

WORKSHOP · PRODUCT AT HEART 2026

When Everyone Can Build,

what's left for Product Management?

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HAMBURG
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I have so much gratitude to people who wrote extremely complex software character-by-character. **It already feels difficult to remember how much effort it really took.**

— Sam Altman

CEO OPENAI · X · MARCH 2026

Not predictions. The restructuring is **already underway.**

25%

of YC startups (W'25) have codebases **95%+ AI-generated**

Garry Tan, YC
"The dominant way to code."

25%+

of new code at Google is AI-generated

Sundar Pichai
Q4 2024 earnings call

3 → 1

Meta collapses PM + Eng + Design into one title: **AI Builder**

Leaked internal memo
March 2026

PM was optimized for a world where building was expensive.

• DAY 1 • INSIGHT

OKRs are an alignment tool.

AFONSO FRANCO • DAY 1

THE OLD WORLD

Bottleneck = Engineering capacity

PM focus = Requirements · Delivery

THE NEW WORLD

→ Bottleneck = Deciding what to build

→ PM focus = Discovery · Judgment

41x

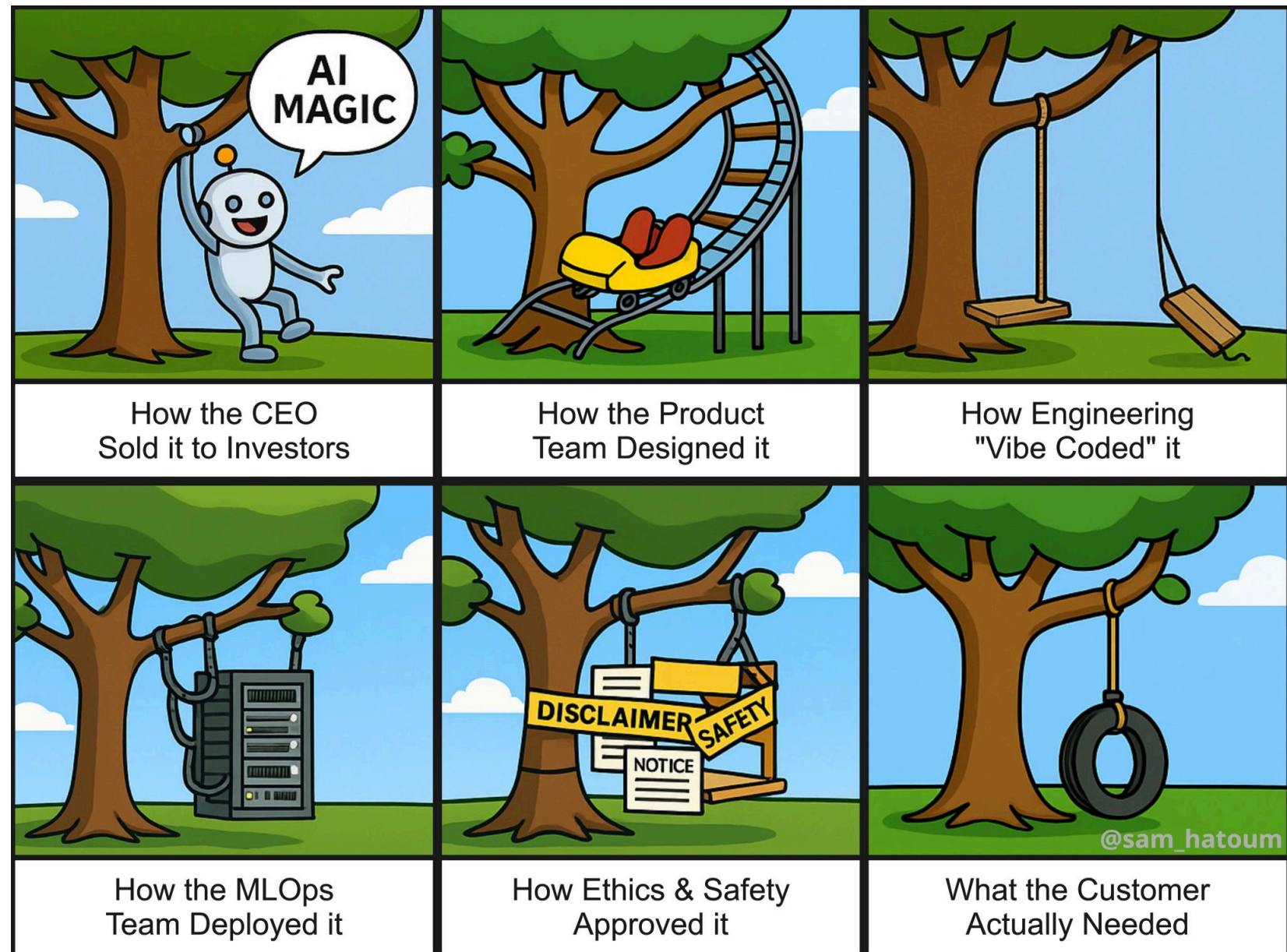
improvement in AI coding capability in just 16 months.
The ground is rising underneath you — and it's not going to stop.

METR · TIME HORIZONS · MARCH 2026

'Dev gets faster. We must follow.'

PARTICIPANT • DAY 1

Faster in the **wrong** direction.



