

BILINGUAL ADULT WORKBOOK

PROJECT MANAGEMENT BUSINESS ENGLISH FROM A1 TO B2

Inglés para gestionar proyectos

Scope | Meetings | Status | Stakeholders | Risk | Change

LANGUAGE THAT MOVES WORK FORWARD



CLEAR SCOPE. CLEAR OWNER. CLEAR NEXT STEP.

ENGLISH + ESPAÑOL

START HERE

Clear language moves the project

El lenguaje claro impulsa el proyecto

Name / Nombre: _____

Role / Puesto: _____

Date / Fecha: _____

This workbook develops practical English for people who plan, coordinate, deliver or support projects. It works across predictive, agile and hybrid environments. Every company, person, budget and scenario is fictional.

APOYO EN ESPAÑOL

Este cuaderno desarrolla inglés práctico para personas que planifican, coordinan, entregan o apoyan proyectos. Sirve para entornos predictivos, ágiles e híbridos. Todas las empresas, personas, cifras y situaciones son ficticias.

IMPORTANT SCOPE / ALCANCE IMPORTANTE

Language training only. This workbook does not replace your organisation's governance, contracts, methods, policies or qualified professional judgement.

Solo capacitación lingüística. Este cuaderno no sustituye la gobernanza, contratos, métodos, políticas ni el criterio profesional cualificado de tu organización.

CONTENTS / CONTENIDOS

Project Language Foundations	5
Meetings That Create Action	13
Time, Progress and Dependencies	23
Stakeholders and Presentations	34
Cohesion, Scope and Change	46
Risk, Negotiation and Decisions	56
Delivery Leadership Through Practice	69
Suggested Answer Key	84

HOW TO USE IT / CÓMO USARLO

1. NOTICE Find the message and purpose.	2. CHECK Use the Spanish support.	3. PRACTISE Complete a realistic task.	4. DELIVER Create a project artefact.
1. OBSERVA Identifica mensaje y propósito.	2. COMPRUEBA Usa el apoyo en español.	3. PRACTICA Completa una tarea realista.	4. ENTREGA Crea un producto del proyecto.

SELF-ASSESSMENT | AUTOEVALUACIÓN

Starting point and progress

Punto de partida y progreso

✓	#	CHAPTER	CAPÍTULO
☐	1	Project language foundations	Fundamentos del lenguaje de proyectos
☐	2	Meetings that create action	Reuniones que generan acción
☐	3	Time, progress and dependencies	Tiempo, avance y dependencias
☐	4	Stakeholders and presentations	Interesados y presentaciones
☐	5	Cohesion, scope and change	Cohesión, alcance y cambio
☐	6	Risk, negotiation and decisions	Riesgo, negociación y decisiones
☐	7	Delivery leadership and practice	Liderazgo de entrega y práctica

I CAN... / PUEDO...	NOT YET	WITH HELP	INDEPENDENT	CONFIDENT
Describe a project, role and deliverable	☐	☐	☐	☐
Confirm an action, owner and due date	☐	☐	☐	☐
Explain progress and a dependency	☐	☐	☐	☐
Distinguish a risk from an issue	☐	☐	☐	☐
Adapt an update for a stakeholder	☐	☐	☐	☐
Describe variance without overclaiming	☐	☐	☐	☐
Discuss options and conditions	☐	☐	☐	☐
Write a clear change recommendation	☐	☐	☐	☐

MY COMMUNICATION RISK / MI RIESGO DE COMUNICACIÓN

RISK	OFTEN	SOMETIMES	RARELY	MY EXAMPLE
My update lists activity but not outcome.	☐	☐	☐	
I use soon instead of a date.	☐	☐	☐	
I call a forecast a commitment.	☐	☐	☐	
I report a risk as if it has happened.	☐	☐	☐	
I hide the owner in passive voice.	☐	☐	☐	

One project communication habit I will improve / Un hábito que mejoraré

CEFR ROAD MAP | RUTA MCER

Your A1-B2 route through project work

Tu ruta A1-B2 en el trabajo de proyectos

LEVEL	LANGUAGE CONTROL	PROJECT TASK	APOYO EN ESPAÑOL
A1	roles, tasks, dates, simple status	Introduce your role and name one deliverable.	puestos, tareas, fechas y estado
A2	requests, schedules, owners, basic risk	Confirm an action and ask about a blocker.	solicitudes, plazos, responsables y riesgo
B1	updates, reasons, dependencies, recommendations	Explain variance and propose a next step.	avance, razones, dependencias y propuestas
B2	conditions, trade-offs, change and negotiation	Recommend a decision with evidence and limits.	condiciones, concesiones, cambio y negociación

THE PROJECT COMMUNICATION MAP / MAPA DE COMUNICACIÓN

MOMENT	CORE QUESTION	USEFUL OUTPUT
Initiate / iniciar	Why this project, for whom and within what boundary?	project brief, objective, scope statement
Plan / planificar	What work, sequence, people, time and cost are expected?	schedule, estimate, responsibility map
Deliver / ejecutar	What is complete, active, blocked or changing?	status update, action log, decision log
Monitor / controlar	How does actual performance compare with the agreed reference?	variance, forecast, risk and issue update
Decide / decidir	Which option is authorised, under what conditions?	decision record, change response
Close / cerrar	What was accepted, handed over and learned?	acceptance, handover, lessons learned

ONE SENTENCE, FIVE ANCHORS / UNA FRASE, CINCO ANCLAS

A useful project message often makes five things visible: fact, impact, owner, date and decision or next step.
Un mensaje útil suele mostrar cinco elementos: hecho, impacto, responsable, fecha y decisión o siguiente paso.

A project message I need to make clearer / Un mensaje que necesito aclarar



The scope boundary arrived. Half the sticky notes suddenly became 'future ideas'.

CHAPTER 01

Project Language Foundations

Fundamentos del lenguaje de proyectos

Project English starts with shared meanings. This chapter builds the vocabulary and simple grammar needed to describe purpose, boundaries, work, people and current status without creating false certainty.

APOYO EN ESPAÑOL

El inglés de proyectos empieza con significados compartidos. Este capítulo desarrolla vocabulario y gramática básica para describir propósito, límites, trabajo, personas y estado actual sin crear certeza falsa.

YOU WILL LEARN	APRENDERÁS
1. Name the core parts of a project.	Nombrar las partes principales de un proyecto.
2. Separate related terms that are often confused.	Distinguir términos relacionados que suelen confundirse.
3. Describe routine work and work in progress.	Describir trabajo habitual y trabajo en curso.
4. Create a concise project snapshot.	Crear una ficha breve de proyecto.

CHAPTER 01 | A1-A2

The essential project vocabulary map

Mapa de vocabulario esencial

TERM	ESPAÑOL	PLAIN MEANING	WORKPLACE EXAMPLE
project	proyecto	temporary work that creates a result	The project will replace the support platform.
objective	objetivo	specific result the project aims to achieve	Our objective is to reduce response time.
scope	alcance	work and boundaries included in the project	Training is inside the current scope.
deliverable	entregable	verifiable output produced by the project	The approved design is a deliverable.
task / activity	tarea / actividad	piece of work that consumes time or effort	Testing is the next task.
milestone	hito	significant point or event with no duration	Design approval is a milestone.
dependency	dependencia	relationship where one item relies on another	Training depends on final configuration.
resource	recurso	person, equipment, material or funding used	We need one analyst for two weeks.
stakeholder	interesado / parte interesada	person or group affected by or able to influence the work	Operations is a key stakeholder.
sponsor	patrocinador	person who supports and authorises the project	The sponsor approved the funding.
owner	responsable	person accountable for a specific item	Mina owns the data review.
acceptance criteria	criterios de aceptación	conditions a deliverable must meet	The criteria require a signed test record.
baseline	línea base	approved reference used for comparison	Actual cost is compared with the baseline.
change request	solicitud de cambio	formal proposal to modify a deliverable or agreed reference	The new language requires a change request.

ACTIVITY 1: MATCH THE WORK TO THE WORD

ACTIVIDAD 1: RELACIONA TRABAJO Y TÉRMINO

Choose: objective, scope, deliverable, milestone, dependency, stakeholder, baseline or change request.

Elige: objetivo, alcance, entregable, hito, dependencia, interesado, línea base o solicitud de cambio.

1 Approved schedule used for comparison 2 Final training guide 3 Finance Director affected by the result 4 Testing cannot start before configuration 5 Reduce processing time by 20% 6 Approval point on 18 May 7 Work explicitly included 8 Formal proposal to add a language

CHAPTER 01 | CLARITY

Distinctions that protect meaning

Distinciones que protegen el significado

PAIR	TERM 1	TERM 2	CONTROL QUESTION
risk / issue	risk: uncertain event that may occur	issue: current condition or event	Has it happened?
task / milestone	task: work with duration	milestone: significant zero-duration point	Is work performed or a point reached?
output / outcome	output: what the project produces	outcome: change created by using the output	Produced or experienced?
estimate / commitment	estimate: informed forecast	commitment: agreed obligation	Is this expected or promised?
plan / baseline	plan: intended approach	baseline: approved comparison reference	Has it been formally approved for control?
assumption / constraint	assumption: believed true for planning	constraint: limiting factor	Belief or limit?
owner / contributor	owner: accountable for the item	contributor: supports the work	Who closes the loop?
deadline / duration	deadline: latest required date or time	duration: time needed for the work	When due or how long?

FALSE FRIENDS AND USEFUL TRANSLATION CHOICES / FALSOS AMIGOS Y TRADUCCIONES

ENGLISH	USEFUL SPANISH	WATCH OUT
actual	real / efectivo	actual in Spanish usually means current
eventually	finalmente / con el tiempo	eventualmente can suggest possibility
support	apoyar / dar soporte	soportar often means tolerate
commitment	compromiso	a commitment is stronger than an estimate
owner	responsable	propietario sounds literal in many work contexts
issue	problema / asunto / incidencia	choose by context; not every issue is a problem

ACTIVITY 2: RISK OR ISSUE? ESTIMATE OR COMMITMENT?**ACTIVIDAD 2: ¿RIESGO O PROBLEMA? ¿ESTIMACIÓN O COMPROMISO?**

Classify each statement and add one reason.

Clasifica cada frase y añade una razón.

1 The vendor may deliver two days late. 2 The vendor missed today's delivery. 3 The analysis is likely to take five days. 4 We agreed to send the approved analysis by 17:00 Friday. 5 User acceptance might require another cycle. 6 The test environment is currently unavailable.

My classifications and reasons / Mis clasificaciones y razones

CHAPTER 01 | GRAMMAR

Grammar for roles, routines and current work

Gramática para puestos, rutinas y trabajo actual

USE	FORM	EXAMPLE	ESPAÑOL
routine or fact	present simple	The team reviews risks every Tuesday.	El equipo revisa los riesgos cada martes.
current temporary work	present continuous	We are testing the new workflow this week.	Estamos probando el flujo esta semana.
completed recent result	present perfect	The sponsor has approved the brief.	El patrocinador ha aprobado el resumen.
existence	there is / there are	There are two open dependencies.	Hay dos dependencias abiertas.
responsibility	be responsible for + noun/-ing	Lara is responsible for coordinating training.	Lara es responsable de coordinar la capacitación.
ownership	own + noun	Ben owns the vendor action.	Ben es responsable de la acción del proveedor.

STATUS SIGNAL / SEÑAL DE ESTADO

The present continuous shows activity, not completion. 'We are reviewing it' does not mean 'We have reviewed it'.

El presente continuo muestra actividad, no finalización. 'We are reviewing it' no significa 'We have reviewed it'.

ACTIVITY 3: CHOOSE THE TIME VIEW

ACTIVIDAD 3: ELIGE LA PERSPECTIVA TEMPORAL

Complete each sentence with the correct form of the verb.

Completa cada frase con la forma correcta del verbo.

1 The project team ___ (meet) every Monday. 2 We ___ (review) the supplier proposal now. 3 The client ___ already ___ (approve) the design. 4 There ___ (be) three open actions. 5 I ___ (coordinate) the pilot this month. 6 Operations ___ (own) the readiness check.

Answers and one original sentence / Respuestas y una frase propia

CHAPTER 01 | PRODUCE

Activity: build a project snapshot

Actividad: crea una ficha del proyecto

FICTIONAL CASE / CASO FICTICIO

Northstar Services is replacing its customer-support platform in Spain, Mexico and Canada. The objective is to reduce average case-routing time and give teams one shared customer view. Phase 1 includes configuration, data migration, supervisor training and a controlled pilot. Marketing automation and a mobile app are outside Phase 1. The planned pilot begins on 6 October. Data mapping must finish before migration rehearsal. The Operations Director is sponsor; Maya Chen coordinates the project.

