

ETHAN EVANS 20

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

ORIGINAL BY

Lenny Rachitsky

@lennysan • x.com/lennysan

ANALYSIS BY

@Penny777 • x.com/penny777

Ethan Evans 2.0 - 双语对照

Lenny's Podcast: Ethan Evans 2.0 - Bilingual Transcript

Lenny's Podcast: 对话 Ethan Evans 2.0 - 中英双语全记录

(00:00:00) Ethan Evans

English:

People think invention takes all this time, but you only need two hours once a month. The thing is, once you have one good idea, it often takes years to express that. So you had the idea to have a newsletter. I know some of the history of your newsletter. You've been working on the expression of that idea for years now. Jeff and Amazon had ideas like, "Let's have Prime shipping." Prime is still getting better and still being worked on. It's a 20 some year old idea. The Kindle, a decades old idea now still getting better. The point here is you don't need very many good ideas to be seen as tremendously inventive.

中文翻译:

人们认为发明需要耗费大量时间，但实际上你每个月只需要两个小时。问题在于，一旦你有一个好主意，通常需要数年时间去实现（表达）它。比如你有了办电子报（newsletter）的想法，我了解一些你这份电子报的历史，你已经花了数年时间在完善这个想法的呈现。杰夫（贝佐斯）和亚马逊曾有过“让我们做 Prime 快递”的想法。Prime 至今仍在变得更好，仍在不断完善中，而这已经是一个诞生了 20 多年的想法了。Kindle 也是一个几十年前的想法，现在依然在进步。这里的重点是，你不需要很多好主意，就能被视为极具创造力。

(00:00:38) Lenny

English:

Today my guest is Ethan Evans. Ethan is a former vice president at Amazon, executive coach, and course creator focused on helping leaders grow into executives. Ethan spent 15 years at Amazon, helped invent and run Prime Video, the Amazon Appstore, Prime Gaming, and Twitch Commerce, which alone is a billion-dollar business for Amazon. He led global teams of over 800, helped draft one of Amazon's 14 core leadership principles, holds over 70 patents, and currently spends his time executive coaching and running courses to help people advance in their career, build leadership skills, and succeed in senior roles.

In our conversation, Ethan shares an amazing story of when he failed on an important project for Jeff Bezos and what he learned from that experience. We spent some time on something called The Magic

Loop, which is a very simple idea that I guarantee will help you get promoted and advance in your career. We also get into a bunch of other career advice, primarily for senior ICs (Individual Contributors), any managers. We get into advice for standing out in interviews, plus some of Amazon's most important and impactful leadership principles and much more. I learned a lot from Ethan and I'm excited to bring you this episode. With that, I bring you Ethan Evans after a short word from our sponsors.

中文翻译:

今天的嘉宾是 Ethan Evans。Ethan 曾任亚马逊副总裁，现在是一名高管教练和课程创作者，致力于帮助领导者成长为高管。Ethan 在亚马逊工作了 15 年，参与发明并运营了 Prime Video、亚马逊应用商店、Prime Gaming 以及 Twitch 商务 (Twitch Commerce)，仅后者就是亚马逊的一项十亿美元级业务。他曾领导超过 800 人的全球团队，参与起草了亚马逊 14 条核心领导力准则之一，拥有 70 多项专利。目前，他专注于高管教练和课程教学，帮助人们晋升职业生涯、建立领导技能并在高级职位上取得成功。

在我们的对话中，Ethan 分享了一个他在杰夫·贝佐斯的一个重要项目上失败的惊人故事，以及他从那次经历中学到的教训。我们还花时间讨论了所谓的“神奇循环”(The Magic Loop)，这是一个非常简单的想法，我保证它能帮助你获得晋升并推进职业生涯。我们还探讨了一系列其他职业建议，主要针对资深个人贡献者 (IC) 和各类经理。我们讨论了如何在面试中脱颖而出的建议，以及亚马逊一些最重要且最具影响力的领导力准则等等。我从 Ethan 身上学到了很多，很高兴能为大家带来这一集。在听取赞助商的简短介绍后，我们将请出 Ethan Evans。

(00:01:50) Lenny (Sponsor: Sidebar)

English:

Let me tell you about our product called Sidebar. The best way to level up your career is to surround yourself with extraordinary peers. This gives you more than a leg up. It gives you a leap forward. This worked really well for me in my career and this is the Sidebar ethos. When you have a trusted group of peers, you can discuss challenges you're having, get career advice, and just gut check how you're thinking about your work, your career, and your life. This was a big trajectory changer for me, but it's hard to build this trusted group of peers.

Sidebar is a private, highly vetted leadership program, where senior leaders are matched with peer groups to lean on for unbiased opinions, diverse perspectives, and raw feedback. Guided by world-class programming and facilitation, Sidebar enables you to get focused tactical feedback at every step of your career journey. If you're a listener of this podcast, you're already committed to growth. Sidebar is the missing piece that catalyze your career. 93% of members a sidebar helped them achieve a significant positive change in their career. Why spend a decade finding your people when you can meet them at Sidebar today? Join thousands of top senior leaders who have taken the first step to career growth from companies like Microsoft, Amazon, and Meta, by visiting sidebar.com/lenny. That's sidebar.com/lenny.

中文翻译:

让我向你介绍一款名为 Sidebar 的产品。提升职业生涯的最佳方式就是让自己置身于优秀的同行之中。这不仅能给你提供帮助，更能让你实现跨越式发展。这在我的职业生涯中非常有效，也是 Sidebar 的核心理念。当你拥有一群值得信赖的同行时，你可以讨论遇到的挑战，获取职业建议，并对你对工作、事业和生活的思考进行直觉检查 (gut check)。这对我来说是巨大的轨迹改变者，但建立这样一个互信的同行群体很难。

Sidebar 是一个私密的、经过严格审核的领导力项目，资深领导者会被匹配到同行小组中，依靠无偏见的意见、多元的视角和原始的反馈。在世界级课程和引导的指导下，Sidebar 让你在职业生涯的每一步都能获得专注的战术反馈。如果你是本节目的听众，说明你已经致力于成长。Sidebar 正是催化你职业生涯的那块缺失拼图。93% 的成员表示 Sidebar 帮助他们在职业生涯中实现了显著的积极变化。既然今天就能在 Sidebar 遇到志同道

合的人，为什么要花十年时间去寻找呢？访问 sidebar.com/lenny，加入成千上万来自微软、亚马逊和 Meta 等公司的顶尖资深领导者，迈出职业成长的第一步。

(00:03:12) Lenny (Sponsor: Sprig)

English:

Let me tell you about a product called Sprig. Next gen Product teams like Figma and Notion rely on Sprig to build products that people love. Sprig is an AI powered platform that enables you to collect relevant product experience insights from the right users so you can make product decisions quickly and confidently.

Here's how it works. It all starts with Sprig's precise targeting, which allows you to trigger in-app studies based on users' characteristics and actions taken in product. Then Sprig's AI is layered on top of all studies to instantly surface your product's biggest learnings. Sprig's surveys enables you to target specific users to get relevant and timely feedback. Sprig replays enables you to capture targeted session clips to see your product experience firsthand. Sprig's AI is a game changer for product teams. They're the only platform with product level AI, meaning it analyzes data across all of your studies to centralize the most important product opportunities, trends, and correlations in one real-time feed. Visit sprig.com/lenny to learn more and get 10% off. That's sprig.com/lenny.

中文翻译:

让我向你介绍一款名为 Sprig 的产品。像 Figma 和 Notion 这样的下一代产品团队都依靠 Sprig 来打造人们喜爱的产品。Sprig 是一个 AI 驱动的平台，让你能从正确的使用者那里收集相关的产品体验洞察，从而快速且自信地做出产品决策。

它的工作原理如下：一切始于 Sprig 的精准定位，它允许你根据用户的特征和在产品中的行为触发应用内研究。然后，Sprig 的 AI 会叠加在所有研究之上，立即呈现出你产品中最重要的学习点。Sprig 的调查功能让你能针对特定用户获取相关且及时的反馈。Sprig 的回放功能（replays）让你能捕捉特定的会话片段，亲眼观察产品体验。Sprig 的 AI 是产品团队的规则改变者。他们是唯一拥有产品级 AI 的平台，这意味着它能分析你所有研究中的数据，将最重要的产品机会、趋势和相关性集中在一个实时反馈流中。访问 sprig.com/lenny 了解更多并获得 10% 的折扣。

(00:04:26) Lenny

English:

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

中文翻译:

Ethan，非常感谢你能来到这里，欢迎来到本播客。

(00:04:30) Ethan Evans

English:

Lenny, thank you a ton for having me. I'm super excited to talk about some of the things we have teed up today and to help people.

中文翻译:

Lenny，非常感谢你的邀请。我非常兴奋能讨论我们今天准备的这些话题，并希望能帮助到大家。

(00:04:37) Lenny

English:

The first thing I thought we could chat about is The Magic Loop. So you wrote this guest post from my newsletter sometime earlier this year. It is, I don't know if you know this, but it's currently the sixth most popular post of all time on my newsletter across 300 plus posts. Did you expect this advice to resonate the way that it did, and why do you think it resonated as much as it did?

中文翻译:

我想聊的第一件事是“神奇循环”(The Magic Loop)。你在今年早些时候为我的电子报写过一篇客座文章。我不知道你是否知情，但在300多篇文章中，它目前是我电子报历史上排名第六的最受欢迎文章。你预料到这些建议会引起如此大的共鸣吗？你认为它为什么会产生这么大的影响？

(00:04:59) Ethan Evans

English:

So the competitive part of me really wants to analyze spots one to five and figure out, do they have an unfair advantage that they had more time? But I was very hopeful that the advice would resonate that way, because I put a lot of work into simplifying it and making it really easy to understand and follow. So I'm very pleased it has, but I was hopeful it would do so well.

中文翻译:

我好胜的那一面真的很想分析一下排在第1到第5名的文章，看看它们是不是因为发布时间更长而占了便宜。但我当时确实非常希望这些建议能引起共鸣，因为我花了很多精力去简化它，使其变得非常易于理解和执行。所以我很高兴它做到了，但我确实曾寄予厚望。

(00:05:24) Lenny

English:

Well, I will say sometimes they keep growing, so this isn't necessarily the terminal point for the post.

中文翻译:

我想说，有时候文章的热度会持续增长，所以这不一定是这篇文章的终点。

(00:05:28) Ethan Evans

English:

The final position. Yeah.

中文翻译:

最终排名，是的。

(00:05:30) Lenny

English:

Okay. So for people that haven't read this post, or maybe for folks that have and maybe could use a refresher, let's spend a little time here. Could you just briefly describe this idea of The Magic Loop that you wrote about?

中文翻译:

好。对于那些还没读过这篇文章的人，或者读过但需要温习的人，让我们在这里花点时间。你能简要描述一下你写的这个“神奇循环”的概念吗？

(00:05:40) Ethan Evans

English:

Yeah, absolutely. So The Magic Loop is how to grow your career in almost any circumstance, even with a somewhat difficult manager. It does assume that you're working in some environment, normally as an entrepreneur or with a boss. But the basic idea of The Magic Loop is five steps and they're very easy.

The first one is you have to be doing your current job well. It's not possible to really grow your career if you're not considered at least performing at a solid level. Now, it doesn't mean you have to be the star on the team at this point, but what you can't have is your boss wishing that you were different. Like, "Ethan's not very good." So you have to talk to your manager and find out how you're doing and address any problems. So step one is do your job well.

Then step two is ask your boss how you can help. Speaking as a manager, and I've talked to hundreds of managers, very few people go and ask their manager, "What can I do to help you? What do you need?" And so just asking sets you apart, and it begins to build a relationship that we're on the same team, that I'm here as a part of your organization to make you successful, not just myself.

Step three is whatever they say, do it. So you dig a big hole. If you say, "What could I do to help you?" And they say, "Well, we really need someone to take out the tray sheets day," and you're like, "Oh, I didn't mean that. I wanted exciting work. I don't want to do sort of this maintenance work or whatever." So do what they ask, help out even if it's not your favorite work.

Once you've done that though, and maybe you do that a couple times, the fourth step is where the magic comes in. You go back to your manager and say, "Hey, I'm really enjoying working with you. I'm wondering is there some way I could help you that would also help me reach my goal?" And whether that goal is to change roles or get a raise or get a promotion, you say, "My goal is I'd really like to learn this new skill. Is there something you need that would also help me learn this new skill?" And the reason this works is managers help those who help them. It's just human nature. We all do that. Generally, they're very open to meeting you halfway and saying, "Sure, I need this. We can rearrange it. We can find a way to meet your goals over time." Now for step four to work, you do have to know what is your goal, so you have to be clear on what it is you want. Well, that part's up to you.

And then step five is the easiest step of all. It's just repeat. So like lather, rinse, repeat with your shampoo. Step five is once you're working with your manager towards your goal and discussing where you're going, and you're helping each other, the magic of the loop is just go around and around.

中文翻译:

没问题。“神奇循环”是指在几乎任何情况下如何发展你的职业生涯，即使遇到一个有点难搞的经理。它假设你在某种工作环境中，通常是作为员工或创业者。这个概念的基本思路分为五个非常简单的步骤：

第一步：你必须把当前的工作做好。如果你连稳健的绩效水平都达不到，是不可能真正发展职业生涯的。这并不意味着你现在必须是团队中的明星，但你不能让你的老板觉得你不行，比如觉得“Ethan 做得不太好”。所以你需要和经理谈谈，了解你的表现并解决任何问题。所以第一步是：做好本职工作。

第二步：询问你的老板你能帮上什么忙。作为一名经理，我也和数百名经理交流过，很少有人会主动问经理：“我能帮你做点什么？你需要什么？”仅仅是提出这个问题就能让你脱颖而出，并开始建立一种“我们在同一个团队”的关系——我在这里是为了让你和整个组织成功，而不仅仅是为了我自己。

第三步：无论他们说什么，照做。如果你问了“我能帮你什么”，而他们说“我们真的需要有人每天清理托盘纸”，你却说“噢，我不是那个意思，我想要更有趣的工作，我不想做这种维护性的杂活”，那你就给自己挖了个大坑。所以，照他们要求的去做，即使那不是你最喜欢的工作。

当你做到了这一点，也许重复了几次之后，第四步就是奇迹发生的地方。你回到经理那里说：“嘿，我很喜欢和你一起工作。我在想，有没有什么方式既能帮你解决问题，又能帮我实现我的目标？”无论那个目标是转岗、加薪还是晋升，你可以说：“我的目标是学习这项新技能，你是否有什么需求，正好也能帮我锻炼这项技能？”这之所以有效，是因为经理也会帮助那些帮助他们的人。这是人类的天性。通常，他们非常愿意妥协并说：“当然，我需要这个，我们可以重新安排一下，找个办法逐步实现你的目标。”为了让第四步奏效，你必须知道自己的目标是什么，所以你得清楚自己想要什么。这部分取决于你自己。

第五步是最简单的：重复。就像洗发水的使用说明一样：涂抹、冲洗、重复。一旦你和经理为了你的目标共同努力并讨论未来的走向，你们就在互相帮助，这个循环的魔力就在于不断地循环往复。

(00:08:31) Lenny

English:

I was going to ask you, why is it that you call it The Magic Loop? Also, we kind of dived right in, but what is the goal of this? I guess it's pretty clear maybe at this point of this helps you advance in your career, but whatever you want to share along those lines.

中文翻译:

我正想问你，为什么叫它“神奇循环”？另外，我们刚才直接切入正题了，但这个循环的目标是什么？我想现在已经很清楚了，它是为了帮助职业晋升，但关于这一点你还有什么想分享的吗？

(00:08:43) Ethan Evans

English:

Yeah, okay. Very fair. So I called it The Magic Loop because I pioneered it with my audience a few years ago. And it works so well, that people were writing back in and saying, "How do I turn this off? I'm in over my head now. My boss has asked me to do all these cool things, and I feel like I can't catch up, and I've already been promoted once and I need time to digest it." And it just seemed like it worked like magic. It worked in almost every circumstance.

