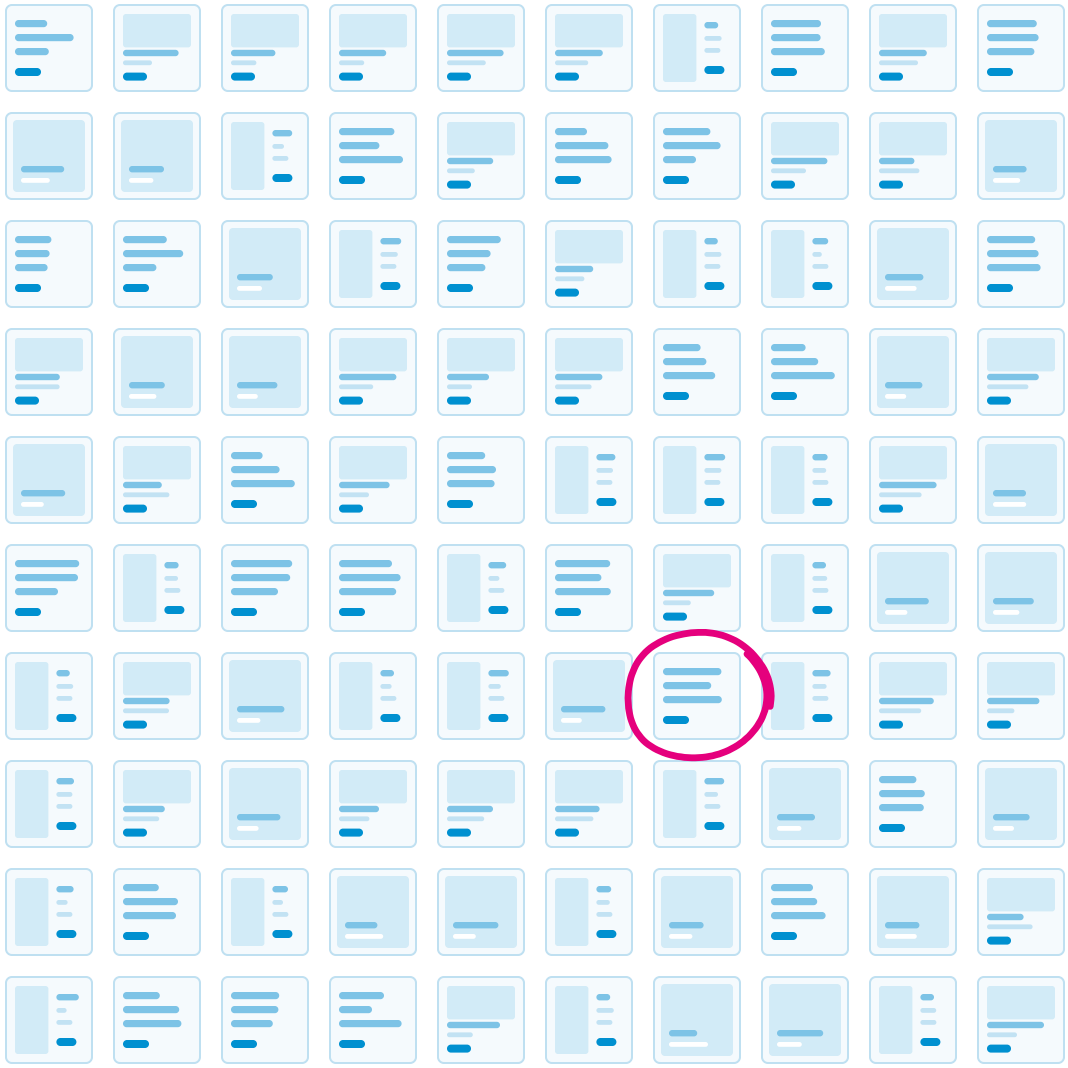
2026.11

The Judgment Layer

What Anthropic's own marketers and designers reveal about working with Claude



A hundred ad variations take seconds to generate. Choosing one, and knowing why, still takes a person.

