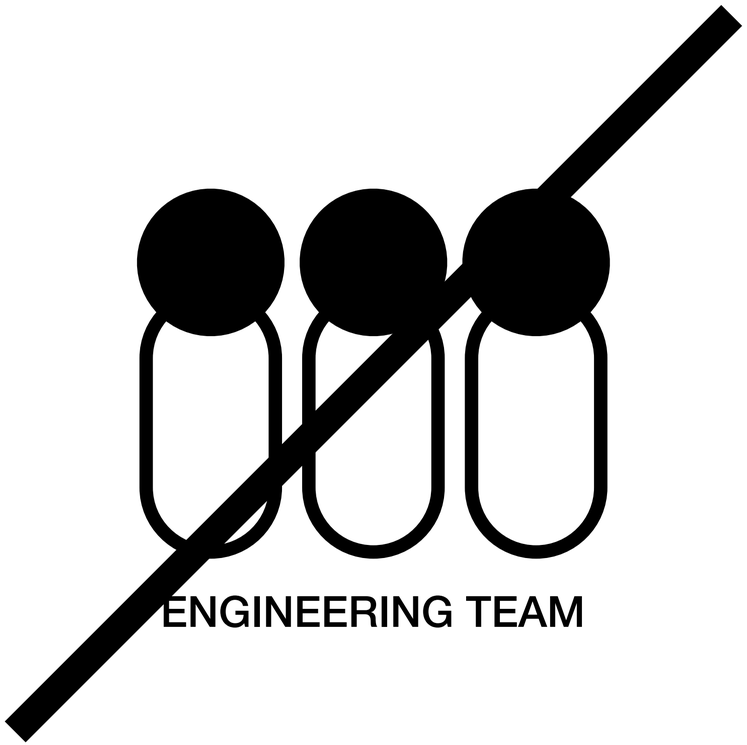
we need to care

about the future

Lingxiu | Liminal Machines, Inc | UC Berkeley MDes | Design Frameworks | Fall 2026

part one
six stories from today

1 factories develop software



SOFTWARE
FACTORY



Steve Yegge

Steve Yegge is ex-Geoworks, ex-Amazon, ex-Google, ex-Grab, and ex-Sourcegraph, with over 30 years of tech industry experience, 40 years coding total.

Follow writer

Coding Agents | Claude Code | Ai Orchestration | Temporal

Welcome to Gas Town



Steve Yegge Follow 34 min read · Jan 1, 2026

2.8K 115 10

Happy New Year, and Welcome to Gas Town!



Figure 1: Welcome to Gas Town

businesswire
A BERKSHIRE HATHAWAY COMPANY

Newsroom | Services & Solutions | Resources | For Journalists

Sep 15, 2026 00 PM Eastern Daylight Time

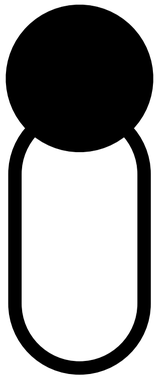
Factory Raises $200 Million at a $5 Billion Valuation to Scale Self-Improving Software Development in the Enterprise

Share

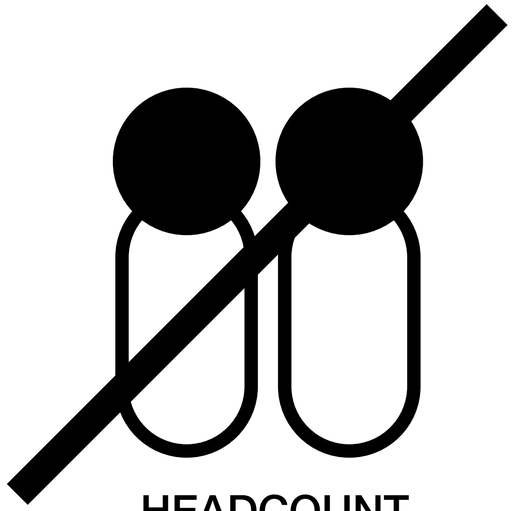
New funding comes amid rapidly growing demand from global enterprises to build their own software factories.

SAN FRANCISCO--(BUSINESS WIRE)--Factory, the global leader in self-improving software development, today announced a $200 million financing from Blackstone, Khosla Ventures, Sequoia Capital, Insight Partners, Evantic Capital, Sound Ventures, NEA, Mantis VC, Clearlake, and angel investors including Nico Rosberg, Brad Gerstner, and Marc Benioff. The round values the company at $5 billion, over triple its previous valuation of $1.5 billion in April, and brings its total funding to over $400 million. The funding follows rapid enterprise adoption, with Factory now used by hundreds of thousands of developers across global enterprises including Nvidia, Blackstone, Royal Bank of Canada (RBC), Palo Alto Networks, and Adobe.

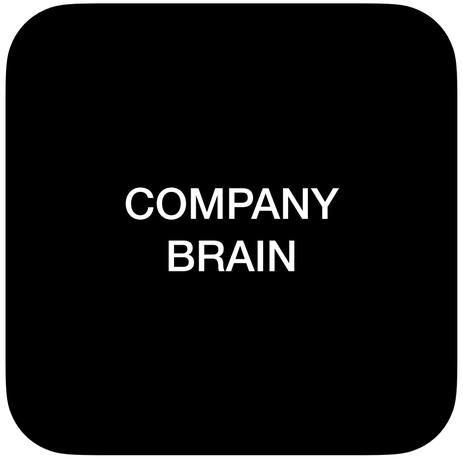
2 company brains augment teams



EXECS



HEADCOUNT



The Death of Product Development as We Know it

Goodbye three-legged stool, 2-pizza teams, and "managers"

JULIE ZHUO

MAR 25, 2025

563 47 71 Share

Much has been written about what AI's magical powers can enable—whether engineering, design or documentation. But I believe something just as interesting is happening with ***how teams build*** *in the era of AI.*

This post was co-created with gems of insight from Henry Modisett, head of design at Perplexity. I admire Perplexity for many reasons, one of which is how they are a cutting-edge applied AI company at the forefront of a new way of working.

businesswire
A BERKSHIRE HATHAWAY COMPANY

Newsroom | Services & Solutions | Resources | For Journalists

Jun 10, 2025 1:00 AM Eastern Daylight Time

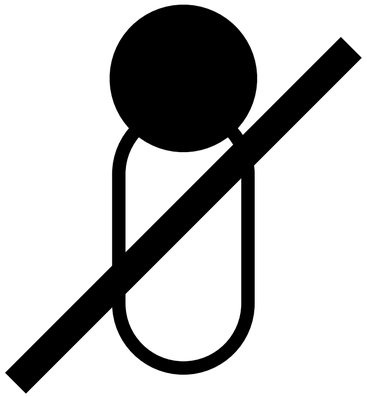
Glean Raises $150M Series F at $7.2B Valuation to Accelerate Enterprise AI Agent Innovation Globally

Share

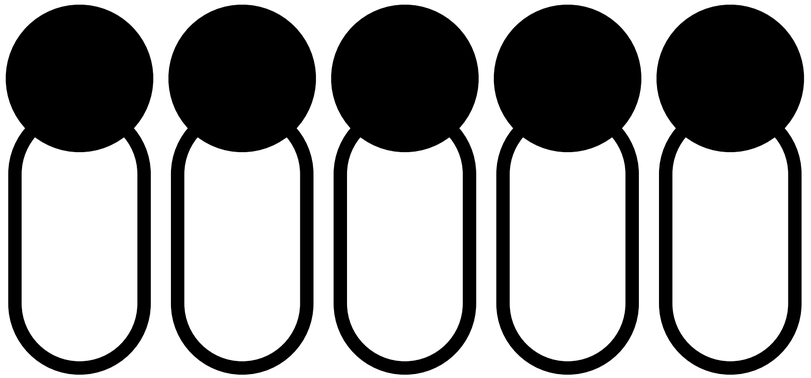
Led by Wellington Management, latest investment fuels product innovation, partner expansion, and global scale

PALO ALTO, Calif.--(BUSINESS WIRE)--Work AI leader Glean today announced it raised $150 million in Series F financing, bringing its valuation to $7.2 billion. The round was led by Wellington Management, with participation from new investors including Khosla Ventures, Bicycle Capital, Geodesic Capital, and Archerman Capital, and existing investors including Altimeter, Capital One Ventures, Citi, Coatue, DST Global, General Catalyst, ICONIQ, IVP, Kleiner Perkins, Latitude Capital, Lightspeed Venture Partners, Sapphire Ventures, and Sequoia Capital. The latest investment will support Glean's continued product innovation, the expansion of its partner ecosystem, and international growth - all focused on turning AI's potential into measurable business outcomes.

