

CLAIRE VO

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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Claire Vo - 双语对照

This is the complete bilingual transcript for Lenny's Podcast featuring Claire Vo.

[00:00:00] Claire Vo

English:

People often think that I get hired into later stage companies because I'm supposed to teach them how to operate like a big company, and in fact, I say I'm hired to remind them they can operate like a startup.

中文翻译:

人们通常认为我被后期公司聘用是为了教他们如何像大公司一样运作，但事实上，我说我被聘用是为了提醒他们，他们依然可以像初创公司一样运作。

[00:00:11] Lenny

English:

Everybody wants this. Everyone's like, "Yes, move fast, amazing quality." What's an example of that for you?

中文翻译:

每个人都想要这样。大家都会说：“是的，要快，质量要好。”对你来说，这方面的例子是什么？

[00:00:16] Claire Vo

English:

I communicate to my leaders that my expectation is they bring in the clock speed one click faster. If you think something needs to be done this year, it needs to be done this half.

中文翻译:

我会告诉我的领导们，我的期望是他们将运作节奏（Clock speed）再调快一个档位。如果你认为某件事今年需要完成，那么它就必须在今年上半年完成。

[00:00:24] Lenny

English:

There may be a trend happening here of combining engineering product.

中文翻译:

这里可能正在出现一种将工程和产品职能合并的趋势。

[00:00:27] Claire Vo

English:

I'm using CPTO for short code of running product and engineering design functionally together. There should be no debates over what's best for product or what's best for engineering, what's best for design speed. What is best for the organization?

中文翻译:

我用 CPTO（首席产品技术官）作为将产品、工程和设计职能在功能上统一管理的简写。不应该再争论什么是对产品最好的，或者什么是对工程最好的，或者什么是对设计速度最好的。核心应该是：什么对组织才是最好的？

[00:00:38] Lenny

English:

You built a tool called ChatPRD. My guess is it's the single most popular AI PM-specific tool out there.

中文翻译:

你开发了一个名为 ChatPRD 的工具。我猜它是目前市场上最受欢迎的针对产品经理（PM）的 AI 工具。

[00:00:44] Claire Vo

English:

Is it going to eliminate PMs next year? Probably not. Are the skills required going to shift? Yes. Could they shift much faster than we all anticipate? Probably.

中文翻译:

它会在明年取代产品经理吗？可能不会。但所需的技能会发生转变吗？是的。这种转变会比我们预想的快得多吗？很有可能。

[00:00:56] Lenny

English:

Today, my guest is Claire Vo. Claire is a longtime chief product officer at Color, Optimizely, and currently chief product officer at LaunchDarkly. She's also been a two-time founder, engineer, designer, and a marketer. She's also the creator of ChatPRD, which I suspect is the most used PM-specific AI product out there, which she builds on nights and weekends.

中文翻译:

今天的嘉宾是 Claire Vo。Claire 曾在 Color、Optimizely 长期担任首席产品官（CPO），目前是 LaunchDarkly 的首席产品官。她还曾两次创业，担任过工程师、设计师和营销人员。她还是 ChatPRD 的创造者，我怀疑这是目前使用最广泛的 PM 专用 AI 产品，而这是她在晚上和周末时间开发出来的。

[00:01:19] Lenny

English:

In our conversation, we dig into what PM skills AI will complement and potentially replace in the future, the story behind ChatPRD, and Claire's advice for how to stay ahead of the curve on AI within the PM role, the importance of feeling agency over your career, and how to bend the arc of the universe to achieve the things that you want to achieve, insights into what it takes to be a successful woman in tech, especially as an exec, how she creates a fast pace within larger companies while also keeping the bar very high, the rise of the CPTO role, combining product and engineering under one leader plus a ton of career advice both for early career people and senior leaders, and so much more.

中文翻译:

在我们的对话中，我们将深入探讨 AI 将在未来补充和可能取代哪些 PM 技能、ChatPRD 背后的故事，以及 Claire 关于如何在 PM 角色中保持 AI 领先地位的建议。我们还会讨论对职业生涯掌控感（Agency）的重要性，以及如何“扭转乾坤”来实现你想达成的目标。此外，还有关于作为女性在科技界（尤其是作为高管）取得成功的见解，她如何在大型公司中创造快速节奏并保持极高标准，CPTO 角色的兴起（将产品和工程统一在一位领导下），以及大量针对职场新人及资深领导者的职业建议等等。

[00:02:01] Lenny

English:

This episode has something for anyone that's in product or interested in the role of product, and I'm very excited to bring it to you. If you enjoy this podcast, don't forget to subscribe and follow it in your favorite podcasting app or YouTube. It's the best way to avoid missing future episodes, and it helps the podcast tremendously. With that, I bring you Claire Vo after a short word from our sponsors.

中文翻译:

这一集内容适合任何从事产品工作或对产品角色感兴趣的人，我非常激动能把它带给大家。如果你喜欢这个播客，别忘了在常用的播客应用或 YouTube 上订阅和关注。这是避免错过未来节目的最好方式，也对本节目有巨大帮助。在听完赞助商的简短介绍后，我们将正式请出 Claire Vo。

[00:02:23] Lenny (Sponsor Break - Orb)

English:

This episode is brought to you by Orb. As a business, you care about revenue, but as a product team, the last thing you want to do is delay a product launch or a pricing change because your team has to rebuild billing from scratch. Orb is a flexible usage-based billing engine that lets you evolve your pricing with ease. The fastest growing product teams at companies like Vercel and Replit trust Orb to power their pricing changes and launches. Use Orb to ship product faster, stop worrying about billing, and evolve pricing with ease and control. Check it out at withorb.com/lenny and skip the line for a demo or sandbox by using promo code Lenny. That's withorb.com/lenny.

中文翻译:

本集节目由 Orb 赞助。作为一家企业，你关心收入；但作为产品团队，你最不想看到的就是因为团队需要从头构建计费系统而推迟产品发布或定价调整。Orb 是一个灵活的基于使用量的计费引擎，让你能轻松演进定价策略。像 Vercel 和 Replit 这样快速增长的产品团队都信任 Orb 来驱动他们的定价变更和发布。使用 Orb 更快地交付产品，不再为计费发愁，并轻松掌控定价演进。请访问 withorb.com/lenny 查看，使用促销代码 Lenny 可优先获得演示或沙盒体验。

[00:03:07] Lenny (Sponsor Break - Dovetail)

English:

This episode is brought to you by Dovetail, the customer insights hub for product teams. Are you working in a feature factory building filler that nobody wants? Probably, because the sad truth is that most SaaS features are rarely or never used, costing the industry billions every year. Let's change that. Product managers, Dovetail is holding their first industry conference, it's called Insight Out, and they want you to come. Over one day in San Francisco, the product community is coming together to learn how to better leverage customer insights and build products that people actually love to use. It's on April 11, and you can hear from product leaders from Uber, Twitch, Meta, and Netflix as they share their strategies for driving innovation, thriving in uncertainty, and balancing customer-centered work with business needs. And here's the kicker, it's absolutely free for online tickets. Just go to dovetail.com/lenny to register. This is thanks to Dovetail, the best way for product teams to get the most out of customer insights. Check it out at dovetail.com/lenny.

中文翻译:

本集节目由 Dovetail 赞助，它是产品团队的客户洞察中心。你是否在“功能工厂”里工作，制造没人想要的填充物？很有可能，因为悲哀的现实是，大多数 SaaS 功能很少或从未被使用，每年给行业造成数十亿美元的损失。让我们改变现状。产品经理们，Dovetail 正在举办他们的首届行业会议，名为 Insight Out，他们邀请你参加。在旧金山为期一天的活动中，产品社区将齐聚一堂，学习如何更好地利用客户洞察，打造人们真正喜爱使用的产品。会议将于 4 月 11 日举行，你可以听到来自 Uber、Twitch、Meta 和 Netflix 的产品领导者分享他们在驱动创新、在不确定性中蓬勃发展以及平衡以客户为中心的工作与业务需求方面的策略。重点是：在线门票完全免费。只需访问 dovetail.com/lenny 即可注册。感谢 Dovetail，这是产品团队充分利用客户洞察的最佳方式。

[00:04:16] Lenny**English:**

Claire, thank you so much for being here, and welcome to the podcast.

中文翻译:

Claire，非常感谢你能来，欢迎来到本播客。

[00:04:20] Claire Vo**English:**

Oh, thank you for having me. I'm excited to be here.

中文翻译:

噢，谢谢你的邀请。我很兴奋能来到这里。

[00:04:22] Lenny**English:**

I'm even more excited. You're someone that, to me, has always felt inevitable would be on this podcast and that we'd be doing an episode together. Do you feel the same way, or not? And it's okay if you don't.

中文翻译:

我更兴奋。对我来说，你一直是一个“注定”会出现在这个播客上并和我一起录制节目的人。你也有同感吗？如果没有也没关系。

[00:04:32] Claire Vo

English:

It's a privilege and a pleasure, and I'm glad I'm here. I've been so impressed with your guests and your content. It's been so exciting to see just the wide range of product leaders and thinkers in this space. And if I can be on a list of product leaders and thinkers in this space, then I'm doing something good. Thanks for having me.

中文翻译:

这是我的荣幸和快乐，很高兴我能来。你的嘉宾和内容给我留下了深刻印象。看到这个领域有如此广泛的产品领导者和思想家，真是令人兴奋。如果我也能列入这个领域的产品领导者和思想家名单，那说明我做得还不错。谢谢邀请。

[00:04:51] Lenny

English:

It's absolutely my pleasure. I want to start by talking about career advice. I was perusing your LinkedIn, and your career path is basically what most PMs probably dream of in their career. Just to summarize, you went from associate product manager to product manager to senior product manager to director to senior director to VP to SVP to chief product officer, and now you've been chief product officer of three different companies. And along the way, you're a founder, you're a designer, you're an engineer. Here's my question. If you had to boil down what you think your secret sauce has been to progressing so far and so quickly throughout your PM career, what might that be?

中文翻译:

这绝对是我的荣幸。我想从职业建议开始谈起。我浏览了你的 LinkedIn，你的职业路径基本上是大多数 PM 梦寐以求的。简单总结一下，你从助理产品经理（APM）一路晋升到产品经理、高级产品经理、总监、高级总监、副总裁（VP）、高级副总裁（SVP），再到首席产品官（CPO），现在你已经担任过三家不同公司的 CPO。在此期间，你还是创始人、设计师和工程师。我的问题是：如果你必须总结一下，你认为自己在 PM 职业生涯中走得这么远、这么快的“秘诀”是什么？

[00:05:33] Claire Vo

English:

Yeah, so when you list it all out, you can probably guess underneath it all is a relentlessly curious, impatient, eager to build person at their core. I just like building stuff and I find a lot of fun, and I think if you find a career or a craft that's fun, it's easy to accelerate your growth in that career. One thing, I just love what I do.

中文翻译:

是的，当你把这些列出来时，你大概能猜到，这一切的底层是一个核心特质：一个持续好奇、缺乏耐心、渴望创造的人。我就是喜欢造东西，并从中发现很多乐趣。我认为如果你找到一份让你觉得有趣的职业或手艺，就很容易加速你在该职业中的成长。首先一点，我就是热爱我所做的事情。

[00:05:56] Claire Vo

English:

But when it comes to career growth and that progression from, I actually started as a copywriter of all things, copywriter all the way up to a CPO or CPTO that runs an engineering organization, it boils down to something really simple, which is know what you want out of your career, be clear and ask for it, and then make it easy for your boss or whoever can support or champion you to get you from here to there.

中文翻译:

但谈到职业成长和晋升路径——我其实是从文案（Copywriter）起步的，一路做到管理工程组织的 CPO 或 CPTO——这可以归结为非常简单的一点：知道你想要什么样的职业生涯，清晰地表达出来并主动争取，然后让你的老板或任何能支持、提拔你的人能够轻松地把你从现状带到那个目标。

[00:06:20] Claire Vo

English:

And so I'll take a really specific example from earlier in my career, where I had been in management for design and product management, so a senior manager level over product and design at an e-commerce company, and worked very closely with growth and marketing. We were just two sides of the same coin and worked very closely. And the head of marketing left and there was this big to-do pretty quickly of, "Well, what are we going to do with marketing? And do we need to hire somebody?"

中文翻译:

我举一个职业生涯早期的具体例子。当时我在一家电商公司担任产品与设计的高级经理，与增长和营销部门合作非常紧密。我们就像一枚硬币的两面。后来营销负责人离职了，公司很快就陷入了纠结：“营销部门该怎么办？我们需要招人吗？”

[00:06:49] Claire Vo

English:

And I sat for about a half a day and I thought, I think I can help here, drew out an org chart, put my name on the top, walked into my boss's office and said, "This is one potential solve of your marketing organization question, is we'll bring product and marketing growth together. I can be in this position. Here's how I'd change the management structure underneath this. Not just where do you put me, but where do you put everybody else? And I think this could work for the company, and this is how I'd suggest we roll it out and this would be my JD." And I got that job. I think when people ask me about career advice, they want to hear, "What can I do?" Really, what do you want? And how do you make it as easy as possible to make the case to your boss to get you here to there?

中文翻译:

我坐下来想了大概半天，我觉得我可以帮忙。我画了一张组织架构图，把我的名字放在最上面，走进老板办公室说：“这是解决营销组织问题的一个潜在方案，就是把产品和营销增长合并。我可以担任这个职位。这是我会如何调整下属管理结构的想法——不仅是把我放在哪，还有把其他人放在哪。我认为这对公司行得通，这是我建议的推行方式，这是我的职位描述（JD）。”结果我得到了那份工作。当人们向我咨询职业建议时，他们想听的是“我能做什么？”，但实际上应该是“你想要什么？”以及“你如何尽可能简单地向老板陈述理由，让他们把你带到那个位置？”

[00:07:33] Claire Vo

English:

The other thing that I give people advice about is know what you want out of your current role and know exactly what you want your next role to be. And I even know this, and I even say this to my boss. When I was VP of product at Optimizely, I said to my boss, "I want to be a chief product officer. Here's how I'm going to get us here to there, and I want you to partner with me on it." And even coming into this role when I was interviewing at LaunchDarkly, my boss, Dan, the CEO of LaunchDarkly asked me, "What do you want out of this role?" And I said, "I want my next role to be a CEO role, so I want this role to fill in my gaps, learn, help me elevate my experience to get me to that next step."

中文翻译:

我给别人的另一个建议是：知道你从当前角色中想要什么，并确切知道你希望下一个角色是什么。我甚至会直接对我的老板说这些。当我在 Optimizely 担任产品 VP 时，我对老板说：“我想成为 CPO。这是我打算如何带领公司从现状达到目标的计划，我希望你能在这方面与我合作。”甚至在面试 LaunchDarkly 的职位时，CEO Dan 问我：“你希望从这个角色中得到什么？”我说：“我希望我的下一个角色是 CEO，所以我希望这个角色能填补我的空白，让我学习并提升经验，帮我迈向下一步。”

[00:08:14] Claire Vo

English:

And so I always know what that next role is going to be and I'm always clear about it. Now, I think there's a fine balance here. There's one thing to be very clear about your goals. It's another to suck the oxygen out of the air about only talking about getting promoted. These are probably 0.005% of my interactions with my boss are about my career growth and my path. It's very small. "Am I clear? Are we on the same page? And am I communicating as I'm making progress against those goals?"

中文翻译:

所以我总是知道下一个角色是什么，并且对此非常明确。不过，这里有一个微妙的平衡。明确目标是一回事，但如果整天只谈论升职，会让人感到压抑。在我与老板的互动中，关于职业成长和路径的谈话大概只占 0.005%，比例非常小。重点在于：“我表达清楚了吗？我们达成共识了吗？我在朝着这些目标前进时是否有沟通进度？”

[00:08:44] Claire Vo

English:

High-slip people I think get promoted basically as fast as the org can support. I've almost never wished I promoted somebody earlier. I've seen managers or folks promote a little too early, and so as somebody that's managing their own career, you have to be a balance of ambitious and assertive and take care of yourself and advocate for yourself, and the work needs to speak for itself at the end of the day, and that's what's going to drive for your career growth. And so know what you want but do the work and produce the results, and you can have a career like mine.

中文翻译:

我认为高潜（High-slope）人才的晋升速度基本上取决于组织所能支持的最快速度。我几乎从未后悔过没早点提拔某人，反而见过一些经理提拔得太早了。所以作为一个管理自己职业生涯的人，你必须在雄心勃勃和坚定自信之间找到平衡，照顾好自己并为自己争取，但归根结底，工作成果必须能证明自己，这才是驱动职业成长的核心。所以，明确你想要的，但要脚踏实地做出成绩，你就能拥有像我一样的职业生涯。

[00:09:24] Lenny

English:

Maybe first to summarize, some of the core advice you're sharing is know what you actually want because you're not going to progress towards this amazing future career if you don't actually know where you're going. Otherwise, you'll be pushed in directions that you're not necessarily interested in going. I have a sense of where you want to go to tell people and ask for it. "Here's what I want to be doing in the future. Help me get there." And I love the other point you made of just, don't over-focus on that. There's many people that spend a lot of their energy on, "I need to get promoted. How do I get to the next level? I deserve the next level." And I guess maybe along those lines, is there any other advice you could share of just how to avoid being that person that's just constantly obsessed with promotion? Any more advice of just how to find that balance?

