

CHRIS HUTCHINS

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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Chris Hutchins - 双语对照

Lenny's Podcast: Chris Hutchins Bilingual Transcript

Lenny's Podcast 访谈录：Chris Hutchins 双语全录

[00:00:00] Chris Hutchins

English:

Yes, there are four million podcasts. However, there are only about 150,000 podcasts that have had 10 episodes and have published in the last 10 days. So the easiest way to be in that top 5% ish. I don't know what the math there is. About 3%, 4% is to just stick to it. Like if you just do an episode a week for 10 weeks, you're now in the top 4% of all podcasts that anyone has created.

中文翻译:

是的，目前有 400 万个播客。然而，只有大约 15 万个播客播出了 10 集以上，并且在过去 10 天内更新过。所以，想要进入前 5% 左右（我不确定具体的数学计算，大概是 3% 到 4%）最简单的方法就是坚持下去。比如，如果你能坚持每周播出一集，连续做 10 周，你就已经超过了全球 96% 的播客创作者了。

[00:00:30] Lenny

English:

Welcome to Lenny's Podcast. I'm Lenny and my goal here is to help you get better at the craft of building and growing products. Today my guest is Chris Hutchins. Chris is not only a former product manager, founder and investor, he just this month went full-time on his podcast and the independent creator path. When I was looking for advice on how to build a podcast, Chris shared this awesome deck with a ton of great advice that he's built throughout his journey, and so I thought it'd be fun to spend an episode talking about all the things that you should know about launching and growing a podcast. Chris's podcast is called All the Hacks, covers all the ways to financially optimize your life, and it's one of the biggest business podcasts in the world. Chris has also been on the Tim Ferris Show actually, interviewing Tim Ferris.

(00:01:15):

He's also head of new product strategy at Wealthfront where he took some big, bold bets within the company, which we talk about. Chris is awesome and I am excited for you to learn from him. I bring you Chris Hutchins after a short word from our wonderful sponsors. This episode is brought to you by Notion. If you haven't heard of Notion, where have you been? I use Notion to coordinate this very podcast, including my content calendar, my sponsors, and prepping guests for launch of each episode. Notion is

an all-in-one team collaboration tool that combines note-taking, document sharing, wikis, project management, and much more into one space that's simple, powerful and beautifully designed. And not only does it allow you to be more efficient in your work life, but you can easily transition to using it in your personal life, which is another feature that truly sets Notion apart.

(00:02:06):

The other day I started a home project and immediately opened up Notion to help me organize it all, learn more and get started for free at notion.com/lennyspod, take the first step towards an organized happy team today, again at notion.com/lennyspod. This episode is brought to you by Vanta, helping you streamline your security compliance to accelerate growth. If your business stores any data in the cloud, then you've likely been asked or you going to be asked about your SOC 2 compliance. SOC 2 is a way to prove your company's taking proper security measures to protect customer data and builds trust with customers and partners, especially those with serious security requirements. Also, if you want to sell to the enterprise, proving security is essential. SOC 2 can either open the door for bigger and better deals or it can put your business on hold. If you don't have a SOC 2, there's a good chance you won't even get a seat at the table.

(00:03:05):

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中文翻译:

欢迎来到 Lenny 的播客。我是 Lenny，我的目标是帮助你更好地打磨和增长产品。今天的嘉宾是 Chris Hutchins。Chris 不仅曾任产品经理、创始人和投资者，就在这个月，他开始全职投入他的播客事业，走上了独立创作者之路。当我寻求关于如何建立播客的建议时，Chris 分享了一份非常棒的 PPT，里面涵盖了他在创业过程中积累的大量宝贵建议。因此，我觉得用一集的时间来聊聊关于启动和增长播客所需了解的所有事情会很有趣。Chris 的播客名叫《All the Hacks》(省钱秘籍)，涵盖了财务优化生活的各种方法，它是全球最大的商业播客之一。Chris 实际上还上过《蒂姆·费里斯秀》(Tim Ferris Show)，并采访过蒂姆·费里斯本人。

(00:01:15):

他曾任 Wealthfront 的新产品策略负责人，在那里他为公司做出了一些大胆的尝试，我们稍后会聊到。Chris 非常出色，我很期待你们能从他身上学到东西。在听完我们赞助商的简短介绍后，我将为你引见 Chris Hutchins。本集由 Notion 赞助。如果你还没听说过 Notion，那你可能落伍了。我用 Notion 来协调这个播客的所有事务，包括内容日历、赞助商管理以及每集嘉宾的准备工作。Notion 是一款全能的团队协作工具，它将笔记、文档共享、维基、项目管理等功能整合到一个简洁、强大且设计精美的空间中。它不仅能提高你的工作效率，还能轻松过渡到个人生活管理中，这是 Notion 脱颖而出的另一个特点。

(00:02:06):

前几天我开始了一个家庭项目，立刻打开 Notion 来帮我组织一切。欢迎前往 notion.com/lennyspod 免费开始使用，今天就迈出通往有序、快乐团队的第一步。本集还由 Vanta 赞助，帮助你简化安全合规流程以加速增长。如果你的业务在云端存储数据，你很可能被问到 SOC 2 合规性。SOC 2 是证明公司采取了适当安全措施保护客户数据的一种方式，能建立客户和合作伙伴的信任，尤其是那些有严格安全要求的客户。此外，如果你想向企业销售产品，证明安全性至关重要。SOC 2 既能为你打开大单之门，也可能让你的业务停滞不前。如果没有 SOC 2，你很可能连谈判桌都上不去。

(00:03:05):

编写 SOC 2 报告可能是一项巨大的负担，尤其是对初创公司而言。它耗时、乏味且昂贵。Vanta 出现了，超过 3000 家快速增长的公司使用 Vanta 来自动化高达 90% 的 SOC 2 相关工作。Vanta 可以在几周内（而不是几个月）让你做好安全审计准备，耗时不到通常时间的三分之一。在限定时间内，Lenny 播客的听众可以享受 Vanta 1000 美元的优惠。只需访问 vanta.com/lenny 即可了解更多并领取折扣。今天就开始吧。Chris，欢迎来到播客。

[00:03:48] Chris Hutchins

English:

Thanks for having me. I'm excited.

中文翻译:

谢谢邀请，我很兴奋。

[00:03:50] Lenny

English:

This is going to be a pretty unique episode, I think. You're a product manager and we're going to talk about some of the things you've learned being a PM on some really killer products. But what I want to spend most of our time on is talking about how to launch a podcast. You've built one of the most popular, biggest business podcasts in just like a year and a half. You've taught me some stuff, you've helped other people with their podcast and so I just thought it'd be really helpful just to talk about just the skill of building a podcast and all the things you should know. How does that sound?

中文翻译:

我想这会是非常独特的一集。你是一名产品经理，我们会聊聊你在打造一些重量级产品时学到的 PM 经验。但我最想花时间聊的是如何启动一个播客。你在短短一年半的时间里就打造了最受欢迎、规模最大的商业播客之一。你教过我一些东西，也帮过别人做播客，所以我觉得聊聊建立播客的技巧和所有应知事项会非常有帮助。你觉得怎么样？

[00:04:21] Chris Hutchins

English:

Sounds great. You just did a episode about growing a newsletter business, which I was like, "This is awesome because I have a newsletter and I want it to be bigger." And I think anyone that's has knowledge to share. I talked to a PM yesterday who was like, "Oh, I've got all these product ideas. Maybe I'll start a podcast." So totally, this is fun.

中文翻译:

听起来太棒了。你刚做了一集关于增长 Newsletter (时事通讯) 业务的内容，我当时就觉得“太赞了”，因为我也做 Newsletter，而且我想把它做大。我觉得任何有知识分享欲望的人都会感兴趣。我昨天还跟一位 PM 聊天，他说：“我有这么多产品想法，也许我该开个播客。”所以，这绝对会很有趣。

[00:04:42] Lenny

English:

Awesome. That's exactly how I've been thinking about it. First we did the newsletter and then podcast maybe the other things, I don't know what's left.

中文翻译:

太好了。这正是我一直在考虑的路径。首先是 Newsletter，然后是播客，也许还有其他东西，我不知道还剩下什么。

[00:04:42] Chris Hutchins

English:

YouTube channel.

中文翻译:

YouTube 频道。

[00:04:43] Lenny

English:

YouTube channel?

中文翻译:

YouTube 频道?

[00:04:44] Chris Hutchins

English:

[inaudible 00:04:44] I don't know if you feel this way, but YouTube. I feel like just putting a podcast on YouTube isn't enough, I need to learn the skills of YouTube.

中文翻译:

(模糊不清) 我不知道你是否也有同感，但关于 YouTube，我觉得仅仅把播客音频放上去是不够的，我需要学习 YouTube 的运营技巧。

[00:04:51] Lenny

English:

Yeah. All right. I got to get MrBeast on, that's the next goal. To set a little foundation for folks, to give him a little sense of your background and some of the things you've done in your career. Can you just talk about some of the biggest things you've done in your career, which you've been up to and then what you're up to now and also about your podcast?

中文翻译:

是的。好吧，我得把 MrBeast 请来，那是下一个目标。为了给听众打个基础，让他们了解你的背景和职业生涯。你能聊聊你职业生涯中做过的一些大事，你过去在忙什么，现在在忙什么，以及关于你的播客吗？

[00:05:09] Chris Hutchins

English:

I'm kind of like a happenstance product person. I basically really liked startups, but I didn't know what job I could have as a non-technical person. And I joined my first startup probably 10 years ago and was like, "I will do anything." And they were like, "Do business development." But it turns out we didn't have anyone who also was doing products, so they were like, "What should we build that people will buy?" So I was like, "Well, I got to figure out how we turned this API we were building for location services into a product." Left that to join other startup with a few people we co-founded, did the Jack-of-all-trades role at a startup and then quickly were acquired by Google about a year in, and I went through the interview process and they were like, "You're a PM." And I was like, "Oh, great, what does a PM do?"

(00:05:51):

I didn't really totally know I'd never worked as a PM. Went through Google's kind of like week of training and got thrown into it and I think I've now learned with a lot of time that being a PM is awesome. Being a PM at Google when we were working on Google Plus was not awesome. Transitioned pretty quickly over to Google Ventures, did venture capital for three years, left to start another company trying to make financial advice more affordable, more accessible. Grew that for about two, three years and we ended up selling that company to Wealthfront where I ran a new product strategy. I most recently just left that role after three years and started going full-time on All the Hacks, which is my effort to help everyone upgrade their life, their money, their travel. I'm the spreadsheet for everything, optimizer and do all this research to try to help people live better, happier, wealthier, healthier lives. And I have a podcast where we share all the hacks to do all of it.

中文翻译:

我算是一个“偶然入行”的产品人。我非常喜欢初创公司，但作为一个非技术背景的人，我不知道自己能做什么工作。大约10年前我加入了第一家初创公司，我说：“我什么都愿意做。”他们说：“那去做业务开发(BD)吧。”但事实证明，我们当时没有人负责产品，所以他们问：“我们应该造什么别人才会买的东西？”于是我想：“好吧，我得弄清楚如何把我们正在开发的定位服务API变成一个产品。”后来我离开那里，和几个人合伙创办了另一家公司，在初创公司里担任“杂家”角色，大约一年后很快被Google收购了。我参加了面试，他们说：“你是个PM(产品经理)。”我当时想：“噢，太好了，但PM是干什么的？”

(00:05:51):

我当时真的不太清楚，因为我从未担任过PM。我参加了Google为期一周的培训，然后就被投入到工作中。经过很长时间，我现在意识到当PM是很棒的。但在Google负责Google Plus期间当PM并不怎么愉快。随后我很快转到了Google Ventures(谷歌风投)，做了三年的风险投资，之后离开并创办了另一家公司，致力于让财务建议更实惠、更易获得。经营了两三年后，我们把公司卖给了Wealthfront，我在那里负责新产品策略。最近我刚离开那个岗位(在那儿待了三年)，开始全职投入《All the Hacks》。这是我努力帮助每个人升级生活、金钱和旅行的尝试。我是一个“万物皆可表格”的优化狂，通过大量研究来帮助人们过上更好、更快乐、更富有、更健康的生活。我有一个播客，分享实现这一切的所有秘籍(hacks)。

[00:06:43] Lenny

English:

Amazing. While we're on the podcast, we're going to dig into this stuff more. Where can folks, find it. It's called All the Hacks.

中文翻译:

太棒了。既然聊到了播客，我们会深入挖掘。大家在哪里可以找到它？它叫《All the Hacks》。

[00:06:48] Chris Hutchins

English:

Anywhere you listen to podcasts right now, search All the Hacks, you can find it at allthehacks.com. I'd be surprised if someone listening to this is more of a newsletter reader than a podcaster, but allthehacks.com/email is the newsletter too.

中文翻译:

在任何你听播客的地方搜索《All the Hacks》都能找到，也可以访问 allthehacks.com。如果听这个节目的人更喜欢读 Newsletter 而不是听播客，我会很惊讶，但 allthehacks.com/email 也有我们的 Newsletter。

[00:07:02] Lenny

English:

Oh, newsletter. I love it. All right, coming back to your last gig at Wealthfront, from what I understand your title was New product Strategy and Andy Rachleff, who was the CEO for a while, kind of legendary figure. He co-founded Benchmark. He's just like this brain that... I listen to him every time I hear him on a podcast. He basically pulled you into Wealthfront and specifically wanted you to focus on figuring out new business ideas, new business lines, new product lines within Wealthfront. Is that right?

中文翻译:

噢，Newsletter，我喜欢。好了，回到你在 Wealthfront 的上一份工作。据我了解，你的头衔是新产品策略负责人，而当时的 CEO Andy Rachleff 是个传奇人物。他联合创立了 Benchmark。他就像是一个超级大脑……每次在播客上听到他说话我都会认真听。他基本上把你拉进了 Wealthfront，并特别希望你专注于挖掘 Wealthfront 内部的新业务点子、新业务线和新产品线。对吗？

[00:07:31] Chris Hutchins

English:

Yeah, so we had an engineer at the time who came up with this idea called Self-Driving Money. I was like, "Gosh, what if you could automate and optimize your entire financial life and you didn't have to rely on human financial advisors?" And we heard from our customers forever that they pay us to not talk to someone, our demographic doesn't want a bunch of humans in the mix. And so we had this idea but we didn't really know what it was. So Andy was like, "Gosh, you've been spending time thinking about financial planning and software and as an entrepreneur, could you come in and help us build Self-Driving Money?"

(00:08:00):

And I was like, "What is it?" They're like, "Well, we got a bunch of ideas from an algorithmic standpoint about how to do it." But, "What exactly is it?" So it was thrown into, "Let's do a bunch of customer research, let's talk to a lot of people and let's try to come up with as audacious of an idea as we could for how you fulfill the promise of automating and optimizing someone's entire financial life to the point that they don't have to think about their finances on a daily basis and they know the right things are happening."

中文翻译:

是的，当时我们有一位工程师提出了一个叫“自动驾驶资金”（Self-Driving Money）的想法。我想：“天哪，如果你能自动化并优化你的整个财务生活，而不需要依赖人类理财顾问，那会怎样？”我们一直从客户那里听到，他们付钱给我们就是为了不用跟人打交道，我们的目标客群不希望有一堆人参与其中。所以我们有了这个想法，但并不真正知道它具体是什么。于是 Andy 说：“天哪，你一直在思考财务规划和软件，作为一名企业家，你能进来帮我们打造‘自动驾驶资金’吗？”

(00:08:00):

我问：“它到底是什么？”他们说：“嗯，从算法的角度来看，我们有很多关于如何实现它的想法。”但是，“它具体的产品形态是什么？”所以我被投入到工作中：“让我们做大量的客户调研，和很多人聊聊，尝试提出一个尽可能大胆的想法，去兑现自动化和优化一个人整个财务生活的承诺，让他们每天都不必操心财务，且知道一切都在正确运行。”

[00:08:28] Lenny

English:

When I think Self-Driving Money, I'm picturing money just driving around, like a Tesla. Money meets Tesla.

中文翻译:

当我想到“自动驾驶资金”时，我脑海中浮现的是钱在到处乱跑，就像特斯拉一样。金钱遇到了特斯拉。

[00:08:34] Chris Hutchins

English:

Yeah, the vision I had was what are the core pieces of financial life that are stressful? It's like, "I got to move money, I got to contribute to these different accounts. I want to make sure I have enough to pay my bills." And so what we ended up with was a product called Autopilot that would monitor your core banking account, whether it was a checking account at Wealthfront or not at Wealthfront or whether it was an account at Wealthfront. And we would say, "Let's make sure we leave a certain amount of money." And you could tell us that much. And then we would say, "Great." Now we had basically a series of things to fulfill with any excess. It was like, "Let's make sure you keep this much as a three-month emergency fund, max out your Roth IRA. Let's make sure you max out your 529 for your kids and let's put the rest in your kind of taxable just brokerage account." And we would just periodically say, "Oh, you got extra money, let's sweep it over and do what we need to do with it so you don't have to think about it."

