The Co-managed IT Buyer's Guide

2027



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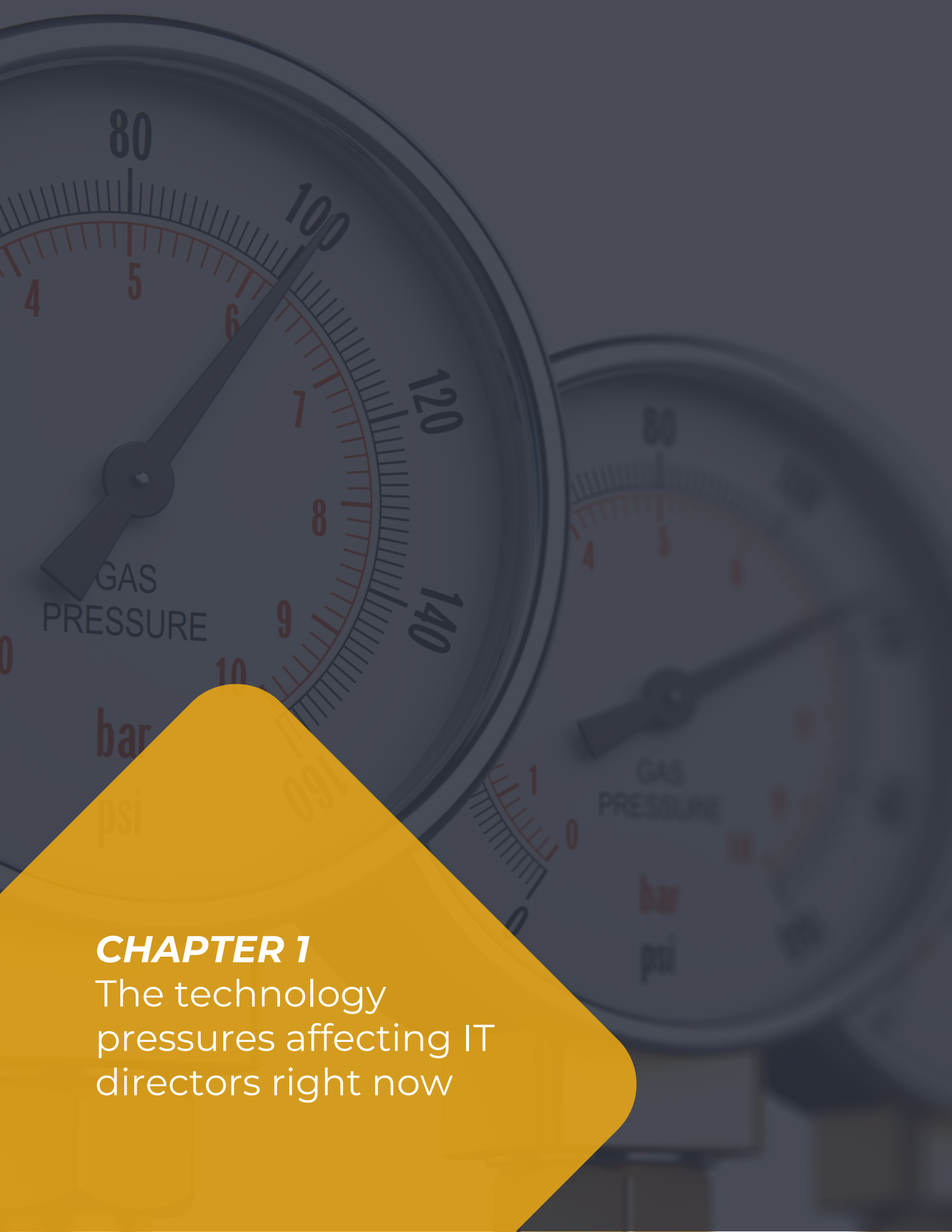
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CHAPTER 1

The technology pressures affecting IT directors right now

Hello, my name is Michael Kamen, and I'm the founder of Edge Solutions Group. We're an MSP based in Santa Monica that supports IT directors like you.



As the person with IT responsibility, you already know how quickly the ground beneath your feet is shifting.

What's changed over the last few years isn't just the technology itself… it's the **pace**, the **breadth**, and the **expectations** placed on internal IT teams.

Most IT leaders I speak to aren't struggling because they lack knowledge or capability. They're struggling because the job has quietly become too wide for any one team to carry alone.

I believe we're in the middle of several overlapping technology shifts that are fundamentally changing what it means to run IT inside a business. Not in theory, but in day-to-day reality.

Here are five pressures I see affecting internal IT teams the most.

Pressure 1:

AI has moved from "interesting" to unavoidable

AI has gone from being a tool you could choose to ignore… to something that's appearing inside every platform your business already uses.

Microsoft Copilot. Meeting summaries. Document drafting. Image generation. Data analysis.

And increasingly, AI tools are being introduced directly by users, often without IT's knowledge.

The challenge isn't whether AI is useful. It's:

- How do you roll it out safely?
- How do you govern it without blocking productivity?
- How do you stop sensitive data being exposed through well-meaning experimentation?
- ·How do you govern AI that acts on your behalf, not just when you ask it to?

AI has added an entirely new layer of responsibility. AI agents are already operating inside business workflows, booking meetings, writing code, processing requests, and interacting with external systems. The challenge is that most governance models were designed for tools that respond to humans, not for software that makes decisions independently. That's a different problem. And it's one that's landing on IT's desk.

