

Software Product Management English Dialogue Lab

Realistic field-specific dialogues, role-play variations, and observer checklists

Audience: software product managers, product owners, UX leads, engineering managers, growth product teams, platform PMs, and product-operations staff

Focus: A software product-management English curriculum for discovery, roadmaps, user stories, prioritization, metrics, launches, stakeholder negotiation, experimentation, and product strategy.

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.

Dialogue Practice Method

Read each exchange once for meaning, once for tone, and once for decision structure. Then replace the ESL learner line with a version from the learner's own workplace.

1. Product Discovery and Problem Framing

Setting

A large customer asks for a custom feature.

Speaker	Line
Sales leader	Put it on the roadmap immediately.
Product manager	User need, segment fit, evidence, opportunity cost, and strategy need review.
ESL learner	I understand the goal, but we need to separate urgency from control. For this decision, I need to confirm user need, persona, the owner, and the evidence standard before we commit.
Sales leader	What would let us move forward without slowing everything down?
ESL learner	Let's document the assumption, define the risk trigger, and create a short discovery brief. Then we can decide whether to proceed, escalate, or revise the plan.

Language notes

- The learner names the field-specific control point instead of giving a vague no: user need, persona.
- The response preserves the business goal while adding evidence, owner, and next-step discipline.

Role-play variation

Observer checklist

- Did the learner name the decision and the risk?
- Did the learner use at least two industry terms accurately?
- Did the learner give a concrete next step without overpromising?

2. Roadmaps and Prioritization

Setting

Executives want three major features in one quarter.

Speaker	Line
VP Product	Commit to all three.
Engineering manager	Capacity, dependencies, risk, strategic fit, and sequencing must be clear.
ESL learner	I understand the goal, but we need to separate urgency from control. For this decision, I need to confirm roadmap, prioritization, the owner, and the evidence standard before we commit.
VP Product	What would let us move forward without slowing everything down?

Speaker	Line
ESL learner	Let's document the assumption, define the risk trigger, and create a short roadmap tradeoff memo. Then we can decide whether to proceed, escalate, or revise the plan.

Language notes

- The learner names the field-specific control point instead of giving a vague no: roadmap, prioritization.
- The response preserves the business goal while adding evidence, owner, and next-step discipline.

Role-play variation

Observer checklist

- Did the learner name the decision and the risk?
- Did the learner use at least two industry terms accurately?
- Did the learner give a concrete next step without overpromising?

3. User Stories and Acceptance Criteria

Setting

Design and engineering disagree about what done means.

Speaker	Line
Product owner	Let engineering interpret the request.
UX designer	Acceptance criteria, edge cases, analytics, and UX intent need definition.
ESL learner	I understand the goal, but we need to separate urgency from control. For this decision, I need to confirm user story, acceptance criteria, the owner, and the evidence standard before we commit.
Product owner	What would let us move forward without slowing everything down?
ESL learner	Let's document the assumption, define the risk trigger, and create a short user-story rewrite. Then we can decide whether to proceed, escalate, or revise the plan.

Language notes

- The learner names the field-specific control point instead of giving a vague no: user story, acceptance criteria.
- The response preserves the business goal while adding evidence, owner, and next-step discipline.

Role-play variation

Observer checklist

- Did the learner name the decision and the risk?
- Did the learner use at least two industry terms accurately?
- Did the learner give a concrete next step without overpromising?

4. Metrics, Funnels, and Product Analytics

Setting

Activation improved after a release.

Speaker	Line
Product analyst	Declare the feature successful.
Growth PM	Cohorts, instrumentation, seasonality, and counter-metrics need review.
ESL learner	I understand the goal, but we need to separate urgency from control. For this decision, I need to confirm activation, retention, the owner, and the evidence standard before we commit.
Product analyst	What would let us move forward without slowing everything down?
ESL learner	Let's document the assumption, define the risk trigger, and create a short metric interpretation note. Then we can decide whether to proceed, escalate, or revise the plan.

Language notes

- The learner names the field-specific control point instead of giving a vague no: activation, retention.
- The response preserves the business goal while adding evidence, owner, and next-step discipline.

