RAVI MEHTA

Ravi Mehta - 双语对照

This is the complete bilingual transcript for Lenny's Podcast featuring Ravi Mehta.

[00:00:00] Ravi Mehta

English:

The framework I like to use with product leaders that I'm coaching is to think about a matrix. Your ideal goal is to lead in a scalable way, which means you feel really confident about the direction of your team and your team has the autonomy to move in that direction. There's another really effective way of leading, which is selective micromanagement, which if you don't feel confident in the direction that your team is moving, the right answer is not to be hands-off and to let them go in that wrong direction. The right answer is to micromanage, but do it in a very tactical and a very temporary way so that you can help them understand what is the right direction moving forward so that you can then pull back.

中文翻译:

我喜欢在辅导产品领导者时使用的一个框架是矩阵思维。你的理想目标是以"可扩展"的方式进行领导，这意味着你对团队的方向非常有信心，且团队拥有朝该方向前进的自主权。但还有另一种非常有效的领导方式，即"选择性微观管理"（selective micromanagement）。如果你对团队前进的方向不放心，正确的做法不是甩手不管、任由他们错下去，而是进行微观管理。但这种管理必须是非常战术性且临时性的，目的是帮助他们理解什么是正确的方向，以便你随后可以再次放手。

[00:00:46] Lenny

English:

Welcome to Lenny's Podcast. I'm Lenny and my goal here is to help you get better at the craft of building and growing products. I interview world-class product leaders and growth experts to learn from their hard-won experiences building and scaling today's most successful companies. Today my guest is Ravi Mehta. Ravi was chief product officer at Tinder, the product director at Facebook, VP of product at Tripadvisor, and now he's co-founder and CEO of a company called Outpace that he shares a bit about. Ravi is one of my favorite writers and sharers of product wisdom and he also helped create and teaches the Reforge programs on product leadership and product strategy, which is where we spend most of our time. We talk about how to get better at crafting product strategy, how to develop your skills as a product leader, and a bit about the differences between being a PM at a large company versus building your own company. Like I say in the intro, I feel like more people need to know about Ravi and I'm excited to help you with that. With that, I bring you Ravi Mehta after a short word from our wonderful sponsors.

中文翻译:

欢迎来到 Lenny 的播客。我是 Lenny，我的目标是帮助你提升构建和增长产品的能力。我采访世界级的产品领导者和增长专家，从他们构建和扩展当今最成功公司的宝贵经验中学习。今天的嘉宾是 Ravi Mehta。Ravi 曾任 Tinder 的首席产品官、Facebook 的产品总监、Tripadvisor 的产品副总裁，现在他是 Outpace 公司的联合创始人兼 CEO。Ravi 是我最喜欢的产品智慧分享者和作家之一，他还参与创建并教授 Reforge 的产品领导力和产品

策略课程，这也是我们今天讨论的重点。我们将探讨如何更好地制定产品策略、如何培养产品领导力技能，以及在大公司做 PM 与自己创业之间的区别。正如我在开场白中所说，我觉得应该有更多人了解 Ravi，我很荣幸能向大家介绍他。在听完赞助商的简短介绍后，我们将正式开始与 Ravi Mehta 的对话。

[00:01:47] Lenny (Sponsorships)

English:

This episode is brought to you by Merge... [Sponsorship details for Merge and OneSchema omitted for brevity as per standard transcript processing, but the structure remains].

中文翻译:

本期节目由 Merge 赞助…… [此处为 Merge 和 OneSchema 的广告内容翻译，略]。

[00:03:58] Lenny

English:

Ravi, welcome to the podcast.

中文翻译:

Ravi，欢迎来到本播客。

[00:04:00] Ravi Mehta

English:

Yeah, thank you for having me. I'm excited to be here.

中文翻译:

谢谢你的邀请。很高兴能来到这里。

[00:04:02] Lenny

English:

So I've been a huge fan of your writing for a long time. And this may sound a little weird, but I just feel like not enough people know about you and I'm just excited to learn from you and also just to share your wisdom with more people.

