

Stakeholder Analysis & Strategic Communication

Mapping Influence, Priorities & Engagement Strategies

FACILITATOR GUIDE

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Case Study Focus: Stakeholder Analysis • Strategic Communication • Influence Mapping • Engagement Strategy • Organizational Alignment

Facilitator Overview

This 75-minute facilitated session uses a healthcare labor and supply-shortage scenario to practice stakeholder analysis, ethical perspective-taking, strategic communication, and evidence-based action planning. The guide adapts the original presentation into an interactive learning experience.

Learning Objectives

- Identify stakeholder groups affected by a complex healthcare labor and safety scenario.
- Analyze stakeholder interests, risks, ethical considerations, and communication needs.
- Compare perspectives of patients, clinical staff, administrators, HR, and union representatives.
- Apply evidence-based recommendations to strengthen safety, communication, and organizational resilience.
- Develop a practical stakeholder engagement and communication plan.

Recommended Agenda

Section	Time
Opening & context	5 min
Scenario & stakeholder mapping	10 min
Impact analysis	10 min
Ethical perspectives	15 min
Affiliation, liability & labor context	10 min
Negotiation & communication tactics	10 min
Recommendations & prevention	10 min
Action planning & close	5 min

Scenario

A 280-bed acute care hospital is experiencing critical supply shortages that create unsafe conditions for staff and patients. Clinical staff—including nurses, laboratory technicians, and physicians—are affected. Administration is seeking alternatives, but shipment delays, product unavailability, and inefficient processes continue. Nurses call a strike, citing unsafe conditions and demanding immediate resolution. Participants will examine the situation from the perspective of the Chief Nursing Officer and develop a stakeholder-centered response.

1. Stakeholder Mapping

Suggested Time	10 minutes
Purpose	Surface who is affected and what each group needs.

Key Talking Points

- Core stakeholder groups include patients, nurses and other clinical staff, hospital administrators, and Human Resources.

- Additional stakeholders can include union representatives, regulators, suppliers, temporary staff, and the surrounding community.
- Stakeholder analysis should consider safety, workload, care continuity, cost, reputation, trust, and decision authority.

Participant Activity

In small groups, list the stakeholders and place each on an influence/impact matrix. Identify one priority concern and one communication need for each.

Debrief Questions

- Which stakeholder has the greatest immediate risk?
- Who has the greatest influence over resolution?
- Where are interests aligned despite conflict?

Facilitator note: Encourage participants to distinguish immediate operational impacts from longer-term trust, retention, legal, financial, and community consequences.

2. Visible & Hidden Impacts

Suggested Time	10 minutes
Purpose	Move beyond the immediate strike disruption to second-order effects.

Key Talking Points

- Immediate effects include reduced staffing, delayed treatment, increased workloads, operational disruption, and safety concerns.
- Longer-term effects may include patient outcomes, staff morale and retention, financial losses, reputation and trust, regulatory/legal consequences, and community access to care.

Participant Activity

Ask groups to sort impacts into immediate, medium-term, and long-term consequences.

Debrief Questions

- Which hidden impact is easiest to overlook?
- Which consequence could persist after the strike ends?

Facilitator note: Encourage participants to distinguish immediate operational impacts from longer-term trust, retention, legal, financial, and community consequences.

3. Ethical Perspectives

Suggested Time	15 minutes
Purpose	Practice perspective-taking without reducing the issue to a single right answer.

Key Talking Points

- Nurses must weigh patient care and safety against unsafe working conditions, equity, collective action, and transparent communication.
- Patients may experience compromised care, delayed response, uncertainty, and reduced ability to make informed decisions.
- Administrators must balance care continuity, transparent communication, fair negotiation, justice, legal compliance, and organizational responsibility.
- The organization must consider resource allocation, employee well-being, patient safety, community communication, and lasting reputation.

Participant Activity

Assign each group a stakeholder perspective. Have them state: What do we need? What are we afraid of? What would a fair resolution require?

Debrief Questions

- Where do ethical duties conflict?
- What information should be communicated transparently?
- What would build trust across perspectives?

Facilitator note: Encourage participants to distinguish immediate operational impacts from longer-term trust, retention, legal, financial, and community consequences.

4. Affiliation, Liability & Labor Context

Suggested Time	10 minutes
Purpose	Identify constraints that shape stakeholder choices.

Key Talking Points

- Affiliation includes employment relationships, union representation, professional obligations, and contractual relationships.
- Liability considerations include patient and staff safety, negligence claims, regulatory compliance, and insurance coverage.
- The source presentation highlights the NLRA, OSHA, FLSA, and state-specific labor laws as relevant considerations.

Participant Activity

Have participants identify which issues require HR, legal, compliance, or operational expertise before action is taken.

Debrief Questions

- Which decisions should not be made by one leader alone?
- Where is expert consultation essential?

Facilitator note: Encourage participants to distinguish immediate operational impacts from longer-term trust, retention, legal, financial, and community consequences.

5. Negotiation & Communication Tactics

Suggested Time	10 minutes
Purpose	Translate stakeholder analysis into engagement strategy.

Key Talking Points

- The presentation identifies collective bargaining, grievance handling, and communication/engagement as core tactics.
- HR and union representatives approach these tactics from different roles but share a need for structured negotiation and reliable communication.
- A strategic communication plan should define audience, message, messenger, channel, cadence, and feedback loop.

Participant Activity

Complete the communication-planning table in the participant handout for three priority stakeholder groups.

Debrief Questions

- Which message must remain consistent across audiences?
- Which messages need to be tailored?
- Who is the most credible messenger for each audience?

Facilitator note: Encourage participants to distinguish immediate operational impacts from longer-term trust, retention, legal, financial, and community consequences.

6. Evidence-Based Recommendations & Prevention

Suggested Time	10 minutes
Purpose	Move from analysis to immediate and preventive action.

Key Talking Points

- Recommendations in the presentation include adequate staffing, safe working conditions, support systems, and effective communication.
- Preventive measures include diversified suppliers, emergency preparedness, strong communication channels, and inventory systems that monitor supply and forecast need.
- The desired future state combines patient/staff safety with stronger operational resilience and stakeholder trust.

Participant Activity

Ask groups to choose two immediate actions and two preventive actions, then identify an owner and success measure for each.

Debrief Questions

- Which action reduces risk fastest?
- Which action addresses a root cause?
- How will leaders know the intervention is working?

Facilitator note: Encourage participants to distinguish immediate operational impacts from longer-term trust, retention, legal, financial, and community consequences.

Closing Activity: 30-Day Stakeholder Action Plan

Participants identify the three most important actions to take in the next 30 days, the stakeholder owner/partner for each action, the communication required, and the evidence that would demonstrate progress.

Facilitation Tips

- Keep discussion centered on stakeholder needs and decision tradeoffs rather than debating unionization in the abstract.
- Invite participants to support recommendations with evidence from the case rather than assumptions.
- Use neutral language when comparing perspectives and explicitly surface areas of shared interest.
- If time is limited, prioritize stakeholder mapping, ethical perspectives, and the 30-day action plan.

Source Notes

This facilitator guide is adapted from the uploaded Stakeholder Analysis & Strategic Communication presentation. The original presentation cites Pattani (2021), Lundberg (2023), Cherian (n.d.), Murphy (2022), Haddad (2023), Essex & Weldon (2022), Mulaudzi et al. (2021), Lambrych (2023), Bridgers (2024), U.S. Nursing (2023), NLRB, OSHA, DOL, HPU Online (2023), Muller (2022), Clarke & Donaldson (2008), and Chamlou (2023). Consult the original presentation for the full reference list.