

Laura Cox Kaplan ([00:02](#)):

Hi, friends. Welcome to another edition of, She Said/She Said Podcast. Here, you'll find tools, advice and perspective to help you be the best version of you. I'm Laura Cox Kaplan. I've spent my entire career as an advocate, connector and master communicator at the highest levels of government and corporate America. I'm also a mom and a wife in a dual career household. Like so many of you, I wear a lot of hats.

Laura Cox Kaplan ([00:34](#)):

With, She Said/She Said Podcast, I'm sharing what I've learned over the course of my career. And I'm drawing additional perspective from a broad range of women whose stories hold keys to addressing very common challenges. It's awesome to find community and support, and that includes getting a positive dose of inspiration each week, which I think you'll find here. Just like you, I struggle. But the more I work on me, the better I understand how to leverage my best parts, even as I continue to grow and evolve. It's really learning to understand and to use your own God given gifts to bring your unique brand of magic to the world. Stick around, I think you'll find this investment in yourself worth your time.

Laura Cox Kaplan ([01:29](#)):

My guest today is the amazing Bonnie Glick. Bonnie, is an American diplomat and business woman who serves as the deputy administrator for the US Agency for International Development or USAID. Bonnie, worked for 12 years as a foreign service officer at the US Department of State. She later worked for IBM as a global account executive where she authored three patents. She served as deputy secretary of the Maryland Department of Aging under Governor Larry Hogan. She speaks seven languages, including English. She has seen parts of the world that enabled her to develop a worldview that she carries with her today, as she thinks about the importance of USAID.

Laura Cox Kaplan ([02:13](#)):

We'll talk to Bonnie about how her agency, USAID, has had to pivot during COVID, and also about her tremendous career and what she's learned that can benefit the rest of us. I think you'll really enjoy this conversation. Bonnie Glick, welcome to She Said/She Said.

Bonnie Glick USAID ([02:31](#)):

Laura, thank you so much. I'm so excited to be here.

Laura Cox Kaplan ([02:34](#)):

Well, I'm happy to have you. I suppose I should ask you, should I call you deputy administrator or is Bonnie okay?

Bonnie Glick USAID ([02:41](#)):

Call me Bonnie, please. I'm in the office just because it keeps me out of trouble and out of the cookie jar at home.

Laura Cox Kaplan ([02:48](#)):

I hear that. I hear that. Bonnie and I were talking that avoiding snacks at home has been really, really challenging during COVID. So, I'm jealous that Bonnie has an office she can go to. So Bonnie, let's start by talking a bit about the mission at USAID for those folks who are listening, who may not know what is USAID and what is the goal?

Bonnie Glick USAID ([03:12](#)):

Sure. It's a great question. And they would not be in the minority. Most people don't know what USAID is. We probably have the best acronym in the US government, in that what we do is in our acronym, we are the United States Agency for International Development. But what does that actually mean? In the early days of the agency say about 60 years ago, we're just about to hit 60 years, about 60 years ago, USAID was really focused on how do we bring food to people who are starving around the world? How do we physically transport large sacks of grain to communities in India or in Sub-Saharan Africa?

Bonnie Glick USAID ([04:04](#)):

The mission of aid has changed and transformed along with the agency over the course of those 60 years. So, what we talk about now is working with countries as they travel along on their own journeys to self-reliance. The goal of foreign assistance is to end the need for its existence, essentially, to work ourselves out of jobs. The day that USAID doesn't exist is the day that we have hit true success, that the need no longer exists in the world. But for now, we're here.

Bonnie Glick USAID ([04:42](#)):

And we focus now in a 21st century way on how we deliver assistance and what that assistance looks like. So, it's less about delivering large sacks of grain and more about working with countries to develop new types of grain that they can plant in their fields that are more productive or more resistant to drought, or more resistant to pestilence. These are the innovations that came about as part of the Green Revolution in the late forties and early fifties. And we are part of institutionalizing that in countries around the world.

