

WHY ENGINEERS SAY YES

TO EVERY FEATURE REQUEST

(AND HOW TO STOP)

- NEW DASHBOARD
- CUSTOM WORKFLOWS
- IN-APP MESSAGING
- ANALYTICS 2.0
- WHITE LABEL
- API ACCESS
- MORE INTEGRATIONS



- ADD DARK MODE
- EXPORT TO PDF
- SOCIAL SHARING
- CUSTOM REPORTS
- BULK IMPORT
- AI SUGGESTIONS
- MULTI-LANGUAGE
- ADVANCED FILTERS
- MOBILE APP



CAN WE BUILD IT? BRAIN SAYS YES.

Look here first.

CUSTOMER PROBLEMS

ENGINEERS ARE **TRAINED** TO SOLVE PROBLEMS.

GIVE THEM A CONSTRAINT OR OPEN QUESTION, AND THEIR BRAIN STARTS **WORKING ON IT.**

ENGINEERING CULTURE **REWARDS** THIS INSTINCT—IT'S THE SKILL YOU HIRED FOR.

BUT IT CREATES A BLIND SPOT.

STARTUP LIFE:

- Strategy
- UX
- Implementation
- Testing

SUPRAMONO
FOUNDER

THE QUESTION THAT GETS SKIPPED

When a request arrives as an **interesting technical challenge**, the instinct is to engage — not evaluate.

“**Can we build this?**” gets answered before the more important question “**should we?**” is even asked.

Curiosity jumps ahead of strategy.



SAYING NO FEELS OBSTRUCTIVE

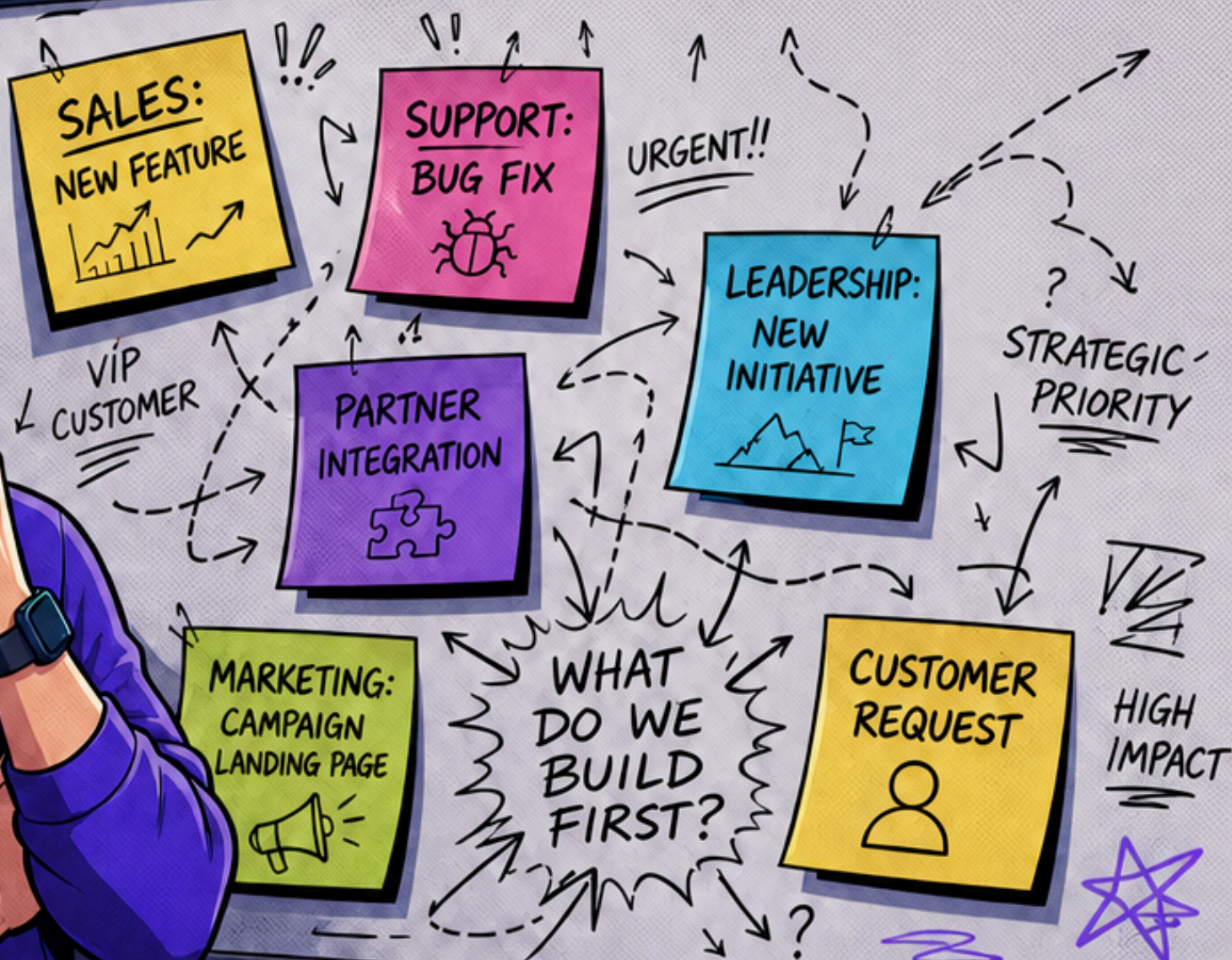
Saying yes feels collaborative.
Saying no — to a colleague,
sales rep, or senior leader —
feels arrogant.

