

Simon Mainwaring:

From We First and Goal 17 Media. Welcome to Lead With We, I'm Simon Mainwaring. And today I'm speaking with Wayne Suiter Matamoros, who's the managing director of product and experience at Unreasonable Group, which has partnered with Barclays the bank, to repurpose capitalism by creating a business accelerator called, Unreasonable Impact. Wayne, welcome to Lead With We.

Wayne Suiter Matamoros:

Thanks, Simon. I'm really excited to be here and happy to be speaking with you today.

Simon Mainwaring:

Wayne. I always love to understand where somebody has come from when they've landed in a place so meaningful as Unreasonable. So I know you studied your NYU Stern School of Business. What led you to Unreasonable? Tell us about your journey.

Wayne Suiter Matamoros:

Yeah, absolutely. I think it's difficult for anybody to predict where they're going to end up, but coming out of undergrad at University of California, San Diego. I actually went to work for Scripps Institution of Oceanography. So really the preeminent environmental Institute in the world, just doing fabulous work and what a lot of people don't know is that the cullum curve, which is really what sparked all of the discoveries and a lot of the knowledge around greenhouse gases and the detrimental impact on the world. Charles Keeling was at Scripps, and so I was there and I was working in design and technology and I saw the beginning of the whole conversation happen and was highly motivated and really trying to think about what else could I do.

Wayne Suiter Matamoros:

After being there for about eight years, I decided to go to business school because I did start to see this potential for really business, to be a part of the equation in addressing these things. And so I did go to NYU Stern, moved out to New York from San Diego, from having a beach for an office, to being in the middle of the big city. And initially I was looking, going directly into social impact and to be completely transparent what happened is I graduated from Stern with enough loans to buy a home, and it just really wasn't financially possible but that ended up being a blessing because what happened is I went into design consulting, and so working with some of the most influential design firms in the world, working on corporate strategy, product and service innovation, really meaty stuff in the private sector.

Wayne Suiter Matamoros:

And I think there, one is that I got really steeped in business, really understood the vocabulary, how businesses work, was able to influence a lot and work with C-suites and boards. But really with my site still looking towards impact at some point and so after, I guess it was about 12 years or so, I had started making my way with Fior which is part of Accenture massive consultancy. I had started working on NGO and nonprofit projects with them and then finally made the decision that I wanted to go back towards Impact. I could afford it. I had learned a lot of knowledge that I wanted to apply to it and I was just ready. And as I was looking around, I was looking at a lot of really reputable NGOs and nonprofits. And then all of a sudden I got in contact with Unreasonable and it was actually through somebody that I know very well at Accenture.

Wayne Suiter Matamoros:

And they said, "You need to talk to this guy." So I talked with Coleman, who is one of the managing directors and then after I spoke with Daniel Epstein, who's the founder of Unreasonable. And it was one of these situations where by the end of the call, I knew I had to join. He had laid out this vision of this idea of repurposing capitalism in a way that was actually going to be beneficial to the world, that was going to change the entire structure of the way businesses operate. And the way that he spoke about it was so tangible and it was so real that by the end of the first call with him, I didn't know what I was signing up for, to be honest, but I just knew that I had to do it and it had to be with Unreasonable.

Simon Mainwaring:

I love that. It's so interesting, the benefit of hindsight, we look at our life journeys and we see that you had a deep experience in the problem, then you and the experience of the solution and the power concentration in business, and then that led you to where you are today. But also equally powerful is just the attraction of almost the mindset of something like an Unreasonable Group, that appeals to you on a personal level. Would you characterize yourself that way? Would you say that when you heard about what the company's doing, you thought that that was needed in the world? What was it about the whole idea of being Unreasonable that just felt right to you?

Wayne Suiter Matamoros:

I think that that term, it's not just the marketing gimmick. I think that right now we are in such a place, especially when you look at the environment where reasonable solutions are not going to cut it. And I think that the ambition of being Unreasonable and really just aiming for something. When we talk about repurposing capitalism, we're talking about a construct that has existed for hundreds of years, but we don't talk about that in just like really a way that it's just rhetoric or just sounds good. When we talk about it internally, we talk about it with Daniel. We really talk about how we can shift markets.