Northstar Services reemplaza su plataforma de atención al cliente en España, México y Canadá. El objetivo es reducir el tiempo medio de asignación y ofrecer una vista compartida del cliente. La fase 1 incluye configuración, migración de datos, capacitación de supervisores y un piloto controlado. La automatización de marketing y una aplicación móvil quedan fuera. El piloto está previsto para el 6 de octubre. El mapeo de datos debe terminar antes del ensayo de migración. La directora de Operaciones patrocina el proyecto; Maya Chen lo coordina.

PROJECT ELEMENT	YOUR PRECISE VERSION	EVIDENCE FROM THE CASE
objective		
in scope		
out of scope		
milestone		
dependency		
sponsor		
coordinator		
assumption to confirm		

A 60-word project introduction / Una presentación del proyecto de 60 palabras

CHAPTER 01 | WRITE

Writing practice: role and handover

Práctica escrita: puesto y traspaso

TASK A: WRITE YOUR PROJECT ROLE PROFILE**TAREA A: ESCRIBE TU PERFIL DE PROYECTO**

Write 90-120 words. Include your purpose, routine responsibilities, current work, ownership boundaries and two people or teams you depend on.

Escribe 90-120 palabras. Incluye propósito, responsabilidades habituales, trabajo actual, límites de responsabilidad y dos personas o equipos de los que dependes.

Role profile / Perfil del puesto

TASK B: WRITE A PRECISE HANDOVER

TAREA B: ESCRIBE UN TRASPASO PRECISO

Write 100-130 words for a colleague covering your work. State what is complete, in progress and blocked; name the owner, evidence, date and escalation trigger for each open item.

Escribe 100-130 palabras para quien cubre tu trabajo. Indica qué está completo, en curso y bloqueado; nombra responsable, evidencia, fecha y criterio de escalado de cada punto abierto.

Handover / Traspaso



The decision was leaving the room. The facilitator finally gave it an owner.

CHAPTER 02

Meetings That Create Action

Reuniones que generan acción

A project meeting should change shared understanding, a decision or the next action. This chapter gives you the language to open, guide, challenge, clarify, decide and close without losing respect or accountability.

APOYO EN ESPAÑOL

Una reunión de proyecto debe cambiar la comprensión compartida, una decisión o la siguiente acción. Este capítulo ofrece lenguaje para abrir, guiar, cuestionar, aclarar, decidir y cerrar sin perder respeto ni responsabilidad.

YOU WILL LEARN	APRENDERÁS
1. Choose language for different meeting purposes.	Elegir lenguaje según el propósito de la reunión.
2. Clarify risk, disagreement and decision authority.	Aclarar riesgo, desacuerdo y autoridad de decisión.
3. Record decisions and actions another person can use.	Registrar decisiones y acciones que otra persona pueda usar.
4. Lead a concise project status meeting.	Dirigir una reunión breve de seguimiento.

CHAPTER 02 | A2-B1

Meeting types and decision language

Tipos de reunión y lenguaje de decisión

MEETING	PRIMARY PURPOSE	USEFUL OUTPUT	OPENING
kick-off	align purpose, scope, roles and ways of working	shared project brief and first actions	Today we will confirm why, what, who and how.
planning	sequence work and test capacity or constraints	plan, estimates, owners and dependencies	Our goal is a realistic plan with visible assumptions.
status	compare current position with expectation	concise update, exceptions and next actions	We will focus on changes since the last review.
problem-solving	understand a current issue and identify options	problem statement, evidence and options	Let us separate symptoms, evidence and possible causes.
risk review	review uncertainty and response readiness	updated risk and response actions	Which exposure has changed, and why?
decision	authorise one option within defined authority	decision, rationale and conditions	The decision required today is...
retrospective	learn from delivery without blame	specific lessons and experiments	What should we keep, stop or try next?

THE FACILITATOR'S LANGUAGE PANEL / PANEL DE LENGUAJE

MOVE	ENGLISH	ESPAÑOL
open	The outcome we need by the end is...	El resultado que necesitamos al final es...
focus	How does this affect today's objective?	¿Cómo afecta esto al objetivo de hoy?
invite	We have not heard from Operations yet.	Aún no hemos escuchado a Operaciones.
clarify	What do you mean by ready in this context?	¿Qué significa listo en este contexto?
challenge	What evidence supports that date?	¿Qué evidencia respalda esa fecha?
park	Let us record that separately and return after the decision.	Registremoslo aparte y volvamos después de la decisión.
decide	Who has authority to approve this option?	¿Quién tiene autoridad para aprobar esta opción?
close	I will recap the decision, owner and due date.	Recapitularé la decisión, responsable y fecha.

ACTIVITY 1: WHICH MEETING?

ACTIVIDAD 1: ¿QUÉ REUNIÓN?

Choose the most useful meeting type and write one desired output.

Elige el tipo de reunión más útil y escribe un resultado deseado.

1 A new project needs roles and working norms. 2 A confirmed system outage blocks testing. 3 Three schedule options need sponsor approval. 4 The team wants to learn after the pilot. 5 Several uncertain supplier events need updated responses. 6 Work must be sequenced around limited specialists.

CHAPTER 02 | LANGUAGE CONTROL

Clear, diplomatic and strong enough

Claro, diplomático y con fuerza suficiente

FUNCTION	TOO VAGUE OR BLUNT	CONTROLLED VERSION	WHY IT WORKS
request	Send it soon.	Could you send the signed version by 14:00 UTC today?	clear item and deadline
disagree	That plan is wrong.	I see the benefit; however, the current capacity data does not support that date.	respect plus evidence
clarify	I don't understand.	Could you define what complete includes here?	tests the term
challenge	Are you sure?	Which assumption has the greatest effect on the estimate?	asks a useful question
escalate	This is a disaster.	The issue now threatens the agreed pilot date and meets our escalation criterion.	states impact and basis
commit	We will try.	Nora will confirm capacity by 11:00 Wednesday.	owner plus date
decline	No, we can't.	We cannot add that work within the current date and capacity; I can present two options.	boundary plus alternative

MODALS AND STRENGTH / MODALES Y FUERZA

FORM	TYPICAL FORCE	PROJECT EXAMPLE	WATCH OUT
must	strong requirement	All access must be approved before testing.	state the source of authority when useful
have to	external or practical necessity	We have to wait for the environment.	explain the constraint
should	advice or expected good practice	We should review the dependency today.	not always a commitment
need to	necessary action	We need to confirm the data owner.	name who will do it
might / may	possibility	The delay might affect training.	do not present possibility as fact
could	option or possibility	We could phase the rollout by region.	define conditions and trade-offs
will	prediction, decision or commitment	I will send the minutes by noon.	avoid promising without authority

ACTIVITY 2: SET THE RIGHT STRENGTH**ACTIVIDAD 2: ELIGE LA FUERZA ADECUADA**

Rewrite each message so its force, evidence and authority are clear.

Reescribe cada mensaje para aclarar fuerza, evidencia y autoridad.

1 We should definitely finish tomorrow. 2 You must change the scope. 3 The vendor might have missed today's milestone. 4 Someone needs to update the log. 5 We will approve the request. 6 This could never work.

Controlled versions / Versiones controladas

CHAPTER 02 | MODEL

Model: a status meeting in action

Modelo: reunión de seguimiento en acción

FICTIONAL STATUS / ESTADO FICTICIO

The Northstar pilot is planned for 6 October. Configuration is complete. Data mapping is 80% complete, but five customer fields still lack approved definitions. Migration rehearsal depends on those definitions. Training material is being drafted. No change to the pilot date has been approved.

El piloto Northstar está previsto para el 6 de octubre. La configuración está completa. El mapeo de datos está al 80%, pero cinco campos aún no tienen definiciones aprobadas. El ensayo de migración depende de esas definiciones. El material de capacitación está en preparación. No se ha aprobado ningún cambio de fecha.

FACILITATOR: We need a decision on the five definitions and an owner-date pair for the rehearsal dependency.

DATA LEAD: We have mapped 92 of 115 fields. Eighteen are not required for the pilot. Five remain open because regional owners interpret them differently.

PROJECT LEAD: So the observed fact is five open definitions; the impact is that the rehearsal cannot start. Is that accurate?

DATA LEAD: Yes. If the owners agree by Wednesday noon, we can still rehearse on Friday. That is a forecast based on one day for configuration.

OPERATIONS: I can coordinate the regional owners, but I cannot approve definitions for them.

SPONSOR: The regional process owners have approval authority. Operations will arrange a 30-minute decision session by Tuesday 15:00 UTC. The owners will confirm the definitions by Wednesday noon or escalate unresolved items to me.

PROJECT LEAD: Decision recorded. The pilot date remains unchanged today. I will update the forecast after Wednesday's decision.

MESSAGE PART	WHAT THE MODEL DOES
fact	uses counts and completion evidence
impact	connects open definitions to the rehearsal
forecast	states a condition instead of promising
authority	separates coordination from approval
action	names owner, output and deadline
scope	does not change the pilot date in a status meeting

ACTIVITY 3: AUDIT THE MEETING**ACTIVIDAD 3: REVISA LA REUNIÓN**

Underline one fact, one forecast, one boundary and two owner-date pairs. What is still unknown?
Subraya un hecho, una previsión, un límite y dos pares responsable-fecha. ¿Qué sigue sin saberse?

My audit / Mi revisión

CHAPTER 02 | PLAN

Build an agenda that earns the hour

Crea una agenda que merezca la hora

A useful agenda describes outcomes, not just topics. Compare 'Data' with 'Decide the owner and due date for five open field definitions'.

AGENDA ELEMENT	CONTROL QUESTION	EXAMPLE
purpose	Why are we meeting?	Protect the migration rehearsal by resolving the data dependency.
outcome	What will be different at the end?	Five definitions approved or escalated with named owners.
pre-read	What evidence must participants review?	Field-definition list and regional comments.
participants	Who contributes, recommends and decides?	Process owners, Data Lead, Operations, Sponsor if needed.
timebox	How much time for each outcome?	5 minutes facts, 20 decisions, 5 recap.
decision rule	Who authorises and how?	Each process owner approves their fields; sponsor resolves conflicts.
record	Where will decisions and actions live?	Decision log and action log updated during the call.

ACTIVITY 4: CREATE THE AGENDA

ACTIVIDAD 4: CREA LA AGENDA

Prepare a 30-minute agenda for the Northstar definition session. Include purpose, outcomes, evidence, roles, timeboxes and decision authority.

Prepara una agenda de 30 minutos para la sesión de definiciones de Northstar. Incluye propósito, resultados, evidencia, roles, tiempos y autoridad.

TIME	OUTCOME / QUESTION	LEAD	EVIDENCE	RECORD

Invitation note / Nota de invitación

CHAPTER 02 | DOCUMENT

Minutes that another person can act on

Actas que otra persona pueda ejecutar

RECORD	MINIMUM INFORMATION	WEAK	USEFUL
decision	decision, authority, rationale, conditions	Proceed.	Sponsor approved a two-region pilot, subject to readiness evidence by 3 October.
action	owner, observable output, due date/time	Review data soon.	Lina will approve the five field definitions by 12:00 UTC Wednesday.
issue	current fact, impact, owner, next review	Data problem.	Five definitions are open and block rehearsal; Data Lead owns the update at Wednesday review.
risk	uncertain event, potential impact, response, trigger	Training risk.	If translation finishes after 1 October, supervisor practice time may fall below two days; escalate on 30 September.
parking lot	topic, reason deferred, owner, route back	Talk later.	Mobile-app request is outside Phase 1; Product will submit a separate proposal by 10 October.

ACTIVITY 5: COMPLETE THE MINUTES

ACTIVIDAD 5: COMPLETA EL ACTA

Use the model meeting. Record only what a reader can verify and act on. Do not invent approval or dates.
Usa la reunión modelo. Registra solo lo que un lector pueda verificar y ejecutar. No inventes aprobación ni fechas.

TYPE	DECISION / ACTION / ISSUE	OWNER	DUE / REVIEW	CONDITION
Decision				
Action				
Action				
Unknown				

Meeting recap / Resumen

CHAPTER 02 | SPEAK

Meeting simulation: a blocked rehearsal

Simulación: ensayo bloqueado

SCENARIO UPDATE / ACTUALIZACIÓN

It is Wednesday 12:10 UTC. Four field definitions are approved; one remains disputed. The Data Lead says configuration can begin for the approved fields. The Migration Lead warns that a partial configuration may create rework. The sponsor has ten minutes and asks for a recommendation. The pilot date has not changed.

Es miércoles a las 12:10 UTC. Cuatro definiciones están aprobadas; una sigue en disputa. La responsable de Datos dice que puede empezar la configuración de las aprobadas. El responsable de Migración advierte que una configuración parcial puede generar retrabajo. La patrocinadora dispone de diez minutos y pide una recomendación. La fecha del piloto no ha cambiado.

