

# Consulting English Participant Workbook

Practice pages for realistic field-specific meetings, pushback, documentation, and role-play preparation

**Audience: management consultants, strategy consultants, implementation consultants, analysts, engagement managers, client partners, internal consultants, and advisory teams**

Focus: A consulting English curriculum for discovery, hypotheses, stakeholder management, scope, executive recommendations, slide narratives, implementation risk, and client pushback.

Designed for advanced ESL learners who already use professional English and need industry-specific terminology, realistic meetings, role-play pressure, careful pushback, and polished workplace outputs.

Teaching stance: this is language and workplace-communication training, not legal, medical, financial, safety, or regulatory advice. Instructors should connect every scenario to the learner's current company policies, local rules, and approved procedures.

## How to Use This Workbook

---

For each module, define the terms, identify the decision pressure, write a careful response, and practice the conversation aloud. Strong answers are specific, calm, evidence-aware, and tied to owner and next step.

### Module 1. Client Discovery and Problem Definition

#### Situation

A client asks for a benchmark study but describes a decision problem.

Stakeholder pressure: Sell the requested benchmark.

Constraint: Decision question, stakeholders, constraints, and expected use of analysis need clarification.

#### Terms to use

- discovery
- problem statement
- decision question
- stakeholder

#### Evidence, owner, or policy boundary

---

---

---

---

#### Pushback sentence

---

---

---

#### Draft the discovery question guide

---

---

---

---

### Module 2. Hypotheses and Issue Trees

**Situation**

The team has limited data but needs a workplan.

Stakeholder pressure: Analyze everything.

Constraint: Hypotheses, issue tree, prioritization, and evidence plan should focus effort.

**Terms to use**

- hypothesis
- issue tree
- workstream
- evidence plan

**Evidence, owner, or policy boundary**

**Pushback sentence**

**Draft the issue-tree workplan**

**Module 3. Data Requests and Client Burden**

**Situation**

The consulting team sends a long data request to a busy client.

Stakeholder pressure: Ask for everything just in case.

Constraint: Data relevance, owner, confidentiality, deadline, and burden need management.

**Terms to use**

- data request
- confidentiality
- owner

- deadline

**Evidence, owner, or policy boundary**

---

---

---

**Pushback sentence**

---

---

**Draft the data request prioritization**

---

---

---

---

**Module 4. Slide Storylines and Executive Synthesis**

**Situation**

A deck has many charts but no decision narrative.

Stakeholder pressure: Add more detail.

Constraint: So-what, implication, recommendation, and decision ask must be explicit.

**Terms to use**

- storyline
- so what
- recommendation
- decision ask

**Evidence, owner, or policy boundary**

---

---

---

**Pushback sentence**

---

**Draft the executive storyline**

**Module 5. Scope Management and Change Requests**

**Situation**

A client asks for an additional market study mid-project.

Stakeholder pressure: Do it to keep the client happy.

Constraint: Scope, timeline, budget, value, and tradeoff need a formal conversation.

**Terms to use**

- scope
- change request
- tradeoff
- statement of work

**Evidence, owner, or policy boundary**

**Pushback sentence**

**Draft the scope-change response**

## Module 6. Difficult Client Feedback

### Situation

A client says the recommendation is not practical.

Stakeholder pressure: Defend the model.

Constraint: Implementation constraints, assumptions, and client knowledge should be integrated.

### Terms to use

- assumption
- implementation constraint
- stakeholder buy-in
- iteration

### Evidence, owner, or policy boundary

### Pushback sentence

### Draft the feedback recovery plan

## Module 7. Implementation and Change Management

### Situation

Leadership approves a new operating model but managers resist.

Stakeholder pressure: Tell managers the decision is final.

Constraint: Change story, incentives, decision rights, training, and adoption metrics matter.

### Terms to use

- operating model
- change management

- adoption
- decision rights

**Evidence, owner, or policy boundary**

---

---

---

**Pushback sentence**

---

---

---

**Draft the implementation risk brief**

---

---

---

---

**Module 8. Steering Committees and Final Readouts**

**Situation**

Executives disagree during the final readout.

Stakeholder pressure: Keep presenting the slides.

Constraint: Decision rights, options, risks, and next-step ownership need facilitation.

**Terms to use**

- steering committee
- option set
- risk
- next step

**Evidence, owner, or policy boundary**

---

---

---

**Pushback sentence**

---

---

---

**Draft the steering committee close**

---

---

---

---

---

---

---

---

**Capstone Simulation**

---

Lead a cross-functional meeting in consulting. Choose four modules from this workbook, connect the risks, and prepare a five-minute update with decision, evidence, constraint, owner, and next step.

---

---

---

---

---

---

---

---

---

---

---

---