney calls the "Fast Lane" approach instead. You can leverage collaboration by seeking out entrepreneurs who already have trusted relationships and who are already serving, in their own business, every client you ever want to reach.

Reach itself becomes the absolute force multiplier. When you think about reach, you gain access to different levels of connection. The first level gives you access to someone's eyeballs. Perhaps a business owner sends out thousands of invoices each month, and you can add your current special to those invoices. It costs them no additional money – you simply massage the template. That simple addition gives you an immediate force multiplier.

When people from those invoices end up doing business with you, you are delighted to give the business owner 10% of the revenue. This arrangement often costs less than your current client acquisition expenses, including both sales and marketing investments.

The next level provides access to someone's mind. When a collaborator puts out content on social platforms and gets incredible engagement, they can share your message as part of their collaboration with you. This creates another powerful force multiplier.

The highest level gives you access to others' hearts. This means when your collaborator puts out content, people take action. When they share your message, some people will absolutely respond and act. You can almost forecast the results because your partner has access to people's hearts, not just their minds, and certainly not just their eyeballs.

When you find someone with this level of influence and they spread your message, magic happens. Your collaborator receives that 10% from all the revenue flowing through your door, and you are grateful because you achieved these results in days rather than weeks, months, or years of conventional marketing efforts.

Many business owners operate for ten years or more without ever discovering this concept of leveraging reach. They continue grinding through traditional client acquisition methods when collaboration could accelerate their growth exponentially.

DNA Level Reach

The highest level of reach represents an extraordinary opportunity for entrepreneurs. This is what we call DNA level reach - where a company becomes so integral to delivering a product or service to the hero target that they essentially become part of the next company's ability to serve their clients.

Here is where it gets interesting. If you have a product or service that could improve your hero target's hero target, you might find yourself pulled into partnerships rather than having to sell your way in. The company with DNA-level reach will seek you out because you enhance their ability to serve their clients better.

This represents the pinnacle of strategic positioning. Let me show you how this works with a real example.

For many years, Ford trucks came equipped with Goodyear tires, and they may still do today. Now imagine you are a product developer who creates something that dramatically improves tire performance, specifically focusing on enhancing the ride quality of Ford trucks. You do not manufacture trucks yourself, but your innovation makes the Ford truck experience significantly better.

When you approach Goodyear with your vision and demonstrate how your product works, something remarkable happens. Suddenly, you gain access to every Ford truck dealer in the country - possibly even worldwide - through Goodyear's existing DNA-level reach. You did not have to build those relationships from scratch or convince each dealer individually.

This works because Goodyear has already done the heavy lifting. They have spent decades building relationships with Ford. The automaker knows them, likes them, trusts them, and has relied on their tires for thirty years. That is DNA-level reach in action.

The beauty of this approach lies in focusing not on what you can sell, but on what value you can create by combining your capabilities with someone else's established assets. Instead of asking "How can I reach more customers?" you ask "How can I enhance an existing relationship that already has the reach I need?"

DNA-level reach exists everywhere in the marketplace, yet most entrepreneurs overlook these opportunities. Perhaps this perspective will serve as a catalyst for you to start spotting the different levels of reach around you and identify where your product or service could create exponential value through existing partnerships.

What Are Your Reach Assets?

There is one more significant component of Reach that deserves attention. Reach assets typically are not considered for monetization beyond how the business owner currently uses them. Let me give you an example that builds on what we have discussed throughout the four asset types.

Imagine someone sending out 3,000 invoices per month for services they have already provided to clients. The only reason they are sending those invoices is to get paid, right? As I mentioned earlier, those invoices are assets—they are reach assets, even if they are first-level ones.

What makes this powerful is that it costs you nothing extra to include a bit more information on those invoices. Dean has an excellent example of this with Norman Dunnigan, whom you might know. Norman combined his reach asset—access to people's attention—with his other companies. The result? He increased revenue by a substantial percentage without spending any additional money.