Bonnie Glick USAID ([05:24](#)):

But beyond just feeding people, what does it mean for a society really to be self-reliant? And to be self-reliant, it means that there is employment, that the pressure to migrate to other countries is not there. That there are reasons to stay home. And there are reasons to train your children, teach your children, build your families. And there are reasons for governments to treat their citizens responsibly, democratically, to allow for freedom of expression, freedom of religion, freedom of the press. These are all the types of human rights focused areas where USAID also spends a lot of time.

Bonnie Glick USAID ([06:16](#)):

And then lastly, Laura, what is really my passion at USAID is bringing the agency into the 21st century with technology. So, I've been here for just under two years. And during that time we launched a digital strategy prior to COVID. So, timing could not have been better. We launched a strategy that allows us to work with countries, to develop their own tools for transforming their economies with the lens toward digital first.

Bonnie Glick USAID ([06:57](#)):

I have a problem, what is the easiest way to solve this problem potentially with the use of technology? Well, let me tell you the timing, as I said was perfect. We are sitting now in a world, we're operating in over a hundred countries and we're communicating like this. I wish I was in person with you, but reality is such that we're all teleworking. We're all in a virtual world. And we've introduced the concept of the need for digital tools to countries all over the world. And we're helping them reach that digital capability space.

Laura Cox Kaplan ([07:42](#)):

Yeah. Let's talk a bit more about how COVID has affected the overall mission. I mean, it's great that you had the foresight, obviously to thinking about technology and the role that it would play. No one quite saw this coming obviously. But nevertheless, let's talk a bit about how your work has changed and evolved over this period of eight, nine months, how it looks different and how you did that. How did you pivot your team? And what does the function look like now in this particular [inaudible 00:08:19]?

Bonnie Glick USAID ([08:20](#)):

It is nuts, right? That who ever imagined that we'd be in this place. The good news is we're working with countries now to adapt to the new environment. No one has the expectation that we'll have a cure for COVID in the near term. What we're looking for now is the ability around the world, including here in the United States to flatten the curve, and to address the outbreak stages of COVID.

Bonnie Glick USAID ([08:57](#)):

One of the things that we've done is we've sent ventilators to dozens of countries all over the world. But when the outbreak first happened, and again, it's hard to remember back to February, March when there was a shortage of this new acronym that no one knew, PPE, personal protective equipment, the masks that we're now all using, or the protective gowns that are worn by people in hospitals, patient care, things like that. There was a global shortage of that.

Bonnie Glick USAID ([09:32](#)):

Well, there was also a global shortage of ventilators, those huge machines that help people to, you stick a tube down somebody's throat so that they're able to breathe through a machine when they can't breathe on their own. They were in short supply worldwide, including in the United States. The US Agency for International Development teamed with the entirety of the US government. It was really a remarkable effort to pull together the manufacturing capability through contracting out to great American manufacturers to build ventilators, and to have them roll off of assembly lines, so that they could reach hospitals primarily in the United States, hospitals and clinics here, but then, so that we could make occasional breaks in the manufacturing lines and send pallets of ventilators around the world, and to save people's lives very directly.

Bonnie Glick USAID ([10:42](#)):

Now, we've exhausted much of the need for ventilators around the world and we're turning our attention to shipping oxygen. So, we're sitting here today and the President of the United States has gotten COVID, patients were over seven or eight million people in the United States who have so far tested positive with COVID. A lot of those patients require supplemental oxygen to help them to breathe. We're now working with countries around the world to fill needs for the delivery of oxygen to patients who in countries, where they don't have an excess supply to be able to provide to patients, again, for saving lives.

Bonnie Glick USAID ([11:37](#)):

We're working really hard to stabilize the environment worldwide, so that as the curve flattens, we can then begin to roll out vaccinations around the world. I think that all of us in the United States feel that we'll be a lot safer when there's a COVID vaccine. And we know as we've seen from COVID that we're not safe here, if countries around the world aren't safe. The virus is coming from somewhere. And so, it

doesn't know any boundaries. Once we're vaccinated here in the United States, we'll also want to see that people around the world beginning with first line responders, but then moving into vulnerable populations, and then the general population will have access to good vaccines to help protect then the global population.