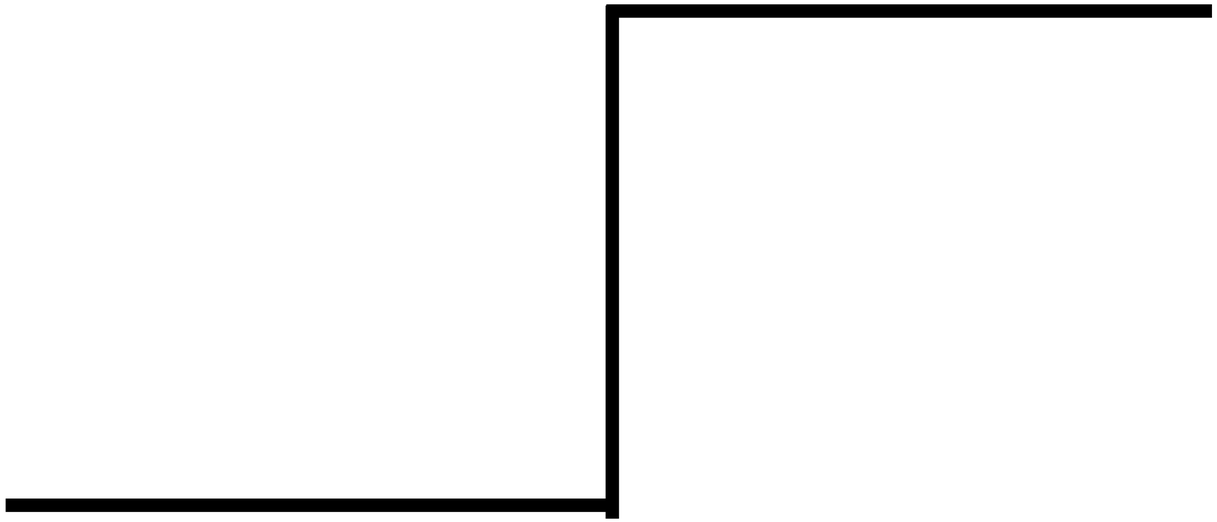
3 anyone can make apps



PROFESSIONALS



EVERYONE



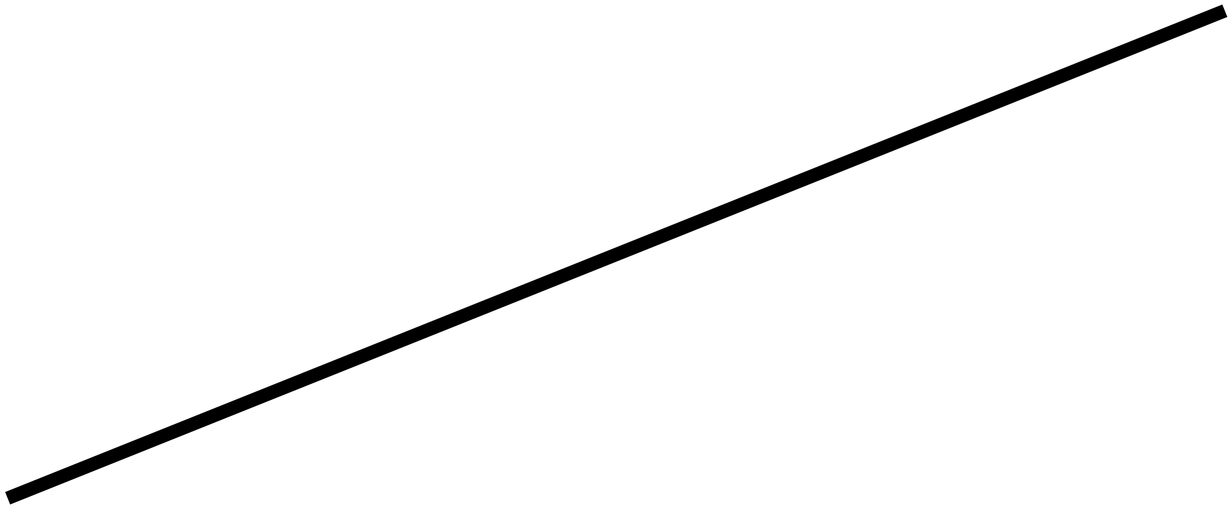




IMAGE CREDITS: LOVABLE

STARTUPS

Lovable confirms new $13.3B valuation, raises another $400M

Julie Bort — 9:04 AM PDT August 12, 2026

4 agents do knowledge work



LONG-RUNNING
AGENTS

NEWS AGENT EXPERIENCE 1 APR 2026 4 MIN READ

Oracle Cuts 30,000 Jobs to Fund Its AI Gamble

Oracle has cut up to 30,000 jobs to fund its AI infrastructure push. We break down what the largest layoff in Oracle's history means for CX.

Rhys Fisher

Listen · 4 min | SAVE | FOLLOW



On the morning of March 31, 2026, thousands of Oracle employees around the world opened an email at 6 a.m. to find out they no longer had a job.

TECH

AI startup Manus raises $500 million in first funding round since Meta breakup

PUBLISHED THU, OCT 8 2026•2:32 AM EDT | UPDATED THU, OCT 8 2026•2:59 AM EDT



Anniek Bao
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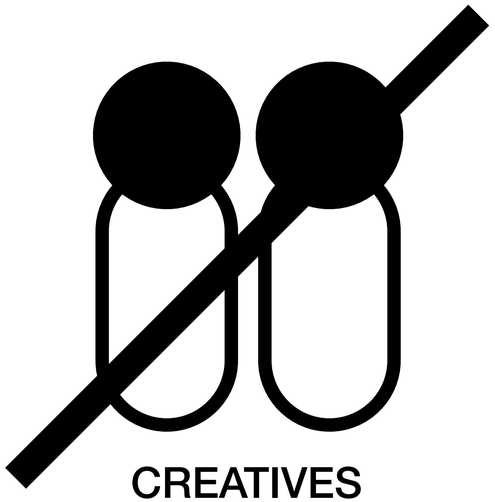
KEY POINTS

- Manus has raised more than $500 million in its first funding round since U.S.-based Meta Platforms was forced to reverse its acquisition.
- Bloomberg reported last month that Manus was set to double its valuation in this financing round to $4 billion, what would make it the country's most valuable AI agent maker.
- The raise suggests investors aren't deterred by Beijing's unprecedented order to block Meta's short-lived $2 billion acquisition.

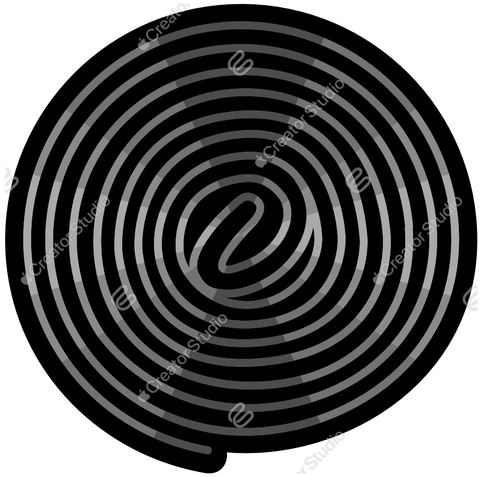
WATCH LIVESTREAM
Prefer to Listen?
NOW Closing Bell: Overtime
UP NEXT Fast Money

TRENDING NOW

5 people test massively generated content



CREATIVES



GENERATED CONTENT

Watch AI shows. Make your own.