These reach assets have never been considered for monetization by offering them to another entrepreneur who serves the same target audience. Think about it this way: if you are a plumber reading this book, I hope it serves as absolute inspiration. You do not just have vision and capabilities—you also have reach assets, and all these other assets you have never really thought about monetizing.

Perhaps you will recognize the awareness that you have these assets and combine them with another entrepreneur you know. This collaboration could create a much bigger outcome for both of you.

I would encourage you to consider this before you put this book down and walk into a sales meeting where you will discuss conventional ways to grow revenue. You have just been empowered with assets you already possess—and if you really examine them, you will find many ways to create revenue that no one in your industry would ever know or understand how you are doing it.

That is the power of the VCR formula.

Reach Without the Noise

I would argue that the noise is all the things you have to go and learn. Once you figure out a way to create value, you have to get it out to the world. Many of us, not being in the marketing business, go and spend a lot of money, time, effort, and energy to learn marketing.

I hear it all the time: "We're going to really focus on marketing. I've been studying marketing. I've been doing a lot of research on SEO." Okay, that is an option. Sure. But you can get the outcome so much easier without all the noise and all the time. Now, if it is your responsibility to know each and every part of your business and to spend more time understanding it than creating the outcome, that is fine.

Some people seem to be wired that way. Or you could focus on what you just learned. Look around to your left and to your right. Perhaps you are in your next mastermind group, or maybe you are a member of Vistage. Instead of just sitting between two different people, you could begin to unpack the assets that they have.

As I told you earlier in this chapter, every one of us has vision. Every one of us has a capability. Every one of us has reach. These are assets that are lying dormant. If you would just consider showing up to give them value and leverage the art of collaboration, you can create exponential growth.

When they create any outcome after you give them value, you have one simple question: "How are we going to split the outcome?" No outcome, no split. What you will find are exponential ways to grow your business that are very unconventional compared to what they are probably talking about in those masterminds or peer groups you have spent a lot of money attending over the years.

Multiplying Through Alignment

Many entrepreneurs fall in love with their own expertise and create elaborate vocabularies filled with industry jargon and acronyms. They speak in this specialized language, assuming everyone else will naturally understand their meaning. But they are missing something. If they redirected that same energy toward understanding their ideal client's journey, they would discover partnership opportunities that could multiply their business by ten times, often within the first year.

Let me paint you a picture of what I call "prospect or client boulevard." Imagine a road running between you and your potential clients. As you look left and right along this boulevard, you will see mailboxes representing different businesses. Your clients travel down this road, and sometimes they stop at your mailbox. When they do, you tell them about all your wonderful capabilities and how you can create value for them. You might even run ads or put up billboards to get their attention.

The game-changing insight is that before your clients ever reach your mailbox, they stop at other mailboxes along the way. They did not just appear out of nowhere and decide to work with you.

Take your top ten clients and examine their patterns. Before they engaged with your business, they were likely working with not just one, but several other businesses. You can discover exactly who these businesses are by simply asking. Since these are your top clients, they already know you, like you, and trust you enough to send you money. They will be happy to share this information.

Run a survey or schedule a quick call with them. Ask: "Before you started working with us, who else were you engaged with?" You are not looking for competitors here, but rather the businesses that naturally come before your product or service in their journey.

During your next client meeting or Zoom call, add one more question to your usual conversation. After discussing how well you have served them and reviewing the great results you have achieved together, ask about the additional actions they took. What other services or solutions did they seek out as part of their overall journey?

This simple shift in perspective opens up a world of partnership possibilities that most entrepreneurs never even consider.

Looking for Alignment Opportunities

Picture your business like a mailbox on a street. When your best clients leave your location, they do not just disappear. They back out onto the road and continue their journey, stopping at the next mailbox down the street. That next stop represents another type of business they need.

Take a moment to identify what type of business your clients typically visit before they reach you, and what type they visit after. You have just discovered potential collaboration partners who serve the same clients you do.

Look at your top 10 clients. Most of them engaged with a specific type of business before finding you. You can offer those businesses exactly what we discussed earlier—your reach. You will likely find that 30 to 60 percent of your best clients stopped at that same type of business first, though some did not. More importantly, some of your prospects may need those services but have not found the right provider yet.

