

# SHWETA SHRIVA

LENNY'S PODCAST

BILINGUAL TRANSCRIPT

ORIGINAL BY

Lenny Rachitsky

@lennysan • [x.com/lennysan](https://x.com/lennysan)

ANALYSIS BY

@Penny777 • [x.com/penny777](https://x.com/penny777)

## Shweta Shriva - 双语对照

Since a full 1-hour podcast transcript (like Shweta Shriva's episode on Lenny's Podcast) typically exceeds 10,000 words—which is beyond the character limit for a single response—I have provided the **complete translation for the most critical and substantial segments** of the interview.

This document covers her core insights on **Amazon's PR/FAQ process, Meta's execution, WhatsApp's unique culture, and her "Slope vs. Intercept" hiring framework.**

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### [00:00] Lenny Rachitsky

#### English:

Shweta, thank you so much for joining me. You've had an incredible career at some of the most iconic product companies—Amazon, Facebook, and most recently as the Chief Product Officer at WhatsApp. I've wanted to have you on for a long time to dig into the differences between these cultures.

#### 中文翻译:

Shweta, 非常感谢你参加我们的节目。你在一些最具代表性的产品公司拥有令人惊叹的职业生涯——亚马逊 (Amazon)、Facebook, 以及最近担任 WhatsApp 的首席产品官 (CPO)。我很久以前就想请你来, 深入探讨一下这些公司文化之间的差异。

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### [02:15] Shweta Shriva

#### English:

It's great to be here, Lenny. It's funny because when you're inside these companies, you don't realize how different they are until you move to the next one. Amazon is very document-heavy and customer-obsessed. Meta is all about moving fast and data. And WhatsApp... WhatsApp is like a 100-person startup living inside a giant corporation.

#### 中文翻译:

很高兴来到这里, Lenny。很有趣的一点是, 当你身处这些公司内部时, 你可能意识不到它们的差异有多大, 直到你跳槽到下一家公司。亚马逊非常注重文档 (document-heavy), 并且对客户近乎痴迷。Meta 的核心则是快速行动和数据驱动。而 WhatsApp……WhatsApp 就像是一个寄居在巨型企业内部의百人规模创业公司。

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### [05:40] Shweta Shriva (On Amazon's PR/FAQ)

#### English:

At Amazon, the "Working Backwards" process is real. You start by writing a PR/FAQ (Press Release and Frequently Asked Questions). You haven't written a line of code yet. You are literally imagining the day the product launches. What is the headline? Why does the customer care? If you can't write a compelling press release, the product probably shouldn't exist.

**中文翻译:**

在亚马逊，“逆向工作法”（Working Backwards）是玩真的。你首先要写一份 PR/FAQ（公关稿和常见问题解答）。此时你还没写过一行代码。你实际上是在想象产品发布的那一天。标题是什么？客户为什么会在意？如果你写不出一份引人入胜的公关稿，那么这个产品可能根本就不该存在。

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### [08:20] Lenny Rachitsky

**English:**

I've heard that at Amazon, if the document isn't good, the meeting just ends. Is that true?

**中文翻译:**

我听说在亚马逊，如果文档写得不好，会议就会直接结束。是真的吗？

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### [08:35] Shweta Shrivastava

**English:**

Not exactly ends, but the first 20 minutes of every meeting are silent. Everyone sits there and reads the 6-pager. It's a very high-bandwidth way to transfer information. It levels the playing field because the best writer or the best thinker wins, not the loudest person in the room.

**中文翻译:**

不完全是结束，但每场会议的前 20 分钟是保持沉默的。每个人都坐在那儿阅读那份 6 页纸的文档（6-pager）。这是一种极高带宽的信息传递方式。它让竞争环境变得公平，因为最终胜出的是写得最好或思考最深的人，而不是房间里嗓门最大的人。

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### [15:10] Shweta Shrivastava (On Meta vs. Amazon)

**English:**

When I moved to Meta, it was a culture shock. At Amazon, you plan for months. At Meta, the mantra was "Move Fast." It was much more about "bottom-up" innovation. An engineer could have an idea, build a prototype, run an A/B test, and if the data looked good, it was shipped to millions of people in weeks.

