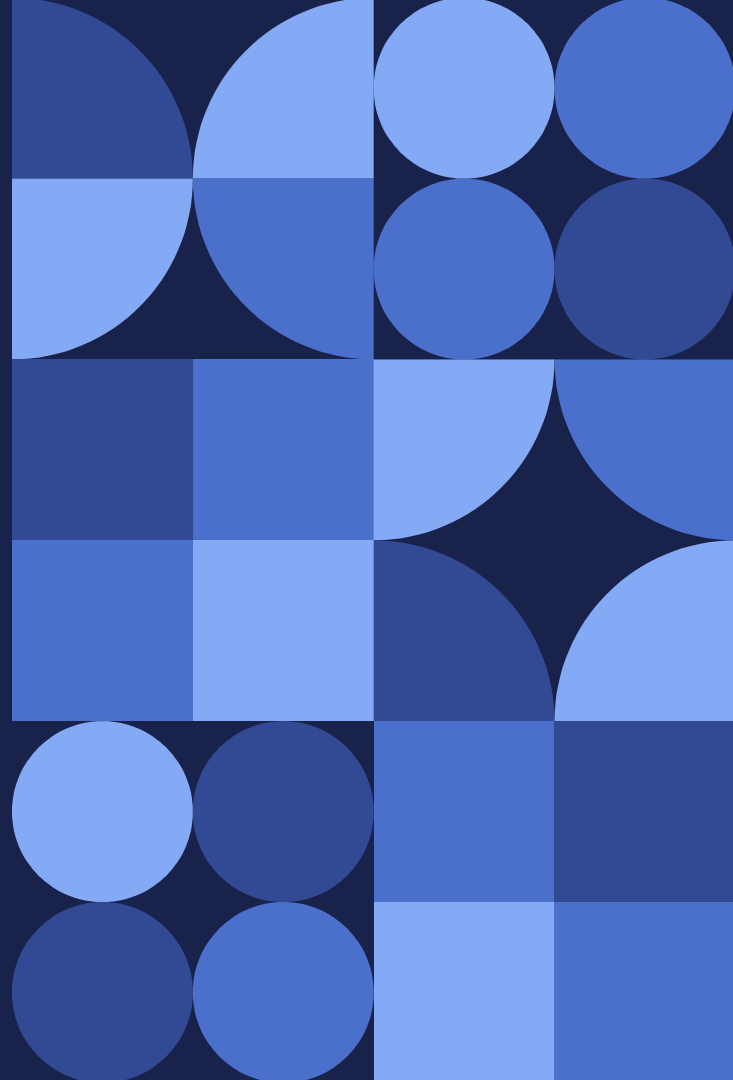


A Practical Loop for Product and Engineering

Fostering Innovation @ Tailscale

KABIR SIKAND, PRODUCT MANAGER @ TAILSCALE



Fostering innovation

Kabir Sikand

PRODUCT MANAGER



Tailscale helps you connect things, securely.

HUMAN TO MACHINE

MACHINE TO MACHINE

SOLUTIONS BUILT ON OUR PLATFORM

Home

Homelab,
family IT,
personal VPN

Business VPN

Protect internal
tools, SaaS
apps, and data

Privileged access (PAM)

Auditable
access to SSH,
K8s, and
databases

Securing AI

Secure access
for agents,
MCP servers,
and APIs

Edge & IoT

Networking for
robots, transit,
industrial edge

Workload Connectivity

Connect
clusters,
applications,
and clouds

CI/CD

Connect
pipeline jobs
to private data
and infra

ZERO TRUST NETWORKING

Innovation @ Tailscale



Tailcat

Instant connectivity



Services

Portable workload discovery



Peer relay

Lightweight NAT traversal



DERP

Making Tailscale "just work"



