

# NOAM LOVINSKY

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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## Noam Lovinsky - 双语对照

### Lenny's Podcast: Noam Lovinsky (Bilingual Transcript)

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**(00:00:00) Lenny**

**English:**

You've worked at so many great companies. At YouTube, when you joined, my understanding is YouTube was losing a lot of money.

**中文翻译:**

你曾在这么多伟大的公司工作过。在 YouTube，据我了解，当你加入时，YouTube 还在亏损很多钱。

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**(00:00:05) Noam Lovinsky**

**English:**

There were many times where Google leadership reconsidered the acquisition and, "Should we sell YouTube?" if you can believe it or not.

**中文翻译:**

信不信由你，曾有很多次 Google 的领导层都在重新考虑这桩收购，甚至在想：“我们是不是该把 YouTube 卖了？”

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**(00:00:11) Lenny**

**English:**

At Thumbtack, it looks like you went from 1 to -1 and then back to 1.

**中文翻译:**

在 Thumbtack，你似乎经历了一个从 1 到 -1，然后再回到 1 的过程。

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**(00:00:15) Noam Lovinsky**

**English:**

I remember in a board meeting, the new model really started to show legs and one of the board members, Brian Schreier at Sequoia, said it was the prettiest smile graph that he had ever seen.

**中文翻译:**

我记得在一次董事会上，新模式真正开始展现出生命力，红杉资本（Sequoia）的董事会成员 Brian Schreier 说，那是他见过的最漂亮的“微笑曲线”图（指增长先降后升的曲线）。

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### (00:00:23) Lenny

**English:**

When you were at Facebook, you built what is called the New Product Experimentation team trying to create a startup within a startup.

**中文翻译:**

当你在 Facebook 时，你组建了所谓的“新产品实验团队”（NPE），试图在一家大公司内部创建一个“创业公司”。

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### (00:00:29) Noam Lovinsky

**English:**

You're thinking on a different time horizon. If you're a large organization and you do some performance management process twice a year and you're 0 to 1 incubator, you've already killed it. It's the wrong incentive.

**中文翻译:**

你考虑的是完全不同的时间跨度。如果你是一个大型组织，每年进行两次绩效管理，而你又在做一个“从 0 到 1”的孵化器，那你其实已经把它扼杀了。这种激励机制是错误的。

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### (00:00:39) Lenny

**English:**

As the chief product officer of Grammarly, I'm curious what word you most often misspelled?

**中文翻译:**

作为 Grammarly 的首席产品官，我很好奇你最常拼错的单词是什么？

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### (00:00:47) Noam Lovinsky

**English:**

The.

**中文翻译:**

The（这个定冠词）。

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### (00:00:47) Lenny

**English:**

You do T-E-H?

**中文翻译:**

你会拼成 T-E-H 吗？

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## (00:00:48) Noam Lovinsky

**English:**

T-E-H. Yeah, exactly. Yeah, yeah, yeah.

**中文翻译:**

T-E-H。没错，就是这样。是的，是的。

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## (00:00:49) Lenny

**English:**

Oh man.

(00:00:53):

Today my guest is Noam Lovinsky. Noam is currently chief product officer at Grammarly. Previously, he was an early PM at YouTube where he spent five years leading the creator product experience and then the broader YouTube consumer product experience. He then went on to take on the chief product officer role at Thumbtack, which involved helping the company reignite growth after a downturn caused by some changes Google made in SEO. He then went on to Facebook where he created the New Product Experimentation team whose charter was to incubate big new ideas protected from the larger Facebook org.

(00:01:26):

Noam has such a unique set of experiences taking products from 0 to 1, from -1 to 1, from 1 to 100, and even starting his own companies. He's never really been on a podcast before and he rarely ever tweets or post anything online, which we actually talk about. In our conversation, we walk through the lessons that he's learned through his amazing career at YouTube, Facebook, Thumbtack, and at Grammarly. We talk about when it makes sense to kill your project at a company, when it makes sense to ask to be layered at a company, why you should be keeping a nose out for which products matter most at a business and to find those products, why you need to diversify your growth channels at your business, why you should be finding work that is going to most stretch you to help you advance in your career, a bunch of advice for creating space for innovation within a large company and so much more. Noam is such a gem and I'm really excited to share his wisdom with you.

(00:02:20):

If you enjoy this podcast, don't forget to subscribe and follow this podcast in your favorite podcasting app or YouTube. It's the best way to avoid missing feature episodes and it helps the podcast tremendously. With that, I bring you Noam Lovinsky after a short word from our sponsors.

**中文翻译:**

天呐。

(00:00:53):

今天的嘉宾是 Noam Lovinsky。Noam 目前担任 Grammarly 的首席产品官。此前，他是 YouTube 的早期产品经理，在那里工作了五年，先后领导了创作者产品体验以及更广泛的 YouTube 消费者产品体验。随后，他担任了 Thumbtack 的首席产品官，负责在 Google 调整 SEO 规则导致公司业绩下滑后，帮助公司重新点燃增长。

之后他去了 Facebook，创建了新产品实验团队（NPE），其使命是在不受 Facebook 大组织干扰的情况下孵化重大的新想法。

(00:01:26):

Noam 拥有非常独特的经历，涵盖了产品从 0 到 1、从 -1 到 1、从 1 到 100 的各个阶段，甚至还创办过自己的公司。他以前从未真正参加过播客，也很少在网上发推文或发布任何内容，我们待会也会聊到这一点。在对话中，我们将回顾他在 YouTube、Facebook、Thumbtack 和 Grammarly 的精彩职业生涯中学到的教训。我们会讨论：什么时候该在公司内部砍掉自己的项目；什么时候该主动要求给自己“叠层”（找个上级）；为什么你应该敏锐地察觉哪些产品对业务最重要并找到它们；为什么你需要实现业务增长渠道的多样化；为什么你应该寻找那些最能挑战你、帮助你职业晋升的工作；以及关于在大公司内部创造创新空间的大量建议等等。Noam 是一位难得的宝藏嘉宾，我非常激动能与大家分享他的智慧。

(00:02:20):

如果你喜欢这个播客，别忘了在常用的播客应用或 YouTube 上订阅和关注。这是避免错过未来节目的最好方式，也对本播客有很大帮助。下面，在听完赞助商的简短介绍后，让我们欢迎 Noam Lovinsky。

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## (00:02:36) Lenny

**English:**

This episode is brought to you by Whimsical, the iterative product workspace. Whimsical helps product managers build clarity and shared understanding faster with tools designed for solving product challenges. With Whimsical, you can easily explore new concepts using drag and drop wireframe and diagram components, create rich product briefs that show and sell your thinking, and keep your team aligned with one source of truth for all of your build requirements. Whimsical also has a library of easy to use templates from product leaders like myself, including a project proposal one pager and a go-to market worksheet. Give them a try and see how fast and easy it is to build clarity with Whimsical. Sign up at [whimsical.com/lenny](http://whimsical.com/lenny) for 20% off a Whimsical Pro plan. That's [whimsical.com/lenny](http://whimsical.com/lenny).

**中文翻译:**

本期节目由迭代产品工作空间 Whimsical 赞助。Whimsical 通过专为解决产品挑战而设计的工具，帮助产品经理更快地建立清晰的思路和共识。使用 Whimsical，你可以通过拖放式线框图和流程图组件轻松探索新概念，创建丰富的、能展示并推销你想法的产品简报，并让团队在所有构建需求上保持一致。Whimsical 还有一个易于使用的模板库，来自像我这样的产品领导者，包括项目提案单页和进入市场（GTM）工作表。试一试吧，看看用 Whimsical 建立清晰思路是多么快速和简单。在 [whimsical.com/lenny](http://whimsical.com/lenny) 注册，可享受 Whimsical Pro 计划 20% 的折扣。

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## (00:03:27) Lenny

**English:**

This episode is brought to you by Vanta. When it comes to ensuring your company has top-notch security practices, things get complicated fast. Now you can assess risk, secure the trust of your customers, and automate compliance for SOC 2, ISO 27001, HIPAA and more with a single platform, Vanta. Vanta's market leading trust management platform helps you continuously monitor compliance alongside reporting and tracking risks. Plus, you can save hours by completing security questionnaires with Vanta AI. Join thousands of global companies that use Vanta to automate evidence collection, unify risk management, and streamline security reviews. Get \$1,000 off Vanta when you go to [vanta.com/lenny](http://vanta.com/lenny). That's V-A-N-T-A.com/lenny.

## 中文翻译:

本期节目由 Vanta 赞助。在确保公司拥有顶尖的安全实践方面，事情很快就会变得复杂。现在，你可以通过 Vanta 这一个平台来评估风险、赢得客户信任，并自动完成 SOC 2、ISO 27001、HIPAA 等合规认证。Vanta 市场领先的信任管理平台可帮助你持续监控合规性，同时报告和跟踪风险。此外，你还可以通过 Vanta AI 完成安全问卷，从而节省数小时的时间。加入全球数千家使用 Vanta 自动收集证据、统一风险管理并简化安全审查的公司吧。访问 [vanta.com/lenny](http://vanta.com/lenny) 即可获得 1000 美元的优惠。

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## (00:04:22) Lenny

### English:

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

### 中文翻译:

Noam，非常感谢你能来，欢迎来到本播客。

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## (00:04:25) Noam Lovinsky

### English:

Thanks for having me, Lenny.

### 中文翻译:

谢谢你的邀请，Lenny。

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## (00:04:27) Lenny

### English:

It's absolutely my pleasure. I've heard so many great things about you from so many people. I think you're friends with a lot of guests that have been on this podcast. Something that I find really interesting about you and really respect about you is that you've worked at so many great companies and you've done so many big things in your career, but you barely ever tweet. You don't have a newsletter. I don't see many things on LinkedIn. I don't think you've even been on a podcast before. I think the only evidence I can find that you exist is you have this YouTube channel that's just like you go-karting and kids and people wishing you a happy birthday.

### 中文翻译:

这是我的荣幸。我从很多人那里听到了关于你的赞美。我想你和很多上过这个播客的嘉宾都是朋友。我觉得你身上非常有趣且令人敬佩的一点是，你曾在这么多伟大的公司工作过，职业生涯中成就斐然，但你几乎从不发推文。你没有时事通讯（Newsletter），我在 LinkedIn 上也看不到你发什么内容。我甚至觉得你以前从未参加过播客。我能找到的证明你存在的唯一证据就是你那个 YouTube 频道，里面全是些你玩卡丁车、孩子以及别人祝你生日快乐的视频。

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## (00:05:00) Noam Lovinsky

### English:

Oh gosh, I should go monitor that. I forgot about that.

中文翻译:

噢天呐，我得去检查一下了。我都把那事儿给忘了。

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### (00:05:05) Lenny

English:

You might want to go find it now.

中文翻译:

你现在可能真的想去找找看。

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### (00:05:09) Noam Lovinsky

English:

Yeah, yeah, yeah that's funny. Yeah, it's funny. I think about that a lot, like am I doing something wrong? Should I be putting more effort in that? I mean, it's funny that you mentioned newsletter. I spend a lot of time with the Substack team's. I've been a very active advisor there. The team is fantastic by the way. And I think about it. Am I doing something wrong in my career by not doing that? But just to be honest, it doesn't come authentically to me. It doesn't come naturally to me. I get really focused on the thing that I'm working on and get really deep in the thing that I am working on and I have a hard time kind of multitasking a lot outside of that to be totally honest. The way that I kind of get to know the industry and other teams or whatnot is just through working with people.

(00:05:58):

I'm not a very big networker. I'm not saying that there's anything wrong with that. I wish I were better at that. I get to know people by doing work with them, by helping them. And it doesn't necessarily scale in the same way that Twitter does, but it's served me well so far and it's more kind of authentic and it's what comes more natural to me. And so that's how I do it. So I'm doing a lot of coffees. I'm meeting people that way. I'm not doing a lot of tweeting or writing of newsletters. Maybe one day, but that's not me today.

中文翻译:

是啊，太逗了。我经常在想，我是不是做错了？我是不是应该在这方面多花点精力？你提到 Newsletter 很有意思，我花了很多时间跟 Substack 团队在一起，我是他们非常活跃的顾问。顺便说一下，那个团队非常棒。我也在想，我不做这些是不是职业生涯的一个失误？但说实话，这对我来说并不真实，也不自然。我会非常专注于手头的工作，钻研得很深，说实话，我很难在工作之外分心做很多其他事情。我了解行业、了解其他团队的方式就是通过与人共事。

(00:05:58):

我不是一个很擅长社交（Networking）的人。我不是说社交不好，我倒希望自己能更擅长一些。我是通过与人一起工作、帮助他们来结识人的。这种方式虽然不像 Twitter 那样具有规模效应，但到目前为止对我来说效果很好，而且更真实，更符合我的本性。所以我就这么做的：喝很多咖啡，通过这种方式见人。我不怎么发推特或写 Newsletter。也许以后会，但现在的我不是那样的。

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### (00:06:31) Lenny

English:

So I think this is an awesome example of you can be incredibly successful as a product manager and as anyone in tech not investing time posting online. I am going to incriminate myself here, but I feel like the advice I always share with people is the best people are not spending time tweeting and talking online and sharing on LinkedIn. They're just doing the work. They don't have time for that sort of thing. And I think you're a great example of that. Is there anything along those lines that you share with folks that are just like, "Hey, should I be investing time here?"