Role-play variation

Observer checklist

- Did the learner name the decision and the risk?
- Did the learner use at least two industry terms accurately?
- Did the learner give a concrete next step without overpromising?

5. Experimentation and A/B Testing

Setting

Marketing wants to launch a variant because early clicks are higher.

Speaker	Line
Growth PM	Roll it out to everyone.
Marketing lead	Sample size, significance, novelty effect, and guardrail metrics matter.
ESL learner	I understand the goal, but we need to separate urgency from control. For this decision, I need to confirm A/B test, hypothesis, the owner, and the evidence standard before we commit.
Growth PM	What would let us move forward without slowing everything down?
ESL learner	Let's document the assumption, define the risk trigger, and create a short experiment readout. Then we can decide whether to proceed, escalate, or revise the plan.

Language notes

- The learner names the field-specific control point instead of giving a vague no: A/B test, hypothesis.
- The response preserves the business goal while adding evidence, owner, and next-step discipline.

Role-play variation

Observer checklist

- Did the learner name the decision and the risk?
- Did the learner use at least two industry terms accurately?
- Did the learner give a concrete next step without overpromising?

6. Release Readiness and Go-to-Market

Setting

A feature is code-complete but docs and support training are not ready.

Speaker	Line
Product manager	Launch because engineering is done.
Support lead	Documentation, enablement, migration, monitoring, and rollback need readiness.
ESL learner	I understand the goal, but we need to separate urgency from control. For this decision, I need to confirm release, rollback, the owner, and the evidence standard before we commit.
Product manager	What would let us move forward without slowing everything down?
ESL learner	Let's document the assumption, define the risk trigger, and create a short launch readiness checklist. Then we can decide whether to proceed, escalate, or revise the plan.

Language notes

- The learner names the field-specific control point instead of giving a vague no: release, rollback.
- The response preserves the business goal while adding evidence, owner, and next-step discipline.

Role-play variation

Observer checklist

- Did the learner name the decision and the risk?
- Did the learner use at least two industry terms accurately?
- Did the learner give a concrete next step without overpromising?

7. Platform, APIs, and Technical Debt

Setting

Engineering asks for a sprint to address technical debt.

Speaker	Line
Engineering manager	Reject it because customers cannot see it.

Speaker	Line
Product leader	Reliability, developer velocity, support burden, and future roadmap risk need translation.
ESL learner	I understand the goal, but we need to separate urgency from control. For this decision, I need to confirm technical debt, API, the owner, and the evidence standard before we commit.
Engineering manager	What would let us move forward without slowing everything down?
ESL learner	Let's document the assumption, define the risk trigger, and create a short technical debt business case. Then we can decide whether to proceed, escalate, or revise the plan.

Language notes

- The learner names the field-specific control point instead of giving a vague no: technical debt, API.
- The response preserves the business goal while adding evidence, owner, and next-step discipline.

Role-play variation

Observer checklist

- Did the learner name the decision and the risk?
- Did the learner use at least two industry terms accurately?
- Did the learner give a concrete next step without overpromising?

8. Stakeholder Pushback and Executive Narrative

Setting

A senior stakeholder wants a feature that conflicts with strategy.

Speaker	Line
Executive sponsor	Agree to keep the relationship positive.
Product manager	Strategic fit, customer segment, cost, and alternatives need a clear recommendation.
ESL learner	I understand the goal, but we need to separate urgency from control. For this decision, I need to confirm stakeholder, strategic fit, the owner, and the evidence standard before we commit.
Executive sponsor	What would let us move forward without slowing everything down?
ESL learner	Let's document the assumption, define the risk trigger, and create a short stakeholder pushback script. Then we can decide whether to proceed, escalate, or revise the plan.

Language notes

- The learner names the field-specific control point instead of giving a vague no: stakeholder, strategic fit.
- The response preserves the business goal while adding evidence, owner, and next-step discipline.

Role-play variation

Observer checklist

- Did the learner name the decision and the risk?
- Did the learner use at least two industry terms accurately?
- Did the learner give a concrete next step without overpromising?