Smart routing

Intelligent signals-based route selection



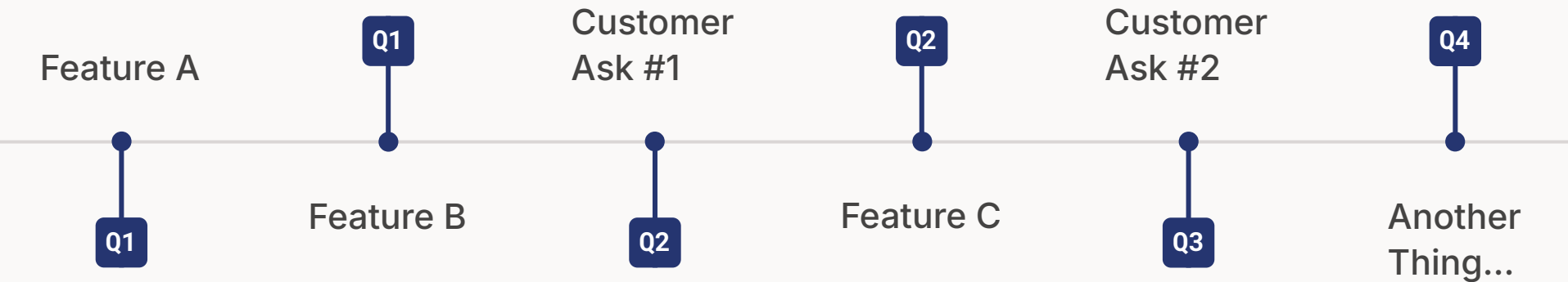
Connectors

Invisible per-domain tunnels

Roadmaps

Most roadmaps are built to squeeze

Output + velocity



Agenda

What are we discussing today

Problems

Define what we're solving

1

Ethos

Describe how to resolve open questions

2

Goals

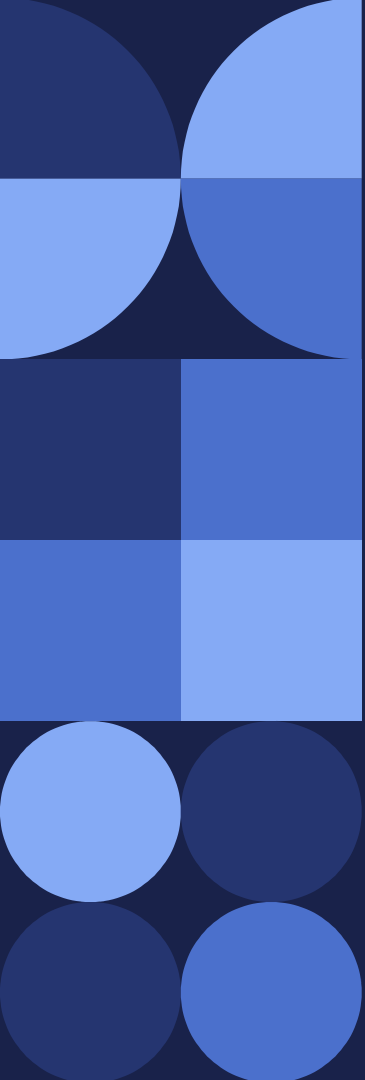
Create clear and measurable outcomes

3

Bets

Share what's next and why

4



Space for innovation

Building a sandbox



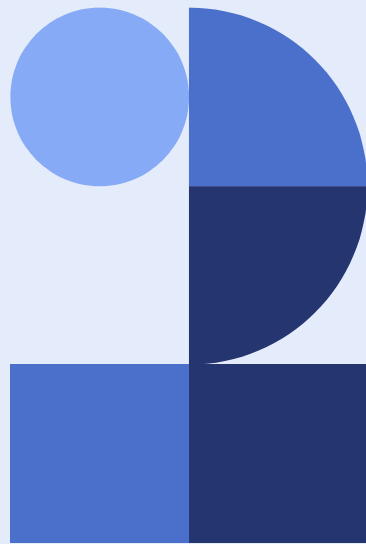
Define what we're solving

Good **problems** dig past the request to find
underlying needs.



Describe how to resolve open questions

Construct an **ethos** with which your team will build.