中文翻译:

是的，我的愿景是：财务生活中哪些核心部分是让人感到压力的？比如“我得转账，我得往不同的账户存钱，我得确保有足够的钱付账单”。所以我们最终做了一个叫“Autopilot”（自动驾驶仪）的产品，它会监控你的核心银行账户（无论是不是 Wealthfront 的支票账户）。我们会说：“让我们确保留下一定数额的钱。”你可以告诉我们那个数额。然后我们会说：“太好了。”现在，对于任何多余的资金，我们有一系列待办事项。比如：“确保保留够三个月的应急基金，存满你的 Roth IRA（个人退休账户），存满给孩子的 529 计划，剩下的放进你的应税经纪账户。”我们会定期说：“噢，你有多余的钱了，让我们把它划走，做该做的事，这样你就不用操心了。”

[00:09:22] Lenny

English:

Can you talk about the impact this had on the company and also just how long of a endeavor this was within Wealthfront?

中文翻译:

你能谈谈这对公司产生了什么影响，以及在 Wealthfront 内部这经历了多长时间吗？

[00:09:29] Chris Hutchins

English:

It was a quick endeavor to try to start talking to people. This was just throw in the mix. I have a very poor sense of time, but let's say somewhere between six and 12 months maybe before we put something really in front of someone that could execute on all the features, there was a lot of prototype UI testing. I think Andy, he's legendary. If anyone listening to this, wants to learn about product market fit, Andy is your guy. I believe he coined the term, he teaches the class at Stanford. And the lesson was really find something people are reaching over the table want, and make sure you have that validation. And so we were putting things in front of people, clickable, full prototypes, and I remember we got to one where someone was like, "Can I go get my husband? I need to show him this."

(00:10:12):

And then I created this thing, which I'm sure is not that new, but I would start pretending that the product existed in the interviews. Only to find out, at the end, people was like, "Oh, it's not out yet." And they're like, "What I want to use..." You could really feel the like, "No, no, no, no, this has to be out. I want to start using it." So we found this thing that a small number of people were very excited about and we knew that a product, this was going to be a high risk bet because people don't automate their financial lives today. People drive to go pick up fast food and if you could with a push of a button, bring it to their house, you're making a thing that they do much more efficient. Right now, well, technically they do this manually, but trusting software to do it is something that we knew would be a higher risk bet.

(00:10:59):

And I think the takeaway, I would say the impact on the company was not as high as we had wanted in that it didn't become this wild top of funnel. I think it's similar to Tesla's autopilot. It's like nobody goes and says, "I just want to buy this car because of this feature." I'm sure some people do, but once you're in the ecosystem, it had huge impact on making it easier for people to start saving more, making it easier for people to be more confident in their finances and just automate all that behavior. So I would say the letdown was, it wasn't the big, huge top of funnel thing where people are like, "Oh, this is all I've ever wanted." Even though if you interview people and you're like, "Gosh, would you like a product that could just automate all this stuff?" They're like, "Yes, I would love it."

(00:11:43):

And then you hand it to them and you're like, "Do you want to use this thing?" And they're like, "Well." It's very hard to test that. And so what we found was it was a win in terms of it. It moved a lot of metrics for saving more money, increasing contributions and that kind of stuff, but it didn't become this growth channel, which Andy would say product market fit is exponential organic growth. So I would say by that metric, we didn't have product market fit, but as a tool to make a system of products so much better. We have the cash account with all the checking features, we have an investing account, we have retirement accounts. So this really brought it all together and that was super valuable.

中文翻译:

我们很快就开始与人交流。这只是初步尝试。我的时间感很差，但大概在 6 到 12 个月之间，我们才真正把一个能执行所有功能的东西摆在用户面前。之前有很多原型 UI 测试。我觉得 Andy 是个传奇。如果听众里有人想学习“产品市场契合点”(Product Market Fit, PMF)，Andy 就是你要找的人。我相信是他创造了这个词，他在斯坦福教这门课。他的教训是：一定要找到那种让人们“越过桌子想要抢走”的东西，并确保你得到了这种验证。所以我们把可点击的完整原型展示给人们，我记得有一次，有人说：“我能去叫我丈夫吗？我得让他看看这个。”

(00:10:12):

然后我做了一件事，这肯定不是什么新鲜事，但我会在访谈中假装产品已经存在了。结果到最后，人们发现“噢，还没上线啊”，他们会表现出：“但我现在就想用……”你能真切感受到那种“不不不，这必须上线，我现在就要用”的渴望。所以我们发现了一小部分人对此非常兴奋。我们知道这是一个高风险的赌注，因为现在人们还没有自动化财务生活的习惯。人们习惯开车去买快餐，如果你能按一下按钮就送到家，你是在让他们已经在做的事情变得更高效。而现在，虽然技术上他们是手动操作，但信任软件来处理钱，我们知道这风险更高。

(00:10:59):

至于对公司的影响，我想说并没有达到我们预期的那么高，因为它没有成为一个疯狂的流量入口(Top of Funnel)。我觉得它类似于特斯拉的自动驾驶。没有人会说“我买这辆车纯粹是为了这个功能”。肯定有人会，但一旦你进入了这个生态系统，它在让人们开始存更多钱、对财务更有信心以及自动化所有这些行为方面产生了巨大影响。所以，令人失望的地方在于，它没有成为那种让人们惊呼“这就是我想要的一切”的巨大增长引擎。尽管如果你采访人们说：“天哪，你想要一个能自动化所有这些东西的产品吗？”他们会说：“是的，我太想要了。”

(00:11:43):

但当你把它递给他们说：“你想用这个吗？”他们会犹豫。这很难测试。所以我们发现，从结果来看它是成功的。它推动了储蓄金额、增加定投等很多指标，但它没有成为 Andy 所说的“产品市场契合点”那种指数级的有机增长渠道。所以按那个标准，我们没有达到 PMF，但作为一个让产品系统变得更好的工具，它是成功的。我们有带支票功能的现金账户，有投资账户，有退休账户。这个功能真正把一切串联在了一起，非常有价值。

[00:12:18] Lenny

English:

Awesome. So here's my big question. What have you learned? You spent a lot of time thinking about big bets, big innovations, working within a company to come up with something totally new. What have you learned about how to approach that within a larger company? How do I successfully innovate? How to think about launching big bets, how to structure teams, anything along those lines?

中文翻译:

太棒了。那么我的大问题来了：你学到了什么？你花了大量时间思考大赌注、大创新，在公司内部尝试创造全新的东西。关于如何在一家大公司内部推进这些工作，你学到了什么？如何成功创新？如何思考启动大赌注，如何组建团队，或者类似的经验？

[00:12:37] Chris Hutchins

English:

I've learned a few things and I think some of them I've learned came naturally being a founder before being a PM. But you think that customer research is all you need to build a product at a company, but figuring out how to create excitement internally and get buy-in from other teams because they're the

ones that are going to build it. They're the ones that are going to help market. It's all a team effort. Sometimes you get caught up, at least I found, as a PM of like, "Oh, we got the customer insights, we did the testing. It's all positive." And then you show the ratings you got from sub survey or the engagement or some clips and that's not the end of it. The end is creating this compelling vision for what you're building. And then the thing I learned from being a founder is, gosh, you have to state your vision and your mission and why you're here, every all-hands.

(00:13:27):

It seems so crazy because it's core to you why we would build this, what it's purposes, why it's amazing. But as a founder, I was like every week I was like, "Hey everybody, before we get started, this is the mission we're on, this is why we're doing it. This is the thing we're doing in the world." And as a PM sometimes you're like, "Well, I told people three weeks ago and I put it in that email that I sent out to everyone and it was in the top of the PRD, so why hasn't everyone understood why this product exists?" And I realized very quickly that, that same thing is true. So if you want to make a big bet, if you want to make a big impactful product, you have to bring people along with you. And your ability to speak publicly, persuade people, build influence within the company. Those things are all as important as your ability to identify a user need and build a product that solves it.

中文翻译:

我学到了几件事，其中一些是因为我在当 PM 之前是创始人，所以自然而然就懂了。你可能认为在公司里做产品只需要客户调研，但实际上，如何激发内部的兴奋感并获得其他团队的支持至关重要，因为是他们在负责开发，是他们在协助营销。这完全是团队协作。作为 PM，我发现有时会陷入这种误区：“噢，我们有了客户洞察，我们做了测试，结果都是正向的。”然后你展示了调查评分、参与度或一些视频片段，但这并不是终点。终点是为你要打造的东西创造一个引人入胜的愿景。我从创始人经历中学到的是：天哪，你必须在每一次全员大会（All-hands）上陈述你的愿景、使命以及你为什么在这里。

(00:13:27):

这听起来很疯狂，因为对你来说，为什么要造这个、它的目的是什么、它为什么这么棒，这些都是核心常识。但作为创始人，我每周都会说：“嘿大家，在开始之前，这是我们的使命，这是我们这么做的原因，这是我们在世界上正在做的事情。”而作为 PM，有时你会想：“嗯，我三周前告诉过大家了，我也发了邮件，PRD（产品需求文档）开头也写了，为什么大家还是不明白这个产品存在的意义？”我很快意识到，道理是一样的。所以如果你想做一个大赌注，想做一个有影响力的产品，你必须带上大家一起走。你的公开演讲能力、说服力、在公司内部建立影响力的能力，这些都和你识别用户需求并打造解决方案的能力一样重要。

[00:14:15] Lenny

English:

Awesome. This reminds me a lot of Airbnb, where the founders, all-hands share the vision and the strategy that they came up with that year. Every single all-hands. And it's always like, "Yeah. Yeah, we know. We know." But to your point, it's so powerful and important.

中文翻译:

太棒了。这让我想起了 Airbnb，创始人们在每次全员大会上都会分享那一年的愿景和策略。每一次都是。大家总是反应：“行了行了，我们知道了。”但正如你所说，这非常强大且重要。

[00:14:28] Chris Hutchins

English:

And some people don't know. Some people we're not paying attention that one all-hands, we're kind of missed it out, skip all-hands. Often there's just, you need everyone to be able to in... And this is a little segue to podcasting and we'll come back to it, but I start my show with saying, "Hello and welcome to another episode of All the Hacks, the show about upgrading your life, money and travel." Because I just want everyone to know this is exactly what this show's about, so when their friend asks them a question, they're like, "This is exactly what it is." And the same thing is true about a company's mission, a product, vision, anything you want everyone to really understand it, be able to talk about it succinctly and just have a very cohesive narrative in their head. That's a really big one. I think the other one is just understanding the customer, not just by talking to them, but just being in the mix, playing with all the products.

(00:15:14):

Something I asked a few of my colleagues before this, "What are things that I've particularly done well?" And they were just like, "Gosh, I feel like you understand what's happening outside of the walls of our business better than a lot of people." And maybe that's talking to a lot of other people who are founders talking to a lot of other people, starting companies, going to read all the comments on new financial products on Product Hunt. Really just trying to understand people beyond just customer research. And so that was another thing that I think... As a founder, you're always looking for product market fits, you're always trying to learn. Sometimes at a company it's really easy to get caught up in the research you've already done and the customers you've already talked to and you forget to kind of step outside and go talk to other people and see what other people are doing. And I'd say don't get caught up in what competitors are building and try to feature parody them, but just understanding the space outside of the walls of your business.

中文翻译:

而且有些人确实不知道。有些人那次全员大会没留心，或者错过了，或者翘掉了。通常你需要每个人都能……这可以顺便引申到播客，我们待会儿再细聊，但我每集节目的开头都会说：“大家好，欢迎收听新一期的《All the Hacks》，这是一个关于升级你的生活、金钱和旅行的节目。”因为我只想让每个人都知道这个节目到底是什么的，这样当他们的朋友问起时，他们能脱口而出：“它就是干这个的。”公司的使命、产品的愿景也是如此，你希望每个人都能真正理解它，能简洁地表达它，并在脑海中有一个非常连贯的叙事。这是非常重要的一点。我认为另一点是真正了解客户，不仅仅是通过交谈，而是深入其中，体验所有的产品。

(00:15:14):

在此之前我问过几位同事：“我有哪些做得特别好的地方？”他们说：“天哪，我觉得你比很多人都更了解我们公司围墙之外发生的事情。”这可能是因为我经常和其他创始人聊天，和正在创业的人交流，去 Product Hunt 上阅读所有关于新金融产品的评论。真的只是在尝试通过客户调研以外的方式去理解人。我觉得这是另一点……作为创始人，你总是在寻找 PMF，总是在学习。但在公司里，很容易沉溺于已经做过的研究和已经聊过的客户，而忘记走出去看看别人在做什么。我想说，不要陷入竞争对手在做什么就去模仿功能的怪圈，而是要理解你业务围墙之外的整个领域。

[00:16:06] Lenny

English:

One thing I'll add to your point about reminding people of the strategy and the vision is if you can also help them understand how their team and project connects up through that, create kind of a little tree of, "Here's all the teams, what they're doing. Here's all connects to the pillars of focus and themes and then here's how it connects to the North Star metric and or vision mission. "That kind of adds another wrinkle of like, "Oh, wow. I get it. I get why this team's important."

中文翻译:

关于提醒人们策略和愿景，我想补充一点：如果你能帮助他们理解自己的团队和项目是如何与之关联的，效果会更好。比如创建一个小树状图：“这是所有的团队及其工作，这是它们如何连接到核心支柱和主题，然后这是它们如何连接到北极星指标（North Star metric）或愿景使命。”这会增加一个维度，让大家感叹：“噢，哇，我明白了，我懂为什么这个团队很重要了。”

[00:16:30] Chris Hutchins

English:

There's a great analogy, I'm sure if I send a link you could put in the show notes or something about a football team. And it's like the GM's goal is to sell out the tickets and win the conference championship and it actually tiers it down. It's like, "Well, there's a defensive line coordinator." I'm not even that big of a sports person, but it's like the defensive line coordinator's job is just one specific thing, but they kind of explain how it all levels up to this one North Star metric for the company or two in that case. And I think that's just so important and when you're talking to people at your company with your colleagues, it's not just what it does. It's like, "This product will automate people's money movement so they don't have to move their money and it happens automatically." And that's cool, but it's equally as important to remind everyone, "And then they don't have to worry about their money every week and then they don't have to worry that their contributions might leave them without enough money in their checking account to pay their rent."

(00:17:22):

There's these two components of it which are, what does it do, but what's the feeling you want someone to have? And that gets into product vision versus just the product feature set. And whenever we've written product visions statements about things we're building, it's like, "Imagine a world where someone can feel this way about their money." And it's like, "And then this thing will do that." That's the product strategy. It's how you execute on it. And so Reforge has this awesome product strategy kind of product vision roadmap that levels them all up, which I really like as a another resource.

中文翻译:

有一个很棒的比喻，如果我发个链接，你可以放在节目介绍里，是关于橄榄球队的。总经理的目标是卖光门票并赢得联盟冠军，然后目标层层分解。比如“防守线协调员”，我虽然不是体育迷，但防守线协调员的工作只是一个非常具体的事情，但他们会解释这如何最终贡献给公司的那个（或两个）北极星指标。我觉得这太重要了。当你和同事交流时，不仅仅是说产品的功能，比如“这个产品会自动处理转账，所以用户不用自己动手”。这很酷，但同样重要的是提醒大家：“这样他们就不用每周担心钱的问题，不用担心存了钱之后支票账户里没钱交房租了。”

(00:17:22):

这包含两个组成部分：它能做什么，以及你希望用户有什么样的感受？这就涉及到了产品愿景，而不仅仅是产品功能集。每当我们为正在打造的东西写产品愿景声明时，通常是：“想象一个世界，人们可以这样看待他们的金钱。”然后，“这个产品将实现这一点。”这就是产品策略，即你如何执行。Reforge 有一套非常棒的产品策略和产品愿景路线图，能把这些都串联起来，我觉得那是另一个很好的资源。

[00:17:54] Lenny

English:

The Reforge. I just recorded another podcast this morning actually, and what you just said reminded me of it, where a lot of people focus too much on features and not enough on benefits. And the stuff you're talking about is just like, "Think about what are the benefits of the person." Versus, "Here's feature one, feature two, feature three."

中文翻译:

Reforge。其实我今天早上刚录了另一期播客，你刚才说的话让我想起了它。很多人太关注功能（features），而不够关注益处（benefits）。你所说的正是：“想想对用户有什么好处”，而不是“这是功能一、功能二、功能三”。

[00:18:10] Chris Hutchins

English:

The last little skill, and I know you, you've talked about this, but I think it's something that I was fortunate enough to not care about. Which I think is, when you focus too much at a company about like, "Ooh, I want the promotion" you get caught up in this world where you're like, "If I want the promotion, I need to do what my boss wants." And I had this fortunate benefit of... Like my last job, I was the CEO. I didn't care about my title, I didn't care about leveling up. I came in and I was like, "I want to continue trying to execute on this vision of this thing that I wanted to do." What that actually meant was my only metric I cared about was impact and trying to build a product that would work. And I think in any job in any company, it turns out you think that doing what your boss wants is actually what's going to get you promoted.

(00:18:55):

But the people that I've had work for me or I've worked alongside that seem to always be the outperformers, are always the people that are just solely focused on having the most impact on the company. I think the thing I learned, which I thanks to Andy Rachleff for teaching me this is when you push so hard for your ideas and you have really strong beliefs, you have to also make sure you state your intent. Because sometimes people think you're acting out of self-interest. I'd be like, "Oh, we should delete this feature and build this crazy thing. It's going to be amazing." And people are like, "Oh, Chris just thinks his idea is better than everyone."

