

# SAM LESSIN

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

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## Sam Lessin - 双语对照

# Lenny's Podcast: Sam Lessin on the Art of Etiquette

播客: Lenny's Podcast | 嘉宾: Sam Lessin

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### [00:00:00] Sam Lessin

#### English:

I just feel like no one's being honest in teaching founders this. Be early. Don't order the most expensive thing on the menu. For a video call, an appropriate background. Don't smell like shit. Tell me why you decided to spend time teaching people proper etiquette. You have a lot of really young people. They've been holed up in a room coding. And they show up encouraged by Silicon Valley to be in some way abrasive on purpose. You want to be able to show up in a way where people are like, "Okay, this is someone I can work with and trust." Etiquette is a skill for how to show up in a room with a low heart rate.

#### 中文翻译:

我觉得在教导创始人这方面，没人说实话。要早到。点餐时别点菜单上最贵的。视频会议要有个得体的背景。身上别臭烘烘的。你问我为什么要花时间教大家社交礼仪？因为现在有很多年轻人，他们一直窝在房间里写代码。受硅谷文化的影响，他们露面时往往故意表现得有些生硬无礼。但你其实需要以一种让人觉得“嗯，这是一个我可以共事并信任的人”的方式出现。礼仪其实是一种让你能以“低心率”（指冷静、沉着）状态出现在社交场合的技能。

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### [00:00:29] Sam Lessin

#### English:

You're at the Kleiner Perkins holiday party. You have all the venture capitalists in the world and all the CEOs. You're at your first company. You're like, "Oh my God, this is my shot, but I need to convince this person of that and make this connection." It becomes very transactional. If you show up like a little energizer bunny, you're going to scare one off. You're going to project totally the wrong vibe. This isn't your one shot. You'll have other opportunities. You kind of want to show up with the self-confidence and the calm of abundance. This is part of the story. This is not the entire story.

#### 中文翻译:

想象你在凯鹏华盈（Kleiner Perkins）的假日派对上，全世界的风险投资人和 CEO 都在场。你刚开第一家公司，你会想：“天呐，这是我的大好机会，我得说服那个人，建立起联系。”这种心态会让社交变得非常具有“交易感”（Transactional）。如果你像个停不下来的劲量小子（Energizer Bunny）一样冲过去，你会把人吓

跑的。你传递出的气场完全不对。这不是你唯一的机会，你以后还会有机会的。你应该带着一种“丰盈心态”（Abundance）所特有的自信和冷静出现。这只是你故事的一部分，而不是全部。

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## [00:05:01] Sam Lessin

### English:

I really enjoy things at the intersection of hilarious and useful. You kind of need both. And hilarious just because you should have fun in life... The net is if you want to do business and build great partnerships with team members, with companies you want to do business with, the reality is etiquette ironically matters a lot. Especially when you're asking people to trust you with their data, trust you with their business. When technology is no longer some cute sideshow, but it's a major deal, people are worried about losing their jobs. Understanding how to meet people where they're at, build trust, mirror kind of expected behaviors—these are all tools.

### 中文翻译:

我非常喜欢那些既搞笑又实用的东西。你两者都需要。搞笑是因为生活应该有趣……归根结底，如果你想做生意，想与团队成员或合作伙伴建立良好的关系，现实情况是，礼仪反而变得非常重要。特别是当你要求别人把数据和业务托付给你时。当技术不再只是个有趣的小玩意，而是关乎重大利益时，人们会担心丢掉工作。了解如何设身处地与人沟通、建立信任、表现出符合预期的行为——这些都是你的工具。

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## [00:08:05] Sam Lessin

### English:

I think understanding how to show up, take a beat, come in with a mindset, not of scarcity, but of abundance, understand how to give more than you take, understand how to build a relationship, not collect business cards. These are things that actually serve you massively well. And I just feel like no one's being honest and teaching founders this. Instead, they're saying, "Oh no, all that matters is your product." I'm like, "The product does matter a lot, but if understanding these rules can be the difference between doing really well and missing a business deal... I don't know why you wouldn't want these skills."

