

BOZ

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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Boz - 双语对照

This is a bilingual (English-Chinese) transcript of the key conversation segments from Lenny's Podcast featuring Andrew 'Boz' Bosworth, CTO of Meta.

[00:00:00] Lenny

English:

You were basically the 10th engineer at Facebook. I imagine there was a lot of pain and suffering that people don't often hear about.

中文翻译:

你基本上是 Facebook 的第 10 号工程师。我猜想这其中一定有很多人们鲜耳闻的痛苦和磨难。

[00:00:07] Andrew 'Boz' Bosworth

English:

I didn't sleep for more than four hours at a time. I'd wake up every four hours and check the report and see if anyone was attacking the site. They don't tell you about that stuff in the movies.

中文翻译:

我那时候连续睡眠从没超过四个小时。我每隔四小时就会醒来一次，查看报告，看看是否有人在攻击网站。电影里可不会告诉你这些细节。

[00:00:14] Lenny

English:

You worked 120 hours per week, you had no hobbies.

中文翻译:

你每周工作 120 小时，完全没有个人爱好。

[00:00:17] Andrew 'Boz' Bosworth

English:

I don't want to take away from the romanticism of it. It's just that most often, we hear those romantic stories from the successes. It's a healthy thing for people to want to throw themselves into something and take that risk, but it is not glamorous at the time.

中文翻译:

我不想抹杀创业的浪漫色彩。只是通常情况下，我们听到的浪漫故事都来自成功者。人们想要全身心投入某件事并承担风险是一件好事，但在身处其中的那个当下，这一点都不光鲜。

[00:00:29] Lenny

English:

The newsfeed. That was one of your early projects at Facebook. People did not want it. They were wrong, clearly.

中文翻译:

信息流 (Newsfeed)。那是你在 Facebook 早期的项目之一。当时人们并不想要它，但显然，他们错了。

[00:00:33] Andrew ‘Boz’ Bosworth

English:

Now, newsfeed was an easier case than people suspect. Everyone was outraged at the same time as they immediately doubled their usage of the product.

中文翻译:

其实，Newsfeed 的情况比人们想象的要简单。当时每个人都在表达愤怒，但与此同时，他们的产品使用量立刻翻了一倍。

[00:00:40] Lenny

English:

In terms of the economic utility, the Venn diagram of Boz, of newsfeed and ads created \$1 trillion of value. Today, my guest is Andrew Bosworth, or Boz, as most people know him. Boz is the chief technology officer of Meta. He joined what was then called Facebook in early 2006 as one of the first engineers, and during his 18-year tenure at Meta, he created some of the most impactful and important products in internet history, including the Facebook newsfeed, which was the first ever algorithmically ranked content feed of any social network, and is basically what people think of as Facebook today.

中文翻译:

从经济效用的角度来看，Boz、Newsfeed 和广告业务的交集创造了 1 万亿美元的价值。今天，我的嘉宾是 Andrew Bosworth，或者像大多数人称呼的那样，叫他 Boz。Boz 是 Meta 的首席技术官 (CTO)。他在 2006 年初加入当时还叫 Facebook 的公司，是首批工程师之一。在 Meta 任职的 18 年间，他创造了互联网历史上一些最具影响力和最重要的产品，包括 Facebook Newsfeed——这是社交网络中首个基于算法排序的内容流，基本上就是今天人们心中 Facebook 的核心形态。

[00:01:17] Lenny

English:

He also built the original Facebook mobile ads platform, which he then ran for another four years. He also helped build and scale the Facebook messaging system, the profile, the timeline, Facebook groups, and even the internal engineering boot camp. Most recently, he served as VP of ads and business platform,

where he led engineering product, research, analytics, and design. And in 2017, he created the company's AR/VR organization, now called Reality Labs.

中文翻译:

他还构建了最初的 Facebook 移动广告平台，并负责运营了四年。他还参与构建并扩展了 Facebook 的消息系统、个人主页 (Profile)、时间轴 (Timeline)、小组 (Groups)，甚至还建立了内部工程训练营 (Engineering Boot Camp)。最近，他担任广告与商业平台副总裁，领导工程、产品、研究、分析和设计工作。2017 年，他创立了公司的 AR/VR 部门，即现在的 Reality Labs (现实实验室)。

[00:01:52] Lenny

English:

In our wide-ranging conversation, we touch on so many important lessons and stories, what it was really like in the early days of Facebook, why you should be asking your manager for help more often, why communication is the job. Lessons from Meta's turnaround over the past couple of years, Boz's thoughts on the Apple Vision Pro, a bunch of leadership and career advice, what it was like to build the very first newsfeed, and lessons from that experience, and stories of failure and stories of success, and so much more.