(00:19:27):

And so he taught me, he's like, "It would go a long way before you said that, you said, "Hey guys, I've got some crazy ideas, but before I say them, I just want you to know that all I care about is that the company is successful. And I think this idea will make the company successful. And that's why I'm so excited about it. I don't need to own it. I don't care who owns it, I'm just really excited about it. And when you state your intent, you give people a little bit of ease in thinking you know what it might be. And even though I'm sure half the people listening work at a company where their culture is like assume best intent is one of the pillars, it's still our nature to assume that if someone's shooting down an idea we have that maybe it's out of their own self-interest.

(00:20:03):

And I've learned that when you have crazy ideas and when you're pushing back against a lot of people, if you can make sure you constantly remind them why you're doing it and what you care about, it goes a lot further than if you just kind of come in there with sharp elbows and try to push for crazy things.

中文翻译:

最后一个技巧，我知道你也聊过这个，但我很幸运我并不在乎这个。我认为，当你在一家公司太关注“噢，我想升职”时，你就会陷入一种思维：“如果我想升职，我就得做老板想让我做的事。”而我有一个幸运的优势……比如在上一份工作之前，我是CEO。我不在乎头衔，不在乎职级晋升。我加入公司时想的是：“我想继续尝试执行我想要实现的这个愿景。”这意味着我唯一关心的指标就是影响力(impact)，以及尝试打造一个成功的产品。事实证明，在任何公司的任何工作中，你以为做老板想让你做的事就能让你升职。

(00:18:55):

但那些为我工作过或与我共事过的表现最出色的人，总是那些只专注于对公司产生最大影响力的人。我学到的一点（感谢Andy Rachleff教给我这个）是：当你极力推销自己的想法并持有强烈信念时，你还必须确保陈述你的意图(intent)。因为有时人们会认为你是出于自私。我会说：“噢，我们应该删掉这个功能，做一个疯狂的东西，它会很棒。”然后人们会想：“噢，Chris只是觉得他的主意比所有人都好。”

(00:19:27):

所以他教我，他说：“在你开口之前，如果你先说：‘嘿伙计们，我有一些疯狂的想法，但在我说出来之前，我只想让你们知道，我唯一关心的就是公司的成功。我认为这个想法会让公司成功，这就是我为什么这么兴奋的原因。我不一定要主导它，我不在乎谁来负责，我只是真的很兴奋。’这样效果会好得多。”当你陈述意图时，你会让人们感到轻松，因为他们知道你的出发点。尽管我相信听众中有一半人所在公司的文化支柱之一是“假设对方是好意”(assume best intent)，但我们的本性仍然会假设，如果有人否定我们的想法，那可能是出于他们自己的私利。

(00:20:03):

我学到的是，当你有了疯狂的想法并反对很多人的意见时，如果你能不断提醒他们你为什么要这么做以及你关心的是什么，这比你带着“尖锐的肘部”强行推销疯狂的东西要有效得多。

[00:20:19] Lenny

English:

Reminds me, I think Andy is the person who on a podcast once said that every year he picks like a, "We're going to bet the company on this idea." Kind of project, is that?

中文翻译:

这让我想起，Andy好像曾在播客里说过，他每年都会选一个类似“我们要把公司赌在这个想法上”的项目，是吗？

[00:20:28] Chris Hutchins

English:

I would say we've done that a few times. I think the thing that I always told people that I wanted to work on is like, "I want to work on a project that if successful makes everything we do as a company today feel like it's not that important because we did something that was 10 times bigger than everything we're doing today. And what we're doing now is just 10% of the company." Those are the kind of crazy ideas I like to work on. They're very hard sometimes you're like, "Ooh, I've got one." And then it just doesn't work. Sometimes you do one and it takes a turn. But I think that when companies find those things, they're so powerful. But if you don't have the buy-in for management that that's your goal... Andy, he always talks about slugging average, not batting average. He's like, "I don't care if you hit the ball every time. If one in 10 times you hit a home run that's better than someone who hits it every three out of 10 times but gets out a lot."

(00:21:15):

He thought about that and the balance. He's written a lot internally about the balance between working on iterative improvements to current features and then taking big bets and trying to find the balance amongst it all. But I think he does believe there is always exploration necessary for taking big bets and trying to take swings that could have outsized impact. You got to balance it because you're often wrong. And I think that's something that I was like, "That's the thing I want to work on." As someone who is kind of running a company, when you get to go to a big company and you're like, "Now I can solely focus just on this big product bet. I don't have to worry about hiring and recruiting and all these other things." So that was fun.

中文翻译:

我想说我们确实做过几次。我总是告诉别人我想做的项目是：“我想做一个如果成功了，会让公司今天做的所有事情都显得不那么重要的项目，因为我们做出的东西比现在的业务大 10 倍。现在的业务只占公司的 10%。”这就是我喜欢研究的那种疯狂想法。它们很难，有时你觉得“噢，我有一个”，结果却行不通。有时你做了一个，结果却偏离了方向。但我认为当公司找到这些东西时，它们是非常强大的。但如果你没有管理层的支持，认为这就是你的目标……Andy 总是谈论“长打率”(slugging average) 而不是“安打率”(batting average)。他说：“我不在乎你是否每次都能击中球。如果你 10 次里有 1 次打出全垒打，那也比那些 10 次里击中 3 次但经常出局的人要好。”

(00:21:15):

他思考过这一点以及其中的平衡。他在公司内部写了很多关于在改进现有功能和进行大赌注之间寻找平衡的文章。但我认为他确实相信，为了进行大赌注并尝试产生巨大影响的“挥棒”，探索总是必要的。你必须平衡它，因为你经常会出错。我觉得那就是我想做的。作为一个曾经经营公司的人，当你进入一家大公司，你会觉得：“现在我可以全身心投入到这个重大的产品赌注上，不用担心招聘和其他杂事了。”所以那段经历很有趣。

[00:21:52] Lenny

English:

Speaking of being solely focused on something, let's talk about the podcast. So this is kind of the new thing that you're going to be focused on full-time. You just left Wealthfront and you launched the podcast maybe a year and a half ago, correct me if I'm wrong, by a year and a half ago. The podcast is Top 30, top 40 business podcast. It's probably gone a lot of higher at some points. And so there's a bunch of questions I want to ask about just how you launched this thing and built this thing. But broadly, what did I miss about the [inaudible 00:22:18] framing of the podcast?

中文翻译:

说到全身心投入，让我们聊聊播客吧。这是你现在要全职投入的新事业。你刚离开 Wealthfront，大约一年半前启动了播客（如果我记错了请纠正我）。这个播客现在是商业类排名前 30 或前 40 的节目，有些时候可能排名更高。我想问很多关于你是如何启动并建立这个节目的问题。但概括来说，关于播客的定位，我漏掉了什么吗？

[00:22:18] Chris Hutchins

English:

Oh, yeah. That's it. It's about 18 months old. Been doing, gosh, probably about almost 100 episodes, not quite there. Weekly show and I went on parental leave part of the last 18 months and I tried to balance family and just grinding on this and it's been a passion project on the side and I'm very excited to see all the different kind of legs and tentacles that the brand and the content can have.

中文翻译:

噢，是的，差不多。它大约 18 个月大。已经做了……天哪，大概快 100 集了，还没到。这是一个周更节目。在过去的 18 个月里，我休了一段时间产假，尝试平衡家庭和这个项目的打磨。它一直是我业余时间的热情所在，我很兴奋能看到这个品牌和内容延伸出各种不同的可能性。

[00:22:45] Lenny

English:

What kind of benefits and good things have come out of having a podcast and launching a podcast or running a podcast?

中文翻译:

拥有、启动或运营一个播客带来了哪些好处和积极的影响？

[00:22:51] Chris Hutchins

English:

I think we all run into people and you're like, "Gosh, this person's really smart. I wish that I could just pick their brain for an hour." And sometimes you could just email them, be like, "Hey, could we schedule some time in a month and we could just chat?" But that sometimes just feels like a weird thing to ask. The podcast gives you this great platform, you're like, "Well, I have a podcast. And so I would love to invite you on and help you amplify your message and spend an hour trying to understand everything about topic X, Y, Z." And sometimes it's really nerdy and nuanced and sometimes it's broad, but being able to have a reason. I think one of my first episodes was with a guy named Morgan Housel who wrote a book called Psychology of Money. I read the book, I was like, "This is a great book. I have so many questions."

(00:23:32):

But like what I'm going to do? Randomly email this person I don't know and say, "Hey, I loved your book. Can I just ask you questions for 45 minutes?" I would never do that. But I randomly emailed him and said, "Hey, we've never met. But I have a podcast." I don't even think it had launched, "It's launching next week, but I'm really excited about it. Could I pick your brain?" And he was like, "Sure." So I would say the biggest thing is it just gives you a platform to explore your curiosities on things provided that you can really focus the thing that you talk about on one vertical, niche, something so that people learn what it's about. Because the hardest part about podcast growth is there's like four million podcasts and you've got to find a way to stand out in a sea of many podcasts.

中文翻译:

我想我们都会遇到一些人，你会感叹：“天哪，这个人太聪明了，我真希望能请教他一个小时。”有时你可以发邮件说：“嘿，我们能下个月约个时间聊聊吗？”但有时这听起来很奇怪。播客给了你一个绝佳的平台，你可以说：“我有播客，我想邀请你来，帮你传播你的理念，并花一个小时深入了解某某话题。”有时话题很硬核、很细分，有时很宽泛，但关键是你有了一个理由。我最早的几集节目之一是采访 Morgan Housel，他写了《金钱心理学》(Psychology of Money)。我读了那本书，觉得太棒了，有很多问题想问。

(00:23:32):

但我该怎么办呢？随机给一个我不认识的人发邮件说：“嘿，我喜欢你的书，我能问你 45 分钟问题吗？”我绝不会那样做。但我给他发了邮件说：“嘿，我们没见过面，但我有个播客。”我甚至觉得当时还没上线，“下周上线，我对此很兴奋，我能请教你吗？”他说：“当然可以。”所以我想说，最大的好处是它给了你一个探索好

奇心的平台，前提是你能把谈论的内容聚焦在一个垂直领域或利基市场，让人们知道它是关于什么的。因为播客增长最难的部分在于，目前有 400 万个播客，你必须在茫茫播客海中找到脱颖而出的方法。

[00:24:12] Lenny

English:

Let's actually talk about that. I was going to ask you about that. There's like four million you said, that seems right. It's probably a four million launched to date. Also, if you're someone that's thinking about, "Should I do a podcast? Should I not do a podcast?" Do you have any advice for just signs that this might be a worthwhile endeavor with your time versus signs you probably should not do this, do not even-

中文翻译:

让我们聊聊这个。我正想问你。你说有 400 万个，听起来没错，大概是至今为止启动过的总数。另外，如果有人在考虑“我该不该做播客？”，你有什么建议吗？哪些迹象表明这值得投入时间，哪些迹象表明你可能不该做，甚至不该开始？

[00:24:34] Chris Hutchins

English:

I'll give you two perspectives. So one is, yes, there are four million podcasts. However, there are only about 150,000 podcasts that have had 10 episodes and have published in the last 10 days. So the easiest way to be in that top, I don't know, 5% ish. I don't know what the math there is, about %3, 4%, is to just stick to it. If you just do an episode a week, for 10 weeks, you're now in the top 4% of all podcasts that anyone has created. Now, that doesn't mean you're in the top 4% of the 150 active podcasts. So what I would say to that is... I mean, maybe you have a massive platform already, in which case just go start the podcast. But if you don't already have a massive platform, it is unlikely statistically, that this thing is going to work. So absolutely, do not start the podcast if you wouldn't do it for free, making no amount of money in perpetuity or as long as you want to experiment with.

(00:25:31):

That's one thing I'll throw out there is you are most likely going to start a podcast and it will not take off and be wildly successful. However, I've met plenty of people who have hundreds of listeners and hundreds of episodes and they stuck at it because they truly loved the thing. If you don't know if you love the thing, it's very easy, which is what I did to say, "I'm going to have one season of eight episodes." And I committed to record eight interviews and put eight interviews out in the world. That was it all I committed to myself. And I said, "If that doesn't work, then I will be fine and say, "Here is season one and there's just not a season two." And I would be okay with it." So you can commit to see if you like it before you do it, but chances are, and you might have found something similar when you started creating content, it's like for the first six, nine months, there's no revenue coming in.

(00:26:23):

It's a lot more work than it seems. Everyone I know that has no podcast and goes to having a podcast, they're like, "Oh my gosh, I thought this was just once, one hour a week, I just talked to somebody." It's like, "Now, I have to prepare for it. I got to write up show notes, I got to make sure it's edited properly, I got to recruit people. Turns out you reach out to 10 people, two reply, one is willing to schedule this week." There's just a lot that goes into it. So I'd say only do it if you're excited to do it, even if five people are on the other end.

中文翻译:

我给你两个视角。第一，是的，有 400 万个播客。然而，只有大约 15 万个播客播出了 10 集以上且在过去 10 天内更新过。所以，进入前 5% 左右（大概是 3% 到 4%）最简单的方法就是坚持。如果你能坚持每周一集，连做 10 周，你就进入了所有播客的前 4%。当然，这并不意味着你是那 15 万个活跃播客中的前 4%。所以我想说的是……除非你已经拥有巨大的平台，否则从统计学上讲，这事儿不太可能成功。所以，如果你不愿意在没有任何收入的情况下永久（或在实验期间）免费做这件事，那就绝对不要开始。

(00:25:31):

我想提醒大家的是：你很有可能开始做播客，但它并不会火爆或大获成功。然而，我见过很多人，他们只有几百个听众，却做了几百集，他们坚持下来是因为真心热爱。如果你知道自己是否热爱，有一个很简单的方法（也是我当时做的）：告诉自己“我要做一季，共八集”。我承诺录制八次采访并发布。这就是我对自己的全部承诺。我说：“如果这行不通，我也没关系，就当是只有第一季没有第二季。”我可以接受。所以你可以在正式投入前先试水，但很有可能（你开始创作内容时可能也有同感），在前六到九个月里，是没有任何收入的。

(00:26:23):

而且它的工作量比看起来大得多。我认识的每个从没做过播客到开始做的人都会感叹：“天哪，我以为只是每周花一小时找人聊聊天。”结果是：“现在我得准备，得写节目介绍，得确保剪辑正确，得招募嘉宾。事实证明，你联系 10 个人，2 个回复，只有 1 个愿意这周录制。”这里面有很多琐事。所以我说，只有当你即使只有 5 个听众也会感到兴奋时，才去做。

[00:26:49] Lenny

English:

Talking about the time investment, how long does it take you per episode, hours-wise? And then how long did it take you to kind of prep launch?

中文翻译:

说到时间投入，每集节目大约需要你花多少小时？另外，准备启动花了多长时间？

[00:26:59] Chris Hutchins

English:

And this has evolved a bit as the podcast has generated enough revenue to hire other people. But in general, I would probably spend, depending on how well I knew the topic or the person, anywhere from two to 10 hours preparing for an interview. If someone wrote a book at the beginning I was like, I got to read the whole book, I got to take notes. Then I was like, "Well, if I read the whole book and take notes, then I kind of know everything. So I'm going to read a few chapters." I wanted to listen to everyone on different interviews. Some people are really hard, some people have only talked about one topic and you want to get them on another topic. I interviewed Carrie Walsh Jennings, who's a three time gold medalist at the Olympics for beach volleyball. And I listened to every interview she'd ever done because only 3% of each interview was about not volleyball stuff.

(00:27:45):

And I was like, "Well, I don't want to talk about volleyball, I want to talk about performance and how you can train." She won a gold medal while she was pregnant. This is a serious level of physical and mental preparedness that I wanted to dig into. So that's one big piece of it. After it's done, then it really depends on the style of show. If you have this NPR style editing where it's very narrative driven, it could take you a

long time to go through the editing. For me with interview style, I think it takes me about an hour to go back and listen to it at a little, speed up pace. And then go in and be like, "Ah, this thing wasn't worth keeping in. Or I mean, we had to repeat something and let's cut that out, or this person stumbled on their words."

(00:28:27):

Fortunately there's some amazing software. Now I use a piece of software called Descript, which basically imports all the audio, transcribes it to, let's call it like 95% accuracy. And then you can edit the podcast like you would edit a Google Doc. It's crazy. You're just like, "Oh, let's delete all the ums, control F, um. Ignore all ums." And then you listen through it and you're like, "Oh, that um, was really necessary, let's put it back in." And little edits like that. But that tool makes the editing process really easy. From the get-go, I had an audio engineer who would actually mix and master and add in the music and that kind of stuff.

(00:29:02):

So I would say each guest is probably at least 10 hours plus probably two or three hours of coordination and outreach to three or four people that you reach out to in order to get the one. Now I've since, hired someone who helps do a little bit of research. So they might go listen to two or three episodes, read a couple chapters of book and put up some notes with links to those various places. So I can then take that and take my time from 10 hours to three hours.