Chanwoo Song

Summary

AI made production cheap. Judgment is now the scarce skill.

Anthropic's own teams show the pattern: Claude takes the volume, and people keep the verdict. Five capabilities make the difference.



Frame

Decide what to make, and why



Codify

Turn your taste into rules Claude follows



Curate

Choose well, and doubt the polish



Build

Make your own tools



Ground

Bring what AI can't reach

Magenta marks a human decision

Cyan marks work done by Claude

At a glance

Eight numbers behind the story

17% vs 95%

Claude's awareness vs the market leader's, before the Super Bowl

Clio Awards entry, 2026

30 min → 30 sec

Time to make one ad after automating with Claude

Claude blog, Jan 2026

60–70% → 30–40%

A Claude designer's time on mocks, then and now

Jenny Wen, Mar 2026

97%

Creatives who say AI saves them time

Anthropic Interviewer, Dec 2025

~7×

Arts and media's share of Claude use vs its workforce share

Economic Index, Feb 2025

–5.2 pts

Drop in checking for missing context when output looks finished

AI Fluency Index, Feb 2026

~4×

More interview notes on creative AI use in non-technical hiring

Anthropic Economics, Oct 2026

27% → 9%

Junior share of Anthropic's technical hires

Anthropic Economics, Oct 2026

References **[2], [9], [14], [24], [26], [27], [29]**

A research lab that now runs like a full company

Research and infrastructure

- AI Research & Engineering
- Compute
- Hardware
- Infrastructure
- Data Science

Product

- **Engineering & Design, Product**
- Product Management
- Program Management

Go-to-market

- Sales
- Applied AI
- **Marketing & Brand**
- Communications
- Technical Education

Safety and policy

- Safeguards
- Security
- Public Policy
- Public Benefit

Operations

- Finance
- Legal
- People

Twenty functions on the job board. Magenta outline: where most design and marketing roles sit.

7

research teams, from Alignment to Societal Impacts

~3×

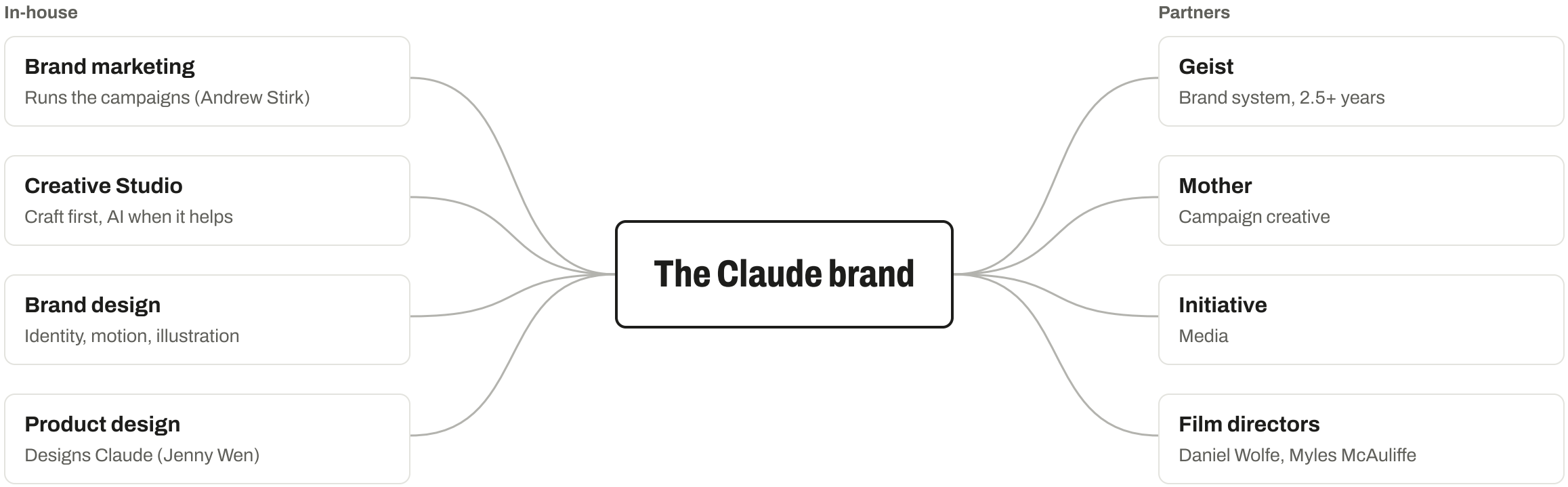
headcount growth in a single year

6 : 1

AI agent hours to employee hours, August 2026

References [1], [2], [3]