中文翻译:

首先总结一下，你分享的核心建议是：知道你到底想要什么，因为如果你不知道要去哪里，你就无法朝着那个美好的未来职业前进。否则，你会被推向你并不一定感兴趣的方向。我理解你的意思是，要告诉别人并主动要求：“这是我未来想做的事情，请帮我达成。”我也很喜欢你提到的另一点：不要过度关注这一点。很多人把大量精力花在“我需要升职”、“我如何到下一级”、“我配得上更高的级别”。沿着这个思路，你还有什么建议可以分享，如何避免成为那种整天痴迷于升职的人？关于如何找到平衡还有更多建议吗？

[00:10:06] Claire Vo

English:

Yeah. One, you've got to lock to the norms, the talent norms of your organization. You should know how those things work, and they can work very casually if you're a very small startup and they can work more formally if you're at a very large company. And one, understanding how promotions operationally happen inside an organization can help you have those conversations at the right time in the right moment with the right context. That's one thing I advise. We're a slightly larger organization. We do promotion cycles. We have times during which we promote people. And so if you're talking to me four months before a promo cycle, maybe it's top of mind, maybe it's not. I sometimes functionally cannot promote people inside larger organizations whenever I want.

中文翻译:

有的。第一，你必须遵循组织的规范，即人才管理规范。你应该了解这些机制是如何运作的。如果你在一家很小的初创公司，可能非常随意；如果你在一家大公司，则会非常正式。了解组织内部晋升在操作层面是如何发生的，可以帮助你正确的时间、正确的场合、带着正确的背景进行对话。这是我的一个建议。我们是一个规模稍大的组织，有晋升周期，有特定的提拔时间。所以如果你在晋升周期前四个月找我谈，我可能还没考虑这件事。在大型组织中，我有时在功能上无法随时随地提拔人。

[00:10:52] Claire Vo

English:

One is, I think, understanding the talent calendar of your team, especially at a larger organization. I think the second thing is really the conversation needs to be about what you being in a different position does for the company and why the company needs it. Often the conversation is, "I want to be promoted because I want to be a director of PM, because I want to become a manager, because I need direct reports." Instead of saying, "Look, your span of control, you have nine direct reports, you need leverage

here. I have a lot of credibility with this side of the product organization. I think we could be doing more if this position existed. And I think I'm good for this position because of what I've proven A, B and C."

中文翻译:

我认为第一点是了解团队的人才日历，尤其是在大公司。第二点是，对话的核心应该是：你处于一个不同的职位能为公司带来什么，以及为什么公司需要这个职位。通常人们的对话是：“我想升职，因为我想当 PM 总监，因为我想成为经理，因为我需要带下属。”而你应该说：“看，你的管理跨度太大了，你有九个直属下属，你需要杠杆。我在产品组织的这一块很有威信。如果这个职位存在，我认为我们可以做得更多。而且基于我证明过的 A、B、C 三点，我认为我适合这个职位。”

[00:11:43] Claire Vo

English:

That's solving a problem for the company. That's not solving a career growth issue for an individual. And I think people who want to be promoted need to think in that orientation versus the other, because honestly, especially now, let's say [inaudible 00:12:01]. There are not just these wrote every 12 months we're going to give comp increases and merit increases and you get to be promoted. We really have to be thoughtful about the structure and size and organization of teams. Product teams are naturally pretty small. So, there aren't just management and director and senior director roles to go around. And if you want to get into a management, for example, you have to prove that you're good at organization design. I think really focus on why a role is good for a company or necessary for a company and then why you are the best for that role, rather than, "I want to get promoted."

中文翻译:

这是在为公司解决问题，而不是在解决个人的职业成长问题。我认为想升职的人需要以这种导向来思考，而不是另一种。因为坦白说，尤其是现在，不再是每 12 个月就例行公事地涨薪、发绩效奖金然后升职。我们必须深思熟虑团队的结构、规模和组织。产品团队天生规模较小，所以并没有那么多经理、总监和高级总监的坑位。如果你想进入管理层，你必须证明你擅长组织设计。我认为要真正专注于为什么一个角色对公司有好处或有必要，以及为什么你是该角色的最佳人选，而不是仅仅说“我想升职”。

[00:12:41] Lenny

English:

That is such good advice and such important advice that focus on how do you solve problems for your manager and the business, not, "Hey, here's what I need for my career. This sucks. My career is stagnating." I love that. And I love so much of your message is empowerment. It's not just, here, there's the place you're in and there's not a lot you can do about it. Look for opportunities to help your manager, help your business. "Here's what I can do to move things further." And I think there's an element of timing that you touched on. Propose this at a time when something could happen. You shared this example of there was a marketing gap.

中文翻译:

这建议太棒了，而且非常重要：专注于如何为你的经理和业务解决问题，而不是说“嘿，这是我职业生涯需要的，现在太糟了，我的职业停滞了”。我非常喜欢你传达的这种赋能（Empowerment）信息。不仅仅是“你就在这个位置上，你无能为力”，而是寻找机会帮助你的经理和业务。“这是我可以做的，用来推动事情进一步发展。”而且我认为你提到的时机因素也很关键。在事情可能发生的时候提出建议。你分享了那个营销部门出现空缺的例子。

[00:13:15] Claire Vo

English:

Yep, exactly.

中文翻译:

是的，没错。

[00:13:17] Lenny

English:

Is there another example where you did this sort of thing where you presented, "Here's how I can help the org," and that helped another promotion? If not, that's good.

中文翻译:

还有其他的例子吗？比如你展示了“这是我能如何帮助组织的方式”，从而促成了另一次晋升？如果没有也没关系。

[00:13:25] Claire Vo

English:

It's honestly how I expanded into leading engineering teams in the technology organization. I was at Color and there was a real need to up-level our engineering organization, and I knew exactly what to do. I had high confidence I had the skills, both technical and organizational, to scale the engineering organization in a way that was really critical to the business, both from a architecture perspective and from a team and talent perspective. And so that was one where I knew there was a problem to solve. I knew that problem was important. I knew we had to solve it fast, and I was confident I knew I could do it. I had confidence that I could help there.

中文翻译:

老实说，这就是我如何扩展到在技术组织中领导工程团队的。当时我在 Color，公司确实需要提升工程组织的水平，而我确切地知道该怎么做。我非常有信心自己具备技术和组织方面的技能，能够以对业务至关重要的方式扩展工程组织，无论是在架构层面还是在团队和人才层面。所以在那件事上，我知道有一个问题需要解决，我知道这个问题很重要，我知道我们需要快速解决它，而且我有信心自己能做到。我有信心在那方面提供帮助。

[00:14:06] Claire Vo

English:

And so I'm still doing it today. And at Color, I came in as product. I very quickly began leading the engineering organization, which was fabulous, and then I actually took on some of our non-clinical operations as well where we had a pretty operational leader. We had some high-scale challenges to deal with, and it fit my talent set and I knew I could help the company pretty quickly. And this is the other advice I might give particular to PMs. PM is such a generalist role, it's okay to go a little left and a little right to go up. I took this marketing growth role. That was actually my first director role. It wasn't only for product, it was for marketing. And I had to learn marketing and I had to develop skills there, but it was a foundation on which I could build a broader leadership career. And so I do think also looking left and right outside of your scope of product can be a really effective way to find growth opportunities.

中文翻译:

所以我今天仍在做这些事。在 Color，我最初是负责产品的。我很快就开始领导工程组织，那段经历非常棒。后来我还承担了一些非临床运营的工作，当时我们有一位非常注重运营的领导。我们需要应对一些大规模的挑战，这正好符合我的天赋，我知道我可以很快帮助公司。这是我给 PM 的另一个建议：PM 是一个通才角色，为了向上晋升，向左或向右跨出一步也是可以的。我接手了那个营销增长的角色，那实际上是我的第一个总监职位。它不仅负责产品，还负责营销。我必须学习营销并培养相关技能，但那是我建立更广泛领导力生涯的基石。所以我认为，在产品职责之外向左看、向右看，是寻找增长机会的一种非常有效的方式。

[00:15:08] Lenny

English:

I love that advice, and it leads to so many unexpected opportunities. One of the, I think, big questions with PMs, and coming back to your original advice of know where you want to go, there's so many directions a PM can go. You can eventually become a founder, become a GM, become a CO, something else. And trying these sorts of things often helps you understand, "Here's what I'm actually excited about. Maybe I want to move into design."

中文翻译:

我喜欢这个建议，它会带来很多意想不到的机会。对于 PM 来说，回到你最初的建议“知道你想去哪里”，PM 有很多发展方向。你最终可以成为创始人、总经理（GM）、首席运营官（COO）或其他职位。尝试这些事情通常能帮你理解：“这才是真正让我兴奋的事情。也许我想转行做设计。”

[00:15:31] Claire Vo

English:

Yeah, and one of the other things that I think people don't understand, and maybe I experienced this as a founder and I really feel it inside companies, is the universe is bendable to your will. And what I mean is in most, at least in the stage I operate in in startups and growth stage companies and late stage startups, organizations are very fluid and I like to organize around talented motivated individuals. And so just because we're organized in a particular way now, just because these organizations are separate or these are different, together, doesn't mean that's necessarily the way they have to be, and so you should think about your career growth in the existing structure of the organization. But as an org design thinker, it's a very important job that I have to do. You also have to think of this system as a living, breathing entity that can shift over time in particular around highly motivated, highly talented people.

中文翻译:

是的，还有一件事我认为人们并不理解——也许我作为创始人经历过这一点，在公司内部也深有体会——那就是“宇宙是可以随你的意志弯曲的”。我的意思是，在大多数情况下，至少在我所处的初创公司、成长型公司和后期初创公司阶段，组织是非常流动的，我喜欢围绕有才华、有动力的人来组织架构。所以，仅仅因为我们现在以某种方式组织，仅仅因为这些部门是分开的或是在一起的，并不意味着它们必须一直那样。你应该在现有的组织结构中思考你的职业成长，但作为一个组织设计思考者（这是我必须做的一项非常重要的工作），你也必须把这个系统看作一个活生生的实体，它可以随着时间的推移而转变，特别是围绕着那些高动力、高素质的人才。

[00:16:30] Lenny

English:

And I think along the same lines, referencing this advice you've already shared of just thinking from the perspective of what is my manager and folks above, what are they struggling with and how can I propose, "Here's a solution that happens to also have me move into a more interesting role?"

中文翻译:

我想沿着同样的思路，参考你已经分享过的建议：从经理和上级的角度思考，他们正在为什么而苦恼？我该如何提议：“这是一个解决方案，而且恰好也能让我进入一个更有趣的角色”？

[00:16:46] Claire Vo

English:

Yep, exactly.

中文翻译:

是的，没错。

[00:16:48] Lenny

English:

There's a direction I wasn't planning to go into, but I think it's really important and interesting is people like you that are incredibly good and successful end up taking on a lot, and that often ends up not being what they want.

中文翻译:

有一个我原本没打算谈的方向，但我认为它非常重要且有趣：像你这样极其优秀且成功的人最终会承担很多责任，而这往往并不是他们想要的。

[00:16:58] Claire Vo

English:

SOS.

中文翻译:

救命（SOS）。

[00:17:00] Lenny

English:

Exactly. Any advice on the classic, be careful what you're good at advice? Any advice on just how to not end up with everything?

中文翻译:

没错。对于那句经典的建议“小心你所擅长的事”，你有什么看法？关于如何避免最后揽下所有活儿，你有什么建议吗？

[00:17:08] Claire Vo

English:

I really believe operating in your zone of genius. I really believe in leaning into strengths. And if you are in a position in which you're good at things and you've been giving a lot of responsibility, but you have tremendous growth edges and you're spending more time on the things you need to level up than the things you are exceptional at, I think that's not fair for the organization. I think that's not fair for you.

中文翻译:

我坚信要在你的“天才领域”（Zone of genius）内运作。我非常相信发挥长处。如果你处于一个位置，你擅长某些事并被赋予了很多责任，但你有很多需要成长的短板，并且你花在提升短板上的时间比花在你卓越长处上的时间还要多，我认为这对组织不公平，对你也不公平。

[00:17:32] Claire Vo

English:

I truly believe defining and understanding your zone of genius, where you are exceptional, where no one else can step into the job and do just as good of a job as you can, and where you derive tremendous intellectual emotional joy out of the work is what makes it sustainable over time. And so I don't actually think it's about the volume or breadth of the work. It's about sustainability of the work. And can you show up every day energized and engaged and excited about what you do?

中文翻译:

我深信，定义并理解你的“天才领域”——即你表现卓越、无人能替代你做得同样好、且你能从中获得巨大智力和情感愉悦的领域——才是让工作长期可持续的关键。所以我不认为这关乎工作的量或广度，而关乎工作的可持续性。你是否能每天充满活力、全身心投入并对自己所做的事情感到兴奋？

[00:18:04] Claire Vo

English:

And I think being very aware if you are operating the space or if you're not. And this might go back to, I think, I have never regretted promoting somebody too slowly, I have regretted promoting somebody too quickly. High-slope individuals in particular areas want to get more responsibility, want to have more scope, and I've seen less experienced managers or directors or even people at my level want to give opportunities that put people in a position where they're neither effective nor happy. And so I think being self-aware of that is really important, and then I also think as a manager, being cognizant of that is really important.

中文翻译:

我认为要非常清楚自己是否在这个空间内运作。这可能又回到了我之前的观点：我从未后悔过提拔某人太慢，但我后悔过提拔某人太快。某些领域的高潜人才想要更多责任、更大的范围，我见过一些经验不足的经理、总监甚至我这个级别的人，因为想给机会而把人放在一个既没效率又不快乐的位置上。所以，自我意识非常重要，作为经理，意识到这一点也同样重要。

[00:18:50] Claire Vo

English:

Individually, I do do a lot, but I do feel like I'm in my zone of genius and I also know that part of staying in my personal zone of genius is having this breadth of responsibility but preserving builder time. And what I mean from time is I have to have time to produce real work that comes from me as an individual, and that means that calendar management is quite important. Time management.

中文翻译:

就个人而言，我确实做得很多，但我感觉自己处于“天才领域”。我也知道，保持这种状态的一部分在于：在拥有广泛责任的同时，保留“创造者时间”（Builder time）。我的意思是，我必须有时去产出真正属于我个人的工作成果，这意味着日程管理和时间管理非常重要。

[00:19:21] Lenny

English:

We're going to talk about some of the things that you built. In terms of finding your zone of genius, any advice for someone that's trying to figure out what it is that is in that zone of genius? I know there's a Ted Talk of here's how to think about the zone of genius specifically [inaudible 00:19:33].

中文翻译:

我们待会儿会谈谈你开发的一些东西。关于寻找“天才领域”，对于那些正试图弄清楚自己擅长什么的人，你有什么建议吗？我知道有一个关于如何思考“天才领域”的 TED 演讲。

[00:19:32] Claire Vo

English:

Yeah. I'm not going to relay it in precision, but one of the tactics that I've seen out there is basically go through your calendar for the last month or quarter, whatever it is, write everything down, and basically group them into, I hated doing this, I didn't love doing it but it was fine, I love doing this, and then I love doing this, and if I could spend all my time on this, I would be the happiest person in the whole world. And literally categorize the way you're spending your time into those buckets, and then put the bottom buckets away. Just focus on that top bucket and go, "How can I be here more?" And often, that is a true guide to where your passion is, where your special expertise is, and where you're going to add a lot of value because you're highly engaged.

中文翻译:

是的。我无法精确复述，但我见过的一个策略是：翻看你过去一个月或一个季度的日历，把所有事情写下来，然后把它们分组：我讨厌做这个；我不喜欢做但还行；我喜欢做这个；以及我热爱做这个，如果我能把所有时间都花在这上面，我会是世界上最幸福的人。逐一将你的时间分配归入这些分类，然后把底部的分类扔掉。只关注顶部的分类，思考“我如何能更多地做这些事？”通常，这能真实地引导你找到热情所在、特长所在，以及因为高度投入而能创造巨大价值的地方。

[00:20:26] Claire Vo

English:

I think the other thing is really asking yourself, and this maybe goes back to the career advice perspective, really asking yourself, "What do I do that no one else in this organization can do?" There are lots of things that I do that other people in the organization can do, but what are the things that I do that are... You

think about a differentiated product that are hard to replicate, and knowing what that is and leaning into that can drive a lot of exceptional career growth but also just make you quite happy.

中文翻译:

我认为另一件事是问自己——这可能又回到了职业建议的角度——问问自己：“我做的哪件事是这个组织中其他人都做不了的？”我做的很多事情其他人也能做，但有哪些事情是……就像差异化产品一样难以复制的？了解这一点并深耕其中，不仅能推动非凡的职业成长，也能让你感到非常快乐。

[00:20:58] Lenny

English:

What's an example of that for you?

中文翻译:

对你来说，这方面的例子是什么？

[00:21:00] Claire Vo

English:

I think I'm actually quite good at traversing across and up and down. What I mean is I am fluent across product engineering, design, data and operations, and candidly revenue in a way that vertical or functional leaders maybe are less so. I feel like I have a high level of fluency broadly and can bring conversations between functions together against a business objective pretty easily. It's just the way I'm wired. I was a founder. It's second nature.

中文翻译:

我认为我非常擅长横向跨越以及纵向深入。我的意思是，我在产品、工程、设计、数据、运营，坦白说还有营收方面都很精通，而垂直领域或职能部门的领导者可能没那么全面。我觉得我在广泛的领域都有很高的熟练度，能够很轻松地将不同职能部门的对话统一到业务目标下。这可能就是我的思维方式，我曾是创始人，这已成为我的天性。

[00:21:31] Claire Vo

English:

And the other thing that I think I can do pretty well that I find very joyous is traverse elevation. And so, yes, I love to be up here and think about strategy and vision, but I also like to drop into the details to move things forward. And I think that operating horizontally and then being able to spend some time in the vertical up and down, wherever that vertical up and down happens makes me quite happy. I think I'm pretty good at it.