Engineers on
cross-functional teams
absorb constant informal
pressure to accommodate.
Over time, that pressure
compounds quietly.

EVERY 'YES'
ADDS ANOTHER
TO THE PILE...



WITHOUT A SYSTEM, VOLUME REPLACES VALUE



Sales wants a **feature**. Support needs a **bug fix**. Leadership has a new **initiative**.

Without a framework, the **loudest voice** or **most recent emergency** dictates the work.

Engineers stay busy — just not always on the **right things**.

WHAT PRODUCT MANAGERS ACTUALLY DO DIFFERENTLY



WHO DOES THIS HELP, AND HOW MANY OF THEM ARE THERE?

A request from one vocal customer isn't the same as a validated pain point shared by **40%** of your user base.



DOES THIS CONNECT TO A MEASURABLE BUSINESS OUTCOME?

Features that can't be tied to a specific metric — **retention, activation, conversion, churn reduction** — are much harder to defend.



WHAT'S THE OPPORTUNITY COST?

This is the question engineers almost never ask.



Because using product prioritization frameworks involves filling in specific criteria and metrics, there is less room for subjectivity and opinion. Every potential feature is ranked according to its **strategic alignment** and **business value** instead of hunches teammates might have about what to tackle first.



Product managers don't have a magical instinct for what to build. What they have is a **structured habit** of asking different questions before committing to anything.

THE IMPACT VS. EFFORT MATRIX: A TOOL YOU CAN USE TOMORROW



FEATURE REQUEST vs. VALIDATED USER NEED: THE MOST IMPORTANT DISTINCTION

AT FACE VALUE,
IT'S A **REQUEST**.

BUT THE REAL
VALUE IS THE
NEED BENEATH.

CSV
EXPORT

VALIDATED USER NEED

I NEED TO SHARE DATA
WITH MY FINANCE TEAM,
WHO USES A DIFFERENT
TOOL.

POSSIBLE SOLUTIONS



NATIVE
INTEGRATION



SHARED
REPORT LINK



MISSING
COLUMN IN
REPORT

THE REQUEST POINTED
AT A **SOLUTION**.
THE VALIDATED NEED
POINTS AT THE **PROBLEM**.



SAYING NO WITH DATA, NOT OPINION

Once you're applying a **prioritization lens**, you have something more powerful than reluctance: you have a reason.

“ This feature has been requested by **150** users including **12** enterprise accounts, while that one has **8** requests and no revenue correlation.”



Data replaces opinion.