Any world, any genre. Find a show you love, and make one of your own in minutes.

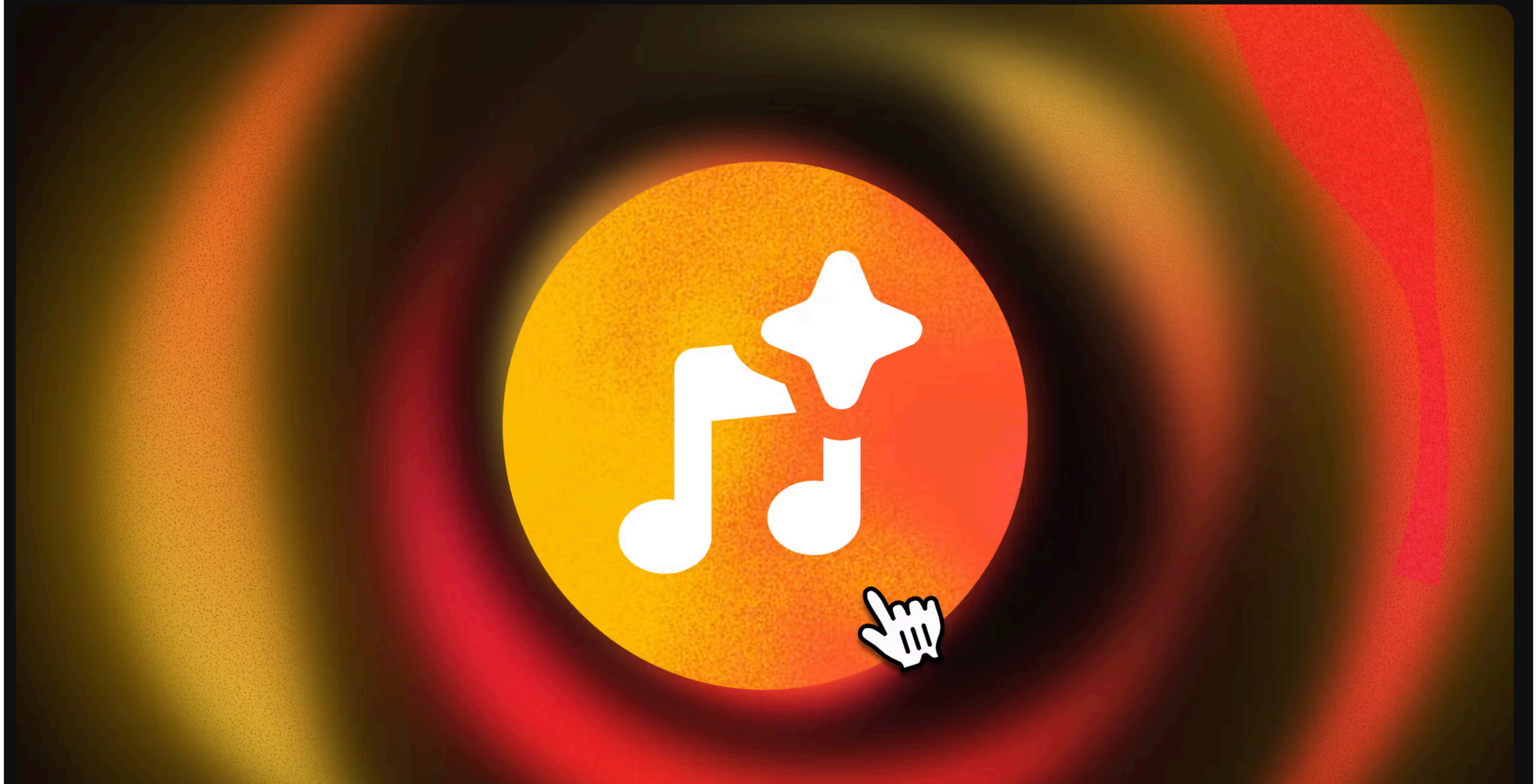
USE SHOWRUNNER



The Future of Music is Already Here

By Mikey Shulman, Co-Founder & CEO Nov 19, 2025

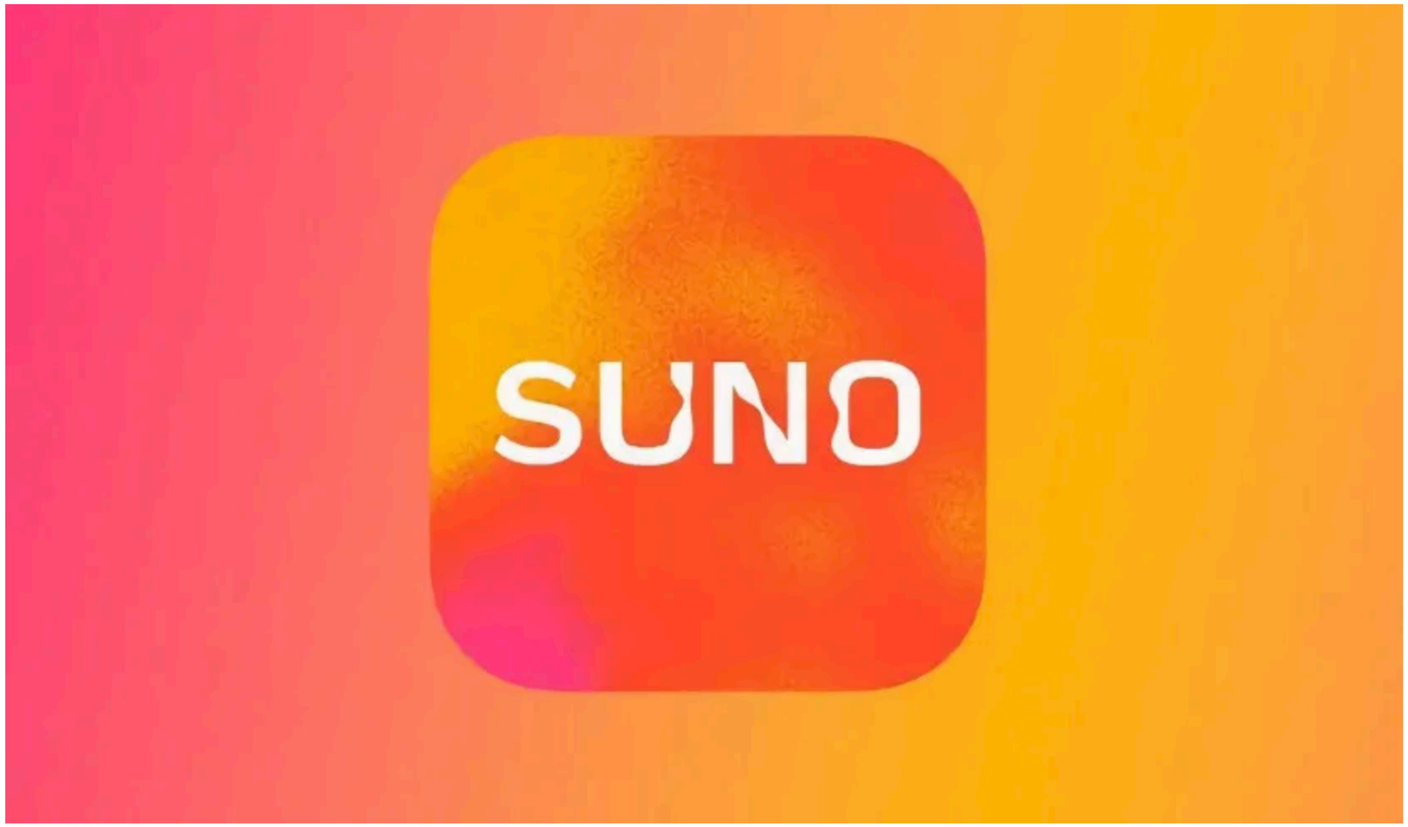
ANNOUNCEMENTS



Suno Raises $400 Million At A $5.4 Billion Valuation While The Record Labels Sue Over 61,000 Songs

Investors just doubled Suno's value even as the major labels press a copyright case that could decide whether AI music is legal

By Richard L. Wells
Published Jun 06 2026, 10:54 AM EDT



MOST POPULAR

1. 

