SAM SCHILLACE

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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Sam Schillace - 双语对照

Lenny's Podcast: Sam Schillace (Microsoft CTO & Google Docs Inventor)

播客访谈：Sam Schillace（微软 CTO 兼 Google Docs 创始人）

[00:00:00] Sam Schillace

English:

We tend to undervalue the things we're good at. We tend to think work has to be unpleasant. And so if something is easy and fun, we don't tend to think it's valuable. So I think lots of people gravitate in this direction of like, let's go do unpleasant things and grind our way through the career because that's the way to make it. But the reality is you should go do the thing that you feel guilty to get paid for, if there's a thing like that, and do the hell out of it, right? Do it as hard as you can. If you get pleasure from doing something that people want to pay you for, do it the best you can do it, as hard as you can do it. And if that's messing around and playing around with cool ideas, do the hell out of that. Work doesn't necessarily have to be hard.

中文翻译:

我们往往会低估自己擅长的事情。我们总觉得工作必须是痛苦的，所以如果某件事做起来既轻松又有趣，我们就不认为它有价值。因此，很多人会倾向于选择去做那些不愉快的事，在职业生涯中苦苦煎熬，认为这才是成功的必经之路。但现实是，你应该去做那些让你觉得"拿薪水都拿得有点愧疚"的事（因为太有趣了），然后把它做到极致。如果你做某件事能获得快乐，而别人又愿意为此付钱，那就竭尽全力把它做到最好。如果你的兴趣在于瞎琢磨、玩转各种酷炫的创意，那就全身心投入进去。工作并不一定非得是痛苦的。

[00:00:37] Lenny

English:

Today my guest is Sam Schillace. Sam has an incredible resume that is very hard to summarize succinctly. I'll give it a shot. Currently, he is corporate vice president and deputy chief technology officer at Microsoft, where he leads efforts in the consumer product space, infrastructure, and AI. Sam is most known for basically inventing Google Docs with his company Writely, which was acquired by Google, and became the foundation for what is now Google Workspace, which currently has over one billion active users a month. After joining Google, Sam ended up responsible for many of Google's consumer applications, including parts of Gmail, Maps, Automotive, Groups, Reader, and more.

中文翻译:

今天的嘉宾是 Sam Schillace。Sam 的履历极其惊人，很难用几句话概括，但我试一下。目前，他是微软的副总裁兼副首席技术官（Deputy CTO），负责领导消费级产品、基础设施和 AI 领域的工作。Sam 最著名的成就归功于他创立的公司 Writely，他基本上是凭此发明了 Google Docs。Writely 后来被 Google 收购，成为了如今 Google Workspace 的基石，目前该产品的月活跃用户已超过 10 亿。加入 Google 后，Sam 负责了许多消费级应用，包括 Gmail、地图、车载系统、Groups、Reader 等等。

[00:03:51] Sam Schillace

English:

A really fun fact about you is that apparently you have the very first Google Doc file... Does it still work in today's Google Docs? And what is in this document?

...Yeah, it does actually still work. It's pretty funny. Writely was the company that did Google Docs. Yeah, it still works. And it's funny though because it's like the document of DCS (Document Collaboration System), right? So we started off 2005, wrote this thing in C#, which is a little known... It was pre-cloud, so we had three file servers that we rented that were Windows machines in a data center in Texas with a sysadmin in the Philippines running them.

中文翻译：

（Lenny：关于你有一个很有趣的事实，你似乎保留了第一个 Google Doc 文件……它在今天的 Google Docs 里还能打开吗？里面写了什么？）

是的，它确实还能用，这挺有意思的。Writely 是开发 Google Docs 的前身公司。它确实还能运行。有趣的是，它就像是文档协作系统的"元文档"。我们从 2005 年开始，用 C# 语言写了这个东西，这很少有人知道。那是"前云时代"，我们租了三台运行 Windows 系统的文件服务器，放在德克萨斯州的一个数据中心，由一名在菲律宾的系统管理员负责维护。

[00:06:12] Sam Schillace

English:

When we migrated in to Google, we were very sneaky about it, and we put the site into "maintenance mode" for eight hours on a Sunday, where everything was just read-only. And then we migrated all the data and moved everything and brought the new system up. And three days after that, Sergei was in a meeting with me and he's like, "So when are you guys going to move over to Google infrastructure?" And I got to tell them, "Oh yeah, we did it this weekend." No one noticed.

中文翻译：

当我们迁移到 Google 的基础设施时，我们做得非常隐蔽。我们在一个周日把网站设为 8 小时的"维护模式"，所有内容都变为只读。然后我们迁移了所有数据，启动了新系统。三天后，谢尔盖（Sergey Brin，Google 创始人）在会上问我："你们打算什么时候搬到 Google 的架构上？"我告诉他："噢，我们这周末已经搞定了。"完全没人察觉到。

[00:06:46] Sam Schillace (On Disruptive Innovation)

English:

I think there's this really deep thing that people have where if something is disruptive of your worldview, it feels threatening, and you have this very stark choice to make that's either you're wrong or it's wrong. And humans are storytellers. It's very easy for us to tell stories about why something is right or wrong if

we're motivated to. And so I call these why-not questions. People ask these why-not questions a lot. So a new thing pops up, and if you're not ready to receive it... you come up with a why-not question.