Wayne Suiter Matamoros:

And so I think for me when I think about being Unreasonable, I first of all think about what our mission is and how do we stay true to that, and how do we make sure that we are really going to have an abnormal impact on the world, and just really above and beyond what we think possible and then even more so, when I talk to the ventures, we refer to them as fellows, the founders, we call them our fellows. And I listen to them speak, and I look at their credentials and I look at what their ideas are. It's so Unreasonable. It's so far fetched for... There's this great example, we talk a lot about them because they're really a potentially unicorn, which is air protein, which literally captures carbon dioxide and greenhouse gas and converts it into edible chicken.

Wayne Suiter Matamoros:

And I remember Dr. Lisa Dyson, brilliant, brilliant leader, and she was raising. And so I posted something on LinkedIn and somebody wrote as the first comment was ha ha ha ha is this April fools? Because it was this concept of converting a greenhouse gas into edible chicken. And I think if you were to look at a lot of our ventures and speak to a lot of our fellows, you would have that more of just thinking like, "Wait a minute, this can't be real. This is too far out there."

Simon Mainwaring:

And I want to point back to something that you said there, which is so important. It's not just being Unreasonable as a disposition. It's the solutions we are providing today. The... how reasonable they are, how considered, how incremental they are, is not going to get us where we need to go. We need to pattern interrupt, we need to disrupt. We need to be uncomfortable. We need to pardon the French really annoy people and make them angry and as much as it's going to take them out of their comfort zone. And you mentioned a repurposing capitalism, often this gets confused with socialism or communism and this going against the fundamental tenants of capitalism, but capitalism itself is very fungible and it's involved over the decades. And this is really just talking about reprioritizing what's important within it, above and beyond the shift from shareholder to stakeholder capitalism, to be even more Unreasonable in terms of what we expect of ourselves. So can you give us a sense of what do you mean by being Unreasonable through the lens of capitalism to accelerate and scale our solutions.

Wayne Suiter Matamoros:

Yeah. No, it's interesting because if you think about capitalism in it's original form, it... There was also supposed to be a social good component. It really was about leveraging markets, but then there was a social good component that somewhere along the lines got lost and it's something that for... Especially if you were to look at, from the eighties up until now. The social good component, maybe a little bit in the marketing, but in terms of a business model was not there. And so I think when we talk about being Unreasonable and we look at something like repurposing capitalism, we're really looking at how do you make social environmental good core components of the business model? And it's one of the things that with our fellows when we're recruiting and we're bringing people into the programs, it's not just about putting in extra 10% as a donation. These businesses depend on the impact that they have.

Wayne Suiter Matamoros:

Their business model is really it's at its foundation is some aspect of environmental or social good. And this is something that unfortunately shouldn't be... I wish it wasn't as radical as it is, but it is radical. And I think that in our support of them, part of what we help them do is to stay true to that purpose and to make sure that they can continue to have that impact. And when we talk about this and this is often what we call our community side or the whole accelerator side of our business, but we also have another partner which is the Investment Arm. And we have something which is called Unreasonable Collective, which is part of our investment. And this is where we're actually essentially creating collective that allows people to be able to invest directly in the companies and everything about that is Unreasonable as well.

Wayne Suiter Matamoros:

We're trying to invite in people who normally are not part of investing. So we have really high diversity targets that we've been hitting. So we're always looking at 50% and above women and people of color to be a part of this. We allow different dollar figures so that other people can get in. So even at the core something as cut and dry as capital and capital raising, we're trying to change what that looks like. So I think across every angle, we're trying to have that impact.

Simon Mainwaring:

And I think that's a really important point for anyone who's listening to this that wants to make a difference out there, you've got to pull that whole idea in your case, Unreasonable through the entire value chain or value proposition of the organization. Unreasonable and expectations, Unreasonable in terms of your process and diversity expectations, Unreasonable in terms of the aspiration, you've really

got to pull all the way through, and I want to step back Wayne for a second and explain to folks, what is the Unreasonable Group? Fundamentally what is it doing? Just to give people a sense of this, they're massive. You've invested over six and a half billion dollars in over 277 companies in over 48 countries. You have almost a thousand mentors now, and you have these different areas around education, energy, water, health, tech. So give us a sense of who on earth the Unreasonable Group is and what it literally does.

Wayne Suiter Matamoros:

Yeah, absolutely. And just for clarity, so the 5, 6 billion isn't our direct investment. It's the connections we've made that have helped to bring that investment to our fellows. We're actually quite unique in that. As I mentioned, we're part accelerator in that, what we do is we bring together a cohort of brilliant founders. And what we do is we give them lifelong support. So if we were to take the Barclays examples, which really has been our anchor partner, they've been with us the whole time and have just been absolutely pivotal to our success and our growth. Barclays came to us and said that they wanted to have an impact on job growth, as well as the green economy and really on the world. So what we did is we worked with Barclays in order to determine what is it that we could do together.

