

## Gerenciamento de Stakeholders



# GERENCIAMENTO DE PROJETOS DE TI ALINHADO ÀS PRÁTICAS DO PMI

Professor:  
Me. Paulo Sampaio, PMP, PMI-RMP

23 de Setembro de 2014



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## AGENDA



-  Gestão de Stakeholders
-  Processos
-  Identificação
-  Diagrama de Fluxos
-  Mapa Mental
-  Matriz de Engajamento



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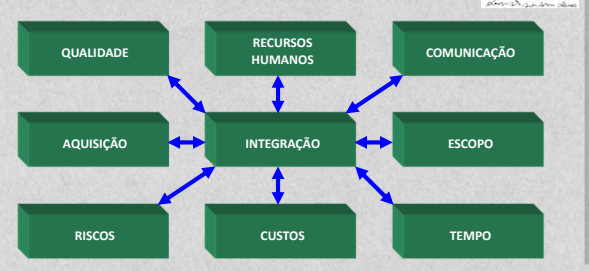
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## PMBOK

Áreas de conhecimento do PMBOK®





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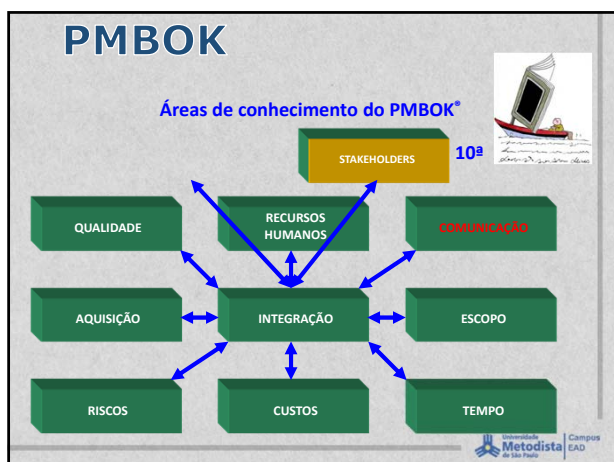
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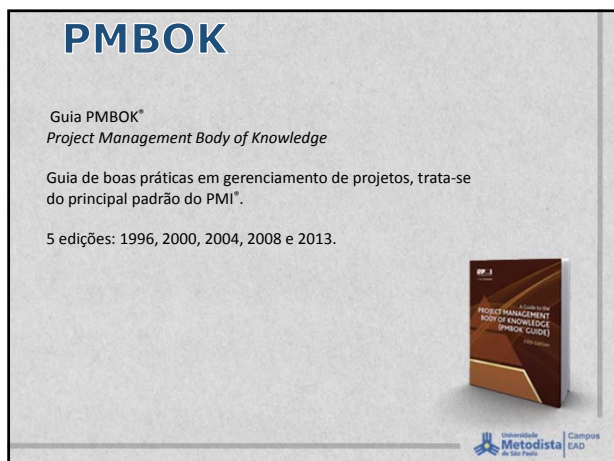
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## GESTÃO DE STAKEHOLDERS

Gestão de Stakeholders, segundo PMBOK® v5

Inclui os processos de identificação de pessoas, grupos ou organizações que podem impactar ou ser impactados pelo projeto, além de gerenciar estrategicamente o engajamento dos *stakeholders* no projeto.

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## GESTÃO DE STAKEHOLDERS

Quem são os  
*stakeholders*?

## GESTÃO DE STAKEHOLDERS

Quem são os *stakeholders*?



Time de projeto

## GESTÃO DE STAKEHOLDERS

Quem são os *stakeholders*?



Corpo de diretores,  
responsáveis pelo patrocínio  
do projeto (sponsors)



Órgãos governamentais,  
organizações de classe e  
demais representações de  
comunidades



Time de projeto

## GESTÃO DE STAKEHOLDERS

Quem são os *stakeholders*?



## GESTÃO DE STAKEHOLDERS

Quem são os *stakeholders*?