中文翻译:

另一件我认为自己做得很好且感到非常快乐的事是“跨越高度”。是的，我喜欢在高处思考战略和愿景，但也喜欢深入细节去推动事情进展。我认为横向运作，并能在纵向的各个层级（无论是在哪个环节）穿梭，让我感到非常满足。我觉得我在这方面做得不错。

[00:21:58] Lenny

English:

Amazing. We're going to touch on some of these things you just mentioned actually, but real quick, you mentioned this idea of essentially an energy audit. There's actually a really good guide that I'll point to in the show notes by Matt Mochary that walks you through how to do this. And we talk about this a bunch on this podcast actually, this whole idea of just find things that give you energy, do more of that. Find things that zap you of energy, do less of that. Easier said than done when you have a job and you have to do stuff that people are paying you to do, but it's still really helpful if nothing else to help you point you where you want to be going in your career long-term.

中文翻译:

太棒了。我们待会儿会详细谈谈你刚才提到的一些事情。但很快补充一下，你提到的这个想法本质上是“能量审计”（Energy audit）。Matt Mochary 写过一个非常好的指南，我会放在节目介绍里，它会教你如何操作。实际上我们在播客里经常讨论这个：寻找能给你能量的事，多做；寻找消耗你能量的事，少做。当你有一份工作，必须做别人付钱让你做的事时，这说起来容易做起来难，但它对于指引你职业生涯的长期方向仍然非常有帮助。

[00:22:29] Lenny

English:

Okay, so you mentioned you're a founder, and it feels like you're a founder at heart, but you've been working at larger companies for a while now. And I hear that you're really good at setting a fast pace within larger companies and maintaining that startup focus while also having a very high bar for quality and product. Everybody wants this. Everyone's like, "Yes, move fast, amazing quality." Why would we not want that? I'm curious just what you actually put into practice concretely that allow for you to build teams that move really fast and maintain a high bar. Are there processes you find helpful, values, ways of working?

中文翻译:

好，你提到你曾是创始人，感觉你内心深处也是个创始人，但你已经在大型公司工作一段时间了。我听说你非常擅长在大型公司内部设定快速节奏，保持初创公司的专注度，同时对质量和产品保持极高标准。每个人都想要这个，大家都会说：“是的，要快，质量要好。”谁不想要呢？我很好奇你具体在实践中做了什么，让你能建立起既能快速行动又能保持高标准的团队。有没有你觉得有帮助的流程、价值观或工作方式？

[00:23:06] Claire Vo

English:

Yeah, it's really funny, people often think that I get hired into the roles that I get hired into in later stage companies because I'm supposed to teach them how to operate like a big company. And in fact, I say I'm hired to remind them they can operate like a startup. And so I think about it completely differently.

中文翻译:

是的，这很有趣。人们通常认为我被后期公司聘用是为了教他们如何像大公司一样运作。事实上，我说我被聘用是为了提醒他们，他们依然可以像初创公司一样运作。所以我的思考方式完全不同。

[00:23:23] Claire Vo

English:

And there are two things I think about in terms of pace and high bar. From a pace, it's know what your internal pace is, and essentially don't let it degrade to the pace of your recurring meetings. I often find that pace of organization locks to pace of the calendar, and so I am really thoughtful that reoccurring meetings do not drive next steps. It's a very tactical thing, but when somebody says, "Oh, we'll discuss this or we'll decide this in the next meeting," it's, "No, we should discuss this now. We should decide this tomorrow."

中文翻译:

关于节奏和高标准，我考虑两件事。从节奏上讲，要了解你的内部节奏，本质上不要让它退化到“定期会议”的节奏。我经常发现组织的节奏被锁死在日历的节奏上，所以我非常注意不让定期会议成为驱动下一步行动的唯一动力。这是一个非常战术性的事情，但当有人说“噢，我们下次会再讨论或决定这个”时，我会说：“不，我们现在就讨论，明天就决定。”

[00:23:58] Claire Vo

English:

The other thing that I think about is setting one click faster pace expectations inside an organization. I tend to come in and love this, hate it, it's what I do, which is if I look at an organization that is operating at a lower pace than I would expect, I communicate to my leaders that my expectation is they bring in the clock speed one click faster, which means if you think something needs to be done this year, it needs to be done this half. If you think it needs to be done this half, it needs to be done this quarter. This quarter, this month. This week, today. End of day, in this meeting. And actually setting an expectation that your natural pace is going to be slower than your ambition and being explicit about pulling things in I think can change the way expectations are set and honestly change the energy and momentum in the organization.

中文翻译:

我考虑的另一件事是在组织内部设定“快一个档位”的节奏预期。我进来后，不管别人喜不喜欢，这就是我的做法：如果我看到一个组织的运作节奏低于我的预期，我会告诉我的领导们，我的期望是他们把“时钟频率”调快一个档位。这意味着如果你认为某件事今年需要完成，那就得在半年内完成；如果你认为要半年完成，那就得在这个季度完成；这个季度变这个月，这个星期变今天，今天变下班前，或者就在这次会议中。实际上，设定一个“你的自然节奏会慢于你的雄心”的预期，并明确要求提前完成，我认为这可以改变预期的设定方式，并诚实地改变组织的能量和势头。

[00:24:51] Claire Vo

English:

The third thing on pace is personal SLA. I never want to be a bottleneck for the organization. This is one of the more challenging things about being in my role, is you are often a point of decision-making, tie-breaking, next steps, approvals, socialization. And if my personal SLA is slow, then the rest of my organization cannot be as fast as possible. I try to be fairly responsive. I try to say, "Do both very high rate," and also very quickly. It's really hard, sometimes it's not totally possible, but it's a goal I have.

中文翻译:

关于节奏的第三点是“个人 SLA”（服务等级协议）。我绝不想成为组织的瓶颈。这是我这个角色最具挑战性的事情之一：你经常是决策点、定夺者、下一步行动的开启者、审批者和协调者。如果我的个人响应速度（SLA）很慢，那么我组织的其余部分就不可能达到最快速度。我努力做到及时响应，努力做到既保持高质量又非常迅速。这很难，有时并不完全可能，但这是我的目标。

[00:25:27] Lenny

English:

I love this clock speed concept of just let's move one iteration faster than we would normally move. How do you actually do that? Is this just you doing it and then everyone trickles down from the way you're approaching it? Is this a principle on a team? Is there a phrase you use?

中文翻译:

我喜欢这个“时钟频率”的概念，即比正常速度快一个迭代。你具体是怎么做的？只是你以身作则，然后大家效仿吗？这是团队的一项原则吗？有没有你常用的口号？

[00:25:41] Claire Vo

English:

Yeah, it's a phrase I use and something I asked our leadership teams to do. It started at, one, I'm going to do this, and two, my expectation is you look for opportunities to do this. And the reason I think this is effective, it's very tangible and it's very tactical. It just is one of those things that a moment when you're about to say a due date, you check yourself and you go, "Is this right or do I need to pull it in by an iteration?" And so it's a very tactical piece of advice and expectation I give to my leadership team. If they can show up that way, then the expected pace of the organization goes up, and then people tend to rise to the occasion.

中文翻译:

是的，这是我常用的一个短语，也是我要求领导团队去做的事情。首先，我会这样做；其次，我的期望是你们也寻找机会这样做。我认为这之所以有效，是因为它非常具体且具有战术性。这就像是在你要说出一个截止日期的一瞬间，你自我检查一下：“这个日期合适吗？还是我需要把它提前一个迭代？”所以这是我给领导团队的一个非常战术性的建议和期望。如果他们能以这种方式行事，那么组织的预期节奏就会提高，人们往往也会迎难而上。

[00:26:26] Lenny

English:

And then it connects very directly to your first piece of advice, is not rely on the meeting cadence to determine your action cadence. I imagine that's a similar situation where you tell people, "Here's how I want to operate," and then you actually work that way and that starts to filter through.

中文翻译:

这直接联系到了你的第一条建议：不要依赖会议节奏来决定行动节奏。我猜这也是类似的情况，你告诉大家“这是我希望的运作方式”，然后你身体力行，这种方式就开始渗透下去了。

[00:26:41] Claire Vo

English:

Yeah, I just think there's this anti-pattern of, "We'll make the decision in the next meeting," or, "We'll follow up on this in the next meeting." That is an artificial timeline introduced by Google Calendar or whatever calendar you use. It's not a real thing, and so I want to put us on real timelines. When can we

make the decision? How much information do we need? And that doesn't mean that every decision is made now, today, tomorrow, but it does mean we don't snap to artificial cadences to make our product move forward.

中文翻译:

是的, 我认为存在一种反模式, 即“我们下次会议再做决定”或“我们下次会议再跟进”。那是 Google 日历或你用的任何日历引入的人为时间线。那不是真实的东西, 所以我想让我们处于真实的时间线上。我们什么时候能做决定? 我们需要多少信息? 这并不意味着每个决定都要在现在、今天或明天做出, 但它意味着我们不会为了产品前进而在人为的节奏面前妥协。

[00:27:12] Lenny

English:

Awesome. Let's talk about quality. What are some lessons there?

中文翻译:

太棒了。我们谈谈质量吧。在这方面有什么经验教训吗?

[00:27:17] Claire Vo

English:

Yeah, I think in terms of high bar, there's probably two things that I think about as a leader. There's the talent bar being exceptionally high, and then there's the product bar being high. I'll start with talent, which is, on the talent side I think you have to define the bar. You have to be really specific, and that means you have to think about pretty deeply what are your leadership principles? If your leadership principle is bring the clock speed up one iteration, be explicit that that's what you expect to see, and then articulate that and hold people accountable to it.

中文翻译:

关于高标准, 作为领导者我可能会考虑两件事: 人才标准极高, 以及产品标准极高。我先从人才谈起。在人才方面, 我认为你必须定义标准。你必须非常具体, 这意味着你必须深入思考你的领导力原则是什么。如果你的领导力原则是“将时钟频率提高一个迭代”, 那么就要明确这就是你期望看到的, 然后清晰地表达出来并让人们为此负责。

[00:27:51] Claire Vo

English:

And so I do think it's really important to have a specific and measurable career ladder, especially at the senior levels. I often find that they're very soft. They're hires and manages multiple departments or takes in cross-functional stakeholder feedback. Those are just not tractable, specific things. And so I think, PMs, put on your product definition or OKR hat or whatever and define some real goals for these levels and be specific in a way that you can look at people and say, definitively, "Yes. Measurably, yes, they're meaning this bar measurably. No, they're not meeting that bar." And so I think that's very important.

中文翻译:

所以我认为拥有一个具体且可衡量的职业阶梯 (Career ladder) 非常重要, 尤其是在高级别。我经常发现这些标准很模糊, 比如“招聘并管理多个部门”或“采纳跨职能利益相关者的反馈”。这些都不是可追踪的具体事

项。所以我认为 PM 们应该戴上产品定义或 OKR 的帽子，为这些级别定义一些真实的目标，并做到足够具体，让你能看着某人明确地说：“是的，从衡量指标上看，他们达到了这个标准；不，他们没达到。”我认为这非常重要。

[00:28:39] Claire Vo

English:

The second thing I think is you have to normalize feedback. And Brené Brown, fellow Texan, love her, "Clear is kind," I think conflict-avoidant, feedback-avoidant cultures degrade the talent bar. They just do, because the expectations are not stated and you're not holding accountability. And I do not think that's kind. That is not setting up people for success in their careers. That is not helping them become the best teammate that they can become.

中文翻译:

第二点我认为是必须让反馈常态化。我的德州老乡 Brené Brown（我很爱她）说过：“清晰即是仁慈。”我认为回避冲突、回避反馈的文化会降低人才标准。事实就是这样，因为预期没有被说明，你也没有在追究责任。我不认为那是仁慈。那不是在帮助人们在职业生涯中取得成功，也不是在帮助他们成为最好的队友。

[00:29:08] Claire Vo

English:

I really like to normalize feedback and, as I say, take the temperature out of the room when it comes to open and candid feedback. And that means being very clear when people are not meeting expectations, making it very clear that questioning ideas is not questioning innate talent. And I think that has something that people need to hear to normalize feedback. But I think feedback is quite important.

中文翻译:

我非常喜欢让反馈常态化，正如我所说的，在进行公开坦诚的反馈时要“降温”。这意味着当人们没有达到预期时要非常明确，并清晰地表明：质疑想法并不是在质疑天赋。我认为人们需要听到这些才能让反馈变得正常。我觉得反馈非常重要。

[00:29:30] Claire Vo

English:

And I think the third thing is unfortunately when you're working to build a high talent bar and high talent density, then when folks aren't a fit and it's not working, moving against that quickly is part of the job. And it's a hard part of the job and it's part of the job that most managers really avoid, but I think it's important because it keeps your overall team operating in a really healthy, effective, performant way that makes everybody happier, including people that probably weren't a great fit for the work of the role at the time.

中文翻译:

第三点是，不幸的是，当你致力于建立高人才标准和高人才密度时，如果有人不合适且工作没有起色，迅速采取行动也是工作的一部分。这是工作中艰难的一部分，也是大多数经理极力回避的一部分，但我认为它很重要，因为它能让你的整个团队保持健康、高效、高性能的运作方式，让每个人都更快乐，包括那些当时可能并不适合该角色工作的人。

[00:30:02] Lenny

English:

Is there an example of you being surprisingly candid to someone or giving feedback, hard feedback, to someone about quality, something that's just like, "Oh wow, that's what I should be doing?"

中文翻译:

有没有一个例子，是你对某人表现出令人惊讶的坦诚，或者就质量问题给某人非常严厉的反馈，让人觉得“哇，这才是该做的”？

[00:30:16] Claire Vo

English:

There were two leaders in my organization, I won't say which ones and I won't say when, but two leaders in the organization, partners across product and engineering, and they could not get it together. They could not work together. They were having misalignments and priorities strategy. They could not communicate. They were having conflict in front of the team.

中文翻译:

我组织里曾有两位领导者（我不说是谁也不说是何时），他们分别是产品和工程部门的合作伙伴，但他们就是搞不到一块儿去。他们无法协作，在优先级和战略上存在分歧，无法沟通，甚至在团队面前发生冲突。

[00:30:38] Claire Vo

English:

And the managers that had managed them were taking this very soft pedal approach of, "You need to work on your [inaudible 00:30:47] functional stakeholder, and here am I expecting all this performance management stuff to happen." And I called both of them individually and I said, "The way you are operating is not meeting our leadership expectations. If you do not change, you cannot be part of this organization anymore. I believe you can operate differently. I do." And I did. I believe these are very talented people who could operate. "I believe you can operate differently, but it is your responsibility to do so, and I need to see change starting tomorrow."

中文翻译:

管理他们的经理采取了非常温和的方式，比如“你需要加强跨职能利益相关者的沟通”，而我则期待看到实质性的绩效管理。我分别找他们谈话，说：“你们现在的运作方式不符合我们的领导力预期。如果你们不改变，就不能再留在组织里了。我相信你们可以换一种方式运作，我真的相信。”我确实相信他们是非常有才华的人，可以做得更好。“我相信你们可以改变，但这是你们的责任，我需要从明天开始看到改变。”

[00:31:20] Claire Vo

English:

I wanted them to succeed. And in fact, they did. It snapped in, they got it, and one of the... Turned into one of the most influential effective managers in our team over the course of probably the next six to nine months. And I think just clearly saying, "You are not meeting expectations. You will not be successful here if you continue on this path. I believe you can get here, but it is your responsibility." That is the conversation that is clear and kind and honestly very effective in most instances.

中文翻译:

我希望他们成功。事实上，他们做到了。他们立刻醒悟了，在接下来的六到九个月里，其中一位成为了我们团队中最具影响力和效率的经理之一。我认为，仅仅清晰地说出“你没有达到预期。如果你继续这样下去，你在这里不会成功。我相信你能达到目标，但这是你的责任”，这就是清晰且仁慈的对话，而且坦白说，在大多数情况下都非常有效。

[00:31:55] Lenny

English:

That's an amazing example. Clear is kind, as you said. It reminds me of Kim Scott, who's on the podcast, shared this story about Bob. I don't know if you remember that story at all of just this guy at their company who was just doing a bad job and everyone knew he was doing a bad job, and then they had to fire him. When they're firing him, he's just like, "Why didn't you tell me? Why didn't anyone tell me that nobody thought I was doing a great job?"

中文翻译:

这是一个很棒的例子。正如你所说，清晰即是仁慈。这让我想起曾上过节目的 Kim Scott 分享的关于 Bob 的故事。我不知道你是否记得，公司里那个叫 Bob 的人表现很差，大家都知道他表现差，最后他们不得不解雇他。解雇他时，他问：“为什么没人告诉我？为什么没人告诉大家觉得我做得不好？”

[00:32:16] Claire Vo

English:

And I honestly think saying, "You are not doing a good job," is much kinder than, "I think you can improve on this aspect or that aspect." Or, "I've gotten some feedback that you could be better at..." That's not kind because it doesn't set somebody else up for success either in your organization or somewhere else.

中文翻译:

我真心觉得，说“你做得不好”比说“我觉得你可以在这方面或那方面改进”或者“我收到一些反馈说你可以做得更好……”要仁慈得多。后者并不仁慈，因为它没有为对方在你的组织或其他地方取得成功做好铺垫。

[00:32:36] Lenny

English:

Okay, let's go in a different direction. Let's talk about being a woman in tech.

中文翻译:

好，让我们换个方向。谈谈作为科技界的女性。

[00:32:40] Claire Vo

English:

Oh yeah.