Prioritization conversations become more productive.



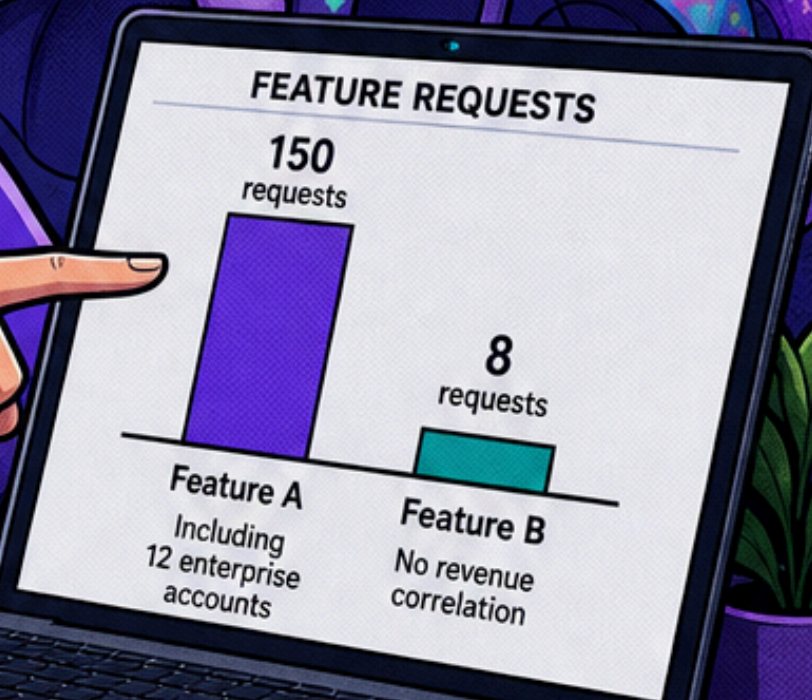
The rejection isn't personal; it's **structural**.



Every “yes” carries an **ongoing maintenance cost**. Features don't just cost time to build; they cost ongoing time to support, maintain, and refactor—at least until actively deprecated.

Industry research, including work by Pendo, suggests many features go largely unused. The exact numbers vary, but the pattern is clear: unused features still create complexity.

That's your job: protect the product, protect the users, protect the roadmap.



STRATEGIC ALIGNMENT:

THE THIRD FILTER MOST ENGINEERS SKIP

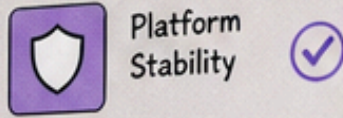
EVEN A HIGH-IMPACT, LOW-EFFORT REQUEST CAN BE THE WRONG THING TO BUILD IF IT DOESN'T CONNECT TO WHERE THE PRODUCT IS GOING.

North Star:
Help teams
ship better
software ★

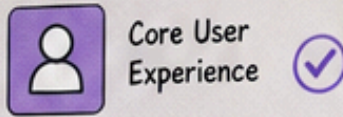
KEY METRIC:
7-day
Activation
Rate ↗

PRODUCT ROADMAP

Q1 FOUNDATION



Platform
Stability ✓



Core User
Experience ✓

Security &
Compliance ✓

...

Q2 GROWTH

★ NEW USER ACTIVATION

Reduce onboarding
drop-off

Expand Key
Integrations

Improve Time
to Value

...