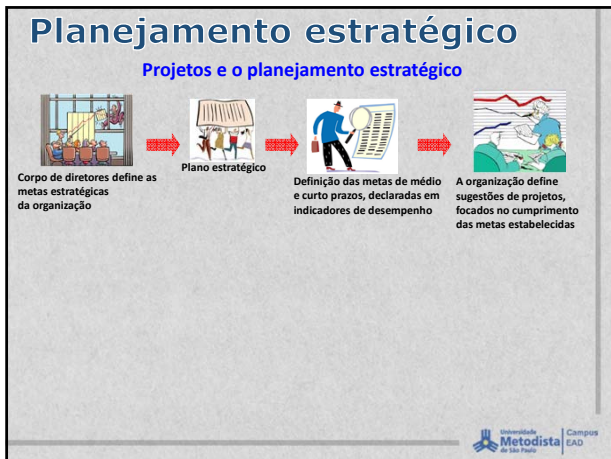


## Planejamento estratégico

Projetos e o planejamento estratégico








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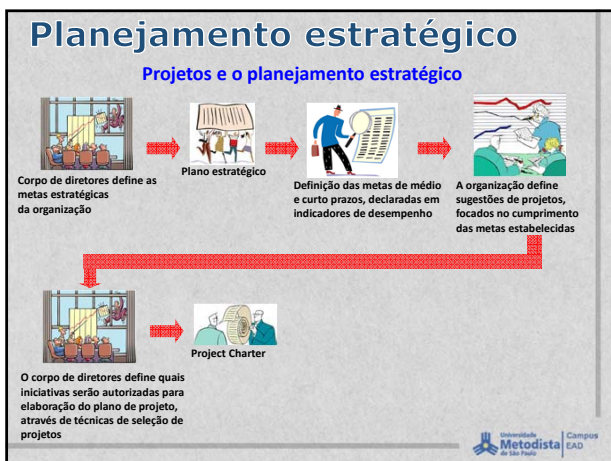
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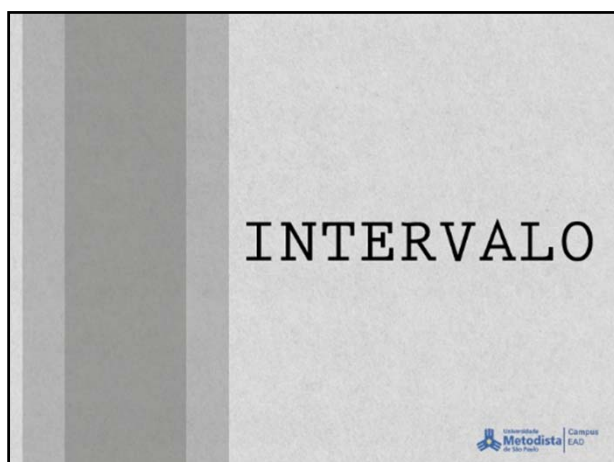
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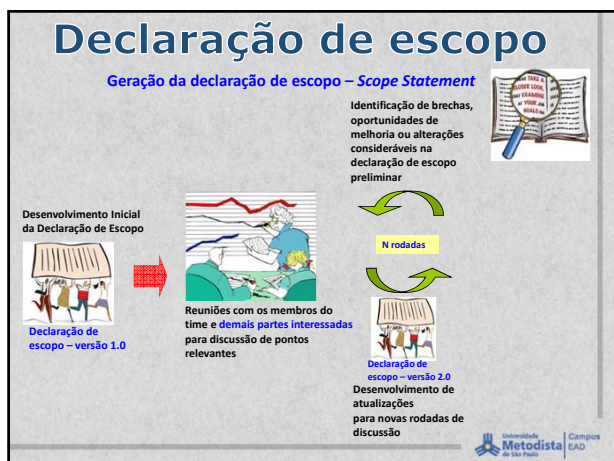
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## GESTÃO DE STAKEHOLDERS

**LEADERSHIP AND PARTICIPATING ORGANIZATIONS**

**PMSURVEY.ORG**  
A GLOBAL INITIATIVE OF PROPHETICITY

The chapters that led this initiative in the PMSURVEY 2012 Edition were as follows:

Amazonas, Brazil	Montevideo, Uruguay
Bahia, Brazil	Nuevo Cuyo, Argentina
Buenos Aires, Argentina	Paraná, Brazil
Ceará, Brazil	Paris, France
Central Ohio, USA	Pernambuco, Brazil
Distrito Federal, Brazil	Rio de Janeiro, Brazil
Espírito Santo, Brazil	Rio Grande do Sul, Brazil
Goiás, Brazil	Santa Catarina, Brazil
Minas Gerais, Brazil	São Paulo, Brazil

In the 2012 Edition of PMSURVEY.ORG, 730 organizations participated in Argentina, Brazil, France and Uruguay . Visit [www.pmsurvey.org](http://www.pmsurvey.org) to find the name of these organizations.