Pressure 2:

Hybrid working never really settled down

Hybrid working didn't end when offices reopened. It became the default. Users now expect to work from anywhere, on any device, with minimal friction.

And they expect it to "just work".

From an IT perspective, that means more:

- Endpoints
- Identity management
- Access scenarios
- Risk

Supporting hybrid work isn't difficult in isolation. But supporting it ***consistently, securely***, and at ***scale***... while everything else is changing... is where the pressure builds.

Pressure 3:

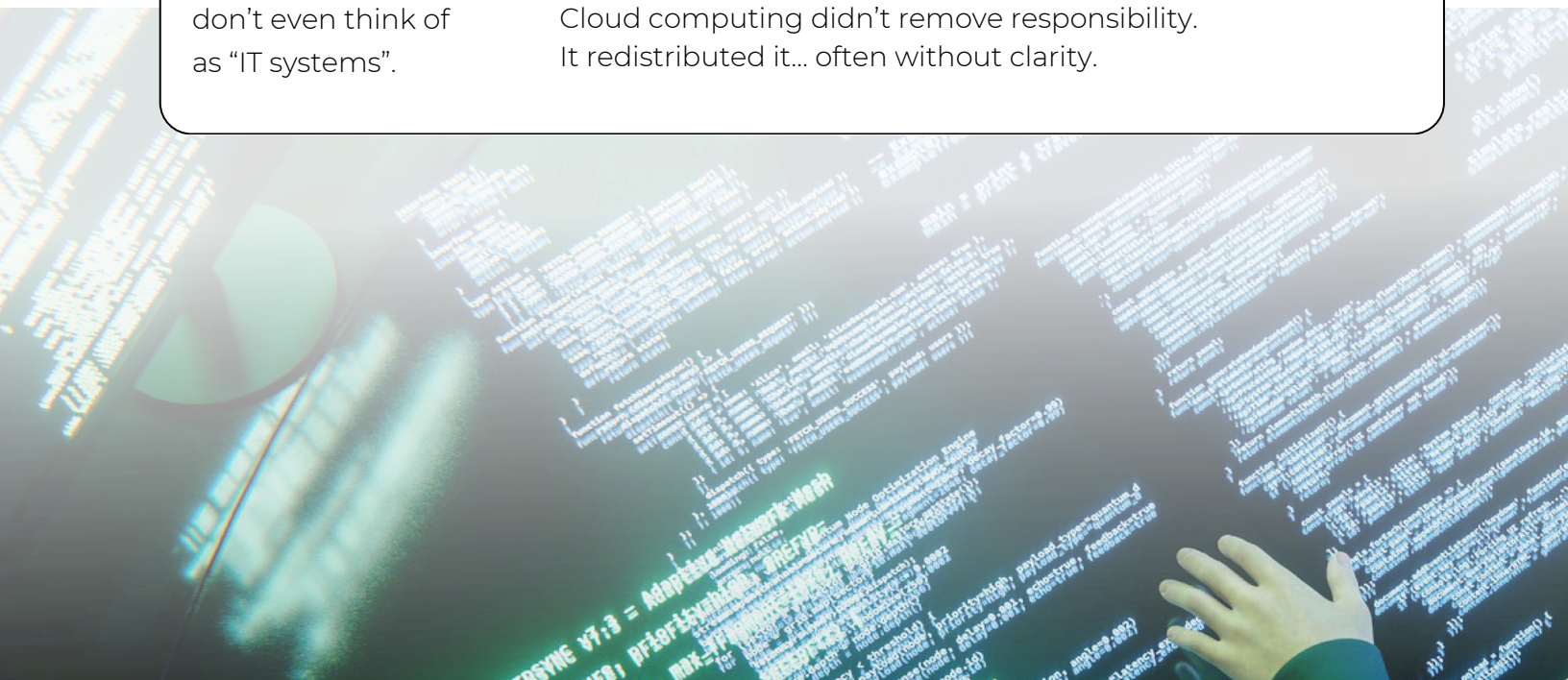
The cloud removed boundaries (and accountability with them)

The cloud solved a lot of problems. It also blurred a lot of lines. Data can now live across multiple platforms, in third-party SaaS tools and in places that users don't even think of as "IT systems".

When something goes wrong, leadership still looks to IT. Even when:

- The tool was bought without IT involvement
- The data is owned by another department
- The platform is vendor-managed

Cloud computing didn't remove responsibility. It redistributed it... often without clarity.



Pressure 4:

Shadow IT is no longer the exception

Years ago, shadow IT was the odd rogue spreadsheet or unsanctioned app. **Today, it's:**

- Entire SaaS platforms
- AI tools ·and agents acting autonomously on business data
- Automation services
- Browser extensions with deep permissions

The challenge with AI agents specifically is that they don't just access data, they act on it. That makes ungoverned adoption considerably harder to unwind.

Most internal IT teams understand why this happens. People are trying to work faster and smarter.

The challenge is regaining visibility and control without becoming the department of "no".

That balancing act takes time, tooling, and ongoing effort... not just policy documents.

