

BILINGUAL ADULT WORKBOOK

CEO BUSINESS ENGLISH

FROM A1 TO B2

Inglés ejecutivo para liderazgo global

Decisions | Meetings | Grammar | Boards | Negotiation | Stakeholders

LEAD WITH CLARITY AND EVIDENCE



CONTEXT. DECISION. OWNER. NEXT STEP.

ENGLISH + ESPAÑOL

START HERE

Leadership language people can act on

Lenguaje de liderazgo que permite actuar

Name / Nombre: _____

Role / Puesto: _____

Date / Fecha: _____

This workbook develops practical English for executives who lead across functions, cultures and time zones. It prioritizes clarity, evidence, accountability and ethical influence. The company and case data are fictional; adapt governance, legal and confidentiality language to your organization.

APOYO EN ESPAÑOL

Este cuaderno desarrolla inglés práctico para ejecutivos que lideran entre funciones, culturas y zonas horarias. Prioriza claridad, evidencia, responsabilidad e influencia ética. La empresa y los datos del caso son ficticios; adapta el lenguaje de gobierno, legal y confidencialidad a tu organización.

CONTENTS / CONTENIDOS

Executive communication foundations	6
Meetings, decisions and action	13
Grammar for clarity and accountability	20
Strategic logic and transitions	27
Board presentations and stakeholder updates	34
Ethical persuasion and negotiation	41
Integrated executive communication	48

HOW TO USE IT / CÓMO USARLO

1. NOTICE Read the model.	2. CHECK Use Spanish support.	3. PRACTISE Complete the task.	4. LEAD Create the artifact.
1. OBSERVA Lee el modelo.	2. COMPRUEBA Usa el español.	3. PRACTICA Completa la tarea.	4. LIDERA Crea el producto.

YOUR ROUTE

Progress and executive goals

Progreso y metas ejecutivas

✓	#	CHAPTER	CAPÍTULO
☐	1	Executive communication foundations	Fundamentos de comunicación ejecutiva
☐	2	Meetings, decisions and action	Reuniones, decisiones y acción
☐	3	Grammar for clarity and accountability	Gramática para claridad y responsabilidad
☐	4	Strategic logic and transitions	Lógica estratégica y conectores
☐	5	Board presentations and updates	Presentaciones y actualizaciones al directorio
☐	6	Ethical persuasion and negotiation	Persuasión ética y negociación
☐	7	Integrated executive communication	Comunicación ejecutiva integrada

AUTHORITY IS NOT VOLUME / LA AUTORIDAD NO ES VOLUMEN

Executive authority comes from a clear position, relevant evidence, explicit boundaries and accountable next steps.

La autoridad ejecutiva nace de una postura clara, evidencia pertinente, límites explícitos y siguientes pasos con responsables.

I CAN... / PUEDO...	NOW / AHORA	TARGET / META
state a decision and its rationale	1 2 3 4 5	1 2 3 4 5
challenge an assumption diplomatically	1 2 3 4 5	1 2 3 4 5
present evidence without overclaiming	1 2 3 4 5	1 2 3 4 5
write for board, employee and client audiences	1 2 3 4 5	1 2 3 4 5

MY EXECUTIVE COMMUNICATION GOAL / MI META DE COMUNICACIÓN EJECUTIVA

BEFORE YOU START

Quick diagnostic

Diagnóstico rápido

FIRST DRAFT, NO TRANSLATOR / PRIMER BORRADOR, SIN TRADUCTOR

Choose the best option. This is a route planner, not a performance rating.
Elige la mejor opción. Es un mapa de ruta, no una evaluación de desempeño.

#	ITEM	OPTIONS
1	Our revenue ___ stable this quarter.	a) is b) are c) be
2	We ___ the pilot results now.	a) review b) are reviewing c) reviewed yesterday
3	The board ___ the proposal last Friday.	a) approved b) has approve c) approves
4	We ___ three risks so far.	a) identified b) have identified c) identify yesterday
5	If demand rises, we ___ capacity.	a) add b) will add c) added
6	The launch was delayed ___ a legal review.	a) because b) because of c) although
7	Choose responsible focus.	a) Errors were made. b) Finance misclassified two invoices; it will correct them by 12:00.
8	Choose calibrated certainty.	a) This proves demand. b) The pilot suggests demand, but the sample is small.
9	Choose diplomatic challenge.	a) That is wrong. b) What evidence supports that assumption?
10	Choose a complete action.	a) Follow up soon. b) Lina will send the revised forecast by Tuesday 15:00 UTC.

Answers / Respuestas: _____

Score / Puntaje: _____

A 3-SENTENCE LEADERSHIP UPDATE / UNA ACTUALIZACIÓN DE 3 ORACIONES

DIAGNOSTIC MAP

Your A1-B2 route

Tu ruta A1-B2

SCORE	SUGGESTED ROUTE	PRIMARY FOCUS
0-3	A1: Chapters 1-3 in order	basic structures, essential terms, explicit ownership
4-6	A2: Chapters 1-5	time, requests, connectors, structured updates
7-8	B1: Chapters 2-7	decisions, evidence, diplomacy, artifacts
9-10	B2: advanced tasks + capstone	precision, synthesis, uncertainty, audience shift

DIAGNOSTIC KEY / CLAVE
1 a; 2 b; 3 a; 4 b; 5 b; 6 b; 7 b; 8 b; 9 b; 10 b.
Review why each answer is clearer, not only why it is grammatical.

THE EXECUTIVE CLARITY STACK / LA ESTRUCTURA DE CLARIDAD

PART	QUESTION	MODEL	ESPAÑOL
Context	What are we discussing?	Orion regional launch	contexto
Fact	What is verified?	Pilot revenue is 12% above baseline.	hecho
Meaning	What does it indicate?	Demand appears stronger than expected.	interpretación
Boundary	What is uncertain?	The sample covers only one market.	límite
Decision	What is decided or requested?	Approve a phased launch.	decisión / petición
Owner + time	Who does what by when?	COO submits the plan by Friday.	responsable + plazo

Repair the fog
Elimina la niebla

Rewrite this message with the clarity stack.
Reescribe este mensaje con la estructura de claridad.

ORIGINAL
We should leverage synergies and move quickly. Please align.

YOUR EXECUTIVE VERSION / TU VERSIÓN EJECUTIVA



If nobody can repeat the decision, the jargon did not make it strategic.

CHAPTER 01

Executive communication foundations

Fundamentos de comunicación ejecutiva

Executive English begins with an audience, a purpose and a precise outcome. Strong leaders make complex work easier to understand without pretending that uncertainty has disappeared.

APOYO EN ESPAÑOL

El inglés ejecutivo comienza con una audiencia, un propósito y un resultado preciso. Los buenos líderes facilitan la comprensión del trabajo complejo sin fingir que la incertidumbre ha desaparecido.

YOU WILL LEARN	APRENDERÁS
1. use essential leadership vocabulary accurately	usar vocabulario esencial de liderazgo con precisión
2. choose register, channel and level of detail	elegir registro, canal y nivel de detalle
3. replace empty jargon with operational meaning	reemplazar jerga vacía por significado operativo

1A | VOCABULARY

The executive vocabulary map

Mapa de vocabulario ejecutivo

A term is useful only when the people involved share its meaning. Confirm local definitions for material, approved, confidential and owner.

APOYO EN ESPAÑOL

Un término solo es útil cuando las personas comparten su significado. Confirma las definiciones internas de material, aprobado, confidencial y responsable.

TERM	WORKPLACE MEANING	ESPAÑOL
strategy	a coherent set of choices about where and how to compete	estrategia
objective	a desired result; may be qualitative or quantitative	objetivo
metric	a measure used to monitor performance	métrica / indicador
forecast	an evidence-based estimate of a future result	pronóstico
assumption	something treated as true for planning, not yet verified	supuesto
constraint	a limit on options, capacity, time or resources	restricción
trade-off	a gain in one area that requires a cost in another	compensación / disyuntiva
stakeholder	a person or group affected by or able to affect a decision	parte interesada
accountability	answerability for an outcome and follow-through	responsabilidad / rendición de cuentas
governance	structures and processes for direction, oversight and control	gobierno corporativo

Distinguish the terms

Distingue los términos

Choose objective, metric, assumption, constraint or trade-off.

Elige objetivo, métrica, supuesto, restricción o disyuntiva.

1. Reach 95% on-time delivery. 2. The launch budget cannot exceed \$2.4m. 3. Customer retention rate. 4. We expect demand to remain stable. 5. A faster launch means higher near-term workload.

1: _____ 2: _____ 3: _____ 4: _____ 5: _____

1B | COMMUNICATION DESIGN

Audience, purpose and register

Audiencia, propósito y registro

AUDIENCE	THEY NEED	USEFUL REGISTER	ESPAÑOL
Board	material facts, options, risk, decision required	concise, evidence-led, governance-aware	directorio / consejo
Employees	meaning, impact, fairness, what changes next	clear, human, specific	empleados
Investors	performance, outlook, material uncertainty	precise, consistent, compliant	inversionistas
Clients	value, delivery, continuity, commitments	practical, reassuring, honest	clientes
Regulators	facts, controls, records, corrective action	formal, exact, traceable	reguladores

CHANNEL	BEST FOR	CAUTION
live meeting	discussion, challenge, sensitive decisions	record decisions and owners afterward
email / memo	context, recommendation, durable record	put the ask and deadline near the top
chat	short coordination and alerts	do not hide material nuance in fragments
presentation	shared narrative and decision conversation	slides support the argument; they are not the argument

Design before writing

Diseña antes de escribir

For each scenario, choose audience, purpose, channel and register.