ROLE	PRIVATE PRIORITY	EVIDENCE TO USE	BOUNDARY
Project Lead	obtain a decision and protect shared understanding	dependency and dates	cannot approve field meaning
Data Lead	start useful work	four approvals and configuration sequence	cannot guarantee no rework
Migration Lead	protect rehearsal integrity	rework path and test needs	cannot change pilot scope
Process Owner	resolve the disputed definition	regional process evidence	approves only own field
Sponsor	choose an authorised path	options, impacts and conditions	needs clear recommendation

TASK: RUN A 12-MINUTE DECISION MEETING

TAREA: DIRIGE UNA REUNIÓN DE DECISIÓN DE 12 MINUTOS

Open with the decision required. Establish facts and unknowns, hear two options, test authority, recommend a path, then recap the exact decision and actions.

Abre con la decisión requerida. Establece hechos e incógnitas, escucha dos opciones, comprueba autoridad, recomienda un camino y resume la decisión y acciones exactas.

My meeting map / Mi mapa de reunión

CHAPTER 02 | WRITE

Writing practice: decision follow-up

Práctica escrita: seguimiento de decisión

TASK: WRITE THE FOLLOW-UP EMAIL

TAREA: ESCRIBE EL CORREO DE SEGUIMIENTO

Write 160-200 words after the simulation. Use a subject line, one-sentence outcome, decision and rationale, actions with owners and dates, one open condition and the next review. Do not imply the pilot is approved if that decision was not made.

Escribe 160-200 palabras después de la simulación. Usa asunto, resultado en una frase, decisión y razón, acciones con responsables y fechas, una condición abierta y próxima revisión. No des a entender que el piloto está aprobado si no se decidió.

Decision follow-up / Seguimiento de la decisión

QUALITY CHECK / CONTROL DE CALIDAD

Can a person who missed the meeting answer: What was decided? Why? Who does what by when? What remains open? When will we review it?

¿Puede una persona ausente responder: qué se decidió, por qué, quién hace qué y para cuándo, qué queda abierto y cuándo se revisará?



One tiny task blocked the launch. It had been labelled 'quick'.

CHAPTER 03

Time, Progress and Dependencies

Tiempo, avance y dependencias

Project updates depend on accurate time language. You will connect past events, current work, completed results, future forecasts and dependencies so readers can see what changed and what happens next.

APOYO EN ESPAÑOL

Las actualizaciones dependen de un lenguaje temporal preciso. Conectarás hechos pasados, trabajo actual, resultados completados, previsiones futuras y dependencias para mostrar qué cambió y qué sucede después.

YOU WILL LEARN	APRENDERÁS
1. Choose tenses that match project evidence.	Elegir tiempos verbales según la evidencia.
2. Use dates, durations and deadlines precisely.	Usar fechas, duraciones y plazos con precisión.
3. Explain sequence and dependency without inventing cause.	Explicar secuencia y dependencia sin inventar causalidad.
4. Write a concise recovery and handover update.	Escribir una actualización de recuperación y traspaso.

CHAPTER 03 | A2-B1

The project timeline tense toolbox

Caja de herramientas de tiempos

TIME VIEW	FORM	PROJECT USE	EXAMPLE
routine / current fact	present simple	cadence, ownership, stable fact	The review occurs every Thursday.
work active now	present continuous	temporary activity in progress	We are validating the interface.
completed result relevant now	present perfect	progress with current relevance	The team has completed six of eight tests.
finished past event	past simple	dated event or completed period	The vendor sent the file on Monday.
activity around a past event	past continuous	background action interrupted or observed	The team was testing when the service stopped.
earlier past event	past perfect	event completed before another past event	Access had expired before testing began.
planned arrangement	present continuous + future time	scheduled arrangement	We are meeting the vendor tomorrow.
intention / evidence-based plan	be going to	planned action or prediction from evidence	We are going to repeat the test after the fix.
commitment / prediction	will	decision, promise or forecast	I will publish the log by 16:00.
future completion point	future perfect	result complete before a future time	By Friday, we will have finished the rehearsal.

ACTIVITY IS NOT PROGRESS / ACTIVIDAD NO ES AVANCE

'We are working on it' names activity. A stronger update adds a completed unit, remaining work, forecast, dependency or decision needed.

'Estamos trabajando en ello' nombra actividad. Una actualización más fuerte añade unidad completada, trabajo restante, previsión, dependencia o decisión requerida.

ACTIVITY 1: BUILD THE TIMELINE**ACTIVIDAD 1: CONSTRUYE LA CRONOLOGÍA**

Complete the verbs, then number the events in logical order.

Completa los verbos y ordena los hechos.

1 Access ___ already ___ (expire) when the test team logged in. 2 The administrator ___ (restore) access at 10:40 Tuesday. 3 The team ___ (run) Test 4 when the environment stopped. 4 We ___ (complete) six tests so far. 5 We ___ (repeat) Test 4 tomorrow morning. 6 By Friday, we ___ (finish) all eight tests if the environment remains stable.

Answers and timeline / Respuestas y cronología

CHAPTER 03 | PRECISION

Dates, duration and deadline language

Lenguaje de fechas, duración y plazo

FORM	MEANING	EXAMPLE	COMMON RISK
on 6 October	specific date	The pilot begins on 6 October.	missing timezone or year when needed
at 14:00 UTC	specific time	The review starts at 14:00 UTC.	local-time confusion
by Friday	no later than Friday	Send the signed file by Friday.	Friday morning or end of day?
until Friday	continues up to Friday	The environment is reserved until Friday.	confused with by
within two days	during the next two-day period	Respond within two working days.	calendar or working days unstated
for two days	duration	Testing ran for two days.	not a deadline
since Monday	from Monday until now	The issue has been open since Monday.	requires a continuing time view
from Monday to Wednesday	bounded period	The team tested from Monday to Wednesday.	inclusive dates may need clarity
ahead of / behind schedule	relative schedule position	Configuration is two days behind schedule.	compared with which plan?
forecast for 11 October	current expected date	The completion forecast is 11 October.	not necessarily a commitment

DEPENDENCY LANGUAGE / LENGUAJE DE DEPENDENCIAS

RELATIONSHIP	CONTROLLED SENTENCE	ESPAÑOL
finish before start	Migration rehearsal cannot start until field definitions are approved.	El ensayo no puede empezar hasta que se aprueben las definiciones.
input required	Training design depends on the final workflow.	El diseño de capacitación depende del flujo final.
parallel work	Translation can continue while configuration is being tested.	La traducción puede continuar mientras se prueba la configuración.
conditional forecast	If approval arrives by noon, testing can begin tomorrow.	Si la aprobación llega antes del mediodía, las pruebas pueden empezar mañana.
handoff	After Data signs off the mapping, Technology will load the rehearsal file.	Después de la aprobación de Datos, Tecnología cargará el archivo.
external dependency	The completion date remains subject to vendor access.	La fecha sigue sujeta al acceso del proveedor.

ACTIVITY 2: MAKE THE DATE TESTABLE**ACTIVIDAD 2: HAZ QUE LA FECHA SEA COMPROBABLE**

Rewrite: soon, later, next week, in two days and by Friday so a global team knows the exact calendar, time zone and meaning.

Reescribe: pronto, más tarde, la próxima semana, en dos días y antes del viernes para que un equipo global entienda calendario, zona horaria y significado.

Precise versions / Versiones precisas

CHAPTER 03 | MODEL

Model: an evidence-based status update

Modelo: actualización basada en evidencia

SUBJECT: Northstar pilot - weekly status - 18 September

OVERALL POSITION / POSICIÓN GENERAL

The pilot remains forecast for 6 October. Configuration and 100% of required field definitions are complete. Migration rehearsal is one working day behind the 17 September internal plan because access expired before the first run. Access was restored on 17 September at 10:40 UTC. No change to the approved pilot date has been requested.

El piloto sigue previsto para el 6 de octubre. La configuración y el 100% de las definiciones necesarias están completas. El ensayo de migración lleva un día laborable de retraso respecto al plan interno del 17 de septiembre porque el acceso había caducado antes de la primera ejecución. Se restauró el 17 de septiembre a las 10:40 UTC. No se ha solicitado cambio de la fecha aprobada.

AREA	EVIDENCE	FORECAST / ACTION
configuration	approved on 16 September	complete
data mapping	115/115 required fields approved	complete
migration rehearsal	first run moved after access expiry	run 1 today; run 2 on 19 September
training	draft covers six of eight workflows	final draft by 23 September, subject to two workflow reviews
pilot readiness	entry criteria review not yet held	review on 1 October; sponsor decision follows

DECISION / DECISIÓN

No sponsor decision is required this week. If rehearsal run 1 does not complete today, the Project Lead will convene a recovery review at 09:00 UTC on 19 September.

APOYO EN ESPAÑOL

No se requiere decisión de la patrocinadora esta semana. Si la primera ejecución no termina hoy, la responsable del proyecto convocará una revisión de recuperación a las 09:00 UTC del 19 de septiembre.

ACTIVITY 3: TRACE THE TIME LOGIC**ACTIVIDAD 3: SIGUE LA LÓGICA TEMPORAL**

Find one completed result, one past event, one current forecast, one dependency, one condition and one escalation trigger. Why is the pilot date not described as guaranteed?

Identifica resultado completado, hecho pasado, previsión actual, dependencia, condición y criterio de escalado. ¿Por qué no se presenta la fecha como garantizada?

Time logic audit / Revisión de lógica temporal

CHAPTER 03 | LOGIC

Sequence is not automatically cause

La secuencia no implica causa automática

MESSAGE	WHAT IT SAFELY SAYS	WHAT IT DOES NOT PROVE
The outage occurred after the update.	sequence	the update caused the outage
The delay coincided with a vendor change.	timing overlap	the vendor change caused the delay
The issue is associated with one region.	observed pattern	the region is the root cause
Because access had expired, the team could not start the run.	documented reason if evidence confirms it	any wider cause beyond access
The missed rehearsal may affect training time.	possible impact	that the impact will occur
The forecast improved after capacity was added.	chronology and change	capacity alone produced the improvement

SAFE VERBS / VERBOS PRUDENTES

EVIDENCE LEVEL	USE	EXAMPLE
observed sequence	occurred before / after	The file arrived after the processing window.
co-occurrence	coincided with / was associated with	The errors coincided with the new template.
possible explanation	may reflect / might result from	The variance may reflect incomplete estimates.
supported reason	because / due to	The meeting moved because the decision-maker was unavailable.
confirmed causal finding	caused / led to	Use only when the evidence and authority support it.

ACTIVITY 4: CORRECT THE LOGIC**ACTIVIDAD 4: CORRIGE LA LÓGICA**

Rewrite each sentence so it says only what the evidence supports.

Reescribe cada frase para que diga solo lo respaldado por la evidencia.

1 The update caused the outage because the outage happened ten minutes later. 2 The vendor created all delays because one late file came from them. 3 Training will fail if the rehearsal is one day late. 4 The team added capacity, so the forecast is guaranteed. 5 The issue is in Spain; therefore Spain is the root cause.

Evidence-safe versions / Versiones prudentes

CHAPTER 03 | WRITE

Writing practice: recovery update

Práctica escrita: actualización de recuperación

NEW FACTS / NUEVOS HECHOS

Rehearsal run 1 completed at 18:20 UTC on 18 September. Three records failed because a documented format rule was missing from the conversion script. Technology corrected the rule and is validating the fix. Run 2 is scheduled for 13:00 UTC on 19 September. If all 200 records process and reconcile, the one-day internal variance will be recovered. Training draft work continues in parallel.

La primera ejecución terminó a las 18:20 UTC del 18 de septiembre. Tres registros fallaron porque faltaba una regla de formato documentada en el script de conversión. Tecnología corrigió la regla y está validando el ajuste. La segunda ejecución está prevista para las 13:00 UTC del 19 de septiembre. Si los 200 registros se procesan y concilian, se recuperará el día de variación interna. El borrador de capacitación continúa en paralelo.

TASK: WRITE A 180-220 WORD RECOVERY UPDATE

TAREA: ESCRIBE UNA ACTUALIZACIÓN DE 180-220 PALABRAS

Use dated facts, present activity, a conditional forecast, owner-date actions and one explicit limit. End with the next decision or review point.

Usa hechos fechados, actividad presente, previsión condicional, acciones con responsable-fecha y un límite explícito. Termina con la próxima decisión o revisión.

Recovery update / Actualización de recuperación

CHAPTER 03 | HANDOVER

Writing practice: timeline handover

Práctica escrita: traspaso de cronología

TASK: PREPARE A TIMELINE HANDOVER

TAREA: PREPARA UN TRASPASO DE CRONOLOGÍA

Create a handover for a colleague joining tomorrow. Separate completed, current and future work. Show dependencies and identify which dates are approved, forecast or conditional.