中文翻译:

噢，好的。

[00:32:41] Lenny

English:

This doesn't get talked about a ton on podcasts like this. I know you have a lot of thoughts. Obviously, you've been through a lot. You've had a lot of experiences. There's probably a lot of stories you haven't shared in other places, so I just want to give you a chance to share what you've been through, what you've seen, and any advice you may have.

中文翻译:

在这样的播客中，这个话题谈得并不多。我知道你有很多想法。显然，你经历了很多，有很多经验。可能有很多故事你还没有在其他地方分享过，所以我只想给你一个机会，分享你的经历、见闻以及建议。

[00:32:58] Claire Vo

English:

Yeah, and I'm happy to talk about this. I know a lot of people don't want to be defined or consistently asked about being a woman or a mom in a C-level leadership role. Let's not have women in tech panels anymore. But I've been reflecting a bit on this lately because I just came from a few years in healthcare, which, from my experience, it's a lot more women in leadership roles. I was a little spoiled, even in our technology organization. And now, I'm back in startups and tech, where the ratios are completely opposite, especially in roles like engineering, which is a team that I run.

中文翻译:

是的，我很乐意谈这个。我知道很多人不想被定义，或者不想总是被问及作为女性或母亲担任 C 级领导角色的感受。我们别再搞什么“科技女性论坛”了。但我最近一直在反思这件事，因为我刚在医疗行业待了几年，根据我的经验，那里的领导岗位上有更多的女性。我甚至在技术部门都被“宠坏”了。现在我回到了初创公司和科技界，这里的比例完全相反，尤其是在我领导的工程团队这类角色中。

[00:33:30] Claire Vo

English:

And look, this is just, it's math. I think Carta said that 13-something percent of founders last year were women. It's declining year over year. FEMA led founded teams, or at least 2% of venture capital, women hold 30% of senior leadership org roles. Women are 30% of software engineering teams. This is just math. We're just facts. We're not in the room in the equal proportions. And as somebody who has, despite the numbers, had a fairly successful career so far in technology, I feel like I owe it to the industry to say it hasn't been easy and it's still not easy, even at my level.

中文翻译:

看，这只是数学问题。我想 Carta 说过，去年只有 13% 左右的创始人是女性，而且比例在逐年下降。女性领导的团队只获得了不到 2% 的风险投资；女性在高级领导岗位中占 30%；在软件工程团队中占 30%。这只是数学，只是事实。我们在房间里的比例并不对等。作为一个尽管数据如此，但在科技领域取得了相当成功职业生涯的人，我觉得我有责任告诉这个行业：这并不容易，即使在我这个级别，依然不容易。

[00:34:09] Claire Vo

English:

And what I want to be clear about, because it gets talked about a lot in forms like this, this is not about imposter syndrome. How could I have any right to imposter syndrome? I've proven myself. I've been a founder, I've raised venture capital, I've had a successful exit. I've been, as you said, a CPO across increasing large teams. I get to invest in red companies. I'm on boards. I get to be on this podcast. I'm a TikTok influencer. This is not about feeling like an imposter. It's really about, it is hard and it is different, and the numbers pencil out in a way that is not favorable to women.

中文翻译:

我想澄清一点，因为在类似的场合经常谈到这个：这与“冒充者综合征”（Imposter syndrome）无关。我哪有资格得冒充者综合征？我已经证明了自己。我当过创始人，筹集过风险投资，有过成功的退出经历。正如你说，我在越来越大的团队中担任过 CPO。我投资公司，担任董事，能上这个播客，还是 TikTok 上的红人。这并不是觉得自己名不副实，而是因为这确实很难，而且情况不同，数据结果对女性并不利。

[00:34:47] Claire Vo

English:

And as you said, there's been a lot of stuff in the past that you look at me now and you say, "Oh, she did associate and all the way up," but I had to fight for my all-girls school to carry computer science at the same rate that the all-boys school had it naturally. I grew up in teeny tiny startups in the early aughts. I saw some nonsense. I had VCs tell me, "Don't get pregnant," when I was... These things happened. And yet here I am, and it's fine.

中文翻译:

正如你说，过去发生了很多事。你现在看我，会说“噢，她从助理一路升上来”，但我曾不得不为我的女校争取开设和男校同等水平的计算机科学课程。我在 2000 年代初的小型初创公司中成长，见过一些荒唐事。曾有风投告诉我“别怀孕”，当时我……这些事确实发生过。然而我还是走到了今天，这很好。

[00:35:21] Claire Vo

English:

I'm not complaining. I just think what people also don't understand is that stuff still happens. I don't need to litigate who it happens with, where it happens. It still happens. I have arrived and it still happens. And the reason I bring this up is I think it should be a point of reflection for industry, and I think it can be a really effective point of reflection for women who want to get into leadership roles.

中文翻译:

我不是在抱怨。我只是觉得人们不理解的是，那些事现在依然在发生。我不需要去追究是谁做的、在哪发生的，但它确实还在发生。我已经达到了这个高度，它依然在发生。我提起这个的原因是，我认为这应该是行业反思的一个点，对于想要进入领导岗位的女性来说，这也是一个非常有效的反思点。

[00:35:46] Claire Vo

English:

The way I approach it is I'm just very curious. I wonder what is structural about technology that creates these things happen? What is cultural? What is external? What has happened to me or happens around me? What is internal? What do I bring into the room that doesn't serve me? And so I try to stay very curious. And then constant product thinker, what are the points of leverage I can use to move things not

just forward for me, but for the industry broadly? How can I influence thinking? Where can I not? Where can I walk away from things?

中文翻译:

我的处理方式是保持好奇。我想知道科技行业中有什么结构性的因素导致了这些事情的发生？什么是文化因素？什么是外部因素？发生在我身上或我周围的事情是什么？什么是内部因素？我带进房间的哪些东西是对我不利的？所以我努力保持好奇心。作为一个产品思维者，我会思考：我可以用哪些杠杆点不仅推动我个人的进步，也推动整个行业的进步？我如何影响人们的想法？哪里是我无法影响的？哪里是我可以抽身而出的？

[00:36:24] Claire Vo

English:

And then as for the internal aspect of it, I think this is also a very powerful thing, which is I try to stay in an empowered space. I know my value. I have no time for imposter syndrome. It's not a constructive thing for me, but I do think knowing that, as I said earlier, the universe is bendable to your will. There are things we can change. I don't think these numbers are not tractable. And so my recommendation and what I'd love to say to the industry generally, to women in particular, is curiosity and empowerment have been my path to joy in this sometimes complicated industry. And I think there's a lot better we can do. There's a little bit of ways to go.

中文翻译:

至于内部因素，我认为这也是非常强大的一点，即我努力保持一种“被赋能”的状态。我知道我的价值。我没时间去理会冒充者综合征，那对我来说没有建设性。但我确实认为，正如我之前所说，宇宙是可以随你的意志弯曲的。有些事情我们可以改变。我不认为这些数据是无法改变的。所以我的建议，以及我想对整个行业、特别是对女性说的是：在这个有时复杂的行业中，好奇心和自我赋能是我通往快乐的路径。我认为我们可以做得更好，虽然还有很长的路要走。

[00:37:10] Lenny

English:

Is there a story that you could share if you're comfortable of just something you've gone through or been through that maybe people are like, "Oh, wow, I see what stuff she's dealing with or other women are dealing with that I had no sense of?"

中文翻译:

如果你愿意的话，能否分享一个你经历过的故事，让人们觉得“噢，哇，我终于明白她或其他女性正在面对什么了，而我以前完全没意识到”？

[00:37:21] Claire Vo

English:

I've been trying to wrap my head around this one, which is I consistently get asked if I'm technical enough. Not even if I'm technical enough. Let's put enough aside. If I'm technical. And it's fascinating to me because as a technical co-founder of my startup, I wrote code for the first 12 months solo. I led the engineering team there. That code is still in production in very large environments. I have run multi-hundred people, engineering teams for many years, and I spend my Saturdays and Sundays shipping

code. This is what I do. And truly, the first question most people ask me is, "Oh, well you're not technical though. You're a product person."

中文翻译:

我一直在思考这个问题：我经常被问到我是否“足够懂技术”。甚至不只是“足够”，把“足够”放一边，就是问我“懂不懂技术”。这对我来说很不可思议，因为作为初创公司的技术联合创始人，前 12 个月我是一个人写代码的。我领导过那里的工程团队，那些代码至今仍在非常大规模的生产环境中运行。我管理过数百人的工程团队很多年，而且我周六周日都在写代码。这就是我的日常。然而，大多数人问我的第一个问题竟然是：“噢，不过你并不懂技术吧，你是做产品的。”

[00:38:11] Claire Vo

English:

And I've been really trying to unpack where that is coming from. It's hard for me to imagine somebody else that looks different, that has a different name, that has a different gender getting that question with my background. And so that's one of those things that has really been spinning my head. Again, it's not about imposter syndrome. I don't have anything to prove to people, but I am quite curious where that orientation comes from. And if it comes to somebody like me, who has really had some proven success, I know it's happening to other people, and I'm hoping that I can do something from my position to turn that a little bit.

中文翻译:

我一直在试图剖析这种偏见从何而来。我很难想象一个长相不同、名字不同、性别不同的人，在拥有我这样的背景时还会被问到这个问题。所以这件事一直让我困惑。再次强调，这与冒充者综合征无关，我不需要向任何人证明什么，但我很好奇这种导向是从哪来的。如果像我这样已经取得证明成功的人都会遇到这种情况，我知道其他人肯定也在经历。我希望我能利用我的职位做点什么，来稍微扭转这种局面。

[00:38:50] Lenny

English:

And this connects to what you shared, the advice you had of just try to get curious about why it's happening, which is exactly what you just said. Is that just mostly to help you not get upset and frustrated? Let me just understand, why is this happening again and again?

中文翻译:

这正好联系到了你分享的建议：试着对“为什么会发生这种事”保持好奇，这正是你刚才说的。这主要是为了帮你避免感到沮丧和挫败吗？就是去理解“为什么这种事会一而再再而三地发生”？

[00:39:02] Claire Vo

English:

One, I do think sitting in your power is very effective. And so curiosity means that I'm in control, and I do think I'm in control more than I'm not. That's one part of it is, I think. And the other thing is I think a lot of this is it's complicated. It's structural, it's cultural. It's what you see and what you don't see, not just in the workplace. It's what you see and don't see in media. Am I reading my 7-year-old and my 4-year-old books of, "My grandma's a software engineer?"

中文翻译:

首先，我认为“身处权力中心”是非常有效的。好奇心意味着我处于掌控地位，而且我认为我掌控的时候多于失控的时候。这是其中一方面。另一方面，我认为这很复杂。它是结构性的，也是文化性的。这不仅关乎你在职场看到或没看到什么，还关乎你在媒体上看到或没看到什么。我有没有给我的 7 岁和 4 岁孩子读过《我的奶奶是软件工程师》这类书？

[00:39:35] Claire Vo

English:

Books called the Mom Test, which I actually think is a great book, but it has this underlying presumption of who is technical, who's not, who understands things, who doesn't. And that all bubbles up into how individuals experience an industry that's driving tremendous economic growth here, where at the end of the day, it's about economic participation. It can be about individuals and aspirations, but it is also about economic participation.

中文翻译:

有一本书叫《妈妈测试》(The Mom Test)，我觉得那是一本好书，但它潜意识里假设了谁懂技术、谁不懂、谁理解事物、谁不理解。所有这些都汇聚成了个人在这个驱动巨大经济增长的行业中的体验。归根结底，这关乎经济参与。它可以关乎个人和抱负，但也关乎经济参与。

[00:40:00] Claire Vo

English:

The reason I'm curious about it is I do think it's complicated and I do think you can be successful, but I don't think we're being successful at the rates I would love to see. And I think we're missing a lot of innovation and a lot of economic growth by not having incredible, technical, capable women start companies and lead organizations. And so I think we're all missing out for that, and I'd love to see more of it.

中文翻译:

我对此感到好奇的原因是，我认为这很复杂，而且我认为你可以获得成功，但我不认为我们成功的比例达到了我希望看到的水平。我认为，由于没有让那些优秀的、懂技术的、有能力的女性去创办公司和领导组织，我们错失了很多创新和经济增长。所以我认为我们都在为此蒙受损失，我希望能看到更多女性领导者。

[00:40:25] Lenny

English:

And is there an answer to how do we do this better? Anything you think, hey, you've seen work to help get us past this?

中文翻译:

那么关于“我们如何做得更好”，有答案吗？你有没有见过什么行之有效的方法能帮我们跨越这个障碍？

[00:40:34] Claire Vo

English:

I think normalize seeing it, so thanks for bringing me on this podcast, but I do think normalize seeing it is one of the simplest ways. If you close your eyes and imagine a software engineer, my dream is you imagine a diverse set of folks. You don't imagine a very specific art type. And so I do think you can't believe it unless you see it, and so the more that you can provide platforms for diverse voices to talk about their journey in technology, expose that there are leaders out there that come from different backgrounds, technically, culturally, all those things, the more the industry can imagine different types of leaders in different types of roles.

中文翻译:

我认为要让这种现象“常态化”，所以谢谢你邀请我上这个播客。我认为让其常态化是最简单的方法之一。如果你闭上眼睛想象一个软件工程师，我的梦想是你想象出各种各样的人，而不是一个非常特定的原型。我认为除非你亲眼看到，否则你无法相信。所以，你越是能提供平台让多元化的声音讲述他们在科技领域的旅程，展示那些来自不同技术背景、文化背景的领导者，这个行业就越能想象出不同类型的领导者担任不同类型的角色。

[00:41:17] Claire Vo

English:

And so I just want to see it more. I want to invest more and raise the voices of female founders. I want to call out their amazing female CTOs out there, all those things. And I think if you can see it, you can start to unlock these very embedded concepts of who is and is not a technology leader who is and is not technical.

中文翻译:

所以我只想看到更多。我想更多地投资并提高女性创始人的声量。我想表彰那些优秀的女性 CTO 等等。我认为如果你能看到这些，你就能开始解开那些根深蒂固的观念，即谁是或不是技术领导者，谁懂或不懂技术。

[00:41:40] Lenny

English:

Awesome. I love that advice. It's something I try really hard to do with this podcast.

中文翻译:

太棒了。我喜欢这个建议。这也是我在这个播客中努力尝试去做的事情。

[00:41:44] Lenny (Sponsor Break - Vanta)

English:

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中文翻译:

本集节目由 Vanta 赞助。当涉及到确保公司拥有顶级的安全实践时，事情很快就会变得复杂。现在，你可以通过 Vanta 这一个平台来评估风险、赢得客户信任，并自动完成 SOC 2、ISO 27001、HIPAA 等合规认证。Vanta 市场领先的信任管理平台可帮助你持续监控合规性，同时报告和跟踪风险。此外，你还可以通过 Vanta AI 自动填写安全问卷，节省数小时的时间。加入成千上万家使用 Vanta 自动收集证据、统一风险管理并简化安全审查的全球公司。访问 vanta.com/lenny 即可享受 1000 美元的折扣。

[00:42:36] Lenny

English:

I know you have a fun story about when you were very pregnant selling your startup to Optimizely. Can you share that story? I haven't actually heard the story.

中文翻译:

我知道你有一个有趣的故事，关于你在怀孕晚期将你的初创公司卖给 Optimizely。你能分享一下吗？我还没听过这个故事。

[00:42:45] Claire Vo

English:

Yeah, this was a fun one. Again, this is the universe is bendable to your will and lean into your power, which is, I had been running Experiment Engine, which was a platform for enterprises to run high scale experimentation programs. Not necessarily the underlying A/B testing technology, but all the stuff around hypothesis gathering, insights, aggregation, operations, keeping things on track. Because I really know, as you do, that high scale experimentation programs can be very impactful to businesses.

中文翻译:

是的，这很有趣。再次强调，这是“宇宙随你意志弯曲”和“利用你的力量”的例子。当时我一直在经营 Experiment Engine，这是一个供企业运行大规模实验项目的平台。不一定是底层的 A/B 测试技术，而是围绕假设收集、洞察汇总、运营、保持进度等所有事情。因为我非常清楚（你也一样），大规模实验项目对业务有巨大影响。

[00:43:19] Claire Vo

English:

That being said, it was like a niche inside in industry, as opposed to a large TAM problem. And so I think we just fundamentally hit a TAM ceiling here. We had a great product for a great market that was very narrow. And three years, four years into running the company, I knew that to be true and I knew that we would be better served by being part of a larger organization, and one of those organizations could be a large testing company. And so I remember that was noodling on my mind, but we were also really trying to sell to enterprises.

中文翻译:

话虽如此，它更像是行业内的一个利基市场，而不是一个巨大的市场总量（TAM）问题。所以我认为我们从根本上遇到了 TAM 天花板。我们有一个针对极窄市场的优秀产品。在经营公司三四年后，我意识到这是事实，我知道加入一个更大的组织会让我们发展得更好，而其中一个组织可能就是大型测试公司。我记得当时我一直在思考这件事，但我们也一直在努力向企业销售。

[00:43:52] Claire Vo

English:

And I heard that Microsoft, who was one of our biggest customers, was doing a experimentation day with Optimizely, and I knew Optimizely was a natural acquirer. And I knew I had to get into that room, so I called Microsoft and I said, "Hey, friend of Microsoft, I'm going to be up in Seattle seeing our other customer, very large Seattle company, this week, week of experimentation day. Could we stop by?" And they're like, "Oh yeah, sure." Well, then I went to other big Seattle companies and said, "Hey, other big Seattle company, I'm going to be up Microsoft at their experimentation day. Would you be..."