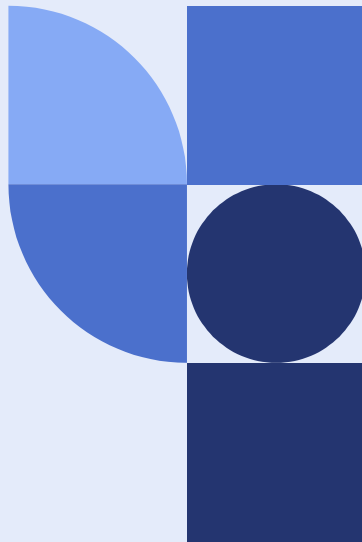
Create clear and measurable outcomes

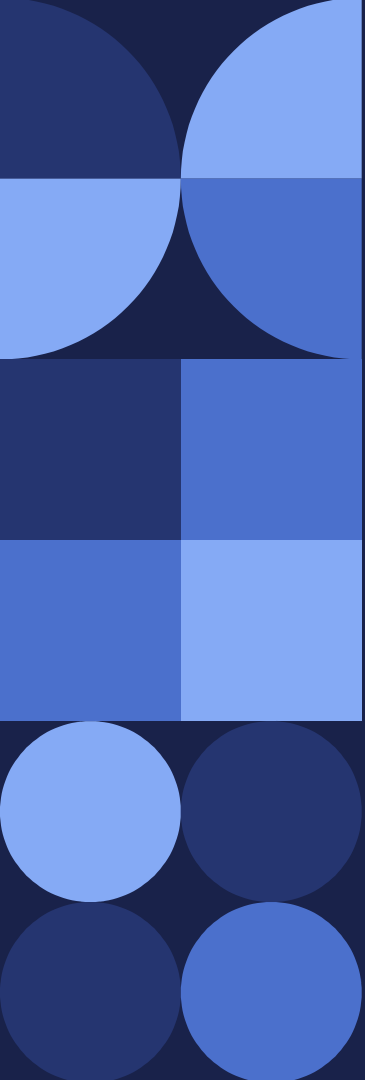
The **goals** you set will help the team focus and help you advocate.



Share what's next, and why

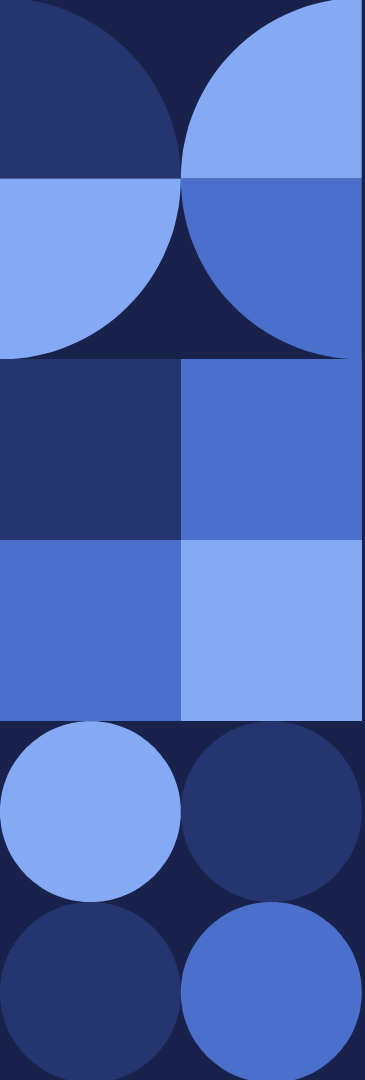
Keeping a well-defined backlog of problems, how they connect, the brief strategies that tie them together, and which **bets** you are pursuing next builds your innovation space.





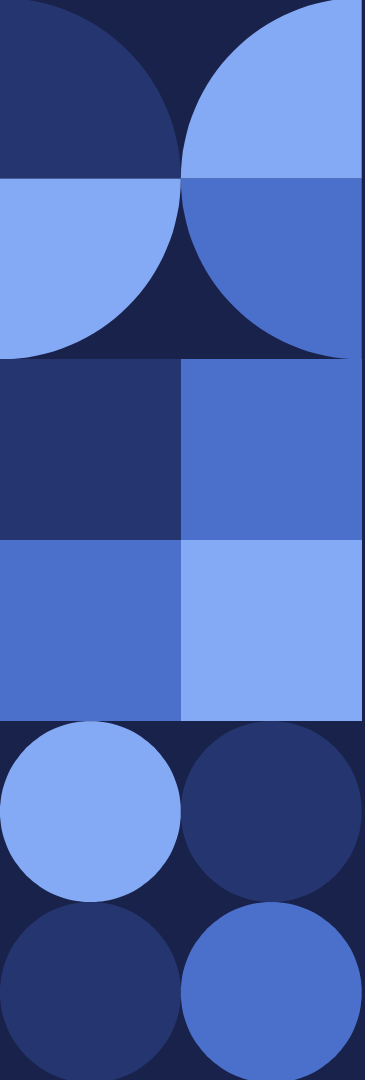
Constraints are a superpower





Work in the open.





It won't be perfect.



Kabir Sikand

PRODUCT @ TAILSCALE

