

Stop saying yes to every feature request.

D8A.ACADEMY/RESOURCES/SAY-NO-TO-FEATURE

WHY NO MATTERS

every yes	is a no to something else
roadmap = bets	not a queue
a soft yes	← the slowest no.

THE 4 QUESTIONS

what problem?	not what feature
how many users?	one loud voice ≠ many
if we do not?	cost of inaction
what do we drop?	capacity is fixed

SAY IT

not now + why	the honest default
name the trade	"this, or the SSO fix"
never "later"	← later means never.

KEEP THE DOOR OPEN

log it	a visible parking lot
set a trigger	"if 5 more ask"
close the loop	tell them the outcome

THE EXEC ASK

ask for the goal	then the cheapest path
show the calendar	what slips, dated
escalate the choice	not the no

GOTCHAS

no without data	reads as opinion
yes to loudest	roadmap by volume
no by silence	they hear yes

WORTH MEMORIZING

01 The no that holds, as a template

A trade, a trigger and a date. Copy it, fill the brackets, send it the same day.

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Thanks for flagging (the request).
Problem you are solving: (one line).
We are on (the SSO fix) through (Oct 20).
Taking this on now means (X) slips (2 weeks).
Parking it in the backlog, tagged (#billing).
We revisit if (5 more accounts) ask, or
once (X) ships. I will tell you either way.
-- a trade, a trigger, a date. no "later".
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→ The sentence people accept is the one that names what they would be taking away. A no with a visible trade is a decision. A no without one is an opinion.

02 Trap: what they hear

Three ways to say no that land as a yes, and the phrasing that does not.

YOU SAY	THEY HEAR	SAY INSTEAD
"later"	yes, eventually	not this quarter, here is why
nothing	yes	no, logged, trigger set
"too complex"	you are lazy	costs X, delays Y by Z

→ Interview phrasing: my job is not to say no, it is to make the trade-off visible so the right person can choose.