



INSEAD AI CLUB · EVENT 03

Code with Claude, debriefed.

Freddie Chambers & Isabella Isotta

Monday 15 June 2026 · Amphi Rubeli

BEFORE WE START

In one word: the most important skill for being good at AI?

Scan and drop your one word. We'll look at the room's answers - and come back to them at the end.



Scan to answer, or go to
insead-ai.github.io/event-three/poll

WHY THIS MATTERS NOW

Feeling behind isn't a skill gap. Even the people building this feel it.

"I've never felt this much behind... Clearly some powerful alien tool was handed around except it comes with no manual."

Andrej Karpathy, Anthropic
OpenAI co-founder. Ex-Tesla AI Director.

"I'm not going to stand up here and tell you I know exactly what's next, because I don't. No one does."

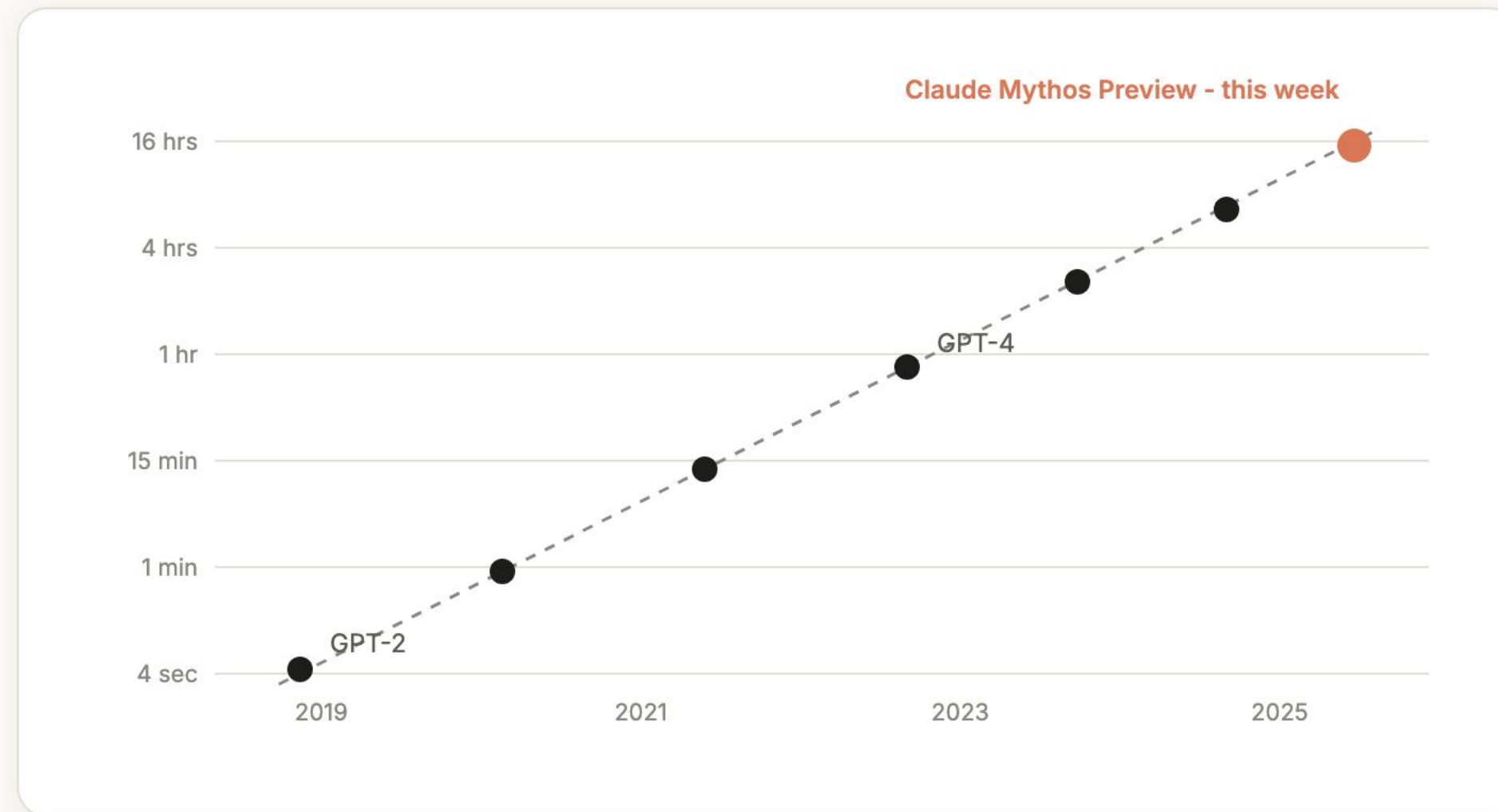
Boris Cherny, creator of Claude Code
On stage at Code with Claude, London.