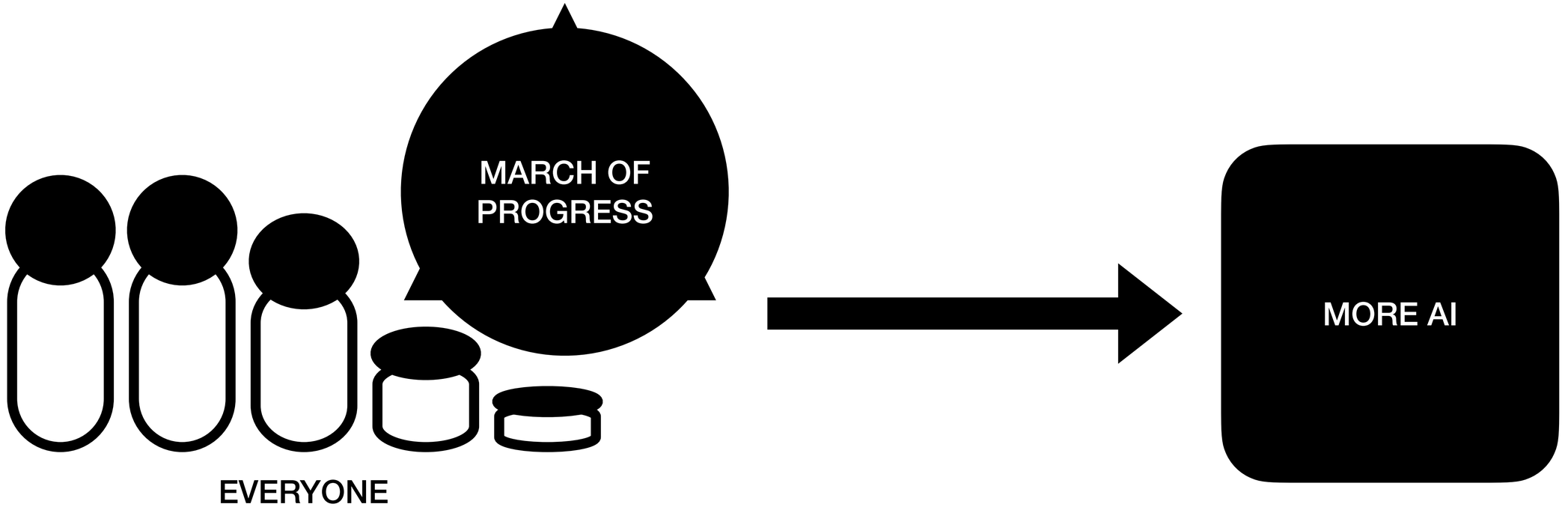
OpenAI Confirms Humanoid Robot With 2027 Demo, Competing With Companies It Once Backed

2. 
Apple's 2027 iPhone Lineup Report Claims Massive Releases, Upgrades Coming Next Year

3. 
Nintendo Switch 2 Gets Replaceable Battery in New European Model

4. 
China's New AI Export Controls Apply Now if You Licensed or Deployed Covered

6 ambient data collection

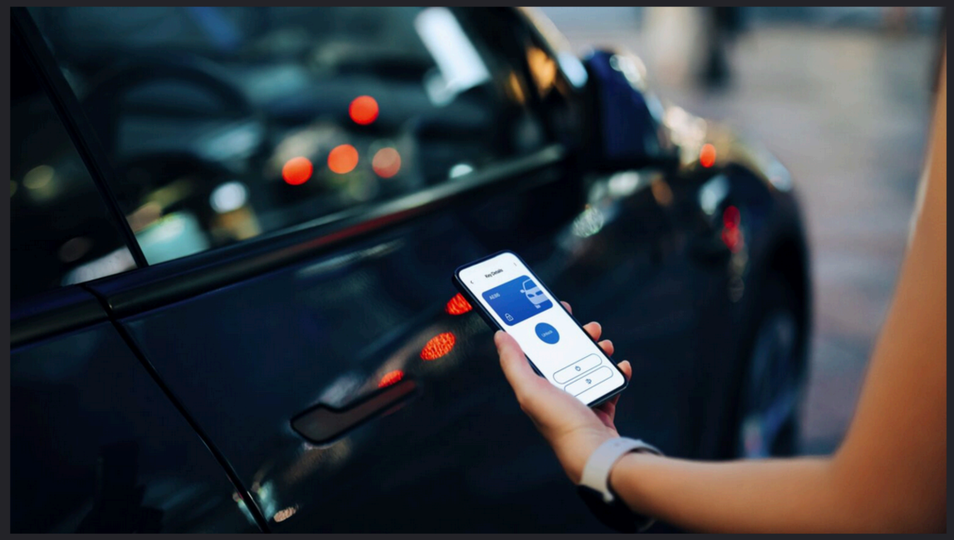


FARADAY TENT

This study looks at how and with whom connected cars share your data

Between the cars and their companion apps, you're exposed to a lot of trackers.

JONATHAN M. GITLIN – SEP 29, 2026 2:49 PM | 185



Credit: Getty Images

In news that should surprise very few, connected cars remain a complete privacy nightmare. But now we have a better idea of what data those cars are giving away, and to whom, thanks to a study conducted by a team of researchers at Northeastern University and Consumer Reports. Testing 21 cars from 19 different brands revealed patterns of traffic to advertisers and trackers, as well as data shared with Big Tech firms like Microsoft and Adobe. And using a car's companion app can multiply the problem, their testing found.

US startup Flock Safety raises $275 million to fund manufacturing plant, R&D

By **Krystal Hu**

March 13, 2025 1:35 AM GMT · Updated March 13, 2025



Flock Safety CEO Garrett Langley attends the startup's customer conference Flock Forward, in Atlanta, U.S., June 2024. Flock Safety/Handout via REUTERS/ File Photo Purchase Licensing Rights

The Washington Post
Democracy Dies in Darkness

A police search using Flock was a form of 'mass surveillance,' judge rules

A federal judge said that police conducted an "unconstitutional warrantless search" by using Flock cameras to reconstruct a woman's travels without probable cause.

