

DHARMESH SHAH

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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Dharmesh Shah - 双语对照

This is a bilingual transcript of **Lenny's Podcast** featuring **Dharmesh Shah** (Co-founder and CTO of HubSpot).

[00:00:00] Dharmesh Shah

English:

Some of the best startup advice I've heard is startups should focus on one thing and be really, really exceptionally world-class at that one thing. And one of our early zigs is we are going to do exactly the opposite of that.

中文翻译:

我听过最好的创业建议之一就是：初创公司应该专注于一件事，并在这件事上做到真正的、卓越的世界级水平。而我们早期的“反向操作”（zig）之一，就是恰恰要做与之相反的事情。

[00:00:11] Lenny

English:

You have no direct reports and I don't believe you've ever had direct reports at HubSpot?

中文翻译:

你没有任何直接下属，而且据我所知，你在 HubSpot 这么多年从来没有过直接下属？

[00:00:16] Dharmesh Shah

English:

I could become passively okay at management with some training, with some coaching. I don't want to spend any years of my life becoming passively okay at something.

中文翻译:

通过一些培训和指导，我也许能在管理上做到“勉强凑合”。但我不想把我生命中的任何时光浪费在让自己变得“仅仅是凑合”的事情上。

[00:00:23] Lenny

English:

What was that process like to define the culture?

中文翻译:

[00:00:26] Dharmesh Shah

English:

My co-founder and I were having one of our founders meetings and he said, "Oh, Dharmesh, I hear this culture thing is really important. By the way, can you go do that?" I'm like, "Okay. Brian, of all the people in all the company, is like, I am the worst possible person." It's not that I don't like people, I just don't like being around them a whole lot.

中文翻译:

我和我的联合创始人当时正在开创始人会议，他说：“噢，Dharmesh，我听说‘文化’这玩意儿非常重要。顺便问下，你能去负责搞一下吗？”我心想：“好吧，Brian，在全公司所有人里，我可能是最不合适的人选了。”倒不是我不喜欢人类，我只是不太喜欢长时间待在人群里。

[00:00:40] Lenny

English:

Something that's really unique and interesting about you is you're obsessed with comedy and keynote prep.

中文翻译:

关于你有一点非常独特且有趣，那就是你对喜剧和主题演讲的准备工作非常痴迷。

[00:00:44] Dharmesh Shah

English:

It comes down to this metric that stand-up comedians use called LPM — laughs per minute. I have custom software that I've written that will say, "Okay, here are the points at which the audience laugh."

中文翻译:

这归结为脱口秀演员使用的一个指标，叫做 LPM（每分钟笑声次数）。我专门写了一个定制软件，它会记录：“好，这是观众发笑的时间点。”

[00:00:57] Lenny

English:

Today my guest is Dharmesh Shah. Dharmesh is the co-founder and CTO of HubSpot and also one of the most fascinating and first principled thinkers I've ever met. In our conversation, we cover a lot of ground. Dharmesh's hilarious and ingenious approach to putting together a talk, including measuring laughs per minute, his biggest lessons from being a public company exec for over 10 years now, especially while being a startup guy at heart, how he approached creating and scaling the culture of HubSpot, which you'll find both hilarious and inspiring.

中文翻译:

今天的嘉宾是 Dharmesh Shah。Dharmesh 是 HubSpot 的联合创始人兼 CTO，也是我见过的最迷人、最坚持“第一性原理”(first principled) 的思考者之一。在我们的对话中，我们涉及了广泛的话题：Dharmesh 准备演讲时那既搞笑又天才的方法（包括测量每分钟笑声次数）；他作为上市公司高管十多年来最大的教训，尤其是他内心深处其实一直是个“创业者”；以及他如何创建和扩展 HubSpot 的文化——你会发现这段经历既幽默又充满启发。

[00:01:28] Lenny

English:

Why founders and product teams are all fighting the second law of thermodynamics, how to zig while everyone else is zagging, how and why Dharmesh leans into his strengths, including never having a single direct report during his 18 years of running HubSpot and so much more. This episode is so fun and will expand your mind in many ways. With that, I bring you Dharmesh Shah after a short word from our sponsors.

中文翻译:

我们还聊到了为什么创始人和产品团队都在与“热力学第二定律”作斗争；当别人都向左转(zag)时，你该如何向右转(zig)；以及 Dharmesh 如何以及为何专注于发挥自己的长处，包括在经营 HubSpot 的 18 年间从未有过一名直接下属等等。这一集非常有趣，会在很多方面拓展你的思维。在听完赞助商的简短介绍后，让我们欢迎 Dharmesh Shah。

[00:01:53] Lenny

English:

And 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.

