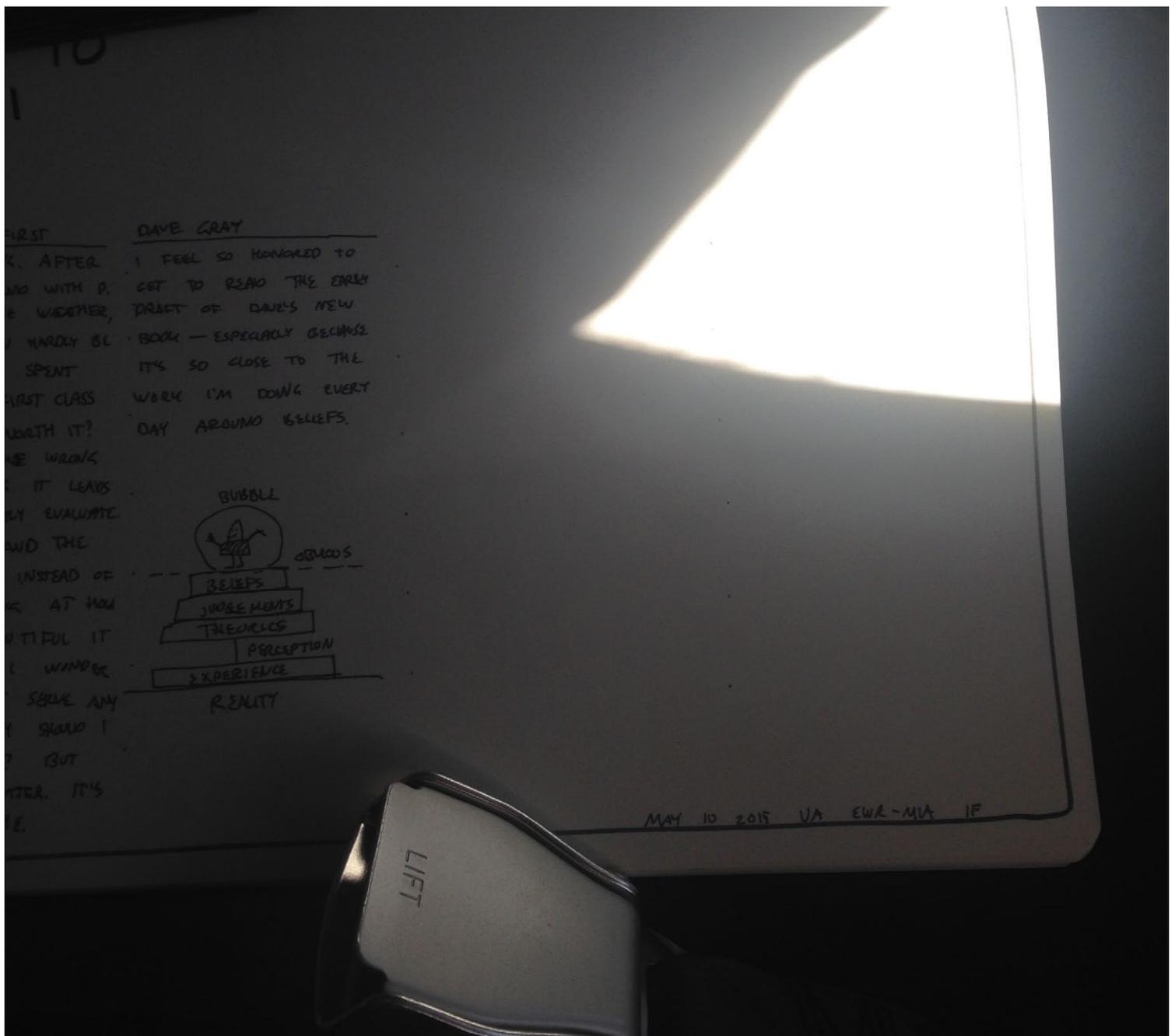


**THINK
CLEARLY**



Annual Report 2015



**31 take-offs in 2015.
There is always
sunshine above the
clouds.**

**Letter from the
Chairman 5
Kids 8
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annual report 28
Goals 2016 32**

2015 in notebooks



Letter from the Chairman

Two major events defined this year for me: Uma was born on April 7th, which is also my mother's birthday. And on November 27th I turned 30. I don't care too much about big celebrations and made a choice to not make a big deal out of it. However, it does mean that this year's annual report is a mix of reflections on what happened in the past year as well as what happened in this past decade that was my twenties. The report consists of a mix of short essays that can be read or skimmed independently and photos and drawings from the past year with short contextual descriptions. My intent is to make an experience that allows you to simultaneously get a really quick sense of my life by quickly flicking through and to explore deeper if you feel like it. But most importantly, I hope you will consider the value of taking time to pause and reflect on your own year and perhaps write a short report of your own. I greatly appreciate all your support and wish you a marvelous 2016.

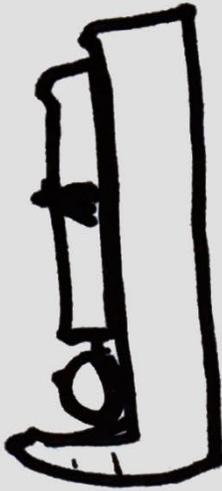
With love

Mathias

— Chairman of my life



JUST DRAW
SEE WHAT
COMES OUT.