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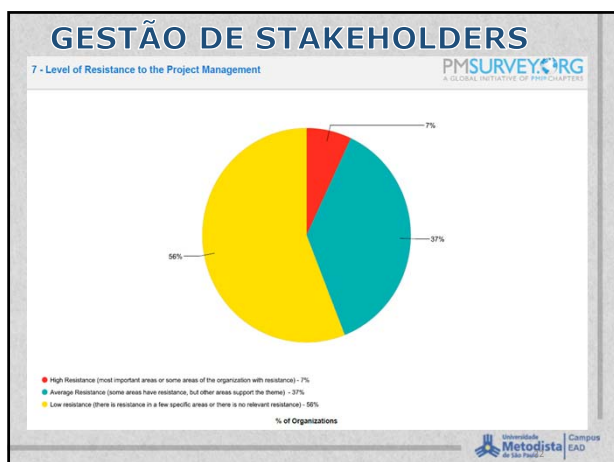
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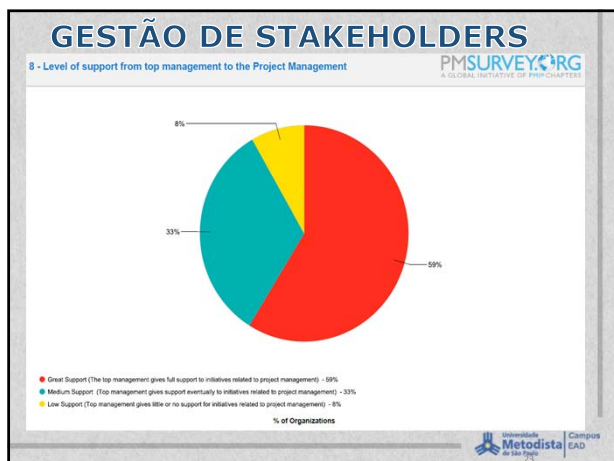
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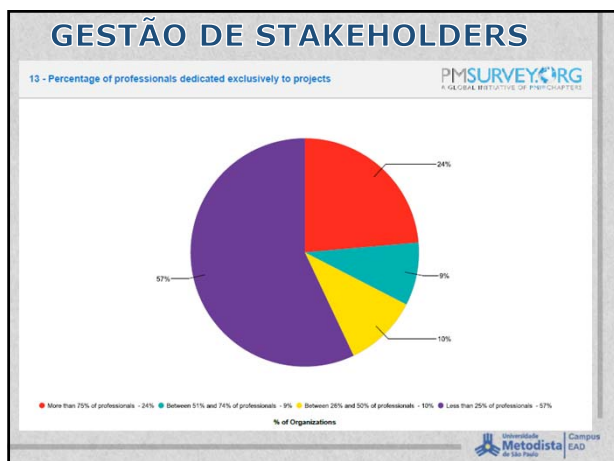
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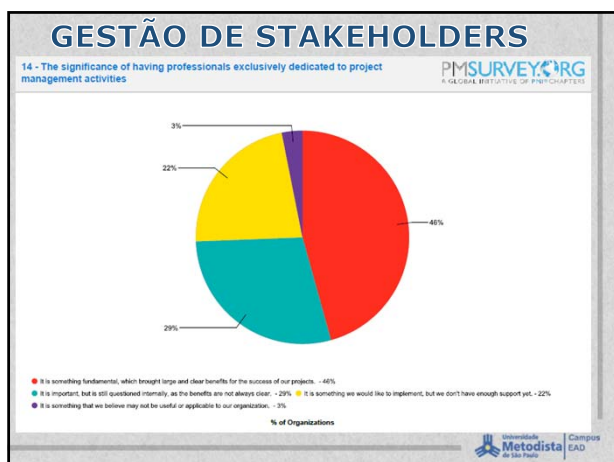
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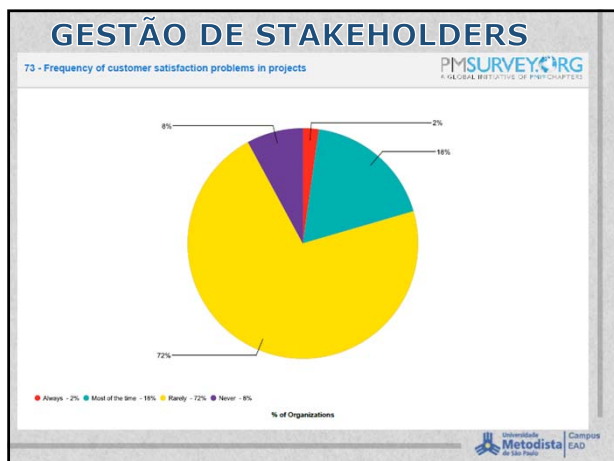
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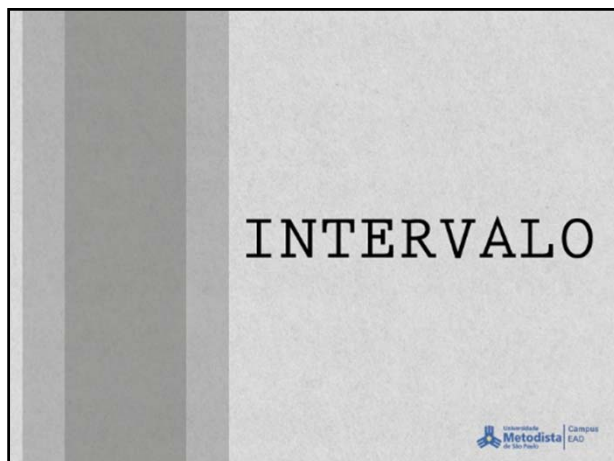
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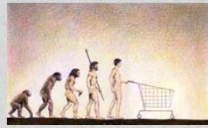
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## GESTÃO DE STAKEHOLDERS