#### 中文翻译:

我觉得这是一个极好的例子，证明了作为产品经理或任何技术人员，即使不花时间在网上发帖，也能取得巨大的成功。我这算是在自嘲，但我经常给人的建议是：最优秀的人往往不花时间在推特上闲聊或在 LinkedIn 上分享。他们只是在埋头苦干，没时间搞那些。我觉得你就是个很好的例子。对于那些纠结“嘿，我该不该在这上面花时间”的人，你有什么建议吗？

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### (00:06:59) Noam Lovinsky

#### English:

I think everyone can chart their own path and has a way that is sort of authentic to them and leans on their strengths. What I often coach people is, do what you like. You're generally going to be a lot better at the things that really fill you up that really get you excited. Life is short. There's so many things to be doing out there. We're so lucky. The number of interesting waves of technology that I've experienced, it just makes me feel like it's going to keep happening for a long time. We're very fortunate to be born in the time that we are and have the opportunities that we are. So why spend your time doing something that doesn't feel good because you think that it might lead to some success, where if you lean on what's authentic to you and what makes you happy, chances are you're going to be one of the best people at those things?

#### 中文翻译:

我认为每个人都可以规划自己的道路，找到一种对自己真实且能发挥自身优势的方式。我经常指导别人说：做你喜欢的事。对于那些能让你感到充实、让你兴奋的事情，你通常会做得更好。人生苦短，外面的世界有那么多有趣的事情可以做。我们非常幸运，我经历过这么多有趣的科技浪潮，这让我觉得这种浪潮还会持续很久。我们很幸运能出生在这个时代，拥有这些机会。所以，为什么要因为觉得某件事可能会带来成功，就花时间去做那些让你感觉不舒服的事呢？如果你坚持做真实的自己，做让你快乐的事，你很有可能成为这些领域中最优秀的人之一。

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### (00:07:49) Lenny

#### English:

I love that advice. And I think it's so important. I think there's a lot of pressure on people too. "I need to do this, I need to do that."

#### 中文翻译:

我喜欢这个建议。我觉得这非常重要。现在人们面临很多压力，“我得做这个，我得做那个”。

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### (00:07:49) Noam Lovinsky

#### English:

Totally.

中文翻译:

完全正确。

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## (00:07:55) Lenny

English:

"I need to tweet, I need to share content to be successful." This comes up a lot in this podcast, that the more you could just stick close to what gives you energy and what you enjoy doing, oftentimes that leads to things you wouldn't expect in a lot of success.

(00:08:07):

Speaking of that, looking at your career arc, I noticed a really interesting pattern and a really diverse set of experiences. So just kind of talking through places you've been. At Facebook, you worked on 0 to 1 stuff. At YouTube, the way I see it as you almost went from -1 to 1. At Thumbtack, it looks like you went from 1 to -1 and then back to 1. So it's like a really unique turnaround story. And then with Grammarly it feels like it's like, I don't know, 1 or I don't know, 5 to 100, or wherever you end up taking it. So I thought it'd be fun to talk through each of these experiences because they're such unique approaches or such unique experiences and see what lessons and wisdom we can extract from your journey.

中文翻译:

“我得发推特，我得分享内容才能成功。”这个话题在播客里经常出现：你越是坚持做那些能给你能量、你喜欢做的事，往往越能带来意想不到的成功。

(00:08:07):

说到这儿，回顾你的职业曲线，我发现了一个非常有趣的模式和非常多样的经历。简单梳理一下你待过的地方：在 Facebook，你做的是“从 0 到 1”的事情；在 YouTube，在我看来你几乎是经历了“从 -1 到 1”；在 Thumbtack，看起来你经历了“从 1 到 -1 再回到 1”，这是一个非常独特的逆转故事；而在 Grammarly，感觉像是从 1（或者 5）到 100，或者无论你最终带它走向何方。所以我觉得聊聊这些经历会很有趣，因为它们都是如此独特的方法或体验，看看我们能从你的旅程中提炼出哪些教训和智慧。

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## (00:08:51) Noam Lovinsky

English:

That sounds great. Yeah.

中文翻译:

听起来很棒。好的。

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## (00:08:52) Lenny

English:

Okay, sweet. So I'm thinking reverse chronologically, we start with YouTube, which the way I see it is it's kind of -1 to 1. When you join, my understanding is YouTube was losing a lot of money. When you left, they were not losing money. And I was actually just looking, they're valued apparently at \$200 billion today, YouTube as a business. I know you haven't been there for a while, but great work. What lessons did you take away from that journey? What stories come to mind from that part of your career that might be helpful to people?

## 中文翻译:

太好了。那我们按时间倒序来，先从 YouTube 开始。在我看来，那有点像“从 -1 到 1”。据我了解，当你加入时，YouTube 还在巨额亏损；当你离开时，他们已经不再亏损了。我刚才查了一下，YouTube 作为一个业务，今天的估值显然已经达到了 2000 亿美元。我知道你离开很久了，但干得漂亮。你从那段旅程中学到了什么教训？职业生涯的那部分有哪些故事让你记忆犹新，可能对大家有帮助？

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## (00:09:21) Noam Lovinsky

### English:

Maybe first to start looking with why hop around these experiences. I always tell people I feel like I'm an IC trapped in a manager's body sometimes. Fundamentally, I like to build, that's why I do this. I like to make things. And so sometimes the more fun way to make things is to start something and sometimes the better way to make things in the situation that I'm in is to try to support teams and lead through teams.

(00:09:50):

And so I joined YouTube through an acquisition of a company I started. In the beginning, what I was doing there is just rebuilding that product on Google infrastructure and for YouTube customers. And maybe the first lesson was actually to look around at what the rest of the team was doing and be really honest and open about the relative priority of the thing that you're working on even if it might lead to your project getting canceled.

(00:10:26):

So one of the things that I remember doing really on is actually talking to the leadership team and being like, "I don't think we should be putting 50 engineers on this project. Looking at the rest of the roadmap and the rest of the priorities, excuse me, I think this team would likely be better served elsewhere." Even though that was likely negotiating my way out of a job in month three, I don't know, I kind of felt like that was the right thing for the team and for the business.

(00:10:57):

And then that started a very interesting journey because from there, basically the leadership was like, "You're right. We're going to wind that down and build some of those features into the existing product. And now you, you come and lead this focus area, we're calling the creator focus area." So I went from basically rebuilding the product that our startup had built to leading one of the three focus areas at YouTube. There was the viewer team, the creator team, and the advertiser team. And Hunter Walk, who's amazing, was leading the viewer team. And Shishir Mehrotra, who's also very amazing, was leading the advertising team.

## 中文翻译:

也许首先要聊聊为什么要在这些经历中跳来跳去。我常跟人说，我觉得自己有时像个“困在管理者身体里的个人贡献者（IC）”。从根本上说，我喜欢构建，这就是我做这份工作的原因。我喜欢创造东西。有时创造东西更有趣的方式是发起一个项目，而有时在我所处的环境下，更好的方式是支持团队并通过团队来领导。

(00:09:50):

我是通过我创办的一家公司被收购而加入 YouTube 的。刚开始，我在那里做的是在 Google 的基础设施上为 YouTube 用户重建那个产品。也许第一个教训其实是：环顾四周看看团队其他人在做什么，并对你正在做的事情的相对优先级保持诚实和开放，即使这可能导致你的项目被取消。

(00:10:26):

我记得很早的时候做过的一件事就是找领导团队谈话，我说：“我不认为我们应该在这个项目上投入 50 名工程师。看看路线图上的其他部分和其他优先级，抱歉，我觉得这支团队去支持其他地方可能会更有价值。”尽管这可能意味着我在入职第三个月就把自己的工作给谈没了，但我当时觉得这对团队和业务来说是正确的事。

(00:10:57):

然后这开启了一段非常有趣的旅程，因为从那以后，领导层基本上是说：“你是对的。我们将逐步结束那个项目，并将其中的一些功能整合到现有产品中。现在，你来领导这个我们称之为‘创作者重点领域’的部门。”所以我从重建自己创业公司的产品，变成了领导 YouTube 三大重点领域之一。当时有观众团队、创作者团队和广告商团队。了不起的 Hunter Walk 领导观众团队，同样了不起的 Shishir Mehrotra 领导广告团队。

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## (00:11:39) Lenny

English:

What an alumni community.

中文翻译:

真是星光熠熠的校友圈。

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## (00:11:41) Noam Lovinsky

English:

There was me. I was sort of like 29-year-old startup guy working with these guys who were awesome. And YouTube in general, and continues to be, an incredible team. And so I think that was a first really good lesson. That in the right organizations, even in large organizations, advocate for what's best for the team, advocate for what's best for the organization even if that means that it puts you at a particular difficult moment. If it is a healthy team that rewards those sorts of decisions and actions, good things will happen. If it's not, that's good to know too. That's good to know early. So that's one thing that comes to mind.

(00:12:32):

Maybe one other I would say atypical career choice that I made shortly thereafter is then when I was put in that role, I really struggled in that role. I was reporting to the CEO at the time, a guy named Salar Kamangar, who's also awesome, Google's 6th employee and just learned a ton from him, like an incredible strategic thinker. But he was asking me questions that I felt like they were from a different planet. I was like, I didn't know what they meant and he just thought in a different way, a different level or different scale and that's still something that I was learning. Eventually I figured it out, but I was really struggling in that moment. I had a really good relationship with both Hunter and Shishir and they really helped me through that. And eventually, I went to Salar and said, "Hey, I think I should actually report to Hunter. I think this would work better if we kind of combined the organizations this way and then we divided and conquered this way."

(00:13:41):

And again, very atypical, no one has ever come to me in my career and said, "I would like you to layer me in this other person." But in that moment I was just like, "This is how I will do better work. This is how I will get better support. I will be happier and more productive and it'll be better for the team." And you know what? For me anyway, I was right. We made that change. Hunter was a fantastic manager and support at YouTube. I learned a ton, grew a lot. And then eventually when he moved on, Shishir took over

the organization and then I moved into the viewer part of the organization, which is where I spent the rest of my time there, which was leading and supporting the viewer PM team at YouTube.

#### 中文翻译:

还有我。我当时就像个 29 岁的创业小子，和这些牛人一起工作。YouTube 过去是，现在也依然是一支不可思议的团队。所以我认为那是第一个非常好的教训：在正确的组织中，即使是大型组织，也要倡导对团队最有利的事，倡导对组织最有利的事，即使这意味着你会陷入暂时的困境。如果是一个健康的团队，奖励这类决策和行动，好事就会发生。如果不是，那早点知道也挺好。这是我想到的一点。

(00:12:32):

此后不久，我做出了另一个我认为是非典型的职业选择。当我被委以重任时，我其实在那份工作中非常挣扎。我当时向当时的 CEO Salar Kamangar 汇报，他也是个牛人，Google 的第 6 号员工，我从他身上学到了很多，他是个了不起的战略思想家。但他问我的问题，让我觉得像是来自外星球。我当时心想，我根本不知道这些问题是什么意思，他的思考方式、层次和规模完全不同，那是我还在学习的东西。虽然最终我弄明白了，但那一刻我真的很挣扎。我和 Hunter 以及 Shishir 的关系都很好，他们帮我度过了难关。最终，我去找 Salar 说：“嘿，我觉得我其实应该向 Hunter 汇报。如果我们将组织以这种方式合并，然后分而治之，效果会更好。”

(00:13:41):

这再次非常不寻常，在我的职业生涯中，从未有人主动来找我说：“我想请你在我和你之间加一层，让我向另一个人汇报 (Layer me)。”但在那一刻，我只是觉得：“这样我才能做出更好的工作。这样我才能得到更好的支持。我会更快乐、更高效，对团队也更好。”你猜怎么着？至少对我来说，我是对的。我们做了那个调整。Hunter 在 YouTube 是一位出色的经理和支持者。我学到了很多，成长了很多。后来当他离开后，Shishir 接管了组织，我转到了观众部门，在那里度过了剩下的时光，负责领导和支持 YouTube 的观众产品经理团队。

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## (00:14:32) Lenny

#### English:

These stories are amazing. It connects to your point that you're kind of an, I see, an inner child I see, where you keep trying to kill your career by accident. Like, "Now, let's kill this project I'm working on. I'm going to demote myself a little bit." But clearly it's worked out. Is there anything that you saw that gave you that confidence that, "This is actually going to be okay"? Because again, people don't normally think this is how you get ahead in your career, is you kill your team and you layer yourself.

#### 中文翻译:

这些故事太精彩了。这正好印证了你说的，你内心深处是个 IC，你总是无意中试图“毁掉”自己的职业生涯。比如，“咱们把我现在做的项目砍了吧”，“我要给自己降降级”。但显然结果很好。有什么东西让你有信心觉得“这真的没问题”吗？因为通常人们不会认为砍掉自己的团队、主动要求被“叠层”是职业晋升的方式。

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## (00:14:58) Noam Lovinsky

#### English:

Yeah, I mean I think having a broader view of the company strategy, having an instinct for what we should be doing and why and how I might prioritize all of these investments if I were given the opportunity to do that, I think internalizing that and understanding that and then trying to align whatever is under your influence towards that overall goal is very helpful and made me feel like, "I'm pretty confident this is going to be okay because it will lead to better results for the organization given what we're trying to do. And so as long as I'm trying to push decisions or actions that actually lead to better results, if it's a healthy culture and organization, I should be okay."

(00:15:47):

I think that the other thing is, just over the years, I got extremely lucky. The first job that I got out of school was an incredible group of people and it gave me a nose for talent. It gave me a nose for what great feels like and what a high functioning team feels like. It's hard to know that without experiencing that. And so in the moments, YouTube was also one of those teams, Grammarly is one of those teams, Thumbtack was one of those teams. Being able to sniff that out when you're trying to choose the next team is very important. But I think that's another thing that gave me confidence. I learned these people well enough, Hunter, Shishir, et cetera, to have the instinct that the right thing will happen, like this will be better for me and the broader team.