There are of course exceptions where you have very exploitative managers who are like, "Oh, it's great. You're working harder, keep doing that, and they won't do anything for you." But those are rare. And then the purpose, yeah, to help you get satisfaction in your career. A lot of people are unhappy with their jobs. Many people want to move up a level or get paid more. Not everyone. Some people want to change what they're doing, they're bored. This is a path to all of that, because it's forming a partnership with your leadership to say, "Look, I'll help you, but I need you also to help me." And most good managers are very open to that.

中文翻译:

好的，问得好。我之所以叫它“神奇循环”，是因为几年前我在我的受众中率先提出了这个概念。它的效果非常好，以至于有人写信回来问：“我该怎么关掉它？我现在忙得不可开交了。我老板让我做所有这些很酷的事

情，我觉得自己快跟不上了，而且我已经晋升过一次了，我需要时间消化一下。”它看起来就像魔法一样有效，几乎适用于所有情况。

当然也有例外，比如遇到那种极度剥削型的经理，他们会说：“噢，太棒了，你工作更努力了，继续保持”，但他们不会为你做任何事。但这种情况很少见。至于目的，是的，是为了让你在职业生涯中获得满足感。很多人对工作不满意，很多人想晋升或加薪。并非所有都是如此，有些人只是觉得无聊想换个环境。这是通往所有这些目标的路径，因为它是在与你的领导层建立一种合伙关系，即：“看，我会帮你，但我需要你也帮我。”大多数优秀的经理对此都持非常开放的态度。

(00:10:15) Lenny

English:

When we were working on this, one of the pieces of feedback I had was I feel like I could just tell my manager, "Hey, I want to grow my career. What can we work on to help me get there?" And your feedback was like, most managers are not that good and not that thoughtful about their employee's careers. Can you just talk a little bit about that? People may be hearing this and be like, "Why do I need to do this? This seems like a lot of work."

中文翻译:

当我们合作这篇文章时，我曾反馈过一个想法：我觉得我可以直接告诉经理，“嘿，我想发展我的职业生涯，我们能做些什么来帮我实现目标？”而你的反馈是，大多数经理并没有那么优秀，也不会对员工的职业生涯考虑得那么周全。你能谈谈这一点吗？人们听到这里可能会想：“为什么我需要做这些？这看起来工作量很大。”

(00:10:37) Ethan Evans

English:

If you have a great manager, you may not need to do nearly as much formality. They may have given you good feedback, so you don't need to ask for feedback. They may have offered you opportunities to step up, and you've said yes to some and maybe no to others. That's fantastic. I designed The Magic Loop for the people who either don't know what to do or their manager is either not that good or just very busy. Remember, lots of managers have great intentions to help their employees, but they get busy with their own lives, their own work, all the things they're focused on, even also their own career. The manager is often busy thinking about their own needs, and so they mean to get to you next week, and next week drifts on for a year.

中文翻译:

如果你有一个非常棒的经理，你可能不需要做这么多形式上的工作。他们可能已经给了你很好的反馈，所以你不需要主动去要；他们可能已经给了你晋升的机会，而你只是在选择接受还是拒绝。那太棒了。但我设计“神奇循环”是针对那些不知道该做什么，或者经理水平一般，或者经理非常忙的人。记住，很多经理确实有心帮助员工，但他们会被自己的生活、工作、关注的事情，甚至是他们自己的职业生涯搞得精疲力竭。经理往往忙于考虑自己的需求，他们本打算下周再找你谈，结果这一拖就是一年。

(00:11:12) Lenny

English:

What has come up since this has come out that you would want to either add to, or tweak, or help people better understand? I imagine there's some criticism. I imagine there's a lot of, "Yes, yes, yes. This really

works."

中文翻译:

自这篇文章发布以来，有没有什么你想补充、调整或帮助大家更好理解的地方？我猜会有一些批评，也会有很多“对对对，这真的很管用”的反馈。

(00:11:12) Ethan Evans

English:

Two things I'd love to clarify. The first is many people ask me, "Why do I have to do this? Shouldn't my manager notice what I'm doing? Shouldn't my manager help with my career? Shouldn't my manager be planning for me?" And what I say about that is what your manager should do and \$4 will get you a cup of coffee at Starbucks. The point of this loop is it's in your control. It is true that a good manager would do all those things I just mentioned, but not all managers are good and some of them need some help. And the thing I would just say about The Magic Loop is it's in your control.

And so you can be upset that your manager isn't perfect, but move on from that and take control of your own situation. That's the first thing I'd say. The other big extension I would make is look, if you are a manager or a leader of any type, you can initiate The Magic Loop from your side, so you can talk to your employees and say, "Hey, what are your career goals? Would you like to form a partnership where you step up to new challenges and I help you get to your goals?" I had a lot of success forming this kind of partnership with my employees, where as they saw growth and success, they really leaned in and like, "This system works. You're actually investing in me now. I'll work extra hard." And I'm like, "Yes, and we can grow your team or grow your opportunity," and it was very win-win.

中文翻译:

有两点我想澄清。第一，很多人问我：“为什么我非得做这些？难道我的经理不该注意到我在做什么吗？难道经理不该帮我规划职业生涯吗？”我的回答是：你经理“应该”做什么，加上4美元，能在星巴克买杯咖啡（意指“应该”并无实际价值）。这个循环的重点在于它是**受你掌控的**。确实，一个优秀的经理会做我刚才提到的所有事，但并非所有经理都优秀，有些人也需要帮助。关于“神奇循环”，我只想说：它掌握在你手中。

所以，你可以为经理的不完美感到沮丧，但请跳过这一步，掌控你自己的处境。这是我要说的第一点。另一个重要的延伸是：如果你是经理或任何类型的领导者，你可以从你这一侧发起“神奇循环”。你可以找员工谈话：“嘿，你的职业目标是什么？你愿意建立一种合伙关系吗？你迎接新的挑战，而我帮你实现目标。”我曾与员工建立过这种非常成功的合伙关系，当他们看到成长和成功时，他们会全身心投入，觉得“这个系统有效，你真的在投资我，我会加倍努力”。我会回应：“是的，我们可以扩大你的团队或增加你的机会”，这是一种非常双赢的局面。

(00:12:46) Lenny

English:

To give people a little bit of social proof, you mentioned some of the folks you've worked with on this. Can you share some stories, or stats, or anything to help people understand how helpful this ended up being to folks you've worked with?

中文翻译:

为了给大家提供一些“社会证明”，你提到了曾与一些人合作过这个方法。你能分享一些故事、数据或任何能帮助大家理解这个方法对你合作过的人有多大帮助的内容吗？

English:

Yeah, absolutely. I'll tell one story from each end of the spectrum. And what I mean there is entry-level people and then high level executive leaders. I had an entry-level person write me back and say, "Look, when I learned about The Magic Loop, I was at a company and not doing very well. I started applying it. They offered me a \$30,000 raise and a bigger job. And I turned it down because I got hired at this other company that was offering me even more, and I went there. And they've promoted me also," and he was one of the people who wrote in and said, his exact words were, "A year ago I was made redundant." So he is in the UK, redundant is their word for laid off. "A year ago I was made redundant. I got this first job and I got an offer for an increased salary, and then I got the second job and I got an increase when I joined that was even bigger." And he was in that situation of, "Now I need to sort of slow down and digest all of that."

On the complete other end, one of my best people I ever worked with joined my team at Amazon as what we would call an SDE II, which in Amazon is a level five employee. He grew with me kind of following this process to a senior engineer. Then he switched to management and ran a small team. Then he became a senior manager and he relocated with my organization. He opened a new office in another city, was eventually promoted to director running his own office of a couple hundred people. And this was over the course of about eight years. He went from a mid-level engineer to an executive with a team of 800 people. Now he was a very hard worker, but over this eight years we just saw all this progress. And then eventually he moved on. He founded his own startup, sold that, and now works as an executive vice president at one of the major online banks. And so his career in some sense has exceeded mine, but during that eight year span, he just grew so much. And this is the process we followed.

中文翻译:

当然可以。我讲两个处于职业生涯两端的故事：一个是入门级员工，另一个是高级行政领导。有一个入门级的人写信告诉我：“看，当我了解到‘神奇循环’时，我在一家公司表现并不好。我开始应用它，结果他们给了我3万美元的加薪和一个更重要的职位。但我拒绝了，因为我被另一家公司录用了，薪水更高。现在那家公司也提拔了我。”他当时的原话是：“一年前我被裁员了（redundant，英国说法）。我得到了第一份工作并获得了加薪，然后我得到了第二份工作，入职时的涨幅甚至更大。”他当时的状况是：“现在我需要慢下来消化这一切。”

在另一个极端，我合作过的最优秀的人之一，最初作为 SDE II（二级软件开发工程师，亚马逊 L5 级）加入我的团队。他跟随我按照这个流程成长为资深工程师。然后他转岗管理层，领导一个小团队。接着他成为资深经理，并随我的组织搬迁。他在另一个城市开设了新办公室，最终晋升为总监，管理着几百人的办公室。这大约经历了八年时间。他从一名中级工程师成长为管理 800 人团队的高管。他非常努力，但在那八年里，我们见证了所有的进步。后来他离开了，创办了自己的公司并卖掉，现在在一家大型在线银行担任执行副总裁。在某种意义上，他的职业成就已经超过了我，但在那八年里，他成长得非常快。这就是我们遵循的流程。

(00:15:19) Lenny

English:

Wow, those are excellent examples. What levels does this help you with? At what level is this most useful, and then does it kind of taper out? I don't know if you get to VP level, do you still try using Magic Loop?

中文翻译:

哇，这些例子太棒了。这个方法对哪些职级有帮助？在哪个职级最有用？它会随着职级升高而逐渐失效吗？如果你到了副总裁（VP）级别，还会尝试使用“神奇循环”吗？

(00:15:33) Ethan Evans

English:

So I think it works anywhere from the start of your career to pretty far into it. I think at my level, I finished my career as a vice president at Amazon. It does peter out in the sense of the active. And what I mean by that is you're still doing the same thing, but you don't have to talk about it. Your managers are expecting you to step up and recognize challenges. They're expecting you to ask for resources when you need them, and you don't sort of have this level of explicit conversation around, what can I help you with? They're expecting you to anticipate what's needed.

So in the newsletter we did together, I wrote about how over time, you go from asking your manager, "How can I help?" To suggesting to your manager, "These are some things I see that seem like they need to be done. Would you like me to do them?" To just seeing what needs to be done and sort of keeping your leader in the loop and saying, "Hey, I noticed that we have this problem. I fixed it. I noticed we have this opportunity. I've started program against it." I think at the executive level, it's much more you being proactive and just keeping your leader in the loop.

中文翻译:

我认为它从职业生涯初期到相当高级的阶段都有效。在我这个级别——我以亚马逊副总裁的身份结束了职业生涯——它在“显性沟通”方面确实会逐渐淡化。我的意思是，你依然在做同样的事，但不需要挂在嘴边。你的经理期望你主动站出来识别挑战，期望你在需要资源时主动开口，你不再需要进行那种“我能帮你什么”的显式对话。他们期望你能预判需求。

所以，在我们合作的那篇电子报中，我写到了随着时间的推移，你会从询问经理“我能帮什么忙”，转变为向经理建议“我看到这些事情需要处理，你想让我去做吗？”，再到直接发现需要做的事并让领导知情，比如：

“嘿，我发现有个问题，我已经修好了。我发现有个机会，我已经开始立项了。”我认为在高管级别，更多的是你保持主动，并让你的领导保持同步（keeping your leader in the loop）。

(00:16:44) Lenny

English:

I think in the post, the way you described this step is this is advanced mode. Don't jump straight to this. Don't just start suggesting things, because you may get it wrong.

中文翻译:

我记得在文章中，你把这一步描述为“进阶模式”。不要直接跳到这一步，不要一上来就开始提建议，因为你可能会搞错方向。

(00:16:53) Ethan Evans

English:

Yeah, well, it's all a matter of rapport and trust. A huge part of career success is how much trust you have, mutual respect with your leadership. When they're confident that you're going to make the right decisions, they're confident to let you go. But yeah, when you're brand new or you're new to a manager, if you just jump in, you may either not work on the things they value or even find yourself working across purposes, and that isn't the right place to start.

中文翻译:

是的，这完全取决于默契和信任。职业成功的很大一部分在于你与领导层之间的信任和相互尊重。当他们确信你会做出正确的决定时，他们才放心放手让你去做。但是，当你还是新人或者刚换了经理时，如果你直接冲进去提建议，你可能做的事情并不是他们看重的，甚至可能南辕北辙，那绝对不是一个好的开始。

(00:17:19) Lenny

English:

Awesome. Okay. Just to close out this conversation. You touched on this, but why is it that you think this is so important and effective? Why do you think this works so well? People may not recognize, "I see this is the key to this."

中文翻译:

太棒了。为了结束这个话题，你刚才提到了一点，但你认为为什么这个方法如此重要且有效？为什么它能运作得这么好？人们可能还没意识到其中的关键。

(00:17:31) Ethan Evans

English:

Well, I think it's two things. First, I mentioned how rare it is for managers to be offered help. If you're a manager, you'll recognize this. If not, feel free to talk to any manager, whether your own or somebody else. Ask them how much they worry and how much they feel overwhelmed and wish someone would give them a hand. Management can be a lonely job, because you feel like you're responsible for everything. So having an ally, it's just a huge weight off people's shoulders.

And then I think a lot about social engineering. The social engineering's here is just the simple, "You help me, I'll help you." It doesn't have to be exploitative, it's just we help those people who help us, and that's built into human survival. And I think this loop works so well because it's just leaning a little bit into that behavior. So many relationships with managers are oppositional. You tell me what to do, and I'm kind of like a kid in high school who's trying to figure out how do I skip as many classes as possible and turn in as little homework and still get by with a D? That relationship won't build your career. Some people approach their jobs as my goal is to do the least I can and still collect my paycheck. That's an approach if you're okay with where you are. It's not what I coach though. I assume people want to grow.

中文翻译:

我认为有两点。第一，我提到过经理很少能得到下属主动提供的帮助。如果你是经理，你会深有体会；如果不是，可以去问问任何经理。问问他们有多焦虑，有多感到不堪重负，有多希望有人能帮一把。管理是一份孤独的工作，因为你觉得要对一切负责。所以拥有一个盟友，对经理来说是巨大的减压。

第二，我经常思考“社会工程学”。这里的社会工程学其实很简单：“你帮我，我帮你”。这不一定是剥削，只是人类生存本能中“我们会帮助那些帮助我们的人”的体现。我认为这个循环之所以有效，是因为它顺应了这种行为模式。很多员工与经理的关系是对立的：你告诉我做什么，我就像个高中生一样，想方设法逃课、少交作业，只要能拿个D混过去就行。这种关系无法成就你的职业生涯。有些人对待工作的态度是“尽可能少干活，只要能领工资就行”。如果你安于现状，那也是一种选择，但那不是我辅导的内容。我假设人们是想要成长的。

(00:19:02) Lenny

English:

Okay, so maybe it's just as a closing question, for people that are listening and want to start putting this into practice slash are stuck in their career and are just like, "Okay, I see. Here's something I can do." Could you just again summarize the loop briefly?

中文翻译:

好，作为结束这个问题，对于那些正在收听并想开始实践，或者在职业生涯中遇到瓶颈的人，你能再简要总结一下这个循环吗？

(00:19:15) Ethan Evans

English:

Sure. Step one, make sure you're doing your current job well. The way I explain this is when you go to your manager and ask, "What could I do to help?" You don't want their answer, even if they don't say it quite so bluntly to be, "Do your F-ing job." You need to be doing that already. So be doing a good job. And unfortunately, a good job is in the eyes of your manager in this case. You may think I'm doing great work, but if your manager doesn't, they're the ones you need to build as an ally here.

Once you have that, go ask how you can help, do whatever you're asked, and then go back to your manager and suggest or ask, "I would like to meet this goal. Can I keep helping you? What could I take on that you need that would also help me meet this goal?" And that's where you start to try to bring your two sets of aims together. What do you need done, how can I get to my goal? And let's do those things together. And then you just repeat this loop. You build trust, you build the relationship. And with all good managers, and even a lot of moderate managers, they appreciate the help so much, they really lean into that.