Laura Cox Kaplan ([12:37](#)):

Right. In addition to that, the economic impact of COVID has just been extraordinary. And I know you announced, I believe it was a global initiative, something like \$122 million investment for women's empowerment. And that's not just a government initiative, that's a public private partnership. Can you talk a little bit about that and why the focus on women, which I love of course, but I'd love for you to talk about why that's so important.

Bonnie Glick USAID ([13:07](#)):

So, I love it too. And I think it is so important. For so long, 50% of the world's population has not been an equal player at the table when it comes to engagement economically. And so, one of the initiatives of the Trump administration has really been led by Ivanka Trump. And she has championed the role of women's economic empowerment in the administration's agenda. And she stood up a program called WGDP, The Women's Global Development and Prosperity Initiative. And we have used this at USAID to work with companies around the world, multinational corporations, largely based in the United States to help us leverage small dollar amounts of US taxpayer money, leveraging 10X or more corporate funding to bring economic development opportunities to women in developing countries in emerging markets.

Bonnie Glick USAID ([14:23](#)):

An example of this, that I like a lot is a partnership that we formed with Pepsi. And Pepsi is co-financing with us a program to support women farmers in India to grow a strain of potatoes. Now, people might think, "What? That's not Pepsi. Is it?" The Pepsi owns Frito-Lay, and it has an enormous snack line. And so, growing potatoes that can then be used as part of the global food supply chain for the production of Frito-Lay products or other products will be valuable for women for economic development and economic prosperity in India. These are the kinds of projects that we have with companies all over the world and with a focus on making sure that women are at the financial table and at the economic growth table.

Laura Cox Kaplan ([15:29](#)):

Bonnie, I'd love for you to just pivot a bit and talk about how you got involved in this work, both in diplomacy, as well as in humanitarian relief. What was it early on in your career that really inspired you?

Bonnie Glick USAID ([15:50](#)):

So, I come from a big family. We're four kids. And we're really close in age. Four kids in five years, and I'm number two. And my older brother was two years ahead of me in school. And when we were both in college, he talked about this thing, The Foreign Service exam, and he said, "It's an exam for the State Department to become an American diplomat. And nobody passes this exam. And my roommate took this exam. He didn't pass. This other super smart guy who was on jeopardy, took the exam. He didn't pass. So, nobody passes it." Okay. Sibling rivalry kicks in a little bit. And I decided in my senior year of college that I would take this Foreign Service exam.

Bonnie Glick USAID ([16:44](#)):

I was studying international relations. I was fascinated by what was then called the super power rivalry between the United States and The Soviet Union. I'm dating myself. Now, we call it the great power competition, which is more of a strategic competition with China. But I took the Foreign Service exam and lo and behold, I passed. Nobody could believe it.

Bonnie Glick USAID ([17:09](#)):

And so, I went on to join the State Department as an American diplomat. And it is something that I recommend to all young people at early stages in their careers, if they're interested in doing hands on American diplomacy. It's a great opportunity and an enormous honor to be able to represent your country in other countries around the world.

Bonnie Glick USAID ([17:37](#)):

During the course of time, things happen. I met this really great guy. And we were commuting between our overseas assignments in Ethiopia, where I was, and Pakistan, where he was.

Laura Cox Kaplan ([17:50](#)):

Wow.

Bonnie Glick USAID ([17:51](#)):

Not terribly convenient. And we decided that we would get married. And we eloped in Ethiopia, so that we could then have our next assignment in the same country. We served together in Nicaragua, and came back then to the United States to begin our family. And Foreign Service officers, American diplomats staff the State Department, but they also staff a number of agencies in Washington, including The White House, and including opportunities to work on Capitol Hill in the Congress.

Bonnie Glick USAID ([18:33](#)):

And I was working in The White House when our American embassies in Kenya and Tanzania were bombed. And this was in 1998. And I know most Americans don't remember this because it was really far away, and so remote. But my husband lost one of his classmates on that day. And she left behind two little girls. And at the time we had just one really little cute two-year old. And we looked at each other and said, "Maybe this overseas life, isn't what we want to be doing permanently."