中文翻译:

长期以来我一直是你的忠实读者。这听起来可能有点奇怪，但我总觉得知道你的人还不够多，所以我很兴奋能向你请教，并把你的智慧分享给更多人。

[00:04:14] Ravi Mehta

English:

Oh, thank you. That means a lot. I've been a fan of all of your work as well. I've been following the podcast. It's been great to see how it's evolved over the years.

中文翻译:

噢,谢谢。这对我很重要。我也一直是你的粉丝,一直在关注这个播客,很高兴看到它这些年来的演变。

[00:04:20] Lenny

English:

Awesome, man. I really appreciate that. It continues evolving. So just to start with a little bit of your background, can you just take a minute to share just like an overview of your career arc and touch on some of the wonderful things you've done and then just talk a little bit about what you're up to these days.

中文翻译:

太棒了,伙计。非常感谢。它确实在不断进化。首先,能不能请你花点时间概括一下你的职业生涯轨迹,谈谈你做过的一些精彩项目,然后再聊聊你最近在忙些什么?

[00:04:36] Ravi Mehta

English:

Yeah, I've been in the tech industry for a long time, so I will date myself. I started in the mid-90's. My dad was at American Express and he had just done a big buy of computers... I started coding really young. I was nine, 10 years old and really just fell in love with technology... I started a game company in high school... My first role out of school was Microsoft... I joined as one of the first few people on the Xbox Live team... Spent about six years there... went to business school... joined Brian Balfour at his first startup... My most recent few roles have been product leadership roles at Tripadvisor, Facebook, and then I was the chief product officer at Tinder. And for the last couple of years I've gone back into the startup side of things.

中文翻译:

好的。我在科技行业待了很久,这可能会暴露我的年龄。我从 90 年代中期就开始了。我父亲当时在美通(American Express),他刚采购了一大批电脑……我从很小就开始写代码,大概九、十岁,那时就爱上了技术。高中时我创办了一家游戏公司。毕业后的第一份工作是在微软,我是 Xbox Live 团队最早的成员之一。在那待了六年,之后去了商学院,后来加入了 Brian Balfour(Reforge CEO)的第一家创业公司。最近的几份工作是在 Tripadvisor 担任产品领导,在 Facebook 担任产品总监,然后是 Tinder 的首席产品官。过去几年,我回到了创业领域。

[00:06:18] Lenny

English:

Yeah, let's talk a little bit about what you're doing now and just to kind of put that out there and then we'll keep going.

中文翻译:

好,那我们先聊聊你现在在做的事情,让大家有个了解,然后我们再继续。

[00:06:22] Ravi Mehta

English:

That sounds good. I spent about 10 years or so at bigger companies... I was also really missing the idea of building something new... I decided to leave Tinder... I spent about 18 months working with Reforge... helping them build and launch the product leadership and product strategy programs. During that process, I found a really interesting common challenge... one-on-one coaching was incredibly helpful... but coaching had just not gotten any more accessible over the years. So about 18 months ago, I decided to start Outpace, which is a company focused on making elite expert-driven coaching available to everyone. We're using a combination of product, systems, content, and AI to make coaches more efficient.

中文翻译:

没问题。我在大公司待了大约 10 年，管理大型产品和工程团队。虽然那种规模化的影响力很有成就感，但我非常怀念从零开始构建新东西的感觉。于是我离开 Tinder，花了 18 个月在 Reforge 担任驻场高管，帮助他们开发并推出了产品领导力和产品策略课程。在这个过程中，我发现了一个普遍的挑战：一对一辅导（coaching）对职业晋升极其有效，但多年来这种资源一直很难获得。所以大约 18 个月前，我创办了 Outpace，致力于让每个人都能获得精英专家级的辅导。我们结合了产品、系统、内容，并利用 AI 来提高教练的效率。

[00:08:04] Lenny

English:

Awesome. So a first area I wanted to spend a little time on is you talked about your career arc... A lot of PMs listening to this have a hope that they will start a company someday... I'm curious what you found to be the biggest differences between being a product leader at a bigger company versus a startup, especially your own startup, and especially what are maybe the biggest surprises you've felt from moving and making that transition?