中文翻译:

没问题。第一步：确保你当前的本职工作做得很好。我的解释是，当你去找经理问“我能帮什么忙”时，你不希望得到的回答（即使他们没说得那么直白）是“先把你那该死的工作做好”。你必须已经做好了。所以，要表现出色。不幸的是，在这种情况下，“表现出色”是由你的经理定义的。你可能觉得自己做得很好，但如果你们的经理不这么认为，你就需要把他们争取过来作为盟友。

做到这一点后，去问你能帮什么忙，照做。然后回到经理那里建议或询问：“我想实现这个目标。我能继续帮你吗？有什么是你需要的，同时也正好能帮我实现这个目标的？”这就是你开始将双方目标结合的地方：你需要完成什么，我如何达到我的目标？让我们一起完成这些事。然后不断重复这个循环。你建立信任，建立关系。对于所有优秀的经理，甚至很多平庸的经理，他们都会非常感激这种帮助，并会积极回应。

(00:20:23) Lenny

English:

I think there's two really important elements of this that you haven't even mentioned necessarily, that I think are part of the reason this works so well. One is this forces you and your manager to identify the gaps that are keeping you from the next level, which it's often vague, and then you get to a performance review, and then your manager's like, "Ethan, you're still not good on this and this and that," and you're like, "You never told me that that's the things you're looking for for me to get promoted." So I think there's this implicit, here's what you need to work on to get to the next level, which I think is part of step four. And then you actually did touch on this that it's important to share your goal to your manager. Here's what I want. I want to get promoted. A lot of times they don't know that and you helping them understand, "Here's what I want, help me get there." It goes a long way. So there's a lot-

中文翻译:

我认为这里有两个非常重要的元素你可能还没提到，但它们是这个方法如此奏效的原因。第一，这迫使你和经理去识别阻碍你进入下一职级的差距。这些差距通常很模糊，直到绩效评估时经理才说：“Ethan，你在这几方面还不行”，而你会觉得“你从来没告诉过我晋升需要看这些”。所以第四步隐含了“为了晋升你需要改进什么”。第二，你确实提到了向经理分享目标的重要性。比如“我想获得晋升”。很多时候他们并不知道你的想法，你帮助他们理解“这是我想要的，请帮我实现”，这会起到很大作用。

(00:21:06) Ethan Evans

English:

Managers often fall into the trap. They chose to become managers, so they assume one of two things about you. They either assume that you want to keep doing exactly what you're doing forever, just maybe make a little more money. So you're an artist, you want to keep drawing forever. You're a lawyer, you want to keep writing contracts forever. Or they assume that, "Hey, I became a manager. I'm very proud of my career. That must be what you want." And these assumptions are natural, right? We tend to view by default that our path is great and everyone would want to be us. Now of course, some good managers don't do that. But if you clarify and express your goals, you remove that ambiguity.

中文翻译:

经理们经常掉进一个陷阱。因为他们选择了做经理，所以他们对你会有两种假设：要么假设你想永远做现在的事，只是想多赚点钱（比如你是艺术家就想一直画画，是律师就想一直写合同）；要么假设“嘿，我成了经理，我为自己的职业生涯感到自豪，那你肯定也想走这条路”。这些假设很自然，对吧？我们默认认为自己的道路很棒，每个人都想成为我们。当然，优秀的经理不会这样，但如果你明确表达你的目标，就能消除这种歧义。

(00:21:45) Lenny

English:

I actually had a period in my career where I specifically did not want to get promoted. I was very happy where I was, and I just wanted to keep doing this awesome IC role. Is that something at all you see where people are just like, "I'm good. I don't need to get promoted," and then is this helpful in that in any way or is it not as big a deal?

中文翻译:

我职业生涯中确实有一段时间特别不想被晋升。我对自己当时的处境非常满意，只想继续做那个很棒的个人贡献者（IC）角色。你是否见过有人说“我挺好的，不需要晋升”？在这种情况下，这个循环还有帮助吗，还是说就没那么重要了？

(00:22:02) Ethan Evans

English:

So first, I reached a point in my career where I was no longer pursuing promotion either, and I wanted to do other things. So I've lived that myself and I've used the same loop, but I used it to go do what I wanted to say, "This is now what I want, and how do we get there? How do we create a role where I'm adding value appropriate to my level, but I'm doing this other work that's fun?" I moved into gaming and I really wanted to do that.

Second, I think it is still helpful because there's something you want probably. Maybe you want to work on different kinds of projects or maybe you want to work with a different higher performance team. Or maybe you want to rebalance your life and say, "Hey, I love what I'm doing, but how can I be a star performer for you but within these boundaries?" So if you truly have the perfect job just as it is, you may not need The Magic Loop. But I know so few people if you're like, "Nope, there's absolutely nothing I could improve about my role."

中文翻译:

首先，我也曾达到过不再追求晋升、想做点别的事情的阶段。我亲身经历过，并且使用了同样的循环，但我用它来转向我想做的事：“这是我现在想要的，我们如何实现它？我们如何创造一个角色，让我既能贡献符合我级别的价值，又能做些有趣的工作？”我当时转到了游戏领域，那是我非常想做的。

其次，我认为它依然有用，因为你总会有想要的东西。也许你想做不同类型的项目，也许你想加入一个更高绩效的团队，或者你想重新平衡生活，说：“嘿，我喜欢现在的工作，但我如何在保持高绩效的同时守住这些生活边界？”所以，如果你真的拥有了一份完美到无可挑剔的工作，你可能不需要“神奇循环”。但我认识的人里，很少有人会说“我的角色绝对没有任何可以改进的地方”。

(00:23:00) Lenny

English:

Yeah, I think that your point about your goal doesn't have to be promotion. It could be work on a different part of the org, try something totally... Maybe transition to a new function that could be part of your goal. Awesome. Okay, so along the same lines of career progression, you work with a lot of senior manager types, kind of the level of L7 and one M2-ish, and you share with me that one of the most frustrating parts of their job in that specific portion of their career is they get stuck at that level and they don't move up, and it becomes really annoying, and they're not sure how to break out of that. What advice you share with folks like that, that may be listening?

中文翻译:

是的，你提到的“目标不一定是晋升”这点很好。它可以是去组织的其他部门工作，尝试全新的事物，或者转岗到新职能。太棒了。好，顺着职业发展的思路，你接触过很多资深经理级别的人（比如亚马逊的 L7 或 M2 级），你曾告诉我，在那个特定阶段，最令人沮丧的事情之一就是卡在那个级别无法晋升，这让人非常恼火，而且他们不知道如何突破。对于正在收听的这类人群，你有什么建议？

(00:23:36) Ethan Evans

English:

Yeah, so it's common to get stuck there, and there are a few reasons for it. First, there are a lot of senior managers. If you think of your average director, they may have six to eight reports. How many more directors are needed? So there's a choke point. Second, that choke point is worse in the current economy, and in the past maybe a lot of companies, Amazon, Google, apple, etc., were growing very rapidly. And so it wasn't just you were waiting for some other director to leave. The teams were getting bigger.

I experienced this at Amazon, where over a nine-year period I went from managing six people to 800. And so I went from a senior manager all the way to a vice president, and I described I was, in some sense just riding the elevator. The elevator was going up, and as long as I managed to stay on it, I was going to arrive at vice president. But the other thing that causes people to get stuck is the difference between a senior manager and a director is how you lead and the work you're doing. And you can get as far as senior

manager by being really strong in your function and being really good at getting things done. As a director, and as a VP beyond that, it becomes much more about influence, coordination with others, and letting go of being in all the details yourself. And so senior managers really have to change some behavior. I often reference the book by Marshall Goldsmith, *What Got You Here Won't Get You There*. Not only because it's a great book classically on this problem, but because the title tells the story. All the great traits that got you to this one level won't get you to the next level where you're more expected to be thinking in strategic terms, thinking longer term.

中文翻译:

是的，卡在那个级别很常见，原因有几点。首先，资深经理的人数很多。如果你想晋升总监，一个总监通常有6到8个下属，公司真的需要那么多总监吗？所以存在一个“瓶颈点”(choke point)。其次，在当前的经济环境下，这个瓶颈更加严重。过去亚马逊、谷歌、苹果等公司增长极快，你不需要等别的总监离职，因为团队本身就在不断扩大。

我在亚马逊就经历过这种情况，九年间我从管理6个人增加到800人。我从资深经理一路升到副总裁，我常形容自己某种意义上只是“坐在电梯里”。电梯在往上升，只要我能待在电梯里不掉队，我就能升到副总裁。但另一个导致人们卡住的原因是，资深经理和总监之间的区别在于领导方式和工作内容。你可以凭借极强的专业能力和执行力升到资深经理。但作为总监及以上的VP，工作更多关乎影响力、与他人的协调，以及学会放手不再事必躬亲。所以资深经理必须改变行为模式。我经常引用Marshall Goldsmith的书《魔劲》(What Got You Here Won't Get You There)，不仅因为它是解决这个问题的经典著作，更因为书名本身就说明了一切：让你达到当前高度的特质，无法带你进入下一个需要战略思维和长期思考的阶段。

(00:25:26) Lenny

English:

So to someone that may be in that role today and they're not moving up, is there anything they can do? This point about just there's no roles for you, there's only so much you can do there, is the advice just wait until an opportunity arrives? Is it run this Magic Loop until something happens? Is there anything you can do?

中文翻译:

那么对于今天处于这个职位且无法晋升的人，他们能做些什么吗？既然职位有限，你能做的也有限，建议是仅仅等待机会出现吗？还是继续运行这个“神奇循环”直到奇迹发生？还有别的办法吗？

(00:25:42) Ethan Evans

English:

I would be honest with people and say some patience is required. At this level, there is some notion of, do we need a director? Do we need a vice president? Do we have a challenge at that level that needs that person? And so promotions at this level, I often teach have two components. The first component is can I eat and do that job? Am I qualified? Do I have the skills? But the second piece is, do we have such a job that needs that?

However, there is a lot you can do. A lot is in your control. And what is in your control is to start practicing those next level skills. Start working with your leadership on, where can I take on a strategic project? How can I become more of an inventor? I teach some about how to sort of systematically be inventive. It's not pure magic. Edison said it's 1% inspiration and 99% perspiration. You can learn the 99%, and the 1% isn't as hard then. So you start showing those next level traits. And as I describe it most succinctly, how do you make yourself the person who will be chosen out of the eight?

And you can be chosen, there are several ways to move up. Your boss can leave or be let go. They can be promoted to another role. But another way is I coach now, and I have several clients recently. I was just talking to a client yesterday, her two peers were let go. They were all the same level. Her two peers were let go and she was given their teams. And she expressed that her boss had been told, "You have too many senior managers for the size of your organization. We need to do some change in the organization, clean house, and put all your people under the folks who have potential." Well, obviously she must be one of those people, because she still has her job and has more people and more to do. And unfortunately, her peers are shopping for new employment. So be that person, and that's where The Magic Loop comes in. Be that person.

中文翻译:

我会诚实地告诉大家，这需要一些耐心。在这个级别，晋升取决于：我们真的需要一个总监吗？需要一个副总裁吗？我们是否有相应级别的挑战需要这样一个人？所以我经常教导，这个级别的晋升由两部分组成：第一，我能胜任那份工作吗？我有资格和技能吗？第二，我们是否有这样一个职位的空缺？

然而，你依然有很多可以做的，很多事情掌握在你手中。你可以开始练习下一级别的技能。开始与领导层沟通：我可以在哪里承担战略性项目？我如何成为一名发明家？我会教一些如何系统性地进行发明的方法。这并非纯粹的魔法。爱迪生说天才是 1% 的灵感加 99% 的汗水。你可以学会那 99%，然后那 1% 就不那么难了。所以你要开始展示下一级别的特质。简而言之：你如何让自己成为那 8 个人中被选中的那一个？

晋升有几种方式：你的老板离职或被解雇，或者他们被提拔。但还有另一种方式——我最近辅导过几个客户，昨天刚聊过一个，她的两个同级同事被裁了。老板被告知：“相对于组织规模，你的资深经理太多了。我们需要清理门户，把所有人交给有潜力的人管理。”显然，她就是那个有潜力的人，因为她不仅保住了工作，还管理了更多的人和事。不幸的是，她的同事们正在找新工作。所以，要做那个“有潜力的人”，这就是“神奇循环”发挥作用的地方。

(00:27:48) Lenny

English:

I was just talking actually to a senior PM leader who pointed out that with this kind of lean environment of a lot of flattening of orgs and a lot of layoffs, that this is becoming increasingly hard. Exactly what you're describing. There's just less spots, because companies are running more lean, and so you just kind of have to wait. I think part of this advice you just shared, which is classic do the job before you have the job makes all the sense in the world. Because once people see that you can do it, obviously they'll feel a lot more comfortable putting you in that position.

中文翻译:

我最近刚和一位资深产品经理（PM）领导聊过，他指出在目前这种组织扁平化和裁员的精简环境下，晋升变得越来越难。正如你所描述的，职位变少了，因为公司运行得更精简，所以你只能等待。我认为你刚才分享的建议——经典的“在得到职位前先做那份工作”——非常有道理。因为一旦人们看到你能胜任，他们把你放到那个位置上时会感到放心得多。

(00:28:18) Ethan Evans

English:

And they'll be looking. I always remind people, as a leader, I want the best people under me I can have. It's not that I don't wish to promote you. If you think about my job, this helps people, right? I have selfish motivation to promote you. A lot of people think, "The bosses there holding me down." Well, maybe

some bosses are, but why wouldn't I want stronger, more capable direct reports? Why wouldn't I want people under me who can do more of my job? Frankly, that's the only way I can do less of my job.

中文翻译:

领导们也会在寻找。我总是提醒大家，作为一名领导者，我希望手下全是最优秀的人。并不是我不想提拔你。如果你站在我的角度想，提拔你对我也有好处，对吧？我有自私的动力去提拔你。很多人觉得“老板在压制我”，也许有些老板是这样，但为什么我不想要更强大、更有能力的直接下属呢？为什么我不想要能分担我工作的人呢？坦白说，那是让我自己少干活的唯一方法。

(00:28:47) Lenny

English:

Plus this pressure you're always getting from your reports. So like, "Hey, I'm ready to get promoted, because this time" ... You mentioned this word inventiveness, and I was just listening to Jeff Bezos on Lex Fridman, and I don't know if you heard this, but Jeff Bezos described himself most as an inventor more than anything else that he does. Is that something that you think about? Is that influenced by Jeff Bezos any way, that idea of being an inventor as a leader?

中文翻译:

再加上你总是面临下属的压力，比如“嘿，我觉得我准备好晋升了”。你提到了“创造力”(inventiveness)这个词，我最近刚听了杰夫·贝佐斯在Lex Fridman播客上的访谈，不知道你听过没，贝佐斯把自己描述为一个“发明家”，这甚至超过了他做的其他任何事。这是你经常思考的事情吗？作为领导者要成为发明家的想法，是否在某种程度上受到了贝佐斯的影响？

(00:29:13) Ethan Evans

English:

I'll say a couple things about that. First, I know you talked to my old boss, Bill Carr, who wrote *Working Backwards*. What I don't know is if he shared with you that after he published it, he actually realized there was a better title. He wishes that he had called the book *The Invention Machine*, because what Jeff was trying to do with Amazon was create the most inventive company, the company that would systematically out-invent others. And so while *Working Backwards* is a great title, Bill and Jeff think they should have called it *The Invention Machine*.

When I joined Amazon, I did not think of myself as an inventor, but I saw that we had these leadership principles "Think Big" and "Invent and Simplify" that pushed on that. And I said, "I'm in trouble. I don't know how to do this." And I sat down and thought about that. What am I going to do? It seems like that's required. And I figured out how to become systematically inventive. So I now hold over 70 patents as one benchmark of inventiveness, and they were all created during my 15 years at Amazon.