Bonnie Glick USAID ([19:17](#)):

And so, we made decisions to transition. He ended up going to work on Capitol Hill, working for the Senate foreign relations committee. So, still keeping with that international flavor. And I went to work for IBM, which I also thought would be a neat international thing. And it ended up being a great opportunity, but for both of us. We had another child, another son along the way, equally as cute, of course, can't judge.

Bonnie Glick USAID ([19:50](#)):

And I worked at IBM, initially doing stuff mostly in the United States. But then toward the end of my time at IBM, my kids were a little bit bigger and I could spend more time traveling. And I really jumped back into the international realm, and also new for me, into deep technology. And started working in IBM's research labs around the world, principally in Brazil, but also engaging at the time, they had 12 global labs.

Bonnie Glick USAID ([20:29](#)):

And I learned so much in probably the most humbling period of my life. I didn't study technology, engineering, computer science, I studied Russian. And so, it wasn't a skill that was going to take me very far in a room full of PhDs in particle physics. But what I learned was one, courage, two, humility and three, that learning to speak about technology was really very similar to learning a foreign language. And so, harnessing that discipline, I learned about technology and the latest breaking things in research and development. And absolutely loved my time working at IBM.

Laura Cox Kaplan ([21:24](#)):

Yeah. Okay. I want you to drill down into a couple of different elements of what you just said. And one in particular is this notion of courage, right? You couldn't have done these things without a pretty healthy degree of courage, a desire to take a risk, a willingness to take a risk, not knowing exactly how things were going to turn out. But talk about where the courage came from. Talk about advice for, how do you find that within yourself? What was it that motivated you to overcome what presumably was a little bit scary?

Bonnie Glick USAID ([21:57](#)):

Yeah. No, that is a great question. I probably haven't thought about it too deeply, other than that there was this imperative that I had to do something. And we had these two little kids and I wanted to do something that didn't take me at least initially too far from home. And IBM had an office very close by our home. I joined IBM via an MBA. I figured I was leaving the State Department. It was a comfort zone. I wanted to go into industry, and didn't know entirely how to make that transition. And figured education is always a good thing.

Bonnie Glick USAID ([22:46](#)):

And halfway through my MBA, I was approached by IBM to stay. And they were extremely generous, and let me finish my MBA part time while I worked full time for IBM. And that gave me an element of confidence, certainly that a company like that saw something in me. But I'm going to say what really did it was the woman who hired me. She even said to me, "You're not a good fit for IBM. You're a square peg, we're around hole, but you're smart. And I know that we will find a way to make that fit work, because we need you here."

Laura Cox Kaplan ([23:32](#)):

Interesting.

Bonnie Glick USAID ([23:33](#)):

Wow. What an amazing uplifting and confidence building thing that she did for me. And I've looked at that so many times over the years and gone back to that very conversation where, you know what? This might sound like a crazy thing to do, but I'm going to do it and jump in both feet in the water and make it work. And somehow with the courage and with a healthy dose of humility, you're able then to tackle the naysayers. She was very straightforward, and really in that moment, let me know that people will question, "Are you able to do this?" "Your job is to show them that you're able to do this." And it meant the world to me, still does.

Laura Cox Kaplan ([24:29](#)):

Yeah. How did you deal with the naysayers? I mean, did they materialize in the way that she predicted and how did you handle that?

Bonnie Glick USAID ([24:39](#)):

So, I think the way to handle naysayers is to disarm them. Because anyone in any venue will have a preconceived notion of what you're capable of doing. Exceeding those initial expectations is incredibly disarming to people who might otherwise question your credibility or your credentials. It is hard. I used to joke that I would be the only non-PhD in the room. And from the start say, "Hey, I get it. I'm the stupid one here." And I would have an army of PhDs then saying to me, "That's crazy. You're the one who's able to translate us to the rest of the world. So, you're actually the most valuable player here." But again, allowing for the strengths that I brought to the table, which might have seemed odd initially, were things that I was then able to leverage.