中文翻译:

我听说我们最大的客户之一微软正与 Optimizely 举办一个“实验日”活动，我知道 Optimizely 是一个天然的收购者。我知道我必须进入那个房间，所以我打电话给微软说：“嘿，微软的朋友，我这周要去西雅图见我们的另一个客户（西雅图的一家大公司），正好是实验日那一周。我们能顺便拜访吗？”他们说：“噢，当然可以。”然后我去找西雅图的其他大公司说：“嘿，西雅图的大公司，我要去微软参加他们的实验日，你们愿不愿意……”

[00:44:34] Claire Vo

English:

I got these two meetings to manifest against each other, and then I walked into that experimentation day and I eyeballed the CFO of Optimizely and I sat in front of him and started pulling up the product and coding at the same time. I was just like, "I'm going to sit in front of him in the row and I'm going to do this and we're going to have my screens." And then I went up and did a demo. And I'm not saying that's the thing that made it happen, but I will say very quickly after that, we became very close partners and ultimately they acquired me.

中文翻译:

我让这两个会议互相借势，然后我走进了那个实验日现场。我盯上了 Optimizely 的 CFO，坐在他前面一排，开始打开产品并同时写代码。我心想：“我就要坐在他前面，我要展示这个，让他看到我的屏幕。”然后我上台做了演示。我不是说这就是促成收购的唯一原因，但我会说在那之后很快，我们成了非常紧密的合作伙伴，最终他们收购了我的公司。

[00:45:06] Claire Vo

English:

I give this advice to founders because one of the things that, and founders and PMs, one of the things that I really hire for is scrappiness. I think you have to be able to do a lot with a little, and I think you have to know where you're getting and, come hell or high water, figure out a way to get there. And this was a very fun example of working my way into the right room, setting myself up for the success that I wanted, and having the backing, the good job, the great product, the outcomes to earn it. But you also have to get yourself in the room.

中文翻译:

我把这个建议给创始人和 PM，因为我招聘时非常看重的一点就是“拼劲”（Scrappiness）。我认为你必须能用有限的资源做很多事，你必须知道你要去哪里，并且无论发生什么都要想办法到达那里。这是一个非常有趣的例子：我想设法进入正确的房间，为我想要的成功做好铺垫，并拥有良好的工作、优秀的产品和成果来支撑它。但你首先得让自己进入那个房间。

[00:45:39] Lenny

English:

And how many months pregnant were you?

中文翻译:

当时你怀孕几个月了？

[00:45:44] Claire Vo

English:

I was extremely pregnant. A ticking time bomb of a belly is a really good negotiation tactic in a deal. I think I remember when we were negotiating the final term sheet, I was 34 weeks pregnant, something like that, and they said, "Can you fly out to San Francisco?" I was in Austin at the time. And I said, "Literally, you can fly me out today and back tomorrow, and then I'm not allowed on planes." And that's how. It was very fun. It was fun, and what a happy acquisition. I can talk all day about how that was great. Great experience.

中文翻译:

我当时怀孕非常晚期了。在交易中，一个像定时炸弹一样的肚子其实是一个非常好的谈判策略。我记得当我们谈判最终条款清单（Term sheet）时，我怀孕 34 周左右。他们问：“你能飞到旧金山吗？”我当时在奥斯汀。我说：“你可以让我今天飞过去，明天飞回来，在那之后我就不被允许坐飞机了。”事情就是这样。非常有趣，那是一次非常愉快的收购。我可以聊一整天那次经历有多棒。

[00:46:11] Lenny

English:

And I love it's another example of the phrase you've been coming back to of bending, I don't know if it's bending the world to your will.

中文翻译:

我喜欢这个例子，这是你一直提到的那个短语的又一个例证——弯曲，我不知道是不是“让世界随你的意志弯曲”。

[00:46:17] Claire Vo

English:

Bending the universe towards your will.

中文翻译:

让宇宙随你的意志弯曲。

[00:46:19] Lenny

English:

The universe? Even bigger. I love it. It feels like a recurring theme here, is to take agency and control where your career and life is going. And that's such a good example of just finding a way into this room that would be very hard for someone to get into. You've touched on the CPTO role that I haven't heard much about. And I know that this is a big topic for you, and I feel like there might be a trend happening here of combining engineering product. Can you just talk about this role and why you think it might be emerging?

中文翻译:

宇宙？范围更大了。我喜欢这个说法。这似乎是一个反复出现的主题：采取主动权（Agency），掌控你的职业和生活走向。那是一个非常好的例子，说明了如何进入一个普通人很难进入的房间。你提到了 CPTO 这个角色，我对此听得不多。我知道这对你来说是个大话题，我觉得现在可能出现了一种将工程和产品合并的趋势。你能谈谈这个角色以及为什么你认为它正在兴起吗？

[00:46:51] Claire Vo

English:

Yeah, I get asked about it a lot because it's not super rare, but it's not super common either, and I think it could potentially be rising. And I'm using CPTO for short code of running product and engineering design functionally together. It's very different. I've done both. It's very different than a pure product or a VP product role.

中文翻译:

是的，经常有人问我这个问题，因为它虽然不是极其罕见，但也并不普遍，而且我认为它可能会兴起。我用 CPTO 作为将产品、工程和设计职能在功能上统一管理的简写。这非常不同。我两种都做过，它与纯粹的产品负责人或产品 VP 角色非常不同。

[00:47:13] Claire Vo

English:

And so first, I talked a little bit about how I got into this role. I do think you have to be technical to do a role like this. I think a lot of people look at my professional background and think that I use my broad leadership skills and leverage of a great SVP to keep engineering team going. But no, actually I spent quite a bit of time on the engineering side, because as somebody who is responsible for the business outcomes of the product, one of the best ways to drive value is having a highly performant engineering team that works on a scalable platform.

中文翻译:

首先，我谈到了我是如何进入这个角色的。我认为要胜任这个角色，你必须懂技术。我想很多人看我的职业背景，会觉得我是利用广泛的领导技能和优秀的高级副总裁（SVP）的杠杆作用来维持工程团队的运作。但实际上，我在工程方面花了很多时间。因为作为一个对产品业务结果负责的人，创造价值的最佳方式之一就是拥有一支在可扩展平台上工作的高效工程团队。

[00:47:45] Claire Vo

English:

And so I spend a lot of time making sure that we're building the right architectural decisions, that our infrastructure meets the needs of our team, that our edge team is operating in a way that drives velocity.

And I just don't think you can do that job if you don't understand how software gets built on a technical level. So I'm the kind of person that when we're doing a product review, I have the PRD up and GitHub up and I'm comparing both, because I think both sides matter.

中文翻译:

所以我花了很多时间确保我们做出了正确的架构决策，确保我们的基础设施满足团队的需求，确保我们的边缘团队以驱动速度的方式运作。我认为如果你不从技术层面理解软件是如何构建的，你就无法胜任这份工作。所以我这种人，在进行产品评审时，会同时打开 PRD 和 GitHub 进行对比，因为我认为两方面都很重要。

[00:48:10] Claire Vo

English:

I think the other thing that's different about this role is it's quite operational, and so you really have to know about operations and organization design. Edge teams are by nature much larger than product organizations. You just think about the classic ratios, there are more people in engineering than there are in product. And the talent challenges are significantly different in engineering, whether it's the high volume of recruiting, culture-shaped challenges are different. You have to really think about org design. And so you have to have a different level of mindset around organization design and operations when you're in a CPTO role.

中文翻译:

我认为这个角色的另一个不同之处在于它非常注重运营，所以你必须了解运营和组织设计。工程团队天生就比产品组织大得多。想想经典的比例，工程人员总是多于产品人员。工程领域的人才挑战也大不相同，无论是大规模招聘，还是文化塑造方面的挑战。你必须真正思考组织设计。因此，当你担任 CPTO 角色时，你必须在组织设计和运营方面拥有一种不同层次的思维方式。

[00:48:51] Claire Vo

English:

You're on pager duty. You're getting paged at 1:00 AM if a service, if there's a Sub-Zero and it goes down. That is not what it's like to be a product leader. So you got to know what you're getting into and you have to be technical. And then the thing I would be remiss to say about this role is the P and the T get a lot of air time. Product and engineering get a lot of air time. Design data, these are such functional, very important organizations, and why these roles get... That's what the role is and how you could be good at it or whether it would be a fit for your skills.

中文翻译:

你还要值班（Pager duty）。如果某个服务在凌晨 1 点宕机，你会收到警报。这可不是产品领导者的日常。所以你得知道自己面对的是什麼，而且你必须懂技术。另外，我必须提到的是，虽然 P（产品）和 T（技术/工程）被讨论得最多，但设计和数据也是非常重要的职能组织。这就是这个角色的本质，以及你如何能胜任它，或者它是否符合你的技能。

[00:49:24] Claire Vo

English:

The question of why have this kind of role, and I think there's two reasons. There's the obvious strategic reason of, they're all the same thing. They're all building capital P product, they're all builders, they're the

same types of folks, they're all builders, and bringing them under one house allows you to optimize for the whole, as opposed to optimize for the function. And if you can find a leader that is effective at that, I think you can get a lot of value added. And honestly, the second thing is it provides a tremendous amount of leverage to the CEO in many ways. At the end of the day, R&D is a very expensive and complicated investment the company is making, and having a single person responsible for R&D investment at the executive level is quite important, especially when you're candidly spending a lot there.

中文翻译:

至于为什么要设立这种角色，我认为有两个原因。第一是显而易见的战略原因：它们本质上是一回事。大家都在打造“大写 P”的产品，大家都是创造者（Builders），是同一类人。将他们置于同一个屋檐下，可以让你针对整体进行优化，而不是针对职能进行优化。如果你能找到一个擅长此道的领导者，我认为能增加很多价值。老实说，第二点是它在很多方面为 CEO 提供了巨大的杠杆。归根结底，研发（R&D）是公司一项非常昂贵且复杂的投资，在执行层面有一个人专门负责研发投资是非常重要的，尤其是当你投入巨大时。

[00:50:21] Claire Vo

English:

And so I think it's those two things. It's, these are one team. There should be no debates over what's best for product or what's best for engineering, what's best for design. It should be what is best for the organization at whole. What do our customers need and what do our business needs? And then it's the accountability candidly of this quite meaningful investment against business objectives and having a singularly responsible individual to care for that investment.

中文翻译:

所以我觉得就是这两点。首先，这是一个团队。不应该再争论什么是对产品最好的，什么是对工程最好的，什么是对设计最好的。应该是：什么对整个组织最好？我们的客户需要什么？我们的业务需要什么？其次，是对这项极具意义的投资向业务目标负责，并有一个单一的负责人来管理这项投资。

[00:50:46] Lenny

English:

It sounds wonderful, having one person to deal with across all these functions.

中文翻译:

听起来很棒，只需要和一个人对接所有这些职能。

[00:50:50] Claire Vo

English:

It is and isn't. I'll just say, I've done both. I've been a CPO next to an SVP of Eng. I've run both together. Founders can play this role. And again, this is why I say you have to optimize around talent in your organization. If your CEO has the skills, bandwidth, et cetera, to do this, they can do this. You can keep the organization separate. They can hold that. If they have a different area of expertise, if they've never done that before, if it's just not working operationally, they have broader areas of focus, then bring it together under someone. I don't think there's a perfect organization structure. This has just been one that's worked well in the shape of organizations that need someone like me.

中文翻译:

是也不是。我只能说，我两种模式都经历过。我曾作为 CPO 与工程 SVP 并肩作战，也曾同时管理两者。创始人也可以扮演这个角色。再次强调，这就是为什么我说你必须围绕组织中的人才进行优化。如果你的 CEO 有能力、有带宽去做这件事，他们可以做，你可以保持组织分离，由他们来统筹。如果他们的专长在其他领域，或者以前没做过，或者运营上行不通，他们有更广泛的关注点，那就把这些职能统一交给某个人。我不认为存在完美的组织结构，这只是在需要像我这样的人的组织形式中运作良好的一种方式。

[00:51:33] Lenny

English:

And along the same lines, designing an org around the person, I imagine there's not many very engineering background experience people that are also really good at product and can do design. I guess how deep do you need to be in each of these functions to be successful in this role? Because it feels really rare.

中文翻译:

沿着同样的思路，围绕人来设计组织，我猜并没有多少既有深厚工程背景，又非常擅长产品且能做设计的人。我想知道，要在这个角色上取得成功，你需要在每个职能领域钻研多深？因为这感觉非常罕见。

[00:51:51] Claire Vo

English:

Start a company and then you have to do it, in some ways. I've worked for both and they've told me, I've worked for two, they go, "I'm not a founder, but I'm the CEO." And I go, "That's fine. I'm an operator, but I'm going to bring a founder mindset." And so I think as a founder, especially early stage, you do all of this. You see how all of this is one person, because honestly sometimes it is one person, and sometimes that person is you. And so I do think working in a very small startup gives you the opportunity to experience a breadth of functional skills and develop a breadth of functional skills that can set you up for this kind of role much further down the line. I do think early stage startup experience is one of those shortcuts to getting visibility here.

中文翻译:

在某种程度上，创办一家公司你就必须这么做。我曾为两位 CEO 工作过，他们告诉我：“我不是创始人，但我是 CEO。”我说：“没关系，我是运营者，但我会带来创始人思维。”我认为作为创始人，尤其是在早期阶段，你必须做所有这些事。你会看到所有这些职能如何集中在一个人身上，因为老实说，有时确实只有一个人，而那个人就是你。所以我认为，在非常小的初创公司工作，让你有机会体验并培养广泛的职能技能，这能为你以后担任此类角色打下基础。我认为早期初创公司的经验是获得这种视野的捷径之一。

[00:52:46] Claire Vo

English:

I think the other thing is, again, I said this earlier, so many people get siloed into, "I'm a product manager, and so my job is this, but it's not that. And I can only do this, and if designs are needed, I am blocked and I will just wait." And I just give permission for people to make... We have a leadership principle inside our team that's like, "There are no lanes." Our lanes are dotted. They're not solid in that you can shift over and pencil out a design, an engineer can write a spec. All those things are fine. They're natural, they're normal, and I actually think they're quite healthy. And it's that kind of thinking that probably is going to breed the type of leaders that could do this type of role.

中文翻译:

另一件事是，正如我之前所说，很多人被困在自己的“筒仓”里，认为“我是产品经理，所以我的工作是这个，而不是那个。我只能做这个，如果需要设计，我就被卡住了，只能等着”。我会允许人们去跨界……我们团队内部有一个领导力原则，叫做“没有车道线”。我们的车道线是虚线，不是实线，这意味着你可以跨过去画个设计草图，工程师也可以写一份规格说明书。所有这些都是可以的，是自然的、正常的，而且我认为非常健康。正是这种思维方式，可能会孕育出能够胜任这类角色的领导者。

[00:53:29] Lenny

English:

Awesome. It reminds me at GitLab. I just interviewed their head of product, or CPO, and they have a core value of, "Short toes." Don't worry about stepping on people's toes. Have short toes. Don't worry about people getting into your stuff. It's all good.

中文翻译:

太棒了。这让我想起 GitLab。我刚采访了他们的产品负责人（CPO），他们有一个核心价值观叫“短脚趾”（Short toes）。别担心踩到别人的脚趾，脚趾短一点。别担心别人插手你的工作，这都没问题。

[00:53:43] Claire Vo

English:

Yep.

中文翻译:

是的。

[00:53:43] Lenny

English:

Okay. You mentioned AI. Amazing segue to my next topic that I want to spend some time on. You built a tool called ChatPRD. My guess is it's the single most popular AI PM-specific tool out there, other than some big company's tool like, I don't know, Sprague or Figma or something like that. First of all, just what is ChatPRD, and then why did you build it?

中文翻译:

好。你提到了 AI，这完美地过渡到了我下一个想花时间讨论的话题。你开发了一个叫 ChatPRD 的工具。我猜它是目前最受欢迎的 PM 专用 AI 工具，除了像 Sprague 或 Figma 这种大公司的工具之外。首先，ChatPRD 到底是什么？你为什么开发它？

[00:54:06] Claire Vo

English:

Yeah. ChatPRD comes out of, again, pace setting. And I'll actually tell you the real genesis of ChatPRD, which is at a previous company we had a quite technical product we needed to build. We're scrappy and resource-constrained, and our platform PMs were working on something very important, but this was

critical and we needed to get it done. And we didn't really have a platform technical PM to spec this thing out. And it was quite complicated.

中文翻译:

是的。ChatPRD 同样源于“节奏设定”。我告诉你 ChatPRD 真正的起源：在之前的一家公司，我们需要构建一个非常技术化的产品。我们当时资源有限，我们的平台 PM 正在忙于另一件非常重要的事情，但这个项目很关键，必须完成。我们当时并没有多余的平台技术 PM 来写这个规格说明书，而且它非常复杂。

[00:54:35] Claire Vo

English:

And I raised my hand and I said, "I'll IC this. I think I know what we need." And between the beginning of the meeting and the end of the meeting, I had used ChatGPT and a prompt to come up with a very serviceable PRD spec for this very technical product. And I took that prompt and that long-running ChatGPT thread and crafted the Claire version of a product leader or product person that could, with really solid consistency, output product specs, give good feedback, build out plans, build out tracking mechanisms and goals.

