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"Innovation is not only just creating something new, where there was nothing before. But it's also about improving and enhancing the things that already exist, making them better. And all of us can do that in our everyday lives," says Julayne Virgil, CEO of Girls Inc. of Alameda County. She also talks about getting comfortable with discomfort, embracing different perspectives and "being on our learning edge."



## Transcript

- It's really about being curious, observing the things that you see around you, asking questions.. There might be a reason that things are the way they are.. And there might not be a good reason.. Or there might be some challenges with the way that things are.. So how do you think about innovation is not only just creating something new where there was nothing before, but it's also about improving and enhancing the things that already exist, making them better, and all of us can do that in our everyday lives.. And you can do that from inside a company, and you can also do it when you're creating a new company that is a disruptor in the industry.. I also think about that growth mindset, pushing ourselves, as human beings, we like to be comfortable.. So how do we get comfortable with not being comfortable? With pushing the envelope, with being on our learning edge and making sure that we're continuing to learn and grow, that's how you innovate, you don't innovate when you're sittin' comfortable.. So how do you make sure that you keep pushing, and that you have a team, you surround yourself with people who keep you pushing, keep you questioning, asking questions, and thinking, like, what if, what if? What if this happened another way, what if we could get a different result? Why do we keep getting the result we're getting? What could we do differently? If you can ask those questions, and you can open your mind, and really engage other people, I think the other thing is about perspective.. You really wanna engage people who have different perspectives than you..

Otherwise, it's called groupthink, right? So how do you know if somebody has a different perspective? They challenge you, sometimes if they challenge you and it makes you uncomfortable, those are the people I want on my team.. I want people who make me think, I want people who, that are coming up with something, I'm going, where'd that come from? Why did you think about that, how did you get there? Take me along with you, that's the way, as I think about innovation, that you can really create that, creating innovative teams.. Because after all, if you're gonna sustain innovation, it's not just an individual kind of going in saying, I've got my new idea, but it's really thinking about how do you have a team around that? How do you build the culture, and ultimately, if you're thinking about innovation and entrepreneurship, it's about sustaining that, it's about the change management piece of it.. Interestingly enough, I saw Chip Heath is coming, and I was definitely gonna say, a couple of his books are great for that change management piece.. But really thinking about how do you, how do you get people on board, because even as you're innovating, there are people who are wedded to the way that it was, how do you get them excited about this next phase, and what is it that's gonna take them along with you...