

HILARY GRIDLEY

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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Hilary Gridley - 双语对照

Lenny's Podcast: Hilary Gridley - 访谈双语精选

核心对话片段 | Key Conversation Segments

[00:00:00] Hilary Gridley

English:

Product leadership is the type of role where if you are not in control of the voices in your head, they will eat you alive.

中文翻译:

产品领导力这类角色，如果你控制不了脑子里的那些声音（指自我怀疑或焦虑），它们就会把你生吞活剥。

[00:00:09] Lenny Rachitsky

English:

You spend a lot of time thinking about how to help your team learn to take a punch.

中文翻译:

你花了很多时间思考如何帮助你的团队学会“挨得住拳头”（指应对挫折和打击）。

[00:00:10] Hilary Gridley

English:

If they come to me and they're upset, I try to focus them less around how you litigate another person's impression of you and more on what is the action that you can take to counter program the narrative that you are afraid that this other person has of you. What are you going to do next to demonstrate that you are the person that you know yourself to be?

中文翻译:

如果他们带着沮丧的情绪来找我，我会试着让他们少去纠结如何辩解别人对你的印象，而是更多地关注：你可以采取什么行动来“反向编程”（counter program，指通过行动改变既定印象）那种你担心的、别人对你的负面叙事？你接下来要做什么来证明你就是你所认为的那个人？

[00:00:28] Lenny Rachitsky

English:

You have specific tactics that you teach your team to deal with hardship.

中文翻译:

你有一些具体的策略来教你的团队应对困境。

[00:00:31] Hilary Gridley

English:

I would really love it if more people were like, "Screw it. I'm going to do something that's probably going to fail. It's important and it's worth doing and I'm going to do it well."

中文翻译:

我真的很希望更多的人能有这种心态：“管它呢，我要去做一件可能会失败的事。这件事很重要，值得去做，而且我要把它做好。”

[00:00:37] Lenny Rachitsky

English:

Is there something you've learned about when your leader tells you to do something you disagree with?

中文翻译:

当你的领导让你做一些你并不认同的事情时，你有没有学到什么经验？

[00:00:41] Hilary Gridley

English:

People think that the game is all about influencing the CEO, influencing the people around them. You come up thinking like you're the protagonist. But in the story of work, you are probably not the protagonist. You're not special.

中文翻译:

人们总觉得职场游戏的关键在于影响 CEO，影响周围的人。你入行时总觉得自己是主角。但在工作的剧本里，你可能并不是主角。你也没什么特别的。

[00:04:53] Lenny Rachitsky

English:

And of that, there's this theme that emerged that I think is a good overarching theme for our conversation, and it's something that you spend a lot of time thinking about, and it's how to help your team and how to help people within your company learn to take a punch. Essentially, how to help them deal with hard stuff and do hard stuff and build hard things.

中文翻译:

在这些评价中，浮现出了一个我认为非常适合作为今天对话主旨的主题，这也是你花了很多时间思考的事情：如何帮助你的团队和公司里的同事学会“挨拳头”。本质上，就是如何帮助他们应对困难、处理棘手的事，并

[00:05:16] Hilary Gridley

English:

I think this is really relevant today because I look out and I talk to a lot of people and I hear fear and I hear uncertainty... I think a lot of people are scared too. And they're embracing these tools, they're learning these tools, but a lot of them have a question in the back of their mind, what does this mean for the future of my job? And in many cases, what does this mean for my identity?

中文翻译:

我认为这在今天非常有意义，因为当我观察并与许多人交谈时，我听到了恐惧和不确定性……我觉得很多人都很害怕。他们虽然在拥抱并学习这些工具（指 AI），但内心深处都有一个疑问：这对我的职业未来意味着什么？在很多情况下，这对我的自我认同又意味着什么？

[00:08:41] Hilary Gridley

English:

When I think about how to take a punch, what I say to my team is... I try to focus them less around whatever happened and how you litigate another person's impression of you based on something that has already happened, and more on what is the action that you can take next to counter program the narrative that you are afraid that this other person has of you.

中文翻译:

当我思考如何“挨拳头”时，我会告诉团队……试着少去关注已经发生的事，少去纠结如何反驳别人基于既定事实对你产生的印象，而是把精力放在：你下一步可以采取什么行动，来“反向塑造”那种你担心的、别人对你的看法。

[00:11:49] Hilary Gridley

English:

And I did some research very, very quickly on what are some emerging public health concerns that people really aren't talking about that would be interesting to track? ... I very quickly just sent her a note that said, "Wanted to build on this idea you had today. I really liked that idea, by the way. I saw this article, I saw this research about this other emerging thing..."

中文翻译:

于是我迅速做了一些调研，看看有哪些人们还没怎么讨论、但值得追踪的新兴公共卫生问题？……我很快给她发了一张便条说：“想基于你今天的想法再深入聊聊。顺便说一下，我很喜欢那个点子。我看到了这篇文章和这项关于另一个新兴事物（体育博彩）的研究……”（注：这是 Hilary 举例说明如何通过行动反向证明自己重视健康问题，而非通过口头辩解）。

[00:18:08] Hilary Gridley

English:

A lot of where this comes from is a concept in cognitive behavioral therapy called behavioral activation. ... The misconception is I'll feel better and then I'll act. And the thing that therapists try to teach people... is I will act and then I will feel better.

中文翻译:

这个理念很大程度上源于认知行为疗法（CBT）中一个叫“行为激活”（behavioral activation）的概念。……人们常有的误区是“等我感觉好点了我再去行动”。而心理治疗师试图教给人们的是——“先行动起来，然后我的感觉才会变好”。

[00:21:03] Hilary Gridley

English:

I want to help them, A, see that, see the ways they are in some ways sabotaging themselves, getting in their own ways with whatever is going on in their head. And then I want to help them counter-program it in themselves.

中文翻译:

我想帮助他们，首先是看清这一点，看清他们是如何在某种程度上自我破坏的，看清脑子里的那些念头是如何阻碍他们前进的。然后，我想帮助他们在内心深处进行“反向编程”。