中文翻译:

我举手说：“我来当独立贡献者（IC）做这个，我知道我们需要什么。”在会议开始到结束之间，我利用 ChatGPT 和一段提示词（Prompt），为这个非常技术化的产品生成了一份非常可用的 PRD 规格说明书。我拿着那段提示词和那个长期的 ChatGPT 对话线程，精心打造了一个“Claire 版”的产品领导者或产品人模型，它能以非常稳定的一致性输出产品规格、提供良好反馈、制定计划、建立跟踪机制和目标。

[00:55:20] Claire Vo

English:

And so while I say, "She may just be a prompt, but she is prompt," this was lovingly crafted over several months. And so when the GPT Store came out, for my team I just said, "Hey, you all know I've been writing PRDs with ChatGPT." I created a GPT and just gave it to my team. I was like, "Here, you can use this if you want it." And they really liked it, and other people started asking about it and I eventually ran into the monetization and access wall that is the GPT Store right now. And so I've also been having a lot of fun coding again, and so I thought, this is easy. We're just going to stand up a standalone app and wrap, come on, it's a wrapper, it started as wrapper, wrap some of these capabilities and just publish it and put a fairly reasonable price tag on it and see what happens.

中文翻译:

虽然我说“她可能只是一个提示词，但她非常敏捷（Prompt）”，这是我花了几个月时间精心打磨的。当 GPT Store 发布时，我对团队说：“嘿，你们都知道我一直在用 ChatGPT 写 PRD。”我创建了一个 GPT 并分享给了团队，说：“给，如果你们想用就用吧。”他们非常喜欢，其他人也开始询问。最终我遇到了 GPT Store 目前的变现和访问限制。而且我最近又开始享受写代码的乐趣了，所以我心想：这很简单，我们直接做一个独立应用，把它包装起来——没错，它就是一个套壳（Wrapper），起初就是个套壳——把这些功能包起来发布，定一个合理的价格，看看会发生什么。

[00:56:12] Claire Vo

English:

And now, I have thousands of people using ChatPRD. Every day, people are creating dozens of specs and PRDs every month. It's everything from, "I'm an engineer on a team with too few PMs and I get blocked, so I'm going to build my own requirements," to, "I'm a solo founder and I need to put some structure on my thought for my team," to, "I'm a PM and this has saved me truly hours of work to get the basics of my product requirements done so I can spend time on the details." And then I've added on more functions and capabilities than the standalone app. It is my personal product copilot that I've released for the world.

中文翻译:

现在，我有成千上万的人在使用 ChatPRD。每天都有人在创建规格说明书，每个月产出大量的 PRD。用户群体很广：有的是因为团队 PM 太少而被卡住的工程师，于是自己写需求；有的是需要为团队理清思路的个人创始人；还有的是 PM，这为他们节省了数小时的基础工作时间，让他们能专注于细节。我在独立应用中增加了比 GPT 版本更多的功能。它就是我为全世界发布的个人“产品副驾驶”（Product Copilot）。

[00:56:49] Lenny

English:

Okay. First of all, where can people check this out? Is it chatprd.com?

中文翻译:

好。首先，大家在哪里可以体验到它？是 chatprd.com 吗？

[00:56:53] Claire Vo

English:

.ai. Come on.

中文翻译:

是 .ai，拜托。

[00:56:54] Lenny

English:

.ai, of course.

中文翻译:

当然，是 .ai。

[00:56:54] Claire Vo

English:

Yeah, chatprd.ai.

中文翻译:

是的，chatprd.ai。

[00:56:58] Lenny

English:

I saw some stuff about the country that has .ai is just making so much bank right now.

中文翻译:

我看到一些消息说，拥有 .ai 域名的那个国家（安圭拉）现在赚翻了。

[00:57:01] Claire Vo

English:

So much money.

中文翻译:

赚了超级多钱。

[00:57:02] Lenny

English:

All these domains. Then in terms of the stack, just to be clear, so it started as a ChatGPT prompt, custom prompt, you evolved, then it became a GPT, a custom GPT, and now it's your own app that is using the OpenAI APIs behind-

中文翻译:

全是这些域名。关于技术栈，澄清一下：起初是一个 ChatGPT 提示词，然后你不断演进，接着变成了一个自定义 GPT，现在是你自己的应用，后台调用 OpenAI 的 API——

[00:57:17] Claire Vo

English:

It is, yeah. It's using the assistance APIs. And what's different about the standalone app versus the GPT is every person that uses the standalone app gets a customized assistant. It learns from their specific content. It learns from their role. It learns from their company. If you use the GPT version, you're not getting that customization. When you use the standalone app, you are getting that customization. And then I've layered on a couple of different capabilities. In addition to having the chat format, it will actually create the document for you and iterate on the actual doc for you, and then working on some additional tools and integrations in the future.

中文翻译:

没错。它使用的是 Assistants API。独立应用与 GPT 版本的不同之处在于，每个使用独立应用的人都会得到一个定制化的助手。它会学习用户的特定内容、角色和公司背景。如果你用 GPT 版本，你得不到这种定制化。使用独立应用，你就能得到。此外，我还增加了一些功能：除了聊天界面，它还会为你生成文档并直接在文档上进行迭代。未来我还在开发更多的工具和集成功能。

[00:57:55] Lenny

English:

Okay, great. What are the most common use cases again? Just so people can get a sense of, "Oh, let me use this for these things."

中文翻译:

好，太棒了。最常见的使用场景有哪些？好让大家有个概念，“噢，我可以用它来做这些事”。

[00:58:00] Claire Vo

English:

Yeah, about 60% of people use it to put in an idea and get a PRD out. Just get the specs of what are my objectives and user goals, what are user stories, what is out of scope, walk through the UX. In our standard template, I have what's called a narrative, which is, how do you pitch this product? Which I feel like is a thing product managers miss a lot, which is how to position and pitch it, sequencing and milestones, measurements and goals, all those sorts of things.

中文翻译:

是的，大约 60% 的人是用它输入一个想法，然后生成一份 PRD。包括明确目标、用户目标、用户故事、范围外定义、UX 流程等。在我们的标准模板中，我加入了一个叫“叙事”（Narrative）的部分，即：你如何推销这个产品？我觉得这是产品经理经常忽略的一点，即如何定位和推销它，还有排序、里程碑、衡量指标和目标等等。

[00:58:33] Claire Vo

English:

Now, that's the out-of-the-box template. As I said, you can actually customize what your PRD template is in ChatPRD if you do something different or want something different for your company. About 60% of people are using it for that. 30% of people, I would say, are using it to put in a spec or a PRD or a strategy doc or a roadmap and improve it. And then the rest are using it to brainstorm ideas, internal PM work. How do I come up with a good agenda for X, Y, and Z? That kind of stuff.

中文翻译:

那是开箱即用的模板。正如我所说，如果你有不同的需求或公司有特定要求，你可以在 ChatPRD 中自定义 PRD 模板。大约 60% 的人这么用。另外 30% 的人，我会说，是把现有的规格书、PRD、战略文档或路线图放进去进行改进。剩下的人则用它来头脑风暴、处理 PM 的内部工作，比如“我如何为某某会议制定一个好的议程？”之类的事情。

[00:59:02] Lenny

English:

Amazing. Okay, so I wrote a post recently sharing a bunch of examples of how people are using different GPT specifically at work, and I think it's spurred a lot of people to experiment with this stuff. If there's one tip that you could share for someone that's trying to build a GPT or their own custom app using APIs, any advice?

中文翻译:

太棒了。我最近写了一篇文章，分享了很多人们在工作中如何使用不同 GPT 的例子，我想这激励了很多人去尝试。如果你能给那些尝试构建 GPT 或使用 API 开发自定义应用的人分享一个秘诀，你会说什么？

[00:59:24] Claire Vo

English:

Prompt matters. We went through this whole cycle of prompt engineering is a thing, it's not really a thing, fine-tuning is... Prompt really does matter, and a good PM, I do competitive analysis. I use the same input and look at different GPT or ChatGPT. I look at the GPT Store version, I look at other PM tools that do this and I look at mine. I think mine is actually better.

中文翻译:

提示词（Prompt）很重要。我们经历过“提示词工程到底是不是个真命题”的讨论，还有微调（Fine-tuning）等等。提示词真的很重要。作为一个好的 PM，我会做竞品分析。我用同样的输入，去对比不同的 GPT 或 ChatGPT。我看 GPT Store 的版本，看其他做这个的 PM 工具，再看我的。我认为我的确实更好。

[00:59:50] Claire Vo

English:

And then I'm getting into a mode now where I may do some model experimentation and tuning behind the scenes, so it might not be OpenAI, it may be other things, but it matters. The instructions matter, the context matters for the quality of the output is something that I would say when building these kinds of products. I think the other thing is there is no solution right now for monetization. Knock on wood, open it and we'll figure it out. If I had more time, maybe I would create a platform out of what I've created for ChatGPT to let other people monetize their GPTs and add on capabilities. But it's not out of the box yet for folks. There's a lot of work that I had to do to get it from here to there.

中文翻译:

我现在进入了一个阶段，可能会在后台进行一些模型实验和微调，所以可能不只是用 OpenAI，也可能是其他的。但关键在于：指令很重要，上下文很重要，这些决定了输出的质量。这是我在构建这类产品时的心得。另一件事是，目前还没有现成的变现解决方案。但愿以后会有。如果我有更多时间，也许我会把我为 ChatGPT 开发的东西做成一个平台，让其他人也能变现他们的 GPT 并增加功能。但目前对大家来说还没有现成的方案，我为了把它做成现在这样做了大量工作。

[01:00:31] Lenny

English:

Are you making real money with this thing? And is it an idea that this becomes the thing you do someday maybe long term?

中文翻译:

这东西现在能赚到真钱吗？你有没有想过有一天这会成为你长期从事的事业？

[01:00:38] Claire Vo

English:

My original goal, and I said this out on X, my original goal is I just want to buy a nice glass of wine a week. That was my goal. I could buy cases of wine now. This is very exciting for me. It's making what I would consider real money. Is it a venture scale thing? No. Does it need to be? No. I have a goal around my kids'

education expenses. I would love for this to cover a little bit. I have a ambitious but not audacious goal for ChatPRD.

中文翻译:

我最初的目标（我在 X 上也说过）只是想每周能买得起一杯好酒。那就是我的目标。现在我能买好几箱酒了。这让我很兴奋。它赚到了我认为的“真钱”。它是一个具备风险投资规模（Venture scale）的项目吗？不是。它需要是吗？不需要。我有一个关于孩子教育费用的目标，我希望这能覆盖一部分。我对 ChatPRD 有一个宏大但不狂妄的目标。

[01:01:13] Claire Vo

English:

The other goal that I have, which is, let's put monetization aside, is this is my joy space, zone of genius joy space. And my goal with ChatPRD is it has to be a hundred percent fun for me. This is my hobby, so I'm not doing anything that makes it not fun. It is a pure bliss space for me. I get to code on the weekends, I get to do customer support at night, and I get to build things that I would use. I get to learn new technologies. I want to keep it in that space because it provides a lot of joy for me. Put money aside, I just want it to be fun.

中文翻译:

我的另一个目标（抛开变现不谈）是：这是我的“快乐空间”，是我的“天才领域快乐空间”。我对 ChatPRD 的要求是，它必须对我来说 100% 有趣。这是我的爱好，所以我不会做任何让它变得无趣的事。这对我来说是一个纯粹的幸福空间。我可以在周末写代码，在晚上做客户支持，构建我自己会用的东西，学习新技术。我想让它保持在这个状态，因为它带给我很多快乐。抛开钱不谈，我只想让它保持有趣。

[01:01:51] Lenny

English:

Love that. Okay, so some people listening to this, especially PMs, may be like, "Claire, what the hell are you doing? Are you going to replace product managers in a year or two?" This connects to something I've just generally been thinking about and that's come up a bunch, is just over time, which skills and jobs of a product manager will be greatly enhanced by AI and which will be completely replaced by AI, if any, so that people can understand which skills they should be investing in and which maybe are less important.

中文翻译:

太棒了。有些听众，尤其是 PM 们可能会想：“Claire，你到底在搞什么？你打算在一两年内取代产品经理吗？”这联系到了我一直在思考的一个普遍问题：随着时间的推移，产品经理的哪些技能和工作会被 AI 大大增强，哪些会被 AI 完全取代（如果有的话）？这样大家就能明白应该投资哪些技能，哪些可能不再那么重要。

[01:02:36] Claire Vo

English:

At the highest level, I tend to be very short-term pessimistic, although I'll frame that short-term pessimistic and very long-term optimistic. I am a big believer that technology has made society generally much more affluent, wealthier, happier, healthier. I am a big believer in technology and I am optimistic about its impact on the human race. There are lots of things that are not going well, but I really do believe that innovation and technology, I'm excited for my kid's future. I'm not afraid of it.

中文翻译:

在最高层面上，我倾向于短期悲观，但我会把它界定为短期悲观、长期乐观。我坚信技术让社会总体上变得更富足、更富有、更快乐、更健康。我是技术的坚定信徒，我对技术对人类的影响持乐观态度。虽然有很多事情进展不顺，但我真的相信创新和技术。我为我孩子的未来感到兴奋，我不害怕它。

[01:03:11] Claire Vo

English:

Now, that being said, I am of the mind excitedly that this is going to change stuff in companies incredibly quickly. And part of building ChatPRD is I hold myself to the bar as a technology leader, I need to be leading the league on understanding what this can disrupt, using these tools to make a better team, and actually shifting the size and shape of my organization in response to the technology around us. Is it going to eliminate PMs next year? Probably not. Are the ratios between PMs and other teams going to shift over time? Yes. Are the skills required going to shift? Yes. Could they shift much faster than we all anticipate? Probably. I think there's a lot of change coming and I want to be prepared for it.

中文翻译:

话虽如此，我兴奋地认为，这将以难以置信的速度改变公司内部的事物。构建 ChatPRD 的一部分原因在于，作为一名技术领导者，我要求自己必须在理解 AI 能颠覆什么方面保持领先，利用这些工具打造更好的团队，并根据我们周围的技术实际调整组织的规模和形式。它会在明年消灭 PM 吗？可能不会。PM 与其他团队的比例会随时间变化吗？是的。所需的技能会转变吗？是的。这种转变会比我们预想的快得多吗？很有可能。我认为巨大的变革即将到来，我想为此做好准备。

[01:04:00] Claire Vo

English:

Now, what do I think this replaces and what does it not replace? I was reflecting on this question and communication, lowercase C, I feel like is one of the places that's going to be replaced. And I call it lowercase C. It's the functional trading of information that allows other people to do jobs. I think that these language models and these tools are really good synthesizing information, putting together communication, and can coordinate who that communication goes to and get it out in many modalities of content.

中文翻译:

那么，我认为它会取代什么，不会取代什么？我一直在思考这个问题。我觉得“小写 c 的沟通”（communication）是会被取代的领域之一。我称之为“小写 c”，它是指为了让别人开展工作而进行的职能性信息交换。我认为这些语言模型和工具非常擅长综合信息、组织沟通，并能协调沟通对象，以多种内容形式发布。

[01:04:41] Claire Vo

English:

And so I'm really thinking about the PM as the keeper of cross-functional relationships and communication is really, I think, potentially going to change. Now, but capital C communication of are you influential? Are you convincing? Are you bold? Can you get this system of humans to follow you down

a path? That's, I think, going to be much harder to replace, and so I'm thinking about the edges of communication and where they'll change and what they won't.

中文翻译:

所以我认为 PM 作为跨职能关系和沟通的维护者，这一角色可能会发生变化。但是，“大写 C 的沟通”（Communication）——即你是否有影响力？你是否有说服力？你是否大胆？你是否能让这群人跟随你走上一条路？我认为这要难取代得多。所以我正在思考沟通的边界，哪些会变，哪些不会。

[01:05:15] Lenny

English:

That's really interesting. I did a little poll on Twitter asking people of between communication, execution, strategy, and product sense, which skills are most likely to be basically taken over by AI. And communication was number one, by far. I have a contrarian perspective. And strategy was the least voted. I feel like, so strategy work is essentially, "Here's everything we know about the world and competitors and the market and our advantages. Here's a plan to win in the market essentially." I feel like that's what AI is incredibly good at.

中文翻译:

这很有趣。我在 Twitter 上做了一个小调查，问大家在沟通、执行、战略和产品感中，哪些技能最有可能被 AI 接管。沟通是目前为止的第一名。但我有一个相反的观点。战略是得票最少的。我觉得，战略工作本质上是：“这是我们知道关于世界、竞争对手、市场和我们优势的一切。这是我们在市场中获胜的计划。”我觉得这正是 AI 极其擅长的。

[01:05:49] Claire Vo

English:

I agree with you. I totally agree with you. I think, and again this comes to synthesis, good decision-making, and communication, if you can synthesize, distill it into a plan and communicate that plan, I found these tools exceptional. Use ChatPRD and give it a try. Now, I think it's the human aspect though of boldness, seeing the future in a way that a thing trained on priors cannot. Those things I still think, and then charisma and attracting all those things to actually make the thing happen are pretty hard to replicate, which is why I love using ChatPRD.

中文翻译:

我同意你的看法，完全同意。我认为这又回到了综合、决策和沟通。如果你能综合信息，将其提炼成计划并传达出去，我发现这些工具表现卓越。去试试 ChatPRD 就知道了。不过，我认为人的因素在于大胆，在于以一种基于先验知识训练出来的东西无法做到的方式预见未来。这些东西，还有个人魅力、吸引力，以及真正促成事情发生的那些特质，是很难复制的。这就是为什么我喜欢用 ChatPRD。

[01:06:54] Claire Vo

English:

I'm not going to come up with the most genius way to do data export for Snowflake for some... That is a solved area that we should just scaffold up. I should customize it to what we do, and then we should ship it. That is not a place where my magic skills as a human are going to impact. But I don't think a lot of PMs see it that way. I think there's this real identity shift that's going to happen where PMs think that their

value is coming from their ideas that they manifest into the world and how they individually manifest them. And I think we're going to shift to, are you building the right stuff? Are you building it quickly? And is it delivering? No matter what the tool chain is.