Para cada situación, elige audiencia, propósito, canal y registro.

A. A delayed launch affects 120 employees. B. The board must approve a \$2.4m investment. C. A client needs a confirmed recovery time.

YOUR COMMUNICATION DESIGN / TU DISEÑO DE COMUNICACIÓN

1C | A1-A2 GRAMMAR

Core sentences for leadership

Oraciones esenciales para liderar

FUNCTION	PATTERN	MODEL	ESPAÑOL
identity	subject + be + noun	Asteron is a service company.	Asteron es una empresa de servicios.
state	subject + be + adjective	The market is volatile.	El mercado está volátil.
possession	subject + have/has + noun	We have two options.	Tenemos dos opciones.
routine / fact	subject + base verb	Finance reports monthly.	Finanzas informa mensualmente.
current activity	be + verb-ing	We are reviewing the plan.	Estamos revisando el plan.
negative	do/does not + base verb	The forecast does not include tax.	El pronóstico no incluye impuestos.
question	do/does + subject + base verb?	Does the plan include hiring?	¿El plan incluye contratación?

Build accurate sentences

Construye oraciones correctas

Complete with is, are, has, have, does not, are reviewing or reports.

Completa con is, are, has, have, does not, are reviewing o reports.

1. The proposal ___ three scenarios. 2. We ___ the legal opinion now. 3. The assumptions ___ clear. 4. HR ___ monthly. 5. The forecast ___ include inflation. 6. I ___ two questions.

1: _____ 2: _____ 3: _____ 4: _____ 5: _____ 6: _____

WRITE YOUR 4-SENTENCE EXECUTIVE PROFILE / ESCRIBE TU PERFIL EJECUTIVO EN 4 ORACIONES

1D | PLAIN ENGLISH

From jargon to operational meaning

De la jerga al significado operativo

PLAIN DOES NOT MEAN SIMPLISTIC / CLARO NO SIGNIFICA SIMPLISTA

Keep the technical detail that changes the decision. Remove words that only perform importance.
Conserva el detalle técnico que cambia la decisión. Elimina palabras que solo aparentan importancia.

FOGGY	ASK WHAT IT MEANS	CLEARER VERSION
leverage synergies	Which teams, assets or savings?	Combine procurement for an estimated 8% saving.
drive alignment	Who must agree on what?	Sales and Operations must agree on the launch date.
optimize the footprint	What changes, where, and why?	Close one warehouse and expand the northern hub.
circle back	Who will respond, by when?	I will confirm the legal position by 16:00.
move the needle	Which result or metric?	Increase renewal rate from 86% to 90%.
best-in-class	Compared with what evidence?	Top quartile in the 2025 sector benchmark.

Translate the fog

Traduce la niebla

Rewrite each phrase as an observable action or measurable outcome.
Reescribe cada frase como acción observable o resultado medible.

1. We need to unlock value. 2. Let's accelerate the transformation. 3. Please socialize the strategy. 4. We need a robust solution.

CLEARER VERSIONS / VERSIONES MÁS CLARAS

1E | SPEAKING + WRITING

The executive status update

La actualización ejecutiva

MOVE	MODEL LANGUAGE	ESPAÑOL
headline	The launch remains on schedule.	El lanzamiento sigue en fecha.
evidence	Three of four approvals are complete.	Tres de cuatro aprobaciones están completas.
risk	The remaining risk is the data review.	El riesgo restante es la revisión de datos.
response	Legal is testing the control this week.	Legal está probando el control esta semana.
decision / ask	I need approval to add one reviewer.	Necesito aprobación para añadir un revisor.
next update	I will report again on Thursday at 15:00 UTC.	Informaré de nuevo el jueves a las 15:00 UTC.

Prioritize the signal

Prioriza la señal

Turn the notes into a five-sentence executive update. Do not invent facts.
Convierte las notas en una actualización ejecutiva de cinco oraciones. No inventes hechos.

NOTES

Orion pilot | 91% retention | target 92% | median response 11h | target 6h | support hiring plan due Friday | no board decision yet

YOUR UPDATE / TU ACTUALIZACIÓN

1F | WORKPLACE ARTIFACT

Leadership message lab

Laboratorio de mensaje de liderazgo

A leadership message should help the reader answer:
What happened? What does it mean for me? What is
decided? What remains open? What should I do?

APOYO EN ESPAÑOL

Un mensaje de liderazgo debe ayudar al lector a responder: ¿Qué ocurrió? ¿Qué significa para mí? ¿Qué está decidido? ¿Qué sigue abierto? ¿Qué debo hacer?

CHECK	YES / NOT YET	REVISION NOTE
The main message is in the first two sentences.	☐ / ☐	
Facts and interpretations are visibly different.	☐ / ☐	
Uncertainty and confidentiality are handled honestly.	☐ / ☐	
The decision, owner and deadline are explicit.	☐ / ☐	
The tone respects the audience and the impact.	☐ / ☐	

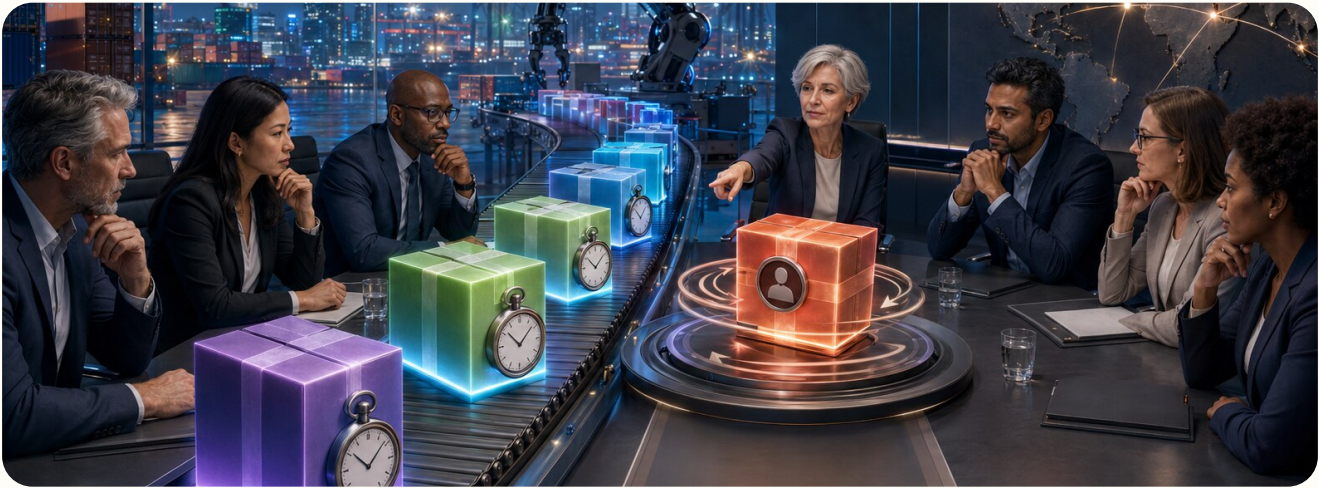
Write the message

Escribe el mensaje

Announce that a regional office move is being considered, not decided. Explain the reason, process and next update without creating false certainty.

Anuncia que se está considerando, pero no se ha decidido, trasladar una oficina regional. Explica la razón, el proceso y la próxima actualización sin crear falsa certeza.

DRAFT / BORRADOR



A meeting without an owner is just a podcast with office chairs.

CHAPTER 02

Meetings, decisions and action

Reuniones, decisiones y acción

A high-value meeting separates discussion, proposal, decision and action. Executive English makes status, authority, dissent, ownership and deadlines visible.

APOYO EN ESPAÑOL
Una reunión de alto valor separa discusión, propuesta, decisión y acción. El inglés ejecutivo hace visibles el estado, la autoridad, el desacuerdo, la responsabilidad y los plazos.

YOU WILL LEARN	APRENDERÁS
1. name meeting and governance elements	nombrar elementos de reunión y gobierno
2. chair discussion and challenge assumptions diplomatically	dirigir la discusión y cuestionar supuestos con tacto
3. capture decisions, actions and open issues	registrar decisiones, acciones y asuntos abiertos

2A | VOCABULARY

Meeting and governance vocabulary

Vocabulario de reuniones y gobierno

TERM	PRECISE MEANING	ESPAÑOL
agenda	ordered list of topics and intended outcomes	orden del día
quorum	minimum participation required for valid business	quórum
minutes	formal record of discussion, decisions and actions	acta
resolution	formal decision, often recorded or voted on	resolución
consensus	broad agreement, not necessarily unanimity	consenso
dissent	expressed disagreement with a position or decision	disenso
action item	specific work assigned to an owner by a date	tarea / acción
open issue	unresolved matter requiring analysis or decision	asunto pendiente
conflict of interest	interest that may compromise impartial judgment	conflicto de interés
recusal	withdrawal from participation because of a conflict	abstención / recusación

Name the record

Nombra el registro

Choose agenda, minutes, resolution, action item or open issue.

Elige agenda, acta, resolución, tarea o asunto pendiente.

1. 'COO to submit capacity plan by Friday.' 2. 'Approved: phased launch, subject to legal clearance.' 3. 'Data review remains unresolved.' 4. A list sent before the meeting. 5. The official written record afterward.

