JEFF WEINSTEIN

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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Jeff Weinstein - 双语对照

Lenny's Podcast: Jeff Weinstein (Stripe) - Bilingual Transcript

Lenny's Podcast：对话 Jeff Weinstein (Stripe) - 中英双语文档

[00:00:00] Lenny Rachitsky

English:

Watching you operate on Twitter, you're just breaking this wall between the PM and the customer.

中文翻译:

观察你在 Twitter 上的操作，我发现你正在打破产品经理（PM）与客户之间的那道隔阂。

[00:00:04] Jeff Weinstein

English:

The moment the customer felt compelled enough to go out of their way to talk about some problem, that's a unbelievable gift. I will leave a meeting to just get one message back to them. If you're text message friendly with five or 10 of those, you are going to have so much direct signal that is infectious.

中文翻译:

当客户觉得有必要特意花时间来谈论某个问题时，那是一份不可思议的厚礼。为了给他们回一条信息，我甚至会中途离开会议。如果你能和 5 到 10 个这样的客户保持那种可以随时发短信的私交，你就能获得极具感染力的直接信号。

[00:00:22] Lenny Rachitsky

English:

Many people told me I need to ask you about picking metrics.

中文翻译:

很多人告诉我，我一定要问问你关于挑选指标（Metrics）的问题。

[00:00:24] Jeff Weinstein

English:

Well, what was the value that we're trying to produce for the customer and can we measure it from their perspective? And okay, how do you know you have product market fit? Charts that showcase things are going up into the right on one hand and then tweets on the other.

中文翻译:

嗯，我们要思考的是：我们试图为客户创造什么价值？我们能否从他们的视角来衡量这种价值？至于如何判断是否达到了产品市场契合点（PMF）？一方面是看那些一路向右上方增长的图表，另一方面就是看推特上的用户反馈。

[00:00:36] Lenny Rachitsky

English:

You started at Stripe something called study groups.

中文翻译:

你在 Stripe 发起了一个叫作"学习小组"（Study Groups）的项目。

[00:00:39] Jeff Weinstein

English:

We show up four to eight people total pretend to be some company with some outcome problem. Rule one is you do not work at Stripe and rule two is we're not here to solve any problems. This is just about practicing empathy for the customer.

中文翻译:

我们会召集 4 到 8 个人，假装成一家面临某种结果性问题的公司。规则一：你不在 Stripe 工作；规则二：我们不是来解决问题的。这纯粹是为了练习对客户的同理心。

[00:00:57] Lenny Rachitsky

English:

Today my guest is Jeff Weinstein. Over the course of his six plus years at Stripe, Jeff was the product lead for Stripe's payment infrastructure teams. We helped scale Stripe payments to hundreds of billions of dollars in volume a year. He also led PMs and Teams on a number of zero to one bets at Stripe, and most recently took on the scaling of Stripe Atlas, which as of the day this podcast launches allows you to incorporate a new company in a single day, including handling 83B elections, incorporation documents, getting your EIN, share purchases, and all the things that used to take weeks or months before a company could begin operating. At this point, one in six new Delaware corporations are started on Stripe Atlas, which blows my mind. This episode ended up being the longest in my podcast history because I wanted to basically do an archeology of an incredibly effective and admired product leader.

中文翻译:

今天的嘉宾是 Jeff Weinstein。在 Stripe 任职的六年多时间里，Jeff 曾担任支付基础设施团队的产品负责人。他帮助 Stripe 的年支付交易额规模扩大到了数千亿美元。他还带领产品经理和团队在 Stripe 进行了多次"从 0

到 1"的尝试，最近则负责 Stripe Atlas 的规模化。截至本期播客发布之日，Stripe Atlas 已经能让你在一天之内注册一家新公司，包括处理 83(b) 税务选举、公司注册文件、获取 EIN（雇主识别号）、股份购买，以及所有过去需要数周或数月才能完成的开业准备工作。目前，特拉华州每六家新成立的公司中就有一家是通过 Stripe Atlas 启动的，这简直让我大吃一惊。这一集成了我播客历史上最长的一集，因为我想对这位极其高效且受人尊敬的产品领导者进行一次深度"考古"。