Pressure 5:

Security risk has become constant, not occasional

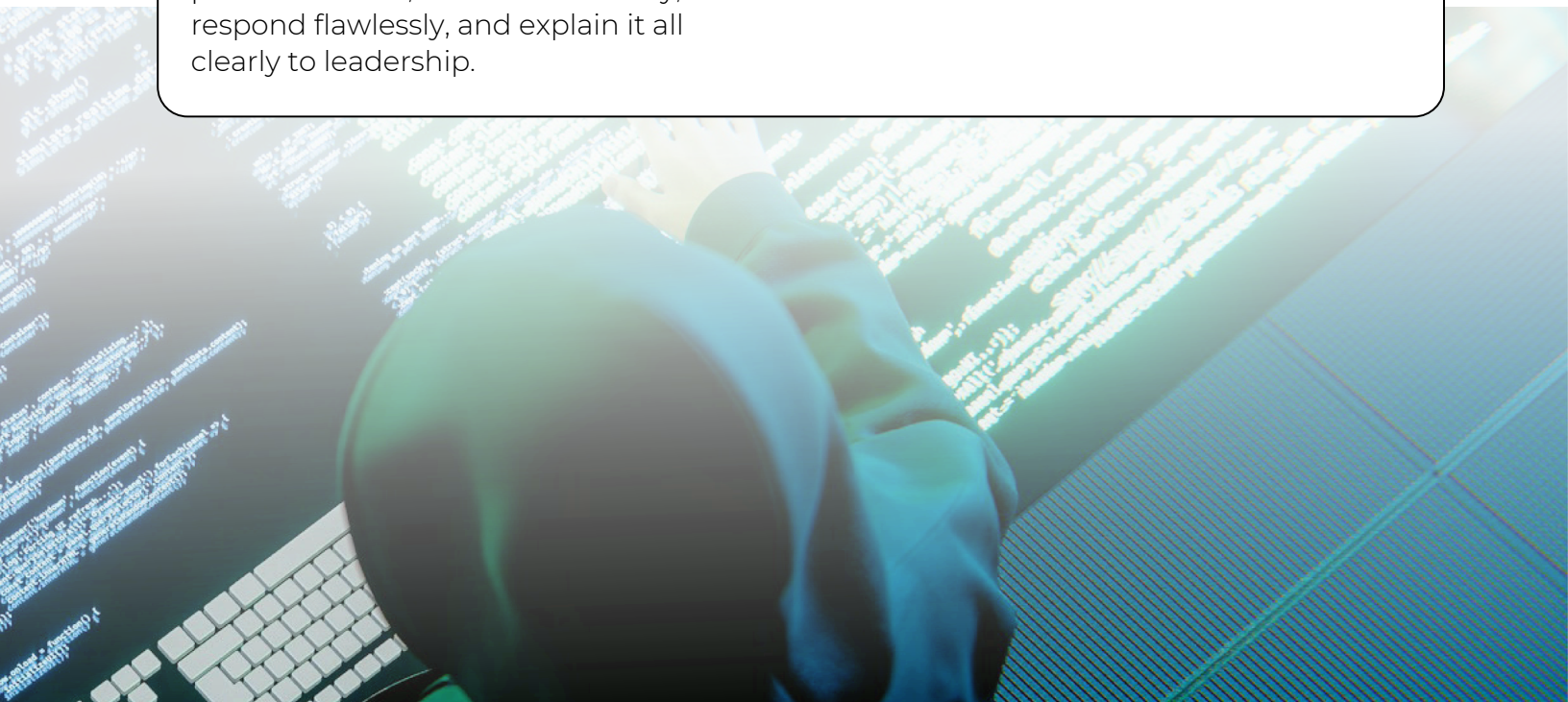
Security isn't a once-a-year project anymore. It's a permanent background concern.

Threats are automated, continuous, and increasingly targeted.

And the expectation is that IT will prevent attacks, detect issues early, respond flawlessly, and explain it all clearly to leadership.

All while keeping systems usable and staff productive.

This isn't about fear. It's about recognizing the reality of the role internal IT teams now play.



Have you noticed the common thread?

Each of these pressures is manageable on its own. What's changed is that they're all happening at the same time.

The scope of internal IT has expanded faster than headcount, budget, or hours in the day.

That doesn't mean internal IT is failing. It means the model has changed.

Increasingly, strong IT leaders are responding by focusing on two priorities:

- **Defend:** Protect the business, its data, and its people from growing risk
- **Invest:** Use technology deliberately to support growth, productivity, and resilience.

Doing both well, at the same time, is difficult without support.

That's why many businesses are rethinking how internal IT works, not by replacing it, but by **strengthening it.**

This guide is about that shift.

It's about what good co-managed IT actually looks like, how it works in practice, and how the right kind of partner can reduce pressure, increase capability, and support the people already doing the job.

I hope you find this guide of huge value. Get in touch with me when you're ready to talk. If you'd like to talk before reading further, jump to chapter 10.



Michael Kamen
Founder & CEO
Edge Solutions Group
1321 7th Str Ste 203
Santa Monica, CA 90401
mkamen@edgesg.com
310-752-4808

CHAPTER 2
Why IT strategy is harder to maintain than it should be



You already know this, even if it isn't always said out loud...

Technology is no longer a support function sitting quietly in the background. It's woven into almost every business decision, process, and risk conversation.

Yet in many businesses, IT strategy is still expected to exist separately from business strategy.

Or worse, to react to it after decisions have already been made. That disconnect is where pressure builds.