1: _____ 2: _____ 3: _____ 4: _____ 5: _____

2B | SPEAKING

Chairing moves that create progress

Intervenciones para dirigir con avance

MOVE	MODEL	ESPAÑOL
open	Our purpose today is to decide whether to fund phase one.	Nuestro propósito hoy es decidir si financiamos la fase uno.
define authority	The board decides; management recommends.	El directorio decide; la gerencia recomienda.
invite evidence	What evidence would change this recommendation?	¿Qué evidencia cambiaría esta recomendación?
surface dissent	Before we close, who sees a material risk differently?	Antes de cerrar, ¿quién ve un riesgo material de otra forma?
park	That issue matters, but it is outside today's decision. Let's record it.	Ese asunto importa, pero queda fuera de la decisión de hoy. Registrémoslo.
test alignment	Can everyone support this decision, even if it is not their first choice?	¿Todos pueden apoyar esta decisión, aunque no sea su primera opción?
close	The decision is X. The owner is Y. The deadline is Z.	La decisión es X. El responsable es Y. El plazo es Z.

Choose the chair's move

Elige la intervención

Write the best move for each moment: open, evidence, park, dissent or close.

Escribe la mejor intervención para cada momento: abrir, evidencia, aparcar, disenso o cerrar.

1. The discussion drifts into office design. 2. A confident claim has no source. 3. Nobody has stated the outcome required. 4. A quiet director may disagree. 5. The group agrees but no owner exists.

1: _____ 2: _____ 3: _____ 4: _____ 5: _____

2C | GRAMMAR

Questions, requests and modal force

Preguntas, peticiones y fuerza modal

FORM	TYPICAL FORCE	MODEL	NOTE
Can you...?	direct, neutral	Can you confirm the figure?	ability or practical request
Could you...?	polite	Could you share the source?	softens the request
Would you...?	polite, willing action	Would you lead the review?	asks willingness
We need to...	organizational necessity	We need to document the exception.	state why if not obvious
You must...	strong obligation	You must declare the conflict.	use for real rule or duty
We should...	recommendation	We should test the assumption.	not a final decision
May I...?	formal permission	May I record your dissent?	formal situations

Calibrate the request

Calibra la petición

Rewrite each line with the force in brackets.

Reescribe cada frase con la fuerza indicada.

1. Send me the source. (polite request) 2. Maybe declare the conflict. (mandatory governance duty) 3. We will hire 18 people. (recommendation only) 4. Explain. (request for evidence)

REWRITES / REESCRITURAS

2D | WORKBOOK TABLES

Decision, issue and action logs

Registros de decisiones, asuntos y acciones

STATUS MATTERS / EL ESTADO IMPORTA

A proposal is not a decision. A decision is not an action. An action is incomplete without an owner and date.
Una propuesta no es una decisión. Una decisión no es una acción. Una acción está incompleta sin responsable y fecha.

TYPE	COMPLETE RECORD	INCOMPLETE VERSION
proposal	Management proposes a phased launch.	We are launching.
decision	Approved: phase one, subject to legal clearance.	People liked phase one.
action	COO to submit capacity plan by Fri 17:00 UTC.	Operations to follow up.
issue	Open: data-transfer approval; Legal owns analysis.	There may be a legal thing.
rationale	Chosen to limit capacity exposure while testing demand.	It felt safer.

Classify and complete
Clasifica y completa

Label each note P, D, A or I; then repair missing ownership or status.
Marca cada nota P, D, A o I; luego corrige la falta de responsable o estado.

1. Consider a six-month delay. 2. Approved: cap investment at \$2.4m. 3. Check the privacy issue. 4. Launch only after legal clearance. 5. Workforce impact not yet assessed.

CLASSIFICATION + REPAIR / CLASIFICACIÓN + CORRECCIÓN

2E | B1-B2 SPEAKING

Diplomatic disagreement

Desacuerdo diplomático

PURPOSE	TOO BLUNT	EXECUTIVE ALTERNATIVE
question a claim	That is not true.	I reach a different conclusion from the current data.
test an assumption	Your assumption is wrong.	What would need to be true for that assumption to hold?
protect scope	No. We cannot do that.	We can do that only if we move the launch date or add capacity.
name a risk	This is reckless.	I am not yet comfortable with the unresolved legal exposure.
disagree and align	I still disagree.	I do not prefer this option, but I can support the final decision.

Challenge the room

Cuestiona la sala

Respond to each claim with a respectful evidence question or boundary.

Responde a cada afirmación con una pregunta de evidencia o un límite respetuoso.

1. 'The pilot proves the full market will buy.' 2. 'We can absorb the workload.' 3. 'The legal issue will probably disappear.' 4. 'Everyone supports the plan.'

YOUR RESPONSES / TUS RESPUESTAS

2F | SIMULATION

Chair the decision meeting

Dirige la reunión de decisión

Scenario: Asteron Systems must decide whether to fund an 18-month regional expansion. The investment cap is \$2.4m. Legal clearance is incomplete, operations forecasts 94% capacity and Sales reports a conditional client commitment.

APOYO EN ESPAÑOL
Situación: Asteron Systems debe decidir si financia una expansión regional de 18 meses. El tope de inversión es \$2,4m. La aprobación legal está incompleta, Operaciones pronostica 94% de capacidad y Ventas informa un compromiso condicional de un cliente.

MINUTES TEMPLATE	YOUR NOTES
Purpose and decision authority	
Evidence reviewed	
Material risks and dissent	
Decision and conditions	
Actions: owner + deadline	
Open issues + next review	

Opening and close

Apertura y cierre

Write a 45-second opening and a 30-second decision close.
Escribe una apertura de 45 segundos y un cierre de decisión de 30 segundos.

SCRIPT / GUION



Grammar is the control panel: tense shows time, modals show force, voice shows focus.

CHAPTER 03

Grammar for clarity and accountability

Gramática para claridad y responsabilidad

Grammar is not decoration. It tells readers when something happened, how certain a claim is, who owns an action and whether a condition is real, possible or hypothetical.

APOYO EN ESPAÑOL
La gramática no es decoración. Indica cuándo ocurrió algo, cuánta certeza tiene una afirmación, quién es responsable y si una condición es real, posible o hipotética.

YOU WILL LEARN	APRENDERÁS
1. choose tense according to the time view	elegir el tiempo verbal según la perspectiva temporal
2. calibrate certainty, obligation and recommendations	calibrar certeza, obligación y recomendaciones
3. use conditionals and voice for precise focus	usar condicionales y voz para un foco preciso

3A | TENSES

The executive time system

El sistema temporal ejecutivo

TIME VIEW	FORM	MODEL	USE
stable fact / routine	present simple	The committee meets monthly.	regular or generally true
temporary / now	present continuous	We are testing two options.	activity around now
finished time	past simple	The board approved it on Friday.	completed at a stated past time
past with current result	present perfect	We have identified three risks.	result matters now; time not finished/stated
plan / intention	be going to	We are going to hire locally.	prior intention
scheduled arrangement	present continuous	We are meeting Legal tomorrow.	organized future event
prediction / decision now	will	Demand will probably soften.	prediction or immediate decision

Choose the time view

Elige la perspectiva temporal

Use the correct form of the verb in brackets.

Usa la forma correcta del verbo entre paréntesis.

1. Finance ___ (report) monthly. 2. We ___ (review) the case now. 3. The team ___ (finish) the pilot last week. 4. We ___ (identify) two new risks so far. 5. I ___ (meet) the chair at 09:00 tomorrow.

1: _____ 2: _____ 3: _____ 4: _____ 5: _____

3B | MODAL VERBS

Modals: force and certainty

Modales: fuerza y certeza

FUNCTION	LANGUAGE	MODEL	CAUTION
strong obligation	must / have to	We must report the breach.	use for a real duty
prohibition	must not	We must not disclose client data.	not the same as do not have to
recommendation	should	We should phase the launch.	advice, not approval
ability / option	can / could	We could delay phase two.	could often sounds less certain
possibility	may / might / could	Demand may weaken.	state evidence and horizon
strong inference	must	Costs rose while volume was flat; price must be a factor.	inference is not direct proof
negative inference	cannot	That cannot be the full cause.	avoid if evidence is incomplete

Set the right force

Ajusta la fuerza

Choose must, must not, should, could, may or do not have to.

Elige must, must not, should, could, may o do not have to.

1. We ___ disclose confidential data. 2. We ___ add a second supplier; it is one option. 3. Demand ___ change after the pilot. 4. Directors ___ declare conflicts. 5. We ___ improve the evidence before approval. 6. You ___ attend if you have formally delegated authority.

1: _____ 2: _____ 3: _____ 4: _____ 5: _____ 6: _____

3C | IF-THEN LOGIC

Conditionals for decisions

Condicionales para decisiones

TYPE	FORM	USE	MODEL
zero	if + present, present	general rule or repeatable result	If approval expires, the control blocks access.
first	if + present, will + base	real future possibility	If Legal approves, we will launch phase one.
second	if + past, would + base	hypothetical or unlikely present/future	If we had more capacity, we would launch at once.
unless	unless + positive clause	if not	We will not launch unless Legal approves.
provided that	provided that + clause	only on this condition	We can proceed provided that hiring begins first.

PUNCTUATION / PUNTUACIÓN

Use a comma when the if-clause comes first. No comma is normally needed when it comes second.

Usa coma cuando la cláusula con if va primero. Normalmente no hace falta cuando va después.

Complete the decision logic

Completa la lógica de decisión

Use the correct verb forms.