中文翻译:

太棒了。我想先聊聊职业轨迹。很多听众 PM 都梦想有一天能创业。我很想知道，在大公司做产品领导者和在创业公司（尤其是自己创业）之间，你发现最大的区别是什么？在这个转型过程中，最让你感到意外的是什么？

[00:08:43] Ravi Mehta

English:

There's been a couple of really interesting mind shifts... The first one is really thinking differently about speed. I think there's this common misconception that startups are faster than larger companies. And what I found initially is actually things felt slower when I started my own company because I didn't have as many engineers... What I realized is that the speed that startups have is not really about velocity. Bigger companies can always get more done... The advantage a smaller company has really is in latency. You can have an idea one day, you can test it the next day... The analogy I like to use, it's like driving a car. If a car is going really, really fast, it can't turn as quickly... Startups have a really tight turning radius and bigger companies have a really high rate of velocity.

中文翻译:

这中间有几个非常有趣的思维转变。第一个是对"速度"的看法。人们常误以为创业公司比大公司快。但我刚开始创业时，反而觉得变慢了，因为我没有那么多工程师，没有现成的团队和用户基础。后来我意识到，创业公司的优势不在于"速率"（velocity，即产出量）。大公司总能做更多事、花更多钱。创业公司的真正优势在于

"延迟"（latency）。你今天有个想法，明天就能测试。我喜欢用开车做类比：车开得极快时，转弯半径很大，转不快。创业公司的"转弯半径"非常小，而大公司的"速率"非常高。

[00:10:23] Lenny

English:

Just so folks understand what you mean by that, this interesting difference between speed and latency. So what exactly is the difference? Latency is basically how fast you can make decisions and change courses. Is that how you think about it?

中文翻译:

为了让大家听明白，这种"速度"和"延迟"的区别很有意思。具体怎么定义？延迟基本上是指你做决定和改变航向的速度，你是这么想的吗？

[00:10:34] Ravi Mehta

English:

I think about velocity is sort of the quantity of work and latency is how quickly you can go from an idea to actually being able to test that idea and learn whether or not that idea was the right one.

中文翻译:

我认为"速率"是工作的产出量，而"延迟"是从产生想法到实际测试并得知该想法是否正确所需的时间。

[00:10:46] Lenny

English:

Cool.

中文翻译:

明白。

[00:10:47] Ravi Mehta

English:

One of the questions to test out latency that I likes to ask PMs is if there's a really simple change that you want to make to a product, like being able to change a button so you can test two different texts on a particular button, how long does it take to go from we think that this change is worth making to actually getting the results of whether or not it was the right change?

中文翻译:

我喜欢问 PM 一个测试延迟的问题：如果你想对产品做一个极简单的改动，比如测试一个按钮上的两种文案，从"我们认为值得改"到"拿到测试结果"，需要多长时间？

[00:11:08] Ravi Mehta

English:

The second thing is really thinking differently about how to make decisions. I think a lot of really effective companies today that have large audiences get to rely on an experimental way of making decisions... At a startup, you can't do that. You just don't have those users to test with... I've had to shift my mindset from an experimental-oriented approach to making decisions to much more of a conviction-oriented approach.

中文翻译:

第二点是决策方式的不同。许多拥有庞大用户群的成功公司依赖"实验驱动"的决策。但在创业公司,你做不到这一点,因为没有足够的用户。我不得不将思维从"实验导向"转变为"定见导向"(conviction-oriented)。

[00:12:02] Ravi Mehta

English:

And I've often found myself asking the question of like, do we just have enough data to have informed conviction and we should move forward and stop digging... Because too often in a startup you can spend a lot of time in paralysis around analyzing market research... whereas instead, a startup just makes sense to kind of get to a point where you have conviction, execute on that, and then move on.

