

MIHIKA KAPOOR

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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Mihika Kapoor - 双语对照

Lenny's Podcast: Mihika Kapoor (Figma) - Bilingual Transcript

播客访谈：Lenny 对话 Figma 产品经理 Mihika Kapoor (中英双语)

[00:00:00] Lenny Rachitsky

English:

I asked on Twitter, "Who's the best product manager you've worked with?" You were the most mentioned.

中文翻译:

我在 Twitter 上发问：“谁是你合作过最优秀的产品经理？”结果你是被提及次数最多的人。

[00:00:04] Mihika Kapoor

English:

My take is that your scope is the world. Nothing should ever perceive as being out of bounds.

中文翻译:

我的看法是，你的职责范围（Scope）应该是整个世界。任何事情都不应该被视为是“越界”或“分外事”。

[00:00:10] Lenny Rachitsky

English:

VP of product at Figma told me, "Mahika is really great at creating a vision and getting people to see what she sees."

中文翻译:

Figma 的产品副总裁告诉我：“Mihika 非常擅长构建愿景，并让其他人也能看到她所预见的未来。”

[00:00:16] Mihika Kapoor

English:

We lean heavily into designing and prototyping even before a project gets a green light. If you and your team do your job correctly, what does the world look like?

中文翻译:

甚至在项目获得批准（Green light）之前，我们就非常依赖设计和原型制作。如果由于你和团队的工作出色，世界会变成什么样？

[00:00:26] Lenny Rachitsky

English:

Say somebody wants to make their culture more entrepreneurial, what does it take?

中文翻译:

假设有人想让他们的公司文化更具创业精神，这需要做些什么？

[00:00:31] Mihika Kapoor

English:

We have this concept called Maker Week, which is our internal hackathon, giving people the breathing space to see ahead into the horizon and be wildly ambitious.

中文翻译:

我们有一个叫“创作者周”（Maker Week）的概念，也就是我们的内部黑客松。它给了大家喘息的空间，去远眺地平线，去拥抱那些疯狂的雄心壮志。

[00:00:43] Lenny Rachitsky

English:

Today, my guest is Mihika Kapoor. Mihika is a design engineering PM hybrid at Figma, where she was an early PM on FigJam, and is now spearheading development of a new product that the company's going to launch in June. She's known as the go-to person at Figma for leading new zero-to-one products. And as you'll hear in our conversation, is beloved by everybody that works with her. Prior to Figma, Mihika founded Design Nation, a national nonprofit that democratizes undergraduate student access to a design education, and led several products and launches at Meta, focused on commerce and creators.

中文翻译:

今天的嘉宾是 Mihika Kapoor。Mihika 是 Figma 一位兼具设计、工程背景的复合型产品经理。她是 FigJam 早期的产品经理，目前正在带头研发公司将于六月发布的一款新产品。在 Figma，她被公认为领导“从零到一”（Zero-to-one）新产品的首选人才。正如你在对话中听到的那样，所有与她共事的人都非常喜欢她。在加入 Figma 之前，Mihika 创立了 Design Nation（一个致力于让大学生平等获得设计教育机会的全国性非营利组织），并在 Meta 领导了多个专注于电商和创作者的产品发布。

[00:01:16] Lenny Rachitsky

English:

On this podcast, I bring on a lot of amazing senior product leaders, but there's so much we can learn from stellar on-the-ground product managers like Mihika. In our conversation, we drill into many of the skills that Mihika has cultivated that have contributed to her success, including how to develop a compelling vision, get buy-in for your ideas, how to develop conviction, empathy, the importance of culture, and how to create a culture on your team and within the company, and also how to deal with the constant change that happens within successful organizations.

中文翻译:

在这个播客中，我邀请过很多了不起的高级产品领导者，但从像 Mihika 这样优秀的一线产品经理身上，我们也能学到很多东西。在对话中，我们将深入探讨 Mihika 培养的许多助她成功的技能，包括：如何制定引人入胜的愿景、如何让你的想法获得支持（Buy-in）、如何建立信念感、同理心、文化的重要性、如何在团队和公司内部创造文化，以及如何应对成功组织中不断的变革。

[00:04:29] Lenny Rachitsky

English:

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

中文翻译:

Mihika，非常感谢你能来，欢迎来到我们的播客。

[00:04:33] Mihika Kapoor

English:

Thank you for having me, Lenny. I am a huge fan of the podcast and really excited to be chatting today.

中文翻译:

谢谢你的邀请，Lenny。我是这个播客的忠实粉丝，非常兴奋今天能在这里和你聊天。

[00:04:39] Lenny Rachitsky

English:

Just to set expectations, this is going to be a Mahika love-fest podcast. And what I want to try to do with our time here is have an archeology of Mahika to understand what you've learned about product and building product, in particular because you are thriving at Figma, which is one of the most interesting and successful tech companies in the world with one of the best product teams in the world. So, basically, I just want to learn as much as I can from what you've learned and what you've done in order to create more Mahikas in the world. That's kind of my goal here because I feel like that would [inaudible].