BED IN
THE SKY



IMAGINE A REAL
CAPPUCCINO AT 30,000 FT.

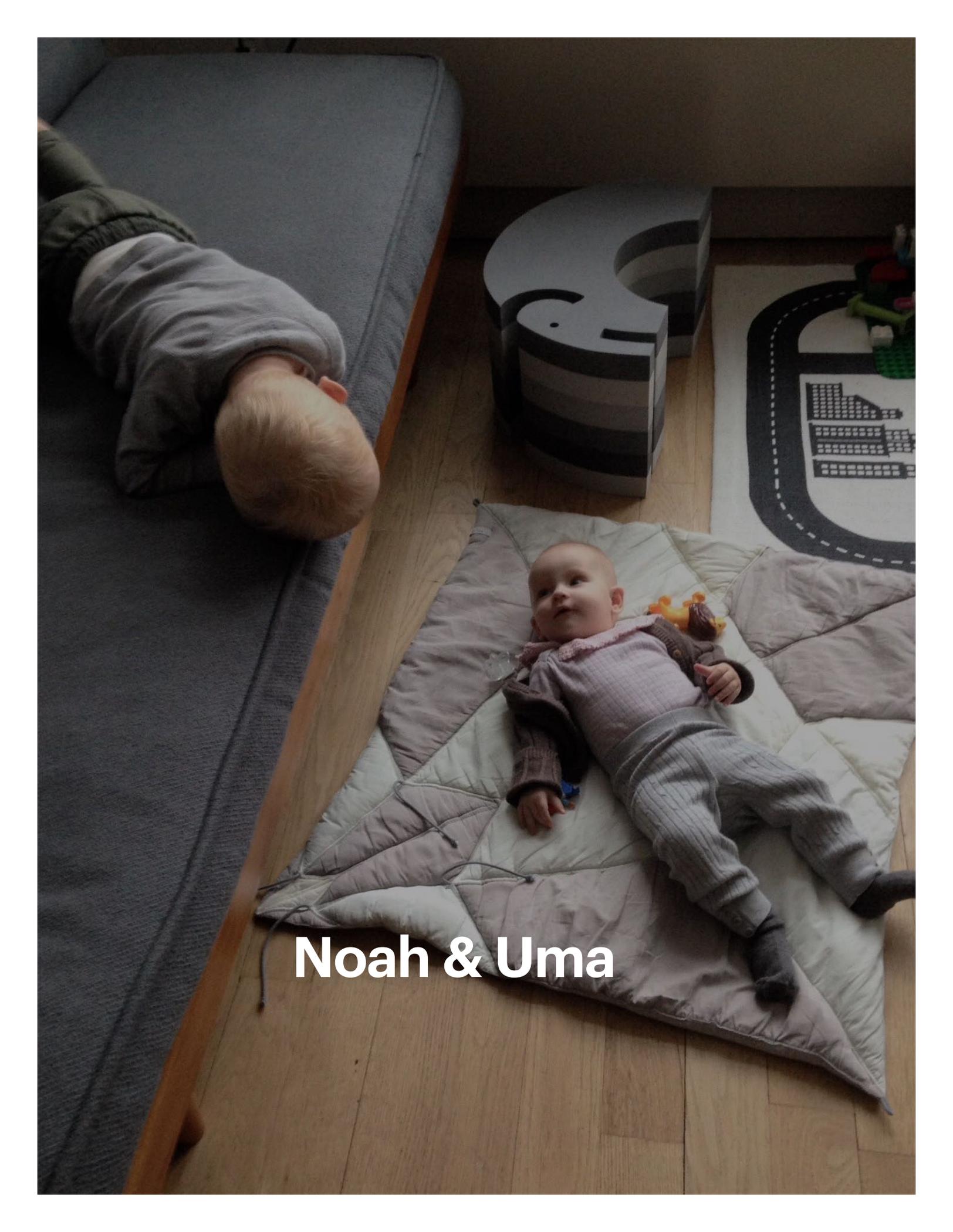


ZARA
PANTS



BARISTA
INCLUDE

NOV 14 2015 11:03



Noah & Uma

Kids

I could easily write an entire report focusing only on all my experiences as a father. The ups and downs and sideways emotional, physical and spiritual flows and challenges. However I would rather unfold two themes than a long list of events.

This year our second child and first daughter Uma was born. This has significantly intensified the job of parenting since now we are one parent per child and if me or my wife is alone with the kids we are outnumbered two to one. This makes everything more complicated and challenging. However, what has been really incredible is to witness how we have each grown as individuals and how we have developed our team work together in order to meet the new expectations. I still remember a recent night when we were both asleep. Uma started coughing, my wife picked her up from the crib and suddenly Uma vomited all over. I turned on the light, and without speaking we just moved swiftly to clean the floor, change Uma's clothes, change my wife's clothes, hang up the wet stuff, crawl back into bed and turn off the lights again. The whole thing took perhaps two minutes. When it was dark again and we could hear Uma's sleepy breathing I whispered to my wife "that was actually kind of cool. If this had happened when we just had Noah we would have been fumbling and worried. Tonight is basically a non-issue. We just dealt with it."