You become a reach asset for clients who stop at your mailbox when you know which ones truly maximize your value proposition. The best ones—those who get the most from what you offer—almost always come from someone else's type of business first.

The same opportunity exists in reverse. Whatever comes after what you do, wherever your clients go next in their journey, you can engage with those businesses too. You become a reach partner for them, and they do the same for you.

Some clients bypass your mailbox entirely and go straight to the next business. But their experience suffers because they really should have engaged with someone who does what you do first. This creates another collaboration opportunity.

This simple strategy remains underutilized by most companies, yet I have watched larger organizations create significant competitive advantages using this exact approach. Remember bundling? Years ago, you bought your security system monitoring from one company, cell phones from another, and internet service from a third provider across town.

Smart companies recognized this pattern and began combining their products or services, even though three different organizations supported them. All three would sell the bundle because they each had individual reach to the same target customers who needed all three services.

The beauty of bundling lies in the economics. When you collaborate with two other businesses, they have virtually no cost of customer acquisition. If a client comes to your business and buys the bundle, your collaboration partners acquire new customers at no cost. You can pass those savings along while all three businesses maintain their profit margins.

Most small to medium-sized business owners miss the reach opportunities that exist literally before and after them in their clients' journey. The potential for strategic partnerships sits right there, waiting to be discovered and developed.

My Encouragement to You

It is important to know you have options. Consider who else serves your hero target. How could you show up to give what you have—your product or service, your reach, your vision—to add value to that hero target through someone else's reach, vision, or capabilities?

When you show up that way, you will multiply whatever your current run rate of growth is. You can defy the percentage of year-over-year growth that exists in your industry. The reach component of the VCR formula we discussed at the start of this chapter is the force multiplier.

I have given you several examples of where these opportunities likely sit beside you. In your most recent peer group or mastermind meeting—whether it is Vistage, Strategic Coach, or another group—reach is all around you.

Now that you are empowered with the VCR formula, you should be able to see it. I expect you will see it everywhere you look.

Chapter Twelve
Activation: Turning VCR into Growth

When you begin to understand your vision, your capability, and your reach, you will realize they are all valuable assets. Identifying and combining these elements creates what we call your VCR portfolio.

These components represent valuable parts of your business that you may have never considered monetizing. Once you organize them into a portfolio, they become tangible assets you can leverage. Think of this portfolio as something you have created and nurtured—I suggest giving each component a specific name to make them feel more real and actionable.

The VCR formula provides an excellent framework for organizing these key components under one overarching system. When you take this approach one step further and truly think about these assets as part of your VCR portfolio, you suddenly have much more to offer your market.

Instead of having just one product or service, you now have a diverse collection of valuable offerings in your business toolkit.

The VCR Assessment

The VCR assessment measures two key things: your openness to seeing the world through the VCR formula lens, and your willingness to collaborate with those assets you already possess. This matters because most people are not aware of what they have at their disposal.

The assessment also tracks how your mindset has evolved while reading this book. Has it shifted enough to propel you forward in transforming these assets into exponential growth? Can you now spot the valuable resources you already own? If so, are you open to adopting the mindset that shows you how to monetize them as your default operating system?

It gets challenging when you need to overcome the belief that everything must be kept under non-disclosure agreements. You cannot live in scarcity, thinking tomorrow will bring a better idea. Get over yourself. That idea was not originally yours anyway—it came through your imagination. And your imagination connects to something much larger than yourself, the divine.

Think about it: if you asked someone to create an idea for you, they could not do it. They can only receive ideas that come through them.

This brings me back to something I mentioned earlier and say often: the only thing you can do in life is give what you have been given. I know this statement freaks people out at first. But when they sit with it for a few days, they usually come back and admit I am right. You entered this world with nothing, and you will leave with nothing. You might as well give it all away—it creates beautiful outcomes.

When ideas flow naturally to you, you do not value them because they come so easily. You take this gift for granted. But remember, the way you do what you do is your secret sauce, not what you do. Everyone else is selling the same stuff.