Usa las formas verbales correctas.

1. If the review ___ (finish) today, we ___ (decide) tomorrow. 2. If we ___ (have) 20% more capacity, we ___ (accelerate). 3. If a control ___ (fail), access ___ (stop). 4. We will proceed unless Legal ___ (object).

ANSWERS + ONE ORIGINAL CONDITION / RESPUESTAS + UNA CONDICIÓN ORIGINAL

3D | FOCUS

Active and passive voice

Voz activa y pasiva

Passive voice is not automatically weak. Choose the voice that makes the most relevant information easy to find.

APOYO EN ESPAÑOL

La voz pasiva no es automáticamente débil. Elige la voz que facilite encontrar la información más pertinente.

CHOOSE	WHEN	MODEL
active	ownership or agency matters	Finance corrected the classification.
active	you are committing to an action	I will send the revised forecast by 15:00.
passive	the process or result is the focus	All supplier checks are documented.
passive	the actor is unknown, obvious or protected for a valid reason	The file was accessed at 02:14 UTC.
avoid agentless passive	it hides accountable ownership	Errors were made. -> Finance misclassified two invoices.

Choose the useful focus

Elige el foco útil

Rewrite 1-2 in active voice. Rewrite 3-4 in passive voice if it improves focus.
Reescribe 1-2 en activa. Reescribe 3-4 en pasiva si mejora el foco.

1. The deadline was missed. 2. It was decided that hiring would pause. 3. The audit team documented every exception. 4. Someone encrypted the archived records.

REWRITES / REESCRITURAS

3E | EDITING

Accuracy clinic

Clínica de precisión

AREA	CHECK	COMMON ERROR	CORRECTION
agreement	singular subject -> singular verb	The data shows...	The data show... / The dataset shows...
articles	a/an first mention; the specific	We need approval from board.	...from the board.
count nouns	many/fewer; plural	less risks	fewer risks
prepositions	responsible for; depend on	responsible of	responsible for
verb pattern	recommend + -ing / that-clause	recommend to delay	recommend delaying / recommend that we delay
parallel form	same grammar in a list	to hire, training, and retain	to hire, train and retain
number language	percentage point vs percent	up 3%: 20% to 23%	up 3 percentage points

Edit the board note

Edita la nota al directorio

Find and correct eight problems.
Encuentra y corrige ocho problemas.

DRAFT

The results shows that we have less risks. I recommend to approve the plan because the team is responsible of delivery. Retention rose from 88% to 91%, an increase of 3%. The priorities are hiring, to train and retention.

CORRECTED VERSION / VERSIÓN CORREGIDA

3F | WRITING PRACTICE

Grammar control-room challenge

Reto de sala de control gramatical

SOURCE NOTES / NOTAS FUENTE

Pilot completed 30 June | 420 customers | revenue +12% vs baseline | gross margin 3 percentage points below target | legal review in progress | decision meeting Thursday

Do not convert a suggestion into a decision or a correlation into proof.

REQUIRED FEATURE	USE IT ONCE
present perfect for a current result	☐
past simple for the completed pilot	☐
a modal of possibility	☐
a first conditional	☐
active ownership	☐
passive focus on a process/result	☐

Write the update

Escribe la actualización

Write 120-150 words for the executive team. Include evidence, uncertainty, decision status, owner and next step.
Escribe 120-150 palabras para el equipo ejecutivo. Incluye evidencia, incertidumbre, estado de la decisión, responsable y siguiente paso.

EXECUTIVE UPDATE / ACTUALIZACIÓN EJECUTIVA



A connector cannot rescue a missing argument, but it can reveal one.

CHAPTER 04

Strategic logic and transitions

Lógica estratégica y conectores

Connectors show how ideas relate: addition, contrast, reason, result, condition, sequence and example. At B2, leaders also separate observation from interpretation and correlation from causation.

APOYO EN ESPAÑOL

Los conectores muestran cómo se relacionan las ideas: adición, contraste, razón, resultado, condición, secuencia y ejemplo. En B2, los líderes también separan observación de interpretación y correlación de causalidad.

YOU WILL LEARN	APRENDERÁS
1. connect clauses and noun phrases accurately	conectar cláusulas y sintagmas nominales con precisión
2. build a visible strategic argument	construir un argumento estratégico visible
3. calibrate causal and comparative claims	calibrar afirmaciones causales y comparativas

4A | VOCABULARY + GRAMMAR

The connector map

Mapa de conectores

RELATION	CONNECTORS	MODEL	ESPAÑOL
addition	and, also, furthermore	Demand rose; furthermore, churn fell.	y, además
contrast	but, however, although	Revenue rose, but margin fell.	pero, sin embargo, aunque
reason	because + clause; because of + noun	We delayed because Legal objected. / because of the objection.	porque / debido a
result	so, therefore, as a result	Capacity is tight; therefore, we propose phases.	por tanto, como resultado
condition	if, unless, provided that	We can proceed provided that controls pass.	si, a menos que, siempre que
sequence	first, then, finally	First test; then decide; finally scale.	primero, luego, finalmente
example	for example, such as	Use leading indicators, such as pipeline quality.	por ejemplo, tales como

Choose the relation

Elige la relación

Complete with because, because of, although, therefore, unless or for example.

Completa con because, because of, although, therefore, unless o for example.

1. ___ retention improved, margin missed target. 2. We delayed ___ the legal review. 3. Capacity is 94%; ___, a full launch is risky. 4. We cannot proceed ___ approval arrives. 5. Some leading indicators, ___ qualified pipeline, are positive. 6. We changed the plan ___ Operations raised a constraint.

1: _____ 2: _____ 3: _____ 4: _____ 5: _____ 6: _____

4B | STRUCTURE

Clause or noun phrase?

¿Cláusula o sintagma nominal?

FOLLOW WITH A CLAUSE	FOLLOW WITH A NOUN / -ING	EXAMPLES
because	because of	because demand fell / because of lower demand
although / even though	despite / in spite of	although costs rose / despite rising costs
while / whereas	unlike	while phase one is viable / unlike phase two
so	as a result of	costs rose, so we paused / as a result of the increase

PUNCTUATION / PUNTUACIÓN

Join two independent clauses with a coordinating conjunction, a semicolon or separate sentences. A comma alone creates a comma splice.

Une dos oraciones independientes con una conjunción coordinante, punto y coma o frases separadas. Una coma sola crea un error de unión.

Repair the structure

Repara la estructura

Correct the connector or punctuation in each sentence.

Corrige el conector o la puntuación en cada oración.

1. Because of demand increased, we added capacity.
2. Although the legal delay, the pilot continued.
3. Margin fell, however revenue rose.
4. Despite costs were higher, retention improved.
5. The board approved phase one, phase two remains open.

CORRECTIONS / CORRECCIONES

4C | REASONING

Build a strategic argument

Construye un argumento estratégico

MOVE	QUESTION	MODEL LANGUAGE
position	What do you recommend?	I recommend a phased launch.
reason	Why?	The pilot indicates demand, while capacity remains constrained.
evidence	What supports it?	Revenue was 12% above baseline across 420 customers.
limitation	What does the evidence not establish?	However, the pilot covered only one market.
trade-off	What do we gain and give up?	Phasing protects capacity but delays some revenue.
condition	What must be true?	Proceed only if Legal approves data transfer.
ask	What decision is required?	Approve phase one and a \$1.1m initial cap.

Put the argument in order

Ordena el argumento

Number the notes from 1-7, then add suitable transitions.
Numera las notas del 1 al 7 y añade conectores adecuados.

A. Legal clearance is still pending. B. Approve phase one. C. A phased launch limits exposure. D. Pilot revenue beat baseline. E. We give up some near-term speed. F. Proceed only after approval. G. The pilot covered one market.

ORDER + TRANSITIONS / ORDEN + CONECTORES

4D | B2 PRECISION

Claim, evidence and uncertainty

Afirmación, evidencia e incertidumbre

LEVEL	LANGUAGE	WHEN TO USE
observation	The pilot recorded 91% retention.	directly supported fact
interpretation	This suggests that the offer has appeal.	reasonable reading of evidence
possibility	Demand may remain strong after launch.	plausible but uncertain future
qualified comparison	Results were stronger than baseline in this pilot.	comparison within defined scope
causal claim	The new service increased retention.	only with a defensible causal design
boundary	The pilot does not establish national demand.	explicit limit of evidence

CORRELATION IS NOT CAUSATION / CORRELACIÓN NO ES CAUSALIDAD

If two things move together, say they are associated unless the design supports a causal claim.

Si dos variables se mueven juntas, di que están asociadas salvo que el diseño permita afirmar causalidad.

Calibrate the claim

Calibra la afirmación

Rewrite each overclaim using suggests, is associated with, may, in this sample or does not establish.

Reescribe cada exageración usando suggests, is associated with, may, in this sample o does not establish.

1. The pilot proves national demand. 2. Training caused all productivity gains. 3. Clients will renew. 4. The new price is definitely optimal.

CALIBRATED CLAIMS / AFIRMACIONES CALIBRADAS

4E | DECISION LANGUAGE

Trade-offs and options

Disyuntivas y opciones

MOVE	USEFUL FRAME	MODEL
compare	Compared with X, Y...	Compared with a full launch, phasing uses less capacity.
benefit	The main advantage is...	The main advantage is lower execution risk.
cost	This comes at the cost of...	This comes at the cost of delayed revenue.
reversibility	This option is easier/harder to reverse because...	A pilot is easier to reverse because commitments are smaller.
no-regret move	In every scenario, we should...	In every scenario, we should complete the legal review.
trigger	We will revisit the decision if...	We will revisit if response time exceeds eight hours.

