

Move early, commit carefully

*What Munich and the US taught me about learning fast
and choosing what deserves to last*

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“Hard work is super important, but overpraised. Direction, underrated.”

— Eileen Gu

the most decorated female freestyle skier in Olympic history



IN PRODUCT TERMS

Hard work → Building the product

Direction → Deciding what problem to solve, for whom, and why

BEFORE: BUILDING WAS EXPENSIVE

Analytics

**Customer
interviews**

Market trends

Business cases

Mockups

Experiments

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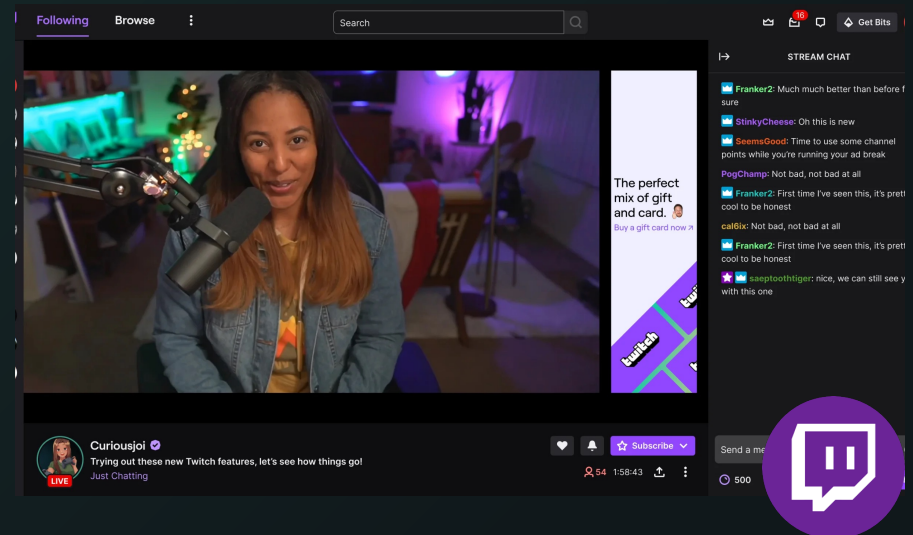
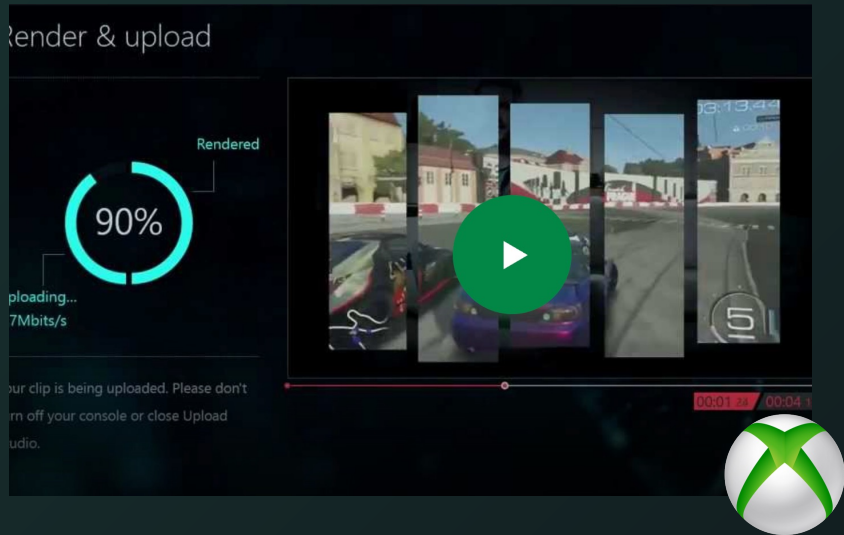
Experiments

NOW

Today, building is at the core of how
we find **direction**.

A while back, businesses needed
protected places to experiment

hybris labs · Munich



We experimented with the future.
We never committed to it.