中文翻译:

随着播客产生的收入足以雇人，情况有所变化。但总的来说，根据我对主题或人物的了解程度，我可能会花 2 到 10 个小时准备一次采访。刚开始如果有人写了书，我会觉得我得读完一整本书并做笔记。后来我想：“嗯，如果我读完书并做了笔记，我就全知道了。所以我只读几章。”我想听听他们在其他采访中的表现。有些人很难搞，有些人只谈论一个话题，而你想让他们谈谈另一个话题。我采访过凯莉·沃尔什·詹宁斯 (Carrie Walsh Jennings)，她是三届奥运会沙滩排球金牌得主。我听了她做过的每一次采访，因为每次采访中只有 3% 的内容与排球无关。

(00:27:45):

我想：“我不想聊排球，我想聊表现力以及如何训练。”她在怀孕期间赢得了金牌，这种身体和心理的准备程度是我想要挖掘的。所以这是很大一部分工作。录制完成后，取决于节目的风格。如果你是 NPR 那种叙事驱动的剪辑风格，剪辑会花很长时间。对我这种访谈风格，我大概花一个小时倍速回听一遍，然后决定：“啊，这段不值得留着，或者这段重复了要剪掉，或者这个人忘词了。”

(00:28:27):

幸运的是现在有一些很棒的软件。我用一个叫 Descript 的软件，它能导入所有音频，将其转录成文字（准确率大概 95%）。然后你可以像编辑 Google 文档一样编辑播客。这太疯狂了。你只需说：“删掉所有的‘嗯’，Ctrl+F 搜索‘嗯’，全部忽略。”然后你听一遍，发现：“噢，那个‘嗯’其实很有必要，把它放回去。”就是这类小修小补。这个工具让剪辑变得非常简单。从一开始，我就有一位音频工程师负责混音、母带处理和添加音乐等工作。

(00:29:02):

所以我会说，每个嘉宾大概至少需要 10 小时，外加两三个小时的协调工作（联系三四个人才能约到一个）。现在我雇了一个人帮我做初步研究。他们会去听两三集节目，读几章节，整理出带有链接的笔记。这样我可以把准备时间从 10 小时缩短到 3 小时。

[00:29:31] Lenny

English:

I'll share my experience briefly. It's a little different, which is really interesting to hear your experience. So I launched the complete opposite of your advice, which is I just launched big with like, "I will do this forever. This is my new thing. I have 40 guests lined up, here's who they're going to be." And I think it's partly because I already went through that initial period of uncertainty, whether I can keep this up with a newsletter, which you said eight to nine months. Which is exactly how long it took me to do the newsletter every week to get to a point where I'm like, "Yes, I can keep this up for years. Let's start adding a paid plan." So I think I was just more confident that I can keep at it.

(00:30:06):

And then I actually planned to monetize from the beginning. I think partly again, because I had the newsletter already. And I will say, so I don't edit that myself. I have a production group that is a game changer. So you can save a lot of time and I don't know if you've gone to a producer or anything, but I feel like most people eventually do.

中文翻译:

我也简短分享一下我的经验。我的情况有点不同，听你的经历很有趣。我启动时完全违背了你的建议，我是“大张旗鼓”启动的，心想：“我会永远做下去，这是我的新事业，我已经排好了40个嘉宾，名单都在这儿。”我想部分原因是我已经经历过Newsletter的那段不确定期（你说的8到9个月）。我当时每周写Newsletter，确实花了这么长时间才达到“是的，我可以坚持做几年，让我们开始加入付费计划”的程度。所以我对自己能坚持下去更有信心。

(00:30:06):

而且我从一开始就计划变现。我想部分原因也是因为我已经有了Newsletter。另外，我不自己剪辑。我有一个制作团队，这简直是“游戏规则改变者”。这样可以节省大量时间。我不知道你是否找了制作人，但我感觉大多数人最终都会这么做。

[00:30:25] Chris Hutchins

English:

I've now switched to someone who went back, listened to the first 20 or 30 episodes and said, "Oh, I get what you like to cut out of a conversation." And I'll end and say, "Hey, take that 90-minute conversation. And I think there's probably 20 minutes to cut out." And they do a very good job of getting pretty close.

中文翻译:

我现在也换人了，他回听了前20或30集，然后说：“噢，我明白你在对话中喜欢剪掉什么了。”录制结束我会说：“嘿，把这90分钟的对话拿去，我觉得大概有20分钟可以剪掉。”他们做得非常好，非常接近我的要求。

[00:30:42] Lenny

English:

Awesome.

中文翻译:

太棒了。

[00:30:42] Chris Hutchins

English:

To the point that some episodes I'm just like, I don't even look at it.

中文翻译:

以至于有些集数我甚至看都不看。

[00:30:45] Lenny

English:

Yeah.

中文翻译:

是的。

[00:30:45] Chris Hutchins

English:

It's just recorded and done.

中文翻译:

录完就完事了。

[00:30:46] Lenny

English:

Yeah.

中文翻译:

是的。

[00:30:47] Chris Hutchins

English:

When it comes to launch, I would say one of my suggestions is to get a few things in the bag. Line up... You don't want to launch and then be scrambling. So I tend to think launching with two or three episodes, either all at once or in a week is a really valuable strategy. You talked about in the intro, you're like, "Sometimes it's been a higher ranked, but top 30." I think I've been top 100 in the business category all the way to top five in the business category, maybe top 10 and just all the way in between.

(00:31:18):

And the reason for that is that the ranking charts are all driven by different variables than you would imagine. They're driven a lot by momentum of new subscribers, at least on the Apple charts than actual downloads. So I have a friend who launched a podcast and had a huge following on social media and so out the gate was able to garner a ridiculous number of new subscribers to the point that she was the number two podcast overall, all podcasts in the world.

中文翻译:

关于启动，我的建议之一是先存几集。排好计划……你不想刚启动就手忙脚乱。所以我认为启动时同时发布两三集，或者在一周内发布，是一个非常有价值的策略。你在开场白里提到排名，说“有时排名更高，但基本在前30”。我想我在商业类目里进过前100，也进过前5，甚至前10，各种名次都有过。

(00:31:18):

原因在于，排行榜的驱动因素和你想象的不同。至少在Apple的榜单上，它们更多是由新订阅者的增长势头(momentum)驱动的，而不是实际下载量。我有一个朋友启动了一个播客，她在社交媒体上有大量粉丝，所以一出门就获得了惊人数量的新订阅者，以至于她一度成为了全球所有播客总榜的第二名。

[00:31:45] Lenny

English:

Holy shit.

中文翻译:

我的天。

[00:31:45] Chris Hutchins

English:

It is crazy for a week or two, a woman named Erika Colberg, she has a podcast called Erika Talk.

中文翻译:

那一两周确实很疯狂，她叫Erika Colberg，她的播客叫《Erika Talk》。

[00:31:51] Lenny

English:

Oh, yeah.

中文翻译:

噢，是的。

[00:31:53] Chris Hutchins

English:

But it's not number two anymore because it's so driven on the momentum of how often you can get new subscribers. She's still in the top 100 of business podcasts, but to get to the number two spot overall, it's all about number of new followers per hour. And if you can get a ton of traffic early on, you can drive that. And I will say the value of you doing that is now you've got this screenshot of like, "Look, I was top 10." And by the way, she did the same thing I did. The moment I was top 10, the second I was in top 10, I immediately took all those guests that were on my dream list and I was like, "Hey, I've got a top 10 podcast. Go look at it right now and see that it's in the top 10." So you can always say that forever after it happens once, you can always use those things. So capitalize on that.

(00:32:39):

So you had the newsletter before. I had a newsletter I'd written on casually for various things throughout my life and for my last startup. And so I kind of put it all together to try to carry a big launch so that we really spike the rankings, maybe qualify for Apple does this new and noteworthy thing. And so there's a lot of stuff you can do to build momentum at launch, but at the end of the day, all the momentum in the world doesn't matter if your content's not good. So I try to say content for me is product market fit for building software. It's like you need to have a good podcast. And so if you launch big, one of the downsides is you're like, you don't really get that moment of tweaking and testing and seeing how it is. And I will say, I did five episodes in the fifth one. I was like, "This is number one." The first one I recorded came out, I don't know, fifth. But the fifth one I recorded came out first because I just knew it was episode one.

(00:33:32):

And the guest that I had on, and we talked about travel hacks, a guy named Leigh Rowan, he's come on twice. It was just like this awesome energy episode about everything you want to know about travel hacks, allthehacks.com/one. So save yourself the need to scroll through the whole list. But if your content isn't a unique perspective, you don't have a unique way of saying it. It's going to be really hard to stand out in the sea of podcasts. So I always say, be you, be authentic. Try to be someone's favorite. Don't try to be everyone's okay podcast. I remember Tim Ferris was saying... I got a chance to go on Tim Ferris's show and interview him about podcasting. And he's like, "Look, I did an episode about how to..." I think it was like how to make violins or something. And he's like, "I was so fascinated about this. 80% of people were like, what is this episode? But 20% of people thought it was one of the best episodes I'd done that year."

(00:34:24):

And I think half of his top 10 episodes of all time are people you wouldn't recognize. So I would focus on what gets you excited, not focus on what you think will move the metrics. Because every time I have a guest where I'm like, "I really think this person's going to move the metrics." It doesn't. And then I interview someone who no one has ever heard of, and I get these emails like, "Wow, that was such a good episode. Can't be. Oh man, I'm so glad you did that one." I was like, "You don't even know this person is."

中文翻译:

但现在不是第二名了，因为这太依赖于获得新订阅者的势头。她仍然在商业播客前 100 名，但要达到总榜第二，全看每小时新增粉丝数。如果你能在早期获得大量流量，你就能推动排名。我想说，这样做价值在于你现在有了这张截图：“看，我进过前 10。”顺便说一下，她做了和我一样的事。当我进入前 10 的那一刻，我立刻联系了梦想名单上的所有嘉宾，说：“嘿，我有一个排名前 10 的播客，现在去看，它就在前 10。”只要发生过一次，你就可以永远这么说。所以要利用这一点。

(00:32:39):

你之前有 Newsletter。我也有一个 Newsletter，是我在生活中和上一家初创公司期间随手写的。我把这些资源整合在一起，尝试进行一次盛大的启动，从而冲高排名，也许还能获得 Apple 的“新品推荐”(New and Noteworthy)。启动时有很多建立势头的方法，但归根结底，如果内容不好，全世界的势头都没用。所以我常说，内容之于我，就像软件开发中的“产品市场契合点”。你必须有一个好的播客。如果你启动规模很大，缺点之一是你没有微调和测试的空间。我想说，我录了五集，第五集时我想：“这就是第一集。”我录的第一集实际上是第五个发布的，而我录的第五集是第一个发布的，因为我知道它才适合作为第一集。

(00:33:32):

那位嘉宾叫 Leigh Rowan，我们聊了旅行秘籍，他来过两次。那是一集充满能量的节目，涵盖了你想知道的关于旅行秘籍的一切 (allthehacks.com/one)。所以省得你去翻列表了。但如果你的内容没有独特的视角，没有独特的表达方式，很难在播客海洋中脱颖而出。所以我总是说：做你自己，保持真实。尝试成为“某人的最爱”，而不要尝试成为“每个人的还可以”。我记得蒂姆·费里斯说过……我有机会上他的节目并采访他关于

播客的事。他说：“看，我做过一集关于如何……好像是制作小提琴之类的。我对此非常着迷。80% 的人会问‘这是什么鬼？’，但 20% 的人认为那是他那年做得最好的节目之一。”

(00:34:24):

我想他历史前 10 的节目里，有一半的嘉宾是你根本不认识的。所以我建议专注于让你兴奋的事情，而不是你认为能推动指标的事情。因为每次我请一个我觉得“肯定能拉动指标”的嘉宾时，往往没效果。而当我采访一个没人听说过的人时，我会收到邮件说：“哇，这集太棒了。天哪，太高兴你做了这一集。”我心想：“你甚至都不知道这人是谁。”

[00:34:50] Lenny

English:

Very similar experience in many ways across a lot of the things that you said. Something that you did mention that you shared previously with me is, and this is advice that I've thought about a lot, is you should be somebody's favorite podcast. That's like a sign that you're doing something right. Can you expand on that?

中文翻译:

在很多方面，我的经历和你说的非常相似。你之前跟我分享过一点，这也是我思考很多的建议：你应该成为“某人的最爱播客”。这是你做对了某件事的标志。你能详细谈谈吗？

[00:35:08] Chris Hutchins

English:

There's this whole idea of your build your 1000 true fans. And I think anytime you're creating something in the world, you want people to be your advocates for it because those are the people that are going to share it. Those are the people that are going to write the reviews, those are the people that are going to send you the ideas. Those are the people that are ultimately, when you make a call-out on a podcast like, "Hey, I'm looking for someone to help build this company or this enterprise." That are going to reach out and want to work for you. I find it so valuable to build that relationship with people. And it's even more valuable with podcasting because podcasting is such an intimate medium. You're in someone's ear and they're actively listening to you while they're going about their life. They're going on a walk, they're [inaudible 00:35:52], but you're right there.

(00:35:53):

And I get so many emails, they're like, "Ah, I feel like I'm just sitting on the couch with you while you're talking to me." And you create this really close relationship and the more you can create for those people and be their favorite time of the day, their favorite thing. Someone once told me, "Make sure you're consistent with the time you release because you'll get people that are like, "It's Wednesday morning, where's my episode? This is how I... It's become a ritual in my life."" And so, I don't know. I just think it's so valuable to build that early kind of excited user base and those 1000 true fans that I always try to put something out that's someone's favorite.

(00:36:30):

And I actually surveyed the audience about 50 episodes in and ask, "Which was your favorite episode?" And every episode except one was someone's favorite. There's one episode that, no one's favorite. So I'm still waiting. Maybe next time I survey someone will be like, "No. No, that one was my favorite." But every

other episode of 50 episodes was someone's favorite. And it was like the coolest feeling knowing that every episode was someone's favorite.

中文翻译:

这就是“建立你的 1000 个铁杆粉丝”的理念。我认为当你在这个世界上创造东西时，你希望人们成为你的拥护者，因为他们是会分享它的人。他们是会写评论的人，是会给你提供点子的人。最终，当你在播客里呼吁“嘿，我正在找人帮我建立这家公司”时，他们是会联系你并想为你工作的人。我觉得建立这种关系非常有价值。在播客领域这更有价值，因为播客是一种非常亲密的媒介。你在别人的耳朵里，当他们过着自己的生活——散步、做家务时，他们正在积极地听你说话。你就在那里。

(00:35:53):

我收到很多邮件说：“啊，我觉得我就像和你一起坐在沙发上听你聊天。”你会建立这种非常亲密的关系。你越能为这些人创作，成为他们一天中最喜欢的时光、最喜欢的东西，效果就越好。有人曾告诉我：“确保发布时间固定，因为你会遇到那种人说：‘周三早上了，我的节目呢？这已经成了我生活中的仪式。’”所以，我不知道。我只是觉得建立那种早期兴奋的用户群和那 1000 个铁杆粉丝非常有价值，所以我总是尝试发布一些能成为“某人最爱”的内容。

(00:36:30):

在播了大约 50 集时，我做了一个观众调查，问：“哪一集是你最喜欢的？”结果除了其中一集外，每一集都是某些人的最爱。只有一集没人选。所以我还在等，也许下次调查会有人说：“不不，那一集才是我的最爱。”但在 50 集里，每一集都是某人的最爱，这种感觉太酷了。

[00:36:57] Lenny

English:

That's exactly what happens with my newsletter. I get a reply with every newsletter and someone's like, "This is my favorite one yet." Okay, somebody really likes this one. It's so interesting.

中文翻译:

我的 Newsletter 也是这样。每发一封我都会收到回复说：“这是我目前最喜欢的一篇。”好吧，看来真的有人非常喜欢这一篇。这很有趣。

[00:37:06] Chris Hutchins

English:

Yeah.

中文翻译:

是的。

[00:37:09] Lenny

English:

Are you hiring or on the flip side, are you looking for a new opportunity? Well, either way, check out lennysjob.com/talent. If you're a hiring manager, you can sign up and get access to hundreds of hand curated people who are open to new opportunities. Thousands of people apply to join this collective, and I personally review and accept just about 10% of them. You won't find a better place to hire product

managers and growth leaders. Join almost a hundred other companies who are actively hiring through collective. And if you're looking around for a new opportunity actively or passively join the collective, it's free. You can be anonymous and you can even hide yourself from specific companies. You can also leave anytime and you'll only hear from companies that you want to hear from. Check out lennysjobs.com/talent. How did you pick your topic for your podcast? And then did you have just advice for folks for how to pick the topic for their podcast?