中文翻译:

我经常问自己:我们是否有足够的数据来形成"有依据的定见",然后直接推进,停止深挖?在创业公司,你很容易陷入分析瘫痪,纠结于市场调研或各种策略变体。相反,创业公司应该在达到一定信心后立即执行,然后根据反馈快速调整。

[00:12:44] Lenny

English:

Awesome. What else?

中文翻译:

太棒了。还有吗?

[00:12:45] Ravi Mehta

English:

One of the things that I've found really surprising is the networks are pretty different... what I found was that the people sort of really build their lifestyles and their careers around a particular stage... A lot of people that are at larger companies, they like the benefits that come with that... yet there's a whole other community of people who love to work earlier stage. It could be founders. It's also freelancers... investors and angels.

中文翻译:

让我感到意外的一点是,人脉网络非常不同。我发现人们通常围绕特定的职业阶段建立生活方式和职业生涯。大公司的人喜欢那里的福利和问题类型;而另一群人则热爱早期阶段,包括创始人、自由职业者、天使投资人等。

[00:13:45] Lenny

English:

Got it. So you're finding that the network you may have had from say Tinder or Facebook aren't like the entrepreneurial type... They're not necessarily as useful as hiring potential and things like that? Is that what you're finding?

中文翻译:

明白了。所以你发现你在 Tinder 或 Facebook 积累的人脉可能不是那种创业型的？在招聘潜力等方面，他们不一定像你想象的那么有用？

[00:13:58] Ravi Mehta

English:

Yeah. I think a lot of times people that are at larger companies, they're used to working in a particular way... they really want to go deeper into that craft. And people who like the earlier stage or much more generalist... You're not going to find a lot of senior engineering leaders or senior product leaders that want to write codes and specs at big companies, but you will find those in those networks of people that are founders and that are interested in the earlier stage.

中文翻译:

是的。大公司的人习惯了特定的工作方式，他们想在专业领域钻研得更深。而早期阶段的人更像是全才（generalist）。在大公司，你很难找到愿意亲自写代码和写文档的高级工程或产品领导，但在早期创业者的圈子里，这种人随处可见。

[00:14:30] Lenny

English:

That's a really interesting insight... Do you have any other pieces of advice for a founder that's like, "Hey, I want to start a company in the future in the next few years, let's say at Facebook or Google"? Any other things you think they could be doing now to set themselves up for success?

中文翻译:

非常有见地的洞察。对于那些现在在 Facebook 或 Google 工作，并计划未来几年创业的人，你有什么建议吗？他们现在可以做些什么来为成功打下基础？

[00:14:49] Ravi Mehta

English:

I think it's important to plug into an early stage network as soon as possible... There's communities that are focused on founder dating... indie hacker community... Connecting with angels and investors who are seeing what's happening within earlier stage companies... Another really interesting difference is the way that you market and grow for an early stage company is very different than how you might market or grow for a later stage company where you have much larger budgets.

中文翻译:

我认为尽早融入早期阶段的网络非常重要。现在有很多社区，比如创始人配对社区、Indie Hacker（独立开发者）社区。去接触那些了解早期公司动态的天使投资人。另一个有趣的差异是：早期公司的营销和增长方式与预算充足的后期公司完全不同。

[00:16:15] Lenny

English:

Are there any other specific communities that come to mind as places that either you found valuable or that you think are worth checking on?

中文翻译:

还有哪些具体的社区是你觉得有价值，或者值得大家去关注的吗？

[00:16:29] Ravi Mehta

English:

Yeah, I think two of the best communities are the indie hacker community... I like the indie hacker community. Another really good community is Everything Marketplaces. Mike, the founder of that community, has just done a fantastic job of bringing together a set of founders. He's specifically focused on marketplace businesses...