Compare three options

Compara tres opciones

Complete the matrix, then write a recommendation with one trade-off and one trigger.
Completa la matriz y escribe una recomendación con una disyuntiva y un desencadenante.

OPTION	VALUE	RISK	REVERSIBILITY
A. Full launch			
B. Phased launch			
C. Delay six months			

RECOMMENDATION / RECOMENDACIÓN

4F | WRITING PRACTICE

One-page recommendation

Recomendación de una página

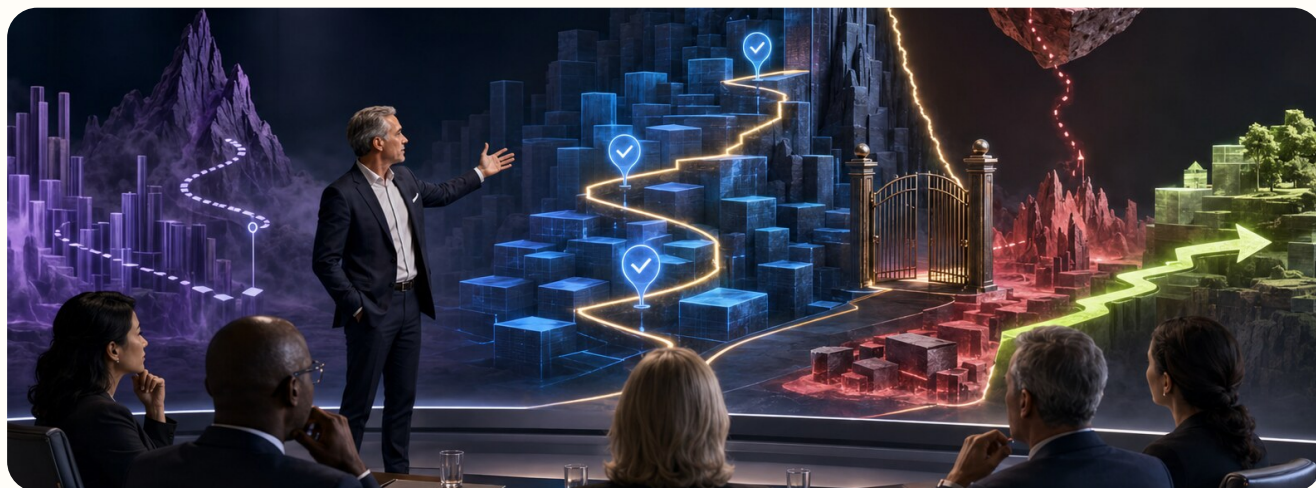
SECTION	PROMPT
Decision required	What must the reader approve, reject or choose?
Recommendation	State your preferred option in one sentence.
Evidence	Use two relevant facts and identify their source/scope.
Risks and limits	Name one material risk and one evidence limitation.
Conditions	State any approval gate, trigger or stop condition.
Execution	Name owner, first action and next review date.

Draft the recommendation

Redacta la recomendación

Write 160-200 words. Use at least five different connectors and underline them.
Escribe 160-200 palabras. Usa al menos cinco conectores diferentes y subráyalos.

ONE-PAGE RECOMMENDATION / RECOMENDACIÓN DE UNA PÁGINA



A beautiful chart is not a decision. It is evidence wearing formal clothes.

CHAPTER 05

Board presentations and stakeholder updates

Presentaciones y actualizaciones al directorio

An executive presentation gives the audience a decision path: purpose, headline, evidence, interpretation, risk and ask. Visuals should reveal the comparison, not manufacture confidence.

APOYO EN ESPAÑOL

Una presentación ejecutiva ofrece una ruta de decisión: propósito, titular, evidencia, interpretación, riesgo y petición. Los visuales deben revelar la comparación, no fabricar confianza.

YOU WILL LEARN	APRENDERÁS
1. structure a board-level narrative	estructurar una narrativa para el directorio
2. describe data and trends precisely	describir datos y tendencias con precisión
3. handle challenge without bluffing	responder a preguntas difíciles sin improvisar certeza

5A | VOCABULARY

Presentation vocabulary

Vocabulario de presentaciones

TERM	USEFUL MEANING	ESPAÑOL
headline	the main conclusion, not merely the topic	mensaje principal / titular
baseline	reference point used for comparison	línea base
variance	difference between actual and planned/expected	variación / desviación
run rate	current performance expressed as a continuing rate	tasa anualizada / ritmo actual
leading indicator	measure that may signal future performance	indicador adelantado
lagging indicator	measure of a result already realized	indicador rezagado
scenario	coherent set of assumptions about a possible future	escenario
sensitivity	how an output changes when an input changes	sensibilidad
material	important enough to influence a reasonable decision	material / significativo
decision ask	the explicit approval or choice requested	petición de decisión

Match metric to purpose

Relaciona métrica y propósito

Choose leading, lagging, baseline, variance or sensitivity.

Elige leading, lagging, baseline, variance o sensitivity.

1. Revenue already earned. 2. Qualified pipeline for next quarter. 3. Difference from budget. 4. Original pilot plan used for comparison. 5. Effect on margin if price falls 5%.

1: _____ 2: _____ 3: _____ 4: _____ 5: _____

5B | STRUCTURE

The six-part board narrative

La narrativa de seis partes

PART	QUESTION	SIGNPOST
1. Purpose	Why are we here?	Today I am asking the board to approve...
2. Headline	What is the conclusion?	The pilot supports a phased launch, not a full launch.
3. Evidence	What facts matter?	Three findings drive the recommendation...
4. Interpretation	What do those facts mean?	Taken together, they indicate...
5. Risk + limit	What could change the view?	The main unresolved risk is...
6. Ask + action	What do you need now?	I request approval for...; if approved, the COO will...

Write slide headlines

Escribe titulares de diapositiva

Turn each topic label into a conclusion headline.
Convierte cada etiqueta temática en un titular con conclusión.

1. Pilot results 2. Capacity 3. Legal review 4. Recommendation 5. Next steps

CONCLUSION HEADLINES / TITULARES CON CONCLUSIÓN

5C | NUMBERS

Data and trend language

Lenguaje de datos y tendencias

PATTERN	MODEL	PRECISION NOTE
rose/fell from X to Y	Retention rose from 88% to 91%.	change = 3 percentage points
increased/decreased by X	Revenue increased by 12%.	relative change
was X above/below target	Margin was 3 points below target.	name the unit
remained stable at X	Churn remained stable at 4%.	define material stability if needed
approximately / just over	Response time was just over 11 hours.	round only when exactness is unnecessary
median / average	Median response time was 11 hours.	not interchangeable
range	Results ranged from 86% to 94%.	show dispersion, not only average

Say the number correctly

Expresa el número correctamente

Write one precise sentence for each fact.
Escribe una oración precisa para cada dato.

1. Retention: 88% -> 91%. 2. Revenue: baseline \$1.0m; actual \$1.12m. 3. Margin target 34%; actual 31%. 4. Response times: 4h, 5h, 11h, 14h, 21h (median 11h).

DATA SENTENCES / ORACIONES DE DATOS

5D | VALUE LANGUAGE

Feature to business outcome

De característica a resultado de negocio

LEVEL	QUESTION	EXAMPLE
feature	What is it?	24-hour multilingual support
behavior / capability	What can people do differently?	Clients can resolve urgent issues in their local language.
operational effect	What process changes?	Escalations require fewer handoffs.
business outcome	Why does it matter?	Faster recovery may protect retention and contract value.
evidence	What supports the link?	Pilot accounts had 18% fewer repeat contacts.
boundary	What remains uncertain?	The pilot did not measure annual renewal behavior.

Build the value chain

Construye la cadena de valor

Complete the chain for a new executive dashboard. Do not claim an outcome without a plausible mechanism and evidence.

Completa la cadena para un nuevo panel ejecutivo. No afirmes un resultado sin mecanismo y evidencia plausibles.

FEATURE	BEHAVIOR	OPERATIONAL EFFECT	BUSINESS OUTCOME	EVIDENCE
single KPI view				

30-SECOND VALUE EXPLANATION / EXPLICACIÓN DE 30 SEGUNDOS

5E | SPEAKING

Board Q&A without bluffing

Preguntas del directorio sin fingir

SITUATION	RESPONSE FRAME	MODEL
you know	answer -> evidence -> implication	Yes. Capacity would reach 94%, so we recommend phases.
you need nuance	direct answer -> qualification	Broadly yes, but the result applies only to the pilot market.
you do not know	say so -> owner -> return time	I do not have that figure. Finance will confirm it by 14:00.
premise is wrong	correct respectfully -> source	The approved cap is \$2.4m, not \$3m, according to the June resolution.
question is hypothetical	state assumptions -> scenario answer	If demand is 10% lower, payback extends by about five months.
confidential limit	state boundary -> offer safe detail	I cannot discuss the client name here; I can explain the contract condition.

Answer, bridge, commit

Responde, conecta, comprométete

Draft two-sentence answers. Never invent a number.

Redacta respuestas de dos oraciones. Nunca inventes una cifra.