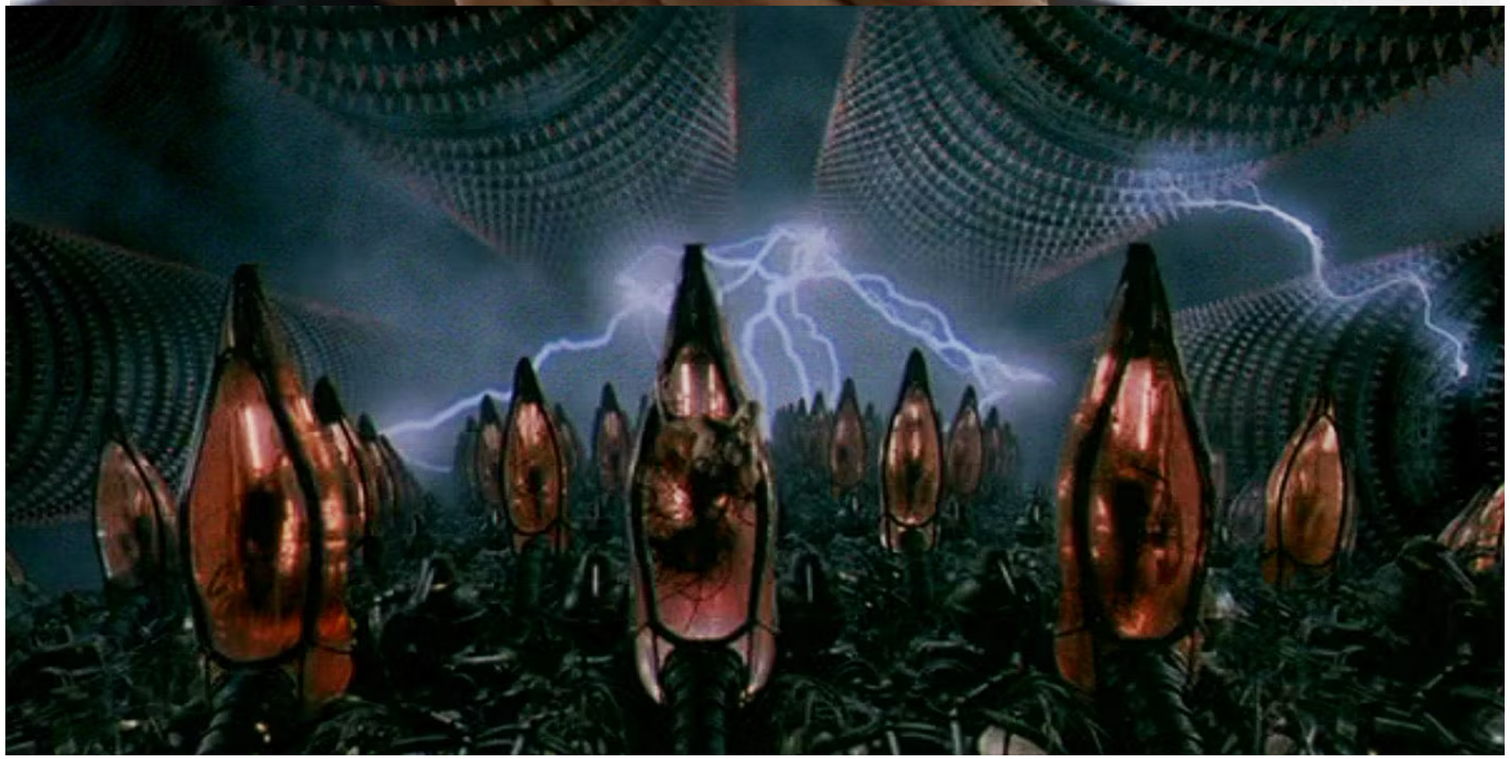
October 2, 2026

5 min Summary 233 Add to Preferred Sources



where are we headed?



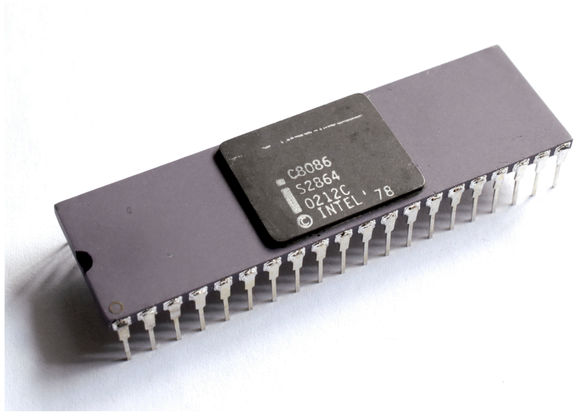


part two
separating hype and reality

generative models are
pattern matchers
on existing data

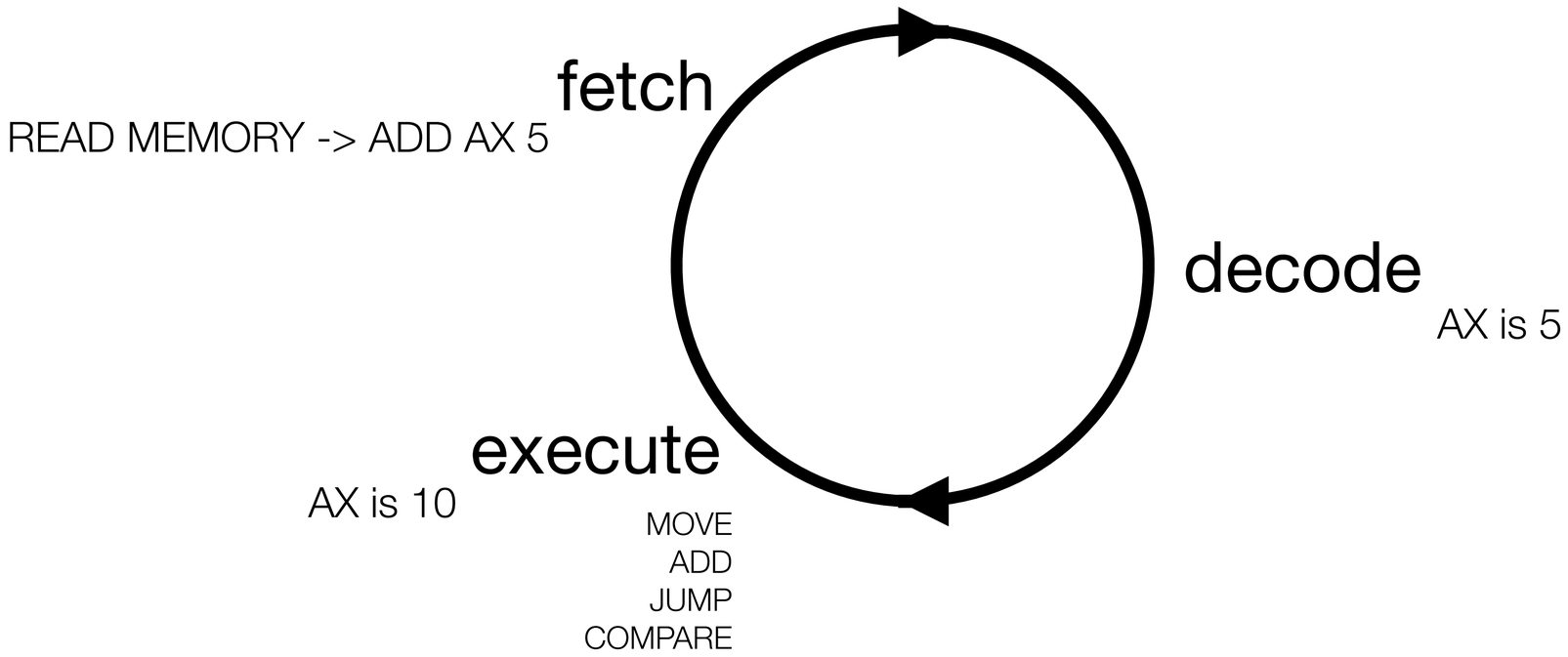
CPUs transform numbers

number



number

with math and logic



(also)

large neural networks are a

foundational technology

(almost)