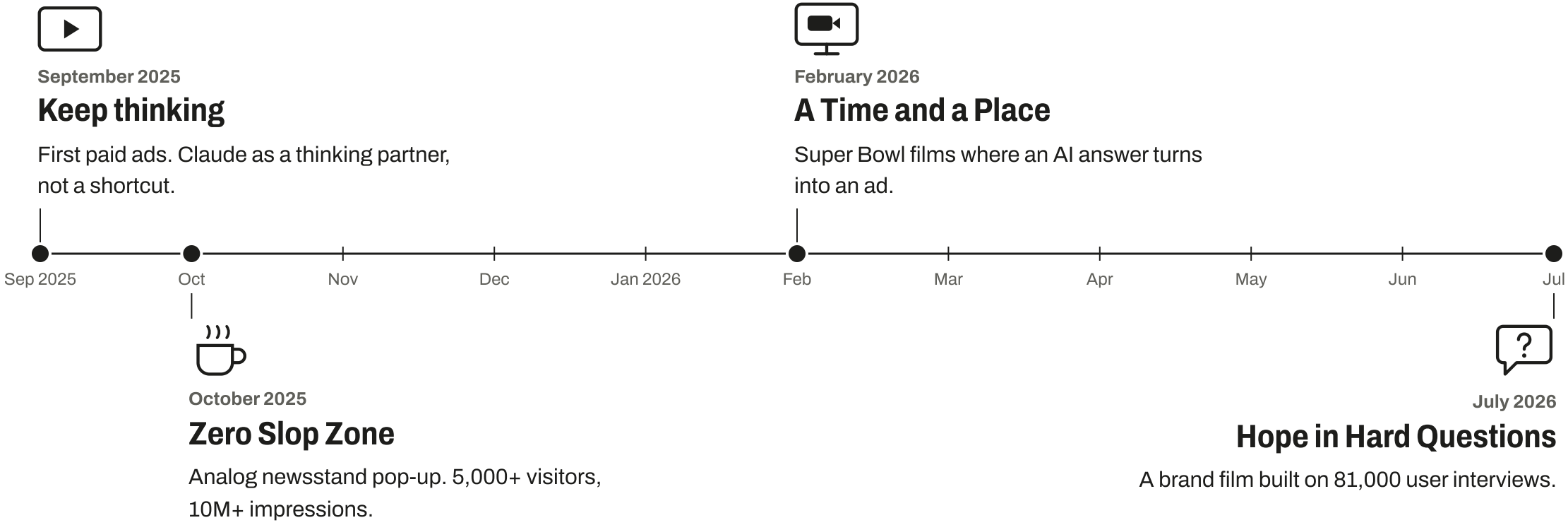
An AI company's brand is still made by people



Their own brief: set the standard, then build systems so it scales.

References [6], [7], [8], [9], [10], [32]

Four campaigns in ten months, each one a stance



Watch: Keep thinking, A Time and a Place, Hope in Hard Questions, claude.com/hard-questions