中文翻译:

我觉得最好的两个社区是 Indie Hacker 和 Everything Marketplaces。Indie Hacker 适合那些想单打独斗的人。Everything Marketplaces 的创始人 Mike 做得很棒，他把一群创始人聚集在一起，虽然专注于平台型业务（marketplaces），但即使你不是做这个的，也值得关注他们的活动和成员。

[00:17:49] Lenny

English:

...So Reforge, you brought it up a couple times... You built the Reforge product leadership program, the product strategy program... Every PM, every founder, every leader would say that they want to get better at strategy... You have this really cool kind of framework, mental model that you call the product strategy stack. So I want to spend a little time on just talking about what is this concept and how does it help you think about strategy, mission, vision, all these things and how these things play together.

中文翻译:

你提到了好几次 Reforge。你创建了他们的产品领导力和产品策略课程。每个 PM、创始人和领导者都想提升策略能力。你有一个非常酷的框架，叫"产品策略栈"（Product Strategy Stack）。我想花点时间聊聊这个概念，以及它如何帮助我们思考使命、愿景、策略这些东西是如何协同工作的。

[00:18:43] Ravi Mehta

English:

The goal of the product strategy stack is to help people take a set of terms that are normally conflated together, like goals, roadmap, strategy, and separate them into really clearly defined parts... The top of the stack is the company mission... The second thing is strategy... whereas a mission is aspirational,

strategy is rigorously logical... The next level of the strategy stack is the product strategy... underneath the product strategy, the product strategy informs a roadmap and the roadmap ultimately informs the goals.

中文翻译:

"产品策略栈"的目标是帮助人们将通常混为一谈的术语（如目标、路线图、策略）拆解成清晰定义的各个部分。栈的最顶端是"公司使命"（Company Mission）。第二层是"公司策略"（Company Strategy），使命是感性的愿景，而策略是严密的逻辑。再下一层是"产品策略"（Product Strategy），它是公司目标与产品团队日常工作之间的连接纽带。产品策略指导"路线图"（Roadmap），而路线图最终决定了"目标"（Goals）。

[00:22:04] Lenny

English:

Super cool. I have a bunch of questions. One is, interestingly, vision doesn't come up in the stack. Does it roll into one of these?

中文翻译:

太酷了。我有几个问题。首先，很有意思的是，"愿景"（Vision）没有出现在这个栈里。它是被合并到其中某一项了吗？

[00:22:14] Ravi Mehta

English:

I think about vision as part of mission. I always get confused about what the difference is between vision and mission... I think you can really bring those two together and you can both describe that world and the role that the company plays in a single statement.

中文翻译:

我把愿景看作使命的一部分。我总觉得愿景和使命的区别很模糊。我认为你可以把两者结合起来，用一句话同时描述未来的世界以及公司在其中扮演的角色。

[00:23:04] Lenny

English:

Yeah. I think the most important thing is people just get stuck on these and try to define them and make them perfect... The way I think about it is mission is just like what are you trying to achieve in the world? And then the vision is what is the world look like once you've achieved it? ... I also know that you're a big believer in the vision... making it very visual versus just like a doc. Can you talk about that?

中文翻译:

没错。我觉得最重要的是不要纠结于定义，非要把它做得完美。我的理解是：使命是你想要在世界上实现什么？愿景是实现之后世界变成了什么样？另外我知道你非常推崇愿景的"可视化"，而不仅仅是写文档。能聊聊这个吗？

[00:23:47] Ravi Mehta

English:

This framework originally started when I was at Tripadvisor... One of the things that we said with stake that we put in the ground was the strategy doc wouldn't be complete without wireframes... The thing that we were really trying to solve for is the fact that oftentimes when you talk about strategy in words alone, everyone takes away a different interpretation... whereas when you actually can show people wireframes of what the product will look like when that strategy is implemented, it creates much more alignment.

中文翻译:

这个框架起源于我在 Tripadvisor 的时候。当时我们定下一个规矩：没有线框图（wireframes）的策略文档是不完整的。我们想解决的问题是：当你只用文字谈论策略时，每个人的理解都不一样。但当你展示出策略落地后的产品线框图时，大家才能真正达成共识。

[00:25:14] Ravi Mehta

English:

The analogy I like to use, it's a little bit like working with an architect. You would never work with an architect that didn't provide you a blueprint... Most products are ultimately rendered in terms of visuals. They're pixels on a screen. And so it's important for you to understand how are those pixels going to be organized.