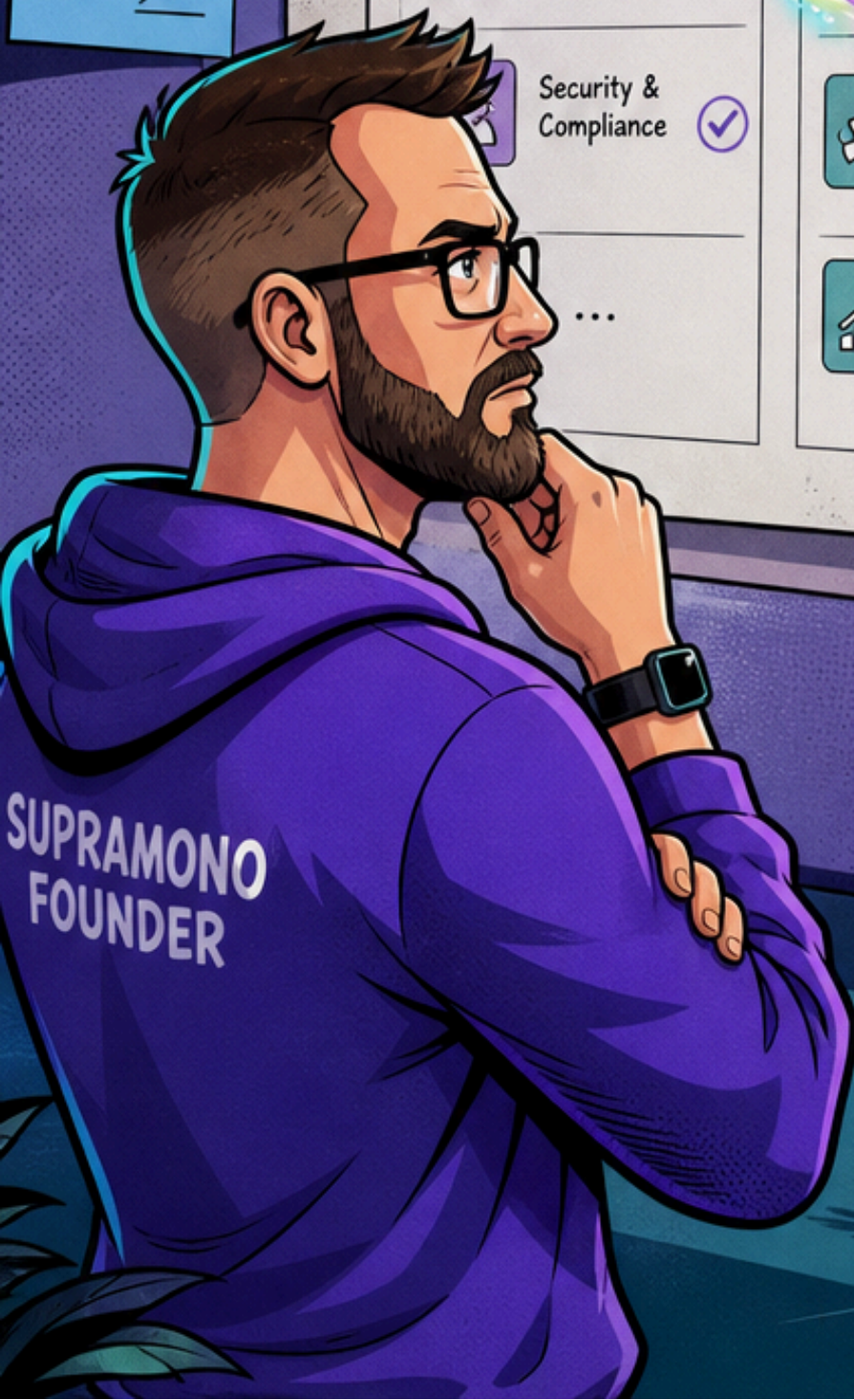
Q3 SCALE

Enterprise
Readiness

Automation
& Efficiency

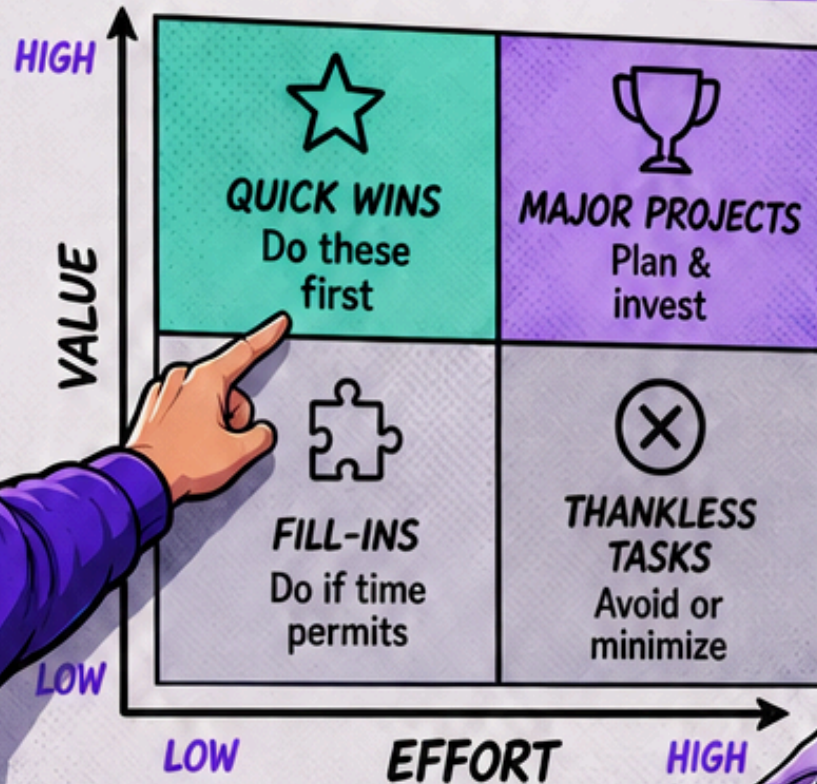
International
Expansion

FOCUS
> FEATURES



HOW TO APPLY THIS FRAMEWORK WITHOUT BEING A PM

VALUE vs. EFFORT MATRIX



ASK FOR EVIDENCE FIRST

Who's asking, how many have the problem, and is there data showing this would change a metric we care about?



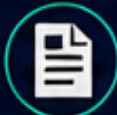
MAP TO SPRINT GOALS

Know the context. Understand how the request connects to current sprint objectives and company KPIs.



USE THE VALUE vs. EFFORT MATRIX

Create shared language. Evaluate options together and turn debates into data-driven decisions.



SEPARATE PROBLEM FROM SOLUTION

Define the real user problem first. Then ask if the proposed solution is the best—or just the most obvious.



GIVE VISIBILITY & CLARITY

Clear prioritization connects work to strategy, builds alignment, and reduces noise.

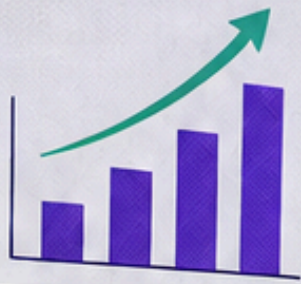


WHAT CHANGES WHEN ENGINEERS THINK LIKE PMs

THE SHIFT IS REAL

More productive conversations with stakeholders.

- ✓ Evidence over opinion
- ✓ Criteria over pressure
- ✓ Protect what matters



A TRANSPARENT, METRICS-BASED APPROACH

- ✓ Assess incoming requests
- ✓ Predictable evaluation process for your team
- ✓ Remove emotion. Make better decisions.



BUILD BETTER THINGS

Focus on user outcomes, not technical interest.

Solve real customer problems.

The most interesting code is sometimes the code you decided not to write.



SAYING NO IS A SKILL

- ✓ Feels uncomfortable at first
- ✓ Gets easier with data & framework
- ✓ Protect your focus. Protect your team.



THE ENGINEERS WHO FIGURE THAT OUT STOP BEING ORDER-TAKERS. THEY BECOME PEOPLE WHO HELP TEAMS MAKE SMARTER BETS.

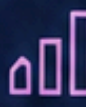


DECISION FRAMEWORK



USER IMPACT
Who benefits and how much?

+



EVIDENCE
What data supports this need?

+



EFFORT
What's the cost in time and resources?

+



STRATEGIC FIT
Does this move us toward our goals?

=



DECISION
Build it / Park it / Say no

supramono



Discover. Build. Sell. One AI
Venture Engine.

<https://supramono.com>