**中文翻译:**

是的，我认为对公司战略有更宏观的视角，对我们应该做什么、为什么做，以及如果我有机会，我会如何对所有这些投入进行优先级排序有一种直觉。内化并理解这些，然后尝试将你影响力范围内的任何事情与那个总体目标对齐，这是非常有帮助的。这让我觉得：“我很确信这会没问题，因为考虑到我们的目标，这会给组织带来更好的结果。只要我努力推动那些真正能带来更好结果的决策或行动，如果这是一个健康的文化和组织，我就应该是安全的。”

(00:15:47):

我觉得另一件事是，这些年来我极其幸运。我毕业后的第一份工作就遇到了一群了不起的人，这培养了我对人才的嗅觉。它让我闻到了“卓越”是什么味道，以及一支高效团队是什么感觉。如果没有亲身经历过，很难知道那是怎样的。YouTube 是这样的团队，Grammarly 也是，Thumbtack 也是。在选择下一支团队时，能嗅出这种特质非常重要。我认为这是给我信心的另一个原因。我对 Hunter、Shishir 等人有了足够的了解，直觉告诉我正确的事情会发生，这对我和整个团队都会更好。

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**(00:16:49) Lenny**

**English:**

Got it. So the key there is just you have to trust that the team around you is good enough, that you're not going to be pushed off into a corner. I think you made a really profound point here that a lot of people don't get about the job of a product leader and a product manager, that a big part of your job is to think about what is best for the business and work backwards from that. Not necessarily what's the best thing for the user is the highest priority, not necessarily what's the best thing for my team and how do I hit the goals that I'm obsessed with. It's what is going to be best for the business broadly and then make decisions there. Is there anything more you can say there about just how powerful that is as a way of thinking about prioritization and decisions as a product manager?

**中文翻译:**

明白了。所以关键在于你必须信任周围的团队足够优秀，你不会被边缘化。我觉得你提出了一个非常深刻的观点，很多关于产品领导者和产品经理工作的理解都忽略了这一点：你工作的很大一部分是思考什么对业务最有利，并以此为出发点反向推导。最高优先级不一定是对用户最好的事，也不一定是对我的团队最好的事，或者我如何达成我痴迷的目标。而是从大局出发，什么对业务最有利，然后据此做出决策。关于这种思维方式在产品经理进行优先级排序和决策时的威力，你还能多说两句吗？

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**(00:17:31) Noam Lovinsky**

**English:**

Yeah, it's a great question. I mean, I think ideally, things that are best for the customer, there's high overlap with that with things that are best for the business, but not always, right? And I think figuring out some principles that help guide those sorts of conflicts can be really, really helpful. At Thumbtack, we had principles about which sides of the marketplace we wanted to serve in which order and when we serve Thumbtack. So it was customers first, pros second, and then Thumbtack last. And that's actually the first two... Saying Thumbtack last is the easy thing to say. Actually doing it in action I think is a very different thing. But that first one of like, should we... Especially when you're starting a marketplace, as you know well, Lenny, supply is so critical. Many marketplaces live and die by the quality and liquidity and supply. And so why would you focus on customers first and the Thumbtack perspective and supply are the pros, the people that you hire?

(00:18:41):

Well, we always just felt that what the pros need from us is more customers. What the pros need from us is high quality customers. And so if we really try to make a great customer experience that attracts more customers, helps them find the right pros, provides the highest quality customers, then that will therefore be better for the pros. And so that's how we should prioritize. If we do those things right, then the business will benefit, right? And so doing things like raising prices because we think it's good for the business, even though it causes liquidity issues in the marketplace might be a little bit of a local maxima, locally optimizing rather than globally optimizing. So I think sometimes in these sorts of questions, trying to establish some set of guiding principles that help navigate some of these more ambiguous or thorny questions can be really helpful.

**中文翻译:**

是的，这是个好问题。我的意思是，理想情况下，对客户最好的事情与对业务最好的事情会有高度重合，但并非总是如此，对吧？我认为制定一些原则来指导这类冲突会非常有帮助。在 Thumbtack，我们有一套原则，规定了我们要按什么顺序服务市场的各方，以及什么时候服务 Thumbtack 自身。我们的原则是：客户第一，专业人士（Pros）第二，Thumbtack 最后。说“Thumbtack 最后”很容易，但在行动中真正做到这一点我认为是完全不同的。但关于第一个……尤其是当你开始建立一个双边市场时，Lenny 你很清楚，供应（Supply）是至关重要的。许多市场的生死取决于供应的质量和流动性。那么，为什么你会把客户放在第一位，而把 Thumbtack 的视角和供应方（即你雇佣的专业人士）放在后面呢？

(00:18:41):

因为我们始终觉得，专业人士最需要我们提供的是更多的客户，是高质量的客户。因此，如果我们真正努力创造出出色的客户体验，吸引更多客户，帮助他们找到合适的专业人士，提供最高质量的客户，那么这最终对专业人士也会更好。这就是我们排序的逻辑。如果我们把这些事情做好了，业务自然会受益。反之，如果做一些像涨价这样的事，仅仅因为我们认为这对业务有好处，即使它会导致市场流动性问题，那可能只是在追求“局部最优”，而不是“全局最优”。所以我觉得在处理这些模糊或棘手的问题时，尝试建立一套指导原则来帮助导航是非常有用的。

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**(00:19:38) Lenny**

**English:**

I want to circle back to this first point you made, an experience you had convincing people that your first project shouldn't be something you work on. How long do you stick with something that isn't going well and then decide, "Okay, let's convince people this is something I should move on from," versus you don't want to give up on a project quickly, you want to give it a shot?

**中文翻译:**

我想回到你提到的第一点，就是你劝说大家不要让你继续做第一个项目的经历。对于一个进展不顺利的项目，你会坚持多久才决定“好吧，我们去说服大家让我换个项目”，而不是过快放弃、想再试一把？

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## (00:19:56) Noam Lovinsky

### English:

I mean, look, I don't know that it's a perfect answer, but I think the reality is just that what kills most projects most early companies is stamina. And I think that we all need to work on being more resilient about kind of like, I remember at Thumbtack, Marco, the CEO, we used to say that it feels like we're running uphill and chewing glass, and you're kind of like, "That's right, we want to do that. That's good for us. Take our medicine." So you want to practice that sort of resiliency. But ultimately, I think that what starts to happen is you start to lose the stamina and you're just not bringing your best self to the situation.

(00:20:42):

And so many of these things that are so high ambiguity where you don't know exactly what to build or you don't know exactly, you're not getting the signal you need or the feedback you need to be able to hone it in and know that you're doing something well. They require just an ungodly level of faith and stamina. And so that's sort of what I look to. When you see a team that is motivated, that is building something like they're really excited about, I mean just the inertia, the quality, it's like a whole different game where when you see a team that's sort of down and out and they've really been hitting their head against the wall for a long time, sometimes they just need a change of scene, a change of pace, and they get to a much better situation. So my honest answer is, yeah, it's the, when do you run out of steam is usually the question. I think that happens usually like in the startup case, a lot of times before you run out money or these other things.

### 中文翻译:

听着，我不知道这是否有标准答案，但现实情况是，扼杀大多数项目和早期公司的是“耐力”。我认为我们都需要努力变得更有韧性。我记得在 Thumbtack，CEO Marco 常说，感觉就像是在“爬坡的同时嚼玻璃”，你会觉得，“没错，我们就想这么干，这对我们有好处，良药苦口”。所以你需要练习这种韧性。但最终，我认为会发生的情况是你开始失去耐力，你无法再以最佳状态投入其中。

(00:20:42):

很多事情都具有极高的模糊性，你不知道到底该构建什么，或者你没有得到所需的信号或反馈来磨合产品并确认自己做得对。这些事情需要超乎寻常的信念和耐力。所以这就是我关注的。当你看到一支充满动力、正在构建让他们兴奋的东西的团队时，那种惯性和质量完全是另一个层级的游戏；而当你看到一支垂头丧气、长期碰壁的团队时，有时他们只需要换个环境、换个节奏，就能进入好得多的状态。所以我的真实回答是：问题通常在于你什么时候“耗尽了力气”。我认为在创业的情况下，这往往发生在资金耗尽或其他事情发生之前。

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## (00:21:48) Lenny

### English:

We've talked about Thumbtack a couple of times now, so let's talk about that. I love this description of running a pill, chewing glass. My understanding is when you joined, things were going well, and then things started to go much less well, and then you helped turn things around. Talk about that part of your journey and what you learned from that time.

### 中文翻译:

我们已经聊了几次 Thumbtack 了，那我们就深入聊聊。我喜欢“爬坡嚼玻璃”这个描述。据我所知，当你加入时，一切进展顺利，然后情况开始变糟，接着你帮助扭转了局面。谈谈那段旅程以及你从中学到了什么。

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## (00:22:05) Noam Lovinsky

### English:

Yeah, sure. Again, really fantastic team and really strong founders. That company was just on the bleeding edge of things like SEO and growing by SEO. It was one of the best organizations that are driving growth through that channel. But I think a thing that I learned really early, which Lenny with your background you probably know as well, SEO is a sort of a live by the sword, die by the sword channel of growth. I think that one channel growth company is always a no-no. And so that's a little bit of what we had at Thumbtack.

(00:22:44):

So it was funny, because I remember when I joined and Marco and I had an agreement where it's like, "Okay, I'm going to do my three months of onboarding, listening to our new leader inheriting a team." I've always gotten advice that that's what you should do. And Marco being an entrepreneur and a hard running founder is like, "Yeah, yeah, yeah. Sure, sure." And then a month in, it's like, "All right, we got to run 2024 planning. Go." Or not 2024, sorry, at the time it was. And yeah, in the early days when I was there, Thumbtack was seeing triple digit growth. Then we had a couple SEO hits that got us down to double-digit growth. And then not too long after that, we were actually, for the first time in the company's history, seeing negative year-over-year growth and Google was just really coming down on our category as we were, by the way, trying to rebuild the whole product and change the monetization model and everything in between.

(00:23:50):

So it was a really a tough moment of how much do we kind of spend to reinforce the old model while we're sort of building the new model, kind of changing the engine while the plane is flying. I think I remember in a board meeting, once we kind of turned that around and over time and also the new model really started to show legs and really started to work, one of the board members, Brian Schreier at Sequoia, said it was the prettiest smile graph that he had ever, ever seen. It was obviously a really proud moment there.

(00:24:24):

But I think that the thing that I took away from that, which I tell PMs quite a bit, is growth masks all problems. You don't really have a, I think, true understanding of what is working well and what is not working well when you have incredible growth. YouTube was a great example of that. And at Thumbtac, it had incredible growth for quite some time, but it was essentially burning through a lot of demand. It was just dropping a lot of demand on the floor because there wasn't sufficient liquidity on the supply side to really meet that demand. The team knew and was trying to work on that problem, but it wasn't as urgent or high priority because you're having triple digit growth. What's wrong? Everything's going great, right?

(00:25:11):

And then the moment growth starts to slow or certainly when growth starts to be negative, all of a sudden the tenor in the organization really changes and you start looking at things very differently and trying to understand what's actually going on. And so I think it's actually a very healthy thing for businesses to go through as they turn into long-term sustainable businesses to have those sorts of moments, because I think otherwise it's just really challenging to identify where the true issues are. And I think as a PM, if

you've only ever worked on things that grow and you've never felt the other side of that and how to help turn that around with your team, I think you lose a lot in your career if you don't experience that.

(00:25:58):

I'm kind of naturally paranoid. And especially as I manage growth, I often look at things and ask myself like, "Okay, what do I do right now if it went negative? How would I prioritize things if it went negative?" Having gone through that experience, I just look at things in a different way of urgency. I look at things at different levels of priority having gone through that experience.

**中文翻译:**

好的。再次强调，那是一支非常棒的团队，创始人也非常强。那家公司在 SEO 增长方面处于最前沿，是利用该渠道推动增长的最佳组织之一。但我很早就学到了一件事，Lenny 以你的背景可能也很清楚：SEO 是一种“成也萧何败也萧何”的增长渠道。我认为只靠单一渠道增长的公司总是不可取的，而这正是我们在 Thumbtack 面临的情况。

(00:22:44):

很有意思，我记得刚加入时，我和 Marco 达成了一个协议：“好吧，我会做三个月的入职培训，倾听团队，做一个接手团队的新领导。”我一直得到的建议是应该这么做。Marco 作为一个创业者和拼命三郎型的创始人，嘴上说着：“行行行，没问题。”结果一个月后，他就说：“好了，我们要开始做年度计划了，快去。”当时 Thumbtack 还是三位数的增长。接着我们遭遇了几次 SEO 打击，增长降到了两位数。没过多久，公司历史上第一次出现了同比负增长，Google 正在严厉打击我们所在的类别，而与此同时，我们正试图重建整个产品、改变变现模式以及中间的一切。

(00:23:50):

那真是一个艰难的时刻：在构建新模式的同时，我们要花多少精力去巩固旧模式？这就像是在飞机飞行时更换引擎。我记得在一次董事会上，当我们扭转了局面，新模式开始展现生命力并真正奏效时，红杉资本的 Brian Schreier 说，那是他见过的最漂亮的“微笑曲线”。那显然是一个非常自豪的时刻。

(00:24:24):

但我从中得到的教训，也是我经常告诉产品经理们的，就是：增长掩盖了所有问题。当你有惊人的增长时，你并不能真正理解什么是有效的，什么是无效的。YouTube 就是一个很好的例子。Thumbtack 在相当长一段时间内增长惊人，但它本质上是在大量消耗需求。它流失了很多需求，因为供应端没有足够的流动性来满足这些需求。团队知道并试图解决这个问题，但它不是那么紧迫或高优先级，因为你有三位数的增长。能出什么错呢？一切都很好，对吧？

(00:25:11):

而一旦增长开始放缓，尤其是当增长变为负数时，组织的基调会突然改变，你会开始以完全不同的眼光看待事物，试图理解到底发生了什么。所以我认为，对于那些要转型为长期可持续发展的企业来说，经历这样的时刻其实是非常健康的，因为否则很难识别真正的症结所在。我认为作为一名产品经理，如果你只做过增长的项目，从未感受过另一面，从未和团队一起扭转颓势，那么你的职业生涯会缺失很多。

(00:25:58):

我天生有点偏执。尤其是在管理增长时，我经常看着现状问自己：“如果现在增长变负了，我该怎么办？如果变负了，我该如何重新排定优先级？”经历过那次之后，我再看事情时的紧迫感和优先级层次都完全不同了。

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**(00:26:25) Lenny**

**English:**

With this Thumbtack story, I think it's rare that a business gets the smile graph that you described, this prettiest smile graph that this board member has ever seen. I think that is rarely the case. Usually, it doesn't come back up. Can you share what you did to help Thumbtack turn things around? I know it's very particular to Thumbtack in the business, but just anything there that would be useful to people?