中文翻译:

我不会去想什么最天才的方法来为 Snowflake 做数据导出……那是一个已经解决的领域，我们只需要搭个架子。我应该根据我们的需求定制它，然后发布。那不是我作为人类的“魔法技能”发挥作用的地方。但我不认为很多 PM 是这么想的。我认为将会发生一场真正的身份转变：PM 们过去认为他们的价值来自于他们产生的想法以及他们如何亲自实现这些想法。而我认为我们将转向：你是否在构建正确的东西？你是否构建得够快？它是否交付了价值？无论工具链是什么。

[01:07:19] Lenny

English:

Yeah. I think your point about getting buy-in and getting everyone aligned, I don't know how an AI bot does that unless everybody's got their own little bot and they're all talking to each other.

中文翻译:

是的。我觉得你关于获得支持（Buy-in）和让大家达成一致的观点很对。我不知道 AI 机器人怎么做这些，除非每个人都有自己的小机器人，然后它们互相交谈。

[01:07:29] Claire Vo

English:

They all just get along.

中文翻译:

它们相处得很融洽。

[01:07:30] Lenny

English:

We're in. I'll [inaudible 01:07:32] this a little higher. I actually made this list. I feel like this could be the entire podcast, but I made it a quick list of, "Here's the jobs of a PM." And it's interesting. I don't know if this is really a question, but it's just interesting to think about which of these will some ChatPRD maybe do in the future. What does the job feel? You're writing PRDS, you're setting goals, proposing a roadmap, aligning a team behind a roadmap, developing a strategy, developing a vision, communicating timelines, finding blockers, and unblocking people, getting buy-in from up on high, getting budget resources for your team, giving feedback on product and design. Those are just some of the day-to-day jobs. I'm so curious just which of these AI can actually just do and not have to worry about it.

中文翻译:

我们加入。我把这个话题再拔高一点。我列了一份清单，我觉得这甚至可以做一整集播客，就是“PM 的工作内容”。这很有趣，不一定是个问题，但思考未来 ChatPRD 会做其中的哪些工作很有意思。工作内容包括：写 PRD、设定目标、提议路线图、让团队在路线图上达成一致、制定战略、制定愿景、沟通时间线、寻找障碍并解决障碍、获得高层支持、为团队争取预算资源、对产品和设计提供反馈。这些只是日常工作的一部分。我很好奇 AI 到底能直接完成哪些，让我们不再操心。

[01:08:17] Claire Vo

English:

I think a lot of them AI can do. And so the question is, which of them do you want to hand the keys to an AI tool? And which of them are going to be much more valuable as a tool that an individual or a team's intellect can use to do a better, faster, higher impact job? Again, I believe in technology and I think this stuff, what's interesting about this moment right now is every week I see something that I would not have in a million years thought was possible three years ago. Every week, something new comes out where it just changes my mind of what's possible. I believe all of those are 80% good functionally tractable. The question is, is 80% good functionally tractable the best way to do that? Or can we take a certain type of person with a certain skill set backed by a purpose-built toolkit and make it 3X better, 4X better, 10X better? I think that's the more interesting question.

中文翻译:

我认为 AI 能做其中的很多工作。所以问题在于：你愿意把哪些工作的钥匙交给 AI 工具？而哪些工作作为个人或团队智力使用的工具，能做得更好、更快、更有影响力？再次强调，我相信技术。目前这个时刻有趣的地方在于，每周我都能看到一些三年前我做梦都想不到的事情。每周都有新东西出来，改变我对“可能”的认知。我相信所有这些工作，AI 都能做到 80% 的水平。问题是，80% 的水平是最佳方式吗？还是我们可以让特定类型的人，带着特定的技能，在定制工具集的辅助下，把效果提升 3 倍、4 倍甚至 10 倍？我认为这才是更有趣的问题。

[01:09:16] Lenny

English:

I think on the point of amazing things are happening every day, we had SpaceX launched the Starship and it was barely mentioned anywhere. We have the spaceship that could take us to Mars and, "Meh, we don't need to talk about that."

中文翻译:

关于每天都有奇迹发生这一点，SpaceX 发射了星舰（Starship），但几乎没怎么被报道。我们有了能带我们去火星的飞船，大家却觉得“哦，没啥好聊的”。

[01:09:31] Claire Vo

English:

We get the kids up and stream it on YouTube.

中文翻译:

我们叫醒孩子，在 YouTube 上看直播。

[01:09:32] Lenny

English:

Oh, that's awesome.

中文翻译:

噢，那太棒了。

[01:09:33] Claire Vo

English:

It's magic. We live in this magic time. I think it's so fascinating. But I agree, we're getting spoiled by innovation.

中文翻译:

这就是魔法。我们生活在这个充满魔法的时代。我觉得这太迷人了。但我同意，我们正被创新“宠坏”了。

[01:09:41] Lenny

English:

You said that there's this ratio that might shift with product managers, engineers. I'm curious which ratio, because engineers are also getting more efficient, and so it's interesting if the ratios will be consistent as engineers become more efficient, PMs get it more efficient.

中文翻译:

你提到产品经理和工程师的比例可能会发生变化。我很好奇是哪种比例，因为工程师也在变得更高效。如果工程师变高效，PM 也变高效，比例是否会保持一致，这很有意思。

[01:09:53] Claire Vo

English:

I wonder if whole roles get eliminated and replaced, and then ratios aren't even the right way to think about things. There's the ratio of this PM role to this many, one PM to seven to 10 engineers or one EM to... There's those ratios. I also think there's going to be this interesting shift of as a manager, as a leader, how you allocate budget against tools and people I also think is going to shift.

中文翻译:

我在想，是否整个角色会被消除和取代，到那时比例甚至不再是正确的思考方式。现在有这种比例：一个 PM 对 7 到 10 个工程师，或者一个 EM 对……这些比例。我还认为，作为经理或领导者，你如何在工具和人员之间分配预算，这一点也会发生有趣的转变。

[01:10:12] Claire Vo

English:

And I saw something where somebody said that every role that they got asked to open, the team had to spend a week trying to automate it before they were allowed to open the JD. It's just this very interesting... In my mind people, think that's scary and it's going to reduce jobs. Yes, and I do think there's also potentially other jobs that open up that can become very interesting.

中文翻译:

我看到有人说，每当团队要求开放一个新职位时，他们必须先花一周时间尝试将其自动化，然后才被允许发布职位描述（JD）。这非常有趣……在我的脑海中，人们觉得这很可怕，会减少工作岗位。是的，但我认为也可能

会出现其他非常有趣的新工作岗位。

[01:10:45] Claire Vo

English:

And so I don't know how it's going to pencil out. I really don't. What I do know is things are going to change and I, as a leader and a person that cares for people's long-term careers, want to be much more forward-thinking than close my eyes to what the possible maybe dramatic changes are in our industry. I'm thinking about it, I'm experimenting with things, and I'm hoping that in our team in LaunchDarkly we're leading from the front here as opposed to on our back foot.

中文翻译:

所以我不知道最终结果会怎样。我真的不知道。我只知道事情会发生变化。作为一名领导者，一个关心员工长期职业生涯的人，我希望自己能更有前瞻性，而不是对行业可能发生的剧变视而不见。我正在思考，正在实验，我希望我们在 LaunchDarkly 的团队能在这方面处于领先地位，而不是被动应对。

[01:11:17] Lenny

English:

I'm thinking many people listening here are like, "Okay, I need to get on top of this. I need to stay ahead. I want to follow Claire's lead." Is your advice simply create GPTs, play with ChatGPT? Is there anything else there to help people?

中文翻译:

我想很多听众现在都在想：“好，我得跟上，我得保持领先，我想追随 Claire 的脚步。”你的建议仅仅是创建 GPT、玩转 ChatGPT 吗？还有什么能帮到大家的吗？

[01:11:29] Claire Vo

English:

I also think PMs need to be thinking about building product skills particularly around these non-deterministic products. It's been [inaudible 01:11:40]. Part of why I built ChatPRD is not just to stress test how these sorts of things are going to change the product function. It's literally, this is a new type of product built by a new type of technology and it's moving very fast. And learning how to build these kinds of products, if you can do that, I just think back to when mobile happened, if you're a PM that jumped on mobile, you had the pick of the litter when it came to jobs in very interesting startups.

中文翻译:

我还认为 PM 需要考虑培养产品技能，特别是围绕这些“非确定性”（Non-deterministic）产品的技能。我开发 ChatPRD 的部分原因不仅是为了压力测试这些东西将如何改变产品职能，更是因为这确实是一种由新技术构建的新型产品，而且发展极快。学习如何构建这类产品，如果你能做到这一点——回想一下移动互联网兴起时，如果你是第一批投身移动端的 PM，你在那些有趣的初创公司里简直可以随便挑工作。

[01:12:11] Claire Vo

English:

And so I think we're in the same moment here where, if you can ratchet down and specialize and learn a new technology, you actually can get into very interesting positions. Those are both of my motivations on ChatPRD, is understand how it impacts the function that I lead, but also understand how to build a great product with these underlying technologies that are just much different than the technologies that I personally built on before.

中文翻译:

所以我认为我们现在正处于同样的时刻：如果你能静下心来钻研并学习新技术，你就能获得非常有趣的职位。这就是我做 ChatPRD 的两个动力：理解它如何影响我领导的职能，同时也理解如何利用这些与我以前所用的技术完全不同的底层技术来构建伟大的产品。

[01:12:37] Lenny

English:

And so for someone, let's say, not super engineering-oriented, I guess how do you recommend people on your team explore this sort of thing? Is it [inaudible 01:12:46]?

中文翻译:

那么对于那些不那么以工程为导向的人，你建议你团队里的人如何探索这类事物？

[01:12:45] Claire Vo

English:

Yeah. I do think studying products that are out there is quite interesting. I love this idea of doing outside-in product tear-downs. What is good about this? What is bad about this? How would I have written the PRD here? What would I be measuring? How would I think about error states? How would I think about if this is a great product, a good product, or an okay product? I do think doing that sort of crit on an external product can be a really accessible way to start to stress test your own skills around this and figure out where there are gaps.

中文翻译:

是的。我认为研究现有的产品非常有趣。我喜欢“由外而内”做产品拆解的想法。这个产品好在哪里？坏在哪里？如果是我，我会怎么写这份 PRD？我会衡量什么指标？我会如何考虑错误状态？我会如何评价这是一个伟大的产品、好的产品还是普通的产品？我认为对外部产品进行这种批判性分析，是开始压力测试自身相关技能并发现差距的一种非常容易上手的方式。

[01:13:20] Claire Vo

English:

That's one thing I think you can do. Two, I think there's a lot of no-code, low-code stuff you can play with. Even if you can't put your hands on keyboard and write code, you can certainly stitch together things and try some no-code tools. That's another way to do it. The other thing is find where it's fun. I think how fun is Midjourney? How fun are some of these more creative tools? And so find where there's something fun and build art out of it as a mechanism for learning. It doesn't always have to be commercially driven. It doesn't have to be part of work. It can just be find a space that you're personally interested in and play with what's out there.

中文翻译:

这是你可以做的一件事。第二，我认为有很多无代码（No-code）或低代码（Low-code）的东西可以玩。即使你不会敲键盘写代码，你肯定也能把一些东西缝合在一起，尝试一些无代码工具。这是另一种方式。还有就是寻找乐趣。想想 Midjourney 有多好玩？那些创意工具有多好玩？找点有趣的东西，用它来创作艺术，作为一种学习机制。它不一定非要是商业驱动的，也不必是工作的一部分。只需找到一个你个人感兴趣的领域，去玩玩现有的工具。

[01:14:00] Lenny

English:

Awesome. One last question about ChatPRD. With Copilot, there's all these stats. It's making engineers 50% more efficient, whatever percentage. Do you have any sense of efficiency gains so far with ChatPRD?

中文翻译:

太棒了。关于 ChatPRD 的最后一个问题。关于 Copilot，有很多数据说它让工程师效率提升了 50% 之类的。你对 ChatPRD 目前带来的效率提升有感知吗？

[01:14:14] Claire Vo

English:

I have qualitative feedback from product managers who have used ChatPRD, who have said, "This has saved me dozens of hours I would've spent on writing documents." And another person said, "I am a single PM on a team that's growing and I don't think we're going to have to hire another PM now." There's the people, there's both the individual aspect and the hours aspect, which is it's helping individuals PMs get higher leverage across a broad engineering or building team, and that it's helping them spend their time more effectively.

中文翻译:

我收到了使用 ChatPRD 的产品经理们的定性反馈。有人说：“这为我节省了原本要花在写文档上的几十个小时。”另一个人说：“我是这个不断壮大的团队中唯一的 PM，我觉得我们现在不需要再招另一个 PM 了。”这既有人方面的因素，也有时间方面的因素，即它正在帮助个人 PM 在广泛的工程或构建团队中获得更高的杠杆率，并帮助他们更有效地利用时间。

[01:14:57] Lenny

English:

Many people don't want to hear that they don't need to hire a PM. There's many people looking for jobs right now.

中文翻译:

很多人可能不想听到“不需要招 PM”这种话，现在有很多人在找工作。

[01:14:59] Claire Vo

English:

It's true, but we can't... I think we saw this in the last couple of years. Inefficiently hiring and building unsustainable costs into a company leads no one to success. And if that's a lesson that I can teach

anybody, it's sustainability in organizations is the responsibility of a leader. Yes, I would love to give everybody positions. There are not positions to have. And the best I can do for the people in the team is be really responsible and really thoughtful about that because that helps me grow their careers and helps me sustain their careers long-term.

中文翻译:

确实如此，但我们不能……我想我们在过去几年已经看到了。低效的招聘和为公司增加不可持续的成本，不会让任何人获得成功。如果说我能教给别人什么教训，那就是：组织的持续性是领导者的责任。是的，我也想给每个人提供岗位，但并没有那么多岗位。我能为团队成员做的最好的事，就是对此保持高度负责和深思熟虑，因为这有助于我发展他们的职业生涯，并长期维持他们的职业生涯。

[01:15:41] Claire Vo

English:

It's incredibly complicated, but also on the flip side, this is a very small startup. They can't afford another PM and they're extending their runway to build something transformational by not growing the team. And so, yes, people [inaudible 01:15:57] their teams and have these jobs and startups can't afford it, and they still have great things to do in the world.

中文翻译:

这极其复杂。但另一方面，对于一家非常小的初创公司来说，他们雇不起另一个 PM，通过不扩大团队，他们延长了资金跑道（Runway），从而能构建出具有变革意义的东西。所以，是的，虽然人们希望团队有这些岗位，但初创公司负担不起，而他们依然有伟大的事业要去完成。

[01:16:04] Lenny

English:

Great answer. To start to wrap up our conversation, I have these two segments, Failure Corner and Contrarian Corner, and we can pick which corner you want to head to. Would you like to share a story of your career where you failed and something you learned from that? Or something you believe that most people don't believe? Which corner sounds more interesting?

中文翻译:

很棒的回答。在结束对话之前，我有两个环节：“失败角落”和“非主流观点角落”，你可以选一个。你是想分享一个职业生涯中失败的故事以及学到的教训？还是分享一个你相信但大多数人不相信的观点？哪个角落听起来更有趣？

[01:16:24] Claire Vo

English:

I'll take Contrarian Corner.

中文翻译:

我选“非主流观点角落”。

[01:16:26] Lenny

English:

Let's go for there. I need some sound effects for these corners. Do share.

中文翻译:

那就选那个。我得给这些环节配点音效。请分享。

[01:16:33] Claire Vo

English:

I'm sharing this because you just released your podcast with Marty again. And I'm a sales-led product apologist unabashedly, which is, I think that it is okay to listen to the market and to be commercially oriented in products in ways that probably would make some folks in some types of product organizations squirm a little bit. And the reason why I believe this is I think there are tremendous businesses built on sales-led motions. And I disagree with the fact that that means you do not care for the craft or the experience of users. I think it can be the best of both worlds.

中文翻译:

我分享这个是因为你刚又发布了和 Marty Cagan 的播客。我是一个毫不避讳的“销售驱动型产品”辩护者。我认为倾听市场并在产品中保持商业导向是可以接受的，尽管这可能会让某些类型的产品组织中的某些人感到不安。我之所以相信这一点，是因为我认为有很多伟大的业务是建立在销售驱动模式之上的。我不认为这意味着你不在乎手艺或用户体验。我认为这两者可以兼得。

[01:17:19] Claire Vo

English:

I love sales. I say if I was not in this role, put me on a quota and make me enterprise West. I love to sell, but I think product teams, this opposition we have industry-wide with sales-led I'm not convinced is healthy in every organization. And I was listening to the podcast and I think you all were talking about, you said, "SAP is like this. And who wants to be SAP?" Man alive. There are a lot of companies out there that would love to be SAP, now with a better product, with better experience, with more love from the industry maybe. But what a powerhouse company. And I think we as PMs turn our nose up to powerhouse companies too often because we want companies to be product-led, not sales-led.

中文翻译:

我热爱销售。我说过如果我不做现在的角色，就给我定个业绩指标，让我去负责西部大区。我喜欢销售。但我认为，整个行业对“销售驱动”的这种对立情绪，我不确定在每个组织中都是健康的。我听了那个播客，你们在谈论 SAP，你说“SAP 就是这样的，谁想成为 SAP 呢？”天哪，外面有很多公司梦寐以求想成为 SAP，当然如果能有更好的产品、更好的体验、得到行业更多的喜爱就更好了。但那是一家多么强大的公司啊。我认为我们作为 PM 经常对这些强大的公司嗤之以鼻，因为我们希望公司是产品驱动的，而不是销售驱动的。

[01:18:07] Lenny

English:

Amazing. I'm going to not go deeper into this topic because I don't want to be speaking on behalf of Marty's perspective, but there's so much debate that came out of that episode and I love that it trickles to more opinions being shared about ways product can work. I guess, just to understand your takeaway

here, is sales-led companies can be awesome. They can build amazing businesses, and it can be great to be a PM at a company like that.

