trust is a latency killer for product delivery

refactoring the product role for an AI-driven world

made with 💛 by Aleodor Tabarcea | PROW 2026
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2026 is crazy

we all got superpowers but we’re all just figuring it out…



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everything changed

“Humankind cannot gain anything without first giving something in return. To obtain, something of equal value must be lost.”

First Law of Equivalent Exchange



now time to understand what it means for you…



layer 1

verification bottlenecks

system constraint

verification = latency

Forcing systems to obey through command and control slows delivery.

cultural impact

fear = packet loss

When teams fear admitting mistakes due to backlash, critical information is lost.



directive 1
rebuild foundations

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individual trust

smart people
own the solutions.

leader trust

shielding team growth and
standing ground.

mutual trust

debugging and building together
without blame.

adaptive and intelligent systems are the new automation reality



directive 2

autonomy framework

balancing autonomy & context

'Here is the context of the problem. I need you all to come up with a plan.'

Absolute Transparency:

The fundamental prerequisite for true team ownership.

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provide context

define the problem, not the solution

full clarity

share data, constraints & goals

team ownership

empower execution & accountability

directive 2
autonomy framework

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the bottleneck

Sitting directly between business stakeholders and the team creates friction.

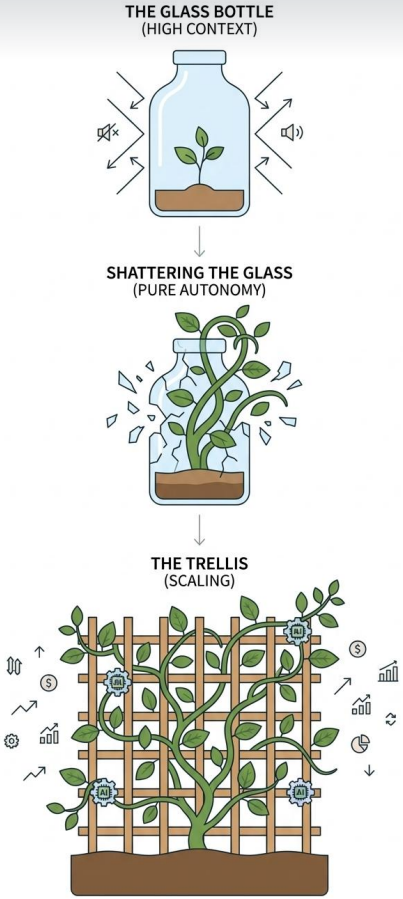
the fix

Remove the middleware.

the goal

Identify great engineers and get out of their way.

tech organizations are now ready to grow exponentially



directive 3

trim instead of protecting

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execution is cheap

getting it built wrong
Is not that bad.

quality is hard

we don’t know how to keep up
with product coherence.

direction is everything

measure, understand the impact
and guide the outcome.

directive 3

trim instead of protecting

stripe

stop trying to define solutions

do not act as a bottleneck parsing requirements and interviews.

open-source the problem

hand down unpolished narratives, sit in the room with the team once a quarter.

keep the northstar as an axis

define how engineering teams know that they build the wrong team.

directive 3

trim instead of protecting

know your vanguards and your sentinels



directive 3

the scorecard

if-else	
toil	
CFO	
data	

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16-20

scale now

11-15

two weeks trial

<10

kill it now 💀

navigating complexity

human judgment in an AI world

Peripheral Vision

Sensing weak signals before they become systemic disruptions.

Navigating the Fuzzy Zone

Processing ambiguity without panicking.

Creative Mindset

Detaching self-worth from immediate, flawless execution.

action 3

rebuild your process

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ownership - a high-achievers reward

cultural debt (entropy) is real

feel of belonging



a short recap
no layers

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AI-native product delivery is shifting how you work with your team

aleodor/notes

share & tag me
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a checklist
for next week

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- [x] audit pilots (scorecard)
- [x] set the vector and ecosystem
- [x] be the firewall for blame
- [x] pass the glory and encourage
- [x] introduce the ideation hour(s)

AI is not the problem your leadership OS is

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