[00:01:49] Lenny Rachitsky

English:

We spent the entire conversation digging deep into the many skills that Jeff has built that enable him to consistently build successful and beloved products. We get into his go-go- go plus optimism, long-term compounding philosophy of building products, how to think about and operationalize product craft and quality. He shares a popular program that he started at Stripe called Stripe Study Groups that I think you should steal. We also talk about how to effectively talk to customers, how to know if you have product market fit for your new product, how to pick great metrics for your team, what he's learned about getting shit done at a big company. Also, advice that he's gotten from the founders of Stripe and so much more.

中文翻译:

在整个对话中，我们深入挖掘了 Jeff 建立的各项技能，正是这些技能让他能够持续打造出成功且受人喜爱的产品。我们探讨了他的"雷厉风行（Go-go-go）加乐观主义"精神，以及构建产品的长期复利哲学；讨论了如何思考并落实产品的匠心（Craft）与质量。他分享了他在 Stripe 发起的一个备受欢迎的项目——Stripe 学习小组，我觉得你们应该借鉴一下。我们还聊到了如何有效地与客户沟通、如何判断新产品是否具有 PMF、如何为团队挑选优秀的指标、他在大公司里如何"搞定事情"的经验，以及他从 Stripe 创始人那里得到的建议等等。

[00:02:50] Jeff Weinstein

English:

Thank you Lenny of Lenny's Podcast. I knew what to expect, but it's fun to see the first name and the podcast all line up. I really appreciate you asking.

中文翻译:

谢谢你，Lenny's Podcast 的 Lenny。我早有预料，但看到名字和播客名完美契合还是很有趣。非常感谢你的邀请。

[00:02:59] Lenny Rachitsky

English:

So I wanted to start with a quote that I found from you that I think gives a little perspective into how you think and how you approach the world. So here's the quote. "Very frequently I would do poorly on tests in school and then the professor would say very reasonably, 'Hey, I think you should bump down a level to the previous semester's pace,'" and you said, "I actually know that, that's why I'm in this class. I want to be in the class that I'm potentially the worst at." This isn't how most people think. This isn't how most people operate. Usually people want to get good grades, they want to be at the top of their class. Clearly you have a different approach and a different mindset. Where did this come from for you and how did this shape the way you think about product and the work that you do?

中文翻译:

我想从我发现的一段你的引言开始，这段话能反映出你的思维方式和处世态度。引言是这样的："在学校考试时，我经常考得很差，教授会非常委婉地说：'嘿，我觉得你应该降一个级别，回到上学期的进度。'"而你说："我其实知道这一点，这就是我选这门课的原因。我想待在那个我可能是表现最差的班级里。"这不是大多数人的想法，也不是大多数人的做法。通常人们想要好成绩，想名列前茅。显然你有一套不同的方法和心态。这种想法从何而来？它是如何塑造你对产品和工作的思考的？

[00:03:37] Jeff Weinstein

English:

Some of it was just the fact that I wasn't particularly good at the class and had to rationalize it for myself in some form. So in retrospect that sounds highfalutin, but at the time I just wasn't particularly good at the classes I was in. But I think it comes from growing up. I went to a pretty hippy-dippy K through 12 school in Baltimore, Maryland where we were really asked to think about why we were in school and to pick any of the courses that were of interest to us outside of AP programs or grades or any particular requirements. You really got to choose your own path. And I recall one particular class in high school, which was somewhat a science class, but it was called the History of Science, and we actually walked through and studied all of the, at the time, best understood ways the world worked in science, but then later were turned out to be wrong, right?