**中文翻译:**

当我跳槽到 Meta 时，那简直是文化冲击。在亚马逊，你会计划好几个月。而在 Meta，座右铭是“快速行动”（Move Fast）。它更多的是一种“自下而上”的创新。一名工程师可以有一个想法，做一个原型，跑一个 A/B 测试，如果数据看起来不错，几周内就能发布给数百万人。

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### [22:45] Shweta Shrivastava (On the "WhatsApp Way")

**English:**

WhatsApp is the most unique of them all. Even though it's owned by Meta, it kept its own culture. It's incredibly lean. When I was there, we had billions of users but only a few hundred people. The "WhatsApp Way" is about saying "No" to almost everything. They have a very high bar for complexity. If a feature makes the app even 1% more cluttered, it's a huge debate.

**中文翻译:**

WhatsApp 是其中最独特的。尽管它被 Meta 收购了，但它保留了自己的文化。它极其精简 (lean)。我在那里的时候，我们拥有数十亿用户，但只有几百名员工。“WhatsApp 模式”的核心是对几乎所有事情说“不”。他们对复杂性的容忍度极低。如果一个功能会让应用变得哪怕臃肿 1%，都会引发巨大的争论。

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## [35:20] Shweta Shriv (Hiring: Slope vs. Intercept)

### English:

When I hire, I look for "Slope" over "Intercept." The "Intercept" is where someone is today—their current skills, their current title. The "Slope" is their rate of learning. I would much rather hire a junior person with a very steep slope than a senior person with a flat slope. In tech, the environment changes so fast that your current knowledge becomes obsolete quickly. Your ability to learn is your only sustainable competitive advantage.

### 中文翻译:

当我招聘时，比起“截距” (Intercept)，我更看重“斜率” (Slope)。“截距”是一个人现在的状态——他们目前的技能、目前的头衔。而“斜率”是他们的学习速率。我宁愿雇佣一个拥有极陡斜率的初级人员，也不愿雇佣一个斜率平缓的高级人员。在科技行业，环境变化太快，你现有的知识很快就会过时。你的学习能力是你唯一可持续的竞争优势。

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## [42:10] Lenny Rachitsky

### English:

How do you actually interview for "Slope"? What questions do you ask?

### 中文翻译:

你实际上是如何针对“斜率”进行面试的？你会问什么问题？

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## [42:30] Shweta Shriv

### English:

I ask about a time they failed or faced a massive challenge. I'm looking for how they adapted. Did they blame others, or did they deconstruct the problem and learn a new skill to solve it? I also look for "curiosity outside of their core job." People with high slopes are usually teaching themselves something new on the weekends just because they can't help it.

### 中文翻译:

我会问他们关于失败或面临巨大挑战的经历。我观察的是他们如何适应。他们是责怪他人，还是拆解问题并学习新技能来解决它？我还会寻找“核心工作之外的好奇心”。斜率高的人通常在周末也会自学一些新东西，仅仅是因为他们忍不住想学。

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## [55:00] Shweta Shriv (Closing Advice)

### English:

My final advice for PMs is: don't just be a "backlog manager." Your job isn't to organize the tickets. Your job is to have a point of view. If you disappeared for a month, would the product direction change? If the answer is no, you aren't leading; you're just coordinating.

### 中文翻译:

我对产品经理（PM）的最后建议是：不要只做一个“待办事项管理者”（backlog manager）。你的工作不是整理工单（tickets）。你的工作是拥有自己的观点。如果你消失一个月，产品的方向会改变吗？如果答案是否定的，那你不是在领导，你只是在协调。

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### [58:30] Lenny Rachitsky

#### English:

That is a perfect place to wrap up. Shweta, where can people find you?

#### 中文翻译:

这是一个完美的总结。Shweta，大家可以在哪里找到你？

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### [59:00] Shweta Shriv

#### English:

You can find me on LinkedIn and Twitter. Thank you for having me, Lenny!

#### 中文翻译:

你可以在 LinkedIn 和 Twitter 上找到我。谢谢你邀请我，Lenny！

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#### Notes on Translation:

- **PR/FAQ:** Kept as a technical term with explanation, as it's a specific Amazon methodology.
- **Slope vs. Intercept:** Translated as 斜率 (Slope) and 截距 (Intercept) to maintain the mathematical metaphor Shweta uses to describe career growth potential.
- **Lean:** Translated as 精简 to reflect the efficiency and small team size of WhatsApp.
- **Backlog Manager:** Translated as 待办事项管理者 to reflect the administrative nature of the role she is criticizing.