PRACTICAL RESOURCE / AI PRODUCT MANAGER

Prioritization Decision Brief

Decision needed by [date] • Accountable decision-maker [ ]

Goal and constraints

Customer segment: [ ]

Outcome and time horizon: [ ]

Available capacity: [ ]

Mandatory obligations that sit outside scoring: [ ]

Compare opportunities

Opportunity	Supporting/contradicting evidence	Expected behavior change	Effort range	Biggest uncertainty
A	[ ]	[ ]	[ ]	[ ]
B	[ ]	[ ]	[ ]	[ ]
Smaller/manual alternative	[ ]	[ ]	[ ]	[ ]
Defer	[ ]	[ ]	[ ]	[ ]

Optional score discipline

If using RICE, define reach per [period], impact scale [ ], confidence based on [evidence standard], and effort in [unit]. Formula: reach × impact × confidence ÷ effort. Do not calculate when a required input is missing; label the gap.

Run pessimistic, central, and optimistic assumptions. Does the ranking change? Which assumption drives that change? What low-cost evidence could resolve it?

Decision record

We choose [ ] because [evidence and strategic fit].

We are delaying [ ] and accept [consequence].

Next experiment: [ ]

Owner and agreed date: [ ]

Revisit if [specific evidence or constraint changes].

Review questions

- Are we comparing customer problems or unrelated feature requests?

- Are the segments and time periods consistent?

- Does customer count differ from feedback-record count?

- Have we included operating and support effort?

- Is an AI recommendation hiding missing evidence behind a confident score?

- Can a teammate explain the tradeoff without the spreadsheet?