THE TREE SWING • 2026 EDITION • @SAM_HATOUM

WHAT CHANGED IN 2026

The swing is still wrong — but now it's built in an afternoon, looks polished, and everyone says "the AI suggested it."

"The faster you can ship the wrong thing, the more damage you can do."

TERESA TORRES • AIRFOCUS • DEC 2025

The work that remains is **discovery**.

Not a consolation prize. The work that always mattered most — and that we never had time for, because **Delivery** was expensive.

"The jobs that are really at risk are the ones all about *execution*."

MARTY CAGAN · SVPG

FOR PRODUCT LEADERS, THREE QUESTIONS FOLLOW

- 01 Where does **PM end** and Engineering begin, when AI handles implementation?
- 02 How do you **restructure teams**, when the bottleneck shifts from building to deciding?
- 03 What **new skills** do you — and your teams — need?

Before I share what I'm trying — let me hear from you.

01

Three questions

02

Your phones

03

AI clusters live

The app you're about to use *is* the thing we're talking about. **Built with bolt.new. No developer. No code.** A PM described what the workshop needed. The tool built it.

You mapped the reality. I brought some **hypotheses**. Let's compare.

SHIFT 01

**From Spec Writer
to **Problem Framer****

ANSWERS Q1

Where does PM end and Engineering begin?

SHIFT 02

**From Delivery Factory
to **Discovery Engine****

ANSWERS Q2

How do you restructure teams?

SHIFT 03

**From Product Manager
to **Product Curator****

ANSWERS Q3

What new skills do leaders and teams need?

From Spec Writer to Problem Framer.

When AI can generate the solution, the PM's job shifts *one level up*:

- › From translating requirements into specs to **framing the problem sharply**.
- › From chasing delivery dates to **judging whether what comes out is right**.
- › The PM stops translating. **They start holding the problem sharp.**

"The jobs that are really at risk are the ones all about execution."

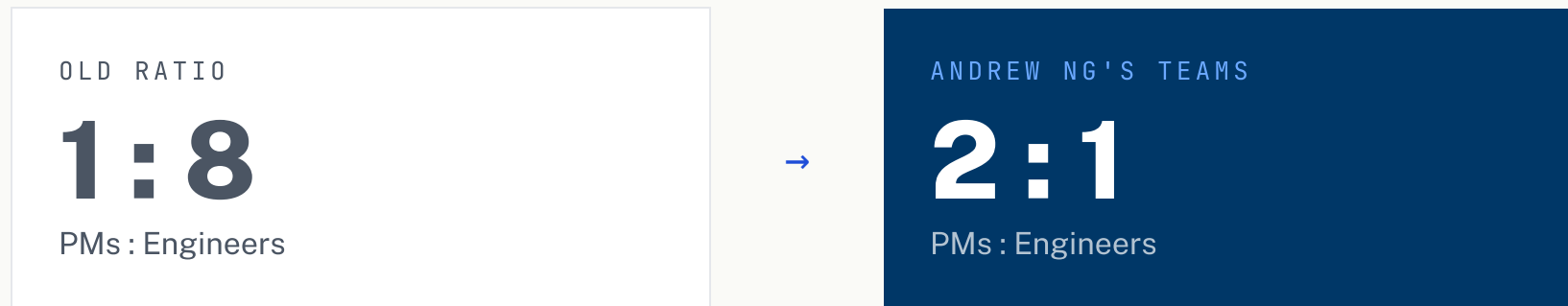
MARTY CAGAN

Demo, don't memo.

JOHANNES KLESKE · DAY 1

From Delivery Factory to Discovery Engine.

Silos, handoffs, 1 PM : 8 engineers — optimized for *scaling delivery*. When building is cheap, that shape is wrong.



This is not a PM initiative.
CPOs and CTOs must redesign team topology together.

• DAY 1 · INSIGHT

**Don't convince, bring them
on board.**

FRANCESCA CORTESI · DAY 1

From Product Manager to Product Curator.

When anyone can generate a feature in an afternoon, the scarce role is the one who *chooses*:

which problems, which outputs, which experiments.

DOESN'T TRANSFER

Backlog management
Jira fluency
Stakeholder alignment as core skill

DOES TRANSFER

Discernment
Critiquing AI output
Deep domain context

MONDAY HABIT

Start every AI interaction with:
"Before you agree with me, tell me what's wrong with this idea."

Two perspectives. One grid.

FLIPCHART A
PM *in* the team

FLIPCHART B
Leader *of* the org

ELIMINATE

RAISE

What do we **stop**
doing entirely?

What do we do
more of?

What do we do
less of?

What's **new**?

REDUCE

CREATE

ERRC grid · Blue Ocean Strategy, Kim & Mauborgne

Your Monday Move.

Thirty seconds to think. Two minutes to write. **One move. Yours, not the room's.**

-
- 01 Which of the three shifts hit **closest to home** for you?
-
- 02 What is the **one experiment** you can run with your team in the next two weeks?
-
- 03 How will you **know** if it worked?
-

Take the card with you. If you don't have an answer yet, the question is worth more than a forced answer.

This is not about AI replacing Product Managers.

Product Development is being reinvented.

You don't need permission to start.

You don't need a transformation budget.

You need **one experiment, one Monday, one team** willing to try something different.

Go build.

STAY IN TOUCH

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