Look at invoices from five different companies in any industry—they are practically identical. Yet I guarantee that is not what their customers are actually buying. These businesses never take inventory of their VCR assets, give them names, or bring them to market.

When you identify and name your unique assets, you create a competitive advantage. No one else can offer what you do because you have given it a distinct identity. Your customers can become ambassadors for your specific approach. You cannot be easily compared to competitors because they do not offer the same thing you do.

The problem is that if I looked at your business door, it might say "plumber." If I compared your invoices to the plumber down the street, they would look frighteningly similar, even though what you are actually delivering is completely different.

The Unique Opportunities Created by the VCR Formula

In the words of Dean Jackson: "What are we going to do now?" It is the VCR formula—that is exactly what we are going to do. The possibilities become boundless and endless when you combine one thing with another.

I have labeled this final methodology the Creation Code. It is beautifully simple: we collect, we combine, and we create. You only have to show up to do one thing.

You have reached the pinnacle. You have done considerable collecting as you have read this book. You understand your vision assets, you are familiar with capability assets, and you are probably identifying exactly what you have. Maybe you have used one of the tools we showcase in this book, and you understand what reach assets you already own.

My parting words would be this: please consider combining those assets with who you know, what you know, or where you know. I guarantee you will create something meaningful. Every time you do this, you will create more and more each day, and doors will begin to open for you.

I like what Dean always says: "Show up at the receiving dock, not the procurement dock." Some people give you a puzzled look when you say that, wondering what you are talking about.

Here is how I explain it: How aggressively do you run to the door when the doorbell rings and it is probably a solicitor? Most of us drag our feet, right? But what is the difference when you know you are waiting on an Amazon package? You practically sprint to that door.

Now that you are armed with the VCR formula—the way you can interpret the world and understand exactly how success happens—you have inventoried and built your VCR portfolio. You have everything you need to start creating.

The Creation Code + the R.A.K.E Formula

When you combine the creation code with your R.A.K.E assets, you become like the Amazon delivery driver—showing up at the front door with exactly what people need, every single time. It really is that simple. You consistently deliver value because you have mastered one fundamental skill: combining your relationships, awareness, knowledge, and experiences.

Notice how those four elements spell R.A.K.E when you take the first letters? This is not just a clever acronym—it is your systematic way to mine value from your past. Look back at your calendar from last week and rake through it. Examine each day for relationships you built, awareness you gained, knowledge you acquired, and experiences you had.

When you combine any of these R.A.K.E elements with the basic questions of who, what, or where, you will show up like that Amazon driver every time—with exactly what someone needs. You do not have to strive anymore, especially as an entrepreneur who is always "here" trying to get "there," as Dan Sullivan puts it.

The VCR formula, paired with the creation code—collect, combine, create—transforms your R.A.K.E assets into a portfolio of collaboration currency. When you master this combination, you stop chasing opportunities because they start coming to you, just like that Amazon package appearing on your doorstep. The delivery driver does not need to ring the doorbell multiple times or beg someone to come get the package.

The key difference is that when you are delivering ideas, you want your truck to be enclosed, not an open pickup bed where you are throwing packages around carelessly. Too many people scatter their ideas like they are in a parade, tossing them to anyone standing nearby. "Hey, here's an idea for you!" they shout, even when people say they do not have room for more ideas. Yet they keep handing them out without ever getting paid.

You want that enclosed truck instead. It creates a completely different dynamic. You control your ideas—they are organized, labeled, addressed to specific people, and most importantly, they are already paid for before delivery. This systematic approach transforms you from someone desperately giving away free advice to a professional who delivers valuable solutions to the right people at the right time.

A Question to Ask Yourself

Ask yourself this fundamental question: What am I really here to do? Are you here to grow your business, or are you here to create value? If you are here to create value, then your job is to understand the complete picture of the assets you have built through your business.

Let's use a plumbing business to illustrate my meaning. If you are just focused on growing a plumbing business, you can attend the local industry association meetings, trade shows, or annual conferences. They will tell you all about best practices. That approach has nothing to do with how you actually create value in the world. Focus on value creation instead.

