BANGALY KABA

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Bangaly Kaba - 双语对照

Lenny's Podcast: Bangaly Kaba (Bilingual Transcript)

(00:00:00) Lenny Rachitsky

English:

You're early growth PM at Facebook. You're head of growth at Instagram, you're VP of product at Instacart. You're now director of product management at YouTube and I've heard that you've had a lot of impact on a lot of different cultures.

中文翻译:

你曾是 Facebook 早期的增长产品经理（Growth PM），担任过 Instagram 的增长负责人，也曾是 Instacart 的产品副总裁。现在你是 YouTube 的产品管理总监。我听说你在许多不同的企业文化中都产生了巨大的影响力。

(00:00:10) Bangaly Kaba

English:

I found this framework travels with me. It's got these five components to it, vision, skills, incentives, resources, action plan, and you need all of those to have change. And then within those buckets you've got to figure out what are the right levers that you need to pull? What are the things that are missing?

中文翻译:

我发现这个框架一直伴随着我的职业生涯。它包含五个核心要素：愿景（Vision）、技能（Skills）、激励机制（Incentives）、资源（Resources）和行动计划（Action Plan）。想要实现变革，这五者缺一不可。在这些范畴内，你必须找出需要拨动的正确杠杆是什么？到底缺失了哪些环节？

(00:00:26) Lenny Rachitsky

English:

You're really big on something you call understand work?

中文翻译:

你非常推崇一种被你称为"理解性工作"（Understand Work）的概念?

(00:00:29) Bangaly Kaba

English:

What I call the anti-pattern of what we want to do. Someone says, "Hey, you know what? This would be great to build." And you go pull data to go justify why that would be great to build. Call that identify, justify, execute. First you have to really understand from first principles what is actually going on. So understand, identify, execute.

中文翻译:

我把它称为我们通常做法的"反模式"（Anti-pattern）。比如有人说："嘿，你知道吗？做这个东西肯定很棒。"然后你就去调取数据，试图证明（Justify）为什么做这个很棒。我把这称为"识别、证明、执行"。但实际上，你首先必须从第一性原理（First Principles）出发，真正理解到底发生了什么。所以应该是："理解、识别、执行"。

(00:00:45) Lenny Rachitsky

English:

You wrote this legendary blog post called How to Choose Where to Work and What to work on.

中文翻译:

你写过一篇非常有名的博客文章，题目是《如何选择工作地点以及工作内容》（How to Choose Where to Work and What to Work On）。

(00:00:50) Bangaly Kaba

English:

There's impact that you're really trying to drop and the impact is only achievable by looking at set of variables related to the environment, the set of variables related to your skills.

中文翻译:

你真正想要实现的是"影响力"（Impact），而这种影响力只能通过观察两组变量来实现：一组是与环境相关的变量，另一组是与你的技能相关的变量。

(00:01:02) Lenny Rachitsky

English:

Today's guest is Bengaly Kaba. Bengaly was an early growth PM at Facebook where he was responsible for how people make friends on Facebook. He was Head of Growth at Instagram where he helped scale a platform to over 1 billion users. He was also VP of product at Instacart. He's also worked with tons of amazing startups as a Growth Advisor, including Twitter. He's now Director of Product Management at YouTube where from what I hear, he's already made a huge dent. This conversation went long because there was so much gold to be extracted from Bengaly's head and I could not stop myself from learning everything I could in our time together. This episode is for anyone looking to level up their product and growth chops or also just do better in your career.