And the way I did that, inventiveness actually isn't that hard. I teach about this. And to invent systematically, first you do need to be somewhat of an expert in whatever area you want to invent. So Lenny, if you and I say let's get together and we're going to invent cancer drugs, we have the problem that neither of us, as far as I know is a biologist, a doctor. We don't have the right background, we don't know what we're doing. So we would just be fumbling around I guess with a bathtub full of chemicals hoping. It's probably not going to work out that well. So you have to be something of a knowledgeable expert.

But then the second thing people don't do is they don't spend dedicated time actually thinking. They feel like, "Invention is just going to come to me." When I want to invent, I get away from all my devices. I go in

a room with the problem I have, and I force myself to actually concentrate on what do I know and how can I invent? And the most straightforward way to invent is not to somehow come up with something completely new, but instead to put together two things that exist. And so my example of this, I have a patent I talk about a lot for a drone delivery for Amazon, but the drone doesn't fly from the warehouse. Instead, a truck with no top drives slowly around the neighborhood, and the drones go back and forth from the truck. As opposed to the driver stopping at every house, you can have four or six drones hitting everything in the neighborhood. And the way I came up with this idea is one day I was thinking about drones and delivery, but I loved military history. And so I was thinking also about an aircraft carrier and I was thinking, is there a way to have an aircraft carrier for drones? And from that, it was very quick for the light bulb to go on and say, well, what about a truck? And so I have this patent, and we haven't seen this become reality yet. I'm waiting for my idea to become part of Amazon's drone delivery system, but I think ultimately it will.

中文翻译:

关于这点我想说几点。首先，我知道你采访过我的老上司 Bill Carr，他写了《逆向工作法》(*Working Backwards*)。我不知道他是否告诉过你，书出版后他意识到其实有个更好的书名。他希望当时把书名定为《发明机器》(*The Invention Machine*)，因为杰夫在亚马逊想做的是创建一家最具创造力的公司，一家能系统性地超越他人的公司。虽然《逆向工作法》是个好名字，但 Bill 和杰夫都觉得应该叫《发明机器》。

当我加入亚马逊时，我并不认为自己是个发明家，但我看到我们的领导力准则中有“敢于想大”(Think Big)和“创新简化”(Invent and Simplify)。我当时想：“糟了，我不知道该怎么做。”于是我坐下来思考：我该怎么办？这似乎是必须的。后来我摸索出了如何系统性地进行发明。现在我拥有 70 多项专利，作为衡量创造力的一个基准，这些都是我在亚马逊工作的 15 年间创造的。

其实创造力并没那么难。我教过这方面的课。要系统性地发明，首先你必须在你想要发明的领域成为专家。Lenny，如果我们说要一起发明抗癌药物，问题是我们都不是生物学家或医生。我们没有背景，不知道自己在做什么，那只能是瞎猫碰死耗子，肯定行不通。所以你必须是该领域的专家。

其次，人们往往不花专门的时间去思考。他们觉得“灵感会自己找上门”。当我想发明时，我会远离所有电子设备，带着问题走进房间，强迫自己专注于我所知道的知识以及如何发明。最直接的发明方式不是凭空创造全新的东西，而是将两个现有的东西结合起来。我经常举的一个例子是我的一项关于亚马逊无人机送货的专利：无人机不是从仓库起飞，而是由一辆敞篷卡车在社区缓慢行驶，无人机在卡车和住户之间往返。这样司机不需要在每家每户停车，四到六架无人机就能覆盖整个社区。这个想法是怎么来的呢？有一天我在思考无人机送货，同时我也很喜欢军事史，我联想到了航空母舰。我在想：有没有可能为无人机造一艘“航空母舰”？顺着这个思路，我很快就想到了：那用卡车怎么样？于是我有了这项专利。虽然它还没变成现实，但我一直在等待它成为亚马逊无人机送货系统的一部分，我认为最终会实现的。

(00:32:32) Lenny

English:

That is badass. I'm imagining returns come back to the truck. We're using that rope thing that just captures them with that little hook.

中文翻译:

太酷了。我能想象退货也回到卡车上，用那种带小钩子的绳索把它们抓回来。

(00:32:42) Ethan Evans

English:

Yeah. Well, there's no reason... Same thing. When you want to return something as opposed to taking it to the UPS Store or whatever, you just put it on your porch, and then on your phone, on your app, maybe you take a picture of it so that the drone can recognize the box or you put it in a designated spot, and you push a button and the drone takes your return away. Yes, there's no reason.

中文翻译:

是的，没理由不行。退货也是一样，你不需要去 UPS 商店，只需把包裹放在门廊上，在手机 App 上拍张照让无人机识别，或者放在指定位置，按个按钮，无人机就把退货取走了。

(00:33:03) Lenny

English:

Can't wait for that. And it takes your dog backs in it sometimes, part of it.

中文翻译:

等不及想看到了。有时候它可能顺便把你的狗也带走了。

(00:33:09) Ethan Evans

English:

My dog's too heavy, thank you.

中文翻译:

我的狗太重了，谢谢。

(00:33:11) Lenny

English:

My dog's not. There's an owl in our backyard that we sometimes worry he is going to come grab our dog on. This idea of invention, this is really interesting. I didn't plan to talk about this, but for someone like say a PM on a team that wants to get better at invention, innovation, big thinking, is there a practice you find helpful here? Is it block off two hours, get a pen and paper, and just think about the specific two adjacent things working together?

中文翻译:

我的狗不重。我家后院有一只猫头鹰，我们有时担心它会把狗抓走。关于发明的想法真的很有趣。我本来没打算聊这个，但对于团队中的 PM 来说，如果想提高发明、创新和宏大思考的能力，你有什么觉得有效的练习吗？是拨出两个小时，拿上纸笔，专门思考两个相邻事物的结合吗？

(00:33:34) Ethan Evans

English:

So that's part of the process, is put in dedicated time. The interesting thing I would say is you don't need that much time. Two hours is great, but you only need two hours once a month. People think invention takes all this time. The thing is once you have one good idea, it often takes years to express that. So you had the idea to have a newsletter. I know some of the history of your newsletter. You've been working on

the expression of that idea for years now. Jeff and Amazon had ideas like, "Let's have Prime shipping." Well, Prime is still getting better and still being worked on. It's a 20 some year old idea. The Kindle a decade's old idea now still getting better. So the point here is you don't need very many good ideas to be seen as tremendously inventive. Like Elon Musk, Tesla, he can kind of dust off his hands and be like, "I am now an Edison-like inventor." So he keeps doing it, but you don't need that many inventions.

中文翻译:

那是流程的一部分：投入专门的时间。有趣的是，你不需要那么多时间。两个小时就很棒，而且你每个月只需要两个小时。人们以为发明需要耗费所有时间，但事实是，一旦你有一个好主意，往往需要数年时间去实现它。比如你有了办电子报的想法，你已经花了数年时间在完善它。杰夫和亚马逊有了 Prime 快递的想法，Prime 至今仍在完善，而这已经是个 20 多年的想法了。Kindle 也是几十年前的想法，现在依然在进步。所以重点是，你不需要很多好主意就能被视为极具创造力。就像埃隆·马斯克和特斯拉，他可以拍拍手说“我现在是爱迪生级别的发明家了”。他一直在做，但你其实不需要那么多项发明。

(00:34:36) Lenny

English:

This touches on something else Jeff Bezos shared on the podcast that most of his innovation and work is in the optimizing phase. It's not the here's the idea, it's the making it cheaper, and better, and faster. And that's where most of the good stuff comes from. In this point of Tesla, Elon had this idea, and now the hard work is actually making it scalable and cheap enough for people to use, not just an electric car.

中文翻译:

这触及了杰夫·贝佐斯在播客中分享的另一点：他的大部分创新和工作都处于“优化阶段”。重点不在于“这就是那个点子”，而在于如何让它更便宜、更好、更快。这才是大部分好东西的来源。以特斯拉为例，埃隆有了这个想法，而现在的艰苦工作是让它具备规模化能力，并且便宜到让普通人都能用得起，而不仅仅是做出一辆电动车。

(00:34:59) Ethan Evans

English:

With the idea of Jeff saying that invention is really a lot of the incremental and optimization, I completely agree with that. To invent well, you need a base idea, but then there's so much of the work is making that idea real. And again, Prime is a great example of this. The Amazon Prime program was a great example of, okay, we want fast free shipping. We want this program. That was a one-time idea that they did build, but now Prime has expanded. First it was two-day in the US, then one-day in the US, now it's same day in the US. But also they added Prime Video, Prime Music, Prime Gaming. There's actually something like 25 things you get free with Prime. Most people have no idea, because you get free photo storage and this ongoing list. And all of that is that incremental optimization to make it better, better, better, better. And of course Jeff's goal, which you probably heard him say, was to make Prime a no-brainer, to where you would be irresponsible really not to be a member.

中文翻译:

关于杰夫说的“发明实际上是大量的增量改进和优化”，我完全同意。要发明得好，你需要一个基础想法，但大量的工作是让这个想法变成现实。Prime 又是最好的例子：我们想要快速免费的送货，我们想要这个计划。那是一个一次性的想法，他们确实做出来了，但随后 Prime 不断扩张。起初在美国是两天送达，然后是一天，现在是当天。此外还增加了 Prime Video、Prime Music、Prime Gaming。实际上 Prime 会员可以免费享受大约 25 项服务，大多数人根本不知道，比如免费的照片存储等等。所有这些都是为了让它变得更好、更好、更好。

的增量优化。当然，杰夫的目标（你可能听他说过）是让 Prime 成为一个“不假思索的选择”（no-brainer），以至于如果你不是会员，简直就是对自己不负责任。

(00:36:06) Lenny

English:

I know you have an awesome Jeff Bezos story that I want to get to, but before we do that, one more question along this line of career advice and progression. So I read somewhere that you've interviewed over 2,500 people over the course of your career. And so kind of going back to the beginning of a career, or at least getting a job, what have you found is most helpful in standing out as a candidate when you're interviewing, and essentially getting hired? What advice do you have for people that may be going through an interview process right now?

中文翻译:

我知道你有一个关于杰夫·贝佐斯的精彩故事，我待会儿想听听。但在那之前，关于职业建议和晋升，我还有一个问题。我读到过你在职业生涯中面试过 2500 多人。回到职业生涯的起点，或者说找工作这件事，你发现作为候选人在面试中脱颖而出并最终被录用，最有效的方法是什么？对于正在经历面试的人，你有什么建议？

(00:36:33) Ethan Evans

English:

There a lot of evidence that suggests that the number one and two factors in any interview are appearance and enthusiasm. And it doesn't mean you have to be beautiful, but show up somewhere looking like you're interested in the job, not in your pajamas. And most importantly, be enthusiastic. People want to work with people that want to work with them. So if you seem very judgmental of the company and like you have to sell me on it, you're going to turn them off. I look at every interview of whether or not I really want this job, I might've decided I don't want the job. I still want the offer.

And so I come to any interview I do leaned in and talking about how excited I am to be a part of this opportunity and what I know about the company. Beyond those cosmetics, the biggest thing I see particularly at higher levels is people talk about what they have done but not why it mattered. They don't talk about the impact. See, a leader is not hiring someone to just do work. They're hiring someone because they have a problem or a need. And so if you can show them, "Look, here's the things I've done that have made a difference. Here's the things I've done that have helped my past employers where I've had an impact." So I didn't just do work. That makes you a worker. Someone who has an impact is more of a leader. And leader doesn't need to mean people manager, just a higher level, that I have done something that solve the big problem, and here's how it changed the company or customer outlook. That's what I'm looking for in an interview, is are you bringing me an understanding of the business that shows you contributed to the business, or are you just telling me how hard you worked?

中文翻译:

有大量证据表明，任何面试中排名前两位的因素是外表和热情。这并不意味着你必须长得漂亮，但你出现时要看起来对这份工作感兴趣，而不是穿着睡衣。最重要的是，要表现出热情。人们想和那些想和他们一起工作的人共事。如果你表现得对公司评头论足，或者一副“你得求着我来”的样子，会让人反感。我对待每次面试的态度是：无论我是否真的想要这份工作（也许我已经决定不去了），我依然想要拿到那个 Offer。

所以，我在面试时总是身体前倾，表现出对这个机会的兴奋，并展示我对公司的了解。除了这些表面功夫，我看到的最大的问题（特别是在高级职位面试中）是：人们只谈论他们做了什么，而不谈论为什么这很重要。他们不谈论影响力（impact）。你看，领导者雇人不是为了让人来干活的，而是因为他们有问题或需求。所以如果

你能展示：“看，这是我做过的产生影响的事情。这是我为前雇主做出的贡献。”你不仅仅是干了活，干活的人只是“工人”，产生影响的人才是“领导者”。这里的“领导者”不一定指管理人员，而是指更高层次的人——我解决了一个大问题，并改变了公司或客户的前景。这就是我在面试中寻找的东西：你是否带来了对业务的理解并证明你对业务有贡献，还是仅仅在告诉我你工作有多努力？

(00:38:19) Lenny

English:

Awesome. On that first piece, now that most interviews I imagine over Zoom, in terms of enthusiasm and looking professional, is there anything you've found that people may not be thinking about in those two buckets?

中文翻译:

太棒了。关于第一点，现在大多数面试都是通过 Zoom 进行的。在热情和专业形象方面，你有没有发现人们可能忽略掉的细节？

(00:38:33) Ethan Evans

English:

Yeah. Show the person full-time dedication. So unless you really don't have any choice, don't take an interview from a car, don't have your camera off. Eye contact is still a real thing. Body language is still a real thing. Gestures like I'm making now with my hands, they're part of your presentation. So be fully present and try to project through the camera a little bit of I'm excited to be a part of this and I appreciate the opportunity. I often tell people the best way to prep for an interview might be a good night's sleep and a pot of coffee, that being fully engaged and energetic is a huge lever.

中文翻译:

有的。要向对方展示你的全身心投入。除非真的没得选，否则不要在车里参加面试，不要关掉摄像头。眼神交流依然很重要，肢体语言依然很重要。像我现在的这些手势，都是你表达的一部分。要全身心地投入，并尝试通过摄像头传递出“我很兴奋能参与其中，我非常感激这个机会”。我常告诉大家，准备面试最好的方法可能是睡个好觉并喝一壶咖啡，保持充分的参与感和充沛的精力是一个巨大的杠杆。

(00:39:18) Lenny

English:

Awesome. And I think basically, the feedback there is don't over obsess with the content. There's a lot of value in just how you come across.

中文翻译:

太棒了。我想这里的反馈基本上是：不要过度纠结于内容，你给人的整体感觉本身就非常有价值。

(00:39:27) Ethan Evans

English:

Yeah, 100%.

中文翻译:

是的，百分之百正确。

(00:39:29) Lenny (Sponsor: Arcade)

English:

Let me tell you about a product called Arcade. Arcade is an interactive demo platform that enables teams to create polished on-brand demos in minutes. Telling the story of your product is hard, and customers want you to show them your product, not just talk about it or gate it. That's why product four teams such as Atlassian, [inaudible 00:39:49], and Retool use Arcade to tell better stories within their homepages, product change logs, emails, and documentation.

But don't just take my word for it. Quantum Metric, the leading digital analytics platform created an interactive product tour library to drive more prospects. With Arcade, they achieved a 2x higher conversion rate for demos and saw five times more engagement than videos. On top of that, they built the demo 10 times faster than before. Creating a product demo has never been easier. With browser-based recording, Arcade is the no-code solution for building personalized demos at scale. Arcade offers product customization options, designer approved editing tools, and rich insights about how your viewers engage every step of the way. Ready to tell more engaging product stories that drive results? Head to arcade.software/lenny and get 50% off your first three months. That's arcade.software/lenny.