1. 'What is the exact legal exposure?' (review incomplete) 2. 'Why not launch everywhere?' (capacity constraint) 3. 'Which client signed?' (confidential) 4. 'Will retention definitely stay above 90%?' (uncertain future)

YOUR ANSWERS / TUS RESPUESTAS

5F | PRESENTATION PRACTICE

Your 90-second board update

Tu actualización de 90 segundos

THE BRIEF / EL ENCARGO

Recommend a phased Orion launch. Use: revenue +12% vs baseline; margin 3 percentage points below target; operations capacity could reach 94%; legal review incomplete; decision needed Thursday.
Keep fact, interpretation and recommendation visibly separate.

TIME	PURPOSE	YOUR KEY LINE
0-15 sec	purpose + headline	
15-40 sec	two decisive facts	
40-60 sec	meaning + trade-off	
60-75 sec	risk + condition	
75-90 sec	decision ask + next action	

Write, rehearse, revise

Escribe, ensaya y revisa

Draft 170-200 spoken words. Rehearse twice; mark one cut and one stronger transition.
Redacta 170-200 palabras para hablar. Ensaya dos veces; marca un corte y un conector más fuerte.

SCRIPT / GUION



Persuasion without evidence is theatre. Negotiation without listening is two monologues with a calendar invite.

CHAPTER 06

Ethical persuasion and negotiation

Persuasión ética y negociación

Ethical influence makes interests, evidence, alternatives, trade-offs and commitments visible. It does not hide material information or manufacture urgency.

APOYO EN ESPAÑOL

La influencia ética hace visibles intereses, evidencia, alternativas, disyuntivas y compromisos. No oculta información material ni fabrica urgencia.

YOU WILL LEARN	APRENDERÁS
1. build a persuasive case with evidence and limits	construir un caso persuasivo con evidencia y límites
2. separate positions from underlying interests	separar posiciones de intereses subyacentes
3. make conditional concessions and record commitments	hacer concesiones condicionales y registrar compromisos

6A | VOCABULARY

Persuasion and negotiation vocabulary

Vocabulario de persuasión y negociación

TERM	PRACTICAL MEANING	ESPAÑOL
position	what a party says it wants	posición
interest	the need, concern or value behind a position	interés
option	a possible agreement or course of action	opción
criterion	an external or agreed standard for evaluating options	criterio
alternative	what a party can do if no agreement is reached	alternativa
reservation point	least favorable acceptable deal; often confidential	límite de aceptación
concession	something one party agrees to give or change	concesión
condition	requirement attached to an offer or commitment	condición
commitment	specific promise about future action	compromiso
red line	boundary a party will not cross	línea roja / límite

Position or interest?

¿Posición o interés?

Mark P or I, then suggest one option that could satisfy both interests.

Marca P o I y sugiere una opción que pueda satisfacer ambos intereses.

1. 'We need payment in 30 days.'
2. 'We must protect cash flow.'
3. 'We need a September launch.'
4. 'We must meet a client commitment without exhausting the team.'

P/I + JOINT OPTION / P/I + OPCIÓN CONJUNTA

6B | ARGUMENT

The ethical persuasion chain

La cadena de persuasión ética

MOVE	QUESTION	MODEL
claim	What do you want the audience to accept?	Approve a phased launch.
reason	Why is it the best current choice?	It balances demand evidence with capacity limits.
evidence	What supports the reason?	Pilot revenue was 12% above baseline; capacity may reach 94%.
limit	What does the evidence not show?	The pilot covered one market and legal review is incomplete.
impact	Who gains, pays or carries risk?	Clients gain earlier access; employees face workload pressure.
safeguard	How will you reduce harm or uncertainty?	Hire before scaling and use a response-time stop trigger.
ask	What exact decision or action is needed?	Approve phase one up to \$1.1m, subject to clearance.

Audit the persuasion

Audita la persuasión

Identify what is missing: evidence, limit, stakeholder impact, safeguard or exact ask.
Identifica qué falta: evidencia, límite, impacto, salvaguarda o petición exacta.

'The market opportunity is exciting. Competitors are moving. We should launch now, and everyone will benefit.'

AUDIT + REPAIR / AUDITORÍA + CORRECCIÓN

6C | PREPARATION

Interests, alternatives and criteria

Intereses, alternativas y criterios

PARTY	POSSIBLE POSITION	LIKELY INTERESTS	USEFUL CRITERIA
client	launch by Q3	continuity, speed, credibility	service levels, readiness evidence
employees	delay launch	workload, fairness, development	capacity, overtime, hiring plan
board	limit investment	risk, return, governance	scenario value, downside, gates
regulator	complete review first	compliance, control, public interest	legal standard, audit evidence
management	phase the launch	learning, growth, reversibility	milestones, stop triggers

Prepare before you persuade

Prepárate antes de persuadir

Complete the map for a supplier asking for a 12% price increase. Your alternative is a six-month dual-source pilot.

Completa el mapa para un proveedor que pide un aumento de precio del 12%. Tu alternativa es un piloto de doble proveedor por seis meses.

OUR INTERESTS	THEIR INTERESTS	OPTIONS	CRITERIA	ALTERNATIVE

OPENING POSITION / POSICIÓN INICIAL

6D | LANGUAGE

Conditional concessions

Concesiones condicionales

FUNCTION	FRAME	MODEL
explore	What flexibility do you have on...?	What flexibility do you have on implementation timing?
exchange	If we..., would you...?	If we accept a two-year term, would you hold the current price?
condition	We can..., provided that...	We can accelerate, provided that the control passes.
package	We could combine A and B if...	We could combine earlier payment and lower volume if price falls.
protect boundary	We cannot agree to X; we can offer Y.	We cannot waive audit rights; we can simplify reporting.
test	If we solved X, would that address your concern?	If we add weekend support, would that address continuity?
record	To confirm, each party will...	To confirm, Asteron will pay by 30 June and the supplier will...

Turn giveaways into exchanges

Convierte regalos en intercambios

Rewrite each unconditional concession as a conditional exchange.
Reescribe cada concesión incondicional como intercambio condicional.

1. We can pay earlier. 2. We can accept a longer contract. 3. We can reduce the service scope. 4. We can move the launch date.

CONDITIONAL EXCHANGES / INTERCAMBIOS CONDICIONALES

6E | SPEAKING

Respond to objections

Responde a objeciones

STEP	PURPOSE	MODEL
1. acknowledge	show accurate listening	I understand that capacity is your main concern.
2. clarify	identify the real issue	Is the concern the launch week or the full quarter?
3. answer	respond with evidence or boundary	The phased plan peaks at 87%, not 94%.
4. test	check whether concern changed	Would that capacity cap make phase one acceptable?
5. commit	record follow-through	Operations will validate the model by Wednesday.

Objection practice

Práctica de objeciones

Draft a five-step response to each objection.
Redacta una respuesta de cinco pasos para cada objeción.

A. 'Employees cannot absorb another change.' B. 'The pilot is too small to justify investment.' C. 'A phased launch will confuse clients.'

RESPONSES / RESPUESTAS

6F | WRITING PRACTICE

Negotiation record

Registro de negociación

A negotiation note should distinguish exploratory language from accepted commitments. Confirm material terms with the appropriate legal and commercial review.

APOYO EN ESPAÑOL
Una nota de negociación debe distinguir el lenguaje exploratorio de los compromisos aceptados. Confirma los términos materiales con la revisión legal y comercial correspondiente.

FIELD	RECORD
Parties and authority	
Shared facts and unresolved facts	
Interests and constraints	
Options discussed	
Provisional agreements	
No-agreement items	
Commitments: owner + date	
Confidentiality / approval conditions	

Write the confirmation email
Escribe el correo de confirmación

Write 140-170 words after a supplier negotiation. Clearly label provisional terms and final commitments.
Escribe 140-170 palabras después de una negociación con un proveedor. Marca claramente términos provisionales y compromisos finales.

EMAIL / CORREO



Same facts, different audiences. Copy-paste is not a stakeholder strategy.

CHAPTER 07

Integrated executive communication

Comunicación ejecutiva integrada

The capstone combines meetings, grammar, strategic logic, presentations and ethical persuasion. You will communicate one fictional decision across board, employee and external audiences without changing the underlying facts.

APOYO EN ESPAÑOL

El proyecto final combina reuniones, gramática, lógica estratégica, presentaciones y persuasión ética. Comunicarás una decisión ficticia a directorio, empleados y audiencias externas sin cambiar los hechos subyacentes.

YOU WILL LEARN	APRENDERÁS
1. adapt one decision across channels and audiences	adaptar una decisión entre canales y audiencias
2. maintain factual and decision consistency	mantener consistencia factual y de decisiones
3. produce a complete executive communication pack	producir un paquete completo de comunicación ejecutiva

7A | FICTIONAL CASE

Capstone case: Asteron Orion

Caso final: Asteron Orion

FICTIONAL TRAINING CASE / CASO FICTICIO

Asteron Systems is considering Orion, an 18-month regional service-hub expansion. The board meets Thursday at 16:00 UTC. No final decision has been made.

All names and figures are invented for language practice.