### Gestão de Stakeholders



Processos do Guia PMBOK®:

- **Identificação dos Stakeholders (*Identify Stakeholders*):** identifica as pessoas, grupos ou organizações que impactam ou são impactados pelo projeto, gerenciando seus interesses, envolvimento, interdependências, influências e potencial impacto no sucesso do projeto.
- **Plano de Gerenciamento de Stakeholders (*Plan Stakeholder Management*):** Aplicação de estratégias apropriadas para gerenciar as expectativas dos stakeholders durante o ciclo de vida do projeto.

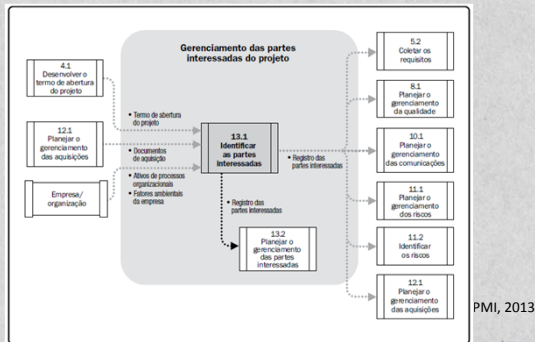
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## GESTÃO DE STAKEHOLDERS

### Diagrama de Fluxos – Gestão das partes interessadas



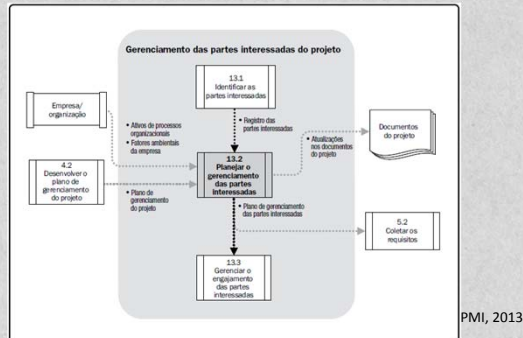
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## GESTÃO DE STAKEHOLDERS

### Diagrama de Fluxos – Planejar o gerenciamento das partes interessadas



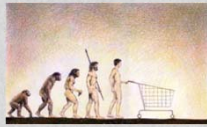
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## GESTÃO DE STAKEHOLDERS