References **[6], [11], [12], [13], [14], [16], [19], [32]**

The Super Bowl work started from a cold number

Brand awareness before the campaign

Claude



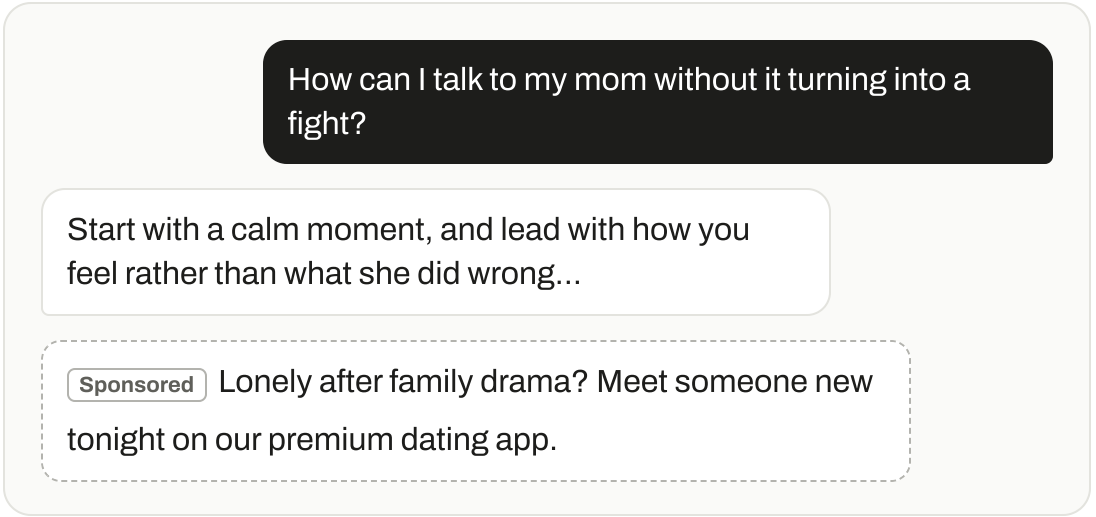
17%

Market leader



95%

Decision	Keep Claude ad-free
Stage	Super Bowl LX, four short films
Result	Clio Silver; ranked above all three ChatGPT ads



The premise, sketched for this report: a helpful AI answer turns into an ad.

References **[14]**, **[15]**, **[16]**, **[18]**

The clever part was strategy, not production value



Say what you decided

The ad-free pledge came first. The ad just dramatized it.



Go against the category

No blue, no tidy geometry: hand-drawn, warm and bookish.



Mine real research

Built from 81,000 interviews, with real researchers and makers in the ads.



Keep the core idea human

Claude critiques and prototypes. People own the idea.

Not every bet lands: reactions to Hope in Hard Questions were split.

References **[10], [15], [19], [20], [21], [22], [23]**

A marketer who had never coded built two tools in a week

Austin Lau's search-ad workflow. Claude does the cyan steps; he makes the magenta calls.



Sketch of his Figma plugin's output: dozens of variants per click.

1 Austin
Types /rsa

2 Claude
Gathers data, copy and keywords

3 Claude
Checks drafts against brand Skills

4 Austin
Judges value, tone, difference

5 Claude
Builds the upload file

6 Austin
Reviews before it ships

30 min → 30 sec
to make one ad

~30 min
saved per batch with the Figma plugin

45–60 min
to build that plugin

Five more marketing teams, five kinds of time back

100+ hrs
a month freed on influencer and podcast scripts

2.5 h → 30 min
per customer case study

5×
digital team productivity, year over year

5–10 hrs
saved per product launch brief

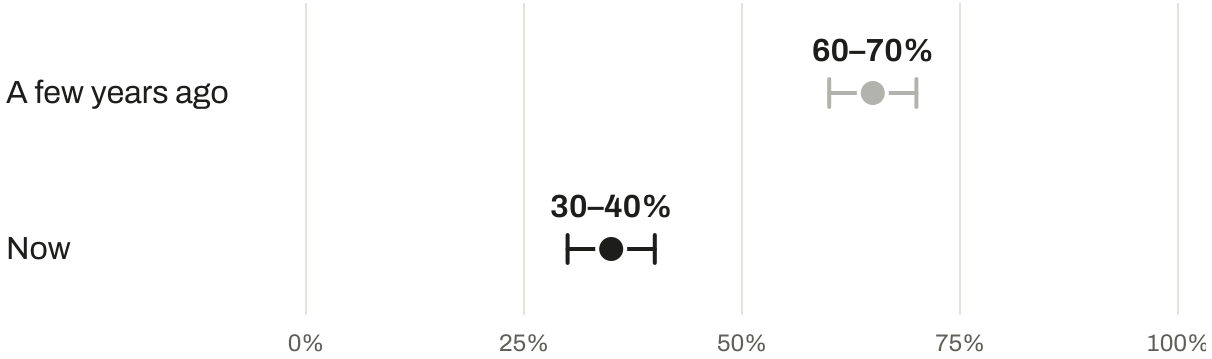
–40%
trade-show prep time for partner marketing

“You don’t need to know how to code.”

