

Ground AI Product Work in Jobs, Trust, and Deployability

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A practical AI-product brief on grounding AI in customer jobs, building trust and feasibility into discovery, and learning from NHS and Snap operating models. It also covers Google PM interview changes and a new AI-native PM certification path.

Big Ideas

AI is an accelerator, not a product strategy

Two sources converge on the same discipline: begin with the customer problem and the job to be done, then choose the technology. Tony Fadell's principle is direct: "You don't start with the technology and look for a problem." He also cautions that no single model will be best for every task. [1]

Snap operationalizes this by mapping each function's jobs, tying roadmap items to those jobs, and then deciding where AI should accelerate—or leave alone—the work. **Why it matters:** this prevents teams from producing disconnected AI prototypes instead of measurable business work. [2]

Make trust and operational reality part of discovery

For AI systems, trust should be treated as product infrastructure: explicit input boundaries, output evaluations, tracing, error categorization, accuracy metrics, and deliberate human review. The alternative is fast delivery of unmanaged risk. [3] Trust also involves both character/integrity and competency/results—not one or the other. [3]

In complex environments, usability alone is insufficient. PMs need early evidence that a solution can be built, deployed, adopted by frontline teams, and

sustained as a live service. [4]

Tactical Playbook

A four-step path from AI idea to deployable product

1. **Specify the problem and desired experience.** Define what users are trying to accomplish before selecting a model or tooling approach. [1]
2. **Observe the whole operating system.** Go beyond stakeholder interviews: spend time where teams work to understand constraints, trade-offs, and differing definitions of value. This produces stronger inputs for opportunity-solution trees, impact mapping, and strategy decisions. [4]
3. **Validate viability and feasibility alongside user value.** Test constraints such as available skills, infrastructure, frontline capacity, adoption, and whether the service can actually run. Do this early—not after a polished prototype exists. [4]
4. **Add controls before scaling.** Define agent guardrails, evaluations, traceability, and where a human must judge outputs. For customer data, honor contractual restrictions on training, fine-tuning, aggregation, or analytics rather than seeking workarounds. [3, 5]

Also consider whether automation removes the practice people need to develop judgment. One recommendation is to design *productive friction* into workflows so people create and learn rather than merely quality-assure AI output. [3]

Case Studies & Lessons

NHS App: pursue radical outcomes, validate the service model

The NHS App is England’s digital front door for GP contact, test results, prescriptions, appointments, and messages; 70% of eligible people have used it and about 30% use it monthly. [4] Its roadmap illustrates a layered product ambition:

- AI-supported triage, with clinicians in the loop, has trials indicating diversion of roughly 30% of potential A&E arrivals and recommendations for alternatives for about 40% of GP contacts in small communities. [4]
- An opt-in online hospital aims to deliver 8.5 million additional appointments over three years for conditions that do not require in-person examination. [4]
- At-home, app-ordered tests are positioned as a route to population-scale screening and prevention. [4]

Lesson: efficiency gains matter in a £240 billion-per-year system, but teams should not let incremental ROI crowd out larger outcomes such as access and prevention. [4]

Snap: broaden who can ship—invest in quality controls

Snap describes “startup squads” of engineers, designers, PMs, and data scientists working on 0-to-1 initiatives with blurred role boundaries. [2] Its Codepal agent performs a first-pass review on more than 90% of code within five minutes, enabled by deep platform investment. [2] **Lesson:** widening participation in production development requires durable review and platform mechanisms, not just faster AI prototyping.

Career Corner

Prepare for a more differentiated Google PM interview process

A guide to Google’s 2026 PM hiring says candidates may enter through a standardized loop—without a vibe-coding round, followed by team matching—or a specialized loop controlled by the hiring manager, where some teams use vibe coding. It also says former technical interview questions such as improving Google Search page load are no longer part of the standard process. [6]

How to apply: clarify which loop applies to the role, rather than assuming every PM interview assesses technical or coding skills in the same way.

Tools & Resources

- **C30: Claude and Codex Certified PM:** The Product Compass offers a free 20-question knowledge test; it requires 80% to pass, allows 40 minutes, and permits one attempt per week. Its lessons cover Claude Cowork, Codex, Claude Code, MCP connectors, agents, hooks, and cost control. [7]
- **C31: AI-Native Practitioner PM:** The follow-on curriculum names knowledge bases and agent memory, AI discovery, prototyping, evaluations, and agentic engineering as core areas of demonstrated practice. [7]

Sources

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4. How the NHS innovates — Ben Cook (Deputy Director of Product, NHS)
5. r/startups comment by u/Soger91
6. How to Crack the NEW Google PM Interview
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