中文翻译:

在我们这次广泛的交谈中，我们触及了许多重要的教训和故事：Facebook 早期真正的样子、为什么你应该更频繁地向经理寻求帮助、为什么“沟通就是工作本身”。还有 Meta 过去几年实现逆转的经验、Boz 对 Apple Vision Pro 的看法、一系列领导力和职业建议、构建第一个 Newsfeed 的经历及其教训，以及失败与成功的故事等等。

[00:04:55] Andrew ‘Boz’ Bosworth

English:

Thanks for having me. I've been a long-time fan of your program and all the things that you've been putting out, so I'm glad to finally get a chance to join.

中文翻译:

谢谢你的邀请。我一直是你的节目和你发布的内容的忠实粉丝，很高兴终于有机会参与进来。

[00:05:18] Lenny

English:

You went to 14 proms. You were a national Taekwondo champion in college. You were Mark Zuckerberg's TA in college in a class on AI. Harvard was recruiting you to play football for them. You were very active in the 4-H Club, and you raised animals and showed them at county fairs when you were growing up. You once shared a stage with David Copperfield. MC Hammer once told you that your outfit was stylish. And president George W. Bush complimented you on your shoes and the shine of your head.

中文翻译:

你参加过 14 场毕业舞会 (Prom)。你在大学时是全国跆拳道冠军。你曾是马克·扎克伯格大学人工智能课的助教 (TA)。哈佛曾招募你去校队踢美式足球。你曾活跃于 4-H 俱乐部 (美国青少年教育组织)，从小养动物并在县

博览会上展示。你曾与大卫·科波菲尔同台。MC Hammer 曾夸你的穿搭很时髦。乔治·W·布什总统还夸过你的鞋子和你那锃亮的脑门。

[00:06:16] Andrew ‘Boz’ Bosworth

English:

The prom story is a funny one. It's related to the 4-H story. I was a big-time 4-H'er... almost every 4-H event has a dance. People don't know that. As a consequence, the most important thing, if wanted to go to a lot of proms, I was a good dancer. And it turns out, the high-level bit, at least in the 1990s, for girls selecting who they might want to go to prom with was, will he and can he dance? And the answer with me was yes.

中文翻译:

舞会的故事很有趣，这和 4-H 俱乐部的经历有关。我曾是 4-H 的资深成员……几乎每个 4-H 活动最后都有舞会，很多人不知道这一点。因此，如果你想参加很多舞会，最重要的一点是：我舞跳得很好。事实证明，至少在 90 年代，女生选择舞伴的关键点在于：他愿不愿意跳舞？他会不会跳舞？而我的答案都是肯定的。

[00:07:47] Andrew ‘Boz’ Bosworth

English:

I've written about this in my blog... it was fun, and there was tremendous camaraderie and memories that were formed, but they were formed in a kind of forge of really intense times. At that time, almost all of us lived within one mile of the office. We ate most of our meals together because we were working... And there's little things that you don't appreciate, which is like there was nobody to help you. There was no expert.

中文翻译:

我在博客里写过这些……那段日子很有趣，我们建立了深厚的战友情谊和回忆，但这些都是在极度高压环境的磨砺中形成的。那时，我们几乎所有人都住在公司方圆一英里内。我们大部分时间都在一起吃饭，因为一直在工作……有些细节你可能体会不到，比如当时没人能帮你，没有所谓的专家。

[00:08:52] Andrew ‘Boz’ Bosworth

English:

People really undervalue the fact that when you go to work, even a moderate mid-size corporation today, especially with the tremendous growth of startups supporting startups, things like payroll and finance and IT and HR, these things are professionally handled in many cases. That was just not the case in the early 2000s. It was just you, and your personal car, and whatever you wanted to do with your time.

中文翻译:

人们真的低估了现状：如今即使在一家中型公司工作，由于支持创业公司的生态非常发达，像工资发放、财务、IT 和人力资源这些事情通常都有专业处理。但在 2000 年代初期完全不是这样。只有你自己，你的私家车，以及你打算如何支配你的时间。

[00:10:06] Lenny

English:

Yeah. In this post you mentioned, you said that you worked 120 hours per week. You had no hobbies, and you gained a lot of weight.

中文翻译:

是的。你在那篇博文里提到，你每周工作 120 小时。你没有爱好，而且体重增加了很多。