中文翻译:

让我向你介绍一款名为 Arcade 的产品。Arcade 是一个交互式演示平台，让团队能在几分钟内创建出精美且符合品牌形象的演示。讲述产品故事很难，而客户希望你展示产品，而不仅仅是空谈或设置门槛。这就是为什么像 Atlassian 和 Retool 这样的产品团队使用 Arcade 在主页、产品变更日志、电子邮件和文档中讲述更好的故事。

不要只听我的一面之词。领先的数字分析平台 Quantum Metric 创建了一个交互式产品导览库来吸引更多潜在客户。通过 Arcade，他们的演示转换率提高了一倍，互动率比视频高出五倍。最重要的是，他们构建演示的速度比以前快了 10 倍。创建产品演示从未如此简单。Arcade 采用基于浏览器的录制，是规模化构建个性化演示的无代码解决方案。Arcade 提供产品定制选项、设计师认可的编辑工具，以及关于观众如何参与每一步的丰富洞察。准备好讲述更动人的产品故事了吗？访问 arcade.software/lenny，前三个月可享受 50% 的折扣。

(00:40:44) Lenny

English:

Now let's take a little trip to failure corner. This is something that I do more and more on this podcast, talk about people's failures in their career and their learnings. And apparently you have a great story of failing the great Jeff Bezos and surviving to tell the tale. Could you share that story?

中文翻译:

现在让我们进入“失败角落”。这是我在播客中做得越来越多的一件事：谈论人们职业生涯中的失败及其教训。显然，你有一个关于在伟大的杰夫·贝佐斯面前搞砸了，却还能活下来讲述这个故事的精彩经历。你能分享一下吗？

(00:41:00) Ethan Evans

English:

I do. It's both a highlight and a low light. So I had been at Amazon about six years. I had become a director, and I was responsible for launching Amazon's app store. And so we were building an Android-based app store to go on Google phones and eventually on the Kindle tablets. And we got to launch day. And at that time, Jeff used to write a letter introducing new products. He would write a letter that said, "Dear customers, today Amazon's proud to launch blah blah, blah, and it's got these great features and I hope you really enjoy it. Thanks Jeff." And we would take down all the sales stuff on www.amazon.com and that letter would fill the whole screen.

And so he had written a Jeff letter, and this Jeff letter emphasized a particular feature of our product that he really liked. So that something that made it a little different. And that specific thing was we had a button called test drive that you could click on and it would open the app in a simulator in your web browser, so you could check out the app and interact with it before putting it on your phone. So he thought this was really cool and he was all about it.

Well, my team had built all this technology. We had test drive working. It was kind of a hard piece of technology if you think about simulating any of thousands of arbitrary apps. And we worked all night to launch it, and it wasn't quite working at 6:00 AM. We were still debugging. Now you know engineers very well. And I'm sure most of your listeners know about engineers, even if that's not their discipline. We always think we're this close to finding the last bug. So about 6:15 AM, I get a message from Jeff that says, "Hey, I woke up, where's the letter?" Because it was supposed to go live at 6:00 AM, right after the markets in New York would've opened at 9:00 AM Eastern. And he says, "Where's the letter?" And I write him back and I say, "Well, we're working on a few problems." And what I'm thinking in my head is, "Get in the shower, get in the shower. I just need 20 minutes, get in the shower."

中文翻译:

是的，这既是我职业生涯的高光时刻，也是至暗时刻。当时我在亚马逊工作了大约六年，已经是一名总监，负责发布亚马逊应用商店（Appstore）。我们当时正在开发一个基于安卓的应用商店，准备安装在谷歌手机以及后来的Kindle平板电脑上。到了发布日那天，按照当时的惯例，杰夫会写一封信介绍新产品。信的内容大概是：

“亲爱的客户，今天亚马逊自豪地推出了某某产品，它有这些很棒的功能，希望你们喜欢。谢谢，杰夫。”我们会撤下亚马逊官网首页的所有促销内容，让这封信铺满整个屏幕。

杰夫写了这封信，信中强调了我们产品中一个他非常喜欢的特定功能，这让我们的产品显得与众不同。那个功能叫“试用”（Test Drive），你点击一个按钮，它就会在网页浏览器的模拟器中打开App，这样你在下载到手机之前就可以先体验和互动。杰夫觉得这太酷了，他对此非常着迷。

我的团队开发了所有技术，让“试用”功能跑了起来。如果你考虑到要模拟成千上万个任意的App，这其实是一项很难的技术。我们通宵达旦地准备发布，但到了早上6点，它还没完全搞定，我们还在调试。你很了解工程师，我相信大多数听众也了解，即使他们不是搞技术的：我们总觉得离找到最后一个Bug只有一步之遥。大约早上6:15，我收到杰夫的一条消息：“嘿，我起床了，信在哪儿呢？”因为按计划应该在早上6点上线（正好是纽约市场东部时间上午9点开盘）。他问：“信呢？”我回信说：“呃，我们正在处理几个问题。”我当时心里想的是：“去洗澡吧，去洗澡吧，我只需要20分钟，快去洗澡吧。”

(00:43:18) Lenny

English:

For Jeff to get in the shower.

中文翻译:

你是想让杰夫去洗澡（好争取时间）。

(00:43:20) Ethan Evans

English:

Yeah. And 30 seconds later, I have an email back that says, "What problems?" And at this point I have to start explaining, and I end up explaining that we're having a problem with a database, and we're debugging this database problem. And he's like, "Wait, there's a database in your design? We're trying to eliminate all Oracle databases and move to AWS. Why do you even have this?" And he is just getting more and more frustrated and angry. And he starts copying in my boss, and my boss's boss who's with Jeff Wilke, the CEO of retail. And they start asking me questions. And it's just this snowballing, but 7:30 in the morning, Jeff is clearly angry. And there's this list of other people waking up and feeling like, "Well Jeff is angry, so my job is to be even more angry," and it's just raining in on me.

中文翻译:

是的。结果 30 秒后，我收到一封回信：“什么问题？”这时我不得不开始解释，最后我解释说我们的数据库出了问题，正在调试。他回道：“等等，你的设计里居然有数据库？我们正试图淘汰所有 Oracle 数据库并迁移到 AWS，你为什么还有这个？”他变得越来越沮丧和愤怒。他开始抄送我的老板，还有我老板的老板——当时零售业务的 CEO Jeff Wilke。他们开始向我提问。事情像滚雪球一样越闹越大，到了早上 7:30，杰夫显然已经怒不可遏了。然后一长串其他人也醒了，他们觉得“既然杰夫生气了，那我的职责就是表现得比他更生气”，各种指责像雨点一样向我砸来。

(00:44:14) Lenny

English:

Oh man.

中文翻译:

天呐。

(00:44:15) Ethan Evans

English:

So what did I do? The interesting thing is what do you do when the future richest man in the world is mad at you? He wasn't quite richest man in the world yet, but he was headed there. So the first thing I did was I owned it. I said, "Yes, it's not working. It's my fault. I will deal with it." I took ownership. And the second thing I did was start updating him very proactively and saying, "Here's where we are." 8:00 AM, "This is exactly where we are. This is what we're going to do and the next hour, and this is when you'll get your next update. I will update you again at 9:00 AM, so here's our plan."

And even though Jeff had sort of lost trust in me, like it's down, and it's not right, and I'm mad, given that he agreed with the plan, he was willing to give me 60 minutes. And then I would update him again and say, "Okay, this is what we've done and this is what we're going to do, and we'll update you again at 10:00 AM." So I was buying life one hour at a time. Now the other thing I did, and this is a good thing about Amazon, as more and more leaders got copied into this angry thread, they started reaching out in back channel and saying, "We've all been under Jeff's Eye of Sauron, we know it's miserable. What can we do to help?" And essentially Andy Jassy's organization, which was AWS at that time, and his CTO, a guy named Werner Vogels said, "You're having a database problem, let's get you some principal engineers from the AWS database team."

And these principal engineers showed up at 9:00 AM roughly, and they looked at our design. We had made some fundamental mistakes in our database usage and they said, "It's too complicated to fix this. We're just going to give you 500 AWS machines so that your crappy design will run anyway. That's the immediate fix." And I'm like, "Okay, well I guess if you have 500 databases lying around because you're AWS, it's a great solution," and that's what they did.

中文翻译:

那我该怎么办？有趣的是，当未来的世界首富对你大发雷霆时，你该怎么办？（当时他还没成为首富，但已经在路上了）。我做的第一件事就是**承担责任**。我说：“是的，它没跑通，是我的错，我会处理。”我表现出了主人翁精神（ownership）。第二件事是我开始非常主动地向他更新进度：“这是我们现在的进度。”早上8点：“这是我们的确切位置，这是我们下一小时要做的，这是你下次收到更新的时间。我会在9点再次向你汇报，这是我们的计划。”

尽管杰夫已经对我失去了信任——系统挂了，事情搞砸了，他很生气——但既然他同意了我的计划，他愿意再给我60分钟。然后我会再次更新：“好，这是我们已经做的，这是我们接下来要做的，10点再向你汇报。”我是在一小时一小时地“买命”。另一件我做的事（这也是亚马逊好的一面）是，随着越来越多的领导被卷入这个愤怒的邮件链，他们开始通过私下渠道联系我：“我们都曾被杰夫的‘索伦之眼’（Eye of Sauron，指严厉审视）盯着过，知道那很痛苦。有什么我们能帮忙的？”基本上，当时Andy Jassy领导的AWS组织，以及他的CTO Werner Vogels说：“既然是数据库问题，我们从AWS数据库团队给你调几个首席工程师（Principal Engineers）过去。”

这些首席工程师大约在上午9点赶到，看了看我们的设计。我们在数据库使用上犯了一些根本性的错误，他们说：“现在修这个太复杂了。我们直接给你500台AWS机器，让你那个烂设计也能跑起来。这是目前的紧急修复方案。”我想：“好吧，既然你们是AWS，手头有500个数据库可用，那确实是个好办法。”他们就是这么做的。

(00:46:27) Ethan Evans

English:

So the next step is we fixed the problem. A bunch of us worked together very hard to get the problem all fixed. Now it took all day, and Jeff was still frustrated because the opportunity to sort of control the messaging and the media by having his letter up had passed. People had noticed our launch and the articles had been written, and so Jeff was still very mad. So we fixed the problem, but Jeff now had no trust in us. The weekend went by. He was using the system looking for bugs because he is like, "This team's not reliable now. Ethan's not reliable. I better check it myself." So you have the CEO checking on you.

And he found a problem and emailed me like Saturday night at 9:00 like, "I was doing this and it broke." And luckily I was able to tell him exactly what happened by 9:30. Anyway, the next part of the story is that following week, I had a meeting with him on another topic. So I was part of this small group that was trying to figure out how to build a competing browser. You may not remember, but Amazon had a browser called Silk for a while. And I was invited to this meeting, but I wasn't a critical participant. So you may know this idea from Scrum where they say some people are pigs and some are chickens, and the chickens are sort of observers. I was a chicken in this meeting, and that turns out to be a great analogy because I was thinking, should I chicken out and not go? I could skip this meeting with the CEO who's angry at me. But when I had that thought, I realized if I can't face the CEO, I'd better pack my desk. That's the end.

中文翻译:

接下来的步骤是我们修复了问题。我们一群人非常努力地合作，把问题全解决了。这花了一整天时间，杰夫依然很沮丧，因为通过他的信来控制舆论和媒体的时机已经错过了。人们已经注意到了我们的发布，报道也写出来了，所以杰夫依然很生气。虽然问题修好了，但杰夫对我们已经毫无信任可言。周末过去了，他一直在亲自使用系统寻找 Bug，因为他觉得：“这个团队现在不可靠，Ethan 不可靠，我最好自己检查。”所以，CEO 在亲自盯着你。

他确实发现了一个问题，并在周六晚上 9 点给我发邮件：“我刚才试了这个，结果崩了。”幸运的是，我在 9:30 之前就告诉了他确切原因。故事的下一部分是，接下来的那一周，我因为另一个话题要和他开会。当时我是一个小组的成员，试图研究如何开发一个竞争性的浏览器。你可能不记得了，亚马逊曾有过一个叫 Silk 的浏览器。我被邀请参加那个会议，但我不是核心参与者。你可能知道 Scrum 里的那个比喻：有些人是“猪”（核心参与者），有些人是“鸡”（观察者）。我在那个会上就是一只“鸡”。这个比喻很有趣，因为我当时在想：我要不要“退缩”（chicken out）不去参加？我可以避开那个正对我发火的 CEO。但当我产生那个念头时，我意识到：如果我连 CEO 都不敢面对，那我最好现在就收拾桌子走人，职业生涯就到头了。

(00:48:13) Ethan Evans

English:

So I went to this meeting early, and Jeff always sat in the same chair, so I knew where he would sit when he came in. So I sat down right next to his chair and I thought, "I don't know, let's find out." And so the meeting goes by, and of course in my mind Jeff is totally ignoring me, not even looking at me. But I think that's just me projecting, because remember I wasn't central to the meeting.

So at the end of the meeting, everybody gets up to leave. He turns and looks at me and says, "So how are you doing? I bet it's been a hard week." And I thought, "Oh, okay, we're going to talk." And I said, "Yeah," I just sort of answered him with, "Of course it's been hard, but here's what we're doing and here's what we're going to do in the future." And we had a very human conversation. And I didn't believe Jeff would've forgotten that I let him down, but it was clear he had forgiven it. So I was still going to have to, as it turns out, re-earn his trust. But the thing I did that's key for people to learn from is it's really easy to flame. He had been flaming me, writing angry emails. Angry emails are easy. Sitting three feet from someone and being angry with them face-to-face is hard. And when faced with, I can either start ranting at this person who reports to me, or I can say something nice, he chose to say something nice, and that rebuilt our relationship.

中文翻译:

于是我早早地去了会议室。杰夫总是坐同一把椅子，所以我知道他进来会坐哪儿。我直接坐在了他椅子旁边的位置，心想：“我也不知道会发生什么，走着瞧吧。”会议进行着，在我心里，杰夫完全无视我，甚至看都不看我一眼。但我认为那只是我的心理投射，因为我本来就不是会议的焦点。

会议结束时，大家都起身离开。他转过头看着我说：“你最近怎么样？我打赌这周一定很难熬。”我想：“噢，好吧，我们要谈谈了。”我说：“是的，”我回答他，“确实很难，但这是我们正在做的，以及我们未来打算做的。”我们进行了一次非常有“人情味”的交谈。我不相信杰夫会忘记我让他失望了，但很明显他已经原谅了。事实证明，我依然需要重新赢得他的信任。但我所做的、值得大家学习的关键一点是：在网上发火（flame）很容易。他之前一直在邮件里对我发火，写愤怒的邮件很简单。但坐在离某人只有三英尺远的地方，当面表现出愤怒却很难。当面临选择是继续对着下属咆哮，还是说点体面话时，他选择了说点体面话，这重建了我们的关系。

(00:49:42) Ethan Evans

English:

So the end of the story is two years later, I was promoted to vice president. So even though I had failed the CEO on this very public launch where he was very definitely mad at me, I re-earned the trust, I showed I had learned the lessons of how to launch more reliably without outages, and I was promoted. And so I share that story because I think what I want people to understand is if I can get away with publicly failing one of the richest and most famous inventors on earth, and then get promoted and finish my career at Amazon very successfully, you can dig out of any hole. You just have to manage it right.

中文翻译:

故事的结局是，两年后我被晋升为副总裁。所以，尽管我在那次非常公开的发布会上让 CEO 失望了，他也确实对我大发雷霆，但我重新赢得了信任，证明了我学到了教训，知道如何更可靠地发布产品而不出现宕机，最终我获得了晋升。我分享这个故事是因为我想让大家明白：如果我能在公开搞砸了地球上最富有、最著名的发明家之一的项目后，还能获得晋升并在亚马逊成功结束职业生涯，那么你也能从任何困境中爬出来。你只需要处理得当。

(00:50:30) Lenny

English:

That is an amazing story. So there's a lot of lessons that I want to pull on here. One is just if you get caught in a situation like this where something completely fails, what I took down as you were talking, one is admit, yes, this is a huge problem, own it. This is like, don't try to deflect. Two is the way I describe what you did here, is something I call prioritizing and communicating, where you prioritize, "Here's what we need to do," and then communicate. "Here's our priorities." And I love that you have this every hour, "Here's the latest, here's the latest." So make people understand you are on it and you'll continue to keep them updated. I imagine one of the worst fears is I have no idea what's happening here. I'm going to go in and start micromanaging.