Austin Lau, growth marketer at Anthropic

Claude’s designers spend about half as much time on mocks

Share of a designer’s time on mocks and prototypes



Jenny Wen’s estimate. The freed time goes to pairing with engineers.

> **“Someone still needs to be accountable for the decision.”**
>
> Jenny Wen, head of design for Claude

Three profiles she hires for

Strong generalist
Great at several things

Deep specialist
One craft, unusually deep

Craft new grad
No old process to unlearn

References [9]

Writers became teachers of the model. Hiring now rewards systems.

What Anthropic's product copy team does now

Writing product copy → Building a context graph for agents → Writing evals and prompts for Claude

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~4×

more interview notes on creative AI use than in 2024 (non-technical roles)

10% → 22%

of Claude sessions spent building tools and specs for agents

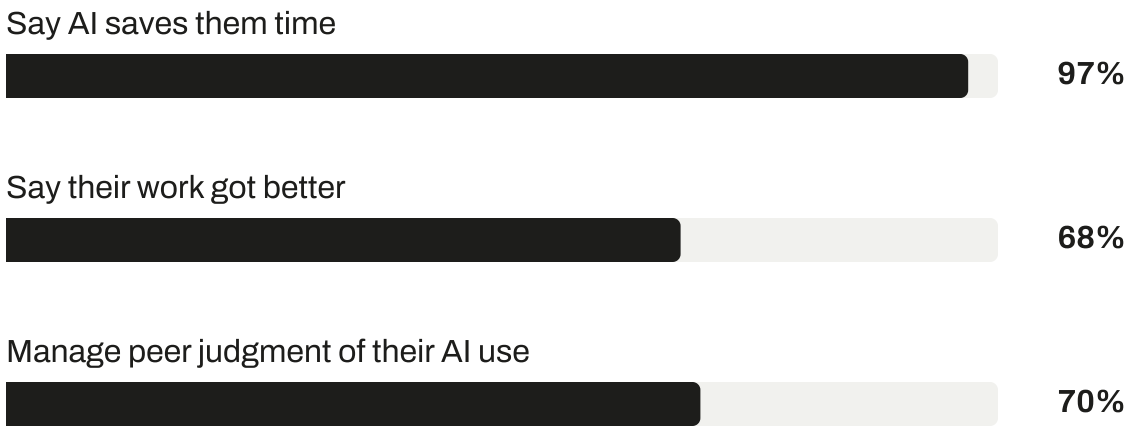
What creative job posts ask for

- Lead with ideas
- Build systems others can use
- Strong cultural instincts

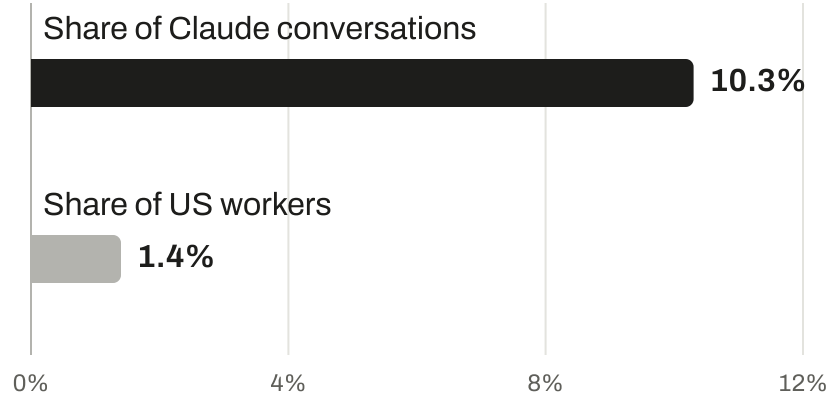
References [2], [7], [8]

Creatives are already deep in, and uneasy about it

Of 125 creatives Anthropic interviewed



Arts and media use Claude far beyond their size



About seven times what its workforce share predicts (Feb 2025).