Wayne Suiter Matamoros:

So working with Barclays, we went out and we found these incredible entrepreneurs that were just doing things that were just above and beyond what you could imagine. And part of what differentiates in that is that they're not startup, startups. We're not talking about two people in a garage. We're not even talking about 10 people in a shared office space. We're talking about companies that are actually have established products. They have revenue coming in and really we call them and it's... We say it loosely but growth stage, meaning that they've reached this point where they're stable and by most measurements they're profitable. And they're looking to get to that next stage, and when I talk about this being a differentiator, the real rationale behind that, which I think is important, we want them to compete with the big boys.

Wayne Suiter Matamoros:

What we're looking for is giant slayers. When we look at some of the industries out there that have just for decades and decades been destroying our earth and behaving in ways that have been completely irresponsible and have dominated industries and set standards and Rebecca Henderson, for instance, in one of your earlier podcasts, she was talking about the fashion industry and about clothing and about how just a wasteful, wasteful industry it is. And we're looking for the disrupters to that. We have Natural Fiber Welding, which is a company that's out of Illinois and they're making a hundred percent plant-based fibers. They have partnerships now. They're working with BMW, Ralph Lauren, they're partnering. And what they do is they want to be able to compete at the highest levels with the biggest providers of fabrics, which are primarily... What we're wearing right now is primarily petroleum.

Wayne Suiter Matamoros:

It's a mixture of materials, but there's some petroleum base in it. And so you're still talking about oil going into clothing, or even the fabric on our chairs. And so a company like Natural Fiber Welding, they're actually looking at competing at that level. They want to get to that point where they're actually going toe to toe with whoever it might be to say, "Hey, of course, instead of making your interiors with this petroleum based upholstery. What about if we give you this hundred percent plant based and to come in at a cost and at a level of quality to compete." So that's the whole part, as I was saying. So what

we wanted, what we do in that instance is we form a community around these ventures. So we bring in these founders, these fellows into the cohort.

Wayne Suiter Matamoros:

And then we bring in all of these incredible mentors and, yes, we have a lot of recognizable names. Seth Goden shows up often, Tom Chi one of the founders of Google Glass. Chip Hoffman, one of the founders of Expedia, people like that. But then we also have all of these different people in the network that come from different industries. We have investors, we have designers, we have marketers. And essentially they swarm around the fellows and ask them, how can we help you solve your hardest problems? How can we help you succeed? And that's where we often talk about us trying to give our fellows an unfair competitive advantage and unfair sounds wrong. But in reality, so many of the industries have been dominated by companies who have been very unfair in the wrong way. And so we want our founders, we want our ventures to be able to compete.

Wayne Suiter Matamoros:

And if that means giving them an unfair advantage, which is very unreasonable, that's what we want to do. We want them to be up there. We want them to be competing at the highest level. So really everything we do is around the fellow. And so while we have, as I mentioned, the whole community aspect of trying to help them and connect them with capital, with community. We also now with the investment team are starting to also directly find ways to give them capital because the capital is what keeps the lights on. And so we've realized that is a massive need of these companies in addition to having the support and the network of other founders that they can lean on.

Simon Mainwaring:

I'm fascinated about the partnership with Barclays because it is the power of capital, getting behind companies that are impactful. How did that partnership come about and what are the goals specific to that?

Wayne Suiter Matamoros:

Yeah, so that was interesting because we've now partnered with them for, I believe, five years. So it was before my time, but the lore carries on and Daniel our founder was really instrumental in working with initially the citizenship team from Barclays. And so it did start, it did begin with the small group of people within the company who are... specifically their task is to go out and do good for the world. But so they started the program back five years ago, but what's been interesting is that over time the evolution of the partnership has moved. We're still very, very... Citizenship is still our primary context and we're... and they're like BFFs, trust me. They're very, very close with them. But what we've seen is that we now have people, Paul Compton, who is the head of the global investment bank for Barclays is now directly involved with what we're doing.

Wayne Suiter Matamoros:

So, we're talking about somebody who is really making decisions at the highest level and responsible for, I can't even tell you how many billions, if not more than billions of dollars investing. He's there with us and in a way that's very real, donating time and assets, resources. And so I think with Barclays, it's just over time, we have demonstrated success. We've demonstrated the way that we could bring ventures to them. They could bring investment capital, or even sometimes just the connections that they can bring and the credibility that they bring. And over time the partnership is strengthened. The impact is

strengthened, and it's just become something I think I would say even more than what could have been imagined five years ago. And we still have the ways to go.

