RAPTORS CONFERENCE · PROCEEDINGS, VOLUME 1

The PM’s Survival Guide to AI in 2026

Working when the roadmap outlives its usefulness before it ships

Artem

Product Management · AI Systems

Roadmaps stop surviving contact with the field

Models change every few months. Plans built for a quarter can't keep pace — by the time a roadmap ships, the capability it was built around has already moved.

Anthropic

Shipping against models still being trained

Datadog

Rebuilding workflows around new capability, mid-quarter

Decagon

Treating each release as a new set of constraints

Based on how teams at these three companies are adapting

From roadmap to portfolio

Quarterly roadmap	Experiment portfolio
Fixed commitments, locked scope	Adaptive bets, sized to what's known
Plans for one future	Holds several, in parallel
Assumes the ground holds still	Assumes it won't, and plans for that
Success = shipped the plan	Success = shipped, and learned faster than the model changed

Experiment portfolios, not roadmaps

Explore

Small, time-boxed bets on what a new capability might unlock



Deliver

Committed work that keeps shipping while bets are running

- Every bet gets a size, a timebox and a kill criterion before it starts
- Bets that pay off graduate into the delivery lane
- The split between lanes is a standing decision, reviewed on a cadence — not re-litigated per feature

Framework: balancing exploration against delivery

Judging AI bets without freezing

01

Frame the bet small

Scope to what one release cycle can prove

02

Set the kill criterion first

Decide what "not working" looks like before starting

03

Timebox the exploration

A bet with no end date becomes a roadmap again

04

Decide only this week's question

Not every question needs answering right now

The skill stack for an AI PM

01 Fluency in what the current model can and can't do

02 Fast, cheap ways to test a bet before committing to it

03 Portfolio thinking: sizing and balancing bets against delivery

04 Judgment under a moving baseline

Volatility isn’t
the interruption.
It’s the operating condition.

Plan for the ground to move

Replace the roadmap with a portfolio of sized, timeboxed bets. Keep shipping. Keep the option to change course cheap.