(She threw up another four times that night and it was less cool)

Uma has started crawling and moving around fast, exploring her world. Noah has started talking and these days he seems to be talking almost constantly. "The sandbox is too wet!" we are informed repeatedly. "Grandpa... Drone... Flying up! Airplane. In the airport." Anything that flies. But the most exciting thing about all this talk is how it has

affected my relationship with him. Because we can now communicate on a much higher level, I feel that I love him in an even deeper way. I experienced this a weekend in November before a week of travel with work. Normally I have always been excited about travel for work. Of course I'm also excited to be reunited with my family after being away for a few days, but until now, my excitement about a forthcoming adventure has always exceeded any sadness about leaving my family behind. But on this long weekend in November I something happened and as I write this I am still not sure exactly what it was. But we played together. We talked. We dug holes in the ground and drank coffee (he gets a so-called babyccino = foamed milk). And we just had a very special time. So when Sunday night came around I really didn't want to leave. I was choked because I had never felt that before. Would this be the end of business travel for me? Is this it? I don't think so. I still feel a real urge to do my work all over the world. But I am also excited to open new doors inside my own heart with the feelings of love and sorrow that come with it. And I am sure this is only the beginning.



Sleeping with Uma



**Gorgeous modern
architecture in
Mexico City**

COLDWELL BANKER
VENEZUELA
VENDEMOS
TU CASA
5563-1630

NO
ESTACIONAR
E

Jakobsen

What's in a name? For many professionals in the Internet world, our names have become personal brands. Signature trademarks. It's how we are found on Twitter, LinkedIn and mightiest of all: Google. I have certainly experimented in this domain in this past decade. In 2005 I made a personal business card that said "Mathias Vestergaard" on the front and a cocky "Google me!" On the back. Nothing else. No contact details. Just blank white space. This gesture eventually earned me a chapter in a book about millennials. I also operated as Mathias Vestergaard(tm) and later Mathias Vestergaard Corp.

However, Vestergaard was never actually my last name. I was born Mathias Vestergaard Jakobsen, Vestergaard being a middle name (and in my passport simply a second first name). But Jakobsen is one of the most common family names in Denmark so as a teenager I decided to simply leave it out. Vestergaard was from my father and Jakobsen from my mother, and as a teenage boy I wanted to be like my father. Mathias Vestergaard. Perfect for the Google-age.

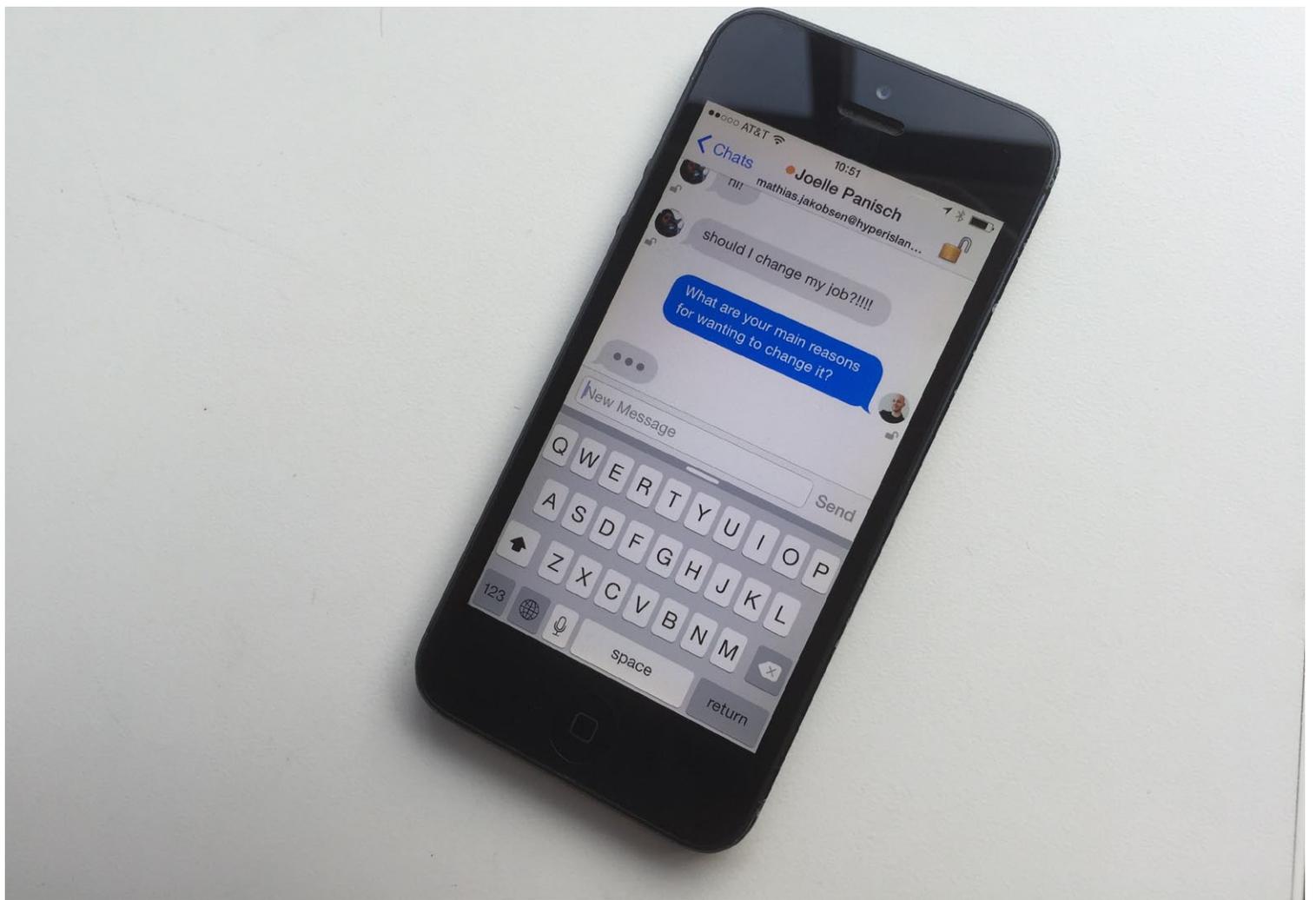
When we married in 2010 we were in the middle of our visa process and decided to simply keep our own names to keep the paperwork simple. But in 2013 when Noah was born we had to decide on a last name for him, and in the end he was named Noah Jakobsen. Easier to pronounce and spell in both Danish and English.

