

Human Judgment, Faster Idea Pipelines, and a New PM Interview Bar

PM Daily Digest

2026-06-02

Human Judgment, Faster Idea Pipelines, and a New PM Interview Bar

By PM Daily Digest • June 2, 2026

This brief covers the human skills PMs need as AI becomes table stakes, a practical pipeline for turning ideas into shipped work, and new lessons on pricing, privacy, hiring, and PM tooling.

Big Ideas

- **AI raises the premium on human product judgment.** Tomer Cohen argues that vision, empathy, communication, creativity, and judgment remain the critical human skills for product builders as AI automates more work [1]. Shreyas Doshi adds that Taste transfers across domains, is often scarcer than domain knowledge, and is trained by paying attention to everyday experiences at work and in products [2, 3]. **Why it matters:** tool fluency alone is unlikely to differentiate PMs for long. **Apply it:** treat daily product use, team decisions, and customer interactions as deliberate Taste practice.
- **Procurement and vendor workflows are product surfaces too.** Teresa Torres argues that vendor and procurement experiences affect brand and a company's ability to bring in outside experts or tools [4]. She points to legal reviews, repetitive forms, and security questionnaires as friction that can cancel training or slow internal communities of practice [4]. She also warns that heavily bureaucratic companies can be outperformed by faster-moving organizations [4]. **Apply it:** map procurement, legal, and vendor onboarding as end-to-end experiences, especially for AI tools and expert support.

Tactical Playbook

1. **Move from idea to evidence in small steps.**
 - Start with one small opportunity and use explicit criteria to justify why it comes first [5].
 - Turn the idea into a short vision doc or a falsifiable hypothesis before building [6, 7].
 - Validate with the smallest increment possible: a quick AI prototype or even a dummy UI element that measures intent [8, 7].
 - Then run a lightweight idea pipeline: **Ignite -> Forge -> Signal -> Commit -> Ship** to create ownership, preserve contribution history, and kill weak ideas quickly [9]. One team reported moving from **40 ideas/quarter with 0 shipped** to **12 ideas/quarter with 8 shipped** after switching to this model [9].
2. **Use a six-question test before choosing usage-based pricing.** Check for large variance in cost to serve, variable per-request COGS, inverse-margin risk, sudden usage spikes, a billable unit customers understand, and real customer demand to pay for usage [10]. Rule of thumb: **4+ yes answers** supports usage-based or hybrid pricing; **2 or fewer** points to flat or per-seat [10]. The trade-off is real: less predictable revenue, metering infrastructure, and more support when invoices vary [10].

Case Studies & Lessons

- **Typeahead shows how pricing can reinforce product architecture.** Hiten Shah describes a writing assistant that runs locally on the Mac, keeps drafts on-device, ships without telemetry or account requirements, and works offline after activation [11]. The interaction model is simple: ghost text inline, Tab to accept, right arrow for one word, Esc to dismiss [11]. It is priced at **\$79 once** rather than a subscription because the value lives on hardware the user already owns [11]. **Lesson:** when value is stable, local, and tightly integrated into a daily workflow, privacy model, interaction model, and pricing model can all point in the same direction.

“Good software should ask for the minimum required to do the job well.” [11]

Career Corner

- **Product Alliance reports that Google’s PM interviews now include a live AI prototyping round for 2026 candidates.** The reported format is a **45-minute** session using any AI coding or prototyping tool to build a working prototype [12]. Interviewers are watching for problem framing before building, technical execution under time pressure, and clear narration when something breaks [12]. Best-practice prep is to clar-

ify users, goals, and constraints, scope to one core interaction, keep the stack simple, test, and close with success metrics and guardrails [12]. The standard PM loop remains, but this round may augment or replace the technical round [12].



Google Just Changed Its PM Interview Process (Here's What's New) (0:07)

- **Also clarify what the PM role actually means before accepting it.** One practitioner notes that product roles vary widely by company: some focus on delivery, some on definition, others on strategy. Candidates should probe the real mandate instead of assuming the title is consistent [13].

Tools & Resources

- **Aakash Gupta's recent Claude workflows add practical PM patterns beyond generic prompting.** Useful ideas in this batch: switch from Chat to Cowork for tasks that need files and tools, load the PM Skills library, connect Gmail, Slack, and analytics in draft-only mode, feed **10 good examples + 3 bad ones**, and keep the whole setup in GitHub for portability across tools [14].
- **The most notable addition is memory design for long-running PM work.** One pattern captures ambient notes and screenshots into markdown with source citations and **CONFLICT:** markers; another compiles

curated planning inputs into an interlinked wiki with citations and conflict markers [15]. The recommendation is to combine ambient capture with deliberate curation for Claude Code-style PM systems [15]. Read the full post here: Aakash Gupta's memory system [15].

Sources

1. X post by @sachinrekhi
2. X post by @shreyas
3. X post by @shreyas
4. Procurement - All Things Product with Teresa & Petra
5. X post by @ttorres
6. r/ProductManagement comment by u/cost4nz4
7. r/ProductManagement comment by u/cheese_bro
8. r/ProductManagement comment by u/Appropriate_Pain4089
9. r/ProductMgmt post by u/ComfortableCamel8875
10. r/startups post by u/o9dev
11. X post by @hnshah
12. Google Just Changed Its PM Interview Process (Here's What's New)
13. r/ProductMgmt comment by u/Seachica
14. substack
15. I Built You Memory for Claude Code, Hermes, and OpenClaw