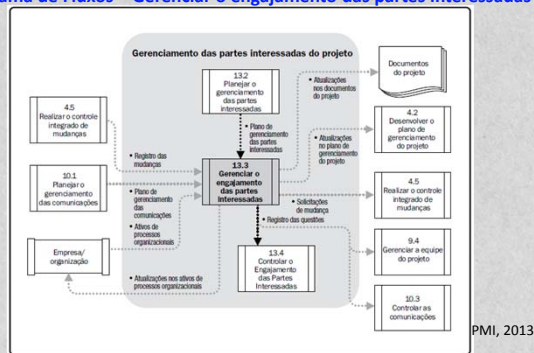
Processos do Guia PMBOK®:



- **Gerenciar o Engajamento do Stakeholder (Manage Stakeholder Engagement):** o processo de comunicação e trabalho junto aos stakeholders no intuito de atender as suas necessidades e expectativas e de engajá-lo nas atividades do projeto durante todo o ciclo de vida.
- **Controlar o Engajamento do Stakeholder (Control Stakeholder Management):** o processo de monitorar as relações com o stakeholder e ajustar as estratégias de engajamento do mesmo ao projeto durante o ciclo de vida.

## GESTÃO DE STAKEHOLDERS

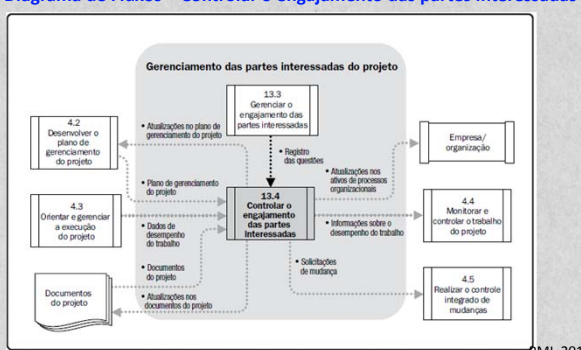
Diagrama de Fluxos – Gerenciar o engajamento das partes interessadas



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## GESTÃO DE STAKEHOLDERS

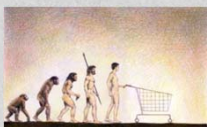
Diagrama de Fluxos – Controlar o engajamento das partes interessadas



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## GESTÃO DE STAKEHOLDERS

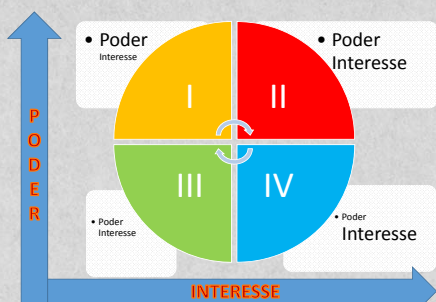
### Quem são os stakeholders?



- ❑ Os *stakeholders* são as partes interessadas do projeto e podem, se mal gerenciados, ser sérias fontes de risco para o sucesso do projeto;
- ❑ Muitas falhas no planejamento e execução de projetos são originadas por um mapeamento incompleto ou inadequado dos requisitos dos *stakeholders*.
- ❑ Dependendo do seu grau de influência no projeto, deve-se estabelecer uma estratégia de comunicação eficaz, capaz de minimizar os impactos negativos sobre o projeto.