But everything else was confusing. My wife was still Pernille Skovbjerg Pedersen, and I still went as Vestergaard. My wife felt it was time to clean it up. She is rather good with such matters. She decided to also take Jakobsen and leave her own middle and last names behind. And with Uma on the way it was basically like peer pressure. In January I officially changed my name leave out Vestergaard and become Mathias Jakobsen and I publicly changed my name on all social media, email, websites etc.

Throughout the year I have kept stumbling on old stuff that needed update. This week I found my old Yelp profile still as Vestergaard. I feel for the women who choose to take their husband's name when they marry: it's a real pain if you want to be findable. But I also found a lot of joy in the process. I actually liked this sense of closing a chapter and putting one phase of my life behind me in a way. Not to hide it. Not to make it disappear. But I feel like a new man. A father of two. And while this change of name certainly didn't cause the transformation to happen it serves beautifully as a reminder. And it feels lovely to be united as a family in a name. Silly perhaps, if I am being a bit judge mental, but I rather like being a bit silly.

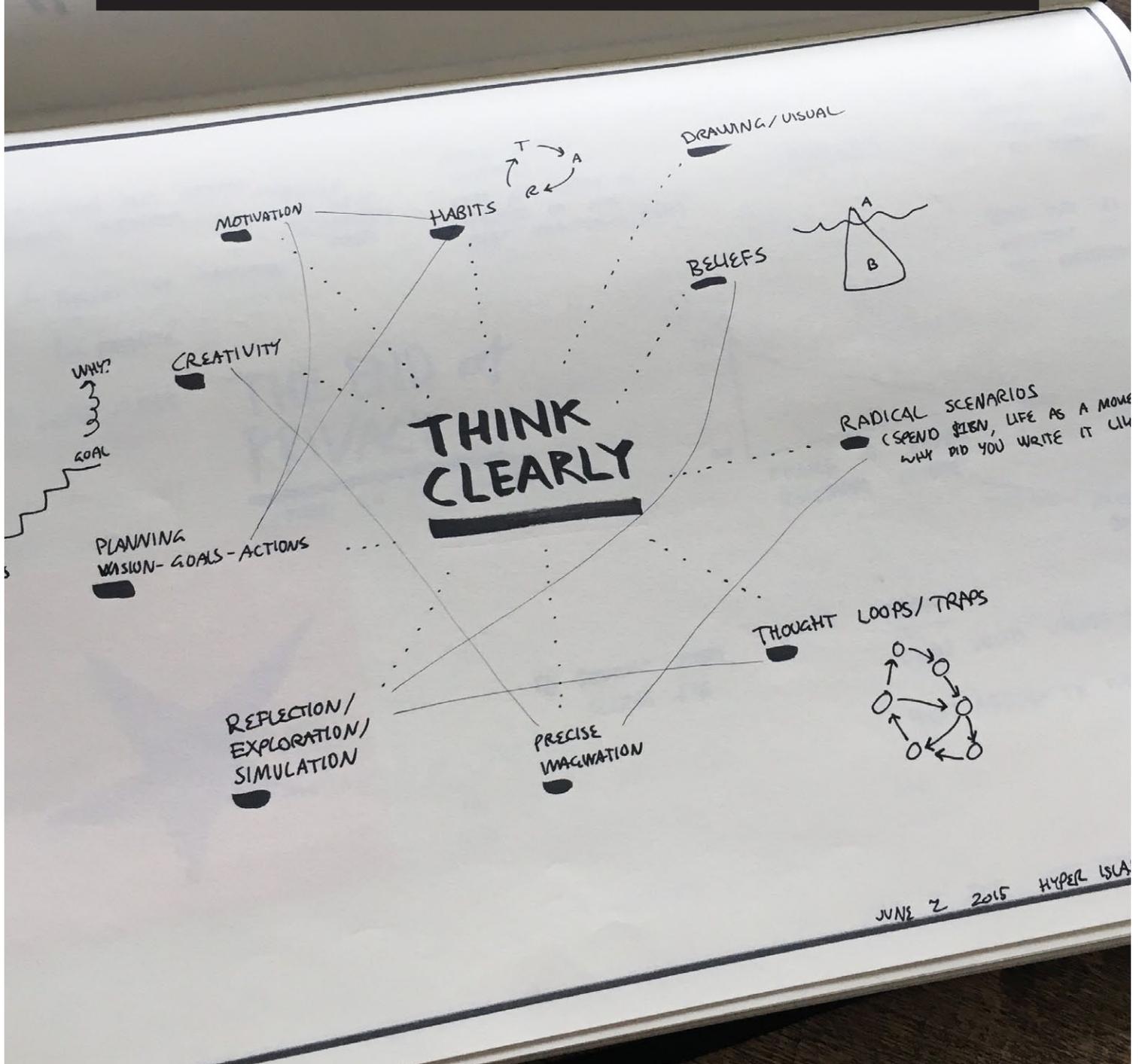
The practical work also served as a chance to revisit the past and it even prompted me to clean up some stuff that was long overdue: my Wikipedia entry. Originally created by my publicist in 2008 and not updated since, I focused entirely on a narrow fragment of my past career as a photographer. With the help of some skilled Wikipedia editors, supplied with all press clippings, it was finally updated including the name change.