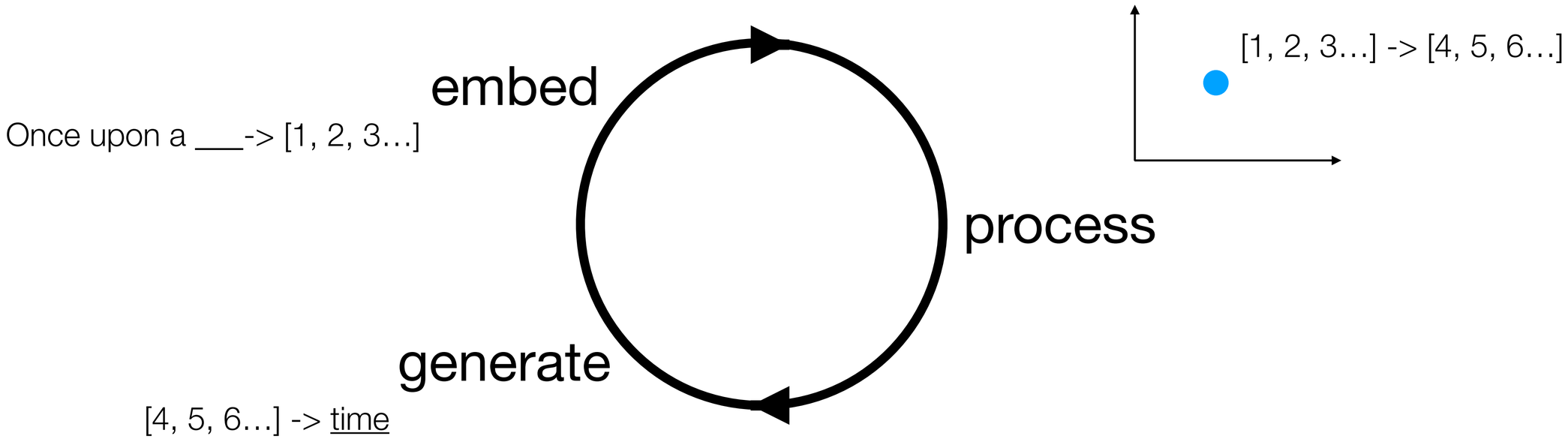
LLMs enable arbitrary* **semantic transforms**

(and new capabilities)

LLMs transform language



with pattern matching

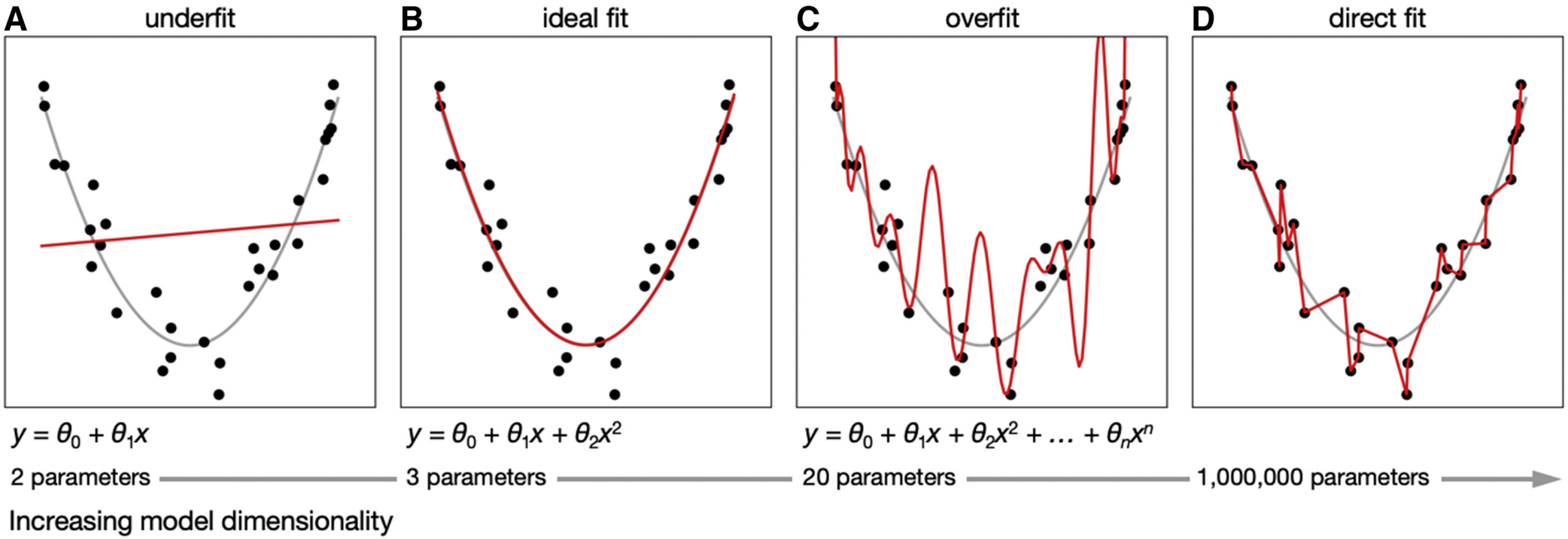


LLMs require

a lot of data

LLMs use billions* of parameters

(from millions to trillions)



