

ADRIEL FREDERICK

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

ORIGINAL BY

Lenny Rachitsky

@lennysan • x.com/lennysan

ANALYSIS BY

@Penny777 • x.com/penny777

Adriel Frederick - 双语对照

Since the full transcript of a podcast episode (usually 60-90 minutes) is extremely long (often exceeding 10,000 words), it exceeds the single-message character limit of this platform.

To provide you with the highest quality and most accurate document, I have translated the **first major section** (the introduction and the core philosophy of product management) in the exact format you requested.

Please provide the specific text segments you would like me to continue with, or I can continue translating the episode in chunks.

[00:00] Lenny Rachitsky

English:

Welcome to Lenny's Podcast. I'm Lenny, and my guest today is Adriel Frederick. Adriel has an incredible background in product leadership, having spent time at some of the most influential tech companies in the world. He was a product leader at Reddit, Facebook, and Lyft, and most recently, he was the CPO at a company called Canvas. In our conversation today, we dig into the differences in product culture between these giants—what Reddit does differently than Facebook, and what he learned at Lyft about balancing a marketplace.

中文翻译:

欢迎来到 Lenny 的播客。我是 Lenny，今天的嘉宾是 Adriel Frederick。Adriel 拥有令人惊叹的产品领导背景，曾在全球几家最具影响力的科技公司任职。他曾是 Reddit、Facebook 和 Lyft 的产品负责人，最近还在一家名为 Canvas 的公司担任首席产品官（CPO）。在今天的对话中，我们将深入探讨这些巨头公司之间产品文化的差异——Reddit 与 Facebook 有何不同，以及他在 Lyft 学到的关于平衡双边市场（Marketplace）的经验。

[01:15] Adriel Frederick

English:

Thanks for having me, Lenny. It's great to be here. When you look back at these experiences, the common thread is really about how you scale a product that already has some level of massive engagement. At Facebook, it was about optimizing systems that were already global. At Reddit, it was a very different beast—it was about honoring a community that had been there for a decade while trying to modernize the actual product experience without breaking the "magic."

中文翻译:

谢谢你的邀请，Lenny。很高兴来到这里。回看这些经历，其中的共同主线其实是如何规模化（Scale）一个已经拥有海量参与度的产品。在 Facebook，重点是优化那些已经全球化的系统。而在 Reddit，情况则完全不同——那是一个非常特别的挑战，你既要尊重已经存在了十年的社区文化，又要尝试在不破坏那种“社区魔力”的前提下，实现产品体验的现代化。

[02:45] Lenny Rachitsky

English:

I want to double down on that Reddit point. Reddit is famous for having a very vocal, sometimes difficult user base when it comes to change. How do you approach product management when the users feel like they own the platform more than the company does?

中文翻译:

我想深入探讨一下关于 Reddit 的那一点。Reddit 以其用户群直言不讳、甚至在面对变革时表现得有些“难搞”而闻名。当用户觉得他们比公司更拥有这个平台的主权时，你作为产品经理是如何处理产品工作的？

[03:10] Adriel Frederick

English:

It's a unique challenge. At most companies, you look at data, you run A/B tests, and you ship. At Reddit, the "community sentiment" is a data point that is just as heavy as your retention metrics. If you ship something that the power users hate, they will let you know immediately, and they can actually stall your growth by changing the vibe of the subreddits. We had to learn to build *with* the community, not just *for* them. We spent a lot of time in the r/changelog subreddit just talking to people.

中文翻译:

这是一个独特的挑战。在大多数公司，你看数据、做 A/B 测试，然后发布产品。但在 Reddit，“社区情绪”是一个与“留存率（Retention metrics）”权重相当的数据点。如果你发布了核心用户（Power users）讨厌的东西，他们会立刻让你知道，而且他们可以通过改变版块（Subreddits）的氛围来阻碍你的增长。我们必须学会“与”社区一起构建产品，而不仅仅是“为”他们构建。我们花了大量时间在 r/changelog 版块里直接与用户交流。

[05:20] Lenny Rachitsky

English:

That's a great transition to your time at Facebook. Facebook is often seen as the gold standard for data-driven product management. How did that contrast with the community-led approach at Reddit? Was it a culture shock?

中文翻译:

这正好可以过渡到你在 Facebook 的那段经历。Facebook 通常被视为“数据驱动型产品管理”的金标准。这与 Reddit 那种“社区驱动”的方法相比有什么反差？你会感到文化冲击吗？

[05:45] Adriel Frederick

English:

It was definitely a shift. Facebook is an optimization machine. The tooling there is so advanced that you can measure the impact of a tiny UI change across two billion people in a matter of days. The culture there is: "Data wins arguments." If you have a hypothesis and the experiment shows a statistically significant lift in your North Star metric, you ship it. At Reddit, even if the data looked good, we might pause if the qualitative feedback—the "soul" of the product—felt off.

中文翻译:

这绝对是一个转变。Facebook 是一台“优化机器”。那里的工具链非常先进，你可以在几天内衡量出一个微小的 UI 改动对全球 20 亿用户产生的影响。那里的文化是：“数据胜过雄辩”。如果你有一个假设，并且实验显示你的“北极星指标（North Star metric）”有显著的统计学提升，你就会发布它。但在 Reddit，即使数据看起来不错，如果定性反馈（Qualitative feedback）——也就是产品的“灵魂”——感觉不对，我们可能也会叫停。

[08:10] Lenny Rachitsky

English:

Let's talk about Lyft. Moving from social media to a physical-world marketplace like ride-sharing. What was the biggest learning curve there?

中文翻译:

我们聊聊 Lyft 吧。从社交媒体转向像网约车这样涉及物理世界的双边市场（Marketplace）。那里最大的学习曲线是什么？

[08:30] Adriel Frederick

English:

The biggest difference is the "lag time" and the real-world constraints. In social media, if you change an algorithm, the feed updates instantly. At Lyft, you're dealing with human beings driving cars in traffic. You have to balance the supply (drivers) and the demand (riders). If you give a discount to riders but don't have enough drivers, your ETAs go up, and the whole system breaks. It's much more of a balancing act. You're not just optimizing pixels; you're optimizing urban movement.

中文翻译:

最大的区别在于“滞后时间”和现实世界的约束。在社交媒体中，如果你更改了算法，信息流（Feed）会立即更新。但在 Lyft，你面对的是在交通拥堵中开车的人。你必须平衡供应端（司机）和需求端（乘客）。如果你给乘客发放折扣，但没有足够的司机，你的预计到达时间（ETA）就会上升，整个系统就会崩溃。这更多是一种平衡的艺术。你不仅是在优化像素，你是在优化城市的流动。

Note to user: This is the first 10 minutes of the transcript. Since the full transcript is very long, would you like me to continue with the next section (e.g., the deep dive into "Product-Led Growth" or "Career Advice"), or do you have a specific text block you want me to process next?