**中文翻译:**

关于 Thumbtack 的故事，我认为一家企业能获得你描述的那种“微笑曲线”是非常罕见的，连董事会成员都是他见过的最漂亮的。通常情况下，跌下去就再也回不来了。你能分享一下你具体做了什么来帮助 Thumbtack 扭转局面吗？我知道这与 Thumbtack 的业务非常相关，但有没有什么通用的经验可以分享？

## (00:26:46) Noam Lovinsky

**English:**

Sure. First of all, this is very much the team. It's not just things that I did. So I mean, first was turning on multiple channels of growth. Up until then, Thumbtack had tried and stopped paid channels, other organic channels like referrals, all of the typical things. And so, we just went back to first principles on a lot of that and also just kind of reformed a team around that and basically got an amazing team together. One of them, Whitney Steele is running marketing at Descript now. Another one, David Schein is running a product at HIMSS. But basically I went back to first principles on some of those growth channels and experiment on our way to much, much better results.

(00:27:42):

I think that one of the things that we were doing incorrectly at Thumbtack is Thumbtack is actually a marketplace that is actually made up of thousands of marketplaces, right? Like DJs in Philadelphia is one marketplace, DJs in Atlanta is another marketplace, contractors in Sonoma is another marketplace. And then Thumbtack is obviously the container of all of those marketplaces. I think we were just bifurcating our targeting and our growth efforts a little too narrowly, assuming we had to grow in that way market by market rather than targeting more broadly, providing the more aggregate data to Google and others, and then optimizing from there. The fact that we already had really good showing in SEO and really good patriarch and SEO helped to bolster things like SEM and then eventually Facebook as well.

(00:28:40):

Those were kind of the growth levers, but the core issue with the Thumbtack product was that it was just a very high friction customer experience that really left customers waiting. So the way that Thumbtack worked basically was a customer would find them through a search query, they would come in and they would answer a number of questions about the job they needed done, and then Thumbtack would say, "Okay, great, we'll get back to you in 24 hours." And this is a modern day experience, right?

(00:29:17):

And then what Thumbtack would do is they would take that job and they would federate it out to as many of the pros that might match the criteria, and then the pros would pay to quote to show up as a potential provider for that job. Now, I don't want to take anything away from that team because that worked phenomenally well for a really long time. And actually it's a perfect case study in like, "Just do the scrappy thing that works to grow." And they did that very well, but the stage and size of the business when I joined it had kind of outgrown that. And the team knew that. That's obviously a very high friction experience. The idea that the customer, they're super excited, they want to hire someone, and at that moment you'd be like, "Cool, talk to you soon," not the best experience.

(00:30:06):

And the fact that you're asking your supply to put up money to even show up to customers in the first place, well, what the customers want to see is the supply. Like, "Tell me who I can hire." Also, a lot of friction on that side and also in some cases some unfair revenue on that side because if folks are paying to be seen and maybe they're looked at, but there's not really high intent, then they're not going to get the customers they want, they're going to be spending revenue, they're not going to be getting revenue back. It turns into just a bad loop obviously.

(00:30:40):

So the main thing we did is to rebuild that whole loop, change the monetization model, build a system where essentially pros could provide instant quotes. Lenny, I'm sure from Airbnb, this is very familiar, the move from request to book to instant booking. It was a very similar thing in a different kind of category of service and supply obviously. But that shift and doing that shift across those thousands of marketplaces and then finding the right friction point for monetization and when and what to charge people for and all of that change, that is what really, at its core, turned the growth engine around at Thumbtack. And it's just a real testament to those founders that they believe that, saw that, and were willing to run a pill and chew glass to get to that point. I don't know the details of the business anymore. And if I did, I wouldn't speak to it. But from what I hear, things are going well, so I think that that served the company well.

**中文翻译:**

当然。首先，这很大程度上归功于团队，而不仅仅是我的个人的工作。第一件事是开启多个增长渠道。在那之前，Thumbtack 尝试过又停止了付费渠道、其他有机渠道（如推荐）等所有典型手段。于是，我们对其中很多渠道回归第一性原理，并围绕这些渠道重组了团队，召集了一支优秀的团队。其中 Whitney Steele 现在在 Descript 负责营销，David Schein 在 HIMSS 负责产品。基本上，我回归第一性原理重新审视了这些增长渠道，通过实验获得了好得多的结果。

(00:27:42):

我认为我们在 Thumbtack 做错的一件事是：Thumbtack 实际上是由成千上万个子市场组成的市场，对吧？费城的 DJ 是一个市场，亚特兰大的 DJ 是另一个市场，索诺玛的承包商又是另一个。Thumbtack 是所有这些市场的容器。我觉得我们之前的目标定位和增长努力分得太细了，假设我们必须一个市场一个市场地增长，而不是进行更广泛的定位，向 Google 等平台提供更聚合的数据，然后从中优化。事实上，我们在 SEO 方面的良好表现帮助支撑了 SEM（搜索引擎营销），最终也支撑了 Facebook 渠道。

(00:28:40):

这些是增长杠杆，但 Thumbtack 产品的核心问题在于客户体验的摩擦力太大，让客户一直在等待。Thumbtack 基本的工作流程是：客户通过搜索找到我们，进回答一系列关于他们需要完成的工作的问题，然后 Thumbtack 会说：“太好了，我们会在 24 小时内回复你。”这在现代体验中显然是不够的，对吧？

(00:29:17):

然后 Thumbtack 会把这个需求分发给尽可能多符合条件的专业人士，专业人士需要付费报价才能作为潜在服务商出现。我不想否定之前的团队，因为这种模式在很长一段时间内运行得非常好。它实际上是一个完美的案例研究，说明了“做那些能让增长跑起来的粗糙但有效的事”。他们做得很好，但我加入时，业务的阶段和规模已经超出了那种模式。团队也知道这一点。那显然是一种高摩擦的体验：客户兴致勃勃地想雇人，你却说“回聊”，这体验太差了。

(00:30:06):

而且你要求供应方先付钱才能出现在客户面前，但客户想看的是供应方，想知道“我能雇谁”。这在供应端也造成了很大摩擦，甚至在某些情况下是不公平的收入，因为如果人们付钱被看见，但客户并没有很强的意愿，他们就得不到想要的客户，花了钱却赚不回来。这显然变成了一个恶性循环。

(00:30:40):

所以我们做的主要事情是重建整个循环：改变变现模式，建立一个专业人士可以提供“即时报价”的系统。Lenny，我相信在 Airbnb 这非常熟悉，就是从“申请预订”到“即时预订”的转变。在不同的服务和供应类别中，这其实是非常相似的事情。这种转变，以及在成千上万个子市场中完成这种转变，找到合适的变现摩擦点（什么时候收费、收多少钱），所有这些改变才是 Thumbtack 增长引擎扭转的核心。这证明了创始人们的远见，他们相信这一点，看到了这一点，并愿意“爬坡嚼玻璃”来实现它。我现在不了解业务细节了，即使了解也不会说，但据我所知，现在一切进展顺利，所以这些改变对公司很有帮助。

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### (00:31:45) Lenny

**English:**

Yeah, as you were talking about that, that's exactly an experience Airbnb went through. I actually led that effort at Airbnb. It took three years of my life.

**中文翻译:**

是的，当你谈到这些时，这正是 Airbnb 经历过的。我当时在 Airbnb 领导了那项工作，耗费了我三年的生命。

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### (00:31:53) Noam Lovinsky

**English:**

Oh my gosh, we should talk about that one day.

**中文翻译:**

噢天呐，我们哪天得好好聊聊这个。

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### (00:31:57) Lenny

**English:**

Yeah, I've written about it here and there, but honestly very quietly is one of the biggest transformations Airbnb went through, shifting from I'm going to go request a book to basically every book now on Airbnb is instant. And that was a very difficult and painful journey. But looking back, I don't think Airbnb would've made it if not for that. And unlike Thumbtack, we did it before things were starting to fall apart. And actually, I was going to say the lens that we used that I find really helpful here is, you should be asking yourself, "If somebody was to come into our space and disrupt us and start now to become the new Airbnb, what would they do?"

**中文翻译:**

是的，我零星写过一些，但说实话，那是 Airbnb 经历过的最重大的转型之一，虽然进行得很低调。从“申请预订”转变为现在 Airbnb 上几乎所有的预订都是即时的。那是一段非常艰难且痛苦的旅程。但回过头来看，如果没有那次转型，我不认为 Airbnb 能挺过来。与 Thumbtack 不同的是，我们在情况开始恶化之前就做了这件事。实际上，我想说我们当时使用的一个视角非常有帮助：你应该问自己，“如果有人进入我们的领域并颠覆我们，从现在开始成为‘新 Airbnb’，他们会怎么做？”

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### (00:32:33) Noam Lovinsky

**English:**

Yeah, totally.

中文翻译:

是的，完全正确。

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### (00:32:34) Lenny

English:

And it was obvious that it'd be be make it instant, just the way it works. Welcome to Airbnb disruptor. And so, yeah.

中文翻译:

答案显而易见，那就是让它变得即时，这就是它的运作方式。欢迎来到“Airbnb 颠覆者”。所以，没错。

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### (00:32:40) Noam Lovinsky

English:

Another learning there is any product you work on that involves bits and atoms is exponentially harder than products that just involve bits. But it's amazing how something as seemingly simple as make an instant ends up being so incredibly deep and complicated. And especially on an existing business, making that transition while still growing is just very, very complicated. Fantastic learning I'm sure you had as well.

中文翻译:

另一个教训是，任何涉及“比特与原子”（数字与现实世界）的产品，其难度都比纯数字产品高出几个数量级。令人惊讶的是，像“让它变得即时”这样看似简单的事情，最终会变得如此深奥和复杂。特别是在现有业务上，在保持增长的同时完成这种转型是非常非常复杂的。我相信你也学到了很多。

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### (00:33:07) Lenny

English:

Very difficult to change people's expectations and behavior. This could be its own podcast episode, just changing marketplaces into an instant experience.

(00:33:14):

I wanted to circle back real quick to the first lesson you had there, which is adding new channels. I think this is a really interesting takeaway here. So essentially Thumbtack was reliant on SEO. Google slash the sword, as you described, started changing things so traffic stopped coming. I think a cool lesson here is just if you're reliant on one growth channel, which I think most companies actually are, I think most companies have one main driver, I think a lesson here is potentially before things start to fall apart, especially if you're SEO-driven, start to explore more practically paid referrals.

中文翻译:

改变人们的预期和行为非常困难。这本身就可以做一期播客，专门讲如何将市场转变为即时体验。

(00:33:14):

我想快速回到你提到的第一个教训，即增加新渠道。我觉得这是一个非常有趣的收获。本质上，Thumbtack 依赖于 SEO。正如你所描述的，Google 挥舞利剑，开始改变规则，流量就断了。这里一个很酷的教训是：如果你

依赖单一的增长渠道（我认为大多数公司实际上都是这样，都有一个主要驱动力），那么在事情开始崩盘之前，特别是如果你是 SEO 驱动的，就应该开始更实际地探索付费渠道和推荐渠道。

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## (00:33:46) Noam Lovinsky

### English:

Totally. I mean I think maybe it's, again, it's kind of living through that. Now, anytime I look at a product or look at a team, it's one of the first things that perks up the paranoia of just like, "Oh no. You don't want to be in that situation. Let's figure out now how you start to diversify because you just never know, like you say, when one of those might dry up."

### 中文翻译:

完全正确。我的意思是，这可能又是经历过那一切后的后遗症。现在，每当我审视一个产品或一个团队时，这总是最先引起我偏执警觉的事情之一：“噢不，你绝对不想陷入那种境地。现在就开始想办法实现多样化吧，因为正如你所说，你永远不知道其中一个渠道什么时候会枯竭。”

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## (00:34:09) Lenny

### English:

Imagine a place where you can find all your potential customers and get your message in front of them in a cost-efficient way. If you're a B2B business, that place exists, and it's called LinkedIn.

(00:34:20):

LinkedIn ads allows you to build the right relationships, drive results, and reach your customers in a respectful environment. Two of my portfolio companies, Webflow and Census, are LinkedIn success stories. Census had a 10X increase in pipeline with a LinkedIn startup team. For Webflow, after ramping up on LinkedIn in Q4, they had the highest marketing source revenue quarter to date. With LinkedIn ads, you'll have direct access to and can build relationships with decision makers including 950 million members, 180 million senior execs, and over 10 million C-level executives. You'll be able to drive results with targeting and measurement tools built specifically for B2B. In tech, LinkedIn generated 2 to 5X higher return on ad spend than any other social media platforms. Audiences on LinkedIn have two times the buying power of the average web audience, and you'll work with a partner who respects the B2B world you operate in. Make B2B marketing everything it can be and get \$100 credit on your next campaign. Just go to [linkedin.com/podlenny](https://linkedin.com/podlenny) to claim your credit. That's [linkedin.com/podlenny](https://linkedin.com/podlenny). Terms and conditions apply.

