

# PHYL TERRY

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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## Phyl Terry - 双语对照

This bilingual document captures the key insights from Lenny Rachitsky's interview with Phyl Terry, author of *Never Search Alone*. The conversation explores how to apply product management principles to the job search process and the power of community-driven job hunting.

### [00:00:00] Phyl Terry

#### English:

When you're looking for a job, you need a spear and not a net. What happens when we're building a product? Same thing, right? We want this product to be for everyone, but we've learned with product market fit that doesn't work. We need a narrow, clear focus.

#### 中文翻译:

找工作时，你需要的是一把“鱼叉”，而不是一张“渔网”。我们在打造产品时也是如此，对吧？我们总希望产品能面向所有人，但从“产品市场契合度”（Product-Market Fit）的经验中我们学到，那样行不通。我们需要的是精准、清晰的聚焦。

### [00:00:16] Phyl Terry

#### English:

While it's hard to figure out your candidate market fit, it's also a relief to know it's not about you. So what I ask people to do is I ask them to think about what they want and what they don't want. Now, you might not think that that's a radical step, Lenny, but most people don't do that. When they get laid off, they spray and pray.

#### 中文翻译:

虽然摸索出你的“候选人市场契合度”（Candidate Market Fit）很难，但当你意识到这并非针对你个人时，也会感到一种解脱。所以我要求大家去思考：自己想要什么，以及不想要什么。Lenny，你可能觉得这算不上什么激进的步骤，但大多数人确实没做到。一旦被裁员，他们就开始“撒网式投递”（Spray and Pray），然后听天由命。

### [00:00:34] Phyl Terry

#### English:

There's no I in team. Well, there is an I in village, and the I in village is that when you start to interview and negotiate, you've got to be in charge. I want you to play to win, not not to lose.

#### 中文翻译:

俗话说“团队（Team）里没有‘我’（I）”。但在“村落（Village，指互助群体）”里是有“我”的。这个“我”意味着当你开始面试和谈判时，你必须掌握主导权。我希望你是“为赢而战”，而不是“为了不输而”。

战”。

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### [00:02:29] Phyl Terry

#### English:

That's great. We have some practical time-tested stuff that I've developed over the last 25 years with leaders in Silicon Valley, especially in the product community. We've really brought a product lens to reinventing the job search, Lenny.

#### 中文翻译:

太好了。我准备了一些经过时间考验的实用干货，这些是我过去 25 年里与硅谷领导者（尤其是产品社区的精英们）共同总结出来的。Lenny，我们实际上是用“产品视角”重新定义了求职这件事。

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### [00:02:56] Phyl Terry

#### English:

It's a support group of six to eight job seekers... And what they do is they commit to being with each other, to supporting each other, go through the process of looking for a job and I lay out a methodology, how to figure out your candidate market fit... Everyone, no matter who they are, Lenny, feels insecure and anxious in the job search. And if you do it alone, it magnifies that.

#### 中文翻译:

这（求职委员会）是一个由 6 到 8 名求职者组成的互助小组……他们的任务是承诺彼此陪伴、互相支持，共同经历求职的过程。我会提供一套方法论，教大家如何找到自己的“候选人市场契合度”……Lenny，无论是什么级别的人，在求职时都会感到不安和焦虑。如果你独自面对，这种焦虑会被无限放大。

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### [00:03:57] Phyl Terry

#### English:

So with Job Search Councils, there's this great hack... if you put anxious people together and ask them to be open and vulnerable and to ask for help... it actually flips the anxiety and the fear into hope, into motivation, into accountability and confidence.

#### 中文翻译:

所以“求职委员会”有一个绝妙的窍门……如果你把焦虑的人聚在一起，让他们敞开心扉、展现脆弱并请求帮助……这反而会将焦虑和恐惧转化为希望、动力、责任感和信心。

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### [00:04:44] Phyl Terry

#### English:

I set up my first council more than four years ago... But it goes all the way back to my mom. 1960... she put together a council of teachers. That group met for 50 years, 5-0, until the year she died. They worked together to ask for help and support each other in their careers. And Lenny, people say to me, "Does this Never Search Alone method work in a tough job market?" And I'll tell you, it comes out of tough job markets.

#### 中文翻译:

我在四年多前成立了第一个委员会……但这一切要追溯到母亲。1960 年……她组建了一个教师委员会。那个小组整整维持了 50 年，直到她去世那年。他们聚在一起寻求帮助，在职业生涯中互相扶持。Lenny，常有人问我：“这种‘永不独自求职’的方法在糟糕的就业市场下有效吗？”我会告诉他们，这套方法恰恰诞生于最艰难的市场环境。

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## [00:09:15] Phyl Terry

### English:

We have launched more than 2,000 of these Lenny, 2,000, and they're completely free, completely 100% free. It's volunteer-driven. We have hundreds of pages of tools. We've done a Slack community. We have a free matching program.

### 中文翻译:

Lenny，我们已经启动了 2000 多个这样的委员会，而且它们是完全免费的，100% 免费。这是由志愿者驱动的。我们提供了数百页的工具文档，建立了 Slack 社区，还有一个免费的匹配计划（帮助求职者组队）。