You also need to understand something essential about yourself: Why are you in business? Are you here to be transactional or transformational?

If you are in business to be transformational, then pay close attention to how you have been uniquely designed to create value. Start offering that unique value to the world.

Consider giving it a name. Once you have identified all your VCR assets and begun changing your products or services, or started leveraging the power of collaboration to create truly transformational outcomes for those you serve, something remarkable happens. Other people who serve the same target audience will take notice, and your business will experience unprecedented growth.

You will defy all the typical margins and year-over-year, month-over-month growth rates of everyone in your industry. When you embrace the VCR formula, there is no more following the leader. You become the leader others follow.

The VCR Assessment Opportunity

The VCR assessment creates an opportunity for entrepreneurs to understand what they are naturally drawn to, how they can leverage their strengths for collaboration, and how these preferences will evolve over time.

The assessment works similarly to other profile assessments you might be familiar with, like Kolbe A Index, StrengthsFinder, or DISC profiles. However, while those assessments focus on psychological traits, the VCR assessment measures your mindset around collaboration and your natural inclination toward different collaborative roles.

Some entrepreneurs score highest on Vision. These are true visionaries who want to show up in collaborations by delivering their unique perspectives and ideas. Vision comes naturally to them, and that is how they prefer to contribute to partnerships.

Other entrepreneurs rank higher on Capabilities. They love creating systems, processes, and solutions. They have built these capabilities over time and want to contribute their expertise to collaborations where someone else provides the vision and reach. They are the ones who can make things happen.

Then there are those who excel at Reach. These entrepreneurs have built extensive networks of trust-based relationships over the years. However, in our competitive business environment, they typically monetize these relationships only for their own ventures. They have never considered offering their network as part of a collaboration.

I have seen many entrepreneurs who, once exposed to this collaborative mindset, begin leveraging the reach assets they have built over the past 25 years. The results are remarkable—they start generating similar profits with a fraction of the revenue because they have already invested in building those relationships.

When I created the VCR assessment, my goal was to provide entrepreneurs with credible feedback on two key areas. First, their mindset and openness to collaboration. Second, where they stand in their journey of embracing collaboration as a primary growth strategy. The assessment reveals whether collaboration comes naturally to them through their vision, capabilities, or reach.

You receive scores for all three areas along with numerical ratings that show exactly where you are today. If you engage with a CoLab program, these scores help guide your development as you evolve your collaborative mindset. This evolution taps into what I believe are the fundamental building blocks of humanity—our natural tendency to work together and create something greater than what we could achieve alone.

Action Is the Secret Sauce

Many entrepreneurs experience genuine shock when they complete the assessment. They discover assets they already own—resources they have never had to purchase—but have overlooked as potential sources of value for others. This revelation empowers them to share in the outcomes of collaborative ventures, using what they already possess.

Here is a key takeaway you need to understand: there is one thing that, if you do not do, will render this entire book meaningless. You must take action. You must recognize that action is non-negotiable. Vision without action remains nothing more than a dream.

The driving force behind everything comes down to vision and clarity. My key insight—the "aha" moment—is action. Yet, the underlying motivation, the real driving factor, is achieving vision and clarity. The VCR formula serves as a filter, a lens through which you can examine any success story and understand exactly how it happened.

The ultimate goal is gaining vision and clarity. We have heard it countless times throughout our lives: execution matters more than ideas. I believe it goes deeper than that. It is really about vision. Even the person doing the executing had a vision—a perspective on a future outcome—and that vision guided their decision to take action.

The breakthrough moment is achieving vision and clarity. The natural result is action, because you feel confident moving toward a bigger and brighter future. You are now connected to what you already have, using those existing assets to create that better future. You have the ability to make this happen—you have learned how throughout this book.

Giving Your Ideas to the Right People

I was speaking with a friend recently, and she shared something that stuck with me. She told me there have been several times when she has given so many ideas to people that they eventually had to tell her to stop—they simply could not handle implementing them all.