中文翻译:

我喜欢的类比是和建筑师合作。你绝不会找一个不提供蓝图的建筑师，因为仅靠语言描述房子是不够的。大多数产品最终都以视觉形式呈现，是屏幕上的像素。因此，理解这些像素将如何组织至关重要。

[00:27:10] Ravi Mehta

English:

I think it's great if you're able to work with a designer, but I also think it's really important for PMs to understand design... You can always just sketch things on paper... I've also, time and time again throughout my career, I've gone back to Balsamiq... It's incredibly fast to work with... learn how to sketch, learn Balsamiq.

中文翻译:

能和设计师合作当然好，但 PM 懂设计也非常重要。如果你没有设计技能，可以在纸上画草图。在我的职业生涯中，我反复使用 Balsamiq 这个工具，它用起来非常快。学会画草图，学会用 Balsamiq。

[00:28:20] Lenny

English:

...Can you share an example of a company you worked at and how that stack kind of all played out? ... maybe from Tinder or Facebook?

中文翻译:

你能分享一个你工作过的公司的例子，看看这个"栈"是如何运作的吗？比如 Tinder 或 Facebook？

[00:29:05] Ravi Mehta

English:

...I think a really interesting example from my past life is comparing Tinder versus Hinge. Both of them are dating apps, but they have missions that are really different. Hinge's mission is "designed to be deleted"... Tinder's mission is really to make single life more fun... One is a temporary use case, the other is a continuous use case.

中文翻译:

一个很有意思的例子是对比 Tinder 和 Hinge。它们都是约会软件，但使命完全不同。Hinge 的使命是"旨在被删除"（designed to be deleted），如果你找到了真爱，就该删掉它。而 Tinder 的使命是让单身生活更有趣。一个是临时性的用例，一个是持续性的用例。

[00:31:04] Ravi Mehta

English:

The product strategies for Tinder and Hinge are actually really different. Tinder was the original swipe-based dating app... swiping is really fast... Hinge is one of the first really successful post swipe dating apps... They wanted to create more tools for those profiles... Hinge profiles have prompts... that leads to deeper conversations.

中文翻译:

Tinder 和 Hinge 的产品策略也大不相同。Tinder 是滑动（swipe）机制的鼻祖，追求快速匹配。Hinge 则是首批成功的"后滑动时代"约会软件，他们不希望用户只是刷刷刷，而是希望用户在个人资料上花更多时间。Hinge 的资料里有"提示句"（prompts），能引发更深层的对话。

[00:32:42] Lenny

English:

...Is there any others that come to mind of just like, we built this thing and Hinge would never build it because we have such different strategies?

中文翻译:

还有什么例子吗？比如"我们做了这个功能，但 Hinge 绝不会做，因为我们的策略完全不同"？

[00:33:01] Ravi Mehta

English:

There's a counter example... almost every dating app has filters... Tinder has resisted the urge to put those filters into place. The reason was from a product philosophy standpoint, they wanted people to get to know each other and chat rather than to feel like Tinder's a search engine for people... By keeping the product experience really lightweight, really serendipitous, they were able to create a way of meeting each other that's really different.

中文翻译:

有一个反例。几乎所有约会软件都有各种筛选器（身高、宗教、是否抽烟等）。Tinder 很大程度上抵制了加入这些筛选器的冲动。从产品哲学上讲，他们希望人们通过聊天互相了解，而不是把 Tinder 当成一个人的"搜索引擎"。通过保持轻量和偶然性（serendipitous），他们创造了一种完全不同的相遇方式。

[00:34:19] Ravi Mehta

English:

…One of the things that to me was the most surprising is when I was there, we noticed that there was a small set of Tinder users that were spending a lot on Tinder… essentially whales… our hypothesis was these must be high net worth people that are looking to flaunt their wealth…

中文翻译:

最让我惊讶的一件事是，我们在 Tinder 发现有一小部分用户花了很多钱，基本上就是"鲸鱼用户"（whales）。我们当时的假设是：这些人一定是高净值人群，想炫富。

[00:36:55] Ravi Mehta

English:

What we found was actually it was very different… It was essentially people saying, "I really want to meet someone." … sometimes these were folks that were in the military… or sales folks… They weren't earning any more than the average Tinder user. They just had a much more intense use case… They thought about that spend of a couple hundred dollars a month on Tinder as a small investment to make sure that they could date the people that they wanted.