And finally, about a month ago, Google Image Search finally gave in and began to properly index some of the recent photographs of me as Mathias Jakobsen. I am once again easily findable.



In July I launched a new product: a chat service to help anyone get unstuck. **It is surprisingly lovely to help strangers**

One thing that didn't happen this year was a book deal for a Think Clearly book. But I was approached by an agent and I feel absolutely confident that it is just a matter of time before this will happen. When the time is right.



In 2015 I baked 95 loaves of bread. We eat about half of them. The other half I give to friends and people in our building.



Giving

Last year I got my first full time job ever, working at Hyper Island as a Learning Designer. When I wrote my report last year it was still so new that I couldn't quite process it yet, but this year I have had so many important experiences that I would like to share a few.

It feels like I have found a place to work where I am valued and appreciated as I am. There is room for me to be me. I get to do work that I truly care about: running workshops and facilitating people through transformative experiences. And I get to be part of a team where many other people do a lot of work which means that I generally feel like the luckiest person because I seemingly get to focus mainly on what I do best, which happens to also be what I enjoy the most. This is a huge honor and I try as much as I can to always be grateful to everyone around me who make this possible, and to always be willing to help others with whatever they need help with, especially if it's dull, boring or involve heavy lifting. That's the least I can do in return and I do it with a smile.

The most unexpected effect of having a job however, is what it has done to Think Clearly. Originally Think Clearly was my personal consulting business that I setup when I had moved to NYC. It was mainly an offline affair with coaching and facilitation sessions in

meeting rooms. It was my full time work. Now it's just a little side project but somehow being left to the side has accelerated it quite a lot. I think one of the reasons is that since I got a job I no longer need to make money from it. This has allowed me to give everything more generously away. Instead of asking people to pay for my online course I decided to make it free early this year. The result: 2200 students enrolled this year on Udemy. It was never a good business for me anyway, and now it makes me happy that so many others can benefit from it.

My newsletter has always been free but this year I made it even more free, as I decided to waive all copyright to the content. This means that anyone anywhere is entirely free to do whatever he or she wants to do with it. You simply can't steal it anymore because you are allowed to do so, which means that it's not theft.

I don't think this little change made any real difference in itself, however I did see a 200% growth in subscribers reaching 6500 in December. For me the waiving of copyright signifies a deep shift in my attitude and my overall objective: I'm not creating any of this with an intent to capitalize on it later. I may still discover ways of doing that along the way and I am not holy in any sense of abstaining from business. But I first and foremost create to help others and to help the most I give it away. I want no antique legal framework to limit the spread of good ideas that happened to come out through my pen.