中文翻译:

这真是一个精彩的故事。我想从中总结几个教训。第一，如果你陷入这种彻底失败的境地，首先要承认：是的，这是一个巨大的问题，承担责任。不要试图推卸。第二，我把你所做的描述为“优先级排序与沟通”：你确定“这是我们需要做的”，然后沟通“这是我们的优先级”。我非常喜欢你每小时更新一次的做法，“这是最新进展，这是最新进展”。这让人们明白你正在全力以赴，并且会持续更新。我猜领导最担心的就是“我完全不知道发生了什么”，然后他们就会介入并开始微观管理。

(00:51:11) Ethan Evans

English:

You're exactly right. I'm trying to hold off micromanagement. I'm trying to give them, "Okay, I believe with this and I can wait an hour," and then I can wait another hour because that team seems to be on it. So I'm trying to rebuild trust one hour at a time, and avoid having three or four levels of management all come in and start helping.

中文翻译:

你完全正确。我是在试图阻止微观管理。我试图给他们一种感觉：“好吧，我相信这个计划，我可以等一个小时”，然后又一个小时，因为那个团队看起来在掌控之中。我是在一小时一小时地重建信任，避免三四个层级的管理人员全部冲进来“帮忙”。

(00:51:31) Lenny

English:

Then I love this other piece of advice of meet them in person, try to take it offline essentially, which I know you did later. But that's such a good point that it's hard to be as mad, and angry, and flamey in person. People are just going to be like, "Okay, I get it. Let's try to figure this out." Amazing. Is there anything else? Those are the three that I took away. Just like if you're caught in that situation in the moment, is there anything else that you found to be really helpful?

中文翻译:

然后我非常喜欢另一条建议：当面见他们，本质上是尝试线下解决，我知道你后来这么做了。这是一个非常好的观点：当面很难表现得像邮件里那样愤怒和刻薄。人们通常会说：“好吧，我明白了，让我们想办法解决它。”太棒了。还有别的吗？这是我总结的三点。如果你当时身处那种境地，还有什么你觉得非常有帮助的吗？

(00:51:55) Ethan Evans

English:

I mean, work hard and fast, right? You do have to fix the problem. My team had been up all night. I had to start sending people home to sleep in shifts. We had to pull in all this help. And so it was a very hard weekend. When you have a mistake, it's on you to pull out the stops, even if it's uncomfortable to recover from it. And again, this is not the time to be like, "Well, it's the weekend now, and my team, we'll hit it Monday." I'd have been out the door so fast, I would've had the comic Wile E. Coyote skid marks as I bumped down the street. So I would say that's important. It's part of showing ownership.

中文翻译:

我的意思是，要努力且快速地工作，对吧？你必须修复问题。我的团队已经熬了一整夜，我不得不开始安排大家轮班回家睡觉。我们必须调动所有能得到的帮助。那是一个非常艰难的周末。当你犯错时，你有责任全力以赴去弥补，即使过程很痛苦。再说一次，这时候绝对不能说：“噢，现在是周末，我的团队周一再处理。”如果我敢这么说，我会被立马踢出门外，就像动画片里的歪心狼（Wile E. Coyote）在街上留下一道刹车印一样。所以我觉得这很重要，这是展示主人翁精神的一部分。

(00:52:39) Lenny

English:

The other part of this is something I went through for a while when I was starting to become a more senior leader is I had a lot of imposter syndrome, and this fear that if I messed up, everything would crumble. People would see that I don't actually know what I'm doing, and I'm not really ready for this level of seniority. And so there's this fear of one big mistake, it's over. Clearly this was an example of a huge mistake and it was not over for you. Is there any lessons there that you take away of you can mess up and still do well, even if it's this level of mistake?

中文翻译:

另一部分是我在刚开始成为资深领导者时经历过的一段时期：我有很强的“冒充者综合征”（imposter syndrome），担心如果我搞砸了，一切都会崩塌。人们会发现我其实并不知道自己在做什么，我还没准备好承担这个级别的责任。所以会有一种恐惧：一次大错，职业生涯就完了。显然，你这个例子是一个巨大的错误，但你的职业生涯并没有结束。关于“即使犯了这种级别的错误，你依然可以搞砸并最终取得成功”，你有什么教训可以分享吗？

English:

I think a lot of people in my position would've quit. They would've let the shame... I was just a little bit bullheaded where I'm like, "Yeah, I messed up. But I know I'm still a good person and a good worker. Yes, I made a mistake, but I'm going to move on." Part of the story I haven't told that you might enjoy is I mentioned that Jeff Wilke was Jeff's number two at that point. Jeff Bezos, number two person, and he was my skip level.

Well, during this process, he came physically into our offices and he wanted to talk to me, and my manager who was vice president said, "Hey Jeff, this is my team. I own it. If you have any criticism, say it to me. You don't mean to talk to my team." And Jeff Wilke said to my boss, whose name was Paul, "Paul, that's excellent leadership. I really appreciate what you're doing. Please step out of the way. I want to talk to Ethan. You're doing a great job, Paul. Now step aside." And then he kind of read me the riot act.

And the rest of that funny story is I was so happy with how well my meeting with Jeff Bezos went, I patted myself on the back and like, "I'm going to go face Jeff Wilke now. I'm going to schedule a meeting with him and do the same thing. I've got this down." So I go to meet with Jeff Wilke, figuring I'm going to run the same playbook. I'm going to look him in the eye and all will be forgiven. And Jeff Wilke looks at me and says, "Ethan, when you launched this, did you know you were gambling with the result? Did you know it might not work?" And I said, "Yes. We had a media commitment to launch on that day, and I thought shooting for the date was more important than perfect certainty." And he said, "Well, two things. First, you were wrong. You were wrong to prioritize date over our reputation. You let Amazon down in public and that was a mistake." He said, "Second though, at least you knew you were gambling. If you hadn't known you were gambling, we'd be discussing your departure." And I'm like, "Okay." Here I thought I was rolling in this meeting like I'm going to run my relationship playbook. And he's evaluating whether or not to keep me.

The bullheadedness is even after he had told me he had been considering firing me, I'm like, "Well he isn't. So I'm just going to go forward." And a lot of that stubbornness of sure I made a mistake, but I'm not going to live in shame about it, I think is what people can take away. I think a lot of people feel they're more dead in the water than they are. Because everybody makes mistakes, right? I mean Jeff and Fire Phone, that'll be an albatross around his neck. Jeff and Fire Phone will be a phrase of anybody who knows Amazon for the rest of his life.

中文翻译:

我想很多处在我那个位置的人可能会选择辞职。他们会让羞愧感击垮自己。但我当时有点固执，我想：“是的，我搞砸了，但我知道我依然是个优秀的人，是个优秀的员工。是的，我犯了错，但我会继续前进。”故事中有一部分我还没讲，你可能会感兴趣：我提到 Jeff Wilke 当时是杰夫·贝佐斯的二把手，他是我的隔级上司 (skip level)。

在处理过程中，他亲自来到了我们的办公室想找我谈话。我的经理（当时的一位副总裁）说：“嘿 Jeff，这是我的团队，我负责。如果你有任何批评，冲我来，你不需要直接找我的团队谈。”Jeff Wilke 对我的老板 Paul 说：“Paul，这是极佳的领导力表现，我非常欣赏你的做法。现在请让开，我要和 Ethan 谈谈。你做得很好，Paul，现在请靠边站。”然后他对我进行了一番严厉的斥责 (read me the riot act)。

接下来的趣事是，因为我和杰夫·贝佐斯的会面进行得非常顺利，我自我感觉良好，心想：“我现在要去面对 Jeff Wilke 了，我要约他开个会，用同样的套路搞定他。”于是我去见 Jeff Wilke，心想我会运行同样的剧本：看着他的眼睛，一切都会被原谅。结果 Jeff Wilke 看着我说：“Ethan，当你发布这个产品时，你知不知道你是在拿结果赌博？你知不知道它可能跑不通？”我说：“是的，我们对媒体承诺了在那天发布，我认为追求发布日期比完美的确定性更重要。”他说：“好吧，有两点。第一，你错了。你错误地将日期置于我们的声誉之上。你在公众面前让亚马逊丢脸了，这是一个错误。”接着他说：“但第二点，至少你知道自己在赌博。如果你当时

根本不知道自己在赌博，那我们现在讨论的就是你卷铺盖走人的问题了。”我当时心想：“好吧。”我本以为我是来运行我的“关系剧本”的，结果他是在评估要不要开除我。

那种固执劲儿在于，即使在他告诉我他曾考虑开除我之后，我依然想：“既然他没开除，那我就继续干下去。”这种“我确实犯了错，但我不会生活在羞愧中”的韧性，我认为是大家可以借鉴的。我觉得很多人觉得自己已经走投无路了，其实并没有。因为每个人都会犯错，对吧？杰夫·贝佐斯和 Fire Phone 也是他职业生涯中挥之不去的阴影，任何了解亚马逊的人都会记一辈子。

(00:56:08) Lenny

English:

Yeah, we talked about it on the *Working Backwards* podcast, and why didn't *Working Backwards* work for the Fire Phone, we talked about it. I love that these quotes and lines are so seared in your brain. You can remember it like word for word exactly what-

中文翻译:

是的，我们在《逆向工作法》那期播客里聊过，为什么逆向工作法在 Fire Phone 上没奏效。我惊讶于这些对话和台词竟然如此深刻地印在你的脑海里，你几乎能逐字逐句地记起——

(00:56:20) Ethan Evans

English:

Well, I've relived that moment many times.

中文翻译:

因为我在脑海里重温过无数次那个时刻。

(00:56:26) Lenny

English:

And then just along the lines of working your way out of the hole, is essentially what you did just succeed for two years and do great, and that was the key there?

中文翻译:

那么关于如何从困境中爬出来，你所做的本质上就是在那之后的两年里表现出色并取得成功，这就是关键吗？

(00:56:34) Ethan Evans

English:

No, I think I did have to learn. I've always been sort of an operational cowboy, meaning I like to go fast and loose. I prioritize speed, and I really had to step back and say, "Okay, Amazon at this level and scale doesn't like that." So I've taught myself a new phrase which was "fear the New York Times headline." Be aware that if Amazon is down, it goes up on every news website immediately. And so if Amazon has some kind of mistake, it's on Wall Street Journal and CNN. And so as a leader, I had to think, is what I'm doing going to generate a New York Times headline? Because if it is, I'd better be really careful. And that's what I taught myself is you can't be paralyzed, but I taught my whole team, we don't want to be in the New York Times for the wrong thing. And that was the lesson.

中文翻译:

不，我认为我必须学习。我一直有点像个“运营牛仔”，喜欢快节奏、不拘小节。我优先考虑速度，但我必须退后一步说：“好吧，亚马逊在这个级别和规模上不喜欢这种风格。”所以我教了自己一个新词：“敬畏《纽约时报》的头条”。要意识到如果亚马逊宕机了，它会立即出现在每个新闻网站上。如果亚马逊犯了错，它就会出现在《华尔街日报》和CNN上。所以作为领导者，我必须思考：我正在做的事情会不会引发《纽约时报》的头条新闻？如果是，我最好非常小心。这就是我学到的：你不能因此而瘫痪（不敢行动），但我告诉整个团队，我们不想因为负面消息登上《纽约时报》。这就是教训。

(00:57:32) Lenny

English:

Along the lines of lessons, last question here, what's something that you took away from the way you approached it that you should have changed or should have done differently, that you've done differently since? Obviously don't... You mentioned this idea of don't promise a date that you're not that certain you're going to hit. I guess is there anything along those lines?

中文翻译:

关于教训，最后一个问题：在你处理这件事的方式中，有什么是你觉得应该改变或换种做法的，并且在那之后你确实改了？显然，你提到了不要承诺一个你没有把握达成的日期。还有其他的吗？

(00:57:52) Ethan Evans

English:

I have two things here. First, Amazon loved in the past, they loved surprise launches. They love the idea of we're going to be quiet, quiet, quiet. Because basically it was a reaction I think to Microsoft where they felt Microsoft always talked about what was coming and then pushed the dates back. And so there was this whole thing about vaporware. And Amazon wanted to be the other way, which is we won't say anything and then it will just be there. The problem I came to say is the biggest thing I learned with surprise launches is that you're surprised by what doesn't work.

And so I shifted the approach to let's do a lot of beta testing. We always, even if others don't agree quite and say, "You're right, we're not going to have a surprise launch." Some of our beta testers, even if they sign NDAs are going to leak. And that's a better outcome than launching something that doesn't work. That's one lesson.

The other lesson is this thing that broke in front of Jeff Bezos, ultimately it was a new college graduate engineer who wrote that code. And he had been left alone to write part of our user interface, but he had written it in such a way that it didn't scale. Now we didn't give him any help or oversight. We left him on his own, because we were busy focusing on other pieces of the problem. And shortly after the disaster, he left the company. And the mistake I made was not reaching out to him and really reassuring him of, "Yes, you wrote the bug, but that's not on you. The system failed you and we don't see you. Bugs happen." So the thing I regret in this whole thing is not realizing that even though no one in the team ever yelled at him or whatever, he knew it was his bug, and he obviously saw me and others sort of taking a beating. And so he left, and I wish he hadn't done that. And I wish more than that I had stepped in. I didn't realize what he was feeling.

中文翻译:

我有两点。第一，亚马逊过去非常喜欢“惊喜发布”。他们喜欢保持绝对安静，直到发布那一刻。我认为这基本上是对微软的一种反应，因为他们觉得微软总是提前吹嘘产品，然后又推迟日期，导致出现很多“跳票软件”(vaporware)。亚马逊想走另一条路：什么都不说，然后产品突然就出现了。但我学到的教训是：惊喜发布最大的问题在于，你会被“什么东西跑不通”给惊吓到。

所以我转变了方法：让我们做大量的Beta测试。即使其他人不太同意，说“你说得对，我们不搞惊喜发布了”，即使Beta测试者签了保密协议(NDA)也可能会泄密，但这总比发布一个根本跑不通的产品要好。这是第一个教训。

第二个教训是，那个在杰夫·贝佐斯面前崩掉的功能，最终是由一名刚毕业的大学生工程师写的代码。他被单独留下来编写用户界面的一部分，但他写的方式无法承载大规模并发。当时我们没有给他任何帮助或监督，让他一个人干，因为我们正忙于处理问题的其他部分。灾难发生后不久，他就离开了公司。我犯的错误是没有主动找他，并真诚地安慰他：“是的，Bug是你写的，但那不是你的错。是系统(管理流程)辜负了你，我们并不怪你，Bug总会发生的。”我在这整件事中最后悔的是，尽管团队里没人吼他，但他知道那是他的Bug，他也亲眼看到我和其他人被严厉斥责。所以他离开了，我希望他没走。我更希望我当时能介入，我当时没意识到他的感受。

(01:00:05) Lenny

English:

It's interesting, the lesson there isn't catch that person sooner, and notice these links in the chain that may break. But it's more just be there for that human that have this challenge, that people may not be focusing on.

中文翻译:

很有趣，这里的教训不是“更早地发现那个人”或“注意到链条中可能断裂的环节”，而更多是“关注那个面临挑战的人”，这往往是人们容易忽略的。

(01:00:19) Ethan Evans

English:

Because we lost a good person, and he probably felt very bad about it. And we all feel bad when we make mistakes. That can't be prevented. But he felt undue responsibility I think, and that I really regret.

中文翻译:

因为我们失去了一个优秀的人，他可能对此感到非常难过。当我们犯错时，大家都会难过，这是无法避免的。但我认为他承担了过重的责任感，对此我深感遗憾。

(01:00:35) Lenny

English:

This is actually a really good example of ownership. You mentioned this term ownership and that connects to... Amazon has these leadership principles. I think there's 14 of them. One of them is around ownership. And apparently you helped craft the actual language for that principle, which I think is a huge deal with Amazon. I imagine very few people have a say over how to define, and describe, and say these principles. Could you just talk about this principle that you contributed to, how it came to be that you helped actually write it?

