

Capture Real Work, Protect Product Scope, and Build AI-PM Evidence

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This brief covers record-and-replay workflows as a B2B operating model, a disciplined way to manage roadmap gaps, and lessons from an inherited project recovery. It also highlights AI-PM capability expectations and a practical framing for validation setbacks.

Big Ideas

Record-and-replay could turn tacit workflows into shared operating knowledge

Hiten Shah argues that **Record & Replay** is a strong entry point into B2B workflows: rather than asking people to document every step, exception, and judgment call, they demonstrate the work once. The system can then use that recording as a workflow map. [1, 2]

Why it matters: The proposed value is larger than automating repetitive tasks. It is a way to capture workflows that otherwise remain in individuals' heads and gradually build a living library of how a company operates. [3]

Apply it: Choose a workflow that colleagues currently teach by screen-sharing. Record a real execution; turn it into a reusable skill; let the operator correct it; share it with the team; and update it as the work changes. [3]

Tactical Playbook

Handle B2B roadmap gaps without selling a promise

A recurring B2B problem: a prospect likes the core product but needs a slightly different approval step, compliance field, or risk, billing, or fraud logic before

committing. [4] Promising that a gap is “on the roadmap” can cause sales to see a small tweak, product to inherit custom logic, and the prospect to believe the capability already exists. [4]

A practical decision sequence:

1. **Set strategic scope.** Define the core product and identify “big fish” customers whose requirements fit the next business milestone. [5]
2. **Check the underlying capability.** Bridge a demo gap only when the product can already support the outcome underneath. If the demo requires pretending a missing capability exists, do not frame it as a demo issue. [4]
3. **Prefer extensibility over customer branches.** Build a measure of extensibility into the product rather than accumulating bespoke logic. [5]
4. **Price true customization separately.** Enterprise customization and integration can be paired with consulting contracts—but require a pricing model and a team able to support deployment. [5]

Why it matters: Early companies may bend heavily to land validation customers, but customization can also prevent the team from developing the core product or supporting parallel sales efforts. [5]

Case Studies & Lessons

Recovery work needs operating discipline—and explicit authority

A new PM inherited a remote agency project in week nine of a 16-week engagement. The reported handover included AI-generated GitHub issues across repositories, low-value work, unclear critical issues, and missing project and testing tools. [6]

The PM introduced Jira, daily team syncs, structured client meetings, and personally procured hardware to unblock developers; they reported that delivery improved afterward. [6] But the project still had an ownership problem: the Tech Lead and senior developer allegedly bypassed process, initiated undocumented work, demoed unaligned work, and complicated client conversations, while the PM retained delivery and planning responsibility without corresponding authority. [6]

Lesson: Process improvements can stabilize execution, but decision rights need leadership alignment. In this case, a commenter’s first recommendation was to align with the CEO; the PM’s own proposal was to centralize information flow and separate priority-setting client meetings from technical sessions. [7, 6]

Career Corner

AI-PM skills are becoming a baseline expectation

Aakash Gupta cites Glassdoor’s July 2026 US pay data showing average total compensation of \$151K for PMs and \$198K for AI PMs; at the 75th percentile,

the figures were \$194K and \$243K. [8] The source distinguishes AI feature PMs, AI-company PMs, and AI-powered PMs who use AI to prototype, analyze, and ship faster. [8]

The accompanying argument is that “AI-powered PM” will become the default rather than a durable title, with these capabilities increasingly assumed in job postings. [8]

Build evidence in six areas: understand agents as models calling tools in a loop; configure context, memory, playbooks, and tools; direct AI through real work; ship working software without waiting for an engineering backlog; test prototypes with users the same day; and write evaluations before launch so quality is measured rather than guessed. [8]

Tools & Resources

Use validation results—including poor access—as evidence

For founders struggling to secure interviews through LinkedIn and cold outreach, one community recommendation was *The Mom Test*. [9, 10] Another response frames validation as testing not only whether a market exists, but whether that market is accessible to the founder; failure to reach target users is therefore a negative result, not an absence of results. [10]

Apply it: Treat outreach outcomes as data. Decide whether the signal points to improving your ability to reach and learn from the market, or to an idea that has not survived validation. [10]

Sources

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