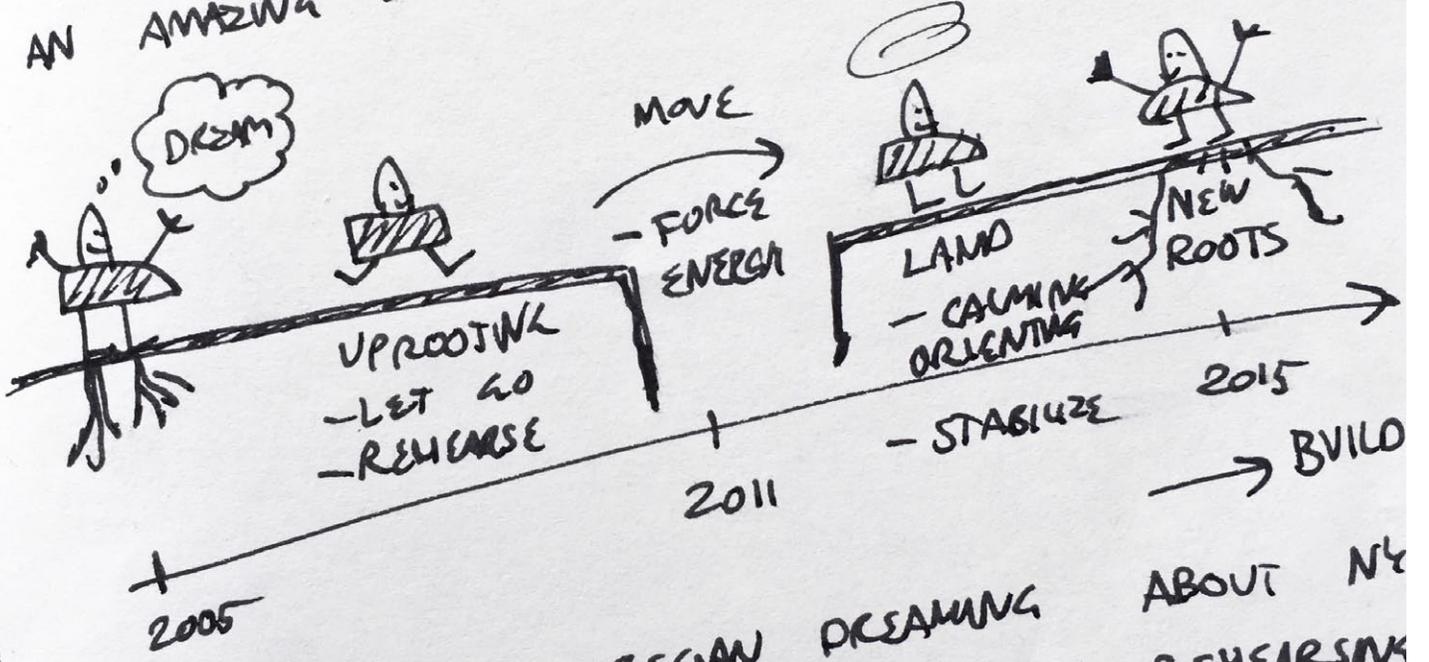


Father & Son I



Father & Son II

IT MAKES ME FEEL THAT THIS HAS BEEN NOT JUST AN AMAZING YEAR BUT ALSO AN AMAZING DECADE.



TEN YEARS AGO I BEGAN DREAMING ABOUT NOT LETTING GO. PLANNING. PREPARING. REHEARSING. EVENTUALLY RELEASING THE ENERGY - MOVING. THEN LANDING - DISORIENTED. CALMING MYSELF. ORIENTING MYSELF. STABILIZING. THEN GROWING UP. I FEEL SUPER

2005—2015
Dream. Uproot and let go. Move. Land. Grow new roots.

Two dreams of a decade

In 2005 I visited NYC for the first time in my life and I began dreaming out loud what it might be like to live there. My girlfriend at the time who is now my wife and mother of both of our kids, refused to even talk about it. To her, it felt so unrealistic that even talking about it was unbearable. But I kept dreaming and she began dreaming too. Together we spent the first half of our twenties figuring this out, uprooting ourselves and eventually getting on an airplane with our most essential belongings in March 2011 to setup our new life.

The second half we have spent growing new roots. Making friend, building a home. And now with a growing family. This process of moving from Aarhus to New York has been the big quest of the entire decade that was my twenties. Now it feels complete. What I dreamt of in 2005 is my reality today.

Another dream of a decade is my fascination with Swiss watches. Specifically the classic Omega Speedmaster which first fell in love with more than ten years ago. I never bought any other watch because I knew that was the watch I wanted and until I could afford it I would rather do without. When an unexpected tax refund left us with a little extra in the bank, it was actually my wife who brought it up: "now that you are a father of two, perhaps it's time that you give yourself a grown up watch. I think you have earned it."

It was such a beautiful gesture. As much as I wanted it, I would probably not have spent that money on it if she hadn't suggested it. But she gave me permission. And I found a beautiful old 1969 Speedmaster Professional with a mismatched bracelet (probably from another Omega watch) and a chronograph that occasionally needs to be reset twice to get back to zero. But that's the beauty of old things. It has already survived for 46 years and I hope it will survive another 46 as my wrist companion and daily reminder: because even though a Speedmaster can measure time down to 1/5th of a second, the important dreams come true with patience measured in decades.



Omega Speedmaster Professional from 1969



Five years ago Rasmus and I were both dreaming of more air travel in our work. This fall we flew together for the first time.