IT strategy isn’t about technology

Despite the name, a good IT strategy isn’t really about systems, platforms, or devices.

It’s about enabling the business to move in the direction leadership wants to go… without introducing unnecessary risk, friction, or cost.

A strong IT strategy answers questions like:

- Where is the business heading over the next two to three years?
- What needs to scale smoothly, and what needs to stay stable?
- Where does risk increase as the business grows or changes?

The technology choices flow from those answers, not the other way around.

The reality most IT directors are dealing with

In theory, IT strategy should be proactive, planned, and aligned. In practice, many IT leaders are juggling:

- Operational support and incidents
- Security oversight
- Project delivery
- Vendor management
- Budget scrutiny
- Stakeholder expectations

All at the same time.

When capacity is stretched, strategy becomes something you intend to work on “when things calm down”.

The problem is... they rarely do. Right?

Strategy needs ownership, not isolation

A common mistake that businesses make is treating IT strategy as something IT must own alone.

That’s not realistic.

Equally, it can’t be something handed down from leadership without technical input.

The most effective IT strategies are built collaboratively, with:

- Clear business objectives
- Technical insight and realism
- A shared understanding of risk and trade-offs

Internal IT should own the strategy. But they shouldn’t be expected to carry all of the thinking, planning, and execution without support.

From reactive to deliberate

Without a defined strategy, IT decisions tend to be reactive.

A new system is introduced because a department asks for it. A security tool is added because of a scare. Hardware is replaced because something breaks.

Individually, these decisions make sense. Collectively, they create complexity, inconsistency, and technical debt.

A deliberate IT strategy introduces structure. Such as:

- Clear priorities
- Planned investment
- Agreed standards
- Fewer surprises

It also makes conversations with leadership easier, because decisions are anchored to an agreed direction… not personal preference or urgency.

Roadmaps turn strategy into something usable

A strategy that lives in someone's head isn't a strategy.

Turning intent into a simple, evolving roadmap changes how IT is perceived inside the business.

A good roadmap helps everyone understand what's changing and when, what can wait, and what's critical.

It also removes stress from the budgeting process.

And protects IT leaders from last-minute pressure, because decisions have already been thought through and agreed.

Importantly, a roadmap doesn't need to be rigid. It should adapt as the business changes… but always with context.

Why strategy is harder to maintain than it should be

Even well-defined strategies erode over time.

Business priorities shift. Leadership changes. New tools appear. Threats evolve.

Maintaining alignment requires regular review, challenge, and adjustment… which takes time and headspace that many internal teams simply don't have.

This is one of the key reasons businesses explore co-managed IT. Not to outsource strategy, but to support it.

Strategy supported, not replaced

In a co-managed model, internal IT remains in control of direction.

The role of a partner MSP is to:

- Bring external perspective
- Provide additional capacity
- Challenge assumptions constructively
- Help execute the plan consistently

That support can make the difference between a strategy that exists on paper… and one that actually shapes outcomes.

A strong IT strategy doesn't remove pressure overnight.

But it does give you a framework for making better decisions, setting clearer expectations, and reducing unnecessary firefighting.

In the next chapter, we'll look at what typically causes businesses to rethink their IT relationships… and why many of those reasons aren't about failure, but about growth and strain.



CHAPTER 3

What happens when IT responsibility outgrows capacity

At some point, many IT directors experience a quiet shift.

Nothing dramatic. There's no major incident that forces a change or a single decision that tips you over the edge.

But the job starts to feel heavier than it used to.

It rarely starts with a problem

In most cases, the existing IT setup worked well for a long time.

Systems were stable, support was manageable, and security felt under control. Projects moved forward.

The issue is not that the model stopped working… it's that the business kept moving.

Businesses do that, of course. They have to. But that never-ending process creates new challenges.

Growth changes the shape of the role

As businesses grow,
IT responsibility expands in subtle ways.

There are more people to support, more systems to look after, more data to protect, and more suppliers to manage. The technology stack becomes broader, the environment more complex, and the consequences of things going wrong more serious.

None of this happens overnight. Each change feels reasonable in isolation. But taken together they reshape the role far more than most people realize at the time.

What was once a manageable workload slowly becomes something that requires constant prioritization and compromise.

The early warning signs are easy to ignore

When capacity starts to tighten, the signs are rarely dramatic.

Projects take a little longer than planned. Security improvements get postponed in favor of keeping the lights on. Strategic work is pushed into the background while urgent tasks take priority.

From the outside, everything still looks fine.

But… from the inside, you know you are spending more time reacting than planning, and less time improving than you would like.

That tension is easy to dismiss as "just a busy period". Yet in many cases, it never really goes away. Would you agree?

Pressure builds quietly in the background

One of the hardest things about capacity strain is that it often goes unnoticed by everyone except the IT team.

Documentation slips because there is always something more urgent to deal with. Training is delayed because it feels non-essential in the moment. Reviews are postponed because there is never quite enough time to do them properly.

None of these decisions feel reckless. They feel practical. Necessary, even.

Over time, though, they add up. Technical debt increases, resilience weakens, and the margin for error becomes thinner than it should be.

Expectations keep rising, even when capacity does not

As businesses become more reliant on technology, expectations of IT naturally increase.

Leadership wants faster delivery, stronger security, clearer reporting, fewer incidents, and systems that just work without fuss. These are reasonable expectations, and most IT directors share them.