Laura Cox Kaplan ([25:51](#)):

Yeah. It really goes to this notion of knowing your value and seeing the role that you can play. You hit on several things there. One was self-deprecation, having that humility, that self-deprecation to say that, "I don't know all the answers," even though you were plenty smart and had every right to be there. And people clearly recognize that quickly. But it's this notion of knowing how to translate those skills and what you know, to fit or to fill a need. What advice do you have for people as they're thinking about, maybe it's a career transition, maybe it's moving into a different role within an existing organization, how would you advise them to think about that notion of personal value and finding that niche?

Bonnie Glick USAID ([26:42](#)):

Laura, that is a great and really, really hard question. And it's a particularly hard question for women. I think that so often we set ourselves up to limit our own expectations, both of ourselves as well, sometimes of others. And men don't. So, little known secret. When we go into an environment and are not comfortable in the setting, we let people know we're not comfortable, whether it's through body language or through, or even just upfront saying, "I'm not comfortable in this environment." Men don't do that. And they power through, successful men or whatever one perceives as successful.

Bonnie Glick USAID ([27:44](#)):

And I think that when women come to the table, probably every woman talks about the impact that Sheryl Sandberg's book, Lean In had on them. But it really is so true, leaning in, taking a seat at the table, knowing that you have every as much of a right to be at that table as every other man who is around the table, is empowering to women. So, what do I do? I invite people to the table. And it's almost always women I'm inviting to the table because the men have already taken their seats there.

Bonnie Glick USAID ([28:26](#)):

So, and I look back again to that interview at IBM and with a woman who says, "You're not the right fit." And I look at women today and say to them, "You need to make yourself the right fit. And you have to bring that credibility to the table as to why you're the right fit." I've had so many younger women who have worked with me, who have come up to me and said, "I want to be like you." And that's such an enormous, truly an enormous compliment. And I say, "Well, what does that mean?" "Well, look at where you are professionally." And I say, "Well, there's some mileage on these legs here. And it hasn't all happened overnight." And it does take time and it does take perseverance, but it also takes mentors.

And having this ability to, as a young woman coming to me saying, "I want to be like you," that is an invitation to me to say, "Well, why don't we have a conversation about it?"

Bonnie Glick USAID ([29:45](#)):

And what do you look at when you're looking for a mentor? A mentor isn't necessarily somebody who's going to offer you a job. A mentor is going to offer you visibility into how the world sees you maybe, and where there might be good fits for you. And you shouldn't have just one mentor. They shouldn't all be women. You need to have a broad perspective on, "What are the things I can do? And what are the things that maybe I should do to get to my next step?"

Bonnie Glick USAID ([30:25](#)):

And so, I don't know if that answers the question about the self-deprecation and the humility. But I do think that having an amount of confidence that isn't overbearing, because we also suffer from that. But having the self assuredness that you're supposed to be sitting at that table and people are supposed to be listening to you because you have really good things to say, is extremely empowering.

Laura Cox Kaplan ([30:56](#)):

Yeah, absolutely. One of my favorite mentor stories, and I've probably told this on the podcast, although I don't remember specifically doing it. So, I'll just tell it, because it's very relevant here. But I was working at the Treasury Department and I had this habit similar to what you just described of saying, "I'm sorry. I know I don't know as much as you guys do about credit default swaps," or whatever the issue happened to be. Was something I knew nothing about. And I would raise my hand and apologize typically before I would say anything.

Laura Cox Kaplan ([31:28](#)):

And this friend of mine who was a peer who became a mentor to me, pulled me aside and said, he was a man obviously, "Why do you do that?" I said, "Well, obviously..." And he's like, "No, no, no, not obvious. No one thinks that you're stupid or don't belong there until you're the one who opens your mouth and plants that seed." And I'm like, "Wow, that's amazing." Right? It was an eyeopening experience. But it goes to the power of mentorship. And also, there's a role for self-deprecation, right? As long as you're not diminishing yourself in the process. Right?

Bonnie Glick USAID ([32:05](#)):

Correct.

Laura Cox Kaplan ([32:06](#)):

I want to circle back to another thing that you said about the discomfort that you can feel and putting yourself out there. And there are different points of view about this idea of "fake it till you make it." And I'd love to get your thoughts on what you think about that. I mean, to me it's not about pretending you're something that you're not, it's more plowing through the discomfort. But I'd love for you to talk a bit about what the mindset is as you're feeling this internal discomfort, and yet going ahead and doing whatever it is anyway.