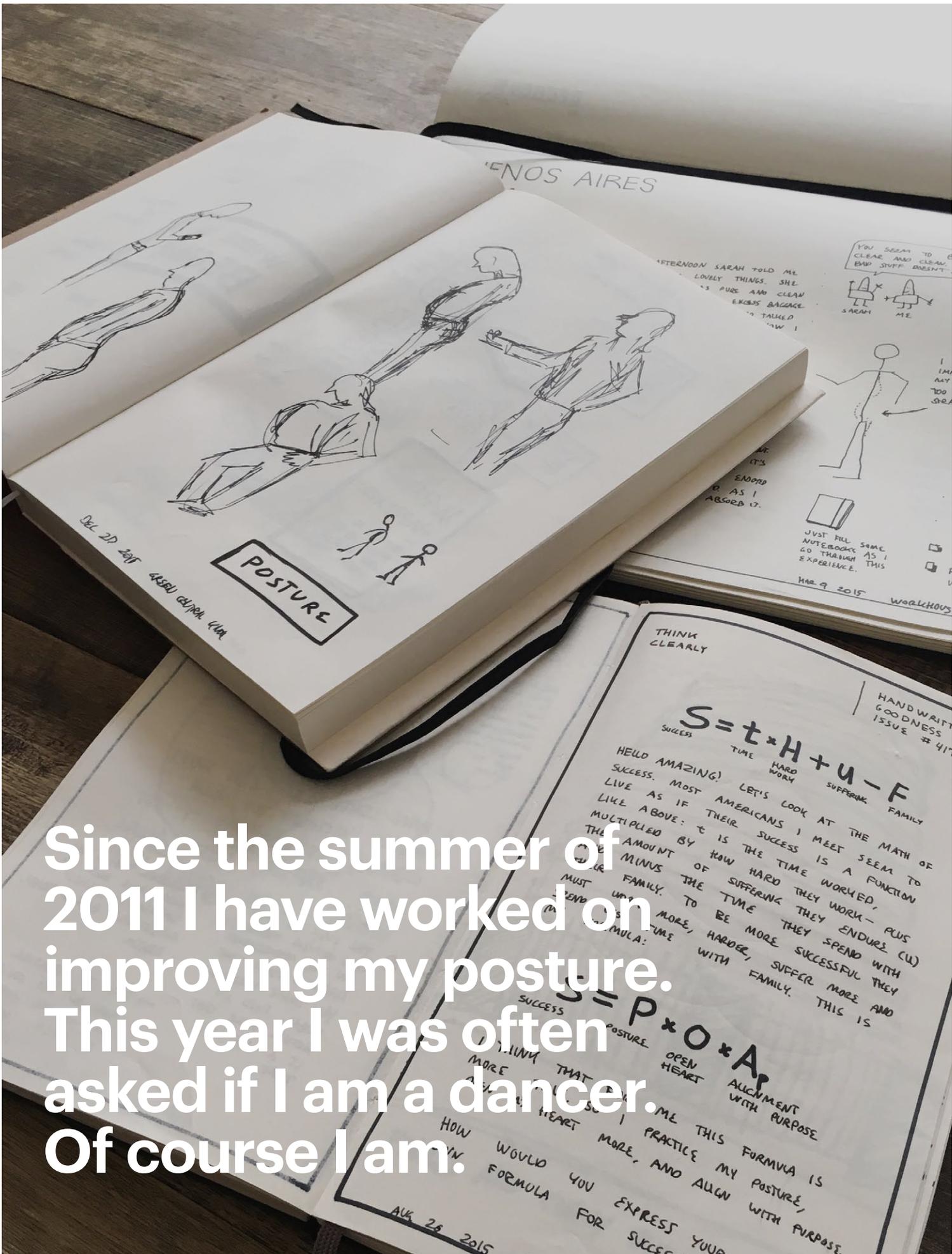


Joakim.

Probably the person who influenced
my thinking the most this year.
Buenos Aires March 2015



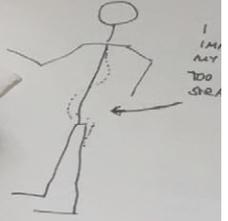
**Art that
inspired me**



Buenos Aires

YOU SEEM TO BE
CLEAN AND CLEAN
BAD STUFF DOESN'T
SARAH ME

AFTERNOON SARAH TOLD ME
LOVELY THINGS. SHE
IS PURE AND CLEAN
EXCESS BAGGAGE
I TALKED
HOW I



JUST FILL SOME
NOTEBOOKS AS I
GO THROUGH THIS
EXPERIENCE.

MAR 9 2015 WOODHOUS

DEL 27 2015

POSTURE

THINK
CLEARLY

$$S = t * H + U - F$$

SUCCESS TIME HARD WORK SUFFERING FAMILY

LET'S LOOK AT THE MATH OF
SUCCESS. MOST AMERICANS I MEET SEEM TO
LIVE AS IF THEIR SUCCESS IS A FUNCTION
MULTIPLIED BY HOW HARD THEY WORK - PLUS
MINUS OF SUFFERING THEY ENDURE (U)
THEIR FAMILY. TO BE SUCCESSFUL THEY
MUST SPEND MORE, HARDER, SUFFER MORE AND
WITH FAMILY. THIS IS

HAND WRITING
GOODNESS
ISSUE # 41

$$S = P * O * A$$

SUCCESS POSTURE OPEN HEART ALIGNMENT WITH PURPOSE

THIS FORMULA IS
PRACTICE MY POSTURE,
MORE, AND ALIGN WITH PURPOSE.
HOW WOULD YOU EXPRESS YOUR
FORMULA FOR SUCCESS?

AUG 26 2015

Since the summer of 2011 I have worked on improving my posture. This year I was often asked if I am a dancer. Of course I am.