The challenge is that those expectations often rise without a corresponding increase in time, headcount, or specialist support.

The same internal team is expected to deliver more, manage more risk, and move faster, all while maintaining stability and control.

That gap between expectation and capacity is where pressure really starts to bite.

As resources are stretched, responsibility stays fixed

One of the most uncomfortable realities of the role is that responsibility does not shrink when capacity does.

You remain accountable for outcomes, even when tools were introduced without IT involvement, decisions were made elsewhere in the business, or priorities shifted with little notice.

When something goes wrong, IT is still expected to respond, explain what happened, and make sure it does not happen again.

Carrying that level of responsibility over a long period, without enough support, takes its toll.



When coping becomes the default mode

Many IT leaders and teams reach a point where coping replaces planning.

Not because they lack ambition or capability, but because they lack the space to step back and think. The focus becomes keeping things running, managing risk as best as possible, and getting through the next set of demands.

In the short term, that approach works.

In the longer term, it creates fragility.

At that stage, the risk is not sudden failure. It is burnout, inconsistency, and a growing sense that the current model is no longer sustainable.

Good news: Reassessing capacity is not an admission of failure

It's important to be clear about this.

Outgrowing an IT delivery model is not a sign that internal IT has failed. More often, it is a sign that the business has evolved.

As with finance, legal, and operations, the way IT is delivered often needs to change as a business matures. What worked at one stage does not always scale indefinitely.

The real question is not whether internal IT is capable. It is whether the structure around it still fits the reality of the role today.

If this chapter resonated, you're not alone. Many IT directors reach this point quietly, long before anyone else realizes how much weight they're carrying.

That's exactly why the conversation needs to change.

In the next chapter, we'll look at one of the biggest contributors to this pressure: Risk, security, and the growing expectation placed on IT to protect what matters most.



CHAPTER 4
The constant headache of security

Security is no longer something you review periodically, is it? It sits in the background of almost every decision you make.

Whether you're approving a new tool, supporting a new way of working, or responding to a business request, there's always an underlying question about risk, exposure, and impact...

That weight didn't appear overnight. But it has become a permanent part of the role.

Security is no longer a single project

There was a time when security felt more contained.

You reviewed firewalls, deployed anti-virus, and updated systems. You trained people how to keep themselves safe.

Today, security is woven through everything. Cloud platforms, remote access, SaaS tools, mobile devices, user permissions, data sharing, and third-party suppliers all form part of the attack surface.

Each new capability brings opportunity for the business, but also new risk for IT to manage.

The challenge is not understanding this. The challenge is maintaining control as the landscape keeps expanding.

The threat environment keeps changing

The nature of modern threats has changed the shape of the security workload.

Most attacks are no longer about a single vulnerability or a dramatic breach. They're about constant background pressure.

Endless scanning, low-level intrusion attempts, alert noise, and the need to separate genuine risk from harmless activity.

The result is not one big incident, but a steady demand for attention.

Security's become less about responding to obvious attacks... and more about maintaining vigilance, tuning controls, reviewing alerts, and managing user behavior over time.

Small lapses, rather than major technical failures, are often what create exposure. That shift places a different kind of burden on IT.

It requires consistency, monitoring, and process, not just expertise. And maintaining that level of discipline indefinitely is difficult without extra help.

Accountability sits with IT, regardless of cause

One of the hardest parts of modern security is where accountability sits.

Even when:

- A tool was introduced without IT involvement
- A user bypassed guidance
- A supplier was compromised
- A decision was made elsewhere in the business

IT is still expected to respond, explain, and prevent a repeat.

That expectation is rarely stated explicitly, but it is widely understood. When something goes wrong, IT carries the responsibility, both technically and politically.

Over time, that pressure adds up.

Perfect security is not realistic

Most experienced IT leaders understand this instinctively.

Trying to lock everything down completely often creates friction elsewhere. Users find workarounds, productivity suffers, and security controls are bypassed rather than followed.

The goal is not perfection, is it? It's balance.

Effective security reduces risk without making the business harder to run. It accepts that some risk will always exist but works deliberately to minimize exposure and improve resilience.

Finding and maintaining that balance takes ongoing effort.

The pressures we've talked about in previous chapters have a direct impact on security

When capacity is stretched, security work is often pushed into the background.

Not because it is unimportant, but because it is rarely urgent until something goes wrong.

Reviews are delayed. Policies age quietly. Training becomes irregular. Monitoring gets less attention than it should.

In isolation, each compromise feels manageable. Together, they weaken the overall posture and increase reliance on individual people rather than repeatable processes.

That's a fragile position to be in.

Why security pressure drives IT directors to look for extra help

For many IT directors, security is one of the main reasons they begin to question whether the current delivery model is sustainable.

Not because they lack expertise or they're unaware of the risks.

But because maintaining strong security alongside everything else has become too much for one team to carry alone.

As expectations rise and threats continue to evolve, the margin for error shrinks.

The personal and professional consequences of a serious incident are significant. And they're felt most sharply by those responsible for IT.