中文翻译：

部分原因是我确实不太擅长那门课，不得不以某种形式为自己找个台阶下。所以回想起来，这听起来很高大上，但当时我只是单纯地学不好。不过，我认为这源于我的成长经历。我在马里兰州巴尔的摩上了一所非常"嬉皮风"的 K-12 学校，在那里我们被要求思考为什么要上学，并可以根据兴趣选择任何课程，而不受 AP 课程、成绩或任何特定要求的限制。你真的可以选自己的路。我记得高中有一门特别的课，算是一门科学课，叫作《科学史》。我们实际上研究了当时被认为最正确的科学运作方式，但后来证明这些方式都是错误的，对吧？

[00:04:40] Jeff Weinstein

English:

In the 1500s we believed X, Y, and Z. In the 1600s we believed A, B and C. just very confidently. In 1500s we thought something and then the 1600s we thought something very different. And so this class was quite impactful on me where we spent an entire year studying things that are not true. It was fascinating. That particular teacher employed another trick on us during that class, which was it took the tuition fee of our school and divided it by the number of hours and wrote the cost on a ticket and then handed us in the beginning of the year. Tickets for every single one of the classes and he would stand at the door and you would have to give him a ticket at the end of the class that he thought it was worth it. And just like that practice of deep intellectual understanding of how people evaluated something at the time and choosing for yourself to spend the time on it by just the physical act of handing that ticket to the teacher.

中文翻译：

16 世纪我们坚信 X、Y、Z；17 世纪我们又非常自信地相信 A、B、C。16 世纪的想法到了 17 世纪就变得完全不同。所以这门课对我影响很大，我们花了一整年时间研究那些"不真实"的东西。这太迷人了。那位老师在课上还对我们使了个"花招"：他把学校的学费除以总课时，把每节课的成本写在票上，在学年初发给我们。每节课都有一张票，他会站在门口，下课时如果你觉得这节课值这个价，就得给他一张票。这种深刻理解当时人们如何评价事物，并通过"递交票据"这个物理动作来选择为之投入时间的实践，真的让我深有感触。

[00:10:16] Lenny Rachitsky

English:

I asked you if there was one thing that you'd love to get across in this podcast. I asked you what would it be and here's what you sent me, "Go, go, go ASAP plus optimistic comma, long-term compounding approach." Can you just talk about what you mean by that?

中文翻译:

我问过你，如果这期播客你最想传达的一点是什么，你发给我的是："尽快行动（Go, go, go ASAP），保持乐观，以及长期复利的方法。"你能谈谈这是什么意思吗？

[00:10:36] Jeff Weinstein

English:

Yeah, there's two things going on here. So I see the world as immediately we have just such opportunity to take action in front of us. We can be optimistic and go, go, go as soon as possible. I think that a lot of life is you get as much furniture as you've room in the house. We will do the work the night before it's due, so let's just make it due tomorrow. Can we turn tomorrow into today? So just optimistically seeing if we can just inject energy to go, go, go has produced surprising results and I think it ignites in other people that same interest and then it feeds off each other.

中文翻译:

是的，这里包含两个层面。我认为世界充满了可以立即采取行动的机会。我们可以保持乐观，并尽快行动。我觉得生活就像往房间里塞家具，你有多少空间就能塞多少。我们总是在截止日期前一晚才干活，所以干脆把截止日期定在明天吧。我们能不能把明天变成今天？这种乐观地尝试注入能量、快速行动的做法，往往能产生令人惊喜的结果，而且我认为它能点燃他人的兴趣，形成良性循环。

[00:11:41] Jeff Weinstein

English:

And then I added over time, had to learn this longer term, compounding, more strategic mindset where some of the things we want to accomplish, be it at my startups in the past or at Stripe, they can't be solved in an afternoon. They're going to require layers of infrastructure and services and applications and UI and partnerships that really look like that iceberg drawing you see where you just see the top, but then there's the whole thing underneath and I've had to learn over time to pair my instinct of like, "Let's get it done today, let's move forward, let's see what we can get done. Let's make some mistakes, let's try it out." With, "Where are we going? What needs to be true over time? Where can we always invest? What will we never regret spending time in?"