Code with Claude, London - May 2026

THE PACE, MEASURED

How long a task can an AI finish on its own?



Doubles every few months.

Minutes a year ago. Hours today. Source: METR.

THE CONFERENCE

A bit of context on the conference.

We went to Anthropic's builder conference - a day of talks from Anthropic's own builders and founders running real companies on Claude, pitched at people building at the frontier, not beginners.

WE SPENT A DAY WITH THE PEOPLE WHO BUILD CLAUDE

They run about \$47bn a year on roughly 5,000 people.

REVENUE PER EMPLOYEE (\$M, ANNUALISED)



So how do you run a company like that?

About 28x Walmart's revenue per head. Sources: Anthropic run-rate ÷ est. headcount (Series H, May 2026; ~5,000 staff). Public cos: latest 10-K. Run-rate is not realised full-year revenue.

HOW THEY STAY THIS LEAN

A closer look at the Claude culture.



Not the engineers you'd picture

Hats, creative-agency attire - the room was already dressed for it. The people pushing this hardest are creative, product-minded builders.



A subculture, not a conference

Anthropic stays lean while it grows, and its events team is elite - they build a subcommunity, not just host a day.



People love this product

Not adoption - love. A room full of people who have rebuilt how they work around it, swapping setups like collectors.

The product spreads itself - that is how you run \$47bn on 5,000 people.

• LIVE ON SCREEN

What the room previously thought

Where the room started, before tonight. Shown live during the talk - scan the poll QR to take part.

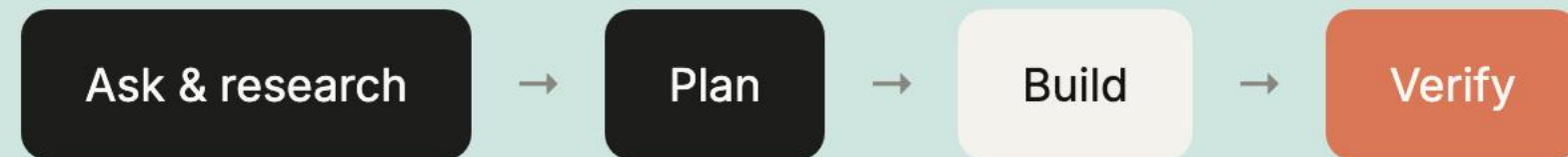
THE REVEAL

The people who build Claude Code don't really write code anymore.

The engineers we spoke to brief Claude, set it running overnight, and review what comes back.

Fiona Fung, Head of Engineering for Claude Code: the work has shifted from writing code to reviewing it. If the frontier directs and checks rather than types, this was never about coding. It's management and communication.

The machine does the typing. You do everything else.



The repeatable recipe at the frontier. The first and last steps do almost all the work - go deeper on context than feels natural.

TAKEAWAY 01 · THE STEP ALMOST NOBODY DOES

Give the work a checker.

"Give Claude a way to verify its work – this is the single highest-leverage thing you can do."