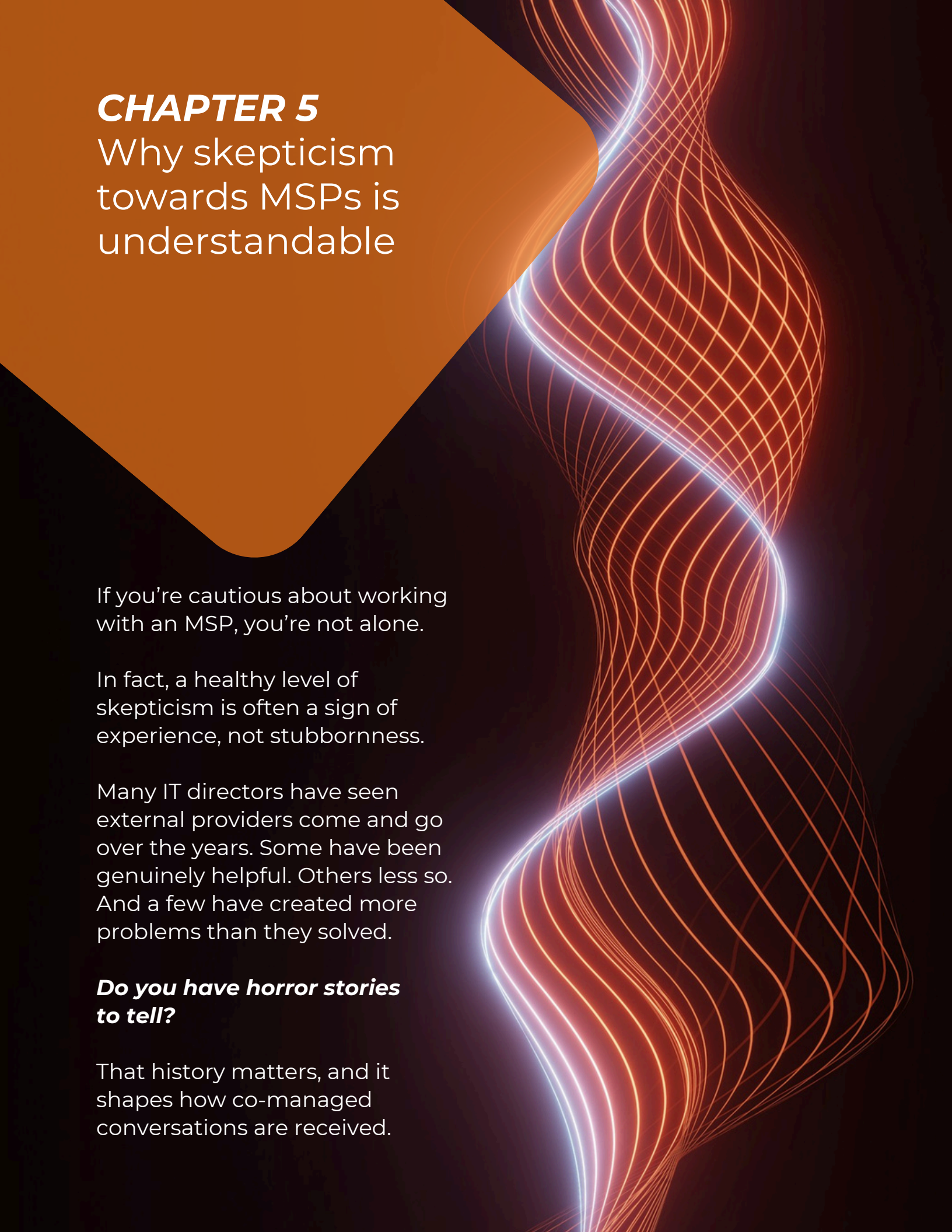
That reality forces difficult but necessary conversations with leadership teams.

The regulatory picture is changing too. AI-related risk is no longer just a technical concern, it's increasingly a compliance one.

In the next chapter, we will look at why many IT leaders are skeptical of working with MSPs... and what actually matters when deciding who to trust and how to work together.

Those concerns are valid, and they deserve to be addressed honestly.

CHAPTER 5
Why skepticism towards MSPs is understandable



If you're cautious about working with an MSP, you're not alone.

In fact, a healthy level of skepticism is often a sign of experience, not stubbornness.

Many IT directors have seen external providers come and go over the years. Some have been genuinely helpful. Others less so. And a few have created more problems than they solved.

Do you have horror stories to tell?

That history matters, and it shapes how co-managed conversations are received.

Not all MSP experiences are positive

For many IT leaders, skepticism comes from real experience.

Perhaps an MSP promised strategic input but focused mostly on tickets. Or they pushed tools that suited their model, not the business.

Maybe they lacked understanding of the environment they were meant to support. Or they created dependency rather than capability.

None of that builds trust. And once trust is damaged, it's hard to rebuild, isn't it?

The fear of losing control is real

One of the most common unspoken concerns around MSPs is loss of control over decisions, tools, standards and strategic direction.

For an IT director, that concern is 100% rational.

You're accountable for outcomes, even when delivery is shared. Any external relationship that blurs ownership or introduces uncertainty naturally raises questions.

If those questions are not addressed early and honestly, resistance is inevitable.

"Support" can sometimes feel like interference

Another common reason MSP relationships struggle is a lack of clarity around roles.

When boundaries aren't clear, even good intentions can land badly. What's meant as support can start to feel like interference.

The internal IT team might feel decisions are being made around them rather than with them. Changes appear without enough context. Conversations happen in parallel, not together.

Over time, communication fragments and trust starts to erode.

Of course, none of that usually comes from bad people or poor effort. It comes from a delivery model that hasn't been properly thought through.