Crea un traspaso para una persona que se incorpora mañana. Separa trabajo completado, actual y futuro. Muestra dependencias e indica qué fechas son aprobadas, previstas o condicionales.

TIME	ITEM	STATUS / EVIDENCE	DEPENDENCY	DATE TYPE
Past				
Now				
Next				
Later				

Narrative handover / Traspaso narrativo

FINAL CHECK / CONTROL FINAL

Can the reader reconstruct the sequence, tell what is complete, identify the next dependency and see which future statement is conditional?

¿Puede el lector reconstruir la secuencia, saber qué está completo, identificar la próxima dependencia y ver qué afirmación futura es condicional?



The chart became a rocket. The forecast quietly asked for its confidence level back.

CHAPTER 04

Stakeholders and Presentations

Interesados y presentaciones

A strong project presentation helps a specific audience understand evidence, implications, choices and the decision required. This chapter develops stakeholder-aware structure, numerical language, recommendations and honest Q&A.

APOYO EN ESPAÑOL

Una presentación sólida ayuda a un público concreto a comprender evidencia, implicaciones, opciones y la decisión necesaria. Este capítulo desarrolla estructura adaptada, lenguaje numérico, recomendaciones y respuestas honestas.

YOU WILL LEARN	APRENDERÁS
1. Map stakeholders by need, influence and communication purpose.	Mapear interesados por necesidad, influencia y propósito.
2. Describe progress, variance and uncertainty accurately.	Describir avance, variación e incertidumbre con precisión.
3. Build a recommendation from evidence and limits.	Construir una recomendación con evidencia y límites.
4. Handle questions without guessing or hiding risk.	Responder preguntas sin adivinar ni ocultar riesgo.

CHAPTER 04 | B1-B2

One project, different stakeholder needs

Un proyecto, distintas necesidades

AUDIENCE	TYPICAL QUESTION	RIGHT ALTITUDE	USEFUL EMPHASIS
sponsor	What decision or intervention is needed?	outcome, exposure, options, recommendation	decision, value, major risk, authority
steering group	Are we still viable and controlled?	cross-functional evidence and trade-offs	variance, forecast, options, conditions
delivery team	What do we do next and what blocks us?	operational detail	tasks, dependencies, owners, dates
functional lead	What capacity and expertise are required?	function-specific impact	resource, quality, sequencing, escalation
end user	What changes for me and when?	plain practical meaning	workflow, support, training, transition
vendor	What must we provide or agree?	contract and interface boundary	deliverable, acceptance, dependency, notice
customer	What outcome and disruption should we expect?	benefit, service impact and confidence	experience, timing, limits, contact

STAKEHOLDER MESSAGE CANVAS / LIENZO DEL MENSAJE

QUESTION	PLANNING NOTE	QUESTION	PLANNING NOTE
What do they already know?		What decision can they make?	
What matters most to them?		What evidence do they trust?	
What might they misunderstand?		What action should follow?	
What detail can be removed?		What limit must remain visible?	

ACTIVITY 1: CHANGE THE ALTITUDE**ACTIVIDAD 1: CAMBIA LA ALTURA DEL MENSAJE**

Write three versions of this fact: 'Migration rehearsal run 1 processed 197 of 200 records; a format-rule fix is being validated before run 2.' Address the delivery team, sponsor and supervisors who will use the platform. Escribe tres versiones del hecho para el equipo de entrega, patrocinadora y supervisores que usarán la plataforma.

Three stakeholder versions / Tres versiones

CHAPTER 04 | DATA LANGUAGE

Describe numbers, progress and variance

Describe cifras, avance y variación

PURPOSE	FORM	EXAMPLE	CAUTION
count	X of Y / X out of Y	197 of 200 records processed.	state the denominator
percentage	rose from X% to Y%	Completion rose from 72% to 86%.	this is a 14-point rise, not 14%
difference	X units higher/lower	Actual effort is 18 hours above estimate.	state the comparison
schedule variance	X days ahead/behind	The rehearsal is one working day behind the internal plan.	name the reference plan
range	between X and Y	The vendor estimates 4-6 working days.	a range is not a promise
trend	increased steadily / fluctuated / remained stable	Weekly defects declined for three cycles.	do not infer cause from the shape
forecast	is forecast / expected to	Training is forecast to finish on 26 September.	name key conditions
confidence	high / medium / low, because...	Confidence is medium because two inputs remain open.	define the basis

FROM DATA TO MEANING / DE DATOS A SIGNIFICADO

LAYER	CONTROLLED MOVE	EXAMPLE
observation	state the number and source	Six of eight workflows have approved training content.
comparison	name the reference	This is one workflow below the 18 September internal target.
interpretation	use cautious language	The gap may reduce practice time for supervisors.
limit	show what the data cannot answer	We do not yet know whether translation can recover the time.
action	connect to owner and date	Learning Lead will publish the recovery option by 15:00 Friday.

ACTIVITY 2: DESCRIBE, THEN INTERPRET**ACTIVIDAD 2: DESCRIBE Y LUEGO INTERPRETA**

Use this fictional data: planned completed workflows 8; actual 6; translation completed 4; supervisors registered 72 of 90; two pilot regions have named support leads and one does not. Write observation, comparison, cautious interpretation, limit and action.

Usa estos datos ficticios y escribe observación, comparación, interpretación prudente, límite y acción.

Evidence-to-action paragraph / Párrafo de evidencia a acción

CHAPTER 04 | PERSUADE

Recommendations that show their workings

Recomendaciones con lógica visible

STEP	FUNCTION	LANGUAGE
1 purpose	frame the decision	The decision required today is whether to...
2 evidence	state verified observations	The current records show...
3 implication	explain why it matters	This means / may mean that...
4 options	show credible alternatives	We considered three options...
5 criteria	make evaluation visible	We compared them by time, cost, risk and user impact.
6 recommendation	name the preferred path	Based on the current evidence, we recommend...
7 conditions	protect the decision	Approval would be subject to...
8 ask	request exact authority or resource	We are asking the sponsor to approve...

SAFE CLAIM LADDER / ESCALA DE AFIRMACIONES

EVIDENCE	SAFE LANGUAGE	OVERCLAIM TO AVOID
one observation	The first pilot run showed...	This proves the solution always works.
small sample	The early results suggest...	The result guarantees success.
consistent repeated pattern	The data indicate a consistent pattern across...	There is no remaining uncertainty.
forecast with dependencies	We forecast X if A and B occur by...	We will definitely deliver X.
approved decision	The sponsor approved X subject to Y.	Everyone agreed to everything.

ACTIVITY 3: FIND THE GUARDRAILS**ACTIVIDAD 3: ENCUENTRA LOS LÍMITES**

Rewrite each overclaim: 1 The pilot proves adoption will be high. 2 We will finish on 6 October. 3 Everyone supports the change. 4 The vendor caused the delay. 5 This option has no risk. Add the evidence or condition needed.

Reescribe cada exageración y añade la evidencia o condición necesaria.

Guardrailed versions / Versiones con límites

CHAPTER 04 | QUESTIONS

Q&A without guessing

Preguntas y respuestas sin adivinar

SITUATION	STRONG RESPONSE	WHY
you know	Based on the 18 September log, six workflows are approved.	anchors the answer in evidence
you need to clarify	Do you mean training completion or user readiness?	tests the question before answering
you do not know	I do not have the regional adoption data. I will verify it by 16:00 tomorrow.	honest gap plus follow-up
outside scope	That decision is outside today's scope; Product owns the separate proposal.	protects purpose and authority
challenging assumption	What evidence supports the assumption that all regions need the same sequence?	challenges the idea, not the person
question contains error	The approved date is 6 October, not 6 September. The forecast remains unchanged.	corrects calmly and precisely
pressure for certainty	Current confidence is medium. Two dependencies remain open, so I cannot guarantee the date.	shows confidence basis and limit

ACTIVITY 4: ANSWER OR DEFER

ACTIVIDAD 4: RESPONDE O POSPÓN

Prepare 30-second answers. 1 Is the pilot guaranteed? 2 Why did the vendor fail? 3 Can all regions launch together? 4 Who approved the final workflow? 5 What is the adoption forecast? 6 Can we add the mobile app now?

Prepara respuestas de 30 segundos. Responde con evidencia, pide aclaración o compromete seguimiento.

My Q&A bank / Mi banco de respuestas

CHAPTER 04 | MODEL

Model: evidence-to-decision steering update

Modelo: actualización para decisión

PURPOSE / PROPÓSITO

Request approval for a controlled two-region pilot on 6 October, while keeping the third region in preparation until its support lead and translated training are confirmed.	APOYO EN ESPAÑOL Solicitar aprobación para un piloto controlado en dos regiones el 6 de octubre, manteniendo la tercera en preparación hasta confirmar responsable de soporte y capacitación traducida.
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EVIDENCE / EVIDENCIA

Configuration and required data mapping are complete. Migration rehearsal run 1 processed 197 of 200 records; the documented format rule has been corrected and run 2 is scheduled for 19 September. Spain and Canada have named support leads. Mexico has not. Six of eight training workflows are approved; four are translated.	APOYO EN ESPAÑOL La configuración y el mapeo requerido están completos. La primera ejecución procesó 197 de 200 registros; se corrigió la regla de formato documentada y la segunda está prevista para el 19 de septiembre. España y Canadá tienen responsables de soporte. México aún no. Seis de ocho flujos están aprobados; cuatro están traducidos.
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OPTIONS / OPCIONES

OPTION	TIME	USER IMPACT	EXPOSURE
A: three regions together	keeps original sequence	one shared launch	Mexico readiness evidence incomplete
B: two-region controlled pilot	6 October for Spain and Canada	Mexico joins later	requires careful communication and support handover
C: delay all regions	later date for all	one sequence	delays learning and benefit for ready regions

RECOMMENDATION / RECOMENDACIÓN

Recommend Option B, subject to successful rehearsal run 2, signed entry criteria on 1 October and confirmed regional support coverage. This recommendation does not approve Mexico's later date; that decision will follow its readiness evidence.	APOYO EN ESPAÑOL Se recomienda la opción B, sujeta al éxito de la segunda ejecución, criterios de entrada firmados el 1 de octubre y cobertura de soporte confirmada. La recomendación no aprueba la fecha posterior de México; esa decisión seguirá a su evidencia de preparación.
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ACTIVITY 5: AUDIT THE MODEL**ACTIVIDAD 5: REVISA EL MODELO**

Identify purpose, six facts, one unknown, three options, recommendation, three conditions and one explicit boundary. What question should the sponsor ask next?

Identifica propósito, seis hechos, una incógnita, tres opciones, recomendación, tres condiciones y un límite. ¿Qué pregunta debe hacer la patrocinadora?

Presentation audit / Revisión

CHAPTER 04 | PLAN

Presentation planner

Planificador de presentación

PEOPLE BEFORE SLIDES / PERSONAS ANTES QUE DIAPOSITIVAS

Choose the audience, decision and evidence before choosing the slide count. A presentation is a guided decision conversation, not a document read aloud.

Elige público, decisión y evidencia antes del número de diapositivas. Una presentación es una conversación guiada para decidir, no un documento leído en voz alta.

SLIDE / SECTION	ONE MESSAGE	EVIDENCE	SPOKEN TRANSITION
1 purpose and ask			
2 current position			
3 options and criteria			
4 recommendation			
5 conditions and next step			

TASK: PREPARE A FIVE-MINUTE STEERING UPDATE

TAREA: PREPARA UNA ACTUALIZACIÓN DE CINCO MINUTOS

Use the model case or your own non-confidential project. Include one comparison, one cautious interpretation, at least two credible options, a recommendation, conditions and a precise ask.

Usa el caso modelo o un proyecto no confidencial. Incluye comparación, interpretación prudente, dos opciones creíbles, recomendación, condiciones y solicitud precisa.

Speaker notes / Notas del orador

CHAPTER 04 | WRITE

Writing practice: the one-page proposal

Práctica escrita: propuesta de una página

TASK: WRITE A 250-300 WORD DECISION BRIEF

TAREA: ESCRIBE UN INFORME DE DECISIÓN DE 250-300 PALABRAS

Write for a busy sponsor. Use headings: Decision required, Evidence, Options, Recommendation, Conditions and Next review. Define any acronym and remove detail that does not change the decision.

Escribe para una patrocinadora con poco tiempo. Usa: Decisión requerida, Evidencia, Opciones, Recomendación, Condiciones y Próxima revisión. Define siglas y elimina detalle que no cambie la decisión.

Decision brief / Informe de decisión

READ-ALOUD TEST / PRUEBA EN VOZ ALTA

Can your audience hear the difference between observation, interpretation, forecast and approved decision?

¿Puede tu público oír la diferencia entre observación, interpretación, previsión y decisión aprobada?



Scope creep knocked politely. The change process checked its impact before opening the gate.

