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Sherif Mansour says Atlassian's squads where everyone built with AI went back to their usual roles within about a month, because their problem was direction, not output. Aakash Gupta argues the opposite case from Anthropic's prototype-first Claude Code team. Also: founder-CEOs as de facto product heads, Stripe's agentic commerce data, and how PMs are handling tools and decisions.

Atlassian tested "everyone's a builder," and it didn't hold

On Lenny's Podcast, Sherif Mansour described an Atlassian experiment. PMs and designers were moved into squads where everyone built product with AI and nobody held a PM or designer role [1]. Early on, one PM said they were moving "faster than ever." About a month later, everyone had gone back to their usual jobs. The team's conclusion: "throughput's not our problem. Directions are problem" [1]. Mansour's view is that in companies with dozens to thousands of engineers, the constraint is steering, not output [1].

His advice to PMs is that they "own decision making velocity." Start by finding your team's context gap, such as customer empathy or market dynamics. Then use AI to close that gap, for example by sending agents to do market analysis with the team [1]. In established teams, getting code to production is "most likely… the last thing that you need to speed up" [1]. He also warns that access to a tool isn't domain expertise: AI "amplif[ies] your strengths and equally… your weaknesses," so specialists still matter [1].

For established products, he argues against rewriting from scratch. Map the workflows that already exist in the product, both formal and informal, and add agents at specific steps [1]. Jira did this by letting users attach agents to columns and cards, which moves customers from "AI novice to AI native" gradually [1].

Lenny previewed his upcoming job-market report: PM has the most open roles of any function, engineering openings are slowing, and design is flat [1].

Aakash Gupta makes the opposite case. He says Anthropic's Claude Code team doesn't write PRDs and builds hundreds of prototypes before shipping a feature. He reports that Boris Cherny ships 20–30 PRs a day across five parallel Claude instances, and that the team built Cowork in about 10 days [2]. His argument is that the bottleneck moves from "can we build it" to "should we ship it," so the PRD now comes after the prototype [2]. He still thinks PRDs belong in big companies and established products [2]. The two accounts agree that judgment is the scarce skill. They disagree on whether PMs should exercise it by building.

Founder-CEOs as de facto product heads

Brian Chesky says founder-CEOs are hard to replace because they are also effectively the chief product officer. When they leave, the CEO seat gets filled, but "the product role they played rarely does" [3]. Shreyas Doshi agrees. He says you can delegate this role to only "a handful of people on the planet," and those people are usually founding their own companies [4]. This matters for succession planning and for anyone hiring a CPO to replace a founder's product role.

Agentic commerce data from Stripe

Stripe published new data on consumer agentic commerce ahead of the holiday season [5]. Daily spend on Link Agent Wallet, which powers personal agents including Muse, Instinct and Grok, was nearly 80 times higher in mid-November than in early September. It doubled in the last month [5]. Airfare, travel and lodging made up over 40% of agentic volume last week, and retail about a third. More than half of first-time agentic buyers made a second purchase, usually in the same category [5].

Practitioner threads: tools and decision memory

- **Productboard churn.** A poster who interviewed PMs at Series A–C scale-ups describes a recurring cycle. Engineers and sales won't log in. PMs spend 5+ hours a week copying tickets from Jira, then give up and go back to Notion or Jira. Meanwhile, static PRDs go out of date mid-sprint [6]. Commenters push back: product tools sync with Jira, and unread PRDs point to a "workflow x culture problem" [7]. Another calls it "primarily a management problem" that no tool will fix [8].
- **AI memory from meetings.** Commenters say the hard part is knowing which decision is current, not retrieving notes. Their suggestions: keep one decisions file per topic with a dated "current state" line, and point the AI at those files before raw notes [9]. Mark changed decisions as superseded so they drop out of the context the AI works from [10]. One commenter

warns that transcription and speaker attribution are still unreliable, so check what the AI took from a meeting [11].

Sources

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