中文翻译:

先说明一下，这期播客会是一场“Mihika 夸夸会”。我想做的是对 Mihika 进行一次“深度挖掘”（Archeology），去了解你在产品和构建产品方面的所学所得。特别是考虑到你在 Figma 发展得如此出色，而 Figma 是全球最有趣、最成功的科技公司之一，拥有顶尖的产品团队。所以，我基本上是想尽可能多地学习你的经验做法，以便在世界上“复制”出更多的 Mihika。这就是我的目标，因为我觉得这会非常有意义。

[00:05:40] Mihika Kapoor

English:

That sounds good. One thing to call out is that I think when I think about my own PM style, it's definitely not a tick-all-the-boxes style. There are plenty of things that I'm very bad at that PMs are traditionally supposed to be great at, so happy to chat about what makes sense.

中文翻译:

听起来不错。但有一点我想说明，当我思考自己的产品经理风格时，我绝对不是那种“面面俱到”的类型。有很多传统上认为产品经理应该擅长的事情，我其实做得并不好。所以，我很乐意聊聊那些真正起作用的东西。

[00:06:27] Mihika Kapoor

English:

It's important to have two things. One is of course lean into your strengths. I think that PMing is traditionally a sort of generalist role and people fall into it in a number of ways. But most often than not, I hear people fall into it by trying a bunch of other things and then realizing that, "Oh, hey, maybe this PM thing makes more sense for me." So, for me personally, it was I have always been a very left brain, right brain kind of a person. I majored in CS and minored in visual arts. And when I worked as a software engineer, I really missed the design side, and when I worked as a designer, I missed the technical. And moving into product was a really great way to kind of straddle both and have more touch points across the product development cycle.

中文翻译:

我觉得有两点很重要。第一，当然是发挥你的长处。我认为产品经理传统上被视为一种“通才”角色，人们进入这个领域的方式各不相同。但通常情况下，我听到的是人们在尝试了一堆其他事情后意识到：“噢，嘿，也许产品经理这个职位对我来说更有意义。”对我个人而言，我一直是一个“左右脑并用”的人。我大学主修计算机科学（CS），辅修视觉艺术。当我做软件工程师时，我非常想念设计；而当我做设计师时，我又想念技术。转向产品领域是一个非常棒的方式，可以让我兼顾两者，并在整个产品开发周期中拥有更多的接触点。

[00:08:12] Mihika Kapoor

English:

Yeah, absolutely. So, my take is that vision is everything. It is really important to create a vision that you believe in, that your team believes in and that your company believes in. Because the reality of the product development cycle is that it's so messy, it's so chaotic. You're going to have extreme highs and extreme lows. You're going to march in a certain direction only to hear from your users that it might just be the wrong direction, and totally pivot. And in order to ensure that moments that are not discouraging, but rather, learning opportunities for your team, it's so important to be anchored on that singular vision because then any step along the way feels like forward progress.

中文翻译:

是的，没错。我的看法是，愿景（Vision）就是一切。创建一个你自己相信、你的团队相信、你的公司也相信的愿景至关重要。因为产品开发周期的现实是极其混乱和无序的。你会经历极度的高峰和低谷。你可能正朝着某个方向前进，却突然从用户那里得知这可能是个错误的方向，然后不得不彻底转型（Pivot）。为了确保这些时刻不会让人气馁，而是成为团队的学习机会，锚定在那个唯一的愿景上就显得尤为重要，因为这样一来，过程中的每一步都会让你觉得是在向前推进。

[00:10:56] Mihika Kapoor

English:

The second piece is, okay, once you have your vision, once you have talked to your users and built up your perspective and things like that, it's like how do you communicate it internally and how do you help everyone around you see what you're seeing? And I think something that's really unique about Figma is that it is a fundamentally very, very detail-oriented culture. And it's also a company that very much practices what it preaches in terms of the future being visual communication. And so, I've found that words will only get you so far. So, when I put together a vision with my team at Figma, it's all about not just your traditional, "Okay, here are pain points. And then, here are solutions. And then, here is the timeline and costing." But rather how can you bring all of those things together and how can a vision pitch effectively be pain point, solution, proof point, pain point solution proof point?

中文翻译:

第二点是，当你有了愿景，当你和用户聊过并建立了你的观点之后，你该如何进行内部沟通？如何帮助周围的人看到你所看到的景象？我觉得 Figma 非常独特的一点在于，它本质上是一种非常注重细节的文化。而且这家公司言行合一，坚信未来是属于“视觉沟通”的。所以我发现，文字能表达的东西是有限的。因此，当我和团队在 Figma 制定愿景时，我们不只是做传统的“痛点、解决方案、时间表和成本估算”。相反，我们思考的是如何将这些元素融合在一起，让愿景提案（Pitch）有效地呈现为：痛点、解决方案、论据（Proof point）的循环。

[00:11:58] Mihika Kapoor

English:

Because at the end of the day, simply describing a product idea in words is not as compelling as seeing a testimonial from a user on top of a prototype or a mock, and really feeling the pain points.

中文翻译:

因为归根结底，仅仅用文字描述一个产品构思，远不如在原型（Prototype）或模型（Mock）上直接展示用户的证言，并让大家真实地感受到那些痛点来得有说服力。