Source: Direct Fit to Nature (2020) Hasson, Nastase, Goldstein

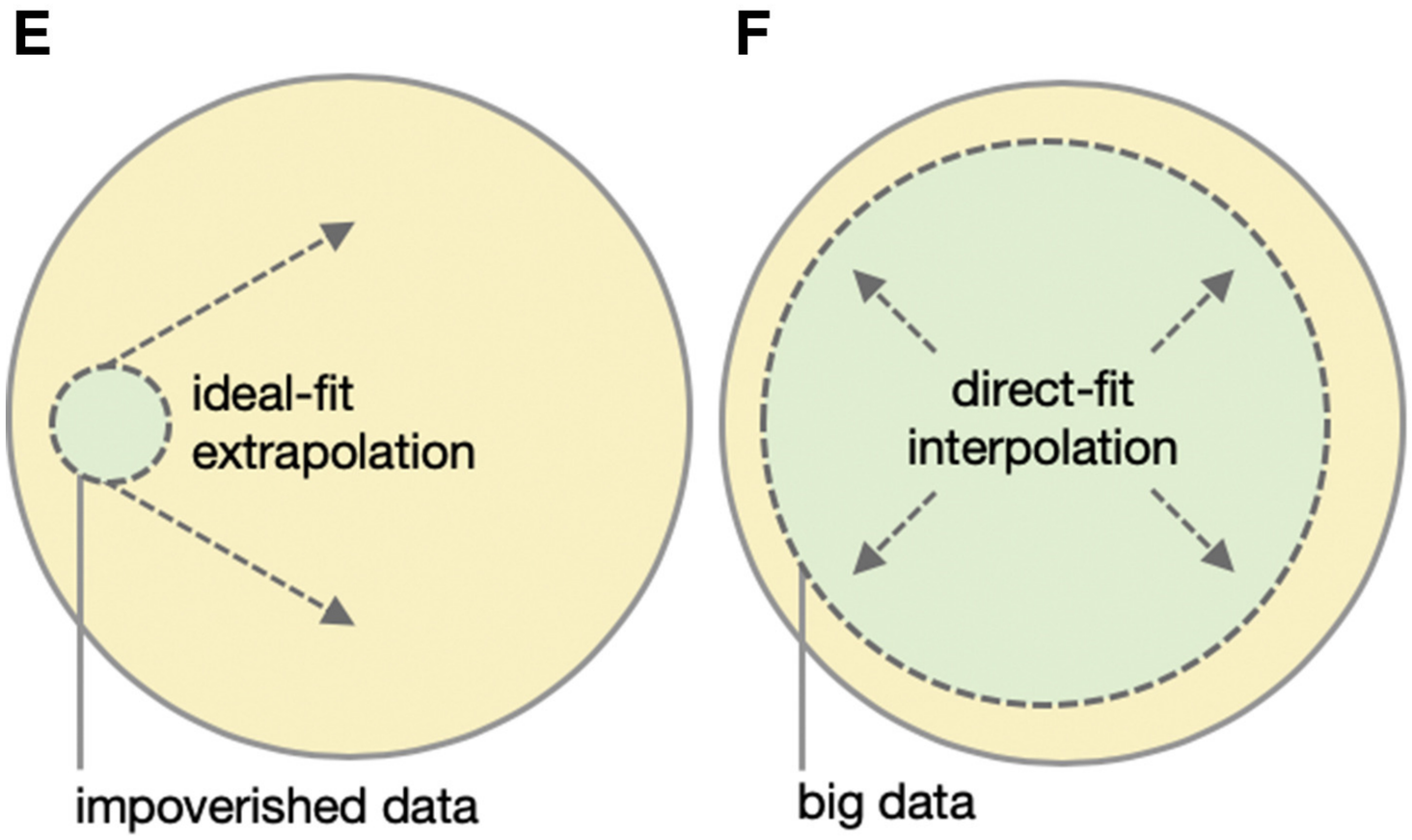
from as much training data as possible



so most transforms can be interpolated

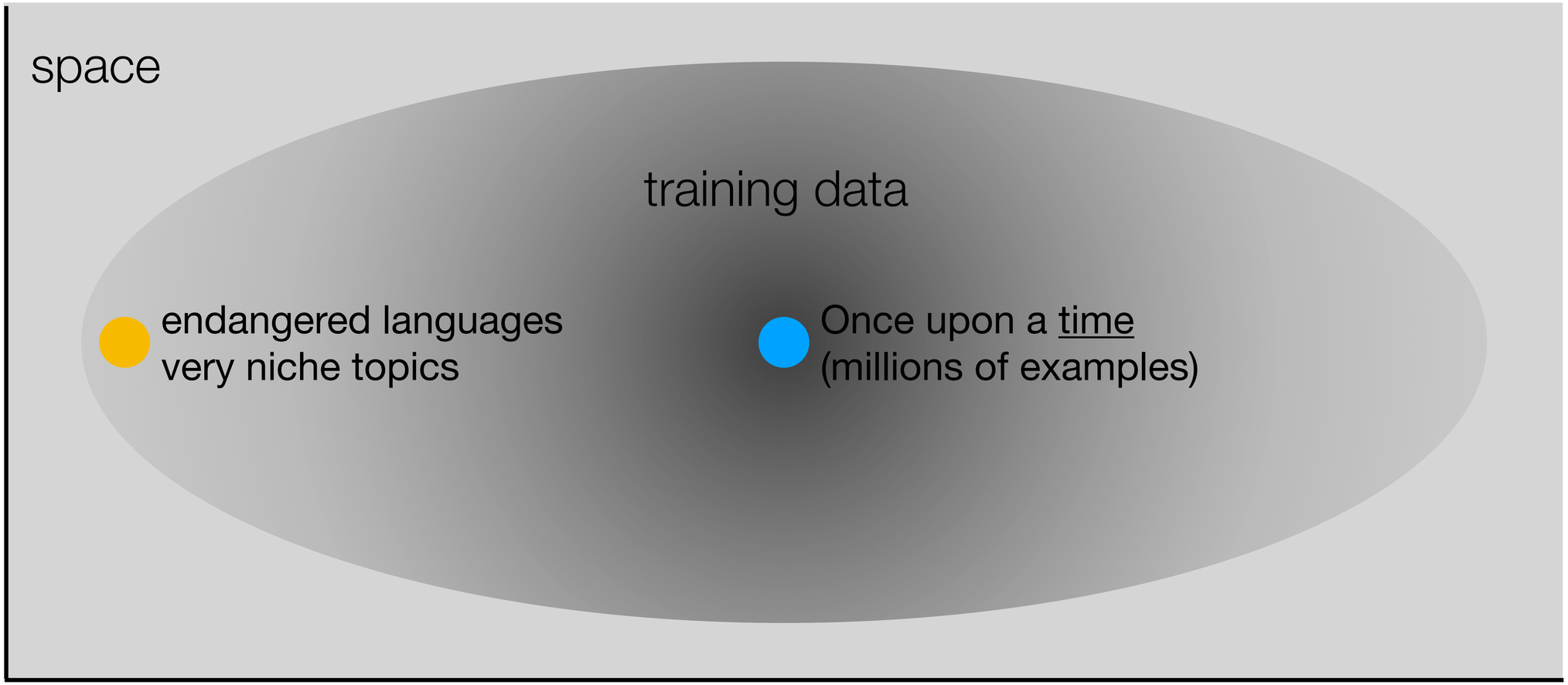


…instead of extrapolated



Source: Direct Fit to Nature (2020) Hasson, Nastase, Goldstein

but training data isn’t uniform



and some data just isn’t available



the fight over data
and who owns it
is coming

agents have multiple
interaction levels
and lifespans

product team software used to be glorified databases

Team data	
Traditional software	Project management trackers, conversation transcripts, messaging history

people can now talk with agents about the data

One-on-one chat

Answers when asked



ChatGPT, Claude, Slackbot,

Glean, Rovo Chat

Team data

Traditional software

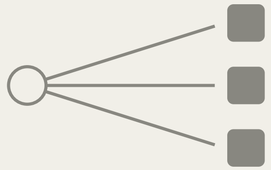
Project management trackers,

conversation transcripts, messaging history

we can even delegate tasks to agents

Managing

Acts when triggered



Asana AI Teammates, Notion agents, Linear Agent, Rovo

One-on-one chat

Answers when asked



ChatGPT, Claude, Slackbot, Glean, Rovo Chat

Team data

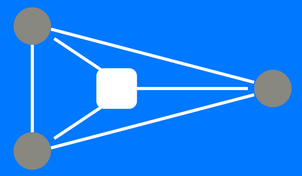
Traditional software

Project management trackers, conversation transcripts, messaging history

but no agent can converse with a team, yet

Conversing with a team

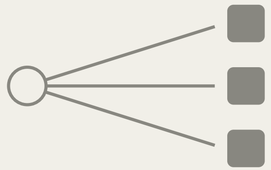
Speaks up when it matters



Nobody here yet

Managing

Acts when triggered



Asana AI Teammates, Notion agents, Linear Agent, Rovo

One-on-one chat

Answers when asked



ChatGPT, Claude, Slackbot, Glean, Rovo Chat

Team data

Traditional software

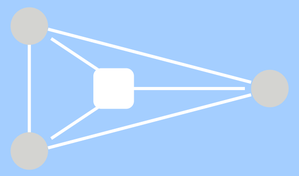
Project management trackers, conversation transcripts, messaging history

adapted from Dubberly, Haque and Pangaro "What is interaction? Are there different types?" (2009)

they have different lifespans

Conversing with a team

Speaks up when it matters



Nobody here yet

Managing

Acts when triggered

Asana AI Teammates, Notion agents, Linear Agent, Rovo

One-on-one chat

Answers when asked

ChatGPT, Claude, Slackbot, Glean, Rovo Chat

FLEETING; ENDS WITH CHAT

Team data

Traditional software

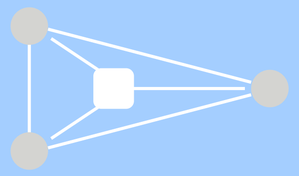
Project management trackers, conversation transcripts, messaging history

adapted from Dubberly, Haque and Pangaro "What is interaction? Are there different types?" (2009)

they have different lifespans

Conversing with a team

Speaks up when it matters



Nobody here yet

Managing

Acts when triggered

PERSISTENT OVER TASK

Asana AI Teammates, Notion agents, Linear Agent, Rovo

One-on-one chat

Answers when asked

FLEETING; ENDS WITH CHAT

ChatGPT, Claude, Slackbot, Glean, Atlas Chat

Team data

Traditional software

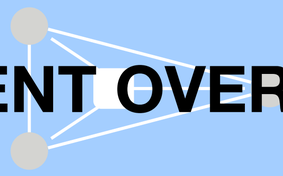
Project management trackers, conversation transcripts, messaging history

adapted from Dubberly, Haque and Pangaro "What is interaction? Are there different types?" (2009)

they have different lifespans

Conversing with a team

Speaks up when it matters



PERSISTENT OVER MONTHS, YEARS

Managing

Acts when triggered



PERSISTENT OVER TASK

Asana AI Teammates, Notion agents, Linear Agent, Rovo

One-on-one chat

Answers when asked

FLEETING; ENDS WITH CHAT

ChatGPT, Claude, Slackbot,

Team data

Traditional software

Project management trackers,

conversation transcripts, messaging history

adapted from Dubberly, Haque and Pangaro "What is interaction? Are there different types?" (2009)