Anthropic Engineering. A separate AI with one job: check the output against what you said good looks like.

Fresh eyes beat long memory.

- 01 When one AI checks another's work, start the checker fresh. No shared history, no anchoring.
- 02 The same reason consultants are useful: they walk in without the baggage.
- 03 Anthropic's name for the failure mode: "context rot". The more one conversation holds, the worse its recall gets.

Don't ask the author to mark their own homework.

IN PRACTICE · OFF-STAGE

The freshest eyes are another model.

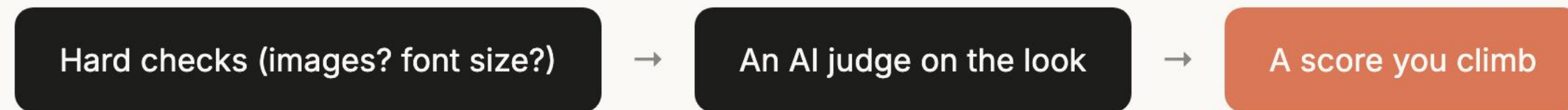
Verify against reality. Attendees leaned on a tool called Playwright - the checker drives a real browser and reports what is actually there, not what a rotting context window remembers.

Cross-check with a different model. Not mentioned on stage, but every attendee said it: run the important stuff past another model (Codex, GPT). It shares none of the first's blind spots.

When? High-stakes output, or when the first model sounds a little too sure of itself.

TAKEAWAY 01 · AND YOU CAN MAKE THE CHECKER AUTOMATIC · JIRI DE JONGHE, ANTHROPIC

Turn the second opinion into a score.



A slide-making agent, graded automatically, iterated round after round until the score climbed. Verify scales - from a second opinion to a repeatable test. This deck was built this way; we'll show you live.

One writes. One cuts.

THE WRITER

"You are a writer, not a template executor. You think in stories, not paragraphs."

Wants to produce. Defends its draft.



CREATIVE
TENSION

THE EDITOR

"You receive writing that is over-indulgent. You are here to kill their darlings."

Wants it true. Will cut.



Outsized output. Higher quality than either reaches alone.

The tension is the quality. These are his actual prompts - and a human still signs off.

Writing is just the example.

A maker and an adversarial checker. Never let the maker mark its own work. Swap the cast for your world - the friction stays.

Writing / comms

Writer / Editor

Code

Engineer / Reviewer - "find the bugs and the edge cases"

A strategy memo

Author / Red team - "make the strongest case against this"

A financial model

Builder / Skeptic - "attack the assumptions"

Research / analysis

Analyst / Fact-checker

TAKEAWAY 02

The structure is easy. The skill is communication.

Anyone learns the four steps in five minutes. Give ten people the same steps and you get ten different results - the difference is how clearly each one says what they want. In the research step, the person who can articulate what they're after gets a far better answer. Nothing technical about it. (Adam Richardson teaches this first.)

Say the goal, not the instructions.

"Research our competitors."

"Keep it simple, don't over-engineer this."

What most of us type.

Say the goal, not the instructions.

~~"Research our competitors."~~ "I'm pitching the board on entering the US next week. Find the two competitors who could kill us there - and exactly how: pricing, distribution, switching costs."

~~"Keep it simple, don't over-engineer this."~~ "This feature is an experiment. There's a real chance we delete it in a month. Don't build anything that would be painful to throw away."

Context, not constraints - the model does the work; your job is to say exactly what good looks like.

TAKEAWAY 03

Even the frontier disagrees with itself.

Same conference, opposite advice. One speaker plans for hours before a line gets built; another cut design-docs-before-code as theatre and prototypes first. Both work in their world. The lesson: steal the principle, not anyone's exact setup.

Same question. Opposite answers.

Plan first.

Kevin Collins · founder, Echofold

Hours of planning before a single line gets built.

WHEN TO PLAN

→ VS ←

Prototype first.