中文翻译:

今天的嘉宾是 Bangaly Kaba。Bangaly 曾是 Facebook 早期的增长产品经理，负责用户在 Facebook 上结交好友的机制。他曾担任 Instagram 的增长负责人，帮助该平台扩展到超过 10 亿用户。他还曾担任 Instacart 的产品副总裁，并作为增长顾问与包括 Twitter 在内的众多优秀初创公司合作。他现在是 YouTube 的产品管理总

监，据我所知，他已经在那里产生了巨大的影响。这次对话持续了很长时间，因为 Bangaly 的脑子里有太多"干货"值得挖掘，在共处的这段时间里，我忍不住想尽可能多地向他请教。这一集适合任何想要提升产品和增长能力（Chops），或者只是想在职业生涯中表现得更出色的人。

(00:01:42) Lenny Rachitsky

English:

We dig into his framework for how to choose where to work and what to work on. The importance of spending time on something he calls understand work, his adjacent user theory and how it can help you drive growth. A bunch of advice for coaching product managers and managers of managers, tons of lessons and stories from his time at Instagram, Facebook and YouTube and so much more.

中文翻译:

我们深入探讨了他的框架：如何选择工作地点和内容；花时间进行"理解性工作"的重要性；他的"邻近用户理论"（Adjacent User Theory）以及它如何帮助你驱动增长。此外，还有大量关于辅导产品经理和"经理的经理"的建议，以及他在 Instagram、Facebook 和 YouTube 任职期间的许多教训和故事等等。

(00:02:03) Lenny Rachitsky

English:

If you enjoy this podcast, don't forget to subscribe and follow it in your favorite podcasting app or YouTube. It's the best way to avoid missing feature episodes and it helps the podcast tremendously. With that, I bring you Bengaly Kaba. Bengaly, thank you so much for being here and welcome to the podcast.

中文翻译:

如果你喜欢这个播客，别忘了在你最喜欢的播客应用或 YouTube 上订阅并关注。这是避免错过未来节目的最好方式，也对本节目有巨大的帮助。那么，现在让我们欢迎 Bangaly Kaba。Bangaly，非常感谢你能来，欢迎来到本节目。

(00:02:22) Bangaly Kaba

English:

Thanks for having me. Excited to be here.

中文翻译:

谢谢你的邀请。很高兴能来到这里。

(00:02:24) Lenny Rachitsky

English:

So many previous guests have recommended that I get you on this podcast, which I already knew. Funny story, when I first launched this podcast, I asked you to be on it. You're like, "Sure." And I included you on my launch poster of all the guests that are going to be on the podcast, and then you decided to take on a very hard work and jobs that kept you from having time, and so I'm really excited that we're finally doing this.

中文翻译:

之前有很多嘉宾都推荐我请你来，这我早就知道了。有个有趣的故事：当我最初启动这个播客时，我邀请过你，你当时说"没问题"。于是我把你放进了首发海报里，列为即将上节目的嘉宾之一。但后来你决定接手一些非常繁重的工作和职位，导致你没时间过来。所以我非常激动，我们终于把这件事办成了。

(00:02:47) Bangaly Kaba

English:

I'm glad we're finally making a reality. Sorry about that, Lenny.

中文翻译:

我也很高兴我们终于让它变成了现实。对此我很抱歉，Lenny。

(00:02:50) Lenny Rachitsky

English:

No sweat. You actually mentioned to me that somebody came up to you in Zurich and was like, "I'm excited for you on Lenny's podcast."

中文翻译:

没关系。你之前跟我提到过，在苏黎世有人走过来对你说："我很期待你在 Lenny 播客上的表现。"

(00:02:57) Bangaly Kaba

English:

Yeah, it was crazy. I was visiting a team that I managed there about to get back on a plane to go back to SFO and just standing there doing some work, minding my business and I get on the plane, I'm talking to a colleague and someone comes up to me, I don't think I've ever seen them before, and said, "Hey, sorry to interrupt you. I'm so excited for your podcast with Lenny. I can't wait for it." And then just walks away and I was like, "What is going on right now? Lenny is a big deal. I don't even know how this person knows me." And that's how I knew Lenny, that I had to reschedule with you because I was like, if people are coming up to me and telling me that they're excited, I was like, there is a lot of anticipation. And Lenny, the power of your reach now is legit.