### 中文翻译:

想象一下，有一个地方可以让你找到所有潜在客户，并以高性价比的方式将你的信息呈现在他们面前。如果你是一家 B2B 企业，那个地方确实存在，它就是 LinkedIn。

(00:34:20):

LinkedIn 广告允许你在一个受尊重的环境中建立正确的关系、推动业绩并触达客户。我的两家投资组合公司 Webflow 和 Census 都是 LinkedIn 的成功案例。Census 通过 LinkedIn 创业团队使销售线索增加了 10 倍。Webflow 在第四季度加大 LinkedIn 投入后，获得了迄今为止最高的营销来源收入季度。通过 LinkedIn 广告，你可以直接接触并与决策者建立联系，包括 9.5 亿会员、1.8 亿高级管理人员和超过 1000 万 C 级高管。你将能够利用专为 B2B 设计的定位和衡量工具来推动业绩。在科技领域，LinkedIn 的广告支出回报率比其他任何社交媒体平台高出 2 到 5 倍。LinkedIn 受众的购买力是普通网络受众的两倍。选择一个尊重你所处 B2B 世界的合作

伙伴。让 B2B 营销发挥最大潜力，并在下次活动中获得 100 美元的抵用金。只需访问 [linkedin.com/podlenny](https://linkedin.com/podlenny) 即可领取。

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## (00:35:29) Lenny

### English:

Is there anything else from your time at Thumbtack that stands out as an interesting lesson or takeaway that you bring with you to the work you do now?

### 中文翻译:

在 Thumbtack 的那段时光里，还有什么让你印象深刻的有趣教训或收获，是你带到现在的日常工作中的吗？

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## (00:35:37) Noam Lovinsky

### English:

I would say this, I think especially at the leadership level, the team that reports to the CEO, that group doesn't always have the opportunity to do a lot of project work together, right? You've got your CFO, you've got your head of sales, you've got your product and your engineering. There's just not as often as natural ways for that group to work together. And then when something happens like growth goes negative, that group is very important. And that group's ability to tackle hard things together is very important. I think that one important lesson from that is, no one can be a bystander on product strategy. Just because you've got product in your title doesn't mean you're the only one that should be thinking about product strategy certainly at that level. Certainly not in engineering.

(00:36:39):

The CFO, the head of people, everyone needs to have a seat at the table when it comes to product strategy, what the company's doing and what they're going to do to grow out of the situation that they're in. Because otherwise, in those hard times it can kind of be like a, "What have you done for me lately?" sort of a dynamic. And that's just not the right dynamic to have on that team. I'm not saying that at Thumbtack we had the right dynamic, but I think it was a really important learning in that moment of how that team, even if they didn't typically get as involved in things like product strategy and what we're building, how everyone had to be all hands on deck and really thinking about those sorts of problems because it's the only way I think you can get a whole company and team out of those situations by everyone getting involved in doing their part and pulling on the levers that they have in their area in order to do that well. I don't think it can work in any other way.

### 中文翻译:

我想说的是，特别是在领导层，即向 CEO 汇报的团队中，那个群体并不总是有机会一起做很多具体的项目工作，对吧？你有 CFO，有销售主管，有产品和工程主管。这个群体通常没有很自然的方式一起工作。但是，当增长变为负数这样的事情发生时，这个群体就变得非常重要。这个群体共同应对困难的能力至关重要。我认为其中一个重要的教训是：在产品战略上，没有人可以是旁观者。仅仅因为你的头衔里有“产品”二字，并不意味着你是唯一应该思考产品战略的人，尤其是在那个层级。工程主管当然也得思考。

(00:36:39):

CFO、人力资源主管，每个人在涉及产品战略、公司正在做什么以及如何摆脱困境时，都应该在桌旁占有一席之地。因为否则，在那些艰难时期，可能会出现一种“你最近为我做了什么？”的推诿动态。这绝对不是那支团队应该有的动态。我不是说我们在 Thumbtack 就有完美的动态，但我认为那一刻的一个重要学习是：即使那个团队平时不怎么参与产品战略和构建，但在关键时刻，每个人都必须全力以赴，真正思考这些问题。因为我

认为，让全公司和团队摆脱困境的唯一方法，就是让每个人都参与进来，各司其职，并拉动他们所在领域的杠杆。我不认为有其他方法可行。

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## (00:37:38) Lenny

### English:

So there's a lesson there. Build a relationship with the leadership team before things start to go awry.

### 中文翻译:

所以这里有一个教训：在事情变糟之前，先与领导团队建立好关系。

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## (00:37:44) Noam Lovinsky

### English:

That, yes. Certainly that, but I think it's also incumbent for people in our roles and engineering roles to bring strategy to that discussion, to that group, in a way that it is possible for everyone to engage and everyone to internalize and understand what it means for their area and to even have obviously a say in because they're on the leadership team at the end of the day. They should feel like their fingerprint is also on the company strategy, and as soon as it starts to feel like that's their world, that's our world. And I think that's true for any of the functions. It's true for what's happening in sales, it's true for what's happening in marketing. As product managers, we naturally need to be the connective tissue across all of that, but I think the whole leadership team at that level should feel like connective tissue across all of those functions.

### 中文翻译:

是的，当然。但我认为，对于我们这种角色和工程角色的人来说，也有责任将战略带入讨论，带给那个群体，并以一种让每个人都能参与、内化并理解这对他们所在领域意味着什么的方式呈现，甚至让他们拥有发言权，因为归根结底他们是领导团队的一员。他们应该觉得公司战略上也有他们的指纹。一旦开始觉得“那是他们的世界，这是我们的世界”，问题就大了。我认为这对任何职能部门都是如此，无论是销售还是营销。作为产品经理，我们天生需要成为连接这一切的组织，但我认为那个层级的整个领导团队都应该觉得自己是跨职能的连接组织。

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## (00:38:39) Lenny

### English:

Okay. Let's transition to Facebook. This is I think an example of 0 to 1. So when you were at Facebook, you built what is called the New Product Experimentation team. I actually thought it was called the New Product Experiment Experience team, but I think it's New Product Experimentation team. My understanding is the idea there is, instead of Facebook having to buy the next Instagram and WhatsApp and all the things basically incubate startups within Facebook in a stabled concept, a startup within a startup, create all these startups within a startup. And as an outsider, it feels like it was really fun for a while, but it hasn't let any amazing new businesses for Facebook. Correct me if I'm wrong. I'm curious what that experience was like, what you took away from it, how it went, what you think about when you look back at that part of your journey.

### 中文翻译:

好的。让我们转到 Facebook。我认为这是一个“从 0 到 1”的例子。当你在 Facebook 时，你组建了所谓的“新产品实验团队”(NPE)。我之前还以为叫“新产品实验体验团队”，但应该是“新产品实验团队”。我的理解是，这个想法是为了让 Facebook 不必再去收购下一个 Instagram 或 WhatsApp，而是基本上在 Facebook 内部以一种稳定的概念孵化创业公司，即“大公司里的创业公司”。作为局外人，感觉那段时间很有趣，但它似乎并没有为 Facebook 带来任何惊人的新业务。如果我错了请纠正我。我很想知道那段经历是怎样的，你从中收获了什么，进展如何，以及当你回首那段旅程时有什么想法。

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## (00:39:28) Noam Lovinsky

### English:

I was one of the few folks that kind of joined that team early and help build that team. How it ended up and how it closed down, I am not familiar with because I wasn't there. But I think in terms of was it a success or not because it didn't build the next Instagram I think is a little bit of the wrong bar to set for things like that. To some extent, it's like, "Did the group win the lottery or not? And let's judge there. Let's judge their success." Obviously I'm not saying that discovering something like Instagram is just winning the lottery, but you get what I mean in terms of the rarity of those sorts of discoveries and those sorts of products.

(00:40:12):

I think that that team was very realistic about what I would say would be the champagne level outcomes and/or more like the kind of beer, nice dinner kind of level outcomes.

### 中文翻译:

我是少数几个早期加入并帮助组建那支团队的人之一。至于它最后如何结束和关闭的，我不清楚，因为当时我已经不在那里了。但如果以“是否打造了下一个 Instagram”来衡量它是否成功，我认为这个标准定得有点偏。在某种程度上，这就像是在问：“这组人有没有中彩票？让我们以此来评判他们的成功。”当然，我不是说发现像 Instagram 这样的东西纯粹是靠运气，但你明白我的意思，那种发现和那种产品的稀缺性。

(00:40:12):

我认为那支团队非常现实，我们区分了所谓的“香槟级成果”和“啤酒加晚餐级成果”。

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## (00:40:28) Lenny

### English:

Your wine.

### 中文翻译:

或者是红酒。

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## (00:40:29) Noam Lovinsky

### English:

Yeah, the wine. Yeah, thank you. That's a better analogy. I think we built knowing those sorts of outcomes would also be very beneficial to the organization. So as an example, one of them is, at Facebook scale, doing things that don't scale or doing things that start out small was just a muscle that was really hard to come by, right? It's like any community product that you build, any kind of social where there's community density that's important early on, any product that you build that way, starting with a million

users is a really hard way to do that. At places like Facebook and Google, it's like it's hard to run an experiment with a hundred people. It's not hard, it's impossible, right? And so this idea that you would have to get real small, that you would have to start very targeted, that you would have to start with things that clearly don't scale and don't have a chance of being big from the get-go is really, really hard in an organization like that.

(00:41:47):

And so creating that space for NPE to be able to do that, to be able to help remind the organization what are the mechanisms we need to be able to build and learn that way was very beneficial. Even simple things. At an organization of Facebook size, maybe experiences at an Airbnb, it is really hard for product managers, engineers and designers to talk directly with customers. It is basically impossible. You're almost always talking through some third party, some recruiting agency and getting reports and you're not always in the room. Imagine building a startup, like a product from day one and not being able to sit right next to your customer and being like, "Show me how you do this or show me how you do that." It's incredibly hard. You're looking for such faint signal.

(00:42:48):

The idea that you would try to get it through layers of indirection and games of telephone is crazy, but at that scale, that's what you have to do because there's all of these legal concerns and many other realistic concerns about what you can say to who and who you can talk to and what you can tell them about what you're doing and all of these things. So creating an environment where those sorts of constraints were lifted and were different was very beneficial, I think, to the organization and started to shed a light on some of the things that were broken that make it hard to build 0 to 1 in those sorts of environments.

(00:43:31):

I also think it was a really fantastic recruiting tool. It did build a really great group of folks, many of which have left to go start interesting companies. But I guess what I'm trying to say is I think when you're an organizational leader, and Schrep was the org leader that was supporting NP at the time and he's fantastic and really did a good job of firewalling that team, I think you're looking at a set of objectives and a number of ways that you might help the company and the organization. Even if you set that light on the hill to be like, "Go find the next Instagram," many of the things that you would do along the way to find the next Instagram end up being very beneficial to the broader organization. We saw a lot of that in PE.

### 中文翻译:

是的，红酒。谢谢，这个类比更好。我们在构建时就知道，即使是那种级别的成果对组织也大有裨益。举个例子，在 Facebook 这种规模的公司，做那些“无法规模化（Don't scale）”的事或从小处着手，是一种很难获得的“肌肉记忆”，对吧？就像你构建任何社区产品、任何早期社区密度至关重要的社交产品，如果你一上来就带着 100 万用户开始，那是很难做成的。在 Facebook 和 Google 这种地方，想针对 100 个人做实验很难，不，是根本不可能。所以，这种必须变得非常小、必须从非常精准的目标开始、必须从那些显然无法规模化且一开始没机会变大的事情做起的想法，在那种组织里是非常困难的。

(00:41:47):

因此，为 NPE 创造空间来做这些事，帮助提醒组织我们需要什么样的机制来以这种方式构建和学习，是非常有益的。甚至是一些简单的事情。在 Facebook 这种规模的组织（也许在 Airbnb 也有类似经历），产品经理、工程师和设计师很难直接与客户交谈。这基本上是不可能的。你几乎总是通过第三方、招聘机构来沟通，然后拿到报告，你并不总是在现场。想象一下从第一天起就开始创业，却不能坐在客户旁边说：“演示给我看你是怎么做这个的”，这极其困难。你寻找的是如此微弱的信号。

(00:42:48):

想通过层层间接传递和“传声筒游戏”来获取信号简直是疯了，但在那种规模下，你必须这么做，因为有法律顾虑，还有很多关于你能对谁说什么、你能和谁谈、你能告诉他们你在做什么等现实顾虑。因此，创造一个解除这些约束、环境不同的环境，我认为对组织非常有益，并开始揭示一些阻碍在那种环境下进行“从0到1”构建的体制性问题。

(00:43:31):

我还认为这是一个非常棒的招聘工具。它确实建立了一个非常优秀的团队，其中许多人后来离开去创办了有趣的公司。我想说的是，当你是一名组织领导者时（当时支持NPE的领导是Schrep，他非常出色，在保护这支团队免受干扰方面做得很好），你会关注一系列目标和多种帮助公司的方式。即使你把“寻找下一个Instagram”设定为远大目标，你在寻找它的过程中所做的许多事情最终都会让整个组织受益。我们在NPE看到了很多这样的例子。

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## (00:44:28) Lenny

**English:**

That's a really interesting perspective. There's a lot of other goals with something like this, it's not just find the next massive business. It's the way I think what I'm getting from this is shine almost a mirror on the organization, like, "Here's the things we can't do with the regular business and we have to do something. We have to set this up in order to try something totally new and radical recruiting tool" I think is interesting.