CHAPTER 05

Cohesion, Scope and Change

Cohesión, alcance y cambio

Connectors do more than make writing elegant: they show sequence, contrast, reason, result and condition. You will use them to explain scope and evaluate change without hiding trade-offs or granting accidental approval.

APOYO EN ESPAÑOL

Los conectores hacen más que embellecer: muestran secuencia, contraste, razón, resultado y condición. Los usarás para explicar alcance y evaluar cambios sin ocultar concesiones ni conceder aprobación accidental.

YOU WILL LEARN	APRENDERÁS
1. Choose connectors by logical relationship.	Elegir conectores según la relación lógica.
2. Punctuate contrast and result clearly.	Puntuar contraste y resultado con claridad.
3. Describe a change request and its impact.	Describir una solicitud de cambio y su impacto.
4. Write a controlled recommendation and response.	Escribir una recomendación y respuesta controladas.

CHAPTER 05 | B1-B2

The connector control panel

Panel de control de conectores

RELATIONSHIP	WITHIN A SENTENCE	BETWEEN SENTENCES	PROJECT EXAMPLE
addition	and; as well as	in addition; furthermore	Training is drafted, and translation has started.
contrast	but; although; whereas	however; nevertheless	The design is approved; however, access remains open.
reason	because; since; as	the reason is that	The rehearsal moved because access had expired.
result	so	therefore; consequently; as a result	The input was late; therefore, the forecast changed.
condition	if; unless; provided that	subject to; otherwise	We can proceed if the entry criteria are met.
time / sequence	when; before; after; while	first; next; finally	After the owner approves, Technology will configure.
example	such as	for example; for instance	Two inputs, such as access and translation, remain open.
alternative	or; either...or	alternatively	We can phase the launch or move the date.
concession	although; even though	despite this; even so	Although run 1 had errors, the fix can be retested.
summary	-	overall; in summary; to recap	Overall, the date is possible but not yet confirmed.

LOGIC BEFORE SOPHISTICATION / LÓGICA ANTES QUE SOFISTICACIÓN

A simple and, but or if is better than an advanced transition that expresses the wrong relationship.

Un and, but o if sencillo es mejor que una transición avanzada con relación incorrecta.

ACTIVITY 1: NAME THE RELATIONSHIP

ACTIVIDAD 1: NOMBRA LA RELACIÓN

Label each: addition, contrast, reason, result, condition, sequence, example, alternative or concession.

Clasifica: adición, contraste, razón, resultado, condición, secuencia, ejemplo, alternativa o concesión.

1 Although the cost is higher, the option reduces disruption. 2 We can proceed if access is approved. 3 The test failed because the data format was invalid. 4 The input was late; therefore, the forecast moved. 5 First confirm scope; then estimate impact. 6 We need two specialists, such as a trainer and a data analyst. 7 We can add capacity or reduce scope. 8 Configuration is complete, and translation is active.

CHAPTER 05 | FORM

Punctuation and cautious conclusions

Puntuación y conclusiones prudentes

PATTERN	PUNCTUATION	EXAMPLE
two clauses with but	comma before but	The request adds value, but it changes the training plan.
Although clause first	comma after the dependent clause	Although the request is small, its testing impact is significant.
because clause second	usually no comma	The forecast moved because the approved input arrived late.
transition between clauses	period or semicolon, then comma	The work is feasible; however, capacity is not confirmed.
therefore between clauses	period or semicolon, then comma	The baseline excludes the feature; therefore, approval is required.
conditional clause first	comma after the condition	If the sponsor approves by Tuesday, the team can protect the pilot.
for example	comma after introductory phrase	For example, the mobile app requires separate security testing.

CAUSE, IMPACT AND LIMIT / CAUSA, IMPACTO Y LÍMITE

MOVE	SAFE LANGUAGE	PROJECT USE
confirmed reason	because / due to documented...	Use when evidence supports the link.
possible reason	may reflect / might be related to...	Use while investigation or analysis remains open.
possible impact	may affect / could reduce...	State uncertainty and affected objective.
resulting action	therefore, X will...	Connect evidence to a controlled next step.
limit	however, this does not establish...	Prevent an inference from becoming a fact.

ACTIVITY 2: REPAIR THE SENTENCE**ACTIVIDAD 2: REPARA LA FRASE**

Correct logic and punctuation. 1 The request is valuable, however it is outside scope. 2 Because the estimate is high. We rejected it. 3 The pilot was small therefore success is guaranteed. 4 Although translation is incomplete but training can start. 5 The vendor joined late, consequently the vendor caused every delay.

Corrige lógica y puntuación.

Corrected versions / Versiones corregidas

CHAPTER 05 | CHANGE

Scope and change vocabulary

Vocabulario de alcance y cambio

TERM	ESPAÑOL	CONTROLLED MEANING	USEFUL QUESTION
scope statement	declaración de alcance	description of included deliverables and exclusions	Is the requested outcome inside the agreed boundary?
requirement	requisito	documented need or condition	Who needs it, and how will acceptance be tested?
acceptance criterion	criterio de aceptación	condition required before acceptance	What observable evidence shows it is met?
scope creep	ampliación no controlada	work added without agreed evaluation or approval	Has the extra work been assessed and authorised?
change request	solicitud de cambio	proposal to modify an agreed item or reference	What changes, why and by when?
impact assessment	evaluación de impacto	analysis of effects and options	What happens to value, time, cost, risk and people?
approval authority	autoridad de aprobación	role empowered to approve the change	Who can authorise this level of impact?
decision condition	condición de decisión	requirement attached to approval	What must be true before the approval takes effect?
change log	registro de cambios	record of requests and decisions	Where can the current status and rationale be verified?
defer	aplazar	move consideration to a later point	What evidence or event will reopen the decision?

CHANGE IMPACT LENS / LENTE DE IMPACTO

DIMENSION	CONTROL QUESTION	EVIDENCE
value	What benefit or obligation does the change address?	user need, objective, regulatory or business basis
scope / quality	Which deliverable or acceptance criterion changes?	approved scope and design
schedule	Which activity, dependency or milestone moves?	integrated schedule and capacity
cost / resource	What effort, spend or scarce skill is added?	estimate and availability
risk	Which exposure rises, falls or transfers?	risk assessment and response
people	Who needs communication, training or support?	stakeholder and adoption plan
operations	How will transition and support change?	handover and service model

ACTIVITY 3: TEST THE REQUEST**ACTIVIDAD 3: EVALÚA LA SOLICITUD**

A senior manager asks to add the mobile app to Northstar Phase 1 because 'users expect it'. Write ten clarification questions before anyone estimates or approves the request.

Una directiva pide añadir la aplicación móvil a la fase 1 porque 'los usuarios la esperan'. Escribe diez preguntas antes de estimar o aprobar.

Clarification questions / Preguntas de aclaración

CHAPTER 05 | MODEL

Model: a controlled change request

Modelo: solicitud de cambio controlada

REQUEST / SOLICITUD

Add a read-only mobile view for supervisors in Spain and Canada during Phase 1. The request aims to let supervisors monitor queue status away from a desk. It does not include case editing, customer data export or Mexico deployment.

Añadir una vista móvil de solo lectura para supervisores de España y Canadá durante la fase 1. Busca permitir el seguimiento de colas fuera del escritorio. No incluye edición de casos, exportación de datos ni despliegue en México.

DIMENSION	CURRENT EVIDENCE	IMPACT / UNKNOWN
value	14 of 18 interviewed supervisors requested mobile visibility	sample suggests demand; wider adoption benefit unknown
scope	mobile capability is explicitly outside Phase 1	requires approved scope change
schedule	vendor estimates 15 working days after design approval	current pilot is in 12 working days
cost	initial estimate is 120 specialist hours	security and support effort not yet estimated
risk	read-only design reduces but does not remove access risk	security review and device controls required
training	one additional supervisor module needed	translation and practice time affected
operations	support ownership not assigned	service model required before deployment

RECOMMENDATION / RECOMENDACIÓN

Do not add the mobile view to the 6 October pilot. Authorise a separate design-and-estimate activity after pilot entry criteria are confirmed. Return for decision with security, support, cost and adoption evidence by 20 October. This preserves the current learning objective while keeping the opportunity visible.

APOYO EN ESPAÑOL

No añadir la vista móvil al piloto del 6 de octubre. Autorizar una actividad separada de diseño y estimación después de confirmar los criterios de entrada. Volver a decisión con evidencia de seguridad, soporte, coste y adopción antes del 20 de octubre. Así se preserva el objetivo actual y se mantiene visible la oportunidad.

ACTIVITY 4: TRACE THE LOGIC**ACTIVIDAD 4: SIGUE LA LÓGICA**

Identify request, exclusions, evidence, three unknowns, impact, recommendation, condition, date and scope boundary. Which connector makes the concession visible?

Identifica solicitud, exclusiones, evidencia, tres incógnitas, impacto, recomendación, condición, fecha y límite. ¿Qué conector muestra la concesión?

Logic map / Mapa lógico

CHAPTER 05 | SPEAK

Change decision workshop

Taller de decisión de cambio

OPTION	POTENTIAL VALUE	TRADE-OFF	CONDITION TO TEST
A add to current pilot	earlier mobile learning	high schedule and readiness pressure	security, support and full estimate before approval
B separate discovery now	maintains momentum and improves evidence	uses scarce specialists during pilot preparation	protect pilot-critical capacity
C review after pilot	uses pilot learning	delays discovery	clear review date and owner
D decline	protects current scope	may lose a valuable opportunity	basis for permanent rejection

TASK: RUN THE CHANGE DISCUSSION

TAREA: DIRIGE LA CONVERSACIÓN DE CAMBIO

Roles: requester, Project Lead, Security, Operations, Vendor Lead and sponsor. Clarify the request, separate evidence from assumption, compare options, test authority and record a decision or a valid deferral.

Roles: solicitante, responsable del proyecto, Seguridad, Operaciones, proveedor y patrocinadora. Aclara, separa evidencia de supuesto, compara opciones, comprueba autoridad y registra decisión o aplazamiento válido.

ROLE	QUESTION / EVIDENCE	NON-NEGOTIABLE	POSSIBLE TRADE
Requester			
Project Lead			
Security			
Operations			
Vendor			

Decision recap / Resumen de decisión

CHAPTER 05 | WRITE

Writing practice: change response

Práctica escrita: respuesta al cambio

TASK: WRITE A 220-280 WORD CHANGE RESPONSE

TAREA: ESCRIBE UNA RESPUESTA DE 220-280 PALABRAS

Address the requester. Acknowledge the value, state the current boundary, summarise evidence and unknowns, explain the decision or deferral, record conditions and next steps, and keep the tone constructive.

Dirígete a la persona solicitante. Reconoce el valor, indica el límite actual, resume evidencia e incógnitas, explica decisión o aplazamiento, registra condiciones y siguientes pasos con tono constructivo.

Change response / Respuesta al cambio

NO ACCIDENTAL APPROVAL / SIN APROBACIÓN ACCIDENTAL

Phrases such as 'good idea' or 'we can look at it' acknowledge interest. They do not authorise scope, cost or schedule. Record the actual status explicitly.

Frases como 'buena idea' o 'podemos revisarlo' reconocen interés. No autorizan alcance, coste ni calendario. Registra el estado real explícitamente.



The team brought an umbrella, three options and one clearly labelled decision gate.

CHAPTER 06

Risk, Negotiation and Decisions

Riesgo, negociación y decisiones

B2 project communication makes conditions, uncertainty, trade-offs and authority visible. This chapter combines advanced grammar with risk conversations, supplier negotiation and decision records that protect relationships and delivery.

APOYO EN ESPAÑOL

La comunicación B2 hace visibles condiciones, incertidumbre, concesiones y autoridad. Este capítulo combina gramática avanzada con conversaciones de riesgo, negociación con proveedores y registros de decisión.

YOU WILL LEARN	APRENDERÁS
1. Use conditionals for rules, forecasts, hypotheticals and lessons.	Usar condicionales para reglas, previsiones, hipótesis y lecciones.
2. Report stakeholder statements and questions accurately.	Transmitir declaraciones y preguntas con precisión.
3. Frame risk as cause, uncertain event and potential impact.	Formular riesgo como causa, evento incierto e impacto potencial.
4. Negotiate options, conditions and authority.	Negociar opciones, condiciones y autoridad.

CHAPTER 06 | B2 GRAMMAR

Conditionals for project decisions

Condicionales para decisiones

TYPE	FORM	PROJECT PURPOSE	EXAMPLE
zero	if + present, present	rule, repeatable relationship	If a request changes the baseline, it enters change control.
first	if + present, will/can/may + verb	real future possibility	If access arrives by noon, we can test tomorrow.
second	if + past, would/could + verb	hypothetical present or future	If we had another analyst, we could shorten the review.
third	if + past perfect, would/could have + participle	alternative past and lesson	If we had checked access earlier, we could have protected the slot.
mixed	if + past perfect, would + verb now	past condition with present consequence	If we had trained two leads, coverage would be stronger now.
formal condition	provided that / subject to / unless	contract or decision condition	Approval is subject to completed entry criteria.