中文翻译:

你是在招聘，还是在寻找新机会？无论哪种情况，请查看 lennysjob.com/talent。如果你是招聘经理，你可以注册并接触到数百名经过人工筛选、正在寻找新机会的人才。成千上万的人申请加入这个人才库，而我个人只审核并接受其中约 10% 的人。你找不到比这更好的地方来招聘产品经理和增长负责人了。加入近百家正在通过该人才库积极招聘的公司吧。如果你正在主动或被动地寻找新机会，加入这个人才库是免费的。你可以保持匿名，甚至可以对特定公司隐藏自己。你也可以随时退出，并且只会收到你感兴趣的公司的消息。请访问 lennysjobs.com/talent。你是如何为你的播客选择主题的？你对大家如何选择播客主题有什么建议吗？

[00:38:07] Chris Hutchins

English:

This is an interesting one. So my podcast actually started as a parenting podcast from the perspective of dads. And I was doing all this research. I built this probably 75-page Notion doc all about parenting. It was like I had a kanban board for all the things I needed to do in each trimester of the pregnancy. And then the fourth trimester after the baby was born, I had all these checklists. I had a stroller spreadsheet that had, at least, let's call it 15, 20 different features that you could filter on. Dimensions, cubic volume of when you sum up the dimension, everything. It was crazy. And I was like, "I'm so obsessed with this." And I was like, "Nobody's really taking this kind of crazy optimized approach to processing parental information except a few people." Emily Oster, by the way, if anyone out there wrote a few books, I really loved her pragmatic science approach. But I just didn't see a lot of this and I especially didn't see as much content coming from dads.

(00:39:07):

And I was like, "I'm so excited." And then we had our daughter and for some reason I was like, "I love her. But the topic of parenting and optimizing every aspect of it just wasn't what it was before we had the child as after." I was like, "Wow. But I bought this microphone and I figured out how to use all the editing software and I had never even recorded an episode." And it just ended up that I was like, "That topic just wasn't right for me." And I went on another friend of mine's podcast guy named Kevin Rose, who was a co-founder of a company we started, he started Digg back in the day. And in the middle of it we'd been talking about this, I've been brainstorming ideas, and in the middle of his podcast he's like, "Hey, tell us about your new podcast."

(00:39:50):

And then I was like, "Kevin, I haven't nailed down what it is." And he's like, "Yeah, it's fine. Why don't you just record a response to that question and email it to me before this episode goes live and then you could just tell everyone what your podcast is about." And then I was like, "Okay, I'll think about it." And the next day he was like, "Dude, I need this by Friday." I was like, "Oh, man. So I have two days to figure out what my podcast is." And I talked to a lot of people and they're like, "What do you love, what do you love talking about?" I was like, "Gosh." What question someone said is, when you're at a dinner table, what's the thing that you talk about where you notice that everyone at the table is leaning in and trying to listen and pick your brain on and maybe sends you a text after?

(00:40:27):

And I was like, "It's probably all the hacks I have for traveling for free, for getting upgrades, for saving money, for shopping online, for optimizing my health or anything, house hacking, saving money on my rent." And every time I bring those up, people are like, "I like saving money. I want to travel for free." And they're leaning in, they're like, "Which credit card do I get? Is this one bad? What about this one?" And I couldn't come up with a name. I had hundreds of names. It was like life upgraded, optimized your life. But every time I described what it was, I just said, "It's life upgraded. I'll teach you all the hacks to do this." And then someone, I can't even remember who was like, "What about just All the Hacks?" And then I looked and I was like, "Is allthehacks.com available?"

(00:41:08):

I was like, "What? It's available." It's like... Get the domain. And then I very quickly recorded a response to Kevin's question, which was like, "Yes, I'm launching a podcast called All the Hacks, here's what it is." And I had to go create a trailer and upload it all in three days. And I think I was fortunate that I just had the time pressure that I had a thing to get out. So I'd say one, what do you love talking about at the dinner table? What gets you excited? What do people reach out to you for expertise on? What do you spend your time going down deep rabbit holes on the internet on? Because all of those things are going to be part of your life as a creator. And then two, if there's any way you can force yourself to just have to make a decision because I get stuck in this analysis paralysis, that's great.

(00:41:51):

So find some friend of yours that's like, "I'm tweeting about your podcast on Friday, or I'm going to include you in my newsletter next month." And give yourself an artificial deadline or even a real deadline to just put a stake in the ground. And you could change the name, you could pivot the topic, you could pivot the style of content. All those things can happen after, but just get started because you'll get to learn whether you like doing it, how it feels. And you could always... This is another fun hack. You could create a podcast and make a private feed and people can add a private feed to their podcast app. So if you want to get some feedback, you can just send people a URL and say, "Hey, paste this URL and the Apple Podcast player and listen to a couple episodes and let me know what you think." Before you make that plunge to send it to the whole world.

中文翻译:

这很有趣。我的播客最初其实是一个从父亲视角出发的育儿播客。我做了大量研究，建立了一个大概 75 页的 Notion 文档，全是关于育儿的。我有一个看板，记录了怀孕每个阶段需要做的事。宝宝出生后的第四阶段，我有一堆清单。我有一个婴儿车电子表格，上面至少有 15 到 20 个可以筛选的功能：尺寸、折叠后的体积等等，应有尽有。太疯狂了。我想：“我对此太着迷了。”而且我觉得：“除了少数几个人外，没人真正用这种疯狂优化的方式来处理育儿信息。”顺便提一下 Emily Oster，她写了几本书，我非常喜欢她那种务实的科学方法。但我没看到太多这类内容，尤其是来自父亲的内容。

(00:39:07):

我当时很兴奋。但后来我们的女儿出生了，出于某种原因，我想：“我爱她，但育儿和优化育儿的每一个细节，在孩子出生后感觉就不一样了。”我想：“哇，但我已经买了麦克风，学会了剪辑软件，却还没录过一集。”结果就是，我觉得那个主题不适合我。后来我上了另一个朋友 Kevin Rose 的播客，他是我们创办的一家公司的联合创始人，当年他创办了 Digg。在录制过程中我们聊到了这个，我一直在头脑风暴，他在播客中突然问：“嘿，跟我们聊聊你的新播客吧。”

(00:39:50):

我说：“Kevin，我还没定下来是什么。”他说：“没事，你录一个对这个问题的回答，在这一集上线前发邮件给我，然后你就可以告诉大家你的播客是关于什么的了。”我说：“好吧，我考虑一下。”第二天他说：“伙

计，我周五就要。”我想：“天哪，我只有两天时间来确定我的播客是什么。”我跟很多人聊，他们问：“你热爱什么？你喜欢聊什么？”有人问了一个问题：当你在餐桌上时，你聊什么话题会让桌上的每个人都凑过来听，想请教你，甚至事后给你发短信？

(00:40:27):

我想：“那大概就是我关于免费旅行、升舱、省钱、网购、优化健康、房产投资、节省房租的所有秘籍 (hacks)。”每当我提到这些，人们都会说：“我喜欢省钱，我想免费旅行。”他们会凑过来问：“我该办哪张信用卡？这张不好吗？那张怎么样？”但我起不出名字。我有几百个名字：Life Upgraded (生活升级)、Optimize Your Life (优化你的生活)。但每次我描述它时，我都会说：“它是生活升级，我会教你做这些事的所有秘籍 (hacks)。”然后有人（我不记得是谁了）说：“叫《All the Hacks》怎么样？”我查了一下：“allthehacks.com 还能注册吗？”

(00:41:08):

我惊呼：“什么？居然还能注册。”于是赶紧买下域名。然后我很快录制了对 Kevin 问题的回答：“是的，我要启动一个叫《All the Hacks》的播客，内容是这样的。”我必须在三天内制作预告片并上传。我觉得我很幸运，因为有这种时间压力逼我做决定。所以我想说：第一，你在餐桌上喜欢聊什么？什么让你兴奋？别人会就什么专业知识向你请教？你在网上会花时间钻研什么？因为作为创作者，这些都将成为你生活的一部分。第二，如果有什么方法能强迫你做决定（因为我常陷入分析瘫痪），那就太好了。

(00:41:51):

找个朋友说：“我周五要在推特上推你的播客，或者下个月把你放进我的 Newsletter 里。”给自己一个人为的截止日期，甚至是真实的截止日期，先定下来。之后你可以改名字，可以转型主题，可以改变内容风格。这些都可以以后再说，但先开始，因为你会学到你是否喜欢做这件事，以及感觉如何。还有一个有趣的技巧：你可以创建一个播客并制作私密订阅源 (private feed)。如果你想获得反馈，只需发给别人一个 URL，让他们粘贴到播放器里听几集，告诉你想法，然后再决定是否向全世界发布。

[00:42:34] Lenny

English:

Awesome. I actually heard that interview with Kevin Rose back in the day, and I checked out the podcast, I think I actually subscribed and it felt very natural. So nice job.

中文翻译:

太棒了。我当年确实听了 Kevin Rose 的那次采访，也去看了你的播客，我想我当时就订阅了，感觉非常自然。做得好。

[00:42:43] Chris Hutchins

English:

Yeah. Little did you know that it was inserted in post production, recorded on a separate system. Yeah.

中文翻译:

是的。你当时不知道那是后期插入的，是在另一套系统上录制的。哈哈。

[00:42:49] Lenny

English:

So people listening to this made feel like, "Hey, I don't have Kevin Rose announcing my podcast. How do I get started? How do I get my initial traction in my podcast?" Do you have any advice there for people that are just launching things they could do to get their initial set of subscribers and get the word out and get some kind of traction without a friend with a huge platform?

中文翻译:

听众可能会觉得：“嘿，我可没有 Kevin Rose 帮我宣传播客。我该如何开始？如何获得初始流量？”对于那些刚刚起步、没有大咖朋友支持的人，你有什么建议可以让他们获得第一批订阅者并推广出去吗？

[00:43:08] Chris Hutchins

English:

Yes. I interviewed a guy named Nick Gray, and it was a fun conversation because he wrote a book called The 2-Hour Cocktail Party, and it was all about how to build relationships by throwing the best cocktail parties. And it was very tactical guide, but one of the things he does is he has a friend's newsletter. And he basically created a newsletter and every time he meets someone that is a friend of his, he sends him a note, says, "Can I add you to my friend's newsletter?" People say, yes. And he just shares, "Here's some cool articles I'm reading. Here's a cool thing I'm doing in my life. Here's a picture." It's instead of waiting till the holidays to send your holiday card to everyone that's like, "Here's what happened this year. Or maybe now we've..." That's what my grandparents did. Now it's just like, "Here's a photo of the family."

(00:43:45):

He just sends it out. I don't even know what the cadence is. It's just like every now and then I get an email and it's like, "Oh, this what Nick's up to, this is pretty cool." Anyone can subscribe to it. And he shares all these great things. He's like, "Ah, I was thinking about a virtual assistant. Here's 75 things that I dreamed up that I could send to a virtual assistant." I was like, "That's really cool." "Here's how I tweak my Calendly. And I sent the Calendly to you. It's like I added a few little things in it that..." He had suggestions to just make it a little more friendly, make it a little more comfortable. The one I loved was like, "If I'm not arrived within two minutes of the start time, here is my cell phone number. I just want to make sure I'm prompt. And people know that."

(00:44:19):

And so, one thing is, before you even get started, find a way to just build an audience of your closest friends, family, colleagues, and throw stuff out in the world. You don't have to do it weekly or monthly. You could just send it out every quarter, every six months, it doesn't matter. But start to build something. So I started with a new, I think it was on MailChimp, called Life Updates. And I think I sent five of these out 10 years ago, and I hadn't really sent one out in seven years, but I still had this email newsletter with 1100 people on it that I just collected from life. And so that was one thing. Look, you can always go out and try to find other creative ways to partner with people. So you have a newsletter, but you don't have a podcast.

(00:45:03):

Could you use your newsletter to promote something? Could you find someone who has a platform that you could trade your services for promotional things? Yeah, I can think of any couple examples where there's been something where I've been really excited use and I'm like, "Hey, could I talk to my audience about this thing? And then you could let me use this?" So if there's anything, whether it's consulting services or anything, you could maybe trade those services for other people with an audience to share and promote you. I think that happens more often than not. But again, it all matters if you have good content. So I'd say the first thing, the most important thing to grow a piece of content is just have it be

good. And it's hard to know what's good. Put it out in the world, see if people like it. Maybe get your reps in before you even try some of these growth things.

(00:45:46):

I think I was fortunate to have done some public speaking before, so I felt a little more comfortable. But if you... You mentioned MrBeast earlier, he's very public about the fact, if you go back 10 years and look at his YouTube videos, they were not exciting like they are now. And it took him a long time. And I think that's the reality with content is, for almost every person that you see out there and you're like, "Wow, they have this huge audience. It's so awesome." You go back 10 years and you're like, "Oh, well their first episode wasn't that awesome. It was actually kind of crazy. Or it wasn't that interesting. And they got better over time. They learned what their audience liked, they built a following." So those things are all there. Find communities. If you're talking about a very specific thing, I never forgot Gary Vaynerchuk's lesson, gosh, he probably told me this 13 years ago.

(00:46:32):

He was like, "When he was starting Wine Library." Which most people don't maybe even know that that's what he was originally known for. He wanted to build this business and so he went on Twitter and he looked for every single person that asked a question about wine and he at replied them back. And so a tactic that I think could work really well is, for me, I'm like, "I love travel. I love points and miles." I can just search Twitter and find every person on Twitter, every person on Reddit, every person on a forum, whatever that's asking a question about the thing my podcast answers, and go in and try to be a value add to them. I guarantee that if you have a podcast and your favorite thing is quilting and in your bio on Twitter, maybe Twitter's not the right platform, but let's just go with the analogy, right?

(00:47:14):

Your bio says , "Top quilting podcast." And you go find everyone that's asking questions about quilting and answer their questions with strong, good answers. They're going to look at your bio and be like, "Oh my gosh, this person knows their stuff about this topic. Let's go see what they do." And you have these advocates they share in their communities and it grows over time. I'll come back to one more tactic, which I didn't do, but there's no built-in distribution engine in podcasting. TikTok, you make a TikTok video, TikTok sends it to like a hundred people and if no one likes it dies. But if like a few people like it, they send it to more people and more people. And YouTube does the same thing. Instagram Reels does the same thing. Podcasting doesn't have that, and so it's just a slow growth effort and you just have to be okay with that.

(00:47:59):

But what I didn't do early on, which you can do is you can make clips of your podcast and you could put those clips on these channels that do have that built in distribution. And if those clips do take off, they could build a massive audience. And so there's a guy, Danny Miranda, he has a podcast and he launched, didn't have a huge following, but he created clips of every single episode, lots of clips. He didn't know what was the most interesting piece of content, so he made a clip for everything. He built millions and millions of views on TikTok and Instagram, just by creating content from his podcast that drove downloads over to his podcast. Helped him build his audience, and he built an audience on social faster than I have a and bigger than I currently have out of just being all in on distributing his content on platforms that had growth engines built into it.

中文翻译:

是的。我采访过一个叫 Nick Gray 的人，那次谈话很有趣，他写了一本书叫《两小时鸡尾酒会》(The 2-Hour Cocktail Party)，讲的是如何通过举办最好的鸡尾酒会来建立关系。那是一本非常实用的指南。他做的一件事是建立“朋友 Newsletter”。每当他遇到一个朋友，他都会发个信息问：“我能把你加入我的朋友 Newsletter

吗？”人们通常会同意。他只是分享：“这是我正在读的一些好文章，这是我生活中发生的一件趣事，这是一张照片。”这不像等到过年才发贺卡说“这一年发生了什么”，那是老一辈的做法。

(00:43:45):

他只是不定期发送。我甚至不知道频率，只是偶尔收到邮件，觉得“噢，Nick 最近在忙这个，挺酷的”。任何人都可以订阅。他分享很多好东西，比如：“我在考虑找个虚拟助理，这是我构思的可以交给助理做的 75 件事。”我觉得太酷了。还有：“这是我如何调整我的 Calendly（预约软件）的。”他有一些建议让它更友好、更舒适。我最喜欢的一个是：“如果我在开始时间两分钟内没到，这是我的手机号。我想确保我准时，并让对方知道。”

(00:44:19):

所以，一件事是：在你开始之前，想办法在最亲近的朋友、家人、同事中建立受众，并向外界发布东西。不一定要每周或每月，每季度或每半年发一次也没关系。但要开始积累。我最早在 MailChimp 上开始了一个叫“生活更新”的项目。10 年前我发了 5 封，后来 7 年没发过，但我仍然拥有一个 1100 人的邮件列表，那是我从生活中积累的。这是其一。另外，你总可以寻找创意方式与人合作。比如你有 Newsletter 但没播客。

(00:45:03):

你能用 Newsletter 推广东西吗？你能找到有平台的人，用你的服务交换推广吗？我可以想到好几个例子，我非常想用某个东西，我会说：“嘿，我能在我的受众面前聊聊这个，然后你让我免费使用吗？”无论是咨询服务还是其他，你都可以用这些服务交换有受众的人来分享和推广你。这种情况经常发生。但再次强调，前提是内容要好。增长内容最重要的一点就是内容本身要好。很难知道什么是好的，所以把它发布出去，看人们是否喜欢。在尝试增长手段前，先多练练手。

(00:45:46):

我觉得我很幸运，之前做过一些公开演讲，所以感觉更自然。但如果你……你刚才提到了 MrBeast，他非常公开地表示，如果你回到 10 年前看他的 YouTube 视频，根本不像现在这么精彩。他花了很长时间。这就是内容的现实：几乎每一个你看到的拥有巨大受众的人，如果你回到 10 年前，你会发现他们的第一集并不怎么样，甚至有点疯狂或无趣。他们随着时间的推移变得更好，了解了受众的喜好，建立了追随者。所以这些都是必经之路。寻找社区。如果你在聊一个非常具体的事情，我永远不会忘记 Gary Vaynerchuk 的教训，他大概 13 年前告诉过我。

(00:46:32):

当他开始做“葡萄酒图书馆”（Wine Library）时（很多人甚至不知道那是他的成名作），他想建立业务，于是他在推特上寻找每一个问关于葡萄酒问题的人，并一一回复他们。我觉得这个策略非常有效。对我来说，我喜欢旅行、积分和里程。我可以搜索推特、Reddit 或论坛，找到每一个问相关问题的人，并尝试为他们提供价值。我保证，如果你有一个关于绗缝（quilting）的播客，而你的推特简介写着“顶级绗缝播客”，你去回答所有相关问题，人们会想：“天哪，这个人很懂行，去看看他在做什么。”这样你就有了拥护者，他们在社区分享，受众就会随时间增长。还有一个策略我早期没做，但你可以做：播客没有内置的推荐引擎。TikTok 会把视频推给 100 个人，没人喜欢就死掉，有人喜欢就推给更多人。YouTube 和 Instagram Reels 也是如此。播客没有这个。

(00:47:59):

但我早期没做的是制作播客片段（clips），并把它们发到这些有内置分发机制的渠道上。如果这些片段火了，就能建立巨大的受众。有一个叫 Danny Miranda 的人，他做播客时并没有很多粉丝，但他为每一集制作了大量片段。他不知道哪段最有趣，所以每段都做。他在 TikTok 和 Instagram 上获得了数千万的播放量，仅仅是通过播客内容驱动下载。这帮他建立了受众，他在社交媒体上建立受众的速度和规模都比我快，因为他全身心投入到那些有增长引擎的平台上分发内容。

English:

The last point is interesting because what I've been hearing, and I've actually experienced it, so I have TikTok clips, I have YouTube videos and YouTube shorts, and I find they drive followers within the platform and downloads and views, but I haven't seen any actual impact on the podcast. And maybe people can measure it or maybe they can tell something's happening, but from what I hear and what I've seen, I don't know if it actually drives a lot of downloads, but it's still really useful, still useful to have an awesome TikTok account and an awesome YouTube account.