And when the model is wrong, friction is almost inevitable.

Your tools and your standards matter

Many IT directors have experienced MSPs that arrive with a preferred stack and little flexibility.

That can create immediate tension.

Internal IT teams have often invested years building systems, standards, and processes that suit the business.

Introducing parallel tools or incompatible approaches adds complexity rather than reducing it.

When MSPs fail to respect that investment, it reinforces skepticism and makes collaboration harder.

Trust is built through clarity, not reassurance

One of the biggest mistakes MSPs make is trying to overcome skepticism with reassurance alone.

Phrases like “we’ll handle it” or “leave it with us” may sound comforting… but they can raise red flags.

I’ve found that what IT directors usually want instead is clarity. About:

- Who owns what
- How decisions are made
- Where responsibility sits
- How disagreements are resolved

Without that clarity, even technically competent providers struggle to earn trust.

The difference between support and partnership

Skepticism fades when the relationship feels like a partnership rather than a takeover.

A true partner:

- Respects existing expertise
- Works within agreed boundaries
- Communicates openly and consistently
- Supports decisions rather than replacing them

That kind of relationship does not remove responsibility from an internal IT team. It reinforces it.

And it only works when both sides are totally clear about their roles from the start.

Healthy skepticism protects your business

It’s worth saying this clearly… questioning MSPs is not negative behavior. It’s responsible behavior.

The stakes are high. Security, resilience, and delivery all depend on the quality of the relationships IT builds around itself. We both know this, don’t we?

Skepticism forces better conversations, stronger agreements, and more sustainable models.

The goal is not blind trust. It’s informed confidence.

In the next chapter, we’ll look at what actually matters when deciding whether an MSP can work effectively alongside your internal IT team, and how to evaluate co-managed relationships without losing control.

CHAPTER 6
The difficult questions to ask before choosing a co-managed IT partner



Okay, so you've got this far in the guide. It's likely that you're looking for support to help you and your team achieve all the things we've been talking about.

But who to trust?

One of the most effective ways to figure that out is not by listening to more presentations, but by asking better questions.

The kind of questions that reveal intent, maturity, and fit.

Not all of them will be comfortable to ask. That's often a good sign.

“How do you see your role alongside our internal IT team?”

This question goes to the heart of everything. You’re not asking about tools or services here. You’re listening for mindset.

Do they talk about replacing gaps, or reinforcing strengths? Do they position themselves as the decision-maker, or as support for the people already accountable?

Pay attention to whether internal IT is spoken about with respect or quietly treated as an obstacle to work around.

That tells you a lot.

“What do you expect us to stay responsible for?”

A co-managed relationship only works when responsibility is clear.

If an MSP struggles to answer this, or tries to take responsibility for everything, that should raise questions.

You want a partner who is comfortable saying, “this stays with you”, and explaining why.

Clarity here reduces friction later.

“How do you avoid stepping on toes?”

This might feel like an awkward question, but it’s an important one.

You’re not accusing anyone of bad behavior. You’re asking how they’ve thought about integration, communication, and boundaries.

Listen for practical answers rather than reassurance. Real examples are a good sign. Vague promises usually aren’t.

“How flexible are you around our tools and standards?”

This question often reveals tension.

Some MSPs are genuinely comfortable working within existing environments. Others have a preferred way of doing things and little appetite to adapt.

Neither approach is right or wrong in isolation. But only one works well in a co-managed model.

You’re looking for respect for the investment already made, not an urge to rebuild everything from scratch.

“What happens when we disagree?”

Disagreements are inevitable, right? What matters is how they’re handled.

A good partner should be able to talk calmly about challenge, escalation, and resolution. Not in a defensive way, but as a normal part of working together.

If this question feels uncomfortable for them, that discomfort is worth noting.

“How do you make sure we don’t become dependent on you?”

This is a subtle but important one.

Co-managed support should strengthen the internal IT function over time, not quietly centralize knowledge elsewhere.

Listen for answers that mention documentation, transparency, and shared understanding. Be cautious if the model feels hard to explain internally, or difficult to unwind later.

Dependency creates risk, even when things are working well.

“What does good communication look like in practice?”

Most providers will say communication is important.

What you want to understand is how it actually happens:

- How often do you speak?
- About what?
- At what level?
- Who talks to who?

Strong co-managed relationships are built on regular, meaningful conversations, not just tickets and reports.

“What does success look like after the first year?”

This question shifts the focus away from onboarding and into sustainability. You’re listening for outcomes rather than activity.

Reduced pressure, clearer visibility and better resilience. More space to think and plan.

If success is described only in terms of what the MSP is doing, rather than how the IT function feels, that’s worth reflecting on.

Asking these questions is a strenght

None of these questions are unreasonable. They don't signal mistrust. They signal experience.

They help surface expectations, assumptions, and potential friction before it becomes a problem.

And they give you a much clearer sense of whether a co-managed relationship will genuinely support you overcoming the problems you currently have, rather than adding another layer of complexity.

In the next chapter, we'll look at what good co-managed IT actually looks like when it's working well, and how it supports internal teams without taking away control.



CHAPTER 7
What good co-managed IT looks like in practice



So you can see by now that co-managed IT is not a single service or a fixed model.

When it works well, it looks different in every business. That's because it adapts to the shape of the internal IT team, the pressures they're under, and the outcomes the business needs.