Fiona Fung · Head of Eng, Claude Code

Her org cut design-docs-before-code as "theatre" - the doc, if needed, comes after.

Load all the context.

Kevin Collins

"I do the opposite" - every session starts "understand everything here".

HOW MUCH
CONTEXT

→ VS ←

Keep context light.

The standard advice

Stay under 70%, /clear between tasks, never auto-compact.

Represent it in HTML.

Thariq Shihpar · Claude Code eng

"Almost no information Claude reads that you can't efficiently put in HTML."

OUTPUT FORMAT

→ VS ←

Markdown is enough.

The default

The format agents think in - plain, diffable, everywhere.

Same conference, opposite advice - and the frontier even disagrees with the standard playbook. Steal principles, not setups.

TAKEAWAY 04

“

We've taught our most sophisticated neural networks, trained on the sum of human knowledge, to make Hollywood films, explain string theory to a child in Sanskrit, and clone your voice.

TAKEAWAY 04

“

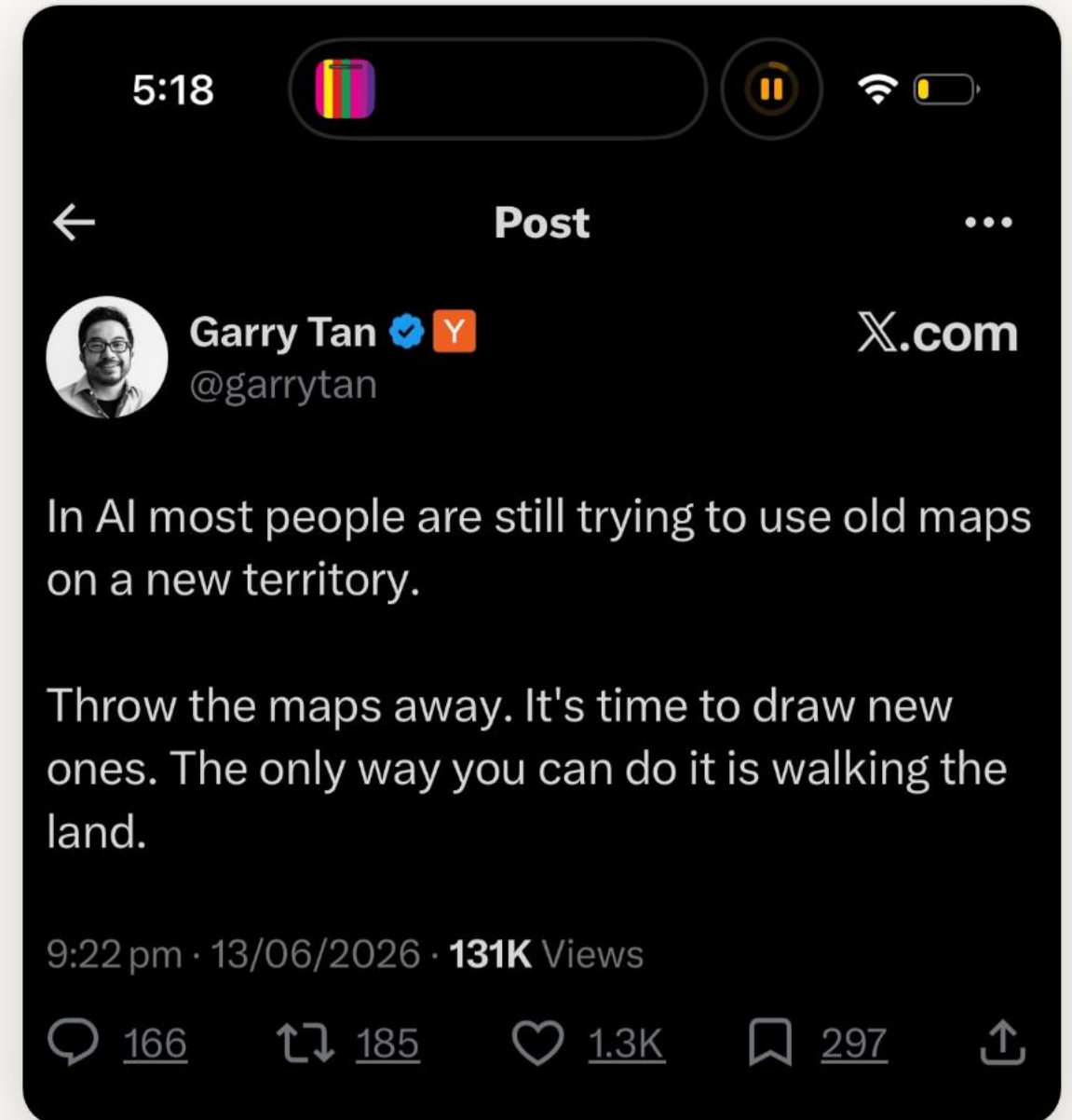
We've taught our most sophisticated neural networks, trained on the sum of human knowledge, to make Hollywood films, explain string theory to a child in Sanskrit, and clone your voice.