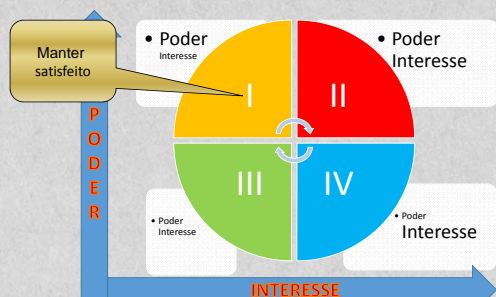
## GESTÃO DE STAKEHOLDERS

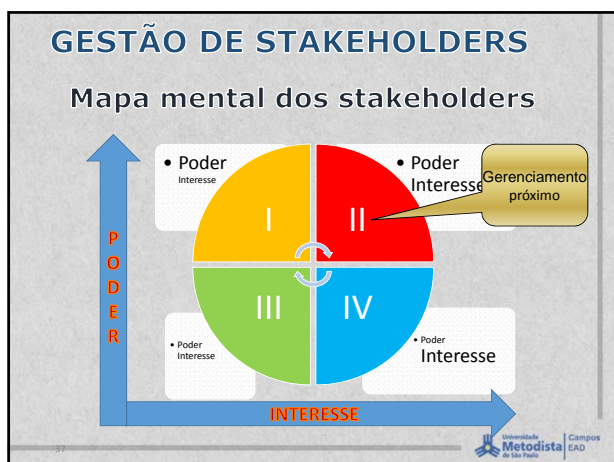
### Mapa mental dos stakeholders



## GESTÃO DE STAKEHOLDERS

### Mapa mental dos stakeholders






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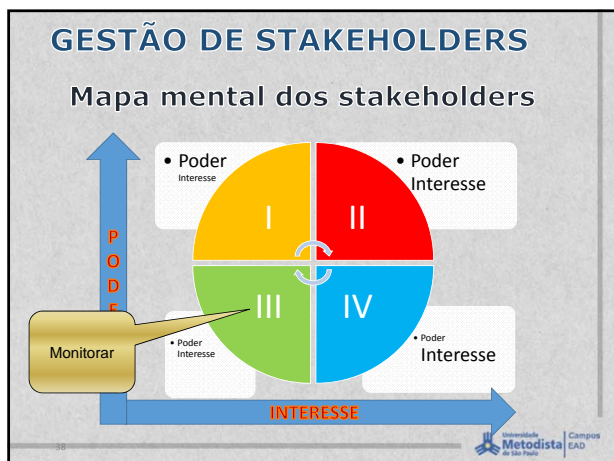
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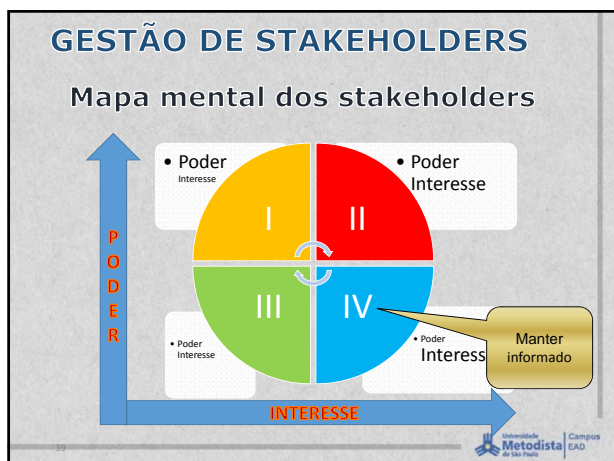
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GESTÃO DE STAKEHOLDERS					
Matriz de avaliação do nível de engajamento das partes interessadas					
Stakeholders	Não Informado	Resistente	Neutro	Apoia	Lidera
Stakeholder 1	C			D	
Stakeholder 2		C		D	
Stakeholder 3				C	D

✓ **Desinformado.** Sem conhecimento do projeto e impactos potenciais.  
 ✓ **Resistente.** Ciente do projeto e dos impactos potenciais e resistente à mudança.  
 ✓ **Neutro.** Ciente do projeto e mesmo assim não dá apoio ou resiste.  
 ✓ **Dá apoio.** Ciente do projeto e dos impactos potenciais e dá apoio, inclusive às mudanças.  
 ✓ **Lidera.** Ciente do projeto e dos impactos potenciais e ativamente engajado em garantir o êxito do projeto.

C => nível de engajamento atual  
 D => nível de engajamento desejado

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Referências	
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KERZNER, H. <b>Gestão de projetos</b> – as melhores práticas. 2. ed. Porto Alegre: Bookman, 2006.	
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Dúvidas	
	

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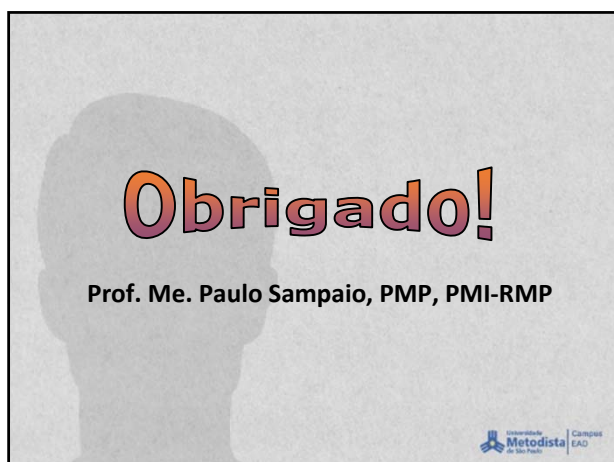
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