中文翻译:

最后一点很有趣，因为我听到的和我实际经历的是：我有 TikTok 片段、YouTube 视频和 YouTube Shorts，我发现它们能带动平台内的粉丝、下载和播放量，但我还没看到对播客（音频端）有任何实际影响。也许有人能衡量出来，或者能感觉到有变化，但据我所听所见，我不确定它是否真的能带动大量下载。但它仍然很有用，拥有一个出色的 TikTok 或 YouTube 账号总归是好事。

[00:49:16] Chris Hutchins

English:

He said, "Look..." I don't know if it drives downloads, but it drives brand awareness for me.

中文翻译:

他说：“看……我不知道它是否驱动下载，但它为我带来了品牌知名度。”

[00:49:20] Lenny

English:

Yeah.

中文翻译:

是的。

[00:49:20] Chris Hutchins

English:

And he's had multiple guests be like, "Oh yeah, I'd love to go on your show." One of the clips he made, he made a clip talking about Ray Dalio. And Ray Dalio was like reposting his clip. And so he was getting a lot of engagement with people that would be very difficult to reach out to saying, "I have this many downloads." But because he was getting thousands or even millions of views across a platform, it gave him the credibility to do a lot of things that he might not have been able to do now. Then he's gone and translated that into, "Well, let's go bring some of these people with really, really wide distribution of their podcast onto my show and let's do an interview with them." Then for the most part, people are like, "Oh, let's distribute that content to my audience that you had me on."

(00:50:03):

One thing he did that was so good is he did all of his videos in person, so he would fly to someone record in person, and the quality of the video for an in-person video was just so much better than you get doing a remote thing. It's a lot harder. It's a lot more work and it doesn't even impact the audio, but he would make the best quality clips, and Erika Colberg does the same thing. And she would deliver them and he

would deliver them to the guests, and now the guest starts using those clips because he spent so much time trying to come up with the best clips, the highest quality, best produced that made his guests look amazing. And then those guests were much more likely to share those in their audiences and all of a sudden you've got a lot of momentum.

(00:50:44):

Does that translate to downloads? I'll give you a little shout-out, Danny has a paid newsletter on Substack where he actually breaks down all his downloads and all his tactics on how this is all working for him. And it's fascinating, it's called In The DM, because he did a lot of his early on recruiting with guests in DMS on social media. But it's to be seen, how much of an impact it can have on your podcast, but it certainly builds other things that are, I'd say like indirect... There's no direct attribution, but that doesn't mean that things aren't overall going up. And then the last one is finding other podcasts that you can go on as an expert in some area. So hopefully, you're starting a podcast because you believe something is exciting in the world, you love it, you have a passion about it, you're an expert in it.

(00:51:32):

Take that thing and go present yourself to other podcasts. And they all have listeners that are listening to podcasts, so it's the best medium. Because yes, someone who likes short form, 60-second videos is maybe not the best target demo to listen to a one-hour audio only thing, those two are very different behaviors. But if you can find something you're really good at and present a value add to people to come on their show, then that could help you build your audience while adding value to their audience. And I think as someone who gets a lot of pitches from people to come on their podcast, I will only caveat it with, do the work to make sure you're really presenting a compelling pitch. You're going to get a lot of nos, that's just how it works. I've pitched myself to go on lots of shows and sometimes I get nos also.

(00:52:19):

Many times I get nos, but I never send an email that's like someone would read it and be like, "This person obviously, doesn't know what they're talking about." But I get so many, they're like, "Oh, I'd love to have my client come on your podcast. They love talking about building a business." And I was like, "Well, I don't really interview people about that." If someone came to me and was like, "Here is a tactic to improve your life that I think your audience would benefit from and here's why my expertise makes me the best person to talk about it." I'd be much more open to it because they actually understood what my show is about.

中文翻译:

他有很多嘉宾会说：“噢是的，我很想上你的节目。”他制作的一个片段是关于瑞·达利欧（Ray Dalio）的，结果达利欧本人转发了那个片段。这让他能接触到那些如果你只说“我有多少下载量”很难请到的大咖。因为他在平台上获得了数百万的播放量，这给了他一种公信力。然后他把这种影响力转化为：“让我们把那些播客分发量极大的人请到我的节目里来采访。”通常情况下，嘉宾会说：“噢，既然我上了你的节目，我也把这段内容分发给我的受众吧。”

(00:50:03):

他做得非常好的一点是，他所有的视频都是线下录制的。他会飞到嘉宾那里当面录制，线下录制的视频质量比远程录制好得多。这更难，工作量更大，甚至不影响音频质量，但他能制作出最高质量的片段。Erika Colberg 也是这么做的。他会把片段发给嘉宾，嘉宾就开始使用这些片段，因为他花了大量时间制作出最高质量、最精良的内容，让嘉宾看起来非常棒。这样嘉宾就更愿意在自己的受众中分享，突然间你就有了很大的势头。

(00:50:44):

这能转化为下载量吗？顺便提一下，Danny 在 Substack 上有一个付费 Newsletter，他在那里详细拆解了他的下载量和所有策略。那非常精彩，叫《In The DM》，因为他早期很多嘉宾都是通过社交媒体私信（DM）招募

的。虽然对播客下载量的直接影响还有待观察，但它肯定建立了一些间接的东西……虽然没有直接的归因，但不代表整体数据没有上升。最后一点是，作为某个领域的专家去上别人的播客。希望你开始做播客是因为你相信世界上有令人兴奋的事情，你热爱它，有激情，并且是专家。

(00:51:32):

带着你的专长去向其他播客推销自己。他们的听众本身就是播客受众，所以这是最好的媒介。因为喜欢 60 秒短视频的人可能不是听一小时纯音频节目的最佳目标受众，这是两种非常不同的行为。但如果你能找到你擅长的东西，并为别人的节目提供价值，这能帮你建立受众，同时也为对方的受众提供价值。作为一个经常收到上节目申请的人，我唯一的提醒是：一定要花功夫准备一个引人入胜的推介 (pitch)。你会收到很多拒绝，这就是现实。我也曾向很多节目推销过自己，有时也会被拒绝。

(00:52:19):

很多时候会被拒绝，但我从不发那种让人一看就觉得“这人显然不知道自己在说什么”的邮件。但我收到过太多邮件说：“噢，我想让我的客户上你的播客，他们喜欢聊如何创业。”我会想：“嗯，我并不采访这类话题。”如果有人来找我说：“这是一个能改善生活的策略，我认为你的听众会受益，这是为什么我的专业知识让我成为谈论这个话题的最佳人选。”我会开放得多，因为他们真正理解我的节目是关于什么的。

[00:52:51] Lenny

English:

Yeah, I get it. At least, one email a day with one of these pitches and I know exactly what you mean. I generally, don't reply because it's just not even worth trying to convince them they're not a fit.

中文翻译:

是的，我懂。我每天至少收到一封这样的推介邮件，我完全明白你的意思。我通常不回复，因为甚至不值得去说服他们为什么不合适。

[00:53:00] Chris Hutchins

English:

Yes.

中文翻译:

是的。

[00:53:01] Lenny

English:

Shifting gears a little bit, I want to talk about your stack, your podcasting stack. What do you use on the software? What do you use the hardware? Mic, headphones. What do you recommend?

中文翻译:

换个话题，我想聊聊你的“装备栈”(stack)，你的播客装备。软件用什么？硬件用什么？麦克风、耳机，你推荐什么？

[00:53:11] Chris Hutchins

English:

On a mic? I started out with the ATR2100X, I think it is a great entry level mic. It's under a \$100. You can use old analog XLR cables if you want, but it's also USB. That mic got me through 50 episodes. I have since upgraded to a Shure SM7B, which is the XLR compatriot to, I think you have a Shure MB7.

中文翻译:

麦克风吗？我刚开始用的是 ATR2100X，我觉得它是非常棒的入门级麦克风，不到 100 美元。你可以用传统的模拟 XLR 线，也可以用 USB。那个麦克风陪我录了 50 集。后来我升级到了舒尔（Shure）SM7B，它是 XLR 接口的，我想你用的是舒尔 MV7？

[00:53:36] Lenny

English:

Yeah, I have the USB version if that's what-

中文翻译:

是的，我用的是 USB 版的。

[00:53:38] Chris Hutchins

English:

Yeah, exactly. And those are two great kind of upgrade mics that I think... I like the sound quality a little better, but every time I'm traveling and I'm not sure if something's going to come up, if I can make a recording and if I have to record the intro, do a remote interview, I still carry the ATR2100X, because I just think it's an easy thing to have and it works really well. I record everything on Riverside. I put everything into Descript. I plug my XLR mic into a Focusrite Scarlett 2i2, which is like a audio interface. I would say I've gone a little bit overboard with video, so we were talking right before this started. I have a Sony a7C, which is like a mirrorless, full frame camera behind a \$60 Amazon teleprompter so that I can make direct eye contact with the camera while an iPad that's... I don't know, it's like 10-year-old iPad sits under it and projects as a second screen for my computer, using this-

中文翻译:

是的，没错。这两款都是很棒的升级款麦克风。我觉得音质更好一点，但每次旅行时，我不确定是否会有录制需求，如果要录开场白或远程采访，我还是会带着 ATR2100X，因为它携带方便且效果很好。我用 Riverside 录制一切，用 Descript 处理。我把 XLR 麦克风插进 Focusrite Scarlett 2i2 音频接口。在视频方面我可能做得有点过头了，就像我们开始前聊到的，我用索尼 a7C 全画幅微单，放在一个 60 美元的亚马逊提词器后面，这样我可以直视镜头。提词器下面放着一个大概 10 年前的旧 iPad，作为电脑的第二屏幕。

[00:54:36] Lenny

English:

[inaudible 00:54:36] If you're not watching this YouTube, you got to check out the YouTube video at least for five seconds to see Chris just staring at you. I've never seen this on a podcast video before.

中文翻译:

（模糊不清）如果你没在看 YouTube，你一定要去看一下，哪怕只看 5 秒钟，看看 Chris 是如何直勾勾盯着你的。我以前从未在播客视频里见过这种操作。

[00:54:43] Chris Hutchins

English:

Yeah,

中文翻译:

哈哈，是的。

[00:54:44] Lenny

English:

It's the future.

中文翻译:

这就是未来。

[00:54:45] Chris Hutchins

English:

So I have that set up using a iPad, running an app called Duet Display. I don't do the editing. I've worked with one editor that uses Audition and one that uses Pro Tools. I don't have a strong opinion there. Oh, my favorite of all, my friend of mine, Brendan Mulligan, started this company called Podpage. And so for people who don't know a lot about how podcasting works, there's a hosting platform, I use Simple Cast. I liked that they were one of the only hosting platforms that has a really affordable self-serve option, but also has a really great pro, all the features that you would want in the future for monetization, everything so that you wouldn't have to switch. Not to say that you know couldn't switch easily, it's pretty easy to switch. How it works is you upload an MP3 file, you write out all your show notes, the title of the episode, everything, and they create an RSS feed for you.

(00:55:36):

You could literally just create an RSS feed, right? That's all it really is, and you could host everything on your own on AWS or something, but they make it really easy for not that much money. And then you go distribute that RSS feed to all of these different players, so the Apple Podcast app, Spotify, et cetera. And one of the things that's amazing is this site Podpage, you submit the RSS feed to this website and they go in and say, "Oh, here's the description of the podcast. Here's each episode. Here's the cover art you submitted for that episode. Here's the title, here's the show notes." And they just auto-generate a website for you. And then they give you the tools like a WordPress style set of tools to go and change the header, change the descriptions. They're like, "You could go in and tweak things." But every night on Wednesday, or I guess Wednesday morning at 2:00 AM my podcast goes live. And at 2:05 Podpage has already noticed, the RSS feed is up-to-date and that site is posted. I don't have to do anything.

(00:56:30):

They even monitor for the slug, like the URL slug I put in as a checkout. This podcast at this URL and podcast page says, "Oh, that's the URL you want them to check out. We're going to inherit that and put it in so you don't even have to give us any information. And we'll just know the URL that you want to set this episode up on." I think that is a super simple way to build a podcasting website. The only other thing, we didn't talk at all about analytics at all, but I use Chartable for analytics. And podcast analytics are a little

crazy because you don't have a lot to go on. But Chartable is a really cool analytics platform that becomes really interesting when you start to cross promo with other shows or run ads for other shows or do anything like that because they basically can track IP address of downloads.

(00:57:22):

And I say track, I don't know who's listening to what from where in any kind of very specific way. But what I do know is if I'm doing a cross promo with another show where I'm saying, "Hey, check out a podcast I love." And they're saying, "Check out a podcast I love." It actually says, "Oh, how many of the people that downloaded this episode actually went and listened to this other episode?" So you can get direct attribution of podcast listeners going from one podcast to another. So that is a really important tool in my kind of running a podcast toolkit, but it doesn't matter as much until you start focusing on growth and doing promotions and stuff like that.

中文翻译:

我用 iPad 运行一个叫 Duet Display 的 App。我不自己剪辑。我合作过的一个剪辑师用 Audition，另一个用 Pro Tools。我对此没有强烈偏好。噢，我最喜欢的工具是我朋友 Brendan Mulligan 创办的公司 Podpage。对于不太了解播客运作的人来说，首先需要一个托管平台，我用 Simple Cast。我喜欢它是因为它是少数几个既有实惠的自助选项，又有强大的专业功能（包括未来变现所需的一切）的平台，这样你就不用换平台了。当然，换平台其实也不难。它的运作方式是：你上传 MP3 文件，写好节目介绍、标题等，他们为你生成一个 RSS 订阅源。

(00:55:36):

理论上你可以自己生成 RSS 订阅源，然后托管在 AWS 之类的地方，但他们收一点钱就能让这事变得非常简单。然后你把这个 RSS 订阅源分发到各个播放器，比如 Apple Podcast、Spotify 等。最神奇的是 Podpage 这个网站，你把 RSS 订阅源提交给它，它会自动抓取：“噢，这是播客描述，这是每一集，这是封面图，这是标题和介绍。”它会自动为你生成一个网站。然后它提供类似 WordPress 的工具让你修改页眉、描述等。每周三凌晨 2 点我的播客上线，2 点 05 分 Podpage 就会发现 RSS 更新了，网站也就自动更新了。我什么都不用做。

(00:56:30):

它们甚至会监控 URL 后缀 (slug)。我在托管平台设置的 URL，Podpage 会自动继承，我甚至不需要输入任何信息。我认为这是建立播客网站最简单的方法。另一件事是数据分析，我们还没聊到，我用 Chartable。播客的数据分析有点疯狂，因为能参考的东西不多。但 Chartable 是一个非常酷的平台，当你开始和其他节目做交叉推广 (cross promo) 或投放广告时，它变得非常有趣，因为它可以追踪下载的 IP 地址。

(00:57:22):

我说的“追踪”并不是指能具体知道谁在听，而是如果我做交叉推广，我说“去听听我喜欢的这个节目”，对方也这么说，Chartable 能告诉我：“噢，有多少下载了这一集的人真的去听了另一集？”这样你就能得到播客听众在不同节目间流转的直接归因。这在我运营播客的工具包里非常重要，但在你开始关注增长和推广之前，它可能没那么重要。

[00:57:58] Lenny

English:

Awesome. I host on Substack as maybe one difference. I use Podpage for my site, my producer/editor people actually use Descript/Descript also. That's kind of what they use for editing professionally, so it's good for amateur hour and good for professionals as well. I use Chartable, something's up with my Chartable, I think I've told you, or it doesn't count my Spotify downloads. It's kind of a pain in the butt, but it's still-

中文翻译:

太棒了。我用 Substack 托管，这可能是一个区别。我也用 Podpage 做网站。我的制作和剪辑团队实际上也用 Descript。那是他们专业剪辑用的工具，所以它既适合业余爱好者，也适合专业人士。我也用 Chartable，但我的 Chartable 出了点问题，我好像跟你说过，它不统计我的 Spotify 下载量。这挺让人头疼的，但它仍然——

[00:58:21] Chris Hutchins

English:

Which is funny by the way, because for anyone listening doesn't know, Spotify actually owns Chartable. So the one platform your Chartable doesn't get good download data from, is the one that it is owned by.