中文翻译:

是的，那太疯狂了。当时我在苏黎世看望我管理的一个团队，正准备乘飞机回旧金山（SFO）。我正站在那儿处理点工作，各忙各的，上了飞机后正和同事聊天，突然有人走过来——我不觉得我见过他——他说："嘿，抱歉打扰一下，我非常期待你和 Lenny 的播客，等不及要听了。"然后他就走开了。我当时心想："这是怎么回事？Lenny 真是个大人物。我甚至不知道这个人是怎么认识我的。" 也就是在那时，Lenny，我知道我必须重新安排时间和你录节目了，因为我想，如果都有人当面跑来跟我说他们很期待，那说明大家期望值很高。Lenny，你现在的品牌影响力（Reach）真的是实打实的。

(00:03:37) Lenny Rachitsky

English:

That is hilarious. That's a new strategy for me to get people on the podcast just say they're going to be on the podcast and then the pressure will start.

中文翻译:

太好笑了。这成了我邀请嘉宾的新策略：直接宣布他们会上节目，然后舆论压力就会随之而来。

(00:03:46) Bangaly Kaba

English:

Oh yeah, I mean, totally.

中文翻译:

噢是的，完全没错。

(00:03:46) Lenny Rachitsky

English:

Okay, so there's two broad topics that I want to spend our time on today. I want to talk about career advice and growth advice and they're both essentially growth oriented, one's career growth, one is product growth. How does that sound?

中文翻译:

好，今天我想把时间花在两个大主题上：职业建议和增长建议。本质上它们都导向"增长"，一个是职业增长，一个是产品增长。你觉得怎么样？

(00:03:57) Bangaly Kaba

English:

Sounds perfect.

中文翻译:

听起来很完美。

(00:06:23) Lenny Rachitsky

English:

So let's maybe start with the career. You wrote this legendary blog post called How to Choose Where to Work and What to Work On that a few people have mentioned to me was really impactful in their career. And just to remind people of your career path, which they'll hear in the intro, but just to give people a reason to listen to your advice on career, you are early growth PM at Facebook, you're Head of Growth at Instagram, you're VP of Product at Instacart. You worked with a ton of amazing startups as an advisor, including Twitter, you're now Director of Product Management at YouTube. This is a career that many people would dream of having. So let's just spend a little time on this topic of how to choose where to work and what to work on. And I know you kind of have this framework in this post, so maybe that's a good way to start out just how you broadly think about where to work and what to work on?

中文翻译:

那我们先从职业生涯开始吧。你写过那篇传奇博文《如何选择工作地点和内容》，好几个人都跟我提过这篇文章对他们的职业生涯影响巨大。为了提醒大家你的职业履历（虽然片头会提到，但为了让大家更有理由听取你的

职业建议），你曾是 Facebook 早期增长产品经理、Instagram 增长负责人、Instacart 产品副总裁。你还担任过包括 Twitter 在内的许多优秀初创公司的顾问，现在是 YouTube 的产品管理总监。这是许多人梦寐以求的职业生涯。所以，让我们聊聊如何选择工作地点和内容。我知道你在文章中提到了一个框架，也许我们可以从你对这个问题的整体思考方式开始？

(00:07:18) Bangaly Kaba

English:

Yeah, that blog post that you're referring to actually came out of a personal struggle that I had when I was at Facebook and trying to decide what my next move should be. I felt like I was kind of stuck. I felt like I was working harder but not seeing incremental benefit to the work that I was doing. And I knew that I needed a change, but emotionally I understood that, but I couldn't really have an objective way of thinking about it. And so I really pushed myself to figure out what is actually going on with my situation and how do I create a way that I can rely on objectively to understand what's actually going on? And so I looked at that situation and I wrote that post and the framework is really that there's impact that you're really trying to drive and that is the thing that is the most important. And the impact is only achievable by looking at two sets of variables, a set of variables related to the environment, a set of variables related to your skills, and really breaking down each and understanding what's happening in the environment bit by bit and what's happening with your skills and where are you hindered structurally within the environment? Where are your skills kind of lacking and what do you have control over? And using that whole kind of output, that framework to decide what makes the most sense.

