EBI ATAWODI

BILINGUAL TRANSCRIPT

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Ebi Atawodi - 双语对照

This is a bilingual (English-Chinese) transcript document of the conversation between Lenny Rachitsky and Ebi Atawodi.

[00:00:00] Ebi Atawodi

English:

I do not believe in being liked. I believe in being loved, right? And that's a very, very different thing. When I said this once in a meeting, people were like... Yes, right? But it took me a while in reading a lot of books to come to a definition of love and love is the choice to extend yourself for the spiritual growth of oneself or another, right? It's very big, lofty and whatever, but you're literally extending yourself for somebody else or yourself, self-love, right? And that's love. And when you are extending yourself, you're not nice. It's not always nice or like, it sometimes is having hard conversations. It's knowing that, oh, there's a human, they know I care about them. So when the feedback is coming like raw, they know that it's in their best interest because I've shown enough times that I genuinely care about the person behind the role.

中文翻译:

我不相信"被喜欢",我相信"被爱",对吧?这是两件截然不同的事情。有一次我在会议上这么说时,大家的反应是……（惊讶）。但我读了很多书,花了不少时间才给"爱"下了一个定义:爱是选择为了自己或他人的精神成长而超越自我(extend yourself)。这个定义听起来很大、很宏大,但你确实是在为别人或为自己（自爱）而付出努力。这就是爱。当你选择超越自我去付出时,你并不总是表现得很"友善"。这并不总是关于讨人喜欢,有时意味着要进行艰难的对话。这是为了让对方知道,我面对的是一个活生生的人,他们知道我在乎他们。所以,当我给出非常直接、甚至有些刺耳的反馈时,他们知道这是为了他们的最佳利益,因为我已经多次证明了我发自内心地关心这个角色背后的那个人。

[00:01:00] Lenny

English:

Today my guest is Ebi Atawodi. Ebi is director of product management at YouTube overseeing the creator experience. Previously, she was director of product management at Netflix and head of product for Uber Wallet, checkout, pay, and financial Products at Uber. Ebi shares the most tactical advice I've ever heard on how to develop a vision for your product, along with a bunch of very concrete ways to communicate your vision to your teammates and to executives. We also dig into the craft of product management and how to get better at it. Along with what Ebi's learned about creating a strong product culture on your team and across the company.

中文翻译:

今天的嘉宾是 Ebi Atawodi。Ebi 目前是 YouTube 的产品管理总监,负责创作者体验。此前,她曾担任 Netflix 的产品管理总监,以及 Uber 的 Uber Wallet、结账、支付和金融产品负责人。Ebi 分享了我听过的关于如何制定产品愿景（Vision）最具实操性的建议,以及一系列向团队成员和高管传达愿景的具体方法。我们还深入探讨了产品管理的专业技能（Craft）以及如何提升它,还有 Ebi 在团队和公司内部建立强大产品文化方面的经验。

[00:04:36] Lenny

English:

I want to start by talking about vision. Every product manager I've ever worked with and managed vision has always been this development area for every single one. It's always this like, "You need to get better at crafting a vision, telling your story." It's also this very powerful tool. The product managers have to align teams to be more successful in the products they're building. And you have a really neat way of thinking about a framework for developing a vision and then telling the story. What are elements of a good vision for a product or even a company?

中文翻译:

我想从"愿景"开始聊起。在我合作过和管理过的每一位产品经理中,愿景似乎总是大家的短板。反馈总是:"你需要更擅长构建愿景,讲好故事。" 愿景也是产品经理用来对齐团队、让产品更成功的强大工具。你有一套非常巧妙的框架来开发愿景并讲述故事。那么,一个好的产品甚至公司愿景包含哪些要素呢?

[00:05:22] Ebi Atawodi

English:

I think the first piece is that you absolutely need to have one, to start by saying that. Regardless of what level you are in the company. So people say, "Oh, I'm just a junior PM." Whatever level, there is some micro macro vision that you need to have. Because essentially if you got on a plane and the pilot was like, "I don't really know where we're going, but I'm a really good pilot. The company needs to fly 400 flights this year. So I'm trying to make that happen, but trust me, we'll get there. There might be turbulence, I'm not sure." You probably would be thinking twice about staying on that flight, right? What happens is you get on there, it's like, "Our destination is Miami." Maybe I'm dreaming of beaches, "And it's going to be 24 degrees when we get there." And he always paints or she paints this image of the destination.

中文翻译:

首先我想说,你绝对必须拥有一个愿景。无论你在公司处于什么级别。人们常说:"哦,我只是个初级产品经理。" 但无论什么级别,你都需要某种微观或宏观的愿景。因为本质上,如果你上了一架飞机,飞行员说:"我不太清楚我们要去哪儿,但我是一个非常优秀的飞行员。公司要求今年飞 400 个航次,所以我正努力实现这个目标。相信我,我们会到达某个地方的。可能会有颠簸,我不确定。" 你可能会考虑要不要下飞机,对吧?实际情况是,你登机后,飞行员会说:"我们的目的地是迈阿密。" 也许我正梦想着沙滩,"我们到达时气温将是 24 度。" 他/她总是在描绘目的地的景象。

[00:06:13] Ebi Atawodi (Continued)

English:

And that's the vision not to be confused with the mission, which is we want to fly people where they're going safe. That's not... It's like a picture. So that's the start. I want to just delineate between vision and everything else that people think vision is. So really I think there are a couple of key elements. The first one is it needs to be lofty. So it needs to be something that feels... It almost scares you in an exciting way, right? Like, oh, my God, this is something I can get up every morning. And if we did that, goddamn. But at the same time, it needs to be realistic and attainable, so it cannot feel so pie in the sky that it feels so out of reach, right?