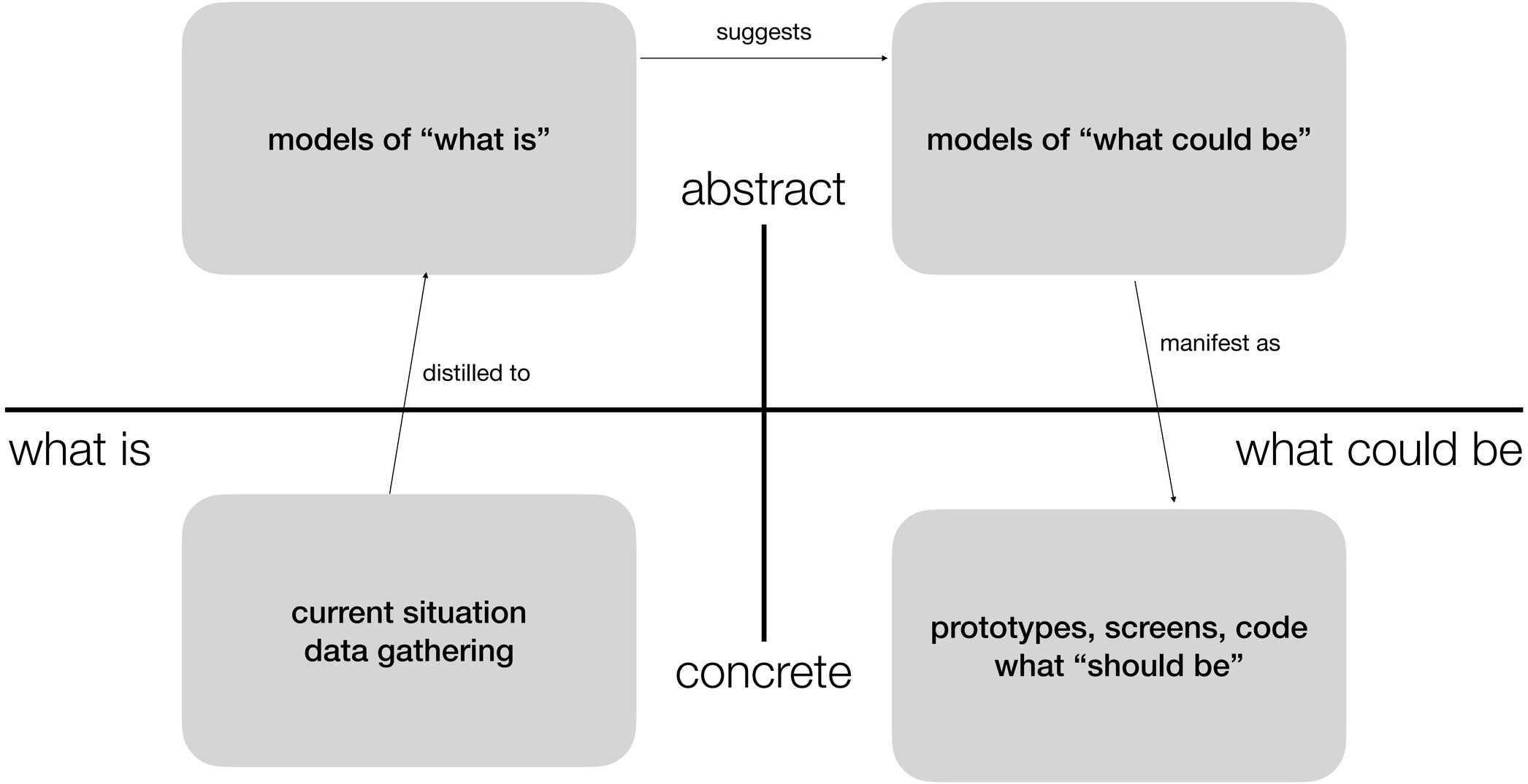
design is…

conversational
political
world-building

knowledge work is
transforming information

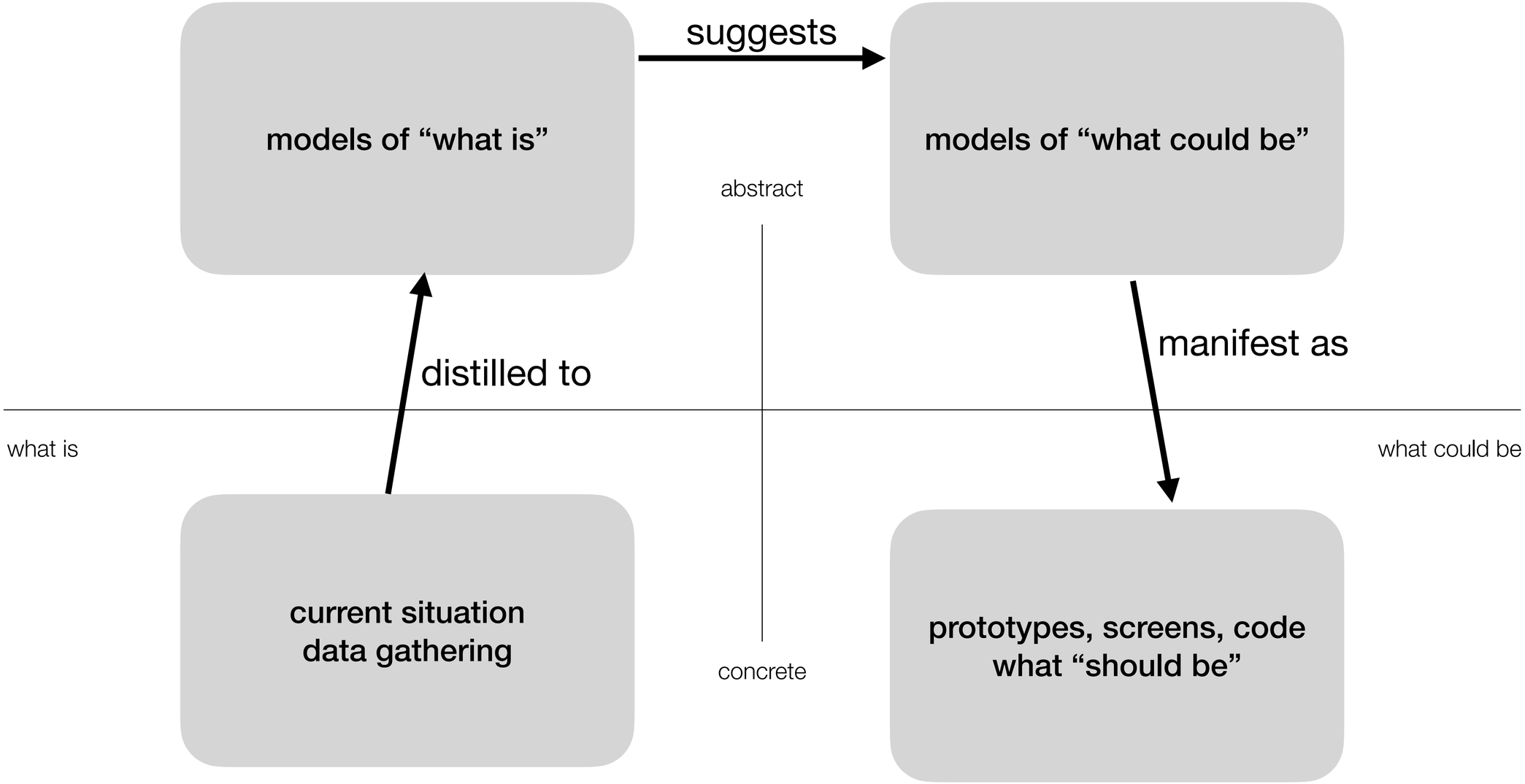
design is
transforming information

the process can be seen as



Source: The Analysis-Synthesis Bridge Model (2008) Hugh Dubberly

every step includes many transforms



Source: The Analysis-Synthesis Bridge Model (2008) Hugh Dubberly

what happens when
agents do these transforms
for you?

design is…

authenticity
lived experience
convictions

part three
do you care?

you can’t fake care

what (who) do you care about?
what do you want to change?