Bonnie Glick USAID ([32:45](#)):

Yeah. It's like an adrenaline rush. But that's probably because I'm inherently an extrovert. I think about people who are a little more introverted and how some of the things that I do must sit with them, "How in the world did you do that? How did you wind up doing Laura Cox Kaplan Podcast?"

Laura Cox Kaplan ([33:14](#)):

Oh come on. [inaudible 00:33:16].

Bonnie Glick USAID ([33:20](#)):

But in seriousness, it is something that people inherently, it's human nature to be risk averse. And I agree with you, it's not an issue of fake it till you make it, it's really an issue about being the one who takes that step and says, "I'm going to try this. I'm going to step outside my comfort zone. Is that okay for me?" I personally don't believe in safe spaces. I think that life isn't about being safe, life is about trying things and experimenting safely.

Laura Cox Kaplan ([34:05](#)):

Right. Learning and growing.

Bonnie Glick USAID ([34:07](#)):

[inaudible 00:34:07] growing. Exactly. And so, in this job in particular, I've traveled to countries that I've never been to before, countries that when I was growing up, many of them didn't even exist as independent countries. And I see in people everywhere where USAID operates, that they are grateful to the United States. And that makes it very easy for me to take certain steps because you're on friendly territory, but also you're representing what is a good. One of the things that I love about USAID is it's a 24/7, 365 good news story. This year, it's 366 days.

Laura Cox Kaplan ([35:03](#)):

At least.

Bonnie Glick USAID ([35:06](#)):

The work that we do impacts people positively. And those people don't want to be shy about it. I recently did a livestream with a woman in South Africa, who because of COVID is making masks out of beautiful South African typical cloth and selling them in pharmacies around the country and making money. And she is bringing in more and more and more seamstresses to help her in this effort.

Bonnie Glick USAID ([35:44](#)):

And I knew that I was going to be doing this live stream with her. And I brought something special with me to the live stream. My mom has pulled out her sewing machine and has been making masks for her four kids and nine grandkids, and has been sending us masks. And I pulled one out that she recently sent to my husband who loves to sail. And it was a Reversible Sailing themed mask. And during the course of the webcast, I pulled it up and I put it on, and you could see the light in her eyes just shine because how exciting that we had this moment of connection.

Bonnie Glick USAID ([36:36](#)):

And again, I'm not an introvert. So, maybe someone more introverted would have stuck to some very precise boundaries of what the conversation is supposed to be like. But when you bring people in, you

create, not just the bonds between you, but you create really a message that resonates, especially in virtual world to a much larger community. And I find that to be very inspiring.

Laura Cox Kaplan ([37:07](#)):

Yeah. It's very inspiring. And it's very much something that's, it's mission driven. It's something that answers the question of why you're doing this work.

Bonnie Glick USAID ([37:18](#)):

Yeah. So true. If I didn't love it, it would be a burden. But again, you can't really knock a 24/7 good news story. You're doing good out there. We have amazing people all around the world. We're about 11,000 people in the agency who are helping people through this COVID crisis, as well as in their development journey. It's amazing, Laura.

Laura Cox Kaplan ([37:50](#)):

Yeah, absolutely. My guess is much of your work while inspiring and mission-driven can be slow. It can be slow to see change take place. How do you stay motivated and focused on a project, an initiative, a goal that may be taking a bit longer, or maybe you're having to weather multiple setbacks, failures, maybe not setbacks, let's say. How do you stay focused and how do you stay engaged without letting it demoralize you?

Bonnie Glick USAID ([38:24](#)):

I'm in a little bit of a different category because I have a calendar that is so booked with a million and one different things every single day, that my brain is constantly firing. But I'm going to give you a neat example. In 2003, President Bush, 43, set up a program, because we saw here in the United States, how HIV AIDS was devastating America. Our populations had been at, particularly in certain population groups, gay men, hemophiliacs and immigrants from certain countries had been in an outsized way impacted by AIDS. And it hurt him to the core. The other person it really hurt was his mother.