中文翻译:

如果你喜欢这个播客，别忘了在你常用的播客应用或 YouTube 上订阅并关注。这是避免错过后续节目的最好方式，也对本节目有巨大的帮助。

[00:02:04] Lenny

English:

This episode is brought to you by Explo, a game changer for customer-facing analytics and data reporting. Are your users craving more dashboards, reports, and analytics within your product? Are you tired of trying to build it yourself? As a product leader, you probably have these requests in your roadmap, but the struggle to prioritize them is real. Building analytics from scratch can be time-consuming, expensive, and a really challenging process. Enter Explo. Explo is a fully white-labeled embedded analytics solution designed entirely with your user in mind.

中文翻译:

本集节目由 Explo 赞助。Explo 是面向客户的分析和数据报告领域的游戏规则改变者。你的用户是否渴望在你的产品中看到更多的仪表盘、报告和分析功能？你是否厌倦了尝试自己去开发这些功能？作为产品负责人，你的路线图中可能有很多这类需求，但确定优先级确实很困难。从零开始构建分析功能既耗时又昂贵，而且过程极具挑战。这时就需要 Explo 了。Explo 是一个完全“白标”(white-labeled，指可自定义品牌) 的嵌入式分析解决方案，完全为你的用户需求而设计。

[00:03:16] Lenny

English:

This episode is brought to you by Vanta. When it comes to ensuring your company has top-notch security practices, things get complicated fast. Now you can assess risk, secure the trust of your customers and automate compliance for SOC 2, ISO 27001, HIPAA and more with a single platform, Vanta.

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 等合规性认证。

[00:04:11] Lenny

English:

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

中文翻译:

Dharmesh，非常感谢你能来，欢迎来到我的播客。

[00:04:15] Dharmesh Shah

English:

Thanks for having me, Lenny. It's an honor.

中文翻译:

谢谢你的邀请，Lenny。这是我的荣幸。

[00:04:16] Lenny

English:

It's my honor, and thank you for joining me. You are a wildly fascinating human and so I thought it'd be fun to start with just a bunch of fun facts that I found about you online. And what I'm thinking is I'll just walk through them. Tell me if they're true as I walk through them, and then this is going to lead to a bunch of different topics that I want to talk about. How does that sound?

中文翻译:

荣幸的是我，感谢你的加入。你是一个极其有趣的人，所以我想先从我在网上找到的关于你的一些“冷知识”开始。我的想法是逐一列出这些事实，你告诉我它们是否属实，然后这些话题会引出我想聊的各种主题。你觉得怎么样？

[00:04:35] Lenny

English:

Okay, here we go. So one, you have no direct reports and I don't believe you've ever had direct reports at HubSpot.

中文翻译:

好，我们开始。第一条：你没有直接下属，而且我相信你在 HubSpot 期间从未有过直接下属。

[00:04:42] Dharmesh Shah

English:

That is correct. 7,000 plus employees? Exactly zero direct reports from time, T equals zero.

中文翻译:

没错。公司有 7000 多名员工？但从公司成立的第一天（T=0）起，我的直接下属人数就是零。

[00:04:55] Lenny

English:

You built many side projects while at HubSpot, including a product called Wordplay, which at one point made \$90,000 per month and had 16 million users.

中文翻译:

你在 HubSpot 任职期间还开发了许多副业项目（side projects），包括一个叫 Wordplay 的产品，它曾一度达到每月 9 万美元的收入，并拥有 1600 万用户。

[00:05:06] Dharmesh Shah

English:

That is correct.

中文翻译:

没错。

[00:05:06] Lenny

English:

You also bought chat.com for \$10 million and then you sold it two months later for more money than you bought it for?

中文翻译:

你还花了 1000 万美元买下了 chat.com 这个域名，然后在两个月后以更高的价格把它卖掉了？

[00:05:13] Dharmesh Shah

English:

It was actually 15 plus million dollars, but I had kind of stated eight figures, but... well, yes.

中文翻译:

实际上是 1500 多万美元，我之前只说是八位数，但……没错。

[00:05:22] Lenny

English:

Ooh. Is this breaking news?

中文翻译:

噢！这是大新闻吗？

[00:05:23] Dharmesh Shah

English:

It's breaking news, yeah.

中文翻译:

是的，这是大新闻。

[00:05:30] Dharmesh Shah

English:

Undisclosed amount, yeah. And more than that, I'll just say that.

中文翻译:

(成交价是) 未公开的金额。我只能说，比那个数字还要高。