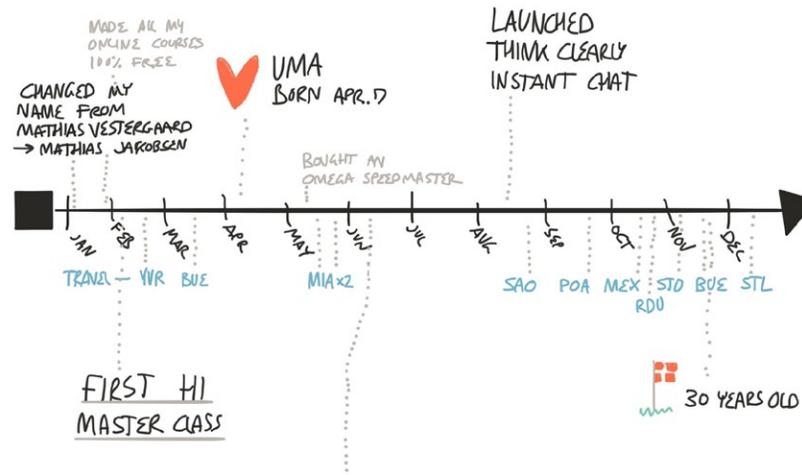
Paper for iPad, my favorite app. In April 2015 I was featured in the launch video for a new version.

Create your own annual report

The end of each year is the perfect time to reflect on the past twelve months and to set intentions for the coming year. While you can do this quickly and in private, I find that it can be very powerful when you give yourself time to dig deeper, and when you share your reflection with others. It creates a sense of accountability and can also deepen connections with others as you invite them into your reflections. Below I will take you step-by-step through this process to maximize your learnings of the past year, set goals for the new year, and package it all into a neat and beautiful report that you will want to share with loved ones – you can do this in Paper, my favorite free app for iPhone and iPad. If you don't have an iPad or iPhone, a regular notebook will work too, but it is harder to share.

Start by opening Paper and create a new space, and name it Annual Report 2015.

TIMELINE 2015



Step 1. Make a timeline

Draw a timeline of the year and mark the most significant events. Don't overthink it. Just add the milestones that you feel mattered to you. It can be a big event like a wedding or something that is entirely personal to you. Do the first draft in 15 minutes or less. After that you can look through your calendar and see if you missed anything significant.

Step 2. Draw an emotional graph

Draw an emotional graph of your ups and downs during the past year. Use the timeline from step 1 to remember what happened.

Identify 1-3 peaks and 1-3 valleys.

For each, ask yourself: How did this make me feel? Give yourself a few minutes to recall the feeling. Try to describe it. Don't judge it. Just describe it as it was.

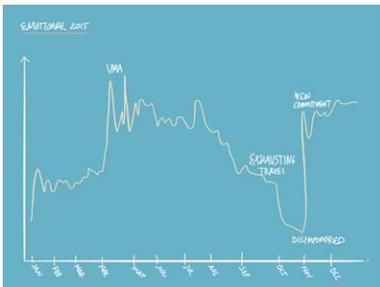
Step 3. Why so serious?

Create some fun and simple graphs of your life. Don't worry too much about the data. Just draw based on your experience. It can be your average coffee consumption as a block chart, miles traveled, or even a pie chart breakdown of your relative consumption of different foods. For example, take a look at the my pie chart above comparing the burgers, burritos, and salads I ate this year. Make sure to add a clear title so that the reader can easily grasp the context of each graph or chart.

Step 4. Think about it

Now that you've brought to life your tangible and emotional memories from the past year, ask yourself: What did I learn? Give yourself 10-15 minutes to explore this question. Then read through what you wrote and pick out 3-4 core learnings. Rewrite them into a concise sentence and highlight them as headlines in the text.

Tip: Bonus points for drawing some kind of visual for each learning. Make sure to write the learning next to the drawing.





Step 5. Set intentions for the new year (Map where you want to go)

Now it's time to look ahead. What would you like to happen in the next year? Here it works best if you can be as tangible as possible. If you want to "travel more" then draw a world map and draw the locations you want to visit. If you want to "make new friends" then draw your new friends, smiling, waving.

Step 6. Put a cover on it

Now you have the raw material. Let's turn it into a gorgeous annual report. First, look through your Camera Roll and pick out 3-10 of the best photos you took this past year. Import to your Paper space. Pick one as the front page and use the drawing tools to write your name and "Annual Report 2015" on it. Second, make it feel like an annual report by having a short "Letter from the Chairman/CEO" (or whatever role you feel that you play in your own life). The objective is to give context to the report. What is this report about? Why did you make it? Lastly, reorganize the pages for flow, incorporating the graphs you made, photos and text. Add section dividers if needed or use photos.

Export to PDF and read through your creation. Make adjustments where necessary, correct typos, and export again.

Share with the world. Or at least share it with me. It would be an honor!

EFFICIENCY

HOW CAN I SOLVE
THIS AS FAST AND
EFFICIENT AS POSSIBLE
AND AVOID MAKING
ANY MISTAKES?

SELF-CARING

HOW CAN I DO THIS
IN A WAY WHERE I
CAN ENJOY THE
PROCESS REGARDLESS
OF THE OUTCOME?

22 JAN 2015 WH

My two primary ambitions are: **1** to build a family at home and **2** to inspire, help and support people out in the world. In 2016 my goals are: To serve as a **technology advisor** to both a non-profit organization, a government office and support and advice three tech startups. Develop and deliver a **keynote on Internet transformation**, to help people take the first step. Write and publish 10 articles. Fly **10% of my flights in business class.**



**Thank you for being part
of my life.**



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Ideas Are Nothing LLC
Mathias Jakobsen
114 Troutman St Apt 423
Brooklyn NY 11206

www.mathiasvestergaard.com
www.thnklrly.com

m@thnklrly.com
+1 347 987 5090