Bonnie Glick USAID ([39:28](#)):

And Barbara Bush traveled to an African country and was impromptu handed a baby who had AIDS. And she embraced this child. And it took the world by storm because it was, here's the former First Lady of the United States, holding a baby whose days are limited, probably.

Laura Cox Kaplan ([39:59](#)):

Very iconic photograph of that moment.

Bonnie Glick USAID ([40:02](#)):

Amazing. Yes. And for President George W. Bush, he saw it as a moral imperative of the United States to save the world from HIV/AIDS. And he stood up, and AIB has been running since, The President's Emergency Plan for AIDS Relief, Emergency. It truly was a global emergency, particularly in Sub-Saharan Africa, where you had countries that had HIV positive rates in the 80 percentages, 80% of a country showing HIV positive rates was mind boggling. And so, President Bush stood up this emergency plan and funded it initially with close to \$50 billion of taxpayer dollars to say, "We in the United States see this as a moral imperative."

Bonnie Glick USAID ([41:03](#)):

We're sitting here now, PEPFAR, The President's Emergency Plan for AIDS Relief has been funded on several cycles now through Congress, generously donated from the American people. And we have saved countless millions of lives around the world through that intervention. How do you look at something and say to someone, "You're here because of USAID." You don't say that. You can't say that to a teenager who wasn't even alive when this started.

Bonnie Glick USAID ([41:42](#)):

But I know in my mind that we have saved societies and countries from really catastrophic impacts, that could have been the case. And we've done it over time. We've done it over in a measured way, through incredible generosity from the American people. And so, you look at that Laura, and say, sometimes there are slow days. Some days I haven't saved 10 million people's lives. But over the course of history, the United States has saved tens of millions of people's lives because we've been there, because we've responded, and because we've seen the need and had the ability to say, I stand up and I take responsibility for this. I'm going to do that because I represent the United States. And it's an incredibly honorable thing for us to have done as a nation.

Laura Cox Kaplan ([42:46](#)):

Yeah. I mean, talk about a beautiful definition of impact and what it means, really beautiful. I would love to ask you one final question. Maybe if you could give us a single piece of advice, a life hack or a mantra, it could be something maybe that you wish younger Bonnie would have known if she was just starting out or maybe something you'd tell your boys. What would yours be?

Bonnie Glick USAID ([43:16](#)):

There's a great book and I'm going to get the title wrong, probably, but it was a book that my kids got when they were little. And it was called something like The Dangerous Book for Boys, something like that. And they came out then, subsequently there was a whole human cry that there wasn't a similar book for girls. And they came out with another book called The Dangerous for Girls or something akin to that. And it's about taking risks. And it's about a smart approach to trying new things. And for boys or girls, it's things like go camping, learn to swim, learn to sail, explore the great outdoors. And I think that having that approach, that it's good to take risks, it's good to bound them, but without that, you'll do fine. You'll do just fine. But will it be exciting? Maybe, maybe not. But if what you're looking for is a meaningful exposure to exciting changes, you're not going to get there without being willing to take important risks.

Laura Cox Kaplan ([44:45](#)):

Yeah. Beautiful. Bonnie, thank you so much. This was such a pleasure.

Bonnie Glick USAID ([44:51](#)):

Laura, this was such a pleasure for me. Thank you so much for having me here.

Laura Cox Kaplan ([44:56](#)):

I really, really loved it. It's great to get to know you. And thank you for your service and your incredible work.

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Bonnie Glick USAID ([45:01](#)):

Thank you too.

Laura Cox Kaplan ([45:05](#)):

To learn more about USAID, Deputy Administrator Bonnie Glick, check out the show notes for this episode, episode 121. Remember friends, you'll always find amazing tools, advice and perspective to help you become the best version of yourself.

Laura Cox Kaplan ([45:26](#)):

If you enjoyed this episode, please share it with your friends via social media and be sure to tag me at Laura Cox Kaplan. I'd also love to hear any feedback that you have. What resonated with you? What would you like for us to talk more about? I'd love for you to share that with me. Send me a note through the website, contact me link, or DM on Instagram at Laura Cox Kaplan. Until next time, take care. And thanks so much for listening.