AREA	VERIFIED CASE FACT
pilot	420 customers; completed 30 June; one market only
revenue	12% above pilot baseline
margin	3 percentage points below target
retention	91%; target 92%
service	median response time 11h; target 6h
investment	up to \$2.4m over 18 months
capacity	current 78%; full launch forecast 94%; phased plan forecast 87%
people	64% say workload is sustainable; turnover rose from 8% to 11%
legal	data-transfer review incomplete; approval required before launch
commercial	one client letter of intent, conditional on Q3 launch; client name confidential

FIRST READING: OPPORTUNITY, RISK, MISSING DATA / PRIMERA LECTURA: OPORTUNIDAD, RIESGO, DATOS FALTANTES

7B | EVIDENCE AUDIT

Separate fact, inference and unknown

Separa hecho, inferencia e incógnita

STATEMENT	F / I / U	REWRITE OR EVIDENCE NEEDED
National demand is proven.		
Pilot revenue was 12% above baseline.		
A full launch would reach 94% forecast capacity.		
Employees support the expansion.		
The legal review will finish before Thursday.		
A phased plan may reduce capacity exposure.		
The client will definitely sign.		
Turnover rose by 3 percentage points.		

Write calibrated conclusions

Escribe conclusiones calibradas

Write four conclusions: one opportunity, one operational risk, one people risk and one unresolved legal issue.
Escribe cuatro conclusiones: una oportunidad, un riesgo operativo, un riesgo de personas y un asunto legal no resuelto.

CONCLUSIONS / CONCLUSIONES

7C | GOVERNANCE ARTIFACT

Decision record and action plan

Registro de decisión y plan de acción

DECISION FIELD	YOUR RECORD
Decision authority	
Decision requested	
Options considered	
Recommendation	
Evidence and rationale	
Material risks	
Conditions / gates	
Dissent or reservations	
Review trigger and date	

Action register

Registro de acciones

Create four complete actions with owner, output, deadline and status.

Crea cuatro acciones completas con responsable, producto, plazo y estado.

OWNER	ACTION / OUTPUT	DEADLINE	STATUS

7D | WRITING

Board recommendation

Recomendación al directorio

YOUR ROLE / TU PAPEL

You are the CEO. Recommend one option: full launch, phased launch or six-month delay. Your board memo must remain consistent with the case facts.

You may add assumptions only if you label them clearly.

REQUIRED	CHECK
decision required in the opening	☐
clear recommendation and rationale	☐
at least three case facts	☐
one evidence limitation	☐
people, legal and operational risk	☐
conditions and stop/review trigger	☐
owner and next board update	☐

Write the board memo

Escribe el memorando

Write 220-280 words. Use headings: Decision, Recommendation, Evidence, Risks, Conditions and Next steps.

Escribe 220-280 palabras. Usa los títulos: Decisión, Recomendación, Evidencia, Riesgos, Condiciones y Próximos pasos.

BOARD MEMO / MEMORANDO AL DIRECTORIO

7E | AUDIENCE SHIFT

Employee message

Mensaje a empleados

EMPLOYEES NEED	INCLUDE	AVOID
decision status	decided vs proposed vs still open	false finality
reason	plain explanation and evidence	investor jargon
people impact	roles, workload, timing, support	empty reassurance
fair process	how input and concerns are handled	promises beyond authority
action	what to do now; where to ask	vague 'stay tuned'
next update	specific date or decision milestone	silence after uncertainty

Write with humanity and precision

Escribe con humanidad y precisión

Write 180-220 words to employees after the board approves a phased launch subject to legal clearance. Acknowledge workload evidence and explain safeguards.

Escribe 180-220 palabras para empleados después de que el directorio apruebe un lanzamiento por fases sujeto a aprobación legal. Reconoce la evidencia de carga laboral y explica las salvaguardas.

EMPLOYEE MESSAGE / MENSAJE A EMPLEADOS

7F | CLIENT + INVESTOR

External Q&A

Preguntas y respuestas externas

QUESTION	SAFE, USEFUL ANSWER NOTES
Has Orion been approved?	State exact board status and legal condition.
Which client has committed?	Protect identity; explain the conditional letter only.
Does the pilot prove market demand?	No; state what it suggests and the one-market limit.
Will service levels fall?	Give current/target data, phased capacity and safeguards.
How much will you invest?	State the approved cap and phase, not an invented final spend.
Are employees opposed?	Avoid unsupported labels; report survey and turnover facts with context.

Draft the Q&A

Redacta las respuestas

Write 2-3 sentence answers. Use one direct answer, one evidence sentence and, where needed, one boundary or next update.

Escribe respuestas de 2-3 oraciones. Usa respuesta directa, evidencia y, cuando sea necesario, un límite o próxima actualización.

Q&A ANSWERS / RESPUESTAS

7G | FINAL INTEGRATION

Executive communication pack

Paquete de comunicación ejecutiva

ARTIFACT	CONSISTENCY CHECK	COMPLETE
decision record	same status, conditions and authority	☐
board memo	same facts and quantified evidence	☐
employee message	same decision; adapted impact and tone	☐
external Q&A	same public facts; confidentiality protected	☐
action register	owners, outputs and dates are complete	☐
90-second update	headline, evidence, risk and ask are visible	☐

CONSISTENCY TEST / PRUEBA DE CONSISTENCIA

Highlight every number, date, decision verb and condition across your documents. Resolve any contradiction before release.

Resalta cada cifra, fecha, verbo de decisión y condición en todos los documentos. Resuelve contradicciones antes de publicar.

Final CEO briefing

Informe final del CEO

Write a 90-second spoken briefing that can introduce the complete pack. End with the exact next decision or update.

Escribe un informe oral de 90 segundos que presente el paquete completo. Termina con la siguiente decisión o actualización exacta.

FINAL BRIEFING / INFORME FINAL

REFLECT

Final review and next practice

Revisión final y próxima práctica

REPEAT YOUR STARTING SNAPSHOT / REPITE TU FOTO INICIAL

Rate yourself with evidence: name one artifact or behavior that supports each score.

Valórate con evidencia: nombra un producto o comportamiento que respalde cada puntaje.

I CAN... / PUEDO...	NOW / AHORA	EVIDENCE / EVIDENCIA
state a decision and rationale	1 2 3 4 5	
separate fact, inference and unknown	1 2 3 4 5	
challenge assumptions diplomatically	1 2 3 4 5	
calibrate obligation and certainty	1 2 3 4 5	
write for different stakeholder audiences	1 2 3 4 5	
record decisions and complete actions	1 2 3 4 5	

MY 30-DAY COMMUNICATION EXPERIMENT / MI EXPERIMENTO DE 30 DÍAS

BEHAVIOR	WHEN / WHERE	MEASURE	REVIEW DATE

WHAT I WILL STOP, START AND CONTINUE / QUÉ DEJARÉ, COMENZARÉ Y CONTINUARÉ

CHECK + COACH

Answer key: Chapter 1

Clave: Capítulo 1

TASK	ANSWER / MODEL
1A distinguish	1 objective; 2 constraint; 3 metric; 4 assumption; 5 trade-off.
1B design	Possible: A employees / explain impact / live town hall + written follow-up / clear and human. B board / approve investment / memo + meeting / concise and evidence-led. C client / confirm recovery / direct call + written confirmation / practical and precise.
1C sentences	1 has; 2 are reviewing; 3 are; 4 reports; 5 does not; 6 have.
1D jargon	Answers vary. Each rewrite needs an observable action, responsible party, measure or deadline. Example: 'Approve the three cost-saving initiatives by Friday' is clearer than 'unlock value.'
1E update	Model: 'The Orion pilot is close to its retention target, but service response is below target. Retention is 91% against 92%; median response time is 11 hours against six. Support is preparing a hiring plan. No board decision has been made. The plan is due Friday.'
1F message	Must state that the move is under consideration, explain the decision process, avoid unsupported promises, name employee impact channels and give a specific next-update milestone.

COACHING NOTE / NOTA

Plain English preserves material complexity while removing decorative complexity.

El lenguaje claro conserva la complejidad material y elimina la complejidad decorativa.

CHECK + COACH

Answer key: Chapter 2

Clave: Capítulo 2

TASK	ANSWER / MODEL
2A records	1 action item; 2 resolution; 3 open issue; 4 agenda; 5 minutes.
2B chair moves	1 park; 2 invite evidence; 3 open/define purpose; 4 surface dissent; 5 close with owner and deadline.
2C requests	Models: 1 Could you send me the source? 2 You must declare the conflict. 3 We should hire 18 people. 4 Could you explain what evidence supports that conclusion?
2D classify	1 P; 2 D; 3 A but incomplete; 4 D/condition; 5 I. Model repair for 3: 'Legal will assess the privacy issue and submit a recommendation by Wednesday 12:00 UTC.'
2E challenge	Models: 1 What evidence supports extrapolating one market to the full market? 2 What workload data support that assumption? 3 What is the consequence if the issue remains? 4 Have we explicitly invited dissent?
2F simulation	A strong opening states purpose, authority, decision options, evidence needed and timing. A strong close states decision status, conditions, owners, dates, open issues and next review.

STATUS VERBS / VERBOS DE ESTADO

propose, recommend, approve, reject, defer, authorize, assign, confirm. Use the verb that matches the real authority and status.

proponer, recomendar, aprobar, rechazar, aplazar, autorizar, asignar, confirmar.

CHECK + COACH

Answer key: Chapter 3

Clave: Capítulo 3

TASK	ANSWER / MODEL
3A tenses	1 reports; 2 are reviewing; 3 finished; 4 have identified; 5 am meeting.
3B modals	1 must not; 2 could; 3 may; 4 must; 5 should; 6 do not have to.
3C conditionals	1 finishes / will decide; 2 had / would accelerate; 3 fails / stops; 4 objects.
3D voice	Possible: 1 'The project team missed the deadline' (name the verified owner). 2 'The board decided to pause hiring.' 3 'Every exception was documented.' 4 'The archived records were encrypted.' Preserve the actor when it matters.
3E editing	Model: 'The results show that we have fewer risks. I recommend approving the plan / recommend that we approve it because the team is responsible for delivery. Retention rose from 88% to 91%, an increase of 3 percentage points. The priorities are hiring, training and retention.'
3F update	Check that the pilot completion uses past simple, current findings use present perfect where appropriate, uncertainty uses a modal, the condition is grammatical and ownership is visible.

