

# Loops, Taste, and Trust in AI-Era Product Work

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## Loops, Taste, and Trust in AI-Era Product Work

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This brief focuses on three shifts in PM work: moving from prompts to loops, treating taste and curation as the new bottleneck when implementation is cheap, and using trust-based leadership to speed decisions without increasing surprises. It also covers model-timing lessons from OpenAI Codex and practical advice for B2B PMs targeting B2C roles.

### Big Ideas

- **Prompting is giving way to loop engineering.** Aakash Gupta summarizes a shift from prompts to reusable skills to loops: a trigger, agent action, proof against the previous version, memory of the winner, and a stop condition when evidence is thin or human review is needed. He cites Boris from Claude Code as someone who now writes loops that prompt for him. **Why it matters:** loops expose drift that otherwise hides inside slowly decaying skills. **How to apply:** start where evidence is abundant—product ops—not in strategy. [1]
- **As implementation gets cheap, PM leverage shifts to taste, curation, and medium choice.** Andrew Ambrosino describes an inversion of product process: many teams can stand up features quickly, so the expensive work becomes deciding what is good, how it fits, and whether a document or prototype is the right artifact for the point being made. Use docs for product clarity in vague areas; use prototypes to stress-test interaction patterns. [2]

“When anybody can build anything, the taste to know what to build becomes the whole game.” [3]

### Tactical Playbook

1. **Set up one weekly product-ops loop.**

- **Trigger:** a fixed cadence such as every Friday, or after a batch of new customer calls arrives.
  - **Action:** have the agent read calls, support tickets, sales notes, and experiment results.
  - **Proof:** compare the memo with last week’s output and correct misses.
  - **Memory:** keep the better version and revert the weaker one.
  - **Stop:** allow the loop to flag thin evidence or ask for human review.  
**Why it matters:** this creates a reusable signal-vs-noise memo instead of ad hoc synthesis. **How to apply:** run it for a few weeks and use your corrections as the training signal. [1]
2. **Plan in two clocks.** Keep near-term plans detailed, but treat 9-month plans as intentionally hazy to avoid false precision. Maintain a list of ideas, prototype them, ship what is ready now, and re-test the rest when model capability changes. **Why it matters:** in AI products, feature viability can change when the model changes. [2]
  3. **If you empower early, manage for fewer surprises.** Leah Tharin’s advice: give people room to decide before they have fully “earned” it, but expect clarity in return. Good managing up starts with repeating the assignment in your own words, outlining the first 10 minutes of your approach, and working the problem just long enough to understand scope before coming back with feedback. Strong performers reduce surprises rather than create them. [4]

## Case Studies & Lessons

- **OpenAI Codex shows how much launch timing now depends on model readiness.** Lenny’s summary of Andrew Ambrosino’s interview says the Codex app would have flopped if shipped in November instead of February, even though the product was the same and only the model changed. Inside the team, the response is broad exploration plus “zone defense”: PMs spread out for coverage, roles overlap, and designers and PMs both write code. The lesson is to keep exploration wide, but commit precision only where capability changes are well understood. [5, 2]



*OpenAI Codex lead on the new shape of product work / Andrew Ambrosino (2:52)*

### Career Corner

- **For a B2B PM moving to B2C, transferable skill alone may not be enough.** One practitioner who moved from B2B fintech to B2C travel tech recommends heavy networking to get interviews, then using the interview process to sell transferable product skills. The same advice highlights B2C's emphasis on data fluency: analysis, SQL, and tools such as PowerBI or BigQuery. **How to apply:** network intentionally and be ready to show data fluency in interviews. [6]
- **For new managers, trust early—but don't protect ambiguity.** Servant leadership here means giving people room to act and make mistakes right away, not waiting for trust to be earned in tiny increments. The upside is faster learning about who can handle ownership; the boundary is that you do not punish failure, but you also do not let difficult issues linger at the team's expense. [4]

### Tools & Resources

- **Codex-style scheduled tasks are becoming a practical PM tool.** Ambrosino describes using the Codex app for a daily brief across roughly 3,000 Slack channels, automated status gathering from PRs and Slack, research synthesis, and recurring tasks that can be coached over time when

early runs miss important signals. **How to apply:** define the channels and categories you care about, then refine the brief by telling the agent what it under- or over-emphasized. [2]

- **Worth watching:** OpenAI Codex lead on the new shape of product work for a grounded discussion of taste, role overlap, planning horizons, and AI-assisted PM workflows [2].

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## Sources

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4. Trust Before It's Earned
5. X post by @lennysan
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