中文翻译：

是的，你提到的那篇博文实际上源于我自己在 Facebook 时期的一段挣扎。当时我正试图决定下一步该怎么走。我觉得自己陷入了瓶颈，感觉自己工作更努力了，但工作带来的边际收益却没增加。我知道我需要改变，情感上我明白这一点，但我无法用客观的方式去思考它。于是我逼自己去弄清楚我的处境到底是怎么回事，以及如何建立一套可以客观依赖的方法来理解现状。我审视了那个局面并写下了那篇文章。那个框架的核心是：你真正想要驱动的是"影响力"（Impact），这是最重要的。而影响力只能通过观察两组变量来实现：一组是与环境相关的变量，另一组是与你的技能相关的变量。你需要拆解每一项，逐一理解环境中发生了什么，你的技能状况如何，你在环境中受到了哪些结构性的阻碍？你的技能在哪些方面有所欠缺，以及你对哪些因素拥有控制权？利用这整套产出和框架，来决定什么才是最合理的选择。

(00:08:40) Lenny Rachitsky

English:

Why is impact the key output of this equation? I think for a lot of people that isn't necessarily the intuitive variable that they think is important to focus on. Why is that so important in your experience?

中文翻译：

为什么"影响力"是这个等式的核心产出？我想对很多人来说，这未必是他们直觉上认为最重要的关注变量。根据你的经验，为什么它如此重要？

(00:08:51) Bangaly Kaba

English:

Yeah, I mean I didn't really know how to think about what the right thing to optimize for was initially, and I realized that it's not compensation. Compensation is a reflection of the input, the impact that you're

having, and you're leveling how [inaudible 00:09:12] you are, how much scope you have is a derivative of how much impact you're driving. The more impact you're driving at your company, the more people feel like you can operate independently, you can drive real results the more that scope they'll give you. So really impact became the thing to optimize for. It is the import and compensation becomes an output based on that.

中文翻译:

是的，起初我也不知道该优化什么指标。后来我意识到，不应该是薪酬。薪酬是你投入的反映，是你所产生影响力的反映。你的职级、你的资历、你拥有的职责范围（Scope），全都是你所驱动的影响力的派生物。你在公司驱动的影响力越大，人们就越觉得你可以独立运作，能带来真实的成果，从而给你更大的职责范围。所以，影响力真正成为了需要去优化的目标。它是核心投入，而薪酬则是基于此的产出。

(00:09:32) Lenny Rachitsky

English:

I think this is a really important point that is easy to miss and this is what I always tell people when they're looking for ways to get promoted and do well in companies, just find ways to have more impact. Can you maybe make it even more concrete? What does impact mean to you when you talk about impact?

中文翻译:

我认为这是一个非常重要且容易被忽视的点。这也是我经常告诉那些寻求晋升和职业发展的人的话：想办法产生更大的影响力。你能把它说得更具体一点吗？当你谈论"影响力"时，它对你意味着什么？

(00:09:46) Bangaly Kaba

English:

Yeah, I mean, so impact can be a lot of things, but I think for a product manager for example, it's really one, helping to drive extreme clarity about where the problems with the product, where there's opportunities and what is the right focus and prioritization? That is actually a form of impact. Just creating the clarity that people need to understand and believe in the investment. The reason why I name this and it feels a little counterintuitive is that the more senior you get, the more there are questions of are we even investing in the right place, right? Is this area, is this team, is this org the right investment? And so being able to even create the clarity that there is opportunity, it is the right thing to do, it is strategically and structurally important, is a form of impact. And then actually delivering on that impact, showing that you can make progress quickly, that you can deliver fast lane wins as Casey Winters would say, or medium and slow wins and then actually showing that you can do this again and again is how you actually validate the impact that you can see where the opportunity is and what's going on.