RECOMMENDATION PATTERNS / PATRONES DE RECOMENDACIÓN

INTENT	PATTERN	EXAMPLE
direct recommendation	recommend that + base verb	We recommend that the sponsor approve Option B.
cautious advice	should + base verb	The team should test the support handover before launch.
option	could + base verb	We could phase the rollout by region.
necessity	need to + base verb	We need to confirm decision authority.
formal requirement	It is essential that + base verb	It is essential that each region name a support lead.
conditioned approval	approve X provided that Y	Approve the pilot provided that rehearsal run 2 passes.

ACTIVITY 1: COMPLETE THE CONDITIONS**ACTIVIDAD 1: COMPLETA LAS CONDICIONES**

Use the form that matches the meaning.

Usa la forma que corresponde al significado.

1 If a request ___ (change) the baseline, it ___ (require) evaluation. 2 If translation arrives by Friday, we ___ (can/start) supervisor practice Monday. 3 If we ___ (have) more capacity, we ___ (test) a third option. 4 If the team ___ (check) access earlier, it ___ (could/protect) the window. 5 Approval is subject to the sponsor ___ (confirm) support ownership. 6 Unless run 2 ___ (pass), the readiness review will not recommend entry.

Answers and one original condition / Respuestas y condición propia

CHAPTER 06 | REPORT

Reported speech and precise detail

Estilo indirecto y detalle preciso

DIRECT MESSAGE	REPORTED VERSION	CONTROL POINT
'The estimate is provisional,' Alex said.	Alex said that the estimate was provisional.	retain the qualification
'Can you approve this today?' she asked.	She asked whether I could approve it that day.	question order becomes statement order
'Send the final file by noon,' he said.	He asked us to send the final file by noon.	choose asked, instructed or requested by force
'We may need another test,' the vendor said.	The vendor said that they might need another test.	do not turn possibility into certainty
'Who owns support?' the sponsor asked.	The sponsor asked who owned support.	no do/does in reported question

RELATIVE CLAUSES / ORACIONES DE RELATIVO

FORM	USE	PROJECT EXAMPLE	PUNCTUATION
who	person	The analyst who owns the mapping will join.	no comma if essential
which / that	thing or defining detail	The option that protects the data adds cost.	that not used in non-defining clause
whose	possession or responsibility	The vendor whose access expired restored it.	links owner and noun
where	place or environment	The region where the pilot starts has support coverage.	use for place, not general situation
non-defining clause	extra detail	Run 2, which starts at 13:00, will test 200 records.	commas around extra detail

ACTIVITY 2: REPORT WITHOUT DISTORTING**ACTIVIDAD 2: TRANSMITE SIN DISTORSIONAR**

Convert the messages. Preserve dates, modality and authority.

Convierte los mensajes y conserva fechas, modalidad y autoridad.

1 The sponsor said, 'I can approve two regions, but not the mobile feature.' 2 The vendor said, 'We might finish security analysis by 12 October.' 3 Operations asked, 'Has the support owner accepted the handover?' 4 Maya said, 'Please update the decision log today.' 5 The trainer said, 'The module that covers escalations is not translated.'

Reported versions / Versiones indirectas

CHAPTER 06 | RISK

Risk language that keeps uncertainty visible

Lenguaje de riesgo con incertidumbre visible

PART	CONTROL QUESTION	LANGUAGE
cause / condition	What makes the uncertainty possible?	Because / Given that / Due to the possibility that...
uncertain event	What might happen?	there is a risk that / may / might / could...
impact	Which objective could be affected?	which may affect time, cost, value, quality or people...
probability	How likely, using the agreed scale?	current likelihood is low/medium/high because...
impact level	How serious under the agreed scale?	potential impact is... based on...
response	What will reduce likelihood or impact?	To reduce exposure, X will...
trigger	What observable event activates contingency?	If X occurs by [time], then Y will...
owner / review	Who monitors and when?	X owns the risk; next review is...

RISK, ISSUE OR ASSUMPTION? / ¿RIESGO, PROBLEMA O SUPUESTO?

TYPE	TIME STATUS	MODEL SENTENCE
risk	uncertain future event	Because one support lead is not confirmed, there is a risk that pilot coverage may be insufficient.
issue	current fact or event	The Mexico support lead is not assigned, so the readiness evidence is incomplete.
assumption	planning belief to validate	The plan assumes one lead per region can cover the first-week support volume.
constraint	known limit	Only two bilingual trainers are available before 6 October.

ACTIVITY 3: WRITE THE RISK STATEMENT**ACTIVIDAD 3: ESCRIBE EL RIESGO**

Use: condition, uncertain event, impact, response, trigger, owner and review. Facts: one of three regions has no support lead; recruitment is active; launch could create first-week coverage gaps; sponsor review is 1 October.

Usa: condición, evento incierto, impacto, respuesta, criterio, responsable y revisión.

Risk record / Registro de riesgo

CHAPTER 06 | VOICE

Responsibility: active, passive and accountable

Responsabilidad: activa, pasiva y rendición de cuentas

USE	ACTIVE	PASSIVE	BEST CHOICE
owner matters	Maya will update the forecast.	The forecast will be updated.	active: owner is decision-useful
routine process	The coordinator archives the minutes.	Minutes are archived after approval.	passive can focus on process
actor unknown	An unknown user changed the field.	The field was changed at 10:02; the user is not yet identified.	passive plus explicit unknown
decision authority	The sponsor approved Option B.	Option B was approved.	active: authority matters
sensitive event	The vendor missed the date.	The file arrived after the agreed date.	choose fact-focused wording, then state ownership

HEDGING WITHOUT HIDING / MATIZAR SIN OCULTAR

PURPOSE	CONTROLLED FORM	NOT THIS
state uncertainty	may / might / could	probably definitely
limit evidence	based on the current sample	the data prove
recommend	on balance, we recommend	obviously, the only option is
challenge	the evidence does not yet support	that is completely wrong
show confidence	confidence is medium because...	we feel good about it
protect urgency	requires action by 14:00 today	please look when possible

ACTIVITY 4: PUT THE OWNER BACK**ACTIVIDAD 4: DEVUELVE EL RESPONSABLE**

Rewrite only where ownership or authority matters. 1 The forecast will be reviewed. 2 It was decided to phase the pilot. 3 The change request was rejected. 4 The training guide is archived after approval. 5 A date was promised to the client. 6 The issue will be escalated soon.

Reescribe solo donde importan responsabilidad o autoridad.

Accountable versions / Versiones responsables

CHAPTER 06 | NEGOTIATE

Negotiation: positions, interests and trades

Negociación: posiciones, intereses y concesiones

MOVE	USEFUL LANGUAGE	PURPOSE
state position	Our current requirement is...	make the requested outcome visible
explore interest	What concern sits behind that date?	understand why the position matters
clarify non-negotiable	Which condition cannot change, and why?	protect mandatory boundary
test assumption	What evidence supports the volume assumption?	separate belief from evidence
offer trade	If we reduce X, could you provide Y by Tuesday?	exchange value conditionally
package options	Option A protects time; Option B protects cost.	compare complete paths
record condition	We can agree, provided that...	prevent partial agreement from becoming unconditional
pause honestly	I do not have authority to commit to that. I can confirm by...	protect decision rights
close	Let me confirm what is agreed and what remains open.	avoid different memories

MODEL DIALOGUE / DIÁLOGO MODELO

PROJECT LEAD: We need the translated supervisor modules by 26 September to protect two practice days.

VENDOR: We can deliver four modules by then, but the remaining two require terminology approval.

PROJECT LEAD: Is the constraint translation capacity or the missing approval?

VENDOR: The missing approval. Once approved, our current estimate is three working days.

PROJECT LEAD: If Operations approves the glossary by 12:00 tomorrow, could you deliver all six by 27 September?

VENDOR: Yes, provided that feedback is consolidated through one reviewer. If approval arrives later, we will deliver four modules on 26 September and forecast the remaining two within one working day.

PROJECT LEAD: I can agree to one reviewer, subject to Operations confirming that role. I will record the two conditional paths; neither changes the pilot decision today.

ACTIVITY 5: MAP THE AGREEMENT**ACTIVIDAD 5: MAPEA EL ACUERDO**

Identify original positions, interests, constraint, estimate, trade, conditions, fallback path, authority boundary and follow-up commitment.

Identifica posiciones, intereses, restricción, estimación, concesión, condiciones, alternativa, límite de autoridad y compromiso.

Agreement map / Mapa del acuerdo

CHAPTER 06 | CAPSTONE

Steering decision simulation

Simulación de decisión directiva

DECISION CASE / CASO DE DECISIÓN

Rehearsal run 2 passed all 200 records. Spain and Canada meet pilot entry criteria. Mexico has a support lead candidate but no signed acceptance; two training modules remain untranslated. Option A launches all three regions on 6 October. Option B launches Spain and Canada and moves Mexico to a readiness decision on 13 October. Option C delays all regions. The sponsor can approve sequencing but cannot waive the support acceptance criterion.

La segunda ejecución procesó los 200 registros. España y Canadá cumplen los criterios. México tiene una candidata para soporte sin aceptación firmada; dos módulos siguen sin traducir. La opción A lanza las tres regiones el 6 de octubre. La B lanza España y Canadá y lleva México a decisión el 13 de octubre. La C retrasa todas. La patrocinadora puede aprobar secuencia, pero no eximir el criterio de aceptación de soporte.

TASK A: PREPARE THE DECISION

TAREA A: PREPARA LA DECISIÓN

For each option, write value, evidence, risk, condition and authority boundary. Then prepare a 90-second recommendation using at least one first conditional and one relative clause.

Para cada opción, escribe valor, evidencia, riesgo, condición y límite de autoridad. Prepara una recomendación de 90 segundos con primer condicional y oración de relativo.

OPTION	VALUE	EVIDENCE	RISK	CONDITION / BOUNDARY
A				
B				
C				

Recommendation / Recomendación

TASK B: RECORD THE DECISION**TAREA B: REGISTRA LA DECISIÓN**

Write decision, authority, rationale, conditions, excluded decisions, actions and next review. If evidence is incomplete, record a valid deferral rather than inventing approval.

Escribe decisión, autoridad, razón, condiciones, exclusiones, acciones y próxima revisión. Si falta evidencia, registra aplazamiento válido.

Decision record / Registro de decisión



They crossed the finish line, handed over the baton and still saved five minutes for lessons learned.

CHAPTER 07

Delivery Leadership Through Practice

Liderazgo de entrega mediante práctica

Fluent project leadership is a repeatable communication practice: notice, prepare, deliver, verify and improve. This final chapter adds global-team habits and an end-to-end simulation that produces a complete project communication package.

APOYO EN ESPAÑOL

El liderazgo fluido es una práctica repetible: observar, preparar, comunicar, verificar y mejorar. Este capítulo añade hábitos para equipos globales y una simulación integral con un paquete completo de comunicación.

YOU WILL LEARN	APRENDERÁS
1. Make global collaboration norms explicit.	Hacer explícitas las normas de colaboración global.
2. Ask for and apply specific feedback.	Pedir y aplicar retroalimentación específica.
3. Build a sustainable 30-day practice plan.	Crear un plan sostenible de práctica de 30 días.
4. Produce an integrated project communication package.	Producir un paquete integrado de comunicación.

CHAPTER 07 | COLLABORATE

Global project communication without stereotypes

Comunicación global sin estereotipos

Do not assume that nationality predicts communication style. Build explicit working agreements for this team, this project and this moment. Ask what helps people contribute, challenge, decide and follow through.

APOYO EN ESPAÑOL
No supongas que la nacionalidad predice el estilo. Crea acuerdos explícitos para este equipo, proyecto y momento. Pregunta qué ayuda a contribuir, cuestionar, decidir y cumplir.

TEAM NEED	EXPLICIT NORM	USEFUL LANGUAGE
participation	share pre-read and invite written input before the meeting	Please add comments by 12:00 UTC; we will also invite each function during the call.
challenge	disagree with evidence and impact, not status or personality	I see the benefit; the current capacity evidence does not support the date.
clarification	define acronyms, local terms and the meaning of ready	By ready, do we mean configured, tested or approved?
silence	do not treat silence as consent	I have heard no objections, but I need explicit confirmation from each owner.
decision	state authority and decision rule before discussion	The sponsor decides sequencing; functional owners approve their criteria.
time	state date, time zone, working-day convention and response expectation	Please respond by 15:00 UTC on 2 October; a response is required from each region.
language access	allow preparation, captions, chat and concise summaries	Use the chat for questions; I will recap each decision in plain English.
follow-through	close the loop in one shared record	The decision log is the agreed record; Maya will publish it today.