Simon Mainwaring:

I couldn't agree more. It's a self-fulfilling prophecy. You do it, and it enables success, which unlocks more success, which inspires more investment and so on. And I think sometimes we fail to realize that the hardest bit is just getting off the ground, committing to it, making that leap of faith, making that initial investment, enabling those first young companies. With regards to this Barclay's partnership and the Unreasonable Impact Program, what are some of the problems that they're specifically solving for? Is there a spectrum that they're focused on or do they self qualify? What type of companies are in the mix?

Wayne Suiter Matamoros:

It's quite broad to be honest, because it is very much around what we would call the green economy, but where does that stop and start? And so, as I mentioned there's these examples I cited in terms of 80 Acres and Upside Foods, which was Memphis meats, which are in the agriculture and food space. We have... And Zero Mass Water who is essentially a company that produce water out of the air, that you can set up panels and you can extract water from the air, even in the desert, they did a project for the Navajo Reservation and extract water. You have... Right now actually, Barclay just sponsored a collaboration grant for us. And the alumni fellows came together and we have a company called Laci Tech and another one which called 12 Laci Tech and 12 both essentially do carbon capture and convert it into usable molecules.

Wayne Suiter Matamoros:

But they teamed up based on this grant and they're going to be producing PPE. And so they're going to actually, again, something sound science fiction but capture CO2 from the atmosphere and convert it into something that's going to be useful for the current COVID situation. So this is the whole Barclay COVID grants that they sponsored. So, this is where these intractable problems are so interconnected and whether it's fashion, whether it's agriculture, whether it's energy and fuel production. All of these things just link and so, yes, there is a focus in theory, but in reality when you bring a company that's doing something that's truly transformational, it's easy to convince and to say, "Hey, maybe we weren't in agriculture so much." But look at 80 Acres, they're growing healthy food in the most sustainable manner possible. And this affects how many millions of people who don't have access to it. And so, yeah, so the boundaries are quite fuzzy I would say.

Simon Mainwaring:

And for those listening to your point, it can sometimes sound like science fiction. You're like, "Wait, we're making chicken out of air." How does that even work? But I think... Can you give us a sense of the shape of what it looks like? Because what I'm hearing is that business has really been cross purposes with humanity in a planet for a long time, if we really oversimplify. And now we're looking to repurpose business to better serve humanity and the planet and therefore our future. And a lot of the insights that we can leverage to that end are in the inherent wisdom of the natural world as it's evolved over millions of years and so on. And we are looking to learn from that and unlock these new ways, but really the larger point is that these problems we're solving for are actually massive marketplace opportunities in disguise waiting to be discovered. Would you say that's fair?

Wayne Suiter Matamoros:

No, absolutely. Again, I was watching one of your podcasts earlier and there was a figure, I believe it was 12 trillion opportunity to solve the SDGs sustainable developmentals, that's money. I can't even think of another industry who had that big of a potential revenue flow, you could say. And so this is something where we're at this point right now where it's just taking off, but if you were to think about the size of that pot, 12 trillion globally and the potential. It's something that... If that doesn't inspire somebody to become an entrepreneur, I don't know what does. What other industry could you think of? I would even say even more so software for instance, or any sort of platform. The growth potential there is just unheard of.

Wayne Suiter Matamoros:

And we're seeing it and we're seeing countries that are investing in it. We're seeing really solid steps in terms of policy in order to make this possible. And I think part of it is rethinking the way things are done, rethinking much more reasonable ways but it is... There's a going to be a lot of disruption, there has to be. A lot of industries have made it... They put up walls, they put up boundaries in order to allow these things to happen. And we sometimes have these technologies that come through our programs where it was based off of an old technology. Electric cars were around decades and decades ago, but they were just not allowed to flourish.

Wayne Suiter Matamoros:

But I think right now the tide is changing where government policies is they're set in targets now saying, "No, we're going to have X percentage of electric vehicles." So I think taking down these barriers is going to be opening up markets in big ways. And I think that these companies, like I said, these radical companies. These unreasonable companies, whether they're part of our program or not, but companies that are out there that are really pushing into new territories, rethinking the way things are done together with investors who are seeing this opportunity. And we always hope the investor has their heart in the right place and really is impact minded. But I think even a lot of smart investors who see the economic opportunity and they don't give a shit about the impact, but they're investing in the right thing. I don't know that I'm going to complain, we're going to make sure their money goes to something good, something good and something profitable.