中文翻译:

影响力可以包含很多方面。但对于产品经理来说，我认为首先是帮助建立极高的清晰度：产品的问题在哪？机会在哪？正确的重点和优先级是什么？这本身就是一种影响力。仅仅是创造出人们理解并相信这项投入所需的清晰度，就是一种贡献。我之所以提到这一点（虽然听起来有点反直觉），是因为你越资深，就越会面临这样的问题：我们投入的方向对吗？这个领域、这个团队、这个组织是正确的投资对象吗？因此，能够清晰地证明存在机会、这是正确的事情、且在战略和结构上都很重要，这就是一种影响力。接着是真正交付这种影响力，展示你能快速取得进展，交付 Casey Winters 所说的"快车道胜利"（Fast lane wins），或者是中长期的胜利，并证明你能一次又一次地做到这一点。这就是你验证影响力的方式——证明你能洞察机会并掌控全局。

(00:10:53) Lenny Rachitsky

English:

Awesome. Okay. So this equation is impact equals environment type skills. Can you talk a bit about how to work on these two elements?

中文翻译：

太棒了。所以这个等式是：影响力 ＝ 环境 × 技能。你能谈谈如何在这两个要素上发力吗？

(00:11:01) Bangaly Kaba

English:

So the environment was the one to me, that I think is most people overlook and I overlooked when I was first thinking about this. Environment in this case, I think I kind of discreetly named a few things. One is your manager, then there's the resources. So what kind of team do you have? Is your team staffed appropriately? Do you have the right P&L, whatever budget to get the things done that you need? Then there's a scope, what is in your remit versus not in your remit? Because if you don't have enough scope, then you can't actually focus on the things that are most important. The team itself, the skills, relative skills of the team, your compensation in some ways is part of the environment because if you're not compensated fairly, you don't believe you are, then it's hard to feel like the work that you're doing is meaningful.

(00:11:47):

And then there is the last part is the company culture. So to what extent is the culture a place where you feel supported, included, you feel like you can do your best work? And so you are really looking at each one of these variables, and I look at this every year and I say, "How is my manager doing?" How do I think about my manager? How do I think about the resources I have, the scope, the team, the conversation, the company culture and to what extent? And I score them, I score them as a 1 means it's kind of neutral. A 2 means that I'm greatly benefiting from this situation and something even closer to zero is I'm not in a good place. So I assign a score in quarter point increments, 0.25, 0.5, 0.751 up to 2 every year. And I really ask myself, what is the state of each one of these and to what extent do I believe that they can and will change?

中文翻译：

对我来说，"环境"是大多数人容易忽视的，我最初思考这个问题时也忽视了它。在这种情况下，我具体列出了几个环境要素。第一是你的**经理**；第二是**资源**，比如你拥有什么样的团队？人员配置是否合理？你是否有足够的损益权（P&L）或预算来完成任务？第三是**职责范围（Scope）**，哪些在你的职权范围内，哪些不在？如果你没有足够的职责范围，你就无法专注于最重要的事情。第四是**团队本身**，即团队成员的相对技能水平。第五，**薪酬**在某种程度上也是环境的一部分，因为如果你觉得薪酬不公，就很难觉得工作有意义。

(00:11:47):

最后一部分是**企业文化**。这种文化在多大程度上让你感到被支持、被包容，让你觉得能发挥出最佳水平？你需要审视每一个变量。我每年都会评估：我的经理表现如何？我怎么看待我的经理？我如何看待我拥有的资源、职责范围、团队、薪酬和公司文化？我会给它们打分：1 分代表中性；2 分代表我从这种局面中获益匪浅；接近 0 分则代表处境不佳。我以 0.25 为增量进行评分（0.25，0.5，0.75，1 直到 2）。我每年都会问自己：这些变量的现状如何？我多大程度上相信它们能够且将会改变？

(00:12:40) Lenny Rachitsky

English:

Wow, I love this. So there's this formula, impact equals environment times skills. Within environment there's these five variables and they add up to 10?

中文翻译:

哇，我太喜欢这个了。所以有这样一个公式：影响力 = 环境 × 技能。在环境因素中，有这五个变量，它们的总分是 10 分吗?