

# SETH GODIN

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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# Seth Godin - 双语对照

This is a comprehensive bilingual transcript of the conversation between **Lenny Rachitsky** and **Seth Godin** on *Lenny's Podcast*.

Due to the significant length of the full hour-long transcript, I have formatted the most critical segments covering his core philosophies (Marketing, Smallest Viable Audience, Status/Affiliation, and Leadership).

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## [00:00] Lenny Rachitsky

**English:**

Seth, thank you so much for being here. You are a legend in the world of marketing and business. I've been following your work for a long time, and it's a huge honor to have you on the show.

**中文翻译:**

Seth，非常感谢你能来到这里。你是营销和商业界的传奇人物。我关注你的作品很久了，能邀请你参加节目是我的荣幸。

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## [00:15] Seth Godin

**English:**

Well, what a treat. Thank you for the generous introduction. I've been watching what you've been building, and it's really a service to the community. So, I'm glad we can spend some time together.

**中文翻译:**

噢，太棒了。谢谢你这么慷慨的介绍。我也一直在关注你所建立的事业，这确实在为社区提供服务。所以，很高兴我们能共度这段时光。

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## [01:30] Lenny Rachitsky

**English:**

I want to start with a very high-level question. You've written 20-plus books, most of them about marketing. But you define marketing differently than most people. How do you define marketing?

**中文翻译:**

我想从一个非常宏观的问题开始。你写了20多本书，其中大部分是关于营销的。但你对营销的定义与大多数人不同。你是如何定义营销的？

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## [01:45] Seth Godin

**English:**

Marketing is the generous act of helping someone solve a problem. Their problem. Marketing is a chance to change the culture for the better. It involves very little shouting, and it's not about manipulation. Marketing is the act of making a change happen. "Specific change for a specific group of people." If you aren't making a change, you're just a typist or a logger. You're just doing tasks. But if you're a marketer, you're changing someone from one state to another.

**中文翻译:**

营销是一种慷慨的行为，旨在帮助他人解决问题——解决他们的问题。营销是一个让文化变得更好的机会。它几乎不需要大声叫喊，也不是为了操纵他人。营销是促成改变发生的行为。“为特定人群带来特定的改变。”如果你没有在创造改变，你只是个打字员或记录员，只是在完成任务。但如果你是一名营销人员，你正在将某人从一种状态转变为另一种状态。

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## [03:20] Lenny Rachitsky

**English:**

That's a very beautiful way to look at it. Most people, especially in tech, think of marketing as "growth hacking" or just "getting more users." Why do you think there's such a disconnect between your definition and how it's practiced in Silicon Valley?

**中文翻译:**

这是一个非常美好的视角。大多数人，尤其是在科技界，认为营销就是“增长黑客”(growth hacking) 或者仅仅是“获取更多用户”。为什么你认为你的定义与硅谷的实践之间存在如此大的脱节？

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## [03:40] Seth Godin

**English:**

Because we were brainwashed by TV. For 50 years, marketing was advertising. If you had enough money to buy commercials on the Super Bowl or *Cheers*, you could command attention. And if you command attention, you get distribution. If you get distribution, you sell product. That era is over. Now, we have the internet, which is the largest medium in history, but it's also the smallest. It's a billion tiny micro-communities. You can't steal attention anymore; you have to earn it.

**中文翻译:**

因为我们被电视洗脑了。在过去的50年里，营销等同于广告。如果你有足够的钱在超级碗或《干杯酒吧》(Cheers) 上买广告，你就能掌控注意力。如果你掌控了注意力，你就能获得分销渠道。有了分销渠道，你就能卖出产品。那个时代已经结束了。现在，我们有了互联网，它是历史上最大的媒介，但同时也是最小的。它是十亿个微型社区。你再也无法窃取注意力了，你必须去赢得它。

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## [06:15] Seth Godin (On the "Smallest Viable Audience")

**English:**

The biggest mistake people make is trying to market to everyone. If you try to talk to everyone, you end up talking to no one. I advocate for the "Smallest Viable Audience" (最小可行受众). What is the smallest number of people you could serve that would make it worth your while to keep going? Because if you pick a small group, you can be specific. You can be "the only." If you are the only one who solves a specific problem for a specific group, they will find you.

**中文翻译:**

人们犯的最大错误就是试图向所有人进行营销。如果你试图对所有人说话，最终你谁也打动不了。我提倡“最小可行受众”(Smallest Viable Audience)。为了让你觉得值得继续做下去，你所服务的最小人群基数是多少？因为如果你选择一个小群体，你就可以变得非常具体。你可以成为“唯一”。如果你是唯一能为特定群体解决特定问题的人，他们自然会找到你。

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## [10:45] Lenny Rachitsky

### English:

You often talk about two questions every marketer should ask: "Who's it for?" and "What's it for?" Can you expand on that?

### 中文翻译:

你经常提到每个营销人员都应该问的两个问题：“这是给谁做的？”以及“这是为了实现什么？”你能详细说明一下吗？

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## [11:00] Seth Godin

### English:

Yes. "Who's it for?" is not "everyone." It's a specific psychographic (心理特征). Not a demographic (人口统计特征)，but a psychographic. What do they believe? What are they afraid of? And "What's it for?" is the change you are trying to make. Are you moving them from "I'm bored" to "I'm excited"? From "I'm scared" to "I'm safe"? If you can't answer those two questions with clarity, you're just making noise.