IMPROVEMENT Nov 2018

Copy a file path from a pull request diff

IMPROVEMENT Nov 2018

See file size in image diffs

IMPROVEMENT Nov 2018

Hover for full status-check details

IMPROVEMENT Nov 2018

Watch releases without watching everything

IMPROVEMENT Jan 2019

Clearer pull request review summaries

IMPROVEMENT Mar 2019

Click and copy branch names from PR headers

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See which pull request will close an issue

IMPROVEMENT Dec 2020

Markdown lists autocomplete

IMPROVEMENT Mar 2021

Drag or paste files into Markdown

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Automatic table of contents in Markdown files

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Speed reveals where the organization **is slow.**

MEANWHILE, ON EVERY TEAM

AI gives **every team** the speed only the fastest teams once dreamed of.

“In the AI age, taste will become even more important.”

Paul Graham, Y Combinator

AI emptied our backlog. Now what?

Verena Graber

“Coding agents are giving everyone decision fatigue.”

Stack Overflow Blog, May 2026



AI lets us build the wrong thing faster, too

80%

of respondents said AI is helping them ship faster – but customers aren't seeing value any sooner.

Atlassian, State of Product 2027 · 1,000 product professionals

THE DEMAND SIDE

Customers stopped waiting.

64%

OF CEOS

invest before they understand the value – for fear of falling behind.

FOMO is **real**.

IBM Institute for Business Value, CEO Study 2025 · 2,000 CEOs, 33 countries

A WAKE-UP CALL

A fintech customer that **never did betas** was running a beta with a ten-person startup.

LESSON 1

Build ahead of the models. **Today's model is the worst one you'll ever use.**

LESSON 2

Startups move fast – **and they're allowed to be wrong.**

Try it today.
Depend on it
yesterday.

"When can we depend on it?"

"How much will it cost?"

"Can my security team review it?"

LESSON

The customers pushing you hardest to move fast are the same ones who will **hold you accountable when it breaks.**



Trying got cheap. Promising didn't.

**MOVE
FAST AND
BREAK
THINGS**

* Facebook's motto until 2014



NOW

Where does product advantage even hold?

How adoption happens

What value really means

What actually lasts

HOW ADOPTION HAPPENS

Adoption often starts bottom-up
Commitment happens top-down

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65%

of AI use at work happens on
personal accounts

Compliance used to say no. Now it says how.

Harmonic Security, 2026 ·

WHAT VALUE REALLY MEANS

Access

Did we make it available?

Usage

Are people actually using it?

Impact

Did it change the outcome?

What **problem** are we trying to solve?

PROBLEM

Pull request bottlenecks: PRs stay in the review phase for days before merging and shipping to production.

PROOF

With AI code reviews, avg merge time for PRs went from **days to hours**.*

* Internal data over a limited period of time (2024)

Pricing is climbing the same ladder.

ACCESS

Per seat



USAGE

Per token



IMPACT

Per outcome

Anyone can add now.

The advantage is knowing what
to take away.

50,000

products in a typical US supermarket

4,000

products at Trader Joe's

~4x

the sales per square foot

Source: Acquired, Trader Joe's episode

TRADER JOE'S®



WHAT ACTUALLY LASTS

“Agents are very harsh customers.”

— Charles Lamanna, Microsoft · Madrona IA40 Summit, Seattle, Sept 2026

What makes an agent, or a person, keep picking your product?

The advantage goes to whoever learns fastest – and turns it into things that compound.

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Context

what your customers taught you

Trust

dependable product, dependable
team

Community

people, stories, code, data

A QUESTION THAT GOT ME THINKING

AI made building cheap. So build –
and push it until it breaks.

Then decide what deserves a promise.

The background of the slide is a dark, deep blue or black field. On the right side, there is a series of thin, golden-yellow light trails that appear to be moving from the bottom right towards the top right, converging towards a small, bright point of light. These trails have a wispy, ethereal quality, suggesting movement or energy. The text is overlaid on the left side of the image.

Building has never been easier.
The direction is still on me.

FOR MONDAY MORNING

Are you building at least **ONE** thing
that pushes the limits – with the goal
of learning fast?

Move early enough to learn.
Commit carefully enough to
endure.

Thank you!

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