VOICE TEST / PRUEBA DE VOZ

Ask: What should the reader notice first - the actor, the action, or the result? Then check whether ownership remains recoverable.

Pregunta: ¿qué debe notar primero el lector: actor, acción o resultado? Luego comprueba que se pueda identificar la responsabilidad.

CHECK + COACH

Answer key: Chapter 4

Clave: Capítulo 4

TASK	ANSWER / MODEL
4A connectors	1 Although; 2 because of; 3 therefore; 4 unless; 5 for example; 6 because.
4B structure	1 Because demand increased... / Because of increased demand... 2 Although the legal review was delayed... / Despite the legal delay... 3 Margin fell; however, revenue rose. 4 Despite higher costs... / Although costs were higher... 5 The board approved phase one, but phase two remains open.
4C order	A defensible order: B/C as position/reason, D evidence, G limitation, E trade-off, A risk, F condition. Other orders work if the relationship is explicit.
4D claims	Models: 1 The pilot suggests demand in this market but does not establish national demand. 2 Training was associated with productivity gains; the analysis does not establish causation. 3 Clients may renew. 4 The current evidence suggests the price may be viable; it does not establish an optimum.
4E options	Answers vary. A recommendation must compare alternatives, state value and cost, address reversibility, and include a measurable trigger.
4F recommendation	Check position, relevant evidence, evidence boundary, trade-off, condition, decision ask, owner and review date. Connectors must express real logic, not decorate sentences.

CAUSALITY CHECK / PRUEBA DE CAUSALIDAD

Ask what else could explain the result and whether comparison, timing and design support the causal statement.
Pregunta qué más podría explicar el resultado y si comparación, temporalidad y diseño respaldan la afirmación causal.

CHECK + COACH

Answer key: Chapter 5

Clave: Capítulo 5

TASK	ANSWER / MODEL
5A metrics	1 lagging; 2 leading; 3 variance; 4 baseline; 5 sensitivity.
5B headlines	Models: 'Pilot revenue beat baseline, but margin remains below target.' 'A full launch would push forecast capacity to 94%.' 'Legal clearance remains the launch gate.' 'A phased launch balances learning and exposure.' 'Approval triggers hiring and a six-week readiness review.'
5C numbers	1 Retention rose from 88% to 91%, up 3 percentage points. 2 Revenue was \$1.12m, 12% above the \$1.0m baseline. 3 Margin was 31%, 3 percentage points below the 34% target. 4 Median response time was 11 hours, with observations from 4 to 21 hours.
5D value chain	Model: A single KPI view helps leaders compare metrics in one place, reduces reconciliation time and may speed decisions; evidence might include fewer manual reports or shorter review time. Do not claim financial value without measurement.
5E Q&A	Strong answers lead with a direct response, add relevant evidence, state uncertainty/confidentiality, and commit to an owner and return time when information is missing.
5F presentation	A complete update contains purpose, conclusion headline, two decisive facts, interpretation, limitation, risk, exact decision ask and first accountable action.

NUMBER CHECK / PRUEBA NUMÉRICA

State unit, period, comparator, source and whether the figure is actual, forecast or scenario.

Indica unidad, período, comparador, fuente y si la cifra es real, pronóstico o escenario.

CHECK + COACH

Answer key: Chapter 6

Clave: Capítulo 6

TASK	ANSWER / MODEL
6A position/interest	1 P; 2 I; 3 P; 4 I. Joint option example: launch a limited scope in September with temporary capacity and a service-level trigger.
6B persuasion audit	The statement lacks evidence, limits, stakeholder-specific impact, a safeguard and an exact ask. 'Competitors are moving' also needs a source and relevance.
6C preparation	Answers vary. Use objective criteria such as input costs, service performance, market benchmarks and switching costs. Do not reveal a confidential reservation point without authorization.
6D concessions	Models: 1 If we pay in 15 days, would you hold the price? 2 If we accept a two-year term, would you add termination rights? 3 If we reduce scope, would you reduce the fee proportionally? 4 If we move the date, would you guarantee the staffing level?
6E objections	Each response should acknowledge, clarify, answer with evidence/boundary, test whether the concern changed, and record an owner/date if follow-up is required.
6F record	Separate 'discussed', 'proposed', 'provisionally agreed' and 'committed'. Include authority, owners, dates, conditions, unresolved items and required review.

ETHICS CHECK / PRUEBA ÉTICA

Would the other party make the same decision if all material facts and conditions were visible? If not, your persuasion may be misleading.

¿La otra parte tomaría la misma decisión si viera todos los hechos y condiciones materiales? Si no, la persuasión puede ser engañosa.

CHECK + COACH

Answer key: Chapter 7

Clave: Capítulo 7

TASK	ANSWER / MODEL
7B evidence audit	1 I/overclaim; 2 F; 3 F as a forecast, not actual; 4 I/unsupported; 5 U; 6 I/qualified; 7 I/overclaim; 8 F (11% - 8% = 3 percentage points).
7C record	The board is the stated decision authority. A viable model could recommend phased launch subject to legal clearance, hiring/readiness gates and a service-response trigger. Learners may choose another option if they use the case evidence consistently.
7D board memo	Must preserve all figures, distinguish actual from forecast, address margin, capacity, people and legal risk, name evidence limits and request an exact decision.
7E employee message	If using the instructed status: 'approved a phased launch subject to legal clearance.' Do not say launch is unconditional. Acknowledge 64% workload sustainability and turnover moving from 8% to 11%; explain hiring, capacity and feedback safeguards.
7F external Q&A	Protect the client name, use the \$2.4m cap only if approved in your scenario, describe pilot scope honestly, and avoid labeling employee sentiment beyond the available survey and turnover data.
7G pack	Audit every number, date, decision-status verb and condition across all artifacts. Audience adaptation may change detail and tone, never the underlying fact.

MODEL DECISION / DECISIÓN MODELO

One defensible answer is a phased launch after legal clearance, with hiring before scale, an 87% capacity plan, response-time and workload triggers, and a fixed board review. It is not the only defensible answer.

Una respuesta defendible es un lanzamiento por fases tras aprobación legal, con contratación antes de escalar, plan de 87% de capacidad, indicadores de respuesta y carga, y revisión fija del directorio.

TOOLKIT

Executive language quick reference

Referencia rápida de lenguaje ejecutivo

PURPOSE	ENGLISH	ESPAÑOL
status	This is proposed / approved / deferred / subject to...	Esto está propuesto / aprobado / aplazado / sujeto a...
evidence	The current data show... / The source is...	Los datos actuales muestran... / La fuente es...
uncertainty	This suggests... / may... / does not establish...	Esto sugiere... / puede... / no demuestra...
challenge	What evidence supports that assumption?	¿Qué evidencia respalda ese supuesto?
boundary	I cannot confirm that yet. X will verify it by Y.	Todavía no puedo confirmarlo. X lo verificará para Y.
trade-off	This improves X at the cost of Y.	Esto mejora X a costa de Y.
condition	We can proceed provided that... / unless...	Podemos avanzar siempre que... / a menos que...
decision	I recommend... / I request approval for...	Recomiendo... / Solicito aprobación para...
action	X will deliver Y by DATE/TIME/Z...	X entregará Y para FECHA/HORA/Z...
dissent	I see the evidence differently because...	Interpreto la evidencia de otra forma porque...

EXECUTIVE VERB BANK / BANCO DE VERBOS

DECIDE	ANALYZE	EXECUTE	MONITOR
approve, reject, defer, authorize, endorse	assess, verify, compare, test, challenge	assign, implement, phase, escalate, mitigate	track, review, audit, report, trigger

MY PERSONAL PHRASE BANK / MI BANCO PERSONAL DE FRASES

SELF + PEER REVIEW

Executive writing rubric

Rúbrica de escritura ejecutiva

DIMENSION	1 EMERGING	2 FUNCTIONAL	3 STRONG	4 EXECUTIVE
purpose + audience	purpose unclear	purpose appears	purpose and audience fit	decision path is immediate
facts + evidence	unsupported claims	some relevant evidence	facts are sourced and scoped	evidence, comparison and limits are precise
logic	ideas are listed	basic connectors	argument and trade-off are visible	alternatives, conditions and triggers are coherent
grammar	meaning often blocked	meaning usually clear	accurate tense/modals/voice	grammar deliberately controls time, force and focus
tone + ethics	blunt or misleading	generally professional	respectful and transparent	stakeholder impact and uncertainty are handled responsibly
actionability	no decision or owner	partial next step	decision, owner and date	status, authority, conditions and review are complete

Total /24:

Reviewer / Revisor: _____

Date / Fecha: _____

ONE REVISION THAT WILL MOST IMPROVE THE DECISION / UNA REVISIÓN QUE MEJORARÁ MÁS LA DECISIÓN

YOU FINISHED / TERMINASTE

Clear executive English makes facts, choices, uncertainty, accountability and next steps easy to find.

El inglés ejecutivo claro facilita encontrar hechos, opciones, incertidumbre, responsabilidad y próximos pasos.