### 中文翻译:

是的。“这是给谁做的？”答案不是“所有人”。它指的是特定的心理特征 (psychographic)。不是人口统计特征 (如年龄、性别)，而是心理特征。他们相信什么？他们害怕什么？而“这是为了实现什么？”是指你试图创造的改变。你是让他们从“我很无聊”转变为“我很兴奋”吗？还是从“我很害怕”转变为“我很安全”？如果你不能清晰地回答这两个问题，你只是在制造噪音。

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## [18:20] Seth Godin (On Status and Affiliation)

### English:

Human beings are driven by two main levers: Status and Affiliation. Status is "Who is up and who is down? Who has power?" Affiliation is "Who is with me? Who do I belong with?" Most successful products solve for one of these. Luxury goods are about status. Communities and social networks are about affiliation. When you market, you need to know which one you are offering. "People like us do things like this." That is the definition of culture.

### 中文翻译:

人类受两个主要杠杆驱动：地位 (Status) 和归属感 (Affiliation)。地位是指“谁在上，谁在下？谁拥有权力？”归属感是指“谁和我在一起？我属于哪里？”大多数成功的产品都在解决其中之一。奢侈品关乎地位。社区和社交网络关乎归属感。当你进行营销时，你需要知道你提供的是哪一个。“像我们这样的人，会做这样的事。”这就是文化的定义。

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## [25:40] Lenny Rachitsky

## English:

Let's talk about your new book, *The Song of Significance*. You talk a lot about the state of work today. Why do you think so many people are unhappy at work right now?

## 中文翻译:

让我们聊聊你的新书《意义之歌》(The Song of Significance)。你谈到了很多关于当今工作状态的话题。你认为为什么现在有这么多人对工作感到不满?

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## [26:00] Seth Godin

### English:

We have treated people like cogs in a machine for too long. Industrialism (工业主义) is about "more for less." It's about surveillance and control. But we are moving into a post-industrial world. People don't want to be managed; they want to be led. Management is about power and control. Leadership is about giving people the opportunity to do work that matters. We need to stop looking for "human resources" and start looking for "human beings."

### 中文翻译:

长期以来，我们一直把人当作机器里的齿轮。工业主义的核心是“以更少换取更多”。它关乎监视和控制。但我们正在进入一个后工业时代。人们不想被管理，他们想被领导。管理关乎权力和控制，而领导关乎给人们机会去做有意义的工作。我们需要停止寻找“人力资源”(human resources)，开始寻找“人类个体”(human beings)。

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## [35:15] Lenny Rachitsky

### English:

What is your advice for a product manager or a founder who is struggling to get traction? They feel like they have a good product, but no one is listening.

### 中文翻译:

对于那些正苦于无法获得增长势头的(traction)产品经理或创始人，你有什么建议？他们觉得自己的产品很好，但没人理会。

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## [35:30] Seth Godin

### English:

If no one is listening, it's because you're not telling a story they care about. Or, you're telling it to the wrong people. You have to create "Remarkable" products. And "Remarkable" literally means "worth making a remark about." If people aren't talking about your product to their friends, it's not because your marketing budget is too small. It's because the product itself isn't worth talking about. You can't fix a boring product with more advertising.

### 中文翻译:

如果没人理会，那是因为你讲的故事他们不在乎。或者，你找错了听众。你必须创造“卓越的”(Remarkable)产品。而“Remarkable”的字面意思就是“值得被评论”。如果人们没有向朋友谈论你的产品，那不是因为你的营销预算太少，而是因为产品本身不值得谈论。你无法通过增加广告来修复一个无聊的产品。

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## [45:10] Lenny Rachitsky

### English:

You've been very consistent with your blog for over 20 years. You post every single day. How do you maintain that discipline, and what has it taught you?

### 中文翻译:

二十多年来，你一直坚持写博客。你每天都发帖。你是如何保持这种自律的，它教会了你什么？

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## [45:30] Seth Godin

### English:

I don't have a discipline problem because I don't care if the post is good. I only care that it's daily. If you commit to "daily," you get through the writer's block. Writer's block is just a fear of bad work. But if you give yourself permission to write badly, you will eventually write something good. It's the practice that matters. The practice leads to the outcome, not the other way around.

### 中文翻译:

我没有自律方面的问题，因为我不在乎那篇帖子写得好不好。我只在乎它是否是每天更新。如果你承诺“每天更新”，你就能克服写作障碍（writer's block）。写作障碍本质上是对写出烂作品的恐惧。但如果你允许自己写得烂，你最终会写出好的作品。重要的是“练习”本身。是练习导向了结果，而不是结果导向练习。

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## [55:00] Lenny Rachitsky (Closing)

### English:

Seth, this has been incredible. Where can people find more of your work and your new book?

### 中文翻译:

Seth，这太不可思议了。大家可以在哪里找到更多你的作品和你的新书？

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## [55:15] Seth Godin

### English:

You can just search for "Seth" on your favorite search engine. If I'm doing my job as a marketer, I should be easy to find. And the new book is *The Song of Significance*. Thank you, Lenny.

### 中文翻译:

你只需要在搜索引擎里搜“Seth”就行了。如果我履行了作为营销人的职责，我应该很容易被找到。新书叫《意义之歌》。谢谢你，Lenny。

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## Key Terms Summary (核心术语总结):

- **Smallest Viable Audience (最小可行受众):** The strategy of focusing on a niche group rather than the mass market.
- **Permission Marketing (许可营销):** Marketing where the audience chooses to receive messages, rather than being interrupted.

- **Status vs. Affiliation (地位与归属感):** The two primary social drivers for human behavior and purchasing decisions.
- **Remarkable (卓越的/值得谈论的):** A product that is so unique or helpful that people feel compelled to tell others about it.
- **Psychographics (心理特征):** Categorizing people by their beliefs, values, and desires rather than just age or location.