But it'll never crack PowerPoint, right?

TAKEAWAY 04 · THE TRAP

We keep using new tools to do the old things slightly better.

Treating AI as a faster, cheaper pair of hands. But if we invented presentation software today, it wouldn't be PowerPoint - so work where it's actually fluent.



Work where it is fluent.

-
- | | | |
|----|------------------------|--|
| 01 | Mother tongue | Markdown, HTML, plain prose. Fluent and beautiful with almost no effort. |
| 02 | Fluent second language | Code - .py, .js, .json, .sql. Trained on millions of repositories. Reliable. |
| 03 | Phrasebook | PowerPoint, Word, Excel. It thinks in markdown and translates at the end. Functional, not beautiful. |
| 04 | Holiday phrasebook | PDFs and images. Reads them well, produces them wobbly. |
| 05 | Foreign | Video, audio, 3D. Wrong tool entirely - ask Runway, ElevenLabs, Figma. |
-

Plan and build in plain text. Translate at the very end, if you must.

CODE WITH CLAUDE, DEBRIEFED

The unreasonable effectiveness of HTML.

"There is almost no set of information that Claude can read that you cannot efficiently represent with HTML."

Thariq Shihpar, Anthropic

This deck is a web page.



Read the post
claude.com/blog · Thariq Shihpar

THE CATCH · A CULTURE CALL

The last mile is hand-work.

An HTML deck is brilliant to about 90%. The final 10% - nudging a box that sits slightly wrong on slide 40 - is fiddly, by hand.

So it's a culture choice. Anthropic's is **"90% good enough is good enough."** Could you tell a Bain consultant to ignore a wonky box on slide 40?

The thing reading your CV is an AI. Model it.

I want to apply for this job. Before I do anything - based on how application-review systems like Metaview's work, build me the **ideal candidate profile** this role is screening for.

[paste the job spec]

WHAT COMES BACK - EXTRACT

Role: Strategy Manager, AI products

3-5 yrs in B2B SaaS or consulting - has shipped with AI tools, not just used them

Owned a number: a P&L, a pipeline, a portfolio

Writes clearly. The CV itself is the writing sample

This recruiter's taste: operators over researchers

The whole loop on your job hunt: model the screener (ask & research) → the profile is your target (plan) → rewrite your story backwards (build) → a fresh agent scores the gap (verify).



Watch the talk

SO WHAT DO WE DO

So optimise for what we can know.

The long run is a write-off. But there are two things we actually can know.

First, what's valuable now.

-
- | | | |
|----|-------------------------------|---|
| 01 | Judgement & taste | Deciding what's worth doing, and whether it's any good. |
| 02 | Communication & relationships | Getting the goal across, to people and to the machine. |
| 03 | Business & industry sense | Knowing the market the work is for. |
-

The short-run human edge. None of it technical.