中文翻译:

这实际上是“主人翁精神”(ownership)的一个极好例子。你提到了这个词，这与亚马逊的领导力准则有关。亚马逊有14条准则，其中一条就是关于主人翁精神的。显然，你参与起草了该准则的具体措辞，这在亚马逊可是件大事。我猜很少有人能对如何定义和描述这些准则有发言权。你能谈谈你贡献的这条准则吗？你是如何参与起草的？

(01:01:08) Ethan Evans

English:

Amazon is now kind of on its fourth version in my mind, maybe there's more. But its fourth major revision of its leadership principles over its 25 plus year history. And when it was going from version one to version two, Jeff and his leadership team sat down together. And actually in version one, there were three different lists. They were leadership principles and core values, and something else I don't remember. And they were like, "Three lists is stupid. Let's make one list."

Well ownership, the term had been a part of one of those lists, but when they merged everything, they took it out. And this guy Jeff Wilke I mentioned, the number two and the leader of retail, he brought a bunch of us a bunch of his directors. He brought the proposed list to us in a meeting and said, "Hey, this is the proposed new version, do you have any comment?" And we all sat around and talked and said, "Where's ownership? Ownership is missing." So we told him, he said, "Look, ownership is missing. We think it should be there." And he said, "Well, why don't you propose a draft?"

And so about a half dozen of us sat around and roughed out a draft of how we felt ownership should be written. And I proposed these six words, which are, "An owner never says that's not my job." Maybe that's seven words. So I propose this specific language as a part of it and we sent off this draft. And months go by, we hear nothing. And then one day the leadership principles are announced and ownership is back in. It's been modified, but that, "An owner never says that's not my job," is a part of the leadership principle, and it's remained to this day. And what I love about that is because Amazon has one and a half million employees who live by these leadership principles, it's probably the most impactful thing I've ever written.

中文翻译:

在我看来，亚马逊现在大约处于领导力准则的第四个版本（也许更多），这是其25年多历史上第四次重大修订。当它从第一版过渡到第二版时，杰夫和他的领导团队坐了下来。实际上在第一版中，有三个不同的列表：领导力准则、核心价值观，还有另一个我不记得名字的列表。他们觉得：“三个列表太蠢了，让我们合并成一个。”

“主人翁精神”这个词原本在其中一个列表里，但当他们合并所有内容时，把它删掉了。我提到的Jeff Wilke（当时的零售业务负责人）召集了我们一群总监开会，把提议的新版本拿给我们看，问：“嘿，这是提议的新版本，你们有什么意见吗？”我们坐在一起讨论说：“主人翁精神去哪儿了？它不见了。”于是我们告诉他：“主人翁精神缺失了，我们认为它应该在里面。”他说：“好吧，那你们提议一个草案？”

于是我们大约六个人坐在一起，勾勒出了我们认为“主人翁精神”应该如何书写的草案。我提出了这几个词：“主人翁从不说‘那不是我的工作’”(An owner never says that's not my job)。我提议将这段特定的措辞作为其中的一部分，然后我们提交了草案。几个月过去了，杳无音信。直到有一天，新的领导力准则公布了，“主人翁精神”回来了。虽然经过了修改，但那句“主人翁从不说‘那不是我的工作’”被保留了下来，并一直沿用至今。我之所以喜欢这一点，是因为亚马逊有150万名员工遵循这些准则生活和工作，这可能是我写过的最有影响力的一句话。

(01:03:11) Lenny

English:

Wow. So those seven words are the most impactful thing you've ever written. I love that and I totally get that. I'm looking at the principles right now and it comes right at the end of that principle. We'll link to the 14 leadership principles. Is there another principle that you really love or one or two? I don't know. It's probably hard to pick your favorites.

中文翻译:

哇。所以这几个词是你写过的最有影响力的东西。我非常喜欢这一点，也完全能理解。我现在正看着这些准则，那句话就在该准则的最后。我们会附上 14 条领导力准则的链接。还有其他你非常喜欢的准则吗？我知道可能很难选出最喜欢的。

(01:03:28) Ethan Evans

English:

I'm a huge proponent of bias for action. Bias for action says speed matters in business and many decisions are reversible. And so it's important to go faster. And I think people don't understand that in a competitive environment, being right is good, but being quick is necessary. Because if there are 10 startups working on an idea, some of them will gamble, and they'll make bad gambles, and they'll go out of business. But some of them will gamble and make an early bet and be right. And if you are not moving quickly, you'll be beaten by the people who maybe got lucky. And so you've got to have a process that values speed, values, what can we do today? What can we commit to today? So I really like bias for action. Now that is what got me in trouble with Jeff, right? I was willing to gamble. So it has to be in balance, but that's my other favorite.

中文翻译:

我是“崇尚行动”（Bias for Action）的坚定拥护者。这条准则说，在商业中速度至关重要，而且许多决定是可逆的。因此，快速行动很重要。我认为人们不理解的是，在竞争环境中，正确固然好，但快速是必须的。因为如果有 10 家初创公司在做一个点子，其中一些会赌博，有些赌输了倒闭了，但有些会赌赢。如果你行动不够快，你就会被那些可能只是运气好但行动快的人击败。所以你必须有一套重视速度、重视“我们今天能做什么”、“我们今天能承诺什么”的流程。所以我非常喜欢“崇尚行动”。当然，这也就是让我和杰夫闹僵的原因，对吧？因为我当时愿意去赌。所以它必须保持平衡，但这是我的另一个最爱。

(01:04:25) Lenny

English:

Again, the Jeff Bezos interview with Lex Fridman, he was talking about how with Blue Origin, with the way Amazon, he thought about Amazon is customer obsession. That was the core goal and differentiator of Amazon. With Blue Origin, he wants it to be decisiveness. It's basically leaning into this bias for action fully, which is really interesting.

中文翻译:

再次提到杰夫·贝佐斯和 Lex Fridman 的访谈，他谈到在 Blue Origin（蓝色起源），他认为亚马逊的核心目标和差异化在于“客户至尚”（Customer Obsession），而对于 Blue Origin，他希望核心是“果断”（Decisiveness）。这基本上是完全倾向于“崇尚行动”，这非常有趣。

(01:04:44) Ethan Evans

English:

I saw that part of the interview and I thought, "Wow, that's exactly right." Because again, rockets blow up and they have people on them. You've got to get it right, but you also have to keep moving, because there's always one more thing you can safety test. So how do you balance it?

中文翻译:

我看了那段访谈，心想：“哇，太对了。”因为火箭会爆炸，而且上面载着人。你必须做对，但你也必须保持前进，因为永远有做不完的安全测试。所以你如何平衡它？

(01:05:04) Lenny

English:

Yeah, it's interesting. With rockets, that's the one that you pick. It's pretty bold to be all move forward kind of thing. So this principle, again, going back to ownership, so you basically suggested this phrase, "You didn't hear anything," and all of a sudden it becomes part of the whole thing. Did that feel weird that they never told you, or I don't know if they gave you credit for that, or it's like, no, it's great?

中文翻译:

是的，很有趣。对于火箭这种项目，你竟然选择了“果断”。这种“全力前进”的态度非常大胆。回到“主人翁精神”这条准则，你提议了那句话，然后“杳无音信”，结果它突然就成了准则的一部分。他们从来没告诉你，或者没给你署名，你会觉得奇怪吗？还是觉得“没关系，这很棒”？

(01:05:24) Ethan Evans

English:

Yeah, I wouldn't even claim credit for it, except I kept a copy of the email that says, "Ethan thinks it should say blah." I have the written proof. Because it's not about the credit. I'm very happy and proud that those words were kept. But in Amazon, I doubt if Jeff knows I wrote those words. It's not like I've ever told him, "Hey, do you know you kept my words?" That's not appropriate. It's just a fun anecdote.

And it does show, I guess something people can learn from that though, you can influence way up in a company if your ideas are good. And also, when we challenged, Jeff Wilke was a strong opinionated leader who didn't necessarily always love being challenged. And so when we first told him, "Well, we think you're missing ownership," he was like, "You're staying that the whole S-team (Senior Team) can't get its leadership principles right?" I mean it wasn't exactly that way, but he was very much like, "Well, is this really necessary? Why do you think it's necessary?" And his challenge to us to write it was kind of framed as, "Well if you're so sure it's good, show us." But again, I'm stubborn and I'm like, "All right, let's write it." And we did.

中文翻译:

是的，我甚至不会去邀功，除非我保留了那封写着“Ethan 认为应该说某某”的邮件副本。我有书面证据。但这不在于功劳，我只是很高兴也很自豪那些话被保留了下来。但在亚马逊，我怀疑杰夫根本不知道那是我写的。我也从来没告诉过他：“嘿，你知道你用了我的话吗？”那不合适。这只是一个有趣的轶事。

它确实展示了大家可以学习的一点：如果你的想法足够好，你可以在公司里向上施加巨大的影响力。而且，当我们提出质疑时，Jeff Wilke 是一位非常有主见的领导者，他不一定总是喜欢被挑战。所以当我们第一次告诉他“我们认为你漏掉了主人翁精神”时，他的反应大概是：“你是说整个 S-team (高级管理团队) 都搞不定领导力准则？”虽然没那么夸张，但他确实会问：“这真的必要吗？你为什么觉得必要？”他让我们写草案的挑战

更像是：“既然你这么肯定它好，那就证明给我们看。”但我很固执，我说：“好啊，那我们就写出来。”结果我们做到了。

(01:06:47) Lenny

English:

That's funny. That's not a great example of leadership where he is like, "Hey guys, I need your feedback on this thing. But no, don't actually tell me anything's wrong."

中文翻译:

太逗了。这可不是一个好的领导力范例——一边说“嘿伙计们，我需要你们的反馈”，一边又说“但别真的告诉我哪里错了”。

(01:06:57) Ethan Evans

English:

Well, yeah. I mean for a bunch of directors to kind of critique the work of people two levels higher, he wanted it, but then he's sort of naturally resistant to it if we're kind of poking at his baby.

中文翻译:

是的。我的意思是，让一群总监去批评比他们高两级的领导的工作，他虽然想要反馈，但当我们真的对他心爱的作品指手画脚时，他也会产生本能的抵触。

(01:07:14) Lenny

English:

It's unlikely that there's something huge missing and it turns out there was.

中文翻译:

他可能觉得不太可能漏掉什么重大的东西，结果还真漏了。

(01:07:18) Ethan Evans

English:

Yeah.

中文翻译:

没错。

(01:07:19) Lenny

English:

And I guess just on these principles, people may not know this, but this is where "disagree and commit" comes from. It's actually "have backbone, disagree, and commit." We talked about this on the podcast about working backwards. I also love "leaders are right a lot." That comes up a lot and I love that, to be

successful, you need to be right. You can't just project confidence. You can't just be in a bunch of meetings and ship things. You need to be right to be successful.

中文翻译:

关于这些准则，人们可能不知道，“敢于谏言，服从大局”（disagree and commit）就是从这儿来的。它的全称是“有胆量，敢于谏言，服从大局”。我们在关于逆向工作法的播客里聊过。我也很喜欢“决策正确”（Leaders are right a lot）这一条。它经常被提起，我喜欢它的原因是：要取得成功，你必须是正确的。你不能只表现出自信，不能只是开开会、发发货，你必须做正确的决策才能成功。

(01:07:42) Ethan Evans

English:

And that one's been rewritten to carefully say, it's always interesting what is the history of the edits, which you wish you could see the edit history on these. That one got modified to say something about leaders actively work to disconfirm their beliefs. And the key there is it was trying to get at the idea that you've got to be very open and always be questioning, "Yes, I think I'm right, but what's the new evidence? What am I learning? What's changing?" And in fact, it also says they seek diverse perspectives.

And that was a way of getting at what's called DEI (Diversity, Equity, and Inclusion). That's a subtle nod towards if everyone in the room is a 50-year-old white man, you may not really be making the right overall decision for Amazon's customer base. You may be making the one for 50-year-old white suburban Seattleites. And so it's just some of these, every word in those has been studied as an individual word inside the company.

中文翻译:

那一条也被重新修订过，措辞非常谨慎。如果你能看到这些准则的修订历史会非常有趣。那一条被修改为：领导者会积极寻求反面证据来推翻自己的信念。关键在于，它试图表达你必须保持开放，不断质疑：“是的，我认为我是对的，但有什么新证据吗？我学到了什么？什么改变了？”事实上，它还提到他们会寻求多元化的视角。

这是引入 DEI（多元、公平与包容）的一种方式。这是一种微妙的暗示：如果房间里全是 50 岁的白人男性，你可能无法为亚马逊的所有客户做出正确的整体决策，你可能只是做出了符合“西雅图郊区 50 岁白人男性”利益的决策。所以，这些准则中的每一个词在公司内部都是经过反复推敲的。

(01:08:52) Lenny

English:

Amazing. Okay. Let's move on to the final area I wanted to spend a little time on, and this is called contrarian corner. I'm curious if you have any contrarian opinions about things basically that other people believe that you don't believe, something you see that many people don't see. Is there anything that comes to mind?

中文翻译:

太棒了。让我们进入我想聊的最后一个环节：“反直觉角落”（contrarian corner）。我很好奇你是否有一些与众不同的观点，即大多数人相信但你不相信的事情，或者你看到了别人没看到的东西。有什么想到的吗？

(01:09:11) Ethan Evans

English:

Yeah, I think a place where I'm currently very contrarian is the return to office movement. Many leaders at my level appear or publicly favor the need to get back into the office potentially full-time. And I'm contrarian on this because of innovation. Specifically, I looked it up, you can check my facts on Wikipedia. The first purpose-built office, the first building ever built to be an office was built in 1726 in London. And so we're about 300 years into learning how to use offices well.

And what that means is offices aren't going to get much better. What's the last major thing you can think of that got better in offices? You might say well open offices, but a lot of people would say that's not even a good idea. These big rows of desks and loud pits. With working from home, we've only been doing that for a few years since the pandemic began and at all since the internet started 20 years ago. Which one is likely to have more opportunity for improvement? There's so many things we haven't explored with remote work. And I think the people who say, "Back to the office, it's because we know it works," well we know what it is, but I have so much more faith in the opportunity to improve the remote experience. And so I think long-term, it's going to triumph.

The one other place where I'm a huge contrarian is doing business on a handshake. I understand companies need lawyers, and I have an attorney for certain things. But I coach people. Most of the people I coach, there's no NDA in place. There's no contract in place. They pay me through PayPal and I do good coaching for them. I think too much of the world is contract driven, and we've lost the idea of your word being your bond, and you can actually trust me to follow through on my commitments. And I'm a contrarian there. I realize I will occasionally get burnt. Someone will behave in a way, they'll let me down. But I think when we're always suspicious of people, that's a high cost. And the other place I'm contrarian is just doing business on faith.

中文翻译:

有的。我认为目前我最反直觉的观点是关于“重返办公室”运动。许多和我同级别的领导者似乎在公开支持重返办公室，甚至是全职回归。但我对此持反对意见，原因在于创新。具体来说，我查过资料（你可以去维基百科核实）：世界上第一座专门建造的办公大楼是1726年在伦敦建造的。也就是说，我们已经花了300年时间学习如何使用办公室。

这意味着办公室不会再有太大的改进空间了。你能想到办公室最近有什么重大改进吗？你可能会说“开放式办公室”，但很多人觉得那根本不是个好主意——一排排的桌子和嘈杂的环境。而关于“居家办公”，我们从疫情开始才真正大规模尝试了几年，从互联网诞生算起也就20年。哪一个更有改进潜力？远程办公还有太多未被探索的可能性。我认为那些说“回办公室是因为我们知道它有效”的人，其实只是因为习惯了它。但我对改进远程体验的机会更有信心。所以我认为从长远来看，它会胜出。

另一个我非常反直觉的地方是“凭握手做生意”。我理解公司需要律师，我在某些事情上也会请律师。但我辅导别人时，大多数情况下没有保密协议，没有合同。他们通过PayPal付钱，我为他们提供优质的辅导。我认为现在的世界太依赖合同了，我们失去了“言出必行”和“信任他人会履行承诺”的理念。在这方面我很反直觉。我意识到我偶尔会被坑，有人会让我失望。但我认为，总是怀疑别人会带来极高的成本。所以我坚持凭信任做生意。

(01:11:32) Lenny

English:

That reminds me, Sam Altman has a similar philosophy of just trust people and assume it'll all be okay. Sometimes you'll get burned, but on balance, it'll end up being much better for you and for everyone around you.