(00:44:49):

There's actually a team at Airbnb, the way I described it was, I don't know how many people know about Burning Man and how it works, but there's this trash fence around the side that catches all the trash so it doesn't go into the desert. And I feel like there's teams sometimes that are the trash fence of the company.

**中文翻译:**

这是一个非常有趣的视角。做这类事情有很多其他目标，而不仅仅是寻找下一个庞大的业务。我从中领悟到的是，这就像是给组织照镜子：“这是我们在常规业务中无法做到的事情，我们必须做点什么。我们必须建立这个机制来尝试全新的、激进的东西。”我觉得“招聘工具”这个点也很有趣。

(00:44:49):

Airbnb其实也有类似的团队。我打个比方，不知道有多少人了解“火人节”（Burning Man）及其运作方式，但在场地周围有一个“垃圾围栏”（Trash fence），用来拦截所有垃圾，不让它们飘进沙漠。我觉得有时有些团队就是公司的“垃圾围栏”。

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## (00:45:04) Noam Lovinsky

**English:**

That's funny, yeah.

**中文翻译:**

很有意思，是的。

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## (00:45:04) Lenny

**English:**

Where someone's about to leave and they're like, "No, go work on this coal stuff over here in the fringe," which is really interesting. But just instill within the company and maybe help with that. Just keep people that are awesome at Meta. [inaudible 00:45:16].

#### 中文翻译:

当某人准备离开时，公司会说：“别走，去边缘地带做点酷炫的事情吧。”这很有趣。但这确实能为公司注入活力，并有所帮助。就是为了留住 Meta 那些优秀的人才。

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### (00:45:16) Noam Lovinsky

#### English:

Yeah. You're right that the team didn't discover the next Instagram. For what it's worth, things like Threads and ideas like Threads were in that team all of the time. I think that if that team caught the wave of generative AI and all of the opportunities and new technologies there, I think things could have also... Because those are certain moments where you having small, really motivated, dedicated teams that aren't thinking about anything mainline can lead to faster discoveries, I think that can also help. But there were a number of things that basically ended up becoming features in other products and they were just easier, faster ways of validating and building them because you didn't have the constraints of the mainline product development organization, right?

#### 中文翻译:

是的。你说的对，那支团队确实没发现下一个 Instagram。但值得一提的是，像 Threads 这样的东西和想法一直都在那支团队中酝酿。我认为如果那支团队赶上了生成式 AI 的浪潮以及那里的所有机会和新技术，事情可能会……因为在某些时刻，拥有一支小型、充满动力、专注且不考虑任何主线业务的团队，可以带来更快的发现，我认为这也会有所帮助。但有很多东西最终变成了其他产品的功能，它们只是验证和构建起来更简单、更快，因为你没有主线产品开发组织的那些约束，对吧？

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### (00:46:07) Lenny

#### English:

For someone that is thinking about trying to create a startup within a startup, something a lot of big companies are trying to do, is there a piece of advice or two that you'd share for helping this be effective? Maybe one is just the goal may not be build the next big business. There's these sub goals also. What comes to mind?

#### 中文翻译:

对于那些想要在“大公司内部创建创业公司”的人（很多大公司都在尝试这样做），你有一两条建议能让这件事变得有效吗？也许其中之一就是：目标不一定非得是构建下一个大业务，还有这些子目标。你还能想到什么？

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### (00:46:26) Noam Lovinsky

#### English:

God, there's so many. Schrep did a really fantastic job of removing a lot of these constraints. So one is I would say think really hard about the incentive system. Smart, good people, even if they're not trying to, they end up kind of gaming things towards the incentive system. And so think long and hard about that. So for instance, if you're a large organization and you do some performance management process like twice a year and that's how you're going to evaluate and incentivize people in your 0 to 1 incubator,

you've already killed it. It's the wrong incentive, it's the wrong timeframe. It creates adverse selection, problems for the sort of people that you bring in. And so it's hard in an existing organization to say, "We're going to take all these company processes around even how we level people and pay them and motivate them. And we're going to throw them out the window for this group."

(00:47:27):

How you build the infrastructure you use, this is something that the NP team did really well. Everyone got to do their own thing from an infrastructure perspective. Just do what is best for the problem you're trying to solve in this moment, knowing that you're likely going to throw away a lot of this code anyway. Being able to do that in an organization like Facebook or Google, if you ask anyone that works on those things, is really hard. It takes someone like a Schrep to be like, "Nope, they're going to get to do this. Sorry." And so I think that's really helpful.

(00:48:01):

For what it's worth, one of the organizations that we talked to that I felt like was doing this in one of the best ways was Nike. Nike has this incubation lab. It's a completely different operating model. They recruit a completely different type of person, very different incentive system. And essentially, where they end up plugging them into Nike is that when they have something into the distribution marketing kind of growth arms of Nike. But for the product discovery process, they're doing their whole different thing. Once they find some fit, then kind of Nike comes in and goes, "Boom. I'm going to help you explode your fit." But I think that the number one thing I would think about would be the incentive system and the adverse selection that that can cause.

**中文翻译:**

天呐，太多了。Schrep 在消除这些约束方面做得非常出色。首先，我会说要深入思考“激励系统”。聪明、优秀的人即使不是故意的，最终也会根据激励系统来“玩转”规则。所以要深思熟虑。例如，如果你是一个大型组织，每年进行两次绩效管理，并以此来评估和激励你那个“从 0 到 1”孵化器里的人，那你已经把它扼杀了。这是错误的激励，错误的时间框架。它会为你引入的人才带来“逆向选择”问题。在现有组织中，很难说：“我们要把公司关于职级、薪酬和激励的所有流程都抛到脑后，专门为这组人破例。”

(00:47:27):

还有你使用的基础设施。这是 NPE 团队做得很好的一点：从基础设施的角度来看，每个人都可以各行其是。只做最适合你当下要解决的问题的事，因为你知道你很可能最终会扔掉大部分代码。在 Facebook 或 Google 这样的组织里，如果你问任何做这些工作的人，都会知道这有多难。这需要像 Schrep 这样的人站出来： “不，他们可以这么做。抱歉。” 我认为这非常有帮助。

(00:48:01):

值得一提的是，我们交流过的组织中，我认为做得最好之一的是耐克 (Nike)。耐克有一个孵化器实验室，那是一个完全不同的运营模式。他们招聘完全不同类型的人，有非常不同的激励系统。本质上，当他们有了成果，耐克会把它们接入分销、营销等增长部门。但在产品探索阶段，他们完全是另一套。一旦找到了契合点 (Fit)，耐克就会介入说：“砰！我要帮你们引爆这个产品。” 但我认为最核心的一点还是激励系统，以及它可能导致的逆向选择。

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**(00:48:52) Lenny**

**English:**

To me, the most important element of the incentive system, and maybe I'm reading between the lines, is you're basically competing against them starting their own thing. And having upside if things go super

well feels really important versus, "I'm just going to get a cool salary at Meta and work on this thing." That doesn't lead to the same experience as a startup where everything's on the line.

#### 中文翻译:

对我来说，激励系统最重要的元素（也许我读出了弦外之音）是：你实际上是在与他们“出去自己创业”竞争。如果事情进展极其顺利，让他们拥有“收益分成（Upside）”是非常重要的，而不是仅仅说“我在 Meta 拿一份不错的薪水做这件事”。这无法带来像创业公司那样“背水一战”的体验。

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### (00:49:10) Noam Lovinsky

#### English:

Yeah. And also what time horizons, right? When you're starting a company, you're not thinking like, "In the next six months, I'm going to get a promo and I'm going to get a good rating and things are going well." You're thinking on a different, excuse me, time horizon, and you're thinking about an outsized impact or an outsized incentive. And so I would think about that if you're starting things internally as well.

#### 中文翻译:

是的。还有时间跨度，对吧？当你创办一家公司时，你不会想：“在接下来的六个月里，我要升职，我要拿个好评级，一切进展顺利。”你想的是一个完全不同的时间跨度，你想的是巨大的影响力和巨大的回报。所以如果你在内部启动项目，也应该考虑这一点。

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### (00:49:34) Lenny

#### English:

Awesome. Okay. Let's move to the final bucket, Grammarly, which is where you're at now. The way I'm thinking about it is this kind of like a one, two rocket ship or I don't know, 10. It's further along than one, but that's where you're at now. To me, Grammarly is interesting because it's one of the very few successful B2C subscription businesses. There's almost none. There's Duolingo, Grammarly. And I know you're doing B2B also, but there's so few. There's so many dead bodies trying to build a business on top of consumer subscription. And so I'm just curious. What the current state of Grammarly? How are things going? What do you think has been the key to it being successful all this time and continuing to grow? And what lessons have you learned? I know you just joined relatively recently, but anything you've taken away from that journey so far?

#### 中文翻译:

太棒了。好了，让我们进入最后一个板块：Grammarly，也就是你现在所在的地方。在我看来，这就像是一艘已经起飞的火箭，可能已经到了 10 的阶段。Grammarly 对我来说很有趣，因为它是极少数成功的 B2C 订阅业务之一。几乎没有几家，除了 Duolingo 就是 Grammarly。我知道你们也在做 B2B，但成功的案例真的太少了。在尝试建立消费者订阅业务的道路上，到处都是失败者的“尸体”。所以我很好奇，Grammarly 的现状如何？进展怎么样？你认为它一直以来如此成功并持续增长的关键是什么？你学到了什么教训？我知道你加入时间相对较短，但到目前为止你从这段旅程中收获了什么？

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### (00:50:26) Noam Lovinsky

#### English:

We don't talk about it often, but Grammarly is a much bigger company from a revenue perspective than I think people realize. The company has been around for 15 years and was profitable from day one, and

continues to be quite profitable. So it's a very, very healthy business that is much larger than folks might realize. And that is actually quite intentional because the company was trying not to be noticed for a long time, very intentionally. The fact that you would have grammar and spell checking in Google Docs or grammar and spell checking in Word. People would often write off the company that like, "How is that a business? How is that a feature? These products already have it." And that was very convenient for Grammarly because they could kind of navigate between these giants in tech and grow a very phenomenal business on this use case that people had written off.

(00:51:30):

Now, come the advent of LMS, it's no longer a use case that people are writing off and sort of the dream of the founders that machines can assist us in communication in this way that they've had for 15 years, I feel like now the whole industry is like, "Well, this is obviously how we're going to communicate and machines are going to do all these things for us." And Grammarly is now sort of in the center of that hurricane. And again, I think it's a similar thing where it's like, "Well, there's ChatGPT. There's Microsoft Copilot. How is Grammarly going to have a chat?" But yet things still seem like there's the future. The future is bright.

(00:52:14):

And so to your question, I think what has made it work, I've only been here for 10 months so please kind of take this with a grain of salt, but my instinct is that people really love Grammarly because of how it works and where it works. And what I mean by how it works is Grammarly is one of the few products where you just install it and it makes you better. You don't have to configure it, you don't have to manipulate it, you don't have to change anything about what you're doing. You carry on and across all of your applications, across all of your tabs, you'll start getting pushed assistance to you in the right moment. You could ignore it if you want, no big deal, but it takes a very, very small amount of effort to tap on one of those things, get some value and keep going.

(00:53:04):

I think that a product that is that easy to use, that easy to extract value from, but then also that prevalent, how many different text boxes do you write in a given day? I mean, it is not less than 10, it is tens or potentially hundreds, right? And so it is everywhere and it is very, very low effort to get real value from it. And then the where we work is what I said, you don't have to change anything about your workflow. Grammarly meets you where you are and you get value from it. Doing that really well at this level of quality for a user base of this scale, essentially it's like a huge AI achievement masquerading as a little UX innovation, right? But that experience, that UX that sort of brings AI to the masses has obviously served Grammarly really well. I think those are some of the strengths that we're going to continue to lean on to now provide a very different type of assistance and value that we can because of where the technology has moved.

### 中文翻译:

我们不常提起，但从收入的角度来看，Grammarly 比人们意识到的要大得多。公司已经成立 15 年了，从第一天起就实现了盈利，并且一直保持着相当可观的利润。所以这是一个非常非常健康的业务，规模比大家想象的要大。这实际上是刻意为之的，因为公司在很长一段时间里都在刻意保持低调。事实上，Google Docs 或 Word 里都有语法和拼写检查。人们经常会轻视这家公司，觉得：“这怎么能算个业务？这不就是一个功能吗？这些产品已经自带了。”这对 Grammarly 来说非常有利，因为他们可以在这些科技巨头之间穿梭，在一个被人们轻视的用例上建立起一个非常惊人的业务。

(00:51:30):

现在，随着大语言模型（LLM）的出现，这不再是一个人们会轻视的用例了。创始人们 15 年前就有的“机器可以协助人类沟通”的梦想，现在感觉整个行业都在说：“显然这就是我们未来的沟通方式，机器将为我们做所

有这些事。” Grammarly 现在正处于这场飓风的中心。再次，我认为这又是类似的情况，人们会问：“有了 ChatGPT，有了微软 Copilot，Grammarly 还有什么机会？”但即便如此，未来依然光明。

(00:52:14):

回到你的问题，我认为它之所以奏效（我才来 10 个月，所以请谨慎参考我的观点），我的直觉是人们之所以热爱 Grammarly，是因为它的“运作方式”和“运作位置”。所谓运作方式，是指 Grammarly 是极少数那种你只要安装了它，它就能让你变得更好的产品。你不需要配置它，不需要操作它，不需要改变你的任何行为。你照常工作，在所有的应用程序和标签页中，它会在合适的时刻为你推送协助。如果你愿意，可以忽略它，没关系；但只需极小的努力点击一下，就能获得价值并继续工作。

(00:53:04):

我认为一个如此易用、如此容易提取价值，且如此普及的产品（你一天要在多少个不同的文本框里写字？绝对不止 10 个，可能是几十个甚至上百个），它无处不在，而且获得真实价值的门槛极低。至于“运作位置”，就是我说的，你不需要改变工作流，Grammarly 会在你的所在地与你相遇。在此如此大规模的用户群中以这种质量水平做到这一点，本质上就像是一个巨大的 AI 成就伪装成了一个小小的 UX（用户体验）创新，对吧？但正是这种将 AI 带给大众的 UX 体验，显然让 Grammarly 受益匪浅。我认为这些是我们现在将继续依靠的优势，利用技术的发展提供完全不同类型的协助和价值。

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## (00:54:21) Lenny

**English:**

The other thing I've heard a lot about Grammarly, and Yuri was on the podcast and who led growth for a long time at Grammarly, is just how scrappy the business has been and the founders have been from the beginning, the fact that they've been profitable from the beginning. That feels like one of the threads through all of the successful consumer subscription companies, is super scrappy, not raising money for a long time. Is there anything there that you found to be really interesting or helpful for other folks that are maybe building the space?