...I think the more interesting ones are the what-if questions, like, what if this does work? Just use your imagination. Think about, how far can I extend the curve?

中文翻译:

我认为人们内心深处有一种本能：如果某件事颠覆了你的世界观，你会感到威胁，并面临一个非常残酷的选择——要么是你错了，要么是它错了。人类是天生的"讲故事者"，如果我们有动机，很容易就能编出一套理论来解释为什么某件事是对的或错的。我把这称为"为什么不（质疑式）"问题。人们经常问这种问题。当一个新事物出现，如果你还没准备好接受它，你就会抛出一个"为什么不"的问题（来否定它）。

……我觉得更有趣的是"如果……会怎样（设想式）"问题。比如，如果这真的行得通呢？发挥你的想象力，思考一下：我能把这条曲线延伸多远？

[00:09:26] Sam Schillace (On Optimism)

English:

I have this kind of mantra now that there's just not that much of a prize for being pessimistic and right, particularly in a moment like this. It's much better to be optimistic and wrong than pessimistic and right, I think.

...One of the other ones that I like to keep in mind is every new idea looks dumb at first. Unfortunately, the dumb ideas also look dumb at first. But the more disruptive they are, the more dumb you're going to feel they are. If you hear people saying something's a "toy", that's often a really good signifier that it's actually something real and threatening.

中文翻译:

我现在有这样一个座右铭：即使你悲观且预料对了，也没什么大奖等着你，尤其是在当下这种时刻。我认为，做一个"乐观但错了"的人，比做一个"悲观但对了"的人要好得多。

……我常记在心头的另一件事是：每一个伟大的新创意最初看起来都很蠢。不幸的是，那些真的很蠢的创意最初看起来也很蠢。但一个创意越具颠覆性，你就会觉得它越蠢。如果你听到人们说某个东西只是个"玩具"，这通常是一个很好的信号，说明它其实是具有威胁性的真家伙。

[00:11:52] Sam Schillace (On Impact)

English:

That bifurcation of love it, hate it, is really how you have an idea of whether you have impact in what you're building. If you get more of the bell curve of modern indifference and maybe mild like and mild dislike, that's an incremental product. That's not really disrupting anything. But if you look at something like ChatGPT where the entire world is like, "This is amazing." Or, "This is terrible." And there's not a whole lot in between, that's a very good signifier of it being truly impactful and disruptive.

中文翻译:

这种"极度热爱"与"极度厌恶"的两极分化，才是判断你所构建的产品是否有影响力的标准。如果你得到的是正态分布曲线——大多数人漠不关心，或者只是温和地喜欢或不喜欢——那这只是一个渐进式的改进产品，并没有真正颠覆任何东西。但看看像 ChatGPT 这样的东西，全世界要么觉得"这太神奇了"，要么觉得"这太可怕了"，中间地带很少。这就是它具有真正影响力和颠覆性的有力证明。

[00:13:18] Sam Schillace (On Generative AI)

English:

What if this is really the second Industrial Revolution where, in the first one, we had a surplus of physical energy beyond just our bodies and things like water wheels, and now we have a surplus of cognitive energy beyond just our brains, right? And that's a really transformational idea. So I'm completely in that mode right now, honestly. I think that's just the right mindset for something that's obviously this disruptive.

中文翻译:

如果这真的是第二次工业革命呢？在第一次工业革命中，我们获得了超越肉体和水车等自然动力的盈余物理能量；而现在，我们获得了超越人类大脑的盈余认知能量。这是一个真正具有变革性的想法。坦白说，我现在完全处于这种思维模式中。对于如此显而易见的颠覆性事物，我认为这才是正确的态度。

[00:18:26] Sam Schillace (On Experimentation)

English:

The fact that our tools were sharp and I could say, "Let's do this thing." And it only takes a couple of days to get it on its feet and see how it feels, it's kind of a form of optimism, right? If you're super pessimistic, you can be like, "Even that's not worth it. Two days is a waste of time." So there's always a little bit of a leap of faith. And then you want to make those as consumable as possible. You want to be able to try things out quickly and learn things and do these experiments.

中文翻译:

我们的工具非常锋利，我可以随口说："咱们试试这个吧。"然后只需要几天时间就能把它跑起来，看看感觉如何。这其实也是一种乐观主义，对吧？如果你极度悲观，你会觉得："这都不值得试，两天时间也是浪费。"所以，你总是需要一点点"信念的跃迁"（Leap of faith）。然后，你要让这些尝试的成本尽可能低，这样你就能快速测试、学习并完成这些实验。