“60% AI, 40% my ideas.”

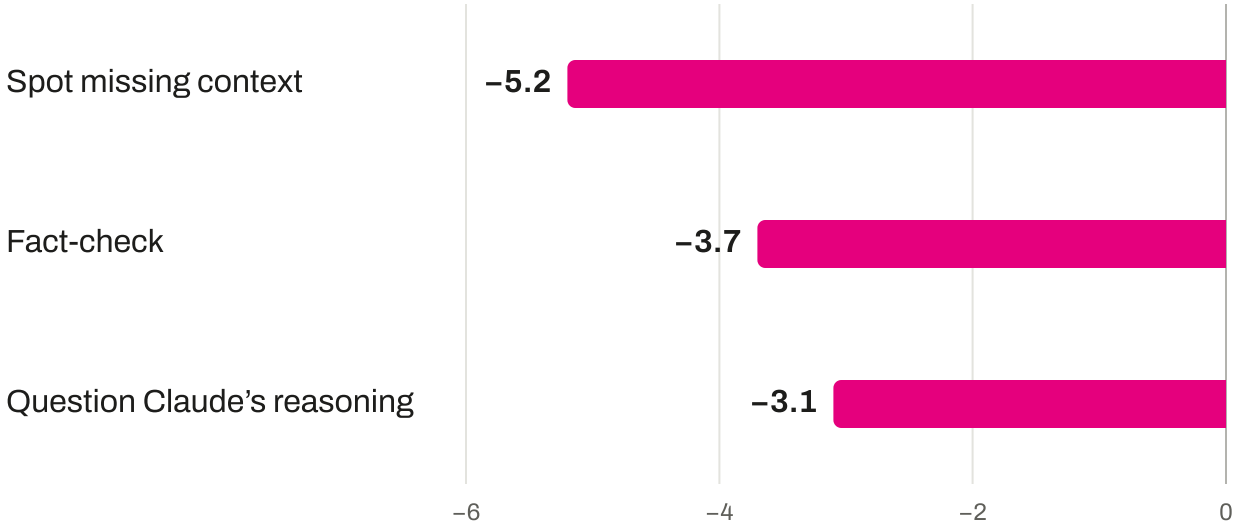
One artist interviewed

References **[26]**, **[27]**

The polish trap: when output looks finished, people check less

When Claude hands back an artifact

Change in how often people do each, in percentage points



9,830 Claude.ai conversations, January 2026.

