

# PETER DENG

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

ORIGINAL BY

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## Peter Deng - 双语对照

# Lenny's Podcast: Peter Deng (Bilingual Transcript)

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### [00:00:00] Lenny Rachitsky

#### English:

You built and led Facebook news feeds. You shipped the Messenger app as its own app. You launched ChatGPT Enterprise. What's an important lesson you've learned about what it takes to succeed building something from idea to one to billions?

#### 中文翻译:

你曾打造并领导了 Facebook 的 News Feed（信息流）团队。你将 Messenger 作为独立应用发布。你还推出了 ChatGPT 企业版。从一个创意到服务 1 个人，再到服务 10 亿人，在这个过程中，关于如何取得成功，你学到的最重要的教训是什么？

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### [00:00:12] Peter Deng

#### English:

You have to plan your chess moves out in advance. You have to really think before you act and build systems that were going to let you go sustainably faster.

#### 中文翻译:

你必须提前规划好你的“棋局”。在行动之前，你必须深思熟虑，并建立起能够让你持续提速的系统。

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### [00:00:21] Lenny Rachitsky

#### English:

What's the most counterintuitive lesson you've learned?

#### 中文翻译:

你学到的最违背直觉的教训是什么？

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### [00:00:24] Peter Deng

#### English:

Sometimes your product actually doesn't matter. At Uber, I learned this because, really, the price and the ETA (Estimated Time of Arrival) at Uber was the product. Looking at it from a holistic perspective, we humans consume the entirety of the product. It's not to say that you shouldn't fix the bug, but it doesn't have as much of an impact as something that is more important to people.

**中文翻译:**

有时候，你的产品本身其实并不重要。在 Uber 工作时我学到了这一点，因为对 Uber 来说，价格和 ETA（预计到达时间）才是真正的产品。从全局视角来看，我们人类消费的是产品的整体体验。这并不是说你不应该去修复 Bug，而是说 Bug 的修复对用户的影响，远不如那些对他们更重要的核心因素大。

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### [00:00:42] Lenny Rachitsky

**English:**

What's one specific thing you think will change in a big way with AI that people don't think enough about?

**中文翻译:**

关于 AI 将带来的重大变革，你认为哪一个具体领域是人们目前思考得还不够充分的？

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### [00:00:47] Peter Deng

**English:**

Education is going to change. My son, he was nine at the time, built a custom GPT that you can type in any topic and it would give you a sentence that had every letter of the English alphabet. Isn't that mind-blowing? I can already see his brain rewiring.

**中文翻译:**

教育将会发生改变。我儿子当时九岁，他建立了一个自定义 GPT，你可以输入任何主题，它就会生成一个包含英文字母表所有字母的句子。这难道不令人震惊吗？我能感觉到他的大脑思维方式正在重塑。

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### [00:01:00] Lenny Rachitsky

**English:**

What's one thing you look for in people you hire?

**中文翻译:**

你在招聘时最看重候选人的哪一点？

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### [00:01:03] Peter Deng

**English:**

In 6 months, if I'm telling you what to do, I've hired the wrong person. It helps me and the person operate on a different level where the goal is not, did you hit this OKR (Objectives and Key Results)? The Meta goal becomes, are we calibrating enough? Are we actually getting into a spot where in 6 months you're the one telling me what needs to be done?

**中文翻译:**

如果 6 个月后我还在告诉你该做什么，那我就招错人了。这种理念能帮助我和员工在不同的层面上运作，目标不再是“你是否达成了这个 OKR（目标与关键结果）？”，而是一个更深层的元目标（Meta goal）：“我们的校准是否充分？我们是否真的达到了这样一种状态——即 6 个月后，是由你来告诉我该做什么？”

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## [00:01:27] Lenny Rachitsky

### English:

Today my guest is Peter Deng. Peter is maybe the most under the radar impactful Product Leader that you have never heard of. I often say that the best product people are not the people on Twitter and LinkedIn sharing advice, but the people who don't have time to do that because they're too busy doing the work. Peter is the epitome of this.

### 中文翻译:

今天的嘉宾是 Peter Deng。Peter 可能是你从未听说过的、最“低调但有实力”的产品领袖。我常说，最优秀的产品人并不是那些在 Twitter 和 LinkedIn 上分享建议的人，而是那些忙于实干而没时间分享的人。Peter 就是这种人的典型缩影。

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## [00:01:40] Lenny Rachitsky (Continued)

### English:

He was VP of product at OpenAI where he oversaw product design and engineering for ChatGPT and helped ship ChatGPT Enterprise, voice, memory, desktop, custom GPTs and more. He also oversaw and built their first growth team. He was the first Head of Product at Instagram... He was also a Head of the Rider product team at Uber... He also spent nearly 10 years at Facebook as their 4th ever Product Manager...

### 中文翻译:

他曾担任 OpenAI 的产品副总裁，负责 ChatGPT 的产品设计和工程，并主导发布了 ChatGPT 企业版、语音功能、记忆功能、桌面版、自定义 GPT 等。他还组建并领导了他们的第一个增长团队。他是 Instagram 的首任产品负责人……他还曾担任 Uber 乘客端产品团队的负责人……他还在 Facebook 工作了近 10 年，是该公司的第 4 位产品经理……

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## [00:06:19] Peter Deng

### English:

Well, it feels really good. I'm here to speak more freely, but it's not really what you think. I'm not here to divulge any secrets from the companies. But naturally I'm kind of a storyteller, I'm kind of an introvert. So, this podcast, I feel like I have the ability to go deeper with you on any topic and kind of add the context. Because I think without some of the context, some of my spicy takes or whatnot might be taken out of context...

### 中文翻译:

这种感觉非常好。我来这里是为了更自由地表达，但可能不是你想的那样。我不是来泄露公司机密的。天性上我算是个讲故事的人，但也有点内向。所以在这个播客中，我觉得我有能力和你深入探讨任何话题并补充背景信息。因为我认为如果没有背景信息，我的一些“辛辣观点”可能会被断章取义……

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**English:**

Something I always tell guests, and I don't want people to take this out of context also, but I always describe myself as a reverse journalist where I want the guests to be the best version of themselves. I never want to catch people off guard or just say something they never meant to say.

**中文翻译:**

我总是告诉嘉宾一件事（我也不希望别人断章取义），我常把自己描述为一个“反向记者”：我希望嘉宾能展现出他们最好的一面。我从不想让别人措手不及，或者诱导他们说出不本意的话。