

RACHEL LOCKETT

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

ORIGINAL BY

Lenny Rachitsky

@lennysan • x.com/lennysan

ANALYSIS BY

@Penny777 • x.com/penny777

Rachel Lockett - 双语对照

Lenny's Podcast: Rachel Lockett (Bilingual Transcript)

莱尼播客：对话 Rachel Lockett（中英双语版）

[00:00:00] Lenny Rachitsky

English:

When clients come to you, what is the biggest gap they have that is keeping them from being successful as leaders?

中文翻译:

当客户来找你咨询时，你发现阻碍他们成为成功领导者的最大短板（Gap）是什么？

[00:00:06] Rachel Lockett

English:

Most leaders, especially technical leaders, assume they have to have all the answers. People have climbed the ladder because they've been dependable, reliable, the smartest person in the room. But great leaders know that when you try to advise and have the answer all the time, you're not actually equipping your team to go solve the hard problems. You're training your team to come to you with all of the hard problems.

中文翻译:

大多数领导者，尤其是技术型领导者，总觉得他们必须掌握所有答案。人们之所以能获得晋升，是因为他们一直以来都表现得非常可靠、值得信赖，是房间里最聪明的人。但伟大的领导者明白，如果你总是试图给出建议、总是提供现成答案，你实际上并没有在赋能（Equipping）你的团队去解决难题。你反而是在训练你的团队，让他们一遇到难题就跑来找你。

[00:00:27] Lenny Rachitsky

English:

Difficult conversations are difficult. How do we help people make them less difficult?

中文翻译:

“艰难对话”之所以被称为艰难对话，就是因为它们很难处理。我们该如何帮助人们降低这些对话的难度呢？

[00:00:32] Rachel Lockett

English:

We operate in tech. We're supposed to give all of ourselves, all of our time, all of our energy to this endeavor, and it's purely logical. That's not at all true. It's completely emotional. Professionals have feelings. People, when they want to have a conflict, they come in ready to prove their point. There's a misguided view that the goal is to convince the other person that what they're doing is wrong. Actually, the goal of any conflict is to create mutual understanding.

中文翻译:

我们在科技行业工作，大家总觉得我们应该全身心投入，把所有时间和精力都奉献给事业，而且认为这一切都是纯逻辑的。事实并非如此，这完全是情感驱动的。职场人士也有感情。当人们准备面对冲突时，他们往往带着“证明自己是对的”这种心态。有一种误区认为，冲突的目标是说服对方，让他们承认自己做错了。实际上，任何冲突的目标都应该是达成相互理解（Mutual understanding）。

[00:00:57] Lenny Rachitsky

English:

Talk about what you've learned about helping leaders in tech avoid burnout.

中文翻译:

谈谈你在帮助科技行业领导者避免职业倦怠（Burnout）方面有哪些心得。

[00:01:01] Rachel Lockett

English:

When people are in their gifts and their strengths, they have more energy. We all have more energy when we're operating from the things we naturally are good at. It's no one else's job to help you live in your gifts. What I notice in big companies is people are often annoyed or frustrated with their management for not making their job more interesting. No, your manager's job is to help you perform in the job you are hired to do. It's your job to navigate your career.

中文翻译:

当人们在发挥自己的天赋（Gifts）和优势时，他们会更有活力。当我们做自己天生擅长的事情时，能量水平都会更高。帮助你发挥天赋不是别人的责任。我在大公司观察到，员工经常因为管理层没能让他们的工作变得更有趣而感到恼火或沮丧。其实不然，你经理的职责是帮助你在被雇佣的岗位上表现出色，而掌控并引导（Navigate）你自己的职业生涯，是你自己的责任。

[00:01:34] Lenny Rachitsky (Introduction)

English:

Today, my guest is Rachel Lockett, an executive coach and former longtime HR leader at Pinterest and at Stripe. She works with CEOs, and founders, and leaders at tech companies on both ways that they are, emotional and positive intelligence, resilience and courage, and what they do, setting vision and strategy, prioritizing, and building trusted and accountable teams.

中文翻译:

今天的嘉宾是 Rachel Lockett，她是一位高管教练，曾长期在 Pinterest 和 Stripe 担任人力资源负责人。她与科技公司的 CEO、创始人及领导者合作，关注两个维度：一是“内在状态”，包括情感智能、积极智能、韧性、勇气；二是“外在行动”，包括制定愿景与战略、确定优先级，以及建立互信且负责任的团队。

[00:05:23] Rachel Lockett

English:

Genuinely, I hope that your listeners take away that the human side of business building is incredibly fun and impactful and that it's easy to do. They can do it with simple tools. So, I'm hopeful that through this conversation, heads of product, heads of engineering, founders walk away feeling more empowered and more motivated to attune to the people around them.

中文翻译:

由衷地，我希望听众们能意识到，在商业构建中，“人”的一面其实非常有趣且极具影响力，而且做起来并不难。通过一些简单的工具就能实现。所以我希望通过这次对话，产品负责人、工程负责人和创始人们在听完后能感到更有力量，更有动力去关注和理解（Attune to）身边的人。

[00:09:24] Rachel Lockett (Coaching vs. Telling)

English:

I think that most leaders, especially technical leaders, assume they have to have all the answers... But great leaders know that when you try to advise and have the answer all the time, you're not actually equipping your team to go solve the hard problems. You're training your team to come to you with all of the hard problems. And coaching is a different way. It's an alternative path that unlocks brilliance in your team and is way more motivating for the people around you.

中文翻译:

我认为大多数领导者，尤其是技术背景的领导者，总觉得必须由他们来提供所有答案……但伟大的领导者知道，如果你总是给出建议、总是亲力亲为提供答案，你其实并没有在训练团队解决难题的能力。你反而是在培养他们的惯性，让他们把所有难题都推给你。而“教练式引导”（Coaching）是另一种方式。它是一条能激发团队才华的替代路径，对周围的人来说也更具激励作用。

[00:10:59] Rachel Lockett

English:

Obviously, sometimes advising is the right path. If there's an urgent issue, the person coming to you doesn't have the skill they need, that's a time to advise and help. But leaders over-rotate, assuming the people that they've hired who are experts in their domain need them to solve the problem. So, I think it's useful for your listeners to actually know that coaching's an alternative.

中文翻译:

显然，有时直接给出建议是正确的。如果事情非常紧急，或者向你求助的人确实缺乏必要的技能，那时候就需要你指导和帮助。但领导者往往容易“用力过猛”（Over-rotate），总以为那些在各自领域已经是专家的下属仍需要自己去帮他们解决问题。所以，我觉得让听众们意识到“教练式引导”是一个可选项，是非常有用的。