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[Anthropic Hiring Team](#)

Re: Product Manager, Public Sector

The line about the best products starting as an idea that came out of the room rather than a requirements document is the one I would keep if I could only keep one. My clearest version of it: I drove org-wide adoption of LaunchDarkly at CAMP Systems, decoupling deployment from release and lifting feature release frequency 400%, and the first rollout stalled outright. I had built it around my own mental model, and the honest feedback was that I had shipped my tool rather than theirs. So I sat with the people doing the work, watched them attempt the real task, rebuilt around the friction I saw, and adoption followed. The vendor's own dashboard was flag-centric while our week was release-centric, so I built a LaunchDarkly API-based web application that matched how we actually released, which consolidated seats and cut team OPEX 7%. Nobody asked for either one. I have not put a system in front of a team since without watching a real user attempt the real task first.

A portfolio that is a set of organizations rather than a feature area is roughly the shape of my last two years. I owned the program that moved 75 enterprise customers off competing platforms onto a next-generation aviation platform, and no two of them ran their operation the same way. I mapped their workflows against the new system and found gaps that would have broken live operations for specific customers had they moved on the original schedule. I told leadership and those customers before anyone asked, ran a feature parity program, and re-sequenced the migrations around what I found. All 75 moved with zero operational downtime and zero churn on a forced platform change, and ARR grew 104% year over year across two consecutive years. Every part of it ran through engineering, QA and go-to-market teams that did not report to me.

Moving on my own clock is the habit I would bring first. Onboarding a single customer onto that platform took over two weeks of manual work, and across 75 customers that is roughly three years, so the program as scoped was arithmetically impossible. Rather than ask for headcount I walked the onboarding end to end, found the data injection step doing the damage, and drove the automation that took capacity from two weeks per customer to three customers a day. It started as one customer's onboarding problem and became how every customer was onboarded, which is the same move as carrying one team's requirement into the product everyone gets.

On AI the work has been my own hands rather than a spec I handed off. I grounded a test case generator in retrieval-augmented generation over roughly 2,000 of our own ticket-to-test conversions so output followed house conventions without retraining, and I founded SpecHawk, a deploy-aware agentic QA platform where the agent maps a staging environment, generates and runs test specs, validates tickets and returns screenshot evidence, with four enterprise design partners looped weekly on real scheduled usage rather than demo enthusiasm and \$100K pre-seed raised. The gaps, stated plainly rather than left for you to find: I have not worked inside government, I hold no clearance, and I have never shipped inside a FedRAMP or comparable boundary, so that ground I would be learning on your terms. My four years also sit below the seven the posting mentions. What I bring on day one is the discovery habit, product decisions teams can actually execute, requirements that translate cleanly in both directions between stakeholders and the engineers building the system, and Snowflake SQL and PowerBI in daily use so I check where a program stands myself. I am authorized to work in the United States and happy to travel and to meet the in-office expectation. Thank you for your consideration.

Sincerely,

[Sahil Sapra](#)