Simon Mainwaring:

You've got to meet them where they are. And as they have more experience, not only of the financial rewards but the impact rewards, and they can lean into that as well. But here's what keeps me up at night Wayne, and it's... Pre-occupied myself for the last four years, which is we're not moving far enough, fast enough. And obviously the fundamental premise of unreasonable is to address that. But I know you've got a program called Impact Squared, and I'd like to understand that more because it's like there's one shift from doing less bad to more good, but there's a much faster shift that needs to happen if we are going to meet these challenges we face in time because these timelines are contracting towards us. So tell us about Impact Square, how are you exponentially taking this to the next level?

Wayne Suiter Matamoros:

Yeah. Impact Square, as you said, it's just all about trying to accelerate this. And this is where a lot of the collaborations come in, because what we found as I mentioned before with 12 and with 9 to Laci Tech, that sometimes our companies are very strong in their industry and in their niche, but when they start to bridge across and they start to connect with each others it's when the real magic happens. I think that

with 12 and Laci Tech, two technologies which they could be competitors, but instead they've actually decided to join up and they've decided to do something together that's going to have potentially lifesaving impact across the globe. And so I think the idea is how can we start now to form these networks and collaborations between radical entrepreneurs that are doing things so that they can come up with even more. So the idea is, bring them together and have them do magic that goes above and beyond what they could have expected and what we could have hoped for.

Simon Mainwaring:

From the pattern recognition you get when you look across all the different companies that Unreasonable Group has invested in, give me two or three examples of what are those commonalities they have, those common characteristics that make them successful, A, to be part of your program, but B to be solving for these big issues. So just some defining that you've seen across these companies, and then also the type of support that you provide for them. What are the typical ways that it shows up? How do you help them grow?

Wayne Suiter Matamoros:

As I mentioned before, one, is impact at the core of what they do. Again, it can't just be something that's a secondary effect. It has to really be central to their business model to the point that their success is dependent on the impact that they can have. So, I think that's one. And I think with that what we see is passion, is that... I think by their nature, entrepreneurs have passion but when they come, it's not just this passion for their business, but it's this door passion in the same sentence, they talk about profitability and about ABIDA and everything. And then in the next sentence, we're talking about how many people they've actually had an impact on. So really there's this parallel passion that they bring and which is... as I said, we look for it but it's also... It's difficult.

Wayne Suiter Matamoros:

And this is to get to your second point around how we support, just by connecting like-minded entrepreneurs, entrepreneurs who... I'm telling you, we have people who are like PhDs and physics from MIT, cardiologists, the founders of type foods. We have people who are absolutely brilliant, they could have just gone the commercial route easily and who knows, they might have already had their business listed on the market. But it really is that fundamental belief and bringing that brilliance and meeting other people like them that have both the brilliance and the belief. So a lot of the support that we do it's interesting, it's we facilitate the connections between them. And often what we found is that two entrepreneurs who are impact, have impact ventures, they get together and all of a sudden they can talk about these things that they've never ever been able to talk about in another accelerator.

Wayne Suiter Matamoros:

Every other accelerator has hacking your way to growth or everything is just about the business and that's important. They have to be viable businesses. But when they start talking about the fact that, I could cut my costs and I could out compete some of my competitors, but that would actually mean that I couldn't source from a sustainable supplier. And that is a conversation that instead of saying, "Well, obviously your stakeholders would be happier and your shareholders would be happier because that would increase your profitability." Instead, you have somebody that's sitting across from you saying, "Don't do it. You won't be able to look at yourself in the mirror." And things happen in our programs that don't happen. There was one where a few years ago, where there was an entrepreneur who was



very dedicated, but getting to the point where he was finding it really difficult to continue with the purpose, as well as the business.

Wayne Suiter Matamoros:

And he was actually convinced to the program to wind his business down. And we don't see that as a bad thing, in any other accelerator that would be absolute failure. That would be seen as like, "What are you doing? You failed." For us that was actually the best decision for his wellbeing and as well for really the purpose of what we wanted to help him do. And so I think that's... It's often. We do, we provide brain trust where we bring together all of these brilliant mentors in order to solve a problem. We have masterclasses where we have luminaries speak to them and give them advice. And all those things provide tremendous value, but I have to say the platform or the community of other fellows like them, that have gone through and are going through similar challenges.