ACTIVITY 1: DESIGN THE WORKING AGREEMENT
ACTIVIDAD 1: DISEÑA EL ACUERDO DE TRABAJO

Write six explicit norms for a hybrid team across three time zones. Include response times, meeting access, challenge, decisions, silence and urgent escalation.
Escribe seis normas explícitas para un equipo híbrido en tres zonas horarias. Incluye respuesta, acceso, cuestionamiento, decisiones, silencio y escalado urgente.

NEED	AGREED NORM	OWNER	REVIEW DATE

CHAPTER 07 | IMPROVE

A deliberate communication practice loop

Ciclo de práctica deliberada

STEP	ACTION	30-MINUTE EXAMPLE	EVIDENCE OF IMPROVEMENT
1 notice	collect one useful pattern from non-confidential work	find three owner-date sentences	pattern is accurately identified
2 define	write the plain meaning and Spanish support	contrast forecast and commitment	difference is explainable
3 produce	create a new sentence for your project	write one conditional forecast	sentence fits the evidence
4 rehearse	say or write it under realistic time pressure	record a 60-second status	message has fact, impact and action
5 feedback	ask one narrow question	Is the date clearly a forecast?	reviewer can answer specifically
6 revise	change one behaviour, not everything	add the condition and owner	revision is visibly clearer
7 reuse	apply the pattern in another channel	turn the spoken update into an email	control transfers across formats

FEEDBACK THAT IMPROVES THE MESSAGE / RETROALIMENTACIÓN ÚTIL

MOMENT	USEFUL LANGUAGE	AVOID
request	Can you tell me whether the action and deadline are clear?	Any feedback?
check meaning	What did you understand as the current decision?	Do you understand?
give evidence	The fact was clear; the forecast sounded like a promise.	It is not professional.
locate problem	Which sentence made the owner unclear?	You are vague.
confirm revision	The condition is now explicit and the date reads as a forecast.	Much better.
close loop	I will reuse this structure in Friday's status note.	Thanks.

ACTIVITY 2: REVISE WITH A FEEDBACK QUESTION**ACTIVIDAD 2: REVISA CON UNA PREGUNTA**

Weak update: 'Things are mostly fine. We should be ready soon, although there are some issues.' Rewrite it with evidence, impact, owner, date, uncertainty and next review. Then write the exact feedback question you will ask. Reescribe la actualización con evidencia, impacto, responsable, fecha, incertidumbre y revisión. Añade la pregunta exacta de retroalimentación.

Revision and feedback question / Revisión y pregunta

CHAPTER 07 | PRACTICE

Thirty-day confidence plan

Plan de confianza de treinta días

SMALL, SPECIFIC, REPEATED / PEQUEÑO, ESPECÍFICO, REPETIDO

Choose one communication behaviour per week. Repetition in real contexts creates more control than collecting advanced phrases you never use.

Elige un comportamiento por semana. La repetición en contextos reales crea más control que acumular frases avanzadas que nunca usas.

WEEK	FOCUS	MICRO-PRACTICE	WORKPLACE TEST	EVIDENCE
1	precise facts and dates	rewrite one vague update daily	send one fact-impact-action update	
2	owners and decisions	convert passive actions to owner-date pairs	document one meeting live	
3	risk and conditions	write one if/then forecast daily	raise one risk with trigger and response	
4	stakeholder altitude	make 30-, 60- and 120-second versions	adapt one update for sponsor and team	

PERSONAL LANGUAGE BANK / BANCO PERSONAL

PURPOSE	PHRASE	MY EXAMPLE	FEEDBACK / NEXT USE
state fact			
state uncertainty			
challenge evidence			
record action			
recommend			
protect scope			

My first seven-day commitment / Mi compromiso de siete días

CHAPTER 07 | CAPSTONE

Final communication package

Paquete final de comunicación

FICTIONAL GLOBAL ROLLOUT / DESPLIEGUE GLOBAL FICTICIO

Northstar's sponsor approved a two-region pilot in Spain and Canada on 6 October, subject to entry criteria. Mexico will return for a readiness decision on 13 October. Rehearsal run 2 processed all 200 records. Spain and Canada have accepted support handovers; 84 of 90 supervisors completed training and the remaining six are booked for 3 October. The vendor proposes adding automated case summaries for an extra 160 hours and says this could reduce supervisor review time, but no pilot evidence exists. Operations requests the feature before launch. Security needs a new data-flow review. The current scope excludes automation. The sponsor asks for a recommendation on 2 October. A separate risk remains: first-week support volume may exceed the two named leads' capacity. No volume simulation has been completed.

La patrocinadora aprobó un piloto en España y Canadá el 6 de octubre, sujeto a criterios de entrada. México volverá a decisión el 13 de octubre. La segunda ejecución procesó 200 registros. España y Canadá aceptaron el traspaso de soporte; 84 de 90 supervisores completaron capacitación y los seis restantes están citados para el 3 de octubre. El proveedor propone resúmenes automáticos por 160 horas adicionales y dice que podrían reducir tiempo de revisión, sin evidencia piloto. Operaciones pide la función antes del lanzamiento. Seguridad necesita nueva revisión del flujo de datos. El alcance excluye automatización. La patrocinadora pide recomendación el 2 de octubre. Persiste otro riesgo: el volumen de soporte de la primera semana puede superar la capacidad de dos responsables. No se ha hecho simulación de volumen.

FACT	UNKNOWN / LIMIT	DECISION OR ACTION NEEDED
two-region pilot approved subject to criteria	final entry decision not stated	confirm who signs and when
200/200 records processed	one rehearsal does not prove all future runs	retain monitoring and evidence
84/90 supervisors trained	six pending until 3 October	confirm completion evidence
automation estimated at 160 hours	benefit, security and schedule impact incomplete	decide discovery, defer or reject current inclusion
two support leads named	capacity under launch volume unknown	simulate volume or prepare contingency

TASK A: PREPARE THE READINESS MEETING**TAREA A: PREPARA LA REUNIÓN DE PREPARACIÓN**

Define purpose, decision authority, participants, evidence, two decisions, three open questions and an agenda. Do not combine pilot readiness with unassessed feature approval.

Define propósito, autoridad, participantes, evidencia, dos decisiones, tres preguntas y agenda. No combines preparación del piloto con aprobación de una función no evaluada.

Meeting design / Diseño de reunión

CHAPTER 07 | DOCUMENT

Capstone document 1: project snapshot

Documento 1: ficha del proyecto

TASK: CREATE THE CONTROLLED SNAPSHOT

TAREA: CREA LA FICHA CONTROLADA

Use only the capstone facts. Separate approved scope, proposed change, deliverables, milestones, dependencies, risks, issues, assumptions and decision rights.

Usa solo los hechos del caso. Separa alcance aprobado, cambio propuesto, entregables, hitos, dependencias, riesgos, problemas, supuestos y derechos de decisión.

ELEMENT	PRECISE CONTENT	STATUS / SOURCE
objective		
approved scope		
excluded / proposed		
milestone		
dependency		
risk		
issue		
assumption		
authority		

60-second project introduction / Presentación de 60 segundos

CHAPTER 07 | WRITE

Capstone document 2: readiness update

Documento 2: actualización de preparación

TASK: WRITE A 220-280 WORD STATUS UPDATE

TAREA: ESCRIBE UNA ACTUALIZACIÓN DE 220-280 PALABRAS

Write for the sponsor and regional leads. Include current position, evidence, training status, support risk, entry decision path, owner-date actions and one explicit limit. Keep the automation proposal separate.

Escribe para la patrocinadora y responsables regionales. Incluye posición actual, evidencia, capacitación, riesgo de soporte, camino de decisión, acciones con responsable-fecha y un límite. Mantén aparte la automatización.

Readiness update / Actualización de preparación

STATUS DISCIPLINE / DISCIPLINA DE ESTADO

Approved, complete, scheduled, forecast, proposed and unknown are different states. Use the exact one.

Aprobado, completo, programado, previsto, propuesto y desconocido son estados distintos. Usa el exacto.

CHAPTER 07 | CHANGE

Capstone document 3: change recommendation

Documento 3: recomendación de cambio

TASK: WRITE A 250-320 WORD RECOMMENDATION

TAREA: ESCRIBE UNA RECOMENDACIÓN DE 250-320 PALABRAS

Evaluate the automated-summary proposal. Use: request and exclusions, value evidence, scope position, time/cost, security, user impact, options, recommendation, conditions, authority and next review. Do not claim the feature will reduce review time.

Evalúa la propuesta de resúmenes automáticos. Usa: solicitud y exclusiones, evidencia de valor, alcance, tiempo/coste, seguridad, usuarios, opciones, recomendación, condiciones, autoridad y revisión. No afirmes que reducirá el tiempo.

Change recommendation / Recomendación de cambio

CHAPTER 07 | PRESENT

Capstone documents 4-5: steering pitch

Documentos 4-5: presentación directiva

DOCUMENT 4: FOUR-MINUTE DECISION PITCH

DOCUMENTO 4: PRESENTACIÓN DE DECISIÓN DE CUATRO MINUTOS

Prepare five sections: purpose, verified evidence, support-risk response, automation options, recommendation and ask. Include one conditional and one honest 'I will verify' response.

Prepara cinco secciones: propósito, evidencia, respuesta al riesgo de soporte, opciones de automatización, recomendación y solicitud. Incluye condicional y respuesta honesta de verificación.

SECTION	ONE MESSAGE	EVIDENCE / LIMIT	TRANSITION
purpose			
readiness			
support risk			
change options			
recommendation / ask			

Speaker notes / Notas

DOCUMENT 5: Q&A PREPARATION**DOCUMENTO 5: PREPARACIÓN DE PREGUNTAS**

Prepare answers to: Is the pilot ready? Can automation be added by 6 October? Why not just trust the vendor estimate? What happens if support demand doubles? Who can approve each decision?

Prepara respuestas sobre preparación, automatización, estimación, demanda de soporte y autoridad.

Q&A bank / Banco de respuestas

CHAPTER 07 | FOLLOW THROUGH

Capstone documents 6-7: decision and closure

Documentos 6-7: decisión y cierre**DOCUMENT 6: DECISION MINUTES AND FOLLOW-UP****DOCUMENTO 6: ACTA Y SEGUIMIENTO DE DECISIÓN**

Invent no decision. Use your simulated meeting outcome. Record authority, rationale, conditions, actions, dates, open questions and next review in a 180-220 word follow-up.

No inventes decisiones. Usa el resultado de tu simulación. Registra autoridad, razón, condiciones, acciones, fechas, preguntas y revisión en 180-220 palabras.

Decision follow-up / Seguimiento

DOCUMENT 7: HANDOVER AND RETROSPECTIVE**DOCUMENTO 7: TRASPASO Y RETROSPECTIVA**

Write a concise handover plus three evidence-based lessons: one to keep, one to change and one experiment for the next rollout. Avoid blame and vague praise.

Escribe un traspaso y tres lecciones basadas en evidencia: mantener, cambiar y experimentar. Evita culpa y elogio vago.

Handover and lessons / Traspaso y lecciones

CHAPTER 07 | REFLECT

Final rubric and reflection

Rúbrica final y reflexión

CRITERION	4 STRONG	3 EFFECTIVE	2 DEVELOPING	1 REWORK
facts and states	verified facts; states exact	mostly disciplined	some state confusion	claims invented or unclear
purpose and scope	decision and boundary explicit	purpose clear	scope partly visible	purpose or boundary missing
actionability	owner, output, date, trigger	most actions usable	partial ownership	no usable next step
grammar and logic	time, condition and connectors precise	minor errors do not distract	errors sometimes blur meaning	logic or time obscured
evidence and limits	comparison and uncertainty controlled	most claims supported	some overclaiming	unsupported certainty
tone and challenge	direct, respectful, evidence-led	professional	too soft or blunt at times	tone creates risk
audience and access	altitude, terms and format adapted	mostly audience-aware	some unexplained detail	audience needs ignored
follow-through	decision and closure path complete	next review clear	partial loop	no closure path

FINAL SELF-ASSESSMENT / AUTOEVALUACIÓN FINAL

I CAN...	BEFORE	NOW	EVIDENCE
separate risk, issue, assumption and constraint	1 2 3 4	1 2 3 4	
state progress with the right time view	1 2 3 4	1 2 3 4	
record a decision, owner and due date	1 2 3 4	1 2 3 4	
present a recommendation without overclaiming	1 2 3 4	1 2 3 4	
negotiate options and conditions	1 2 3 4	1 2 3 4	
adapt one message for different stakeholders	1 2 3 4	1 2 3 4	

The communication behaviour I will keep practising / El comportamiento que seguiré practicando

SELF-CHECK AND FACILITATOR GUIDE

Suggested Answer Key

Respuestas sugeridas

Closed tasks have suggested answers below. Open tasks should be evaluated for accuracy, logic, actionability, audience fit and professional tone. Project decisions remain fictional and context-dependent.