中文翻译:

这就是愿景，不要把它和使命（Mission）混淆。使命是"我们要安全地把乘客送到目的地"。愿景更像是一幅画面。这是第一点，我想区分愿景和人们误以为是愿景的其他东西。我认为愿景有几个核心要素：第一，它必须是宏大的（Lofty）。它必须让你感到……甚至以一种令人兴奋的方式让你感到害怕。比如，"天哪，为了这个目标我每天愿意早起。如果我们做到了，那太牛了。"但与此同时，它必须是现实且可实现的（Realistic and attainable），不能让人觉得完全是空中楼阁，遥不可及。

[00:07:05] Ebi Atawodi (Continued)

English:

And then I think the key thing is it needs to kind of be in a vacuum from the limitations of today because the whole point of going to the future and saying, [inaudible] time traveled five years out is to say, "Okay, I've come back to tell you what we need to fix in order to get there. Or I've come back to tell you what we need to put in place now so that we will get there, right?" And so you have this kind of three components and if those come together and they are grounded of course, in a problem that people are excited about, you've got your vision.

中文翻译：

接下来的关键点是，它需要脱离现状的限制（In a vacuum from the limitations of today）。去往未来的全部意义在于——假设你穿越到了五年后——然后说："好吧，我回来是为了告诉你们，为了到达那里我们需要修复什么。或者我回来告诉你们，我们现在需要准备什么，才能最终到达那里。"所以你有这三个组成部分，如果它们结合在一起，并且植根于一个让人们感到兴奋的问题，你就拥有了愿景。

[00:07:57] Ebi Atawodi (Summary of Elements)

English:

So four things. So it has to be lofty, it has to be realistic, it has to be devoid of any tech or limitations of today, and it has to be grounded in a very clear and potent problem. User problem.

中文翻译：

所以是四件事：它必须是宏大的，必须是现实的，必须脱离当下的技术或环境限制，并且必须植根于一个非常清晰且强有力的用户问题。

[00:08:20] Ebi Atawodi (Uber Example)

English:

What I particularly love, so a lot of my product thinking and my product chops and craft, I really owe to Uber. ... Mission: push a button, get a ride, transportation as reliable as running water. ... The vision was a world where you get to this continuous trip so that you do not need parking. Because cities, 25% of the average city is parking spaces. ... Just imagine if you could free up all of those spaces for all kinds of things, right? Homes, restaurants, you name it. ... That was the vision. You could kind of see it, right?

中文翻译：

我特别喜欢的一个例子——我的很多产品思维和专业技能都归功于 Uber。Uber 当时的使命是：一键叫车，让交通像自来水一样可靠。而愿景则是：一个拥有"连续行程"的世界，让你不再需要停车位。因为在普通城市中，25% 的空间被停车位占据。想象一下，如果你能把这些空间释放出来做各种事情：盖房子、开餐厅等等。这就是愿景，你是可以预见到那个画面的，对吧？

[00:11:53] Ebi Atawodi (Vision vs. Mission Analogy)

English:

I'll use it an analogy. Let's say we want to go hike. We want to go up to Mount Everest. The vision would be once we're up there, me describing the picture of what we're going to see, we're going to get there, we'll be above the clouds, probably out of breath. That's the vision. It's like I fast-forward into the future, I hold time and I'm in that place and I'm describing the picture, right? And then the mission is the purpose of why we're doing that. We're going to do this to demonstrate that we're able to do it and making sure that we both get there together.

中文翻译:

我打个比方。假设我们要去远足，想登上珠穆朗玛峰。愿景就是当我们登顶后，我向你描述我们将看到的画面：我们会到达那里，俯瞰喜马拉雅山脉，云海就在脚下，可能还会喘不过气。这就是愿景。就像我快进到未来，定格时间，站在那个地方描述画面。而使命是我们为什么要这么做的目的（Purpose）。我们做这件事是为了证明我们的能力，并确保我们能共同到达终点。

[00:15:07] Ebi Atawodi (Storytelling Framework)

English:

So I have a very simplistic framework. … One of the very simplistic tools that I've used… It's "Once upon a time," write the problem and then write something, and then "one day something happened." And as a result, the state of the world where we're trying to be. It's very simplistic, but in its simplicity of the magic because you are like, "I'm a PM, I'm trying to solve problems." Once upon a time, where were we? Right? It's like what is the thing that we're trying to solve?

中文翻译:

我有一个非常简单的框架。这是我用过的最简单的工具之一。它是"很久很久以前（Once upon a time）"，写下问题，然后写下发生的事情，接着是"直到有一天，发生了一件事"。结果是，世界变成了我们想要的样子。这非常简单，但魔力就在于这种简单。作为产品经理，你的职责是解决问题。"很久很久以前，我们在哪里？"这就是我们要解决的事情。

[00:17:54] Ebi Atawodi (The TechCrunch Article Method)

English:

One I like to do, and I know that Amazon does this a lot, but as I write… I write an article. I'll write in the headline because if the vision has come to pass, right? And it's gone well, someone's going to be writing hopefully some sexy headline about the thing that you've built. So I go to the future and I write the headline I would see. And I write the subtitle… I'll [mock] it into the page of TechCrunch or something just so it looks realistic. And I'll put that in the deck just to kind of like, this is where we want to be.

中文翻译:

我喜欢的另一种方法（我知道亚马逊也经常这么做）是写一篇文章。我会写一个标题，因为如果愿景实现了，而且进展顺利，肯定会有人为你的产品写一个非常吸引人的标题。所以我会穿越到未来，写下我会看到的标题和副标题。我甚至会把它做成 TechCrunch 网站页面的样子，让它看起来很真实。我会把它放进 PPT 里，告诉大家：这就是我们想要达到的目标。