中文翻译:

顺便说一下，这很有趣，因为听众可能不知道，Spotify 实际上收购了 Chartable。所以你的 Chartable 唯一拿不到准确数据的平台，竟然就是它的母公司。

[00:58:33] Lenny

English:

Yep. I do not understand what is going on. I've talked to them and they don't know what the fix is. It doesn't matter anyway. I get enough analytics other places. There's one other site I'd recommend called Podstatus that just gives you quick access to where you're on the charts every day, gives you these cool line charts. Which Chartable sort of does, but it's a lot simpler on Podstatus. But otherwise-

中文翻译:

是的，我也不明白是怎么回事。我跟他们聊过，他们也不知道怎么修。反正没关系，我在别处能拿到足够的数据。我还推荐一个网站叫 Podstatus，它可以让你快速查看每天的排名，还有很酷的折线图。Chartable 也有类似功能，但 Podstatus 更简洁。除此之外——

[00:58:53] Chris Hutchins

English:

Awesome.

中文翻译:

太棒了。

[00:58:53] Lenny

English:

All the same stuff. One other question real quick. Say someone launches their podcast, what would be a good download goal to aim for, when you're getting started that's like, "Maybe this is working." Do you have a sense of a threshold try to hit?

中文翻译:

其他的都差不多。还有一个很快的问题。假设有人启动了播客，刚开始时，什么样的下载量目标可以作为“这事儿可能有戏”的标志？你觉得有什么门槛吗？

[00:59:08] Chris Hutchins

English:

I wouldn't think of a threshold to hit because you could launch with a huge audience and have a terrible podcast and you might hit 10,000 downloads and it would be crazy, right? You would feel really good. So I would care more about the direction than about the number because even the Apple charts, they're more momentum driven. You could have one download, but the next week you have a lot more and a lot more and a lot more. You would actually rise in the charts faster than someone whose podcast is kind of stagnant doing X number of downloads. If you have 3000 downloads an episode or something like that, you're in the top 1% or something. So you know, don't have to get to crazy numbers to be in the top of the charts.

中文翻译:

我不会去想一个具体的门槛，因为你可能带着巨大的受众启动，但播客内容很烂，你可能达到1万次下载，感觉很疯狂对吧？你会感觉很好。但我更看重方向而不是数字，因为即使是Apple的榜单，也更多是靠势头驱动的。你可能第一周只有1个下载，但下周多一点，再下周更多，你的排名上升速度会比那些下载量很大但停滞不前的节目快得多。如果你每集有3000次下载，你就已经进入了前1%左右。所以你不需要达到天文数字就能排到榜单前列。

[00:59:08] Lenny

English:

Yeah, I heard-

中文翻译:

是的，我听说——

[00:59:08] Chris Hutchins

English:

I would say-

中文翻译:

我想说——

[00:59:54] Lenny

English:

I heard a similar number, 3000.

中文翻译:

我也听过类似的数字，3000。

[00:59:55] Chris Hutchins

English:

The top podcasts are doing millions in episode, but that's like top 10, top 20, top 30. The next tranche of the top 50 are doing probably hundreds of thousands of downloads. But outside of the top two, 300, it's in the 10,000s of downloads per episode. And this is a little bit variable if you have a daily show or a weekly show or something. But I would say if you cross 10,000 downloads an episode, you are now taken seriously by a lot of people. So I had conversations early on with networks like iHeartMedia and different podcast networks that wanted to bring in the show and would do all that, and that all started at 10 to 15, maybe 20,000 downloads an episode. But by no means would I expect anyone to get there right away. Even I didn't get there right away. It took time even with a few friends to make announcements and stuff, it took time.

(01:00:50):

So forget how many downloads you get on your first three episodes because you're probably going to tell everyone in the world and you're going to use all your social capital to boost those. And then look at how many downloads you get on your fourth and fifth and sixth and does it go up? Does it stay stagnant? Apple and Spotify actually give you really cool data about how long people are listening. Do they drop off halfway through? You could start to be like, "Oh, do people stay for the whole episode?" I will say I haven't found a good site for benchmarks, but it's like the average podcast I think probably has less than 50% of listeners by the end. So don't be turned off when you say, "Wow, only 40% of people made it to the end." That's not horrible. I think my best episode, it might be like 65 or 70% of people made it all the way to the end. It's not 99.

中文翻译:

顶尖播客每集有数百万下载量，但那是前 10、前 20、前 30 的水平。前 50 名的下一梯队大概有几十万下载量。但在前两三百名之外，每集下载量通常在万级。这取决于你是日更还是周更。但我想说，如果你每集能突破 1 万次下载，很多人就会开始认真对待你了。我早期曾与 iHeartMedia 等播客网络洽谈过，他们想把节目纳入旗下，那些谈话都是在每集 1 万到 1.5 万、甚至 2 万下载量时开始的。但我绝不指望任何人能立刻达到那个水平。即使是我也没能立刻做到，即使有朋友帮忙宣传，也花了不少时间。

(01:00:50):

所以，忘掉前三集的下载量吧，因为你可能会告诉全世界，动用所有的社会资本去推它们。要看第四、第五、第六集的下载量，看它是上升还是停滞。Apple 和 Spotify 实际上提供了非常酷的数据，显示人们听了多久。他们是在一半时退出的吗？你可以观察：“噢，人们会听完一整集吗？”虽然我还没找到好的行业基准数据，但我认为平均水平可能只有不到 50% 的听众能听到最后。所以当你看到“哇，只有 40% 的人听完了”时，别灰心，这并不糟糕。我想我表现最好的一集，大概有 65% 到 70% 的人听到了最后。这永远不会是 99%。

[01:01:37] Lenny

English:

What like about those charts is you can see what percentage of people skip the ads and then just keep continuing. It's like a bump-

中文翻译:

我喜欢那些图表的一点是，你可以看到百分之多少的人跳过了广告然后继续听。就像一个隆起——

[01:01:42] Chris Hutchins

English:

Yeah.

中文翻译:

是的。

[01:01:42] Lenny

English:

The mid-rolls and the-

中文翻译:

片中插播广告和——

[01:01:44] Chris Hutchins

English:

[inaudible 01:01:44] And it's not as high as I thought.

中文翻译:

(模糊不清) 而且跳过率没我想象的那么高。

[01:01:46] Lenny

English:

10, 20% depending on-

中文翻译:

大概 10% 到 20%，取决于——

[01:01:47] Chris Hutchins

English:

Maybe 15%. It depends.

中文翻译:

也许 15%，看情况。

[01:01:48] Lenny

English:

Yeah. Not bad at all.

中文翻译:

是的，一点也不差。

[01:01:51] Chris Hutchins

English:

Yeah.

中文翻译:

是的。

[01:01:51] Lenny

English:

Any last words of wisdom on the world of podcasting? Starting a podcast? Continuing a podcast?

中文翻译:

关于播客领域，还有什么最后的智慧之言吗？关于启动或坚持做播客？

[01:01:57] Chris Hutchins

English:

Yeah, I've got three things for you. One, this is a little bit of a financial outlay, but I think it's really interesting. There's this podcast app called Overcast, and it's not the biggest in the world, but you can run ads in it. And the thing I like is that the ads are much more reasonably priced than a lot of other places and they're very dynamic. So I would encourage anyone listening to watch it for a few weeks if you have a podcast and you want to experiment, because the same ad could be \$200 one week and \$700 the next week depending on how much demand there is for that category. So you can wait and hold out. But what I like is they take your art from your podcast and then you can rewrite your description and they tell you how many people saw the ad, how many people tapped on it, and how many people subscribed to the podcast after seeing the ad.

(01:02:43):

And technically they could also listen to the trailer, they could listen to an episode. And they even give you benchmarks of what to expect. So for a few hundred dollars, you could go in and run an ad for your podcast. Now, I would say in all of the experiments I've done with them, I've probably garnered... I'm looking at some numbers, like hundreds of subscribers, not thousands. And I've probably spent maybe a \$1,000. The average cost to acquire a podcast listener, if you're doing paid marketing is about anywhere from three to \$10 depending on the appeal of your show, what kind of audience? I'm sure it could go way over that for a business show. And by business I mean, B2B focused kind of show. So, let's call it \$5. So it's not going to be the best way to grow your audience. At some point, if you're at enough scale that you have ads in your show and how much a customer's worth, maybe it makes sense to pay \$5 because your LTV of a podcast listener is \$7. But getting it started, that's not you.

(01:03:39):

What you can do is say, "Okay, what was my click-through rate on the ad?" Which will tell you if someone doesn't click, it's either not a good description or it's not a good set of content, or your cover art's not good. So you can think about, "Okay, I actually need to figure out the podcast before I even have content." And you could run this ad with a trailer before you even record anything. And then it's like, "Okay, well people tapped on it, how many of them subscribed?" And I like to use this as a way to say, "Okay, well the benchmark said I was going to get about 50 subscriptions for this ad that was going to get

a thousand taps and I got seven." So these aren't people who weren't interested. These are people who read the description, were like, this is interesting, and they didn't subscribe.

(01:04:20):

That means my content probably sucks. That means someone listened to a trailer or an episode or something more than the description in the image and decided, "This is not for me." Maybe they looked at your episodes, I don't know. But if they don't tap on it, if you're supposed to get a 2% click-through rate and you get 0.5, then it's actually the topic or the way I describe it or the cover sucks. And so I like that as a way to, for a few hundred dollars, get a good test. I've even thought of running an AB test of the same podcast with two different descriptions. I wish you could do it with two different cover arts. So I don't know, that's like a cheap way to do a little bit of testing. One other thing that I'll share is I just try to share the podcast everywhere.

(01:05:05):

So you've probably noticed that in all of my emails at the bottom, it's like, "Oh, great, talk to you Chris." And then it says, "Hey, want to upgrade your life, money or travel? Check out my podcast and newsletter." I'm taking every opportunity I can to let anyone know about it because you never know it'll happen. And my favorite example, especially, when it's written that it doesn't come across a big bulky signature was we bought some floor mats and one of them didn't fit. And I was going back and forth with the customer service person and they actually replied and they were like, "Oh, thanks for sending me that podcast. I really appreciate it." They thought I was just randomly telling them, "Hey, if you want to upgrade your life, check this out." They didn't know it was my signature. So I got a new listener from customer service from a floor mat company. Which by the way, here's one hack that I also learned from the floor mat company.

(01:05:52):

Come to my show for hacks, but if you're ever trying to get a deal on something, that floor mat company, I just pulled up the live chat and just asked. And I said, "Hey, I'm looking at these floor mats, think you could give me a discount. It's a little expensive." And it was like, "Yeah, refresh your cart. It'll be 15% off." So, this episode's not about all the hacks, but there's one cool one.

中文翻译:

有的，我有三点建议。第一，这需要一点资金投入，但我认为非常有趣。有一个叫 Overcast 的播客 App，它不是全球最大的，但你可以在里面投放广告。我喜欢它的一点是，广告价格比很多地方都合理，而且非常动态。我建议有播客并想尝试的人观察几周，因为同一个广告位这周可能是 200 美元，下周可能是 700 美元，取决于该类目的需求。所以你可以等。我喜欢它是因为它会抓取你的播客封面，你可以重写描述，它会告诉你多少人看到了广告，多少人点击了，以及多少人在看到广告后订阅了。

(01:02:43):

技术上，他们还可以听预告片或某一集。它甚至会给你一个预期基准。所以花几百美元，你就可以为你的播客打广告。我想说，在我做的所有实验中，我大概获得了……我看了一下数据，是几百个订阅者，而不是几千个。我大概花了 1000 美元。如果你做付费营销，获取一个播客听众的平均成本大约在 3 到 10 美元之间，取决于节目的吸引力和受众类型。商业类节目（尤其是 B2B 类的）可能会更高。假设是 5 美元，所以这并不是增长受众的最佳方式。在某种程度上，如果你的规模足够大，节目里有广告，且知道一个客户值多少钱，那么付 5 美元是有意义的，因为一个听众的终身价值 (LTV) 可能是 7 美元。但在起步阶段，你还没到那一步。

(01:03:39):

你能做的是观察：“我的广告点击率是多少？”如果没人点，要么是描述不好，要么是内容方向不对，要么是封面图不行。所以你可以想：“好吧，在有内容之前，我得先把播客定位搞清楚。”你甚至可以在录制任何内容前，先用预告片跑广告。然后看：“好吧，人们点击了，但有多少人订阅了？”我喜欢用这种方式来测试。如

果基准说 1000 次点击应该有 50 个订阅，而我只得到了 7 个，这并不代表人们不感兴趣，而是他们读了描述觉得有趣，但听了之后觉得“这不是我想要的”。

(01:04:20):

这意味着我的内容可能很烂。这意味着有人听了预告片或某一集后决定“这不适合我”。如果点击率很低（比如本该 2% 却只有 0.5%），那说明主题、描述方式或封面很烂。所以我认为这是花几百美元进行测试的好方法。我甚至想过对同一个播客用两个不同的描述做 AB 测试。我希望也能测试不同的封面。总之，这是一种廉价的测试方式。另一件事是，我尝试在任何地方分享播客。

(01:05:05):

你可能注意到了，我所有邮件的末尾都会写：“嘿，想升级你的生活、金钱或旅行吗？看看我的播客和 Newsletter。”我抓住每一个机会让别人知道它，因为你永远不知道会发生什么。我最喜欢的例子是（尤其是当它写得不像一个笨重的签名档时）：我们买了一些脚垫，其中一个不合适。我跟客服人员来回沟通，他们最后回复说：“噢，谢谢你发给我那个播客，我真的很感激。”他们以为我是随机告诉他们“嘿，如果你想升级生活，看看这个”，他们不知道那是我的签名档。所以我从一家脚垫公司的客服那里得到了一个新听众。顺便说一下，我也从那家公司学到了一个秘籍（hack）。

(01:05:52):

来我的节目听秘籍吧，但如果你想买东西省钱，那家脚垫公司，我只是打开在线聊天问了一下：“嘿，我在看这些脚垫，能给我个折扣吗？有点贵。”对方说：“没问题，刷新购物车，打 85 折。”虽然这一集不是专门讲秘籍的，但这是一个很酷的例子。

[01:06:11] Lenny

English:

We need more hacks. Wait, I think we'll get to that at the end. Keep going.

中文翻译:

我们需要更多秘籍。等一下，我想我们最后会聊到的。继续。

[01:06:14] Chris Hutchins

English:

And then the last is, I think it's fun, that podcast you can experiment. I started out doing guests and then I did some Q&A episodes from questions listeners asked me, and then I recently did some solo episodes. I was really interested in the idea of all the ways you can rent and swap and exchange your home to stay in vacation homes around the world. So I just researched it for, I don't know, two or three days and just did a 45-minute episode of me talking. There was no guest, there were no questions, it was just me talking. And that works. I'm going to start another series of episodes where instead of interviewing people about an expertise topic, I'm going to interview people who are really dialed into a country. So I've got a guy who's written a handful of the Lonely Planet guidebook for Japan and is in Japan right now for three weeks getting dialed in, what are the latest, coolest stuff.

(01:07:03):

He's going to come back and we're just going to record an episode about everything you need to know about going to Japan. And I'm going to add on about 15 minutes I think at the end without him, where I just talk about all the tricks for using your points, your miles, deals and discounts. Like there's this new airline in LA that's super cheap to fly to Japan, but it comes with some caveats. So it'll be like two thirds

guide to going to Japan, one third guide to getting there for cheap. And there aren't a lot of businesses or ideas where you could just have all of these things that you can experiment with.

中文翻译:

最后一点是，我觉得播客很有趣，因为你可以不断实验。我刚开始是请嘉宾，然后做了一些听众问答（Q&A），最近我做了一些单人集（solo episodes）。我对如何通过租赁、交换房屋来入住全球度假屋的想法非常感兴趣。于是我研究了两三天，录了一集 45 分钟我一个人的独白。没有嘉宾，没有提问，只有我说话。结果效果很好。我还要开始另一个系列，不再是采访某个领域的专家，而是采访那些对某个国家非常了解的人。我找了一个写过好几本《孤独星球》日本指南的人，他现在正在日本待三周，了解最新、最酷的东西。

(01:07:03):

他回来后，我们会录一集关于去日本旅游所需知道的一切。我打算在结尾加上 15 分钟我自己的内容，讲讲如何使用积分、里程、优惠和折扣。比如洛杉矶有一家新航空公司飞日本超级便宜，但有一些注意事项。所以这集节目三分之二是日本旅游指南，三分之一是如何便宜地去日本。没有多少业务或点子能让你这样随心所欲地实验。

[01:07:35] Lenny

English:

And then you could do them so fast. Yeah,

中文翻译:

而且你可以做得这么快。是的。

[01:07:35] Chris Hutchins

English:

Yeah.