APOYO EN ESPAÑOL

Las tareas cerradas tienen respuestas sugeridas. Evalúa las abiertas por precisión, lógica, capacidad de acción, adecuación al público y tono profesional. Las decisiones son ficticias y dependen del contexto.

CHAPTER 1

Activity 1: 1 baseline; 2 deliverable; 3 stakeholder; 4 dependency; 5 objective; 6 milestone; 7 scope; 8 change request.

Activity 2: 1 risk - uncertain vendor delay; 2 issue - delivery already missed; 3 estimate - expected duration; 4 commitment - agreed output and deadline; 5 risk - another cycle may be needed; 6 issue - environment is currently unavailable.

Activity 3: 1 meets; 2 are reviewing; 3 has already approved; 4 are; 5 am coordinating; 6 owns. 'There are' agrees with three actions. The present continuous in 2 and 5 shows temporary current work.

Project snapshot: objective = reduce routing time and give teams one shared customer view; in scope = configuration, migration, supervisor training and pilot; out of scope = marketing automation and mobile app; milestone = pilot begins 6 October; dependency = data mapping before rehearsal; sponsor = Operations Director; coordinator = Maya Chen. A reasonable assumption to confirm is that regional owners and resources are available for the stated sequence.

CHAPTER 2

Activity 1: 1 kick-off - aligned scope, roles and norms; 2 problem-solving - fact-based problem statement and options; 3 decision meeting - authorised option and conditions; 4 retrospective - lessons and experiments; 5 risk review - updated exposure and response; 6 planning - realistic sequence, capacity and dependencies.

Activity 2 samples: 1 'Current evidence supports tomorrow as a forecast, not a guarantee.' 2 'This request changes the approved scope; the sponsor must approve it after impact assessment.' 3 'If today's milestone is unverified, say what evidence is missing and when it will be checked.' 4 'Nora will update the risk log by 15:00 today.' 5 'We can recommend the request, but the named authority approves it.' 6 'This option has significant constraints; let us test them against the criteria.'

Activity 3: fact = five definitions open; forecast = if owners agree by Wednesday noon, rehearsal can occur Friday; boundary = Operations coordinates but does not approve definitions; owner-date pairs = Operations/session/Tuesday 15:00 UTC and process owners/definitions/Wednesday noon. Unknowns include whether all owners will agree and the resulting rehearsal forecast.

Activity 5 minutes: decision = regional process owners approve definitions and sponsor resolves conflicts; action = Operations arranges session by Tuesday 15:00 UTC; action = process owners confirm or escalate by Wednesday noon; status = pilot date unchanged today. Do not record pilot approval or a new rehearsal date as a decision.

ANSWER KEY

Suggested answers - Chapters 3-4

Respuestas sugeridas - Capítulos 3-4

CHAPTER 3

Activity 1: 1 had already expired; 2 restored; 3 was running; 4 have completed; 5 are repeating / will repeat; 6 will have finished. Logical order: access had expired, team attempted the run, administrator restored access, six tests are complete, Test 4 will be repeated, all eight may be complete by Friday if the condition holds.

Activity 2 answers vary. A strong date includes exact date, time zone where relevant, calendar or working-day basis, and whether the expression means a deadline, duration or forecast. Example: 'Please send the approved file no later than 15:00 UTC on Friday, 20 September.'

Activity 3: completed result = configuration/data mapping; past event = access restored on 17 September; forecast = run 1 today and run 2 on 19 September; dependency = rehearsal depends on access and successful runs; condition/trigger = if run 1 does not complete today; escalation = recovery review at 09:00 UTC on 19 September. The pilot is not guaranteed because entry criteria and later evidence remain open.

Activity 4 samples: 1 'The outage occurred ten minutes after the update; the cause is not yet confirmed.' 2 'One vendor file was late; the causes of other delays require separate evidence.' 3 'A one-day rehearsal delay may reduce training time, but failure is not established.' 4 'After capacity was added, the forecast improved; the date remains conditional.' 5 'The issue was observed in Spain; this location does not establish root cause.'

CHAPTER 4

Activity 1 sample team version: 'Run 1 processed 197/200 records. Technology is validating the corrected rule before run 2 at 13:00 UTC.' Sponsor version: 'Run 1 found one documented rule gap affecting three records. The fix is being validated; run 2 is the evidence needed before readiness review.' Supervisor version: 'The team found and corrected a data-format problem during rehearsal. Your training and pilot date have not changed today.'

Activity 2 sample: 'Six of eight training workflows are approved, two below the plan. Four are translated, and 72 of 90 supervisors are registered. This may reduce practice coverage, but the completion forecast is not provided. The Learning Lead should confirm owners and dates for the two workflows, translations and 18 registrations.'

Activity 3 samples: 1 Early pilot evidence does not establish future adoption. 2 The current forecast is 6 October, subject to entry criteria. 3 Name who expressed support and what remains unconfirmed. 4 The vendor file arrived late; causal responsibility for the full delay is not established. 5 Every option carries trade-offs; name the assessed exposure and remaining unknowns.

Activity 5 model audit: purpose = approval for a controlled two-region pilot; facts = configuration complete, mapping complete, 197/200 processed, run 2 scheduled, two support leads named, six workflows approved/four translated; unknown = Mexico readiness; options A-C; recommendation = B; conditions = run 2, signed entry criteria and support coverage; boundary = no later Mexico date approved.

ANSWER KEY

Suggested answers - Chapters 5-6

Respuestas sugeridas - Capítulos 5-6

CHAPTER 5

Activity 1: 1 concession; 2 condition; 3 reason; 4 result; 5 sequence; 6 example; 7 alternative; 8 addition.

Activity 2 samples: 1 'The request is valuable; however, it is outside the approved scope.' 2 'We rejected the option because the estimate was high' or add a main clause after the Because clause. 3 'The pilot was small; therefore, it provides limited early evidence and does not guarantee success.' 4 'Although translation is incomplete, training can start for approved content.' 5 'The vendor joined late; however, this sequence does not establish that the vendor caused every delay.'

Activity 3 strong questions cover user and business need, precise behaviour, regions and users, acceptance criteria, data and security, support, training, schedule dependency, cost/capacity, alternatives and approval authority. Asking questions does not approve the request.

Activity 4 model: request = read-only mobile view for Spain/Canada; exclusions = editing, export and Mexico; value evidence = 14/18 interviewed supervisors; unknowns include wider adoption, security effort and support effort; impact = 15 working days, 120 initial hours and additional reviews; recommendation = separate design/estimate; condition = after entry criteria; date = 20 October; boundary = no addition to 6 October pilot.

CHAPTER 6

Activity 1: 1 changes / requires; 2 can start; 3 had / could test; 4 had checked / could have protected; 5 confirming; 6 passes. In sentence 3, were available is another natural second-conditional form depending on the wording.

Activity 2: 1 The sponsor said that she could approve two regions but not the mobile feature. 2 The vendor said that they might finish the security analysis by 12 October. 3 Operations asked whether the support owner had accepted the handover. 4 Maya asked us to update the decision log that day. 5 The trainer said that the module that covered escalations was not translated.

Activity 3 sample risk: 'Because one of three regions has no confirmed support lead, there is a risk that first-week coverage may be insufficient, which could delay incident response. Operations will complete recruitment and test the coverage plan. If no lead is confirmed by 1 October, the sponsor will activate the contingency before the readiness decision. Operations owns the risk; next review is 1 October.'

Activity 4 samples: 1 Maya will review the forecast by [date]. 2 The sponsor decided to phase the pilot. 3 The Change Authority rejected the request and recorded the rationale. 4 Keep passive for a routine process if the actor is not decision-useful. 5 Name the person who made the promise and whether they had authority. 6 Name the escalation owner, exact trigger and date.

Activity 5: position = all modules by 26 September; interest = protect two practice days. Constraint = terminology approval, not raw translation capacity. Estimate = three working days after approval. Trade = one consolidated reviewer for a 27 September delivery. Conditions = approval by noon and one reviewer. Fallback = four modules on 26 September and new forecast for two. Boundary = Project Lead cannot confirm Operations' reviewer role or change the pilot decision.

ANSWER KEY

Suggested answers - Chapter 7

Respuestas sugeridas - Capítulo 7

CHAPTER 7

Activity 1 answers vary. Strong agreements specify expected response windows, accessible pre-read, time zones, written and spoken participation, evidence-led challenge, explicit confirmation rather than silence, named decision authority, shared records and an observable urgent-escalation route.

Activity 2 sample: 'Configuration and data rehearsal are complete. Six of eight training workflows are approved; the Learning Lead will publish the remaining approval forecast by 15:00 UTC Friday. One regional support owner remains unconfirmed, which may affect first-week coverage. Operations owns the appointment and will report at the 1 October readiness review. The pilot date remains a forecast subject to entry criteria.' Feedback question: 'Can you tell which statements are facts, forecast and decision conditions?'

Capstone document 1: approved scope = two-region pilot and existing platform functions; proposed/excluded = automated case summaries; milestone = 6 October pilot; dependencies = six training completions, final entry criteria, support capacity; risk = support volume may exceed capacity; issue = six supervisors not yet trained; assumption = two leads may cover volume, not yet tested; authority = sponsor can decide sequencing/change within governance, while security and entry criteria retain their owners.

Capstone status: a strong answer preserves exact states. Run 2 is complete; 84/90 training completions are facts; six are booked, not complete; entry approval is not stated; the support capacity is a risk because volume is uncertain; automation is a proposal outside scope. Every open item has owner, date and next review.

Capstone change recommendation: a defensible recommendation is to exclude automation from the 6 October pilot and authorise a bounded discovery or evaluation. The evidence supports interest and an effort estimate, not realised benefit. Security, schedule, support and acceptance evidence remain incomplete. Other recommendations can score well if their evidence, conditions, authority and trade-offs are explicit.

Capstone decisions: there is no single mandatory simulated outcome. A strong record states what the authorised role actually decided, the evidence and rationale, conditions, items not decided, owner-date actions, and the next review. It never converts a proposal, forecast or booked action into approval or completion.

OPEN TASKS / TAREAS ABIERTAS

Reward messages that another person can verify and act on. Advanced vocabulary does not compensate for an unsupported claim, hidden owner, missing deadline or unclear authority.

Valora mensajes que otra persona pueda verificar y ejecutar. El vocabulario avanzado no compensa afirmación sin respaldo, responsable oculto, plazo ausente o autoridad confusa.

REFERENCE | REFERENCIA

Reusable project communication bank

Banco reutilizable de comunicación

PURPOSE	ENGLISH	ESPAÑOL
state fact	The current record shows...	El registro actual muestra...
state progress	X of Y items are complete.	X de Y elementos están completos.
state forecast	We forecast X, subject to Y.	Prevedemos X, sujeto a Y.
state unknown	We cannot yet determine...	Aún no podemos determinar...
challenge evidence	What evidence supports that assumption?	¿Qué evidencia respalda ese supuesto?
clarify scope	Is this inside the approved boundary?	¿Está dentro del límite aprobado?
protect authority	I can recommend this; X has approval authority.	Puedo recomendarlo; X tiene autoridad.
assign action	X will complete Y by [date/time].	X completará Y antes de [fecha/hora].
record condition	Approval is subject to...	La aprobación está sujeta a...
avoid guessing	I will verify that point and respond by...	Verificaré ese punto y responderé antes de...
recommend	Based on current evidence, we recommend...	Según la evidencia actual, recomendamos...
close loop	The decision, rationale and open conditions are...	La decisión, justificación y condiciones abiertas son...

TERMINOLOGY NOTE / NOTA TERMINOLÓGICA

USE YOUR CONTROLLED METHOD / USA TU MÉTODO CONTROLADO

Core vocabulary was cross-checked against current official project-management sources available in 2026. Terms, roles and governance vary by organisation and delivery approach. Use your approved local method and decision rights.

El vocabulario principal se contrastó con fuentes oficiales disponibles en 2026. Los términos, roles y gobernanza varían según organización y enfoque. Usa tu método local aprobado y sus derechos de decisión.

Official references: PMI Lexicon of Project Management Terms | PMI: What is Project Management? | Manifiesto for Agile Software Development

MY CONTROLLED LANGUAGE BANK / MI BANCO CONTROLADO

TERM / PHRASE	APPROVED MEANING	SOURCE / VERSION	MY EXAMPLE

YOU FINISHED / TERMINASTE

A strong project message makes the evidence, boundary, owner and next decision easy to find.

Un mensaje sólido hace que evidencia, límite, responsable y próxima decisión sean fáciles de encontrar.