If this is happening to her, I am willing to bet it is happening to thousands of other people, too. My advice to her was simple: you are just giving your ideas to the wrong people.

The person with the capability to make an idea real and scalable probably does not have the vision, but they do have the capability and maybe even the reach. That is exactly why we are all wired differently. We heard it as kids: "You were made unique." What they did not tell us was how to activate that uniqueness.

When you combine the VCR formula with the Creation Code, it becomes the secret sauce. This is how you bridge the gap between vision and execution, between the idea generator and the implementer.

You do not need to change who you are or dim your creative spark. You just need to find the right people who can take your vision and run with it—people whose strengths complement yours rather than compete with them.

Your Collaboration Currency

Collaboration currency is what you already have to win in the idea economy. When robots handle all the mundane, recurring tasks that humans have grown tired of long ago, what remains? Your ideas.

The key question is, how do you take action on ideas when you give them away? That is where the VCR formula comes in, but let's dig deeper.

You have vision—hopefully, this book has empowered you to see that clearly. You now have a framework to move forward. You know you possess vision, you recognize your capabilities, and you have people who trust you and relationships you value highly.

When you look at these elements closely, you will realize they are assets, just like what is in your wallet. That is collaboration currency.

If you are truly gifted at generating ideas—if you are a visionary who can see in four dimensions rather than just black and white—that is absolutely an asset. When you show up to share that vision, it becomes your collaboration currency. It is what you can take to the world and value exchange, whether that value gets turned into dollars directly or into partnerships that eventually generate revenue.

Understanding that you have your own collaboration currency is vital. Your wallet is already full of valuable assets. As you read this book, you begin to see exactly what is in your wallet—that is your collaboration currency.

The beauty of this concept lies in recognizing that you do not need to wait for permission or external validation to start creating value. You already possess the currency needed to participate meaningfully in the idea economy. The question is not whether you have something valuable to offer—it is whether you recognize the value of what you already possess.

What's in Your Wallet?

Just like Dan Sullivan, I create tools. But I do not create them to help you think so much as I create them to help you think about collaboration—what you already have and how you can combine it with others to create meaningful outcomes.

I have a tool called "What's in Your Wallet?" that gets to the heart of this concept.

I know I have used the word "empower" several times, but it truly captures what excites me most about collaboration currency: you already have it. You are just unlocking that potential.

Everyone who reads this book and engages with the VCR formula will eventually understand they have vision, they have capability, and they have reach. When you leverage the art of collaboration to activate these assets, that is what gets me most excited about collaboration currency.

It is helping others realize they already have what they need to be successful. If you just take action, and now that you have read this book, you are probably feeling empowered to take that action because you know you have what you need. You do not have to go build something from scratch. You do not have to go get another education. You do not have to invest in something and hope it pays off.

You have what you need. Show up to give it, leverage the art of collaboration, and participate in the outcome that your collaboration currency creates.

You do not have to learn new software. You just have to be yourself. I cannot create a new vision that I do not have. I cannot give you something that I do not possess. The secret to life is knowing the only thing you can do is give what you have been given. When you think about it, we come into the world with nothing, so everything has been given to us. Pass it along.

When you understand that you do have vision, capability, and reach, and you complete the VCR assessment through the "What's in Your Wallet?" tool, you will have an inventory—your portfolio of VCR assets. When you activate them, they become your collaboration currency.

What Would You Do for the Rest of Your Life for Free?

A few years ago, I sat down and wrote out everything I would do if I did not have to do anything else. It turned into quite a list.

When I looked at that list later, I realized I needed to give this concept a name. I am big on naming things—after all, the first job mentioned in the Bible was Adam naming all the plants and animals. I took that lesson to heart and developed what I call "Name the Baby," a tool I use because people create things in their businesses every day without naming them. Then they wonder why no one else can talk about these creations or become ambassadors for them. When you give something a name, you empower others to champion it.

As I studied all those things I wanted to do, I noticed they represented my true desires. Since I am not really built for retirement, I decided I would move into what I call "Desirement" when I get older—pursuing the things I desire most rather than just stopping work altogether.