中文翻译:

这让我想起 Sam Altman 也有类似的哲学：先信任别人，假设一切都会好起来。有时你会吃亏，但总的来说，这对你和周围的人都会更好。

(01:11:42) Ethan Evans

English:

I didn't know that Sam had said that, but I strongly agree with it.

中文翻译:

我不知道 Sam 也说过这话，但我非常赞同。

(01:11:45) Lenny

English:

Yeah, although he had some challenges recently. I don't know if it's working great, but it ended upgrade for him. So anyway, okay. We've actually reached our very exciting lightning round. Before we get there, is there anything else you wanted to touch on, or share, or leave listeners with?

中文翻译:

是的，虽然他最近遇到了一些挑战。我不知道这是否一直有效，但对他来说结果还不错。好了，我们进入了非常令人兴奋的闪电轮环节。在那之前，你还有什么想补充、分享或留给听众的吗？

(01:12:01) Ethan Evans

English:

No, I've really enjoyed this conversation. I could talk about careers forever and I love doing that, but I think we've covered a ton today that will really help people. So I'm good. Let's hit the lightning round.

中文翻译:

没有了，我非常享受这次对话。关于职业生涯我可以聊上一整天，我也乐此不疲，但我认为我们今天涵盖了大量能真正帮助大家的内容。我准备好了，开始闪电轮吧。

(01:12:14) Lenny

English:

All right. With that, we reached our very exciting lightning round. Are you ready?

中文翻译:

好的，闪电轮环节开始。准备好了吗？

(01:12:19) Ethan Evans

English:

I'm ready.

中文翻译:

准备好了。

(01:12:20) Lenny

English:

Ethan, what are two or three books that you've recommended most to other people?

中文翻译:

Ethan, 你向别人推荐最多的两三本书是什么?

(01:12:25) Ethan Evans

English:

Two or three books. My number one recommendation is a book called *Decisive*. It's by Chip and Dan Heath, and it's about the science of making better decisions. The reason I recommend it so much is it will make your career better because leaders are decision makers, but also your personal life. So I apply it at least as much in my personal life as I do in my professional life.

My second most recommended book is *Leadership and Self Deception*, much less known than *Decisive*, a little bit harder to approach. It's by a group, a research group called the Arbinger Institute, and it's about, the self-deception is we cause a lot of our interpersonal problems while blaming them on others. And it walks through how are you part of the problem you're having with somebody else and what can you do about it?

The third and final book was recently brought to me by someone I work with that you know, Jason [inaudible 01:13:21]. That book is *The Almanack Of Naval Ravikant*. And Naval Ravikant is an angel investor responsible for AngelList. But what I love about that book is he has a recipe. He really boils down how to be successful while loving what you do. And he says, "No one can be a better version of you." Don't try to copy me and be, "I'm going to be like Ethan, or I'm going to be like Lenny." Instead, figure out what you uniquely do best that you love, because no one can copy you being you. And that's your defensible sort of career value. And I really like that mental model.

中文翻译:

两三本书。我排名第一的推荐是《决断力》(*Decisive*)，作者是希思兄弟(Chip and Dan Heath)。它是关于如何做出更好决策的科学。我之所以极力推荐它，是因为领导者本质上就是决策者，它能让你的职业生涯和个人生活都变得更好。我在个人生活中应用它的频率不亚于在工作中。

我第二推荐的书是《领导与自我欺骗》(*Leadership and Self Deception*)，它的知名度比《决断力》低一些，也稍微难读一点。它由Arbinger Institute研究小组编写，核心观点是：我们造成了许多人际关系问题，却将其归咎于他人。它会引导你思考：在你与他人的矛盾中，你扮演了什么角色，以及你能做些什么？

第三本也是最后一本，是最近一位合作伙伴推荐给我的，书名是《纳瓦尔宝典》(*The Almanack Of Naval Ravikant*)。纳瓦尔(Naval Ravikant)是AngelList的创始人，也是著名的天使投资人。我喜欢这本书的原因是，他总结了一套如何在热爱所做之事的同时取得成功的秘诀。他说：“没有人能成为比你更好的‘你’。”不要试图模仿我或Lenny，而是要找出你独特擅长且热爱的事情，因为没有人能模仿“做你自己”。这就是你职业生涯中不可替代的价值。我非常喜欢这个思维模型。

(01:14:14) Lenny

English:

Awesome. What is a favorite recent movie or TV show you've really enjoyed?

中文翻译:

太棒了。最近有什么你非常喜欢的电影或电视剧吗？

(01:14:19) Ethan Evans

English:

So I grew up on a farm, and so all the Taylor Sheridan, *1923*, and *Yellowstone*, and all of those series, we've watched everything he's put out. We do kind of laugh like, wow. Are you familiar with *Yellowstone* at all?

中文翻译:

我在农场长大，所以泰勒·谢里丹（Taylor Sheridan）的所有作品，比如《1923》、《黄石》（*Yellowstone*）系列，他出的每一部我们都看了。我们有时会边看边笑，哇。你熟悉《黄石》吗？

(01:14:37) Lenny

English:

Absolutely. A lot of death.

中文翻译:

当然，死掉的人特别多。

(01:14:39) Ethan Evans

English:

Yeah. At one point my wife and I were watching it, we would start betting. So the episode is starting, how many people will die in this episode? This ranch in Montana, but yet somehow they're always killing people. How does this work?

中文翻译:

是的。我和妻子看的时候甚至会打赌：这集开始，会有多少人死掉？明明是蒙大拿州的一个牧场，结果总是在杀人，这怎么可能？

(01:14:55) Lenny

English:

That's what your life was like, is what I'm hearing. Favorite interview question that you like to ask candidates?

中文翻译:

听起来你的生活也差不多（笑）。你最喜欢问候选人的面试问题是什么？

(01:15:03) Ethan Evans

English:

I think my favorite interview question is, "Tell me about a time where you needed to disagree with your management, where you needed to stand up or fight for a position against higher leadership or people in power." Because I think that's really hard to do. I'm normally interviewing leaders, and I think having a bunch of people who just say yes isn't helpful. You need people to have, as you said, have backbone, disagree and commit. So that's what I'm normally looking for.

中文翻译:

我想我最喜欢的面试问题是：“请告诉我一次你必须反对管理层意见的经历，在那次经历中，你必须站出来反对高级领导层或有权威的人，为自己的立场而战。”因为我认为这很难做到。我通常面试的是领导者，我认为拥有一群只会说“是”的人毫无帮助。你需要人们像你刚才说的那样，“有胆量，敢于谏言，服从大局”。这就是我通常寻找的特质。

(01:15:33) Lenny

English:

Awesome. Is there favorite product you've recently discovered that you really love?

中文翻译:

太棒了。最近有没有发现什么你非常喜欢的产品？

(01:15:38) Ethan Evans

English:

It's silly, but my favorite product that I've discovered recently is the Chuckit!, which you use to whip a ball for your dog a quarter mile. It basically extends your arm. And it's just fun to send a ball soaring way further than you could ever throw it. And you feel like, "Wow, look at me. I'm a major league pitcher." Because I have this three foot lever arm and I understand physics. If we look at tech products, there's so many I love. It's too easy to say ChatGPT and stuff, so I won't go there.

中文翻译:

这听起来有点傻，但我最近发现的最喜欢的产品是 Chuckit!（一种投球杆），你可以用它把球扔出四分之一英里远让狗去捡。它基本上延伸了你的手臂。把球扔得比你亲手扔远得多的感觉非常有趣，你会觉得自己像个大联盟投手，因为你拥有一个三英尺长的杠杆臂而且懂物理。至于科技产品，我喜欢的太多了，说 ChatGPT 之类的太没创意了，我就不提了。

(01:16:16) Lenny

English:

Awesome. My dog does not love chasing balls, so I haven't had a reason to buy that, but I've never thought about just the joy of flicking a ball really far. Do you have a favorite life motto that you often come back to, share with folks, find useful in work or in life?

中文翻译:

太棒了。我的狗不喜欢追球，所以我没理由买那个，但我从没想过把球弹飞那么远的乐趣。你有没有什么经常想起、分享给别人，并觉得在工作或生活中非常有用的座右铭？

(01:16:31) Ethan Evans

English:

I happen to be a Christian, and the motto that I think about the most is, "To whom much has been given, from him much will be required." And so I think a lot about what is my social responsibility. I've been very lucky. I grew up on a farm in Ohio now. I wasn't a farm boy, my father was a chemist. But I grew up in upper middle class settings, and I've ended up being extremely successful, able to retire from my job at 50 to kind of coach and teach. What do I owe to pay forward? So those words are obviously ancient spiritual texts, but they're the ones I take away and think the most about. What's my responsibility?

中文翻译:

我恰好是一名基督徒，我思考最多的一句话是：“多给谁，就向谁多取。”所以我经常思考我的社会责任。我一直很幸运，虽然在俄亥俄州的农场长大（我父亲是化学家，不是农民），但我成长于中产阶级上层环境，最终取得了巨大的成功，能在50岁退休转而从事教练和教学工作。我欠这个世界什么？我该如何回馈？这些话虽然出自古老的宗教典籍，但它们是我感触最深、思考最多的：我的责任是什么？

(01:17:11) Lenny

English:

As an example of someone that to whom much has been given, but because he's worked so hard, Jeff Bezos is starting a space business as you know. If you had the chance to go to space, would you go?

中文翻译:

作为一个“被给予很多”且非常努力的例子，杰夫·贝佐斯正在创办太空业务。如果你有机会去太空，你会去吗？

(01:17:22) Ethan Evans

English:

Well, I of course saw his interview where he talked about how he thought about the safety and the conversation he had to have with his mother. I would like to go to space. I'm not willing to pay what I think the current tickets are, but I would take the risk. So what's the risk of that ride? One in a hundred, one in 50, even more than you won't come back. I would probably take the gamble.

中文翻译:

我当然看了他的访谈，他谈到了对安全性的思考以及他必须与母亲进行的对话。我想去太空。虽然我不愿意支付目前的票价，但我愿意承担风险。那次飞行的风险是多少？百分之一，五十分之一，甚至更高？我可能会去赌一把。

(01:17:46) Lenny

English:

So you'd be an early adopter? Where along that curve would you be, an early adopter, laggard?

中文翻译:

所以你会是早期采用者？在那个曲线上你会处于什么位置？早期采用者还是落后者？

(01:17:50) Ethan Evans

English:

Well, I'm old enough that I remember when the Challenger space shuttle exploded, and I said I would get on the next one and I said, "They're never going to be more careful than the next one, so I'll get on the next one." So I think I would get on any one I was offered because of the chance. Unlike Jeff who claims he wasn't scared, I would probably be really terrified, at least at liftoff. While you're up there, it's great. Everything either goes wrong going up or coming down. It's not the middle.

中文翻译:

我已经够老了，还记得挑战者号航天飞机爆炸的时候。我当时说我会坐下一架，因为“他们永远不会比下一次更谨慎了”。所以如果有机会，我会登上任何一架提供给我的飞船。不像杰夫声称自己不害怕，我可能会非常恐惧，至少在起飞时是这样。一旦到了上面，感觉会很棒。出问题通常要么在上升时，要么在下降时，中间过程通常没事。

(01:18:25) Lenny

English:

Ethan, I think we're going to help a lot of people with their career. I think we're going to help them work through failure, become better owners. Thank you so much for being here. Two final questions. Where can folks find you online if they want to reach out? Also, just share what you do now in case people could use that help. And then how can listeners useful to you?

中文翻译:

Ethan，我认为我们会帮助很多人改善职业生涯，帮助他们度过失败，成为更好的主人翁。非常感谢你能来。最后两个问题：如果大家想联系你，可以在哪里找到你？另外，请分享一下你现在在做什么，以便需要帮助的人找到你。最后，听众能为你做些什么？

(01:18:42) Ethan Evans

English:

So the best place to find me online, I do all my writing on LinkedIn. It's where the professional community is. So Ethan Evans on LinkedIn. My actual handle there is Ethan Evans VP for my history as a vice president. That's the best place to find me. I do have a Substack newsletter. I do teach through the Maven platform, but all of those are linked off LinkedIn.

And really, how readers help me, they comment on what I write, because I miss things. I am one person's perspective. And so I actually have a process where I take in all the comments people write, all the different perspectives, all the different exceptions, or special cases, or examples, and that's how I improve my own thinking is I read every comment and think, "Okay, what did I miss? What could I have said better? How can I incorporate this if I ever talk about this again?"

中文翻译:

在网上找到我最好的地方是 LinkedIn，那是专业人士聚集的地方。搜索 Ethan Evans，我的 ID 是 Ethan Evans VP（因为我曾任副总裁）。我也有 Substack 电子报，也在 Maven 平台上授课，这些链接都在我的 LinkedIn 个人资料里。

至于读者如何帮助我：请在我的文章下评论。因为我只是一个人的视角，难免会有疏漏。我有一套流程，会吸收大家写的所有评论、不同的观点、例外情况或案例。这就是我提升思维的方式：阅读每一条评论并思考，

“我漏掉了什么？我怎样才能表达得更好？如果下次再聊这个话题，我该如何把这些内容整合进去？”

(01:19:31) Lenny

English:

Just to give you another opportunity to plug the stuff you do now, what do you help people with in case people could value could you use the stuff that you offer? You said you coach, you have a course. What sort of stuff?

中文翻译:

再给你一个宣传你现在业务的机会：你具体能帮到大家什么？你提到你有教练服务和课程，具体是关于什么的？

(01:19:40) Ethan Evans

English:

I focus on two topics, career development. So how do you row in your career, the whole Magic Loop, and how do you attain promotion or attain a new role raise if that's your goal? And then leadership specifically. I teach a course that's been very popular called "Stuck at Senior Manager - Breaking Through To Executive," which is how to get out of that sort of stuck, "I'm working really hard, I'm pretty good. I'm managing 25 or 50 people, but how do I get to the big chair? How do I get to the division level leadership and what do I need to change?" It's that whole what got you here won't get you there. And I love to see people succeed at that. People write me back and say, "I did get a job. I did get promoted, I did get a raise," and that's my fulfillment.

中文翻译:

我专注于两个主题。第一是职业发展：如何在职业生涯中划桨前行，包括整个“神奇循环”，以及如果你的目标是晋升或加薪，该如何实现。第二是领导力：我有一门非常受欢迎的课程，叫作《卡在资深经理级别：突破成为高管》(Stuck at Senior Manager - Breaking Through To Executive)。它教你如何摆脱“我很努力，表现也不错，管理着25或50人，但如何坐上那个大位子”的困境，如何进入事业部级别的领导层，以及你需要改变什么。这就是关于“让你达到当前高度的特质，无法带你进入下一个阶段”的全部内容。我喜欢看到人们取得成功，当有人写信告诉我“我拿到了Offer”、“我晋升了”或“我加薪了”时，那就是我的成就感来源。

(01:20:25) Lenny

English:

Amazing. Ethan, thank you so much for being here.

中文翻译:

太棒了。Ethan，非常感谢你能来到这里。

(01:20:29) Ethan Evans

English:

Thank you, Lenny. And I got to say, you are very good at this. You're so smooth and you just do a great job interviewing. It's been really been a pleasure.

中文翻译:

谢谢你, Lenny。我必须说, 你非常擅长这个。你的采访非常流畅, 做得非常棒。这真的是一次愉快的经历。

(01:20:37) Lenny

English:

I really appreciate that, and so are you. Thank you. Bye everyone.

中文翻译:

非常感谢你的夸奖, 你也很棒。谢谢大家, 再见。

(01:20:42) Ethan Evans

English:

Bye everyone.

中文翻译:

大家再见。

(01:20:44) Lenny

English:

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

中文翻译:

非常感谢您的收听。如果您觉得本期内容有价值, 可以在 Apple Podcasts、Spotify 或您喜欢的播客应用中订阅本节目。此外, 请考虑给我们评分或留下评论, 这能真正帮助其他听众发现这个播客。您可以在 lennyspodcast.com 找到所有往期节目或了解更多信息。我们下期再见。