That flexibility is exactly what makes it valuable. But it can also make it harder to picture.

So let's talk about what good co-managed IT actually looks like in practice.

Internal IT stays in control

This is the most important point to be clear on.

In a healthy co-managed arrangement, internal IT remains firmly in control of direction, priorities, and decision-making.

Strategy stays internal.

Accountability stays internal.

Ownership stays internal.

The role of a co-managed partner is to support that ownership, not dilute it.

When this balance is right, your team does not feel replaced or undermined. It feels reinforced.

Support flexes around pressure points

Good co-managed IT is not about handing everything over. It's about adding support where pressure is highest.



That might be:

- Extra capacity during busy periods
- Specialist expertise for specific projects
- Assistance with strategic planning
- Additional security coverage
- Help with a backlog that never quite clears

The key is that support flexes as needs change. It's not static or one-size-fits-all.

Boundaries are clear and respected

Successful co-managed relationships are built on clarity.

Everyone understands who's responsible for what, how decisions are made, and where escalation sits.

There's no ambiguity about ownership, and no confusion when things move quickly.

Those boundaries are there not to create distance, but to reduce friction.

Communication is regular and meaningful

When co-managed IT is working well, communication feels natural rather than forced.

There are regular conversations about priorities, risks, and upcoming changes. Issues are raised early, before they become problems. Decisions are discussed openly, with context.

This kind of communication reduces surprises and builds trust over time.
It also makes it much easier to explain IT decisions to the wider business.

Security becomes more sustainable

One of the biggest benefits IT directors often notice is a change in how security feels.

Not because the risks disappear, but because responsibility is shared more realistically:

- Monitoring is more consistent
- Reviews happen when they should
- Improvements are planned rather than postponed
- Security stops relying on individual effort and starts relying on processes

That shift makes security more sustainable over the long term.

Pressure reduces without losing visibility

When co-managed IT is done properly, pressure eases.

Not because the role becomes simpler, but because the load is better distributed.

Internal IT gains space to focus on leadership and planning, with less need to firefight day-to-day.

You know what's happening, why it's happening, and what's coming next.

The relationship feels calm, not tense

This is often the clearest signal that co-managed IT is working.

The relationship doesn't feel adversarial or political. It doesn't rely on constant checking or second-guessing.

It feels calm.

Issues are discussed, not hidden. Disagreements are handled professionally. Everyone understands their role.

That calmness captures something important. It means the model fits.

Co-managed IT supports the role you actually have

Ultimately, good co-managed IT is not about technology at all.

It is about supporting the reality of you in your IT director role today.

And yes, I know that weight is real.

When the model is right, co-managed IT doesn't add complexity. It removes it.

And it allows internal IT to do what it does best, with the right support in place.

In the next chapter, we'll look at how co-managed IT is typically introduced, what the early stages should look like, and how to avoid common mistakes.



CHAPTER 8
How to introduce co-managed IT without disrupting what already works

One of the biggest concerns IT directors raise when considering co-managed IT is disruption.

Not technical disruption, but operational and political disruption:

- What happens to existing systems
- How the internal team is affected
- Whether things get harder before they get better

Those concerns are valid, and they deserve careful handling.

Good co-managed IT starts slowly

A common mistake is trying to do too much, too quickly.

When co-managed IT works well, the early stages are deliberately measured. The focus is on understanding rather than change.

Time is spent learning how the business operates, how the internal IT team works, and where pressure genuinely sits. Existing systems and decisions are reviewed with an eye to improving not judging.

Nothing meaningful improves if the starting point is disruption... right?

Discovery is about context, not criticism

Early discovery should feel collaborative.

It's not an audit designed to highlight faults or score points. It is about building a shared understanding of the environment, the constraints, and the realities the internal team is dealing with.



This includes:

- How decisions are currently made
- Where risk is tolerated and where it's not
- What has already been tried, and why
- Which compromises are conscious, and which are accidental

That context matters far more than a list of technical recommendations.

Early wins should reduce pressure

One of the fastest ways to damage a co-managed relationship is by creating extra effort for internal IT during onboarding.

Early wins should be chosen carefully. They should remove friction, close obvious gaps, or take something off the internal team's plate.

They should not require weeks of explanation, rework, or additional meetings.

What's most important is that early improvements feel like progress, and that pressure points are improving. This will help to grow confidence naturally and organically.

Communication needs to be agreed upfront

Before work begins in earnest, communication expectations should be clear.

That includes:

- Who speaks to whom
- How often conversations happen
- What information is shared
- How issues are escalated

Agreeing this early prevents frustration later.

It also helps ensure that the internal IT team remains visible and informed, rather than feeling sidelined as more people become involved.

Change should feel considered, not constant

As trust builds, change does become easier. But that doesn't mean everything needs to change at once.

In healthy co-managed relationships, improvements are talked through properly. Timing is considered. Dependencies are understood. Trade-offs are acknowledged openly, rather than discovered the hard way.

That approach avoids the feeling of constant upheaval that can creep in when well-intentioned changes are introduced too quickly.

Instead of everything feeling new and unsettled, progress feels steady and manageable.

Your internal team should feel reinforced (and never pushed aside)

When co-managed IT is introduced well, the internal team feels stronger, not smaller:

- Knowledge is shared rather than hoarded
- Documentation improves naturally because more than one set of eyes is involved
- Processes become clearer, and pressure starts to ease without