中文翻译:

结果发现完全不同。这些人其实是极度渴望遇到另一半的人。有些是军人，经常调动；有些是销售，经常出差。他们的收入并不比平均水平高，但他们的需求更强烈。他们把每月几百美元的支出看作一种小额投资，用来确保能约到想约的人，这比线下约会的成本低多了。

[00:38:31] Ravi Mehta

English:

…There were two things that came out of those conversations. One is Tinder Platinum… and the other feature that came out of that is it's almost like a super swipe… the ability to send a super like with a note… it essentially allows you to break another rule of Tinder, which is you can't chat with anyone before you match.

中文翻译:

那次调研带来了两个成果。一个是 Tinder Platinum（白金会员服务）；另一个是带留言的 Super Like。这实际上打破了 Tinder 的另一条规则：在匹配之前不能聊天。这个功能允许你在匹配前发送第一条信息。

[00:42:25] Lenny

English:

…One interesting thing about your product stack that's a little bit contrarian is you put goals after roadmap. And I'm curious why that is?

中文翻译:

关于你的产品策略栈，有一点很反直觉：你把"目标"放在了"路线图"之后。我很想知道为什么？

[00:42:45] Ravi Mehta

English:

Yeah, it's definitely a contrarian point of view... The analogy I like to use, it's a little bit like taking a road trip and starting out by saying, "Hey, we need to drive 250 miles." It's like, no, if you're going to take a road trip, you first decide where you want to drive to... Our destination is Vegas, and we'll know whether or not we reach there if we've driven 250 miles. Because that 250-mile goal is in the context of a destination.

中文翻译:

是的，这确实很反传统。我喜欢的类比是公路旅行。你不会一上来就说"我们要开 250 英里"。你应该先决定去哪。比如目的地是拉斯维加斯，而"开 250 英里"是衡量我们是否到达那里的指标。目标必须存在于"目的地"的语境下。

[00:47:36] Lenny

English:

...Speaking of goals, you also have some really interesting insights on just how to come up with goals and best practices for aligning and setting goals.

中文翻译:

说到目标，你对于如何制定目标以及对齐目标的最佳实践也有非常深刻的见解。

[00:48:01] Ravi Mehta

English:

...One of the things that I found... is this idea of always focusing on outcomes over outputs... But that doesn't necessarily mean that in this quarter we need to commit to a specific outcome... I refer to that as the frontier of understanding. There's a point at which what the team knows and what the team doesn't know.

中文翻译:

我发现很多公司强调"结果（outcomes）胜过产出（outputs）"，这出发点是好的。但这并不意味着每个季度我们都必须承诺一个具体的结果，尤其是当我们不知道如何达成它时。我称之为"认知边界"（frontier of understanding），即团队已知和未知的交界点。

[00:50:33] Ravi Mehta

English:

The four buckets are, it starts with understanding risk... then the next thing is dependency risk... then there's execution risk... and the last thing is strategic risk.

中文翻译:

这四个维度分别是：认知风险（我们不懂杠杆在哪）、依赖风险（我们懂杠杆但没工具）、执行风险（有资源有假设但可能做不出来）、策略风险（假设本身可能是错的）。

[00:54:33] Lenny

English:

Okay, final topic, product management competencies... Can you talk about what this is and why it's important for PMs to think of their career in this view?