中文翻译:

太棒了。我不打算深入探讨这个话题，因为我不想代表 Marty 的观点发言，但那一集引发了非常多的讨论，我很高兴这引出了更多关于产品运作方式的观点。我想，理解你的核心观点就是：销售驱动的公司也可以很棒，它们能建立惊人的业务，在这样的公司当 PM 也可以很出色。

[01:18:27] Claire Vo

English:

Yeah, and they can build great products.

中文翻译:

是的，而且它们也能做出伟大的产品。

[01:18:30] Lenny

English:

Great. Claire, is there anything else that you want to share or leave listeners with before we get to our very exciting lightning round?

中文翻译:

太好了。Claire，在进入我们非常刺激的闪电轮问答之前，你还有什么想分享或留给听众的吗？

[01:18:39] Claire Vo

English:

I will say, because we've been talking a lot about AI and replacing PMs, I love to sell. I love to help people get jobs, so if there are ways that I can help people find great fit companies, it's one of the things that I get a lot of energy out of. I just want to say that in the world. It's something that sparks a lot of joy. I get a lot of it inbound, "Can you help me get in here? Can you help me get there?" But if there is a tractable way that I can help you get to a connected to a company or a role that you think is great for you, that's fun for me and I'm totally open to it.

中文翻译:

我想说的是，既然我们一直在谈论 AI 和取代 PM，但我热爱销售，也热爱帮助人们找工作。如果我能帮人们找到合适的公司，那是我能量的一大来源。我只想公开表达这一点。这是一件带给我很多快乐的事。我收到很多咨询：“你能帮我进这家公司吗？你能帮我联系那儿吗？”如果有一种可行的方式能让我帮你联系到你认为适合的公司或职位，那对我来说很有趣，我非常乐意帮忙。

[01:19:09] Lenny

English:

How would people reach out to you to try to help you get them [inaudible 01:19:13]?

中文翻译:

大家该如何联系你来寻求帮助呢？

[01:19:15] Claire Vo

English:

I am, of course, on LinkedIn. I'm on X at ClaireVo, all one word. And then if you really want to go into the archives, I have a very fabulous TikTok where I'm ChiefProductOfficer. It's all one word.

中文翻译:

我当然在 LinkedIn 上。我的 X 账号是 @ClaireVo。如果你想看以前的内容，我有一个非常精彩的 TikTok 账号，叫 @ChiefProductOfficer。

[01:19:27] Lenny

English:

Amazing. We'll link to all these in the show notes. And we will refresh these two facts at the end of the podcast anyway, because I always ask this anyway. Before we do that, welcome to our very exciting lightning round. Are you ready?

中文翻译:

太棒了。我们会把这些链接放在节目介绍里。在播客结束时我们还会再提一次，因为我每次都会问。在那之前，欢迎来到我们非常刺激的闪电轮问答。准备好了吗？

[01:19:28] Claire Vo

English:

I am so ready.

中文翻译:

准备好了。

[01:19:41] Lenny

English:

Okay. First question, what are two or three books that you've recommended most to other people?

中文翻译:

好。第一个问题：你向别人推荐最多的两三本书是什么？

[01:19:46] Claire Vo

English:

High Growth Handbook I love, and I like Scaling People. These are two books that the reason why I recommend them to people is because they have solid playbook answers to 80%, 90% of everyday leadership scaling people questions. And so they're just great reference books for what I think great leadership inside startups can look like, and they solve some of the things that you don't need to solve

novel-ly. And then one on the fiction side that I've been recommending is Circe, which is a retelling of Circe's story from her perspective. It's a great read, and everybody I've recommended it to really loves it.

中文翻译:

我喜欢《高增长手册》(High Growth Handbook)，也喜欢《规模化人才》(Scaling People)。我推荐这两本书的原因是，它们为 80%-90% 的日常领导力和人才规模化问题提供了扎实的“剧本式”答案。它们是了解初创公司优秀领导力的极佳参考书，解决了一些你不需要重新发明轮子的问题。小说方面，我一直在推荐《喀耳刻》(Circe)，它是从喀耳刻的角度重新讲述她的故事。读起来非常棒，我推荐过的每个人都很喜欢。

[01:20:28] Lenny

English:

From Game of Thrones?

中文翻译:

是《权力的游戏》里的那个吗？

[01:20:31] Claire Vo

English:

No, Circe from the Odyssey. Odysseus [inaudible 01:20:34]. She turns men into pigs.

中文翻译:

不，是《奥德赛》里的喀耳刻。奥德修斯那个……她把男人变成猪。

[01:20:36] Lenny

English:

[inaudible 01:20:36] lack of culture.

中文翻译:

(自嘲) 我太没文化了。

[01:20:37] Claire Vo

English:

It's great. My kids are very into Greek mythology, so this is me meeting them on my side.

中文翻译:

这书很棒。我的孩子们非常迷希腊神话，所以这也是我在这方面和他们接轨。

[01:20:42] Lenny

English:

Amazing. The first two books are both Straight Press. Shout out to Straight Press.

中文翻译:

太棒了。前两本书都是 Stripe Press 出版的。向 Stripe Press 致敬。

[01:20:46] Claire Vo

English:

Yeah, Straight Press.

中文翻译:

是的，Stripe Press。

[01:20:47] Lenny

English:

And I have both books in the back there, and my laptop's actually sitting on Scaling People. Next question. What is a favorite recent movie or TV show you've really enjoyed?

中文翻译:

我后面就有这两本书，我的笔记本电脑现在就垫在《规模化人才》上面。下一个问题：你最近非常喜欢的电影或电视剧是什么？

[01:20:52] Claire Vo

English:

I have kids, so I don't get to go see movies. Movies are, that's an adventure. It's basically a vacation. I saw Poor Things, which if you like capital W weird capital A art, highly recommend Poor Things. The show that I recommend to people, I love Mythic Quest. Everybody references Silicon Valley, but Mythic Quest gets at some of, I was in gaming once, gets at some of my experiences in the technology organizations. It's got a technical female lead and think it's quite funny. I like Mythic Quest.

中文翻译:

我有孩子，所以没机会去看电影。看电影简直是一场冒险，基本等同于度假。我看过《可怜的东西》（Poor Things），如果你喜欢“大写 W 的怪诞”和“大写 A 的艺术”，强烈推荐。电视剧我推荐《神话任务》（Mythic Quest）。大家都提《硅谷》，但《神话任务》触及了我曾经在游戏行业以及技术组织中的一些经历。它有一个女性技术主角，而且非常有趣。我喜欢《神话任务》。

[01:21:31] Lenny

English:

Do you have a favorite interview question that you like to ask candidates?

中文翻译:

你有没有最喜欢的面试问题想问候选人？

[01:21:31] Claire Vo

English:

I like to ask candidates how they would improve our business model. I think so many PMs come in with a point of view of the product and the target market but don't actually understand the underlying mechanisms of how we make money and what our unit economics are and how that could be improved. And the candidates that do come in and have a strong point of view on business model often are pretty successful in our organization.

中文翻译:

我喜欢问候选人他们会如何改进我们的商业模式。我认为很多 PM 进来时对产品和目标市场很有见地，但并不真正理解我们赚钱的底层机制、我们的单位经济效益（Unit economics）以及如何改进。那些对商业模式有强烈见解的候选人，通常在我们组织中都很成功。

[01:21:55] Lenny

English:

And what do you look for in a good answer that's, "Oh wow, this candidate's great?"

中文翻译:

在一个让你觉得“哇，这个候选人太棒了”的回答中，你最看重什么？

[01:21:59] Claire Vo

English:

It's thinking along the chain of value from how do we identify people in the market? What does our pricing model look like? What could they hypothesize our underlying unit economics or cogs are? And then where are their points of leverage along that whole funnel? It's really, do they have a mental model for thinking about a business model? Have they thought at all about how we make money, either top line or margin? And then can they identify places where they might improve it?

中文翻译:

是沿着价值链思考：我们如何识别市场中的人？我们的定价模型是怎样的？他们能推测出我们的底层单位经济效益或销售成本（COGS）吗？在整个漏斗中，他们的杠杆点在哪里？本质上是：他们是否有思考商业模式的思维模型？他们是否思考过我们如何赚钱（无论是营收还是利润率）？然后他们能否识别出可以改进的地方？

[01:22:28] Lenny

English:

Awesome. Basically understanding the business really well. Great. Do you have a favorite product that you've recently discovered that you really like?

中文翻译:

太棒了。基本上就是对业务有深刻理解。好，你最近有没有发现什么非常喜欢的个人产品？

[01:22:30] Claire Vo

English:

Okay, I'm going to make you laugh because you've gotten all these cars, right?

中文翻译:

好，我要让你笑一下，因为你之前聊过很多豪车，对吧？

[01:22:36] Lenny

English:

Yeah, I have such expensive cars.

中文翻译:

是的，我聊过那些昂贵的车。

[01:22:40] Claire Vo

English:

You've got expensive cars. It's not new, I love my minivan. I am a big fan of my minivan. As my friend says, "It's like driving around your living room." And when you have two kids, you know what I want to do? I just want to drive around my living room, Bluey included. And so no Rivian, no Mercedes-Benz, but I really love my Pacifica.

中文翻译:

你聊过那些豪车。虽然不新鲜，但我爱我的面包车（Minivan）。我是面包车的忠实粉丝。正如我朋友所说：“这就像开着你的客厅到处跑。”当你有了两个孩子，你知道我想做什么吗？我只想开着我的客厅到处跑，还得放着《布鲁伊》（Bluey）。所以没有 Rivian，没有梅赛德斯-奔驰，我真的很爱我的克莱斯勒大捷龙（Pacifica）。

[01:23:06] Lenny

English:

Pacifica? Okay, I was going to ask.

中文翻译:

大捷龙？好，我正想问。

[01:23:07] Claire Vo

English:

But the actual car product that I really love, I love Waymo. We're in San Francisco, we've got these autonomous vehicles. It is, top to bottom, just a lovely product experience from the app to when it shows up, the sound design is great, the cars are comfortable, the displays in the car are great. It is, now every time a tourist comes in, a friend comes in to visit San Francisco, I make them take a round-trip ride in a robot car. And then even I've had a customer service experience with the Waymo team where my friend left an iPhone and [inaudible 01:23:44] and customer experience was great, 24-hour service. Top to bottom, great product design, great service design.

中文翻译:

但我真正喜欢的汽车产品是 Waymo。我们在旧金山，有这些自动驾驶汽车。从头到尾，它都是一个非常棒的产品体验：从 App 到车子出现，声音设计很棒，车内很舒适，显示屏也很棒。现在每次有游客或朋友来旧金山，我都会让他们坐一次机器人出租车往返。我甚至和 Waymo 团队有过一次客服体验，我朋友把 iPhone 落在车里了，客服体验非常好，24 小时服务。从头到尾，伟大的产品设计，伟大的服务设计。

[01:23:53] Lenny

English:

I just got into Waymo actually in the wait list, and so I'm excited to actually try it. I was actually treated as press early on to ride in a Waymo with a person from the company, just to experience it. And then I never got access to it after. Now, I finally can try it.

中文翻译:

我刚从 Waymo 的候补名单里排到，很兴奋能尝试。早期我曾作为媒体体验过，当时车里还有公司的人陪同。在那之后我就再也没获得过权限。现在，我终于可以试了。

[01:24:08] Claire Vo

English:

Enjoy. It's so nice. It's my preferred mode of travel.

中文翻译:

享受吧。它真的很棒，是我首选的出行方式。

[01:24:12] Lenny

English:

The future. We've talked about a lot of ways the world is changing. That's another great example. Two questions to go. Do you have a favorite life motto that you often come back to, share with friends or family they find useful in work or in life?

中文翻译:

未来已来。我们谈了很多世界变化的方式，这又是一个绝佳的例子。最后两个问题。你有没有最喜欢的座右铭，经常用来提醒自己，或者分享给觉得它在工作或生活中很有用的朋友家人？

[01:24:26] Claire Vo

English:

Fast beats right. Every time when debating between, do I noodle this for a thousand years and try to come to the perfect solution or do I make a decision and get executing and direction I have conviction on, I consistently see and believe that fast at the end of the day, wins. Fast beats right.

中文翻译:

“快胜过对”（Fast beats right）。每当我在“我是该琢磨一千年试图找到完美方案”还是“我该做一个决定并朝着我有信心的方向去执行”之间纠结时，我始终看到并相信，最终获胜的是速度。快胜过对。

[01:24:51] Lenny

English:

Final question. You mentioned TikTok. You put a bunch of awesome content out on TikTok. Any advice, slash is there a tip you could share with someone that is trying to be successful on TikTok from your experience?

中文翻译:

最后一个问题。你提到了 TikTok，你在上面发布了很多精彩内容。根据你的经验，对于想要在 TikTok 上取得成功的人，你有什么建议或秘诀吗？

[01:25:03] Claire Vo

English:

I've been neglecting my TikTok for a little bit with new job and winter with sick kids. This is my advice, and I think you know this, consistency drives audience growth, which is, when I was on TikTok posting every day, you would get followers and engagement and the algorithm would bless you. And when you don't, you don't. I think consistency in almost all things wins.

中文翻译:

因为新工作和冬天孩子生病，我最近有点忽略了 TikTok。我的建议是（我想你也知道）：一致性驱动受众增长。当我每天在 TikTok 上发帖时，会获得粉丝和互动，算法也会眷顾你。如果你不发，就没有。我认为在几乎所有事情上，坚持一致性都会获胜。

[01:25:27] Claire Vo

English:

The other thing that I think is a really good advice for any quote-unquote creator of whatever scale, of whatever ambition, is I think thinking about content creation as documentation, not creative generation is really helpful. I just like to talk about what I think about at work and I like to, an interesting meeting or interesting interaction, document why I thought that was interesting or what could be done better. And that becomes the basis of a very natural flow of content for me. It's a tactic that's worked really well for me and helps me do stuff in my free time.

中文翻译:

另一件我认为对任何规模、任何抱负的“创作者”都非常有用的建议是：将内容创作视为“记录”（Documentation），而不是“创意生成”（Creative generation）。我只是喜欢谈论我在工作中的思考，记录一次有趣的会议或互动，记录为什么我觉得它有趣，或者什么可以做得更好。这成了我非常自然的内容流的基础。这个策略对我非常有效，帮我在业余时间也能产出内容。

[01:26:00] Lenny

English:

Amazing. It might be time to start exploring Instagram also with all this TikTok news.

中文翻译:

太棒了。鉴于最近关于 TikTok 的新闻，也许是时候开始探索 Instagram 了。

[01:26:05] Claire Vo

English:

I know. Yep.

中文翻译:

我知道，是的。

[01:26:06] Lenny

English:

Claire, before we started this podcast, I asked you what your goal for this was, and it was to be helpful to people. I think we've 100% done that in so many different ways. Thank you again so much for being here. Two final questions. We already covered these, but just to refresh people's memories, where can people find you online if they want to reach out? And then how can listeners be useful to you?

中文翻译:

Claire，在开始播客之前，我问过你的目标是什么，你说希望能帮到大家。我想我们已经在很多方面 100% 实现了这个目标。再次感谢你的到来。最后两个问题，虽然我们提过，但为了加深大家的记忆：如果大家想联系你，在哪里可以找到你？以及听众可以如何帮到你？

[01:26:24] Claire Vo

English:

LinkedIn, X, I'm ClaireVo, all one word. And then on TikTok, get me back into it. Give me a follow, maybe I'll start posting some of my excellent content. But it's @ChiefProductOfficer.

中文翻译:

LinkedIn 和 X，搜 ClaireVo（一个词）。还有 TikTok，帮我找回动力吧，关注我，也许我会开始发布一些精彩内容，账号是 @ChiefProductOfficer。

[01:26:37] Lenny

English:

Awesome. And then how can people be useful to you?

中文翻译:

太棒了。那大家可以如何帮到你？

[01:26:41] Claire Vo

English:

Help each other. That's what I want the most, which is I do really see, it is a tough time in tech right now and there are a lot of people looking for jobs. One, I think help each other. And then the other thing that I really, if I could ask your audience anything, is if you have a job where your job is typing into an internet

box to create products out of nothing, really acknowledge the privilege and joy of that job and try to have some fun because a lot of people want to sit where you're sitting. Have fun. Appreciate what you have. Enjoy it. Enjoy each other.

中文翻译:

互相帮助。这是我最想要的。我确实看到现在科技行业正处于艰难时期，有很多人在找工作。第一，互相帮助。第二，如果我能对听众提一个要求，那就是：如果你拥有一份只需在电脑前敲敲打打就能凭空创造出产品的工作，请真正意识到这份工作的特权和快乐，并试着从中寻找乐趣，因为很多人都想坐在你现在的位置上。玩得开心，珍惜你所拥有的，享受它，享受彼此的陪伴。

[01:27:13] Lenny

English:

Great and important advice to leave people with. Claire, thank you so much for being here.

中文翻译:

这是留给大家的非常棒且重要的建议。Claire，非常感谢你能来。

[01:27:13] Claire Vo

English:

Thank you.

中文翻译:

谢谢。

[01:27:18] Lenny

English:

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中文翻译:

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