中文翻译:

随着时间的推移，我学会了这种更长期的、复利的、更具战略性的思维。有些目标，无论是在我过去的创业公司还是在 Stripe，都不是一个下午就能解决的。它们需要层层的基础设施、服务、应用、UI 和合作伙伴关系，就像你看到的冰山图一样，水面上只是一角，水面下才是庞然大物。我必须学会将"今天就搞定、向前推进、尝试并犯错"的本能，与"我们要去哪里？随着时间的推移，什么必须保持正确？我们可以在哪里持续投资？我们永远不会后悔把时间花在哪里？"结合起来。

[00:15:39] Lenny Rachitsky

English:

So the first is craft, craft and quality. I'm told by many people that you have a very strong obsession with craft and user experience and quality and even more so I'm told that you teach people at Stripe how to be obsessed with craft and quality and user experience in a very systematic way.

中文翻译：

首先是匠心（Craft），匠心与质量。很多人告诉我，你对匠心、用户体验和质量有着极强的执着。更有甚者，听说你还在 Stripe 以一种非常系统化的方式教大家如何痴迷于匠心、质量和用户体验。

[00:16:25] Jeff Weinstein

English:

I think I'm really working backwards from failures in the past and avoiding them. [...] I think craft is a dessert that you get after the meal of does your thing solve a real problem in the world and are people clamoring, needing it badly? And that's really my obsession is in finding problems in which people will pause their entire day to solve. They will leap through the computer to be like, "Oh my God, I have that problem. Do you have a solution?"

中文翻译：

我想我实际上是在从过去的失败中吸取教训并努力避免它们。[...] 我认为匠心是"正餐"之后的甜点，而那顿正餐是：你的产品是否解决了现实世界中的真正问题？人们是否在渴求它、迫切需要它？我真正的痴迷在于寻找那些让人们愿意停下整天的工作去解决的问题。他们会恨不得钻进电脑屏幕对你说："天哪，我也有那个问题，你有解决方案吗？"

[00:20:34] Lenny Rachitsky

English:

I think a lot of people see all these tweets and messages about just obsessed with the craft of what you're building and you can easily lose sight of... Nobody even cares about what you're building. It could be the most incredible experience ever designed, but if it's not something anyone ever wants, it doesn't really matter.

中文翻译：

我觉得很多人看到那些关于"痴迷于产品匠心"的推文和信息，很容易忽略一点……那就是可能根本没人关心你在做什么。即使它拥有史上最完美的体验设计，但如果没人想要它，那也无济于事。

[00:21:34] Jeff Weinstein

English:

People don't want to be pitched. [...] I have so many problems, you're guessing ahead of time, what is my top problem and now that you've anchored and limited to the pitch you're going to miss, you very likely going to miss the burning problem that they have on the top of their mind. And it's not the customer's job to interrupt you and say, "Hey, could you stop your pitch? I want to tell you about my top problem."

中文翻译：

人们不想被推销。[...] 我有很多问题，而你却在预设我最大的痛点是什么。一旦你锚定并局限于你的推销话术，你很可能会错过他们脑海中最迫切需要解决的问题。客户没有义务打断你说："嘿，能停一下你的推销吗？我想告诉你我最头疼的问题。"

[00:29:34] Jeff Weinstein

English:

Speed is an important one, which is just reducing the time between the moment the customer felt compelled enough to go out of their way to talk about some problem. [...] That should be P-zero alert level intensity. And so I will leave a meeting, I will change what I'm doing to just get one message back to them. Even if it's, "Hey, I got this. I'm about to go to dinner. Can I hit you up tomorrow?" They're like, "Oh yeah, thank you. Awesome. I can't even believe you responded."

中文翻译:

速度至关重要，也就是缩短从客户觉得必须反馈问题到你做出回应之间的时间。[...] 这应该是 P0（最高优先级）级别的紧急程度。因此，我会离开会议，改变手头的工作，只为了给他们回一条信息。哪怕只是说："嘿，我收到你的反馈了，我现在正要去吃晚饭，明天联系你好吗？"他们会觉得："噢太好了，谢谢，真不敢相信你居然回复了。"