

BOB BAXLEY

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

ORIGINAL BY

Lenny Rachitsky

@lennysan • x.com/lennysan

ANALYSIS BY

@Penny777 • x.com/penny777

Bob Baxley - 双语对照

Lenny's Podcast: Bob Baxley 访谈录 (中英双语版)

[00:00:00] Bob Baxley

English:

Almost everyone living in a modern economy now is going to have hundreds of interactions with a phone or with a computer. And unfortunately, a lot of those interactions are not going to be great. We have an obligation as product people to put that emotional energy back into people's lives.

中文翻译:

现在，几乎每个生活在现代经济体系中的人，每天都会与手机或电脑产生数百次交互。不幸的是，其中很多交互体验并不理想。作为产品人，我们有责任将那种情感能量重新注入人们的生活中。

[00:00:17] Bob Baxley

English:

Design is trying to imagine the future you want to live in and then take the steps to make it real. Saying a company is design-led does not mean it's designer-led. I've never seen somebody graft it on after the fact. It's there at the beginning in the root DNA or doesn't exist.

中文翻译:

设计是去想象你想要生活的未来，然后采取步骤将其变为现实。说一家公司是“设计驱动型”（Design-led）并不意味着它是“设计师领导型”（Designer-led）。我从未见过有公司能在事后把这种特质嫁接（Graft）上去。它要么从一开始就存在于根源基因（Root DNA）中，要么就根本不存在。

[00:00:31] Bob Baxley

English:

It wasn't a successful stint at Pinterest. I just bounced off the culture. I came in thinking I was supposed to behave the way I behaved at Apple, which is very direct, fighting hard.

中文翻译:

在 Pinterest 的那段经历并不成功。我只是在他们的文化上碰了壁（Bounced off）。我刚进去时以为自己应该像在苹果公司时那样行事——非常直接、据理力争。

[00:04:00] Bob Baxley

English:

We are still in early days to try to figure out how to make software together. I think of it like where the film industry was in the 1920s. We've had our talkie moment. We're on the cusp of having our shift to color movement, but we're still trying to figure out how to make movies.

中文翻译:

关于如何共同协作开发软件，我们仍处于早期探索阶段。我觉得这就像 20 世纪 20 年代的电影业。我们已经经历了我们的“有声电影时刻”（Talkie moment），正处于向“彩色电影”转型的边缘，但我们仍在摸索究竟该如何拍电影。

[00:04:49] Bob Baxley

English:

Steve at one point was recounting the products that he had created that he was most proud of... the Apple II, the Mac, the iPod, the iPhone, I think Apple retail was in the list and then he said Apple itself. When I heard that and when I've reflected on it, that is the longest lasting thing.

中文翻译:

史蒂夫（乔布斯）曾一度回顾他所创造的、令他最感自豪的产品……Apple II、Mac、iPod、iPhone，我想苹果零售店也在名单上，然后他说，还有“苹果公司本身”。当我听到并反思这一点时，我意识到那才是最持久的东西。

[00:07:11] Bob Baxley

English:

At Apple, I think it was Tim or Steve used to talk about the Apple car wash. Then when you started Apple, they kind of had to take you through the car wash and get off all that stuff that you'd accumulated at other places. It turns out there's a car wash you need to go through when you leave Apple as well.

中文翻译:

在苹果，我想是蒂姆（库克）或史蒂夫曾提到过“苹果洗车房”（Apple car wash）。当你入职苹果时，他们会带你穿过这个“洗车房”，洗掉你在其他地方积累的那些东西。事实证明，当你离开苹果时，你也需要经历一次“洗车房”式的洗礼（去适应外界文化）。

[00:08:23] Bob Baxley

English:

I think it's important to recalibrate and say, well, I want to hold onto these values. So at Apple, attention to detail, product excellence, doing everything you can for the customer and the user... try to hold onto those values but then think, okay, how are those values best expressed in this culture? Try to hold onto the values but not the behaviors.

中文翻译:

我认为重新校准非常重要，你应该对自己说：我想坚持这些价值观。比如在苹果，是对细节的关注、对产品卓越的追求、为客户和用户竭尽全力……试着保留这些价值观，但要思考：在当前的文化中，如何才能最好地体现这些价值？要坚持价值观，而不是死守行为模式。

[00:13:30] Bob Baxley

English:

What I'm usually looking for is do they have a story as to why they believe in design? Really in their heart and soul, do they care about design? Because if I go into a company that doesn't really value the thing that I do, I'm just not going to have a great time. I want to make sure I've got air cover from the highest people in the company setting the culture.

中文翻译:

我通常会观察：他们是否有一个关于为何相信设计的故事？在内心深处，他们真的在意设计吗？因为如果我进入一家并不真正看重我所做的事情的公司，我肯定不会过得愉快。我需要确保公司最高层在设定文化时，能为我提供“空中掩护”（Air cover，指高层支持）。

[00:15:55] Bob Baxley

English:

I'm going to go back to the Edward Tufte quote that I use all the time, which is "design is clear thinking made visible." I think most people when they talk about design, they think of it as the visual expression of an idea. I think of it as a holistic mindset.

中文翻译:

我要引用我经常使用的爱德华·塔夫特（Edward Tufte）的名言：“设计是让清晰的思考变得可见。”我想大多数人在谈论设计时，会将其视为一种想法的视觉表达。但我认为它是一种整体性的思维方式。

[00:18:36] Bob Baxley

English:

When we can get organizational alignment around what we want to do philosophically, why do we exist? What's the vision for the company? How do all these things ladder up through vision, through mission, through specific tenets, design strategies... and then into actual execution. That's the magic of design.

中文翻译:

当我们能在组织层面达成一致，明确我们在哲学层面想做什么，我们为什么存在？公司的愿景是什么？所有这些东西如何通过愿景、使命、具体原则、设计策略层层递进……最终落实到实际执行中。这就是设计的魔力所在。

[00:20:10] Bob Baxley

English:

Brian Eno has this great word that he uses, "scenius" is the genius that comes when you have a group together. Scenius is the collective idea of genius and I think that's something that's really magical that I've experienced in my career, but usually in smaller groups. It's hard to do with a giant group.

中文翻译:

布莱恩·伊诺（Brian Eno）曾用过一个很棒的词叫“Scenius”（集体天才），它是指当一群人聚在一起时产生的才华。Scenius 是天才的集体化身，这是我在职业生涯中经历过的非常神奇的事情，但通常发生在较小的团队中。在大规模团队中很难实现这一点。