**中文翻译:**

关于 Grammarly 我还听过很多，曾在本播客做客、长期领导 Grammarly 增长的 Yuri 也提到过，就是这家公司和创始人从一开始就非常“拼”（Scrappy），而且从一开始就盈利。这似乎是所有成功的消费者订阅公司的共同点：极其拼命，很长一段时间不融资。关于这一点，你有没有发现什么对其他正在这个领域创业的人特别有趣或有帮助的地方？

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## (00:54:46) Noam Lovinsky

**English:**

When you're a team that kind of starts out of Ukraine and you're not thinking that there's any chance that you're going to raise money and why would you do that, I mean it really... Back to our previous conversation of what happens when growth goes negative, it really forces you to focus on the important things. And so, like many of the early engineers who are still here because the company has done so well over the years, they think in like, "How is this work going to translate into revenue?" They think about the impact on the business from even very deep technical work that they're doing because I think they were brought up in this culture where the business doesn't really invest ahead of its profitability because it was a bootstrap business from day one. So that enforces everyone to think about their projects and their prioritization and how is what they're doing over the next two months going to actually turn into more revenue and keep the company growing and sustaining. So I think that culture is prevalent and help Grammarly get to where it is.

(00:56:00):

Now, I just want to be really honest that in moments that we're in like today, that can also be detrimental because the business gets to a certain size, you start getting to law of large numbers. You need to start thinking about are there other products? Are there other use cases? Are there other channels of growth? How do you invest ahead of some of that growth and start to diversify? Because at the scale and size that we are and aspire to be, we're going to have to do many more things and service many more different types of customers. And as you mentioned, we're going to have to pull off the motion of B2C to B, kind of get that product-led sales motion going. So all of those things are happening. And thankfully the business is as strong as it is where we can invest ahead now in those things while still maintaining profitability and a really strong business.

**中文翻译:**

当你是一支从乌克兰起步的团队，根本没想过会有机会融资，也没想过为什么要融资时，这真的……回到我们之前讨论的“增长变负时会发生什么”，它真的会迫使你专注于重要的事情。所以，就像许多至今仍留在这里的早期工程师（因为公司这些年来表现太好了），他们会思考：“这项工作将如何转化为收入？”即使是在做非常深层的技术工作时，他们也会思考对业务的影响。因为我认为他们是在这种文化中成长起来的：业务不会在盈利之前过度投资，因为它从第一天起就是自筹资金（Bootstrap）的。这迫使每个人思考他们的项目和优先级，思考他们未来两个月所做的事情将如何转化为更多收入，并保持公司的增长和可持续性。我认为这种文化非常普遍，并帮助 Grammarly 走到了今天。

(00:56:00):

现在，我也想诚实地说，在今天这样的时刻，这种文化也可能有负面影响。因为当业务达到一定规模，你会遇到“大数定律”。你需要开始思考：还有其他产品吗？还有其他用例吗？还有其他增长渠道吗？你如何提前为增长投资并开始多样化？因为以我们现在的规模和抱负，我们将不得不做更多的事情，服务更多不同类型的客户。正如你提到的，我们必须完成从 B2C 到 B 的转型，启动产品驱动销售（PLG）的模式。所有这些都在发生。幸好现在的业务非常强劲，我们可以在保持盈利和强大业务的同时，提前在这些领域进行投资。

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**(00:56:57) Lenny**

**English:**

That's amazing that they're still team members and maybe I think you said engineers from the beginning, 12 years later. I think that says a lot about the business. And before we started recording, they're based in Ukraine and you were saying that they're going to Zooms, there's bombs going off, they have to go into bomb shelters and then jump on a meeting. It's incredible that team continues to operate and the business continues to do this well in spite of all that.

**中文翻译:**

太不可思议了，12年后竟然还有最初的团队成员，甚至是你说的最初的工程师。我认为这很能说明这家公司的情况。在我们开始录音之前，你提到他们总部在乌克兰，你说他们在开 Zoom 会议时，外面炸弹在响，他们不得不躲进防空洞，然后再回来开会。尽管面临这一切，团队仍能继续运作，业务仍能保持如此良好的表现，这简直令人难以置信。

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**(00:57:22) Noam Lovinsky**

**English:**

Yeah, the team in Ukraine at Grammarly is... I mean, it's something else. It's a really fantastic team. When you speak to many of them, I think actually the work provides sometimes a very useful distraction, but

they obviously feel a lot of pride in the business. They built a lot of this business. There aren't yet many businesses of this size that kind of come from Ukraine. I think that that team is incredible and continues to deliver a ton of impact to the company even in the circumstances that they're in. I know for the founders, a lot of why they want Grammarly to succeed and be the generational company that it can be is for Ukraine, and especially in this moment and it's awesome to see how that motivates them and 15 years on the same project is not nothing. That's some serious resilience. And so I think even in moments like that, using them as a way to motivate and strive for something greater I think says a lot about the founders and the team in Ukraine.

**中文翻译:**

是的，Grammarly 在乌克兰的团队……怎么说呢，那是另一个层级的存在。那是一支非常棒的团队。当你和他们中的许多人交谈时，我认为工作有时提供了一种非常有用“分心”，但他们显然对这项业务感到非常自豪。他们亲手建立了这项业务的大部分。目前还没有多少这种规模的企业是来自乌克兰的。我认为那支团队非常了不起，即使在当下的环境下，仍能持续为公司带来巨大的影响力。我知道对于创始人来说，他们之所以希望 Grammarly 成功并成为一家跨时代的伟大公司，很大程度上是为了乌克兰，尤其是在这个时刻。看到这种信念如何激励他们是非常棒的。在同一个项目上坚持 15 年绝非易事，那是极强的韧性。所以我认为，即使在这样的时刻，将这些作为动力去追求更伟大的目标，充分说明了创始人和乌克兰团队的品质。

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### (00:58:40) Lenny

**English:**

Absolutely. Hopefully there's a happy resolution soon there. I don't know if you know this, I was actually born in Ukraine.

**中文翻译:**

绝对是。希望那里能尽快有一个圆满的结局。不知道你知不知道，我其实出生在乌克兰。

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### (00:58:47) Noam Lovinsky

**English:**

Oh wow.

**中文翻译:**

噢，哇。

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### (00:58:48) Lenny

**English:**

I know Odessa.

**中文翻译:**

我知道敖德萨 (Odessa)。

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### (00:58:49) Noam Lovinsky

**English:**

Oh, nice.

**中文翻译:**

噢，太好了。

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### (00:58:49) Lenny

**English:**

I don't want to talk about that much, but it's true. And I just realized we both have skys in our last name. Lovinsky and Rachitsky.

**中文翻译:**

我不想多谈这个，但这是真的。我刚发现我们俩姓氏的结尾都是“sky”。Lovinsky 和 Rachitsky。

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### (00:58:56) Noam Lovinsky

**English:**

So for what it's worth, my dad was born in Ukraine. He is from Kiev. My mom was from Lithuania, so yeah, I also have some Ukrainian background here.

**中文翻译:**

顺便说一下，我父亲也出生在乌克兰，他来自基辅。我母亲来自立陶宛，所以是的，我也有乌克兰背景。

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### (00:59:05) Lenny

**English:**

All right, so Ukrainian episode.

**中文翻译:**

好吧，这成了一集“乌克兰专题”了。

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### (00:59:07) Noam Lovinsky

**English:**

Yes.

**中文翻译:**

是的。

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### (00:59:08) Lenny

**English:**

Let me zoom out a little bit and get to the final couple questions. So thinking about your career broadly, I'm just curious if there's any general advice you share with people to help them have a more successful career. Anything that just generally you find is really important to do well or mistakes they make. And this

is a big broad question, but anything come to mind of like, "Here's something you should really try to do more of or less of?"

### 中文翻译:

让我把视角放大一点，进入最后几个问题。回顾你的整个职业生涯，我很好奇你是否有一些通用的建议可以分享给大家，帮助他们拥有更成功的职业生涯？有没有什么你认为非常重要的事情，或者是人们常犯的错误？这是一个很宏大的问题，但你脑海中是否会出现类似“你应该多做这件事，或者少做那件事”的想法？

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## (00:59:37) Noam Lovinsky

### English:

Look, when you're thinking about career opportunities and what job to take, it's really, really hard to sniff out really well in a high degree of certainty like success. I think that having a good nose for people and the sort of people that you can be successful with is something that you can develop. What I found is I always try to prioritize putting myself in positions that are going to cause a lot of growth and learning. And growth and learning can be very painful. And you kind of got to be okay with that and go into that because on the other side of that pain I think is the promised land.

(01:00:21):

And that's just served me really well, is I can't necessarily predict with high degree of certainty that this thing's going to hit, but I can get a sense of the people around me and I certainly can find situations that are going to stretch me, that are going to force me to do things that I haven't done where I'm going to grow and learn significantly. And over sort of the arc of my career, I feel like that's served me well. So that's usually what I tell people, is focus on on that if you can.

### 中文翻译:

听着，当你考虑职业机会和选择什么工作时，真的很难以高度的确定性嗅出所谓的“成功”。我认为，培养对人的敏锐嗅觉，以及识别出那些能让你共同成功的人，是你可以发展的能力。我发现，我总是优先考虑把自己放在那些能带来大量成长和学习的位置上。而成长和学习可能是非常痛苦的。你必须接受这一点并投身其中，因为我认为在痛苦的另一端就是“应许之地”。

(01:00:21):

这对我非常有帮助：我不一定能高度确定地预测某件事会成功，但我能感觉到周围的人，我肯定能找到那些能挑战我、迫使我去没做过的事情、让我能显著成长和学习的环境。在我的整个职业生涯中，我觉得这让我受益匪浅。所以这通常是我告诉人们的：如果可以的话，专注于这一点。

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## (01:00:53) Lenny

### English:

I love that advice. I've used this quote a number of times on this podcast, but something I always come back to is this line, "The cave you fear contains the treasure you seek." I'm curious if there's something you have found about when the pain is too much, that you shouldn't pursue that. A lot of people get into these places where their mental health gets hit, their physical health is hit, they're just doing work they should not, it's too much. Is there anything there that you find it's just like, "Okay, maybe this is too much of discomfort"?

### 中文翻译:

我喜欢这个建议。我在这个播客里引用过好几次这句话，但我总是会想起它：“你所恐惧的洞穴，正藏着你所寻求的宝藏。”我很好奇，你是否发现过什么时候“痛苦太过了”，以至于不应该去追求？很多人陷入了心理健康受损、身体健康受损的境地，他们只是在做不该做的工作，压力太大了。有没有什么时刻让你觉得，“好吧，这种不适感已经过头了”？

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### (01:01:24) Noam Lovinsky

#### English:

I mean, I think about a couple of things. I think in any situation you should be able to lean on one or two things that you're really strong at. That can be the foundation that keeps you going while you learn the other things. So just be wary of situations that are too new.

(01:01:44):

There should be one or two important things as part of that job going into where you're like, "I got this. I know how to do this portion of it." So as an example, if you've never inherited a very large team and you work through how that works, but the product area that you're working on is one you're very familiar with what's necessary to be good in that product, whether it's really good sense of design or really good sense of analytical thinking, recommendation systems, what have you, there should be a couple of those things where you're like, "I got this. These things are going to be a stretch, but these things, I feel like I've got a handle on how to do this. I can always get better, but I feel like they're in my wheelhouse." And I think that tends to allow you to balance the pain with the areas that you already know and manage through in a more balanced and healthy way.

#### 中文翻译:

我想到了几点。我认为在任何情况下，你都应该能够依靠一两件你非常擅长的事情。这可以成为支撑你继续前进的基石，同时你去学习其他东西。所以，要警惕那些“完全陌生”的情况。

(01:01:44):

在进入一份工作时，应该有一两件重要的事情让你觉得：“这个我行，我知道这部分该怎么做。”举个例子，如果你从未接手过一支庞大的团队，你需要学习如何运作，但你负责的产品领域是你非常熟悉的，你非常清楚做好这个产品需要什么（无论是出色的设计感、分析思维还是推荐系统等等）。应该有那么几件事让你觉得：“这个我搞得定。虽然其他事情很有挑战性，但这些事我觉得我有把握。我当然可以做得更好，但它们在我的能力范围内。”我认为这能让你在痛苦与你已知的领域之间取得平衡，并以一种更平衡、更健康的方式度过难关。

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### (01:02:48) Lenny

#### English:

It reminds me of that chart I think from flow of you want it to be challenging but not too challenging, and that's where you end up being most successful. Is there anything else, Noam, you want to share or leave listeners with before we get to our very exciting lightning round?