Wayne Suiter Matamoros:

And as I said, these dual challenges, either one of those is the massive challenge, whether it's the impact or whether it's the financials, massive challenges. That having other people there who can actually comprehend and deeply understand how much more difficult that is than running just the business focused on profitability, we often find... And a lot of the feedback we hear is, it was so wonderful to connect with other people like me going through the same challenges. And we have something that's called the fireside where the entrepreneurs will talk to our company. We have this once a month and tell us where they are and what's working, and often what they tell us is that they still get together with the same group that they met three or four years ago in an Unreasonable Impact Program, and they still get together and they still talk about things that are really deep and difficult and often emotional. And they say that the connections they made in our programs are often the most valuable thing that could have happened to them, and we love that.

Simon Mainwaring:

I completely agree as a CEO of a purposeful company, it's the peer to peer support. When you reach out to people who care about the same things that make all the difference. And I want to ask you to provoke in that unreasonable mindset those listeners who are sitting there on the fence and saying, "Listen, we see that there's a lot of problems out there. We don't feel like we can do anything about it. There's so many forces working against us. We hear about companies being purposeful. We hear about this movement towards regenerative business where we restore the natural systems and so on, but it's really, I'm sitting on the sidelines. I'm on the fence." What would you say to them based on your line of sight and the effect that the Unreasonable Group has had? How would you encourage them or at least share with them why they should get involved?

Wayne Suiter Matamoros:

I would say from many different angles, it's interesting I was thinking about it. The best analogy I can think of is imagine that back in, I don't know 1994, you could see the entire digital revolution coming. And if you were to think about all the different ways that you could get involved in terms of the products you buy, in terms of the investments you make, in terms of the place that you choose to work, it's like this is what we're seeing now. This isn't hyper believe. It's like I truly believe and market trends are indicating it. We're at this moment right now when you're looking at what you're buying, how you're investing even if you have 401ks or investments to work it's like, are you asking them where they're investing?

Wayne Suiter Matamoros:

And yes, I hope that it truly is about the impact. But then as I mentioned before, even about the potential for growth, and then for young people too, it's... Where do you choose to work? Where are you and go work? What type of company is it? What is at their core? I remember years ago when I was graduating Patch Adams, who was the doctor, started the Goodson Type Institutes. Robin Williams played him in the movie, Adams. Remember he gave us a speech and he talked about every... They are all these students here and saying, "You can go out and work for these huge corporations that are destroying this earth." And again, this is 25 years plus, [inaudible 00:31:51] said, or you can go do something meaningful. You can go do something so that when you're on your deathbed, you can look back and you can feel that you left the world in a better place.

Wayne Suiter Matamoros:

And so I think that all of these decisions that we make, whether it's purchasing, investing, working, whatever it is that we do. We have that potential for impact. It's not just about buying one product, it's across all the spectrum of our life and all the different things that we could do. And even... and I have to say too, I never ever wanted to disparage the hard work being done by NGOs and nonprofits. There's a lot of place there too to get involved and to do wonderful things. So, that might be a route for many people, but in terms of the route that I chose and where I see this potential for just like a rapid radical change, I do think that it's going to be through the business community and all of the people that are part of that community, either as purchasers and buyers or whether it's investors or employees, I think there's going to be more than enough for everybody to contribute that.

Simon Mainwaring:

Wayne, thank you so much for giving us insight into something that has just such a lot of exponential power. And it really starts with that mindset of being unreasonable. And I think it's a challenge for all of us to self disrupt and to think about how we can do things more differently, more quickly, because we need to solve for these issues as quickly as possible. So thank you for all the insights and thank you for the companies that you're supporting through the Unreasonable Group and Barclays, and just really appreciate the time.

Wayne Suiter Matamoros:

Thank you so much, Simon. This is super fun, as I had told you I think before we started speaking, once you get me going on this, I can't stop. It's genuine, I'm excited about what I'm doing and these fellows when I speak to them, every single one of them that I meet, I just think, "God, just they can make it the world would change. Wait, if just they would make it, the world would change." There's so much potential and I'm so excited. And thank you for giving us a platform to help people understand and please, anybody who's out there please reach out if you have questions or want to get involved in any way. The bigger our community, the more powerful it'll be.

Simon Mainwaring:

Fantastic. Thank you Wayne.

Wayne Suiter Matamoros:

All right. Thank you, Simon.

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Simon Mainwaring:

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