A few weeks later, I came back to that same list on a Saturday morning. I remember looking at it and scratching my head, asking myself, "Why the hell don't I do this stuff right now? What is actually keeping me from doing it?"

That question changed everything. I started putting leadership teams in every company I own and began doing the things on that list. Instead of waiting for some future version of retirement, I restructured my life to pursue what truly excited me while still running my businesses.

Preview of Possibility

You are about to discover what might be the most powerful word in the English language: combined.

I am constantly curious about what separates high performers from everyone else. What is the real difference? Are they smarter? Do they have better environments? I have explored countless factors, and this is what I have discovered after digging deeper and deeper, like chiseling away to find Michelangelo's David hidden in the marble. At the center of it all, I found one word: combined.

There is something remarkable that happens to every person on the planet. Each day you wake up and go about your life, you automatically collect one of four things. This happens whether you are trying or not—you do not even need your morning coffee for this to work.

First, you collect relationships. Think back to last Monday. Did you meet someone new? Even a brief interaction counts.

Second, you gain awareness. Did something click for you? Did you see a situation from a new angle?

Third, you acquire knowledge. Maybe you finished a course, read a book or blog post, completed a survey, or took an assessment like the VCR assessment.

Fourth, you have experiences. Did you go somewhere new? Attend a different type of meeting? Try something you have never done before? Even small experiences count.

This collection process happens for everyone, every single day. What separates the high performers from the rest?

After studying entrepreneurs around the world and examining my own patterns, the answer became clear. The high performers do not just collect these four elements—they combine them. That is the catalyst word. They take what they have gathered each day and actively combine it with three things they already possess: who they know, what they know, or where they know.

The ones who are really crushing it follow this pattern consistently. They collect, they combine, and every time they do, they create something new. It is that simple, and it is that powerful.

As you near the end of this book, you now have a framework for understanding how success actually works in the world. The question is not whether you are collecting these four elements—you already are. The question is: are you combining them?

Chapter Thirteen

Vision Wins in the Idea Economy

Taking action means stepping into your power and making deliberate choices that move you forward. When you embrace this mindset, you open yourself to a world of possibilities and resources designed to support your journey.

You have several pathways to explore from here. The VCR assessment offers a structured way to evaluate where you stand and identify your next steps. This tool can provide valuable insights into your current situation and help you chart a clearer course ahead.

You might also want to learn more about the CoLab itself—understanding how this community operates and what it offers can help you make the most of the resources available to you. The collaborative environment provides opportunities to connect with others who share similar goals and challenges.

Beyond these options, you will find an extensive library of books and materials at your disposal. These resources cover a wide range of topics and approaches, giving you the flexibility to dive deeper into areas that resonate most with your specific needs and interests.

The key is recognizing that you have choices. You do not have to navigate this journey alone or without guidance. These tools and resources exist to support you, but the decision to engage with them—and the commitment to take action—ultimately rests with you.

Our Hope for you

After you finish reading this book, you will have everything you need to reach any level of success you can imagine. You really do. My hope is that you will feel confident and ready to move forward as your authentic self.

You are a human being, not a machine following rigid formulas. The VCR formula should help you interpret the world and understand how success actually happens. When you are empowered with all of your VCR assets, you can simply be yourself and show up ready to give what you have been given.

That is all you need to do. Just show up and share your unique gifts with the world.

The VCR Formula

Vision × Capability × Reach = Multiplication

Every success story follows the same pattern. Someone sees what's possible. They build the capability to make it real. And then they connect to the reach that multiplies it.

The VCR Formula is a framework — and a playbook for collaboration. It reveals how great things happen when visionaries, builders, and amplifiers align.

Through timeless stories and modern examples, this book shows how to identify your unique assets, connect them with complementary capabilities, and multiply the impact of your ideas.

Once you see the pattern, you'll recognize it everywhere — and know exactly how to use it.

It's the blueprint for multiplying what you already have — together.

Dean Jackson

Chad Jenkins

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