

Stakeholder Analysis & Strategic Communication

Mapping Influence, Priorities & Engagement Strategies

PARTICIPANT HANDOUT

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

Session Purpose

Use this handout to analyze a complex healthcare labor and safety scenario, compare stakeholder perspectives, and build a practical engagement and communication response.

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.

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 Map

Stakeholder	Primary concern	Impact level	Influence level	Communication need
Patients				
Nurses / clinical staff				
Hospital administration				
Human Resources				
Union representatives				
Other:				

2. Impact Analysis

Identify consequences that may not be immediately visible.

Immediate	Medium-term	Long-term

3. Ethical Perspective Exercise

Choose one stakeholder perspective and answer the prompts.

Stakeholder perspective:

What does this stakeholder need most?

What risks or harms are they trying to avoid?

What ethical responsibilities shape their position?

What would a fair resolution look like from this perspective?

4. Affiliation, Liability & Decision Constraints

The source presentation highlights employment/union relationships, professional obligations, patient and staff safety, negligence, regulatory compliance, insurance, and labor-law considerations. Note which constraints require specialized input.

Issue / constraint	Who should be involved?	What question must be answered?

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5. Strategic Communication Plan

Audience	Desired outcome	Key message	Messenger	Channel / cadence	Feedback loop

6. Evidence-Based Action Priorities

Consider the recommendations highlighted in the presentation: adequate staffing, safe working conditions, staff support systems, effective communication, diversified suppliers, emergency preparedness, and inventory management.

Action	Immediate or preventive?	Owner / partner	Success measure	Timing

7. 30-Day Stakeholder Action Plan

Top three actions we will prioritize:

Stakeholders we must engage first:

One communication commitment we will make:

One operational risk we will reduce:

How we will measure progress:

Key Takeaway

Complex organizational problems require more than a single operational fix. Effective leaders identify who is affected, understand competing interests and ethical obligations, communicate transparently, engage the right partners, and pair immediate actions with preventive systems.

Source Note

This participant handout is adapted from the uploaded Stakeholder Analysis & Strategic Communication presentation. Full citations and references are retained in the original presentation.