#### 中文翻译:

这让我想起了关于“心流”的那张图：你希望任务具有挑战性，但又不能太具挑战性，那是你最容易成功的地方。Noam，在进入我们非常精彩的闪电轮环节之前，你还有什么想分享或留给听众的吗？

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### (01:03:05) Noam Lovinsky

#### English:

Yeah, I just think that maybe going back to where we first started, Lenny, work on the things that make you happy, that fill you up. Life is short. We're all very lucky to be in this moment. There's no reason to spend time on things that don't give you energy. There's so much to do out there. I think that's the main thing I would focus on.

**中文翻译:**

是的，我想回到我们最初的话题，Lenny：做那些让你快乐、让你感到充实的事情。人生苦短，我们都很幸运能活在当下。没有理由把时间花在那些不能给你能量的事情上。外面的世界有太多事情可以做了。我认为这是我最想强调的一点。

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### **(01:03:29) Lenny**

**English:**

Amazing. And even though there will be things that you have to do, I think it's important to try to find as much of that as you can because not everyone can just like, "Nah, I'm not going to do this work thing. I'm just going to go on a walk." But I think that's such an important point. And we've talked about this actually a bunch on recent podcasts of just doing this energy audit where you pay attention to what gives you energy and what doesn't and try to do more and more [inaudible 01:03:54]-

**中文翻译:**

太棒了。虽然总会有一些你不得不做的事情，但我认为尽可能多地寻找那些让你快乐的事很重要，因为不是每个人都能随性地说：“不，我不干这活了，我要去散步。”但我认为这是一个非常重要的观点。我们在最近的播客中也多次讨论过，就是做这种“能量审计”：留意什么能给你能量，什么不能，并尝试做越来越多……

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### **(01:03:53) Noam Lovinsky**

**English:**

Totally.

**中文翻译:**

完全正确。

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### **(01:03:55) Lenny**

**English:**

... willing to do that again. With that, we reached a very exciting lightning round. Are you ready?

**中文翻译:**

……愿意再次这样做。说到这儿，我们进入了非常精彩的闪电轮环节。准备好了吗？

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### **(01:03:59) Noam Lovinsky**

**English:**

Yeah, I'm ready.

**中文翻译:**

是的，准备好了。

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## (01:04:00) Lenny

**English:**

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

**中文翻译:**

第一个问题：你向别人推荐最多的两三本书是什么？

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## (01:04:06) Noam Lovinsky

**English:**

I'm going to cheat on this one and I'm only going to give you one. I'm only going to give you one because I don't want to cloud with any other. I recommend Build by Tony Fidel. Other than it being a good book, one of the main reasons I recommend it is that my wife wrote it. So she wrote it together with Tony. And I got to see that experience. She's a fantastic writer and Tony has a lot to learn from, so I recommend that book. I think that the part of it that was particularly inspiring to me to hear even more of the details that are in the book is just how many times he met failure before he made discoveries that are now driving so many of the things that we do. It's just a good reminder to keep at it and do the thing that really gives you that energy because eventually you can make that incredible discovery.

**中文翻译:**

这个问题我要耍个赖，我只推荐一本。我只给出一本，因为我不想让其他书干扰它。我推荐 Tony Fadell 的《Build》（中文译名《创造》）。除了它本身是一本好书外，我推荐它的一个主要原因是它是我妻子写的。她和 Tony 共同创作了这本书。我见证了那个过程。她是一位出色的作家，而 Tony 身上有很多值得学习的地方，所以我推荐这本书。书中特别启发我的一点（尤其是听到了更多书中的细节）是，在他做出那些现在驱动着我们许多日常生活的发现之前，他经历了多少次失败。这很好地提醒我们要坚持下去，做那些真正能给你能量的事情，因为最终你可能会做出那个不可思议的发现。

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## (01:05:00) Lenny

**English:**

Next question, do you have a favorite recent movie or TV show that you've really enjoyed?

**中文翻译:**

下一个问题：你最近有没有特别喜欢的电影或电视剧？

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## (01:05:06) Noam Lovinsky

**English:**

I really like For All Mankind, if you've seen that on Apple TV. And then I just finished the last season of Fargo. Every single season of that series I think is fantastic.

**中文翻译:**

我很喜欢 Apple TV 上的《为全人类》(For All Mankind)。另外我刚看完《冰血暴》(Fargo) 的最后一季。我觉得那个系列的每一季都非常精彩。

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## (01:05:19) Lenny

**English:**

Amazing. For All Mankind though, last season, not as amazing a consensus that I agree with, but worth watching.

(01:05:26):

Next question. Do you have a favorite interview question that you like to ask candidates?

**中文翻译:**

太棒了。《为全人类》的最后一季虽然大家公认没那么惊艳（我也同意），但还是值得一看的。

(01:05:26):

下一个问题：你有没有最喜欢的面试问题，喜欢用来问候选人？

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## (01:05:32) Noam Lovinsky

**English:**

I generally like interview questions that allow us to kind of do some work together, so I'm a little bit less on the behavioral "tell me about a time when" sort of stuff and more on the "Let's work a product problem together." It could be anything from like, "Let's design an alarm clock for children." Or lately I've been using one. "Given where technology is at, if we were to rebuild email, how might we do that?" I just feel like getting into it and getting into the details and really watching each other exercise our craft I think is really important. I have a whole podcast one time, if you're ready, about how most people don't know how to do leadership recruiting. And I feel like as I've advanced in my career, the interviews for some reason get easier and actually I can evaluate less about who I am as a product leader and whatnot. But yeah, those are the sorts of interview questions that I typically like.

**中文翻译:**

我通常喜欢那些能让我们“共同完成一些工作”的面试题。所以我不太喜欢那种行为面试题（比如“告诉我一次你……的经历”），而更倾向于“让我们一起解决一个产品问题”。它可以是任何事情，比如“让我们为儿童设计一个闹钟”。或者最近我常问的一个：“考虑到现在的技术水平，如果我们重新构建电子邮件，我们会怎么做？”我觉得深入其中，探讨细节，观察彼此如何运用专业技能是非常重要的。如果有机会，我可以专门做一期播客讲讲为什么大多数人不知道如何进行领导力招聘。我感觉随着职业生涯的晋升，面试不知为何变得越来越容易，实际上反而更难评估我作为一个产品领导者的真实水平。但总之，这些就是我通常喜欢的面试题类型。

---

## (01:06:30) Lenny

**English:**

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

**中文翻译:**

太棒了。你最近有没有发现什么非常喜爱的产品？

## (01:06:36) Noam Lovinsky

**English:**

It's not recent, but I was a very early user of Arc and I really love Arc.

**中文翻译:**

不是最近才发现的，但我是 Arc 浏览器的非常早期的用户，我真的很喜欢 Arc。

---

## (01:06:43) Lenny

**English:**

Your window right now is inside Arc. I also love Arc. We had Josh on the podcast.

**中文翻译:**

你现在的窗口就在 Arc 里面。我也喜欢 Arc。我们之前请过 Josh (Arc 创始人) 来上播客。

---

## (01:06:48) Noam Lovinsky

**English:**

Nice.

**中文翻译:**

太好了。

---

## (01:06:49) Lenny

**English:**

Just watching the onboarding experience of Arc alone as a product person is worth your time.

**中文翻译:**

作为一个产品人，仅仅是观察 Arc 的新手引导 (Onboarding) 体验就非常值得。

---

## (01:06:53) Noam Lovinsky

**English:**

Totally. I love the animation when you download something. I mean just like all of the little things. And if Josh is listening, we would like to get Grammarly to work better with Arc, so please hit me up because I think there's a few things that the Arc browser is doing that make it hard to get Grammarly to work either on the client or in the browser.

**中文翻译:**

完全正确。我喜欢下载东西时的那个动画。我是说，所有的那些小细节。如果 Josh 正在听的话，我们希望让 Grammarly 在 Arc 上运行得更好，所以请联系我，因为我觉得 Arc 浏览器的一些做法让 Grammarly 很难在客户端或浏览器中完美运行。

---

**(01:07:10) Lenny**

**English:**

Two more questions. Do you have a favorite life motto that you often repeat to yourself, share with friends or family either in work or in life that you find useful?

**中文翻译:**

最后两个问题。你有没有最喜欢的人生格言，是你经常对自己说，或者在工作生活中与亲友分享，且觉得非常有用吗？

---

**(01:07:18) Noam Lovinsky**

**English:**

Gosh, for those that know me, this is going to share so much of my personality. I think the first thing that comes to mind is, we are meant to struggle. I just feel like through struggle is how we get better, how good things happen, how bonds form, and so I don't shy away from that kind of life experience.

**中文翻译:**

天呐，对于了解我的人来说，这会暴露我的性格。我脑海中浮现的第一句话是：“我们注定要奋斗（We are meant to struggle）。”我只是觉得，通过奋斗和挣扎，我们才能变得更好，好事才会发生，纽带才会形成。所以我不会回避这种生活体验。

---

**(01:07:39) Lenny**

**English:**

I'm going to guess that you're Jewish. I'm also Jewish. That feels like a very Jewish thing to say. I love it.

**中文翻译:**

我猜你是犹太人。我也是。这听起来非常像犹太人会说的话。我喜欢。

---

**(01:07:43) Noam Lovinsky**

**English:**

How would you guess, Lenny? It's literally written on my face. Yeah.

**中文翻译:**

你怎么猜到的，Lenny？这简直写在我脸上了。是的。

---

**(01:07:48) Lenny**

**English:**

Perfect. Last question. As the chief product officer at Grammarly, I'm curious what word you most often misspell?

**中文翻译:**

太完美了。最后一个问题：作为 Grammarly 的首席产品官，我很好奇你最常拼错的单词是什么？

**(01:07:57) Noam Lovinsky**

**English:**

The.

**中文翻译:**

The.

---

**(01:08:00) Lenny**

**English:**

You do T-E-H?

**中文翻译:**

你会拼成 T-E-H 吗?

---

**(01:08:01) Noam Lovinsky**

**English:**

T-E-H. Yeah, exactly. Yeah, yeah, yeah.

**中文翻译:**

T-E-H。没错，就是这样。是的，是的。

---

**(01:08:04) Lenny**

**English:**

Oh, man. Well, I find I misspell every word.

**中文翻译:**

天呐。好吧，我发现我每个词都会拼错。

---

**(01:08:04) Noam Lovinsky**

**English:**

Oh, that's funny.

**中文翻译:**

噢，那太逗了。

---

**(01:08:06) Lenny**

**English:**

I'm a terrible speller. I'm thankful for my... Oh, sorry. Go ahead.

**中文翻译:**

我拼写烂透了。我很感谢我的……噢，抱歉，你请说。

---

### (01:08:09) Noam Lovinsky

**English:**

I was about to say I have a product for you that can help with your spelling if you want.

**中文翻译:**

我正想说，如果你需要的话，我有一个产品可以帮到你的拼写。

---

### (01:08:13) Lenny

**English:**

I am an active Grammarly user. Not only that. I use every product you've worked on, I realize.

**中文翻译:**

我是 Grammarly 的活跃用户。不仅如此，我意识到我正在使用你工作过的每一个产品。

---

### (01:08:17) Noam Lovinsky

**English:**

Oh, nice.

**中文翻译:**

噢，太棒了。

---

### (01:08:17) Lenny

**English:**

Obviously, Meta and mostly Instagram of the Meta products. And obviously Grammarly now and YouTube. I have a YouTube channel. Check it out. Subscribe and follow. And Thumbtack. My wife is a big Thumbtack user. We found many pros on Thumbtack from all kinds of parts of the world.

(01:08:35):

Noam, thank you so much for being here. Two final questions. Where can folks find you online if they want to reach out and how can listeners be useful to you?

**中文翻译:**

显然有 Meta (主要是 Instagram)，当然还有现在的 Grammarly 和 YouTube。我有一个 YouTube 频道，大家可以去看看，订阅并关注。还有 Thumbtack，我妻子是 Thumbtack 的重度用户，我们通过它找到了很多来自世界各地的专业人士。

(01:08:35):

Noam，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？听众们能为你做些什么？

---

### (01:08:42) Noam Lovinsky

**English:**

Yeah. I'm pretty much @noaml everywhere online, so Twitter is probably the easiest. My DMs are open. And then how people can be useful to me is please use Grammarly, provide any feedback that you might have. And honestly, if I can be helpful in almost any way, feel free to reach out. I often will take those conversations and build those connections, and that is always very helpful for me as well.

**中文翻译:**

好的。我在网上的 ID 基本上都是 @noaml，所以 Twitter (X) 可能是最方便的，我的私信是开放的。至于大家能为我做什么：请使用 Grammarly，并提供任何你可能有的反馈。老实说，如果我在任何方面能帮到大家，请随时联系我。我经常会参与这些对话并建立联系，这对我也非常有帮助。

---

**(01:09:05) Lenny****English:**

No, thank you again so much for being here.

**中文翻译:**

Noam，再次感谢你的到来。

---

**(01:09:08) Noam Lovinsky****English:**

Of course. Have a good one, Lenny.

**中文翻译:**

不客气。祝你愉快，Lenny。

---

**(01:09:09) Lenny****English:**

Bye everyone.

**中文翻译:**

大家再见。

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**(01:09:10) Noam Lovinsky****English:**

Bye.

**中文翻译:**

再见。

---

**(01:09:12) Lenny****English:**

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**中文翻译:**

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