中文翻译:

是的。

[01:07:35] Lenny

English:

I love that.

中文翻译:

我喜欢这一点。

[01:07:37] Chris Hutchins

English:

If I interview you, which I'm doing right after this, so anyone listening to this that wants to hear a little of Lenny's story, come check out All the Hacks. And for 20 minutes we talk about some topic that's a little off topic. I've sometimes just taken that it's submitted it as a bonus episode on Friday. 15, 20 minutes, it's not

my regular show, but there's so many ways you can experiment and find out what you like. And then you might say, "Wow, you know what? I really like doing the solo things." Or maybe you have a co-host on for a week and you're like, "Ah, that's so much better."

(01:08:07):

So I just love that it gives you a good opportunity to experiment with stuff, find the thing you love, because I think my big takeaway is once you find the thing you really love to talk about, all of that, it just makes everything so much easier because it's natural and you would do it for free. And the harsh reality of this whole game is like there's probably going to be a number of months or years you have to do it for free before it takes off. So if you don't love it, that's going to be a painful few years.

中文翻译:

如果我采访你（我待会儿就要采访你，所以想听 Lenny 故事的听众请关注《All the Hacks》），我们聊了 20 分钟一些题外话。我有时会把那段内容作为周五的“加餐集”（bonus episode）发布。15 到 20 分钟，不是常规节目，但有很多方式可以实验并发现你喜欢什么。你可能会发现：“哇，我真的很喜欢做单人集。”或者你找了一个搭档主持一周，觉得：“啊，这样好多了。”

(01:08:07):

我喜欢播客提供的这种实验机会，让你找到自己热爱的东西。因为我最大的感悟是，一旦你找到了你真正热爱谈论的话题，一切都会变得简单得多，因为它是自然的，你愿意免费去做。而这个行业的残酷现实是，在它火起来之前，你可能需要免费做上好几个月甚至好几年。所以如果你不热爱它，那几年会非常痛苦。

[01:08:31] Lenny

English:

To build on that, I find the same thing with a newsletter, same with a podcast. The last thing you want to do is create a job for yourself that you hate. And so picking a topic that is just not interesting to you, picking a medium that is painful to you, there's no reason to do that. You may become a TikTok star and you hit a viral video, but then you have to make viral videos for the rest of your life. That's no fun. You have to think about, "Do I want to do this for years and years and years." And you can stop, but then becomes hard if it becomes a really good source of income. So that's something to think about, just don't create a job for yourself that you just don't want.

中文翻译:

补充一点，我发现 Newsletter 和播客都是一样的。你最不想做的就是为自己创造一份你讨厌的工作。所以，选择一个你根本不感兴趣的题材，或者选择一个让你感到痛苦的媒介，是没有理由的。你可能成为 TikTok 明星，拍出了爆款视频，但接下来你的余生都得拍爆款视频，那一点也不好玩。你必须思考：“我想做这件事很多很多年吗？”你可以停止，但如果它成了一个很好的收入来源，停止就会变得很难。所以这是需要考虑的，不要为自己创造一份你根本不想要的工作。

[01:09:07] Lenny

English:

With that, we've reached our very exciting lightning round. I don't know if you knew this was coming. So it'll be extra special, real quick, easy, whatever comes to mind, let me know, and then we'll see how it all goes. Does that sound good?

中文翻译:

说到这儿，我们进入了非常令人兴奋的“闪电问答”环节。我不知道你是否预料到这个环节。它会非常特别，快速、简单，想到什么就说什么，然后我们看看效果如何。听起来不错吧？

[01:09:18] Chris Hutchins

English:

That sounds good.

中文翻译:

听起来不错。

[01:09:19] Lenny

English:

What are two or three books that you've recommended most to other people recently or in life in general?

中文翻译:

最近或在整个人生中，你向别人推荐最多的两三本书是什么？

[01:09:26] Chris Hutchins

English:

Two, I love. Actually, this could be three, Happy Money is a fantastic book. All about ways that you can spend your money to optimize for happiness. It's like a collection of a ton of research about the science of happier spending, so that's one. Vagabonding by Rolf Potts, who I had the pleasure... The last two I've had the pleasure of interviewing recently. It's like a guide to long-term travel, but it's just kind of a different perspective on travel. I would say if you're at the point in your life where you now have kids, it's probably going to be hard to live up to that. But I have gifted that book to so many people who are like, "Oh, I think I should take a trip for six months." I'm like, "Go read this book." My wife and I travel around the World for seven months, and that book was instrumental to us taking it and how we lived on that.

(01:10:09):

And then the last is called Die with Zero by Bill Perkins. And that book probably had the biggest impact. I haven't gifted it to anyone. I've recommended it heavily the last week because it had a huge impact on me. And the fundamental premise of the book is that, this isn't very lightning round response, but instead of optimizing for money, which is so tied up in American culture of how do I make more, how do I get promoted? How do I earn more money, how do I save more money? We should really be optimizing for the net fulfillment in life, and we shouldn't be trying to save all of this money. We should actually be trying to allocate it over our lives in the most optimal way to increase experiences, increase fulfillment, increase happiness. And sometimes that means saving less when you're younger and you're more able to do things like backpack around the world for seven months or go bungee jumping. And when you build those experiences early on, the memories of those experience pay dividends, the rest of your life.

中文翻译:

有两本我非常喜欢，其实可以是三本。第一本是《快乐理财》(Happy Money)，非常棒，讲的是如何通过花钱来优化幸福感。它汇集了大量关于“快乐消费”科学的研究。第二本是 Rolf Potts 的《流浪天涯》(Vagabonding)，最近我有幸采访了这两本书的作者。它像是一本长期旅行指南，但提供了一种不同的旅行视

角。我想说，如果你已经有了孩子，可能很难实践书里的内容，但我把这本书送给了很多想去旅行半年的人。我和妻子曾环球旅行了七个月，那本书对我们的决定和旅行方式起到了关键作用。

(01:10:09):

最后一本是 Bill Perkins 的《死时归零》(Die with Zero)。这本书可能对我影响最大。我还没送给过别人，但上周我一直在疯狂推荐，因为它对我震撼很大。书的核心前提是（这不太像闪电问答的简短回答）：我们不应该只为金钱而优化（这在追求赚更多、升职、存更多钱的美国文化中根深蒂固），而应该为生命的净成就感而优化。我们不应该尝试存下所有的钱，而应该尝试在生命中以最优化方式分配资金，以增加体验、成就感和幸福感。有时这意味着年轻时少存点钱，去环球旅行或跳伞。当你早期建立这些体验时，这些体验的记忆会在你的余生中持续产生“红利”。

[01:11:04] Lenny

English:

Good choices. What's a favorite other podcast, other than your podcast and my podcast?

中文翻译:

很好的选择。除了你我的播客，你最喜欢的其他播客是什么？

[01:11:10] Chris Hutchins

English:

I love Animal Spirits. If you're into markets, life and investing. And they always have good recommendations at the end also on podcasts, TV shows, books, movies, that kind of stuff. So that's one I really like.

中文翻译:

我喜欢《Animal Spirits》。如果你对市场、生活和投资感兴趣的话。他们每集结尾也总会有关于播客、电视节目、书和电影的好推荐。那是我非常喜欢的一个。

[01:11:23] Lenny

English:

What's a favorite recent movie or TV show that you've really enjoyed?

中文翻译:

最近你非常喜欢的电影或电视节目是什么？

[01:11:28] Chris Hutchins

English:

A show that I love, which I think is kind of like a version of a show called Silicon Valley, but not, it's called Mythic Quests on Apple TV. And I haven't heard enough people talking about this that I felt like maybe it's a hidden gem. Maybe I'm amongst company of watching this show, but I think it's a funny show. It's lighthearted, it makes me happy, and hopefully at least a few people haven't checked it out. But it's like a startup life show, but just dragged out to the extreme like Silicon Valley was.

中文翻译:

我喜欢的一部剧，我觉得它有点像《硅谷》(Silicon Valley) 的另一个版本，叫《神话任务》(Mythic Quest)，在 Apple TV 上。我没听多少人聊过这部剧，我觉得它可能是一颗遗珠。也许我身边的人都在看，但我认为它很有趣，很轻松，让我很开心。希望还没看的人去看看。它就像一部关于初创公司生活的剧，只是像《硅谷》一样被推向了极致。

[01:11:55] Lenny

English:

What's a favorite interview question that you like to ask on your podcast?

中文翻译:

在你的播客中，你最喜欢问嘉宾的采访问题是什么？

[01:12:00] Chris Hutchins

English:

I like to try to ask people about their favorite misconceptions in a space. Yeah, I like to kick things off usually with, "What's a thing that you kind of have a contrarian take on or you think most people get wrong about the thing that best?"

中文翻译:

我喜欢问人们关于某个领域中他们最喜欢的“误解”。是的，我通常喜欢这样开场：“关于你最擅长的事情，你有什么非主流的看法，或者你认为大多数人都搞错了什么？”

[01:12:13] Lenny

English:

Awesome. Final question. What are your three favorite money hacks that listeners can take action on soon?

中文翻译:

太棒了。最后一个问题：你最喜欢的三个听众可以立即采取行动的省钱秘籍 (money hacks) 是什么？

[01:12:13] Chris Hutchins

English:

Okay. One that has paid dividends and literally, I've had people on a podcast telling them, write back to me, guests that are like, "I just saved money." So go to your state's unclaimed money website. Every state has one, and you can put in your name, state or city, you don't even have to give your address. And you can find whether there are people that owe you money. And oftentimes they're businesses like you moved and Comcast couldn't figure out how to get you the final part of your prepaid month. And I had someone message me the other day and they're like, "I just listened to you talk about unclaimed money on a podcast, and I just found \$136. I've never gotten paid to listen to a podcast." People have saved hundreds, some people, thousands. I always say, if you're going to dinner party, you now know someone's address.

(01:13:07):

You probably know their name instead of bringing a bottle of wine or in addition, just check if they have unclaimed money. I brought over to a bottle of wine to someone's house and said, "Also, by the way, did you know that this pharmaceutical company owes you \$200?" And I showed him how to go claim it and boom, free money. What a great conversation for the dinner table. So that's one great one I love. Another great one, you can't use it right now unless you have a trip planned. But anytime you're booking a hotel book directly with the hotel and email the hotel in advance that, "Hey, we booked. We're really excited to stay with you." If you're celebrating something, let them know. And if you can't get the email address, just call the front desk, ask for an email address, follow up a couple days before you get there, let them know you're coming.

(01:13:51):

And I would say, you've got a 50% chance of getting an upgrade, getting a bottle of wine, getting some comped something, getting a better view. One person wrote into me letting me know that the hotel had their initials embroidered on their pillow, which I thought was kind of a crazy thing to have happen. It's never happened to me. Personally, I'd rather have the bottle of wine, but I'll take that for what it is. And for people who like the points game, I'll share something. Just give you a little tease of how I love finding all the points and miles optimizations. If you have a credit card that pays multiple points, three, four, or five x points on things like a grocery store or an office supply store, anything like that, drug stores, that's great. You probably don't have a card that pays any multiple of points on home improvements or Home Depot, Lowes.

(01:14:41):

So what I like to do to make sure I get the most points I can, instead of going to Home Depot and paying with a card that's going to give me one point per dollar at Home Depot. I have a four x grocery card. I like to go to Safeway and I just buy Home Depot gift cards. I get my four x points on the gift cards, then I go buy stuff at Home Depot knowing that I got four x points. But you also have some cards that give you three or four x points, if you go to CVS or other pharmacies or drug stores, you can do it there. You can do it at Office Supply stores if you want to take it to the next extreme. If you have an Amazon card, you could buy Amazon gift cards and get your five x or 5% back on the Amazon Prime card.

(01:15:20):

So I'm a little crazy like that. My favorite is if you're trying to buy something at a store, always shop online for coupons. If you Google like Lowes, Home Depot, Crate & Barrel coupons, there's all these websites. My favorite one is Save n, the letter, deals.com. You could buy Home Depot and Crate & Barrel coupons online for a couple bucks, save 15%. So stack up and then the cashback portals. I'm going to buy something, I'm like, "How do I get the cashback portal? How do I get the most points per dollar on my card? And how do I get a discount maybe from asking in the live chat or going in and buying a coupon." So I go a little crazy on that stuff, but I love saving money and just feeling like I got a good deal.

中文翻译:

好的。第一个非常有成效，真的有听众听完后给我回信说：“我刚省了钱。”那就是：去你所在州的“无主财物”(unclaimed money)网站。每个州都有，你可以输入姓名、州或城市，甚至不需要地址。你可以查查是否有人欠你钱。通常是这类情况：你搬家了，Comcast 没法把预付月费的余额退给你。前几天有人给我发消息说：“我刚听你在播客里讲无主财物，我刚找回了136美元。我听播客居然还赚钱了。”有人找回了几百甚至几千美元。我常说，如果你去参加晚宴，你已经知道主人的地址和姓名，除了带瓶酒，顺便查查他们有没有无主财物。我曾带酒去朋友家说：“顺便说下，你知道这家制药公司欠你200美元吗？”我教他怎么领，砰，白捡的钱。这在餐桌上是多好的谈资啊。

第二个，除非你有旅行计划，否则现在用不上。但任何时候订酒店，请直接在酒店官网订，并提前给酒店发邮件：“嘿，我们订了房，很期待入住。”如果你是为了庆祝什么，告诉他们。如果找不到邮箱，就打前台电话要一个，入住前几天跟进一下。我想说，你有 50% 的机会获得升舱、一瓶赠送的酒、一些免费项目或更好的视野。有人写信告诉我，酒店甚至在枕头上绣了他的名字缩写，我觉得这太疯狂了，我还没遇到过。我个人更想要那瓶酒，但有总比没有强。

第三个是给喜欢玩积分的人。如果你有一张在超市、办公用品店或药店有 3 倍、4 倍或 5 倍积分的信用卡，那太好了。但你可能没有一张在 Home Depot 或 Lowes 这种家装店有高倍积分的卡。所以我为了拿最高积分，不会直接在 Home Depot 刷只有 1 倍积分的卡。我会去超市（我有 4 倍积分卡）买 Home Depot 的礼品卡。这样我在买礼品卡时拿到了 4 倍积分，再去 Home Depot 买东西。你也可以在 CVS 或办公用品店这么做。如果你有亚马逊卡，可以买亚马逊礼品卡拿 5% 返现。我在这方面有点疯狂。我最喜欢的是：买东西前永远先搜优惠券。如果你搜 Lowes 或 Crate & Barrel 的优惠券，有很多网站。我最喜欢的是 save-n-deals.com。你可以花几块钱买到 85 折优惠券。把这些叠加上返利网站、最高积分卡和在线聊天要到的折扣，我非常享受这种省钱并觉得自己赚到了的感觉。

[01:16:03] Lenny

English:

Amazing. What an action packed episode we had. We got money hacks, we got big bets, we got podcasting, we got Self-Driving Money. What a conversation. Chris, this was amazing. Two last questions. How do folks find you online, where do they find your podcast? And then how can folks be useful to you?

中文翻译:

太神奇了。这一集内容太丰富了。我们聊了省钱秘籍、大赌注、播客运营，还有自动驾驶资金。多么精彩的对话。Chris，这太棒了。最后两个问题：大家如何在网上找到你？在哪里听你的播客？以及大家能为你做些什么？

[01:16:24] Chris Hutchins

English:

All the Hacks wherever fine podcasts are produced for your ears search or go to allthehacks.com or check out the newsletter, just allthehacks.com/email, or you can find it on the website. That's it. How can you be helpful to me? Check out the show. Let me know what you think. Let me know what you like. Let me know what topics you want me to focus on optimizing in the future. I've mentioned I'm always trying to make stuff that someone's favorite, so if there are things you want to hear me go deep on, let me know. I'm just chris@allthehacks.com and I try to respond to everyone in some reasonable amount of time. And if I haven't responded in a couple weeks, nudge me and remind me. But I'd love to hear from you. I'd love to produce more content for you, and I'm excited that we have this conversation, and I'm excited to record one with you right after this.

中文翻译:

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[01:17:06] Lenny

English:

Oh my God, here we go. Chris, thank you for being here.

中文翻译:

天哪，太期待了。Chris，谢谢你能来。

[01:17:10] Chris Hutchins

English:

Yeah, thanks for having me.

中文翻译:

是的，谢谢邀请。

[01:17:12] Lenny

English:

Thank you so much for listening. If you found this valuable, you can subscribe to the show on Apple Podcast, Spotify, or your favorite podcast app. Also, please consider giving us a rating or leaving a review as that really helps other listeners find the podcast. You can find all past episodes or learn more about the show at lennyspodcast.com. See you in the next episode.

中文翻译:

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