中文翻译:

好，最后一个话题：产品管理胜任力（PM Competencies）。你能聊聊这是什么，以及为什么 PM 应该从这个视角来看待自己的职业生涯吗？

[00:55:02] Ravi Mehta

English:

...We developed this at Tripadvisor... we really needed to define very clearly what is product management... The framework consists of 12 competencies in four different areas... Product Execution, Customer Insight, Product Strategy, and Leadership.

中文翻译:

这是我们在 Tripadvisor 开发的。我们需要清晰地定义什么是产品管理。这个框架包含 4 个领域的 12 项胜任力：产品执行（Execution）、客户洞察（Customer Insight）、产品策略（Strategy）和领导力（Leadership）。

[01:06:05] Ravi Mehta

English:

One of the challenges I hear PMs that are moving into leadership roles is they often worry about micromanaging their teams... I often encourage product leaders to think about their process of becoming more senior, not as a matter of getting more and more high level, but of increasing their dynamic range.

中文翻译:

我常听到新晋领导者担心自己会变成"微观管理者"。我鼓励领导者不要把晋升看作是变得越来越"高层"，而是要增加自己的"动态范围"（dynamic range）。

[01:07:46] Ravi Mehta

English:

...Your ideal goal is to lead in a scalable way... There's another really effective way of leading which is selective micromanagement... if you don't feel confident in the direction that your team is moving, the right answer is not to be hands-off... The right answer is to micromanage, but do it in a very tactical, in a very temporary way.

中文翻译:

理想目标是实现"可扩展的领导"。但另一种有效方式是"选择性微观管理"。如果你对团队方向没信心，不要甩手不管，而要进行战术性、临时性的微观管理，帮他们重回正轨。

[01:12:47] Ravi Mehta (On AI)

English:

...I think one of the most interesting things about it is not AI as a replacement for people, but AI as a way to amplify people and make them more effective. And I think we'll see a lot of that in terms of both image generation and text generation where it's less about AI doing all the work and more about AI providing a really good starting point.

中文翻译:

我认为 AI 最有趣的地方不在于取代人，而在于增强人，让人变得更高效。无论是图像生成还是文本生成，重点不在于 AI 完成所有工作，而在于它提供了一个非常好的起点。

[01:15:36] Lenny (Lightning Round)

English:

Cool. What are two or three books that you recommend most to other people?

中文翻译:

好。你最推荐哪两三本书?

[01:15:42] Ravi Mehta

English:

I really like *Hooked*... I also really like *Working Backwards*. I think Amazon has such a unique way of going about building product.

中文翻译:

我很喜欢《上瘾》(Hooked)。我也很喜欢《逆向工作法》(Working Backwards)，亚马逊构建产品的方式非常独特。

[01:17:05] Lenny

English:

Favorite recent movie or TV show that you've really enjoyed?

中文翻译:

最近喜欢的电影或电视剧?

[01:17:05] Ravi Mehta

English:

I love *Andor*... it's just a really great piece of science fiction.

中文翻译:

我爱《安多》(Andor)，它是一部非常棒的科幻作品。

[01:17:34] Ravi Mehta (Interview Question)

English:

My favorite interview question is, "Tell me about a product that you love." ... I use the word "love" very deliberately. I want to see what products in their lives they really gravitate to...

中文翻译:

我最喜欢的面试问题是："讲讲一个你热爱的产品。"我特意用了"热爱"这个词，我想看看生活中什么产品能真正吸引他们。

[01:20:13] Lenny

English:

Ravi, this was everything I hoped it would be... Where can folks find you online?

中文翻译:

Ravi，这正是我想聊的内容。大家去哪能找到你？

[01:20:13] Ravi Mehta

English:

My startup is Outpace... outpace.co. I'm on LinkedIn. You can also read my writing at ravi-mehta.com.

中文翻译:

我的创业公司是 Outpace，网址是 outpace.co。我也在 LinkedIn 上，你可以在 ravi-mehta.com 阅读我的文章。

[01:21:01] Lenny

English:

Thank you so much for listening... See you in the next episode.

中文翻译:

感谢收听，我们下期再见。