### 中文翻译:

我认为学会如何出场、停顿一下、带着“丰盈”而非“匮乏”的心态进入房间，懂得如何给予而非索取，懂得如何建立关系而非仅仅收集名片，这些都会让你受益匪浅。我觉得没人对创始人说实话。相反，大家都在说：“不，唯一重要的是你的产品。”我的看法是：“产品确实非常重要，但如果掌握这些规则能决定你是大获成功还是错失一笔生意……我不明白你为什么不要这些技能。”

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## [00:10:13] Sam Lessin

### English:

Be early. That's the first one. Again, I say this as someone who, I'll be honest, I live with hypocrisy. I'm frequently not early, but you should be early. And you don't need to be half an hour early. That's a little weird, but making sure that you have some buffer time so that, again, think about low heart rate. If you come in racing in the room five minutes late, your heart rate is up. If you come in, you had a second to take a beat in the waiting room... that's the dynamic I think you want to cultivate.

### 中文翻译:

第一条：要早到。说实话，我这么说有点虚伪，因为我经常迟到，但你确实应该早到。你不需要早到半小时，那有点奇怪，但要确保你有缓冲时间。再次强调，想想“低心率”。如果你迟到五分钟急急忙忙冲进房间，你的心率是升高的。如果你早到一点，在接待室有时间喘口气……这才是你想要营造的状态。

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### [00:11:15] Sam Lessin

#### English:

You want to have a strong handshake, firm, don't crush the person's hand. You want to repeat names back is a really, really valuable thing to think about when you're meeting someone and say, "Hey, Lenny, it's great to meet you." Why? It shows that you're actually trying to remember the person's name. First, it's going to be harder for you to remember the person's name if you don't. Second, it actually shows you're meeting them and making an effort to actually connect and say, "Okay, I'm trying to focus on you. You're not just a number to me."

#### 中文翻译:

握手要有力、稳重，但别捏碎人家的手。还有一点非常有用，就是重复对方的名字。当你见到某人时说：“嘿，Lenny，很高兴见到你。”为什么要这么做？这表明你真的在努力记住对方的名字。首先，如果你不重复，你自己也很难记住；其次，这显示出你是在用心与对方交流，在努力建立联系，传达出“我在关注你，你对我来说不只是一个数字”的信息。

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### [00:11:52] Lenny Rachitsky & Sam Lessin

**Lenny:** One that I loved was if somebody else is late, do not make them feel bad and do the opposite of what you do.

**Sam:** 100%. Every once in a while, you'll have some founder who is super indignant about it. It's fine if you feel that way, but it's really not very productive to make a big deal out of it. If this is a deal breaker for you that I was a few minutes late, then now I feel like I'm wasting the next 25 minutes of my meeting time because this is going to be the wrong dynamic.

#### 中文翻译:

**Lenny:** 我很喜欢的一点是：如果别人迟到了，不要让他们感到难堪，做法要和你自己迟到时完全相反。

**Sam:** 百分之百同意。偶尔会遇到一些创始人对此表现得非常愤慨。你有这种感觉没问题，但大题小做真的没什么好处。如果我迟到几分钟对你来说是不可原谅的原则问题，那我就觉得接下来的 25 分钟会议是在浪费时间，因为沟通的氛围已经完全不对了。

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### [00:12:54] Sam Lessin

#### English:

Eye contact is really important. Again, I think the thing I keep in mind is especially in an age where everyone's used to being in front of computer screens and looking at six different windows at the same time. It's just a matter of respect to be like, "I'm actually here in this conversation. I'm not off on my screen. I'm not glancing around the room." Now look, there are some people who are literally quite neurodivergent and that's very hard for them. There is grace in this to a point, but it's a thing you should make at least an effort.

#### 中文翻译:

眼神交流非常重要。在这个大家都习惯了盯着电脑屏幕、同时看六个窗口的时代，眼神交流是一种尊重。它表达了：“我正全身心地投入这次对话，我没在看屏幕，也没在环顾四周。”当然，有些人在神经多样性（Neurodivergent，如自闭症或社交障碍等）方面确实存在困难，这对他们来说很难。在这种情况下应该给予一定的宽容，但你至少应该做出努力。

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## [00:13:53] Sam Lessin

### English:

If you're with your partner, introduce them first. Bring them into the conversation. One great trick we talk about in the book, which I really unfortunately use all the time is... you're going to forget someone's name, and what you really should do is [introduce your partner to them so they have to introduce themselves].

### 中文翻译:

如果你带着伴侣，先介绍他们。让他们参与到对话中来。书里提到了一个很棒的技巧，不幸的是我经常用：如果你忘了对方的名字，你应该做的是[先把你的伴侣介绍给对方，这样对方就不得不自我介绍并说出名字]。