Second, capability is far ahead of diffusion.

CAPABILITY

Racing. Exponential.

- The task length it handles on its own doubles every few months.
- Already good enough for a growing share of knowledge work.

DIFFUSION

Slow. Hard. Human.

- From *can* to actually doing the work: a gap of years, not months.
- The PC took ~20 years to go from essential to everywhere - release, regulation, training, trust.

Diffusion is where the value is stuck - so being one of the few who actually moves fast is the edge. Start things, build, drive adoption ahead of the pack.

THE POINT

~~You have to be technical to be good at AI.~~

The real skills are judgement and communication, influence and change. Exactly what an MBA teaches.

Point judgement and communication **at the AI**, to direct it. Point influence and change **at the organisation**, to drive adoption. Manage the machine, and manage its adoption.



Scan: **has tonight changed your mind?** Tell us Yes or No - and your one word now.

We'll put the room's start vs end on screen.

insead-ai.github.io/event-three/changed

• LIVE ON SCREEN

What the room previously thought

Where the room started, before tonight. Shown live during the talk - scan the poll QR to take part.

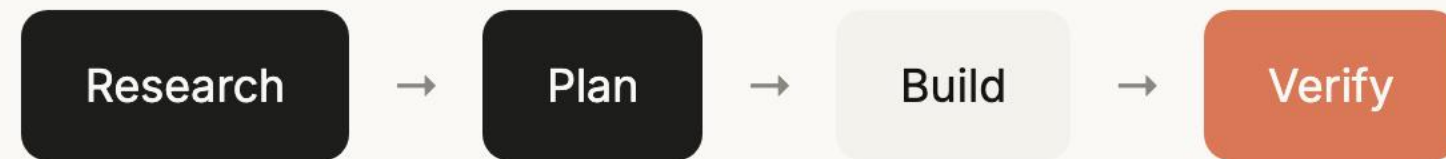
• LIVE ON SCREEN

Then vs now

Start answers next to end answers, by theme. Shown live during the talk - scan the poll QR to take part.

THE TAKEAWAY

Live in the moment. Be adaptable. Run the loop.



Two ways to think, one thing to do. The window is open now.

Don't read everyone. Pick two or three.



01 · IF YOU ONLY PICK ONE

Ethan Mollick

One Useful Thing. The one to follow.



Benedict Evans

Strategy lens. Weekly.



Simon Willison

Daily log of what's possible.



Andrej Karpathy

First principles, built intuition.



Dario Amodei

Where the frontier's heading.



Dwarkesh Patel

Long-form interviews. Best signal-to-noise.



Azeem Azhar

AI x geopolitics x economics.

DAILY AND BUILDERS



Thariq Shhipar

Anthropic. The HTML line tonight is his. @trq212



The Rundown

Daily newsletter. Top-of-funnel scan.



Zvi Mowshowitz

Don't Worry About the Vase. Weekly roundup.



Carl Vellotti

Claude Code for PMs course.



Riley Brown (YouTube)

Hands-on AI tooling.



Greg Isenberg (YouTube)

AI x startups.

GO DEEPER · SCAN, OR GRAB THEM ALL IN THE WHATSAPP

If you want to read further.

THE METHOD & THE AGENTS



Building effective agents
Anthropic Engineering



Emotion concepts in an LLM
Anthropic (agent personality)

THE WORLD OF WORK



From Hierarchy to Intelligence
Block / Jack Dorsey



Salarymen, specialists, small businesses
Noah Smith, Noahpinion

THE LONG RUN



When AI builds itself
Anthropic



My AI Opinions
Scott Alexander, ACX



AI as Normal Technology
Narayanan & Kapoor

Building effective agents is the technical one: paste it into Claude and ask it to explain, and how the principles help a task you actually have.