5.6×

more questioning of Claude’s reasoning when people iterate

30%

of conversations set terms for how Claude should work

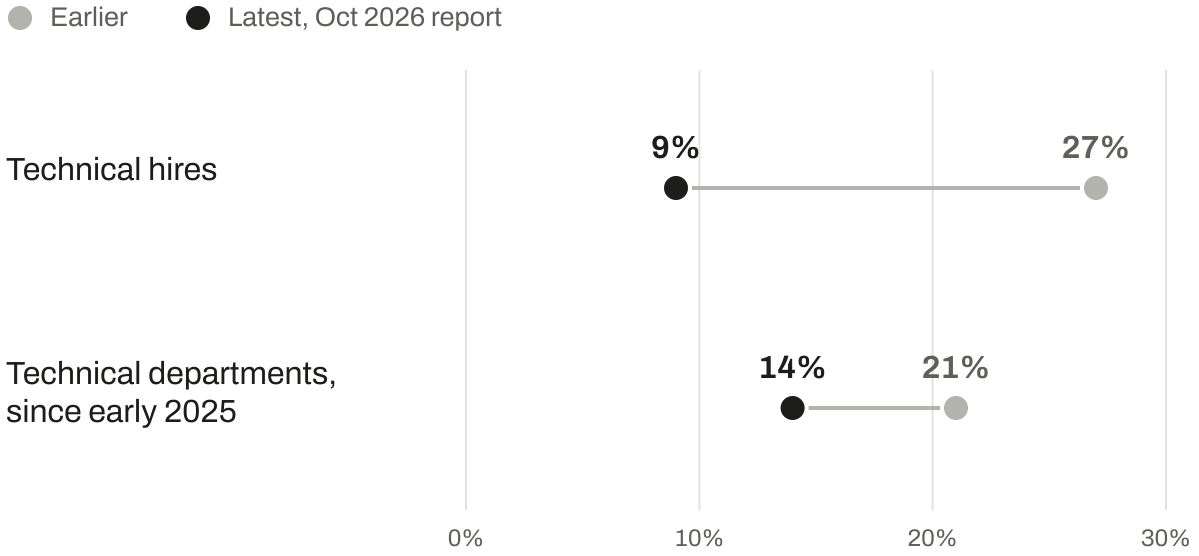
+10%

success rate for users with six months or more on Claude

References **[28]**, **[29]**

Not a free pass: the entry-level path is narrowing

Junior share at Anthropic



The wider market, two readings

5th

Marketing specialists' rank among the jobs most exposed to AI: 65% of tasks

Anthropic labor market report, Mar 2026

+8%

US creative job postings, Sep 2025 to Apr 2026

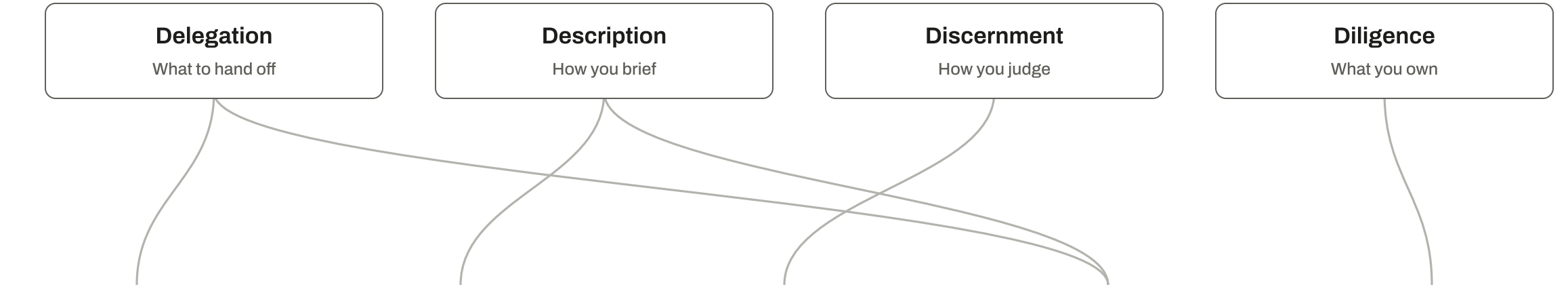
Adobe Research, 2026

Exposure is not job loss yet: Anthropic finds no systematic rise in unemployment among the most exposed workers.

Read with care: internal data from one AI company, and some figures are personal estimates.

References **[2], [33], [34], [35]**

Five capabilities, mapped to Anthropic's AI Fluency framework



The 4D AI Fluency Framework is by Rick Dakan (Ringling College of Art and Design) and Joseph Feller (University College Cork), developed with Anthropic.

References **[30]**, **[31]**

Five moves to try this week

☐	**Frame**	Write a three-line brief before you delegate: goal, audience, success.
☐	**Codify**	Put your tone, examples and never-do list into one Skill.
☐	**Curate**	Ask for ten directions, keep three, and write down why.
☐	**Build**	Automate one weekly chore, end to end.
☐	**Ground**	Collect one insight AI can’t reach: an interview or a visit.

Claude takes the volume. People keep the verdict.

Sources and notes

Compiled in November 2026 from the public sources below. Figures are as reported by each source; some are estimates by the people quoted. The Kinfolk feature was produced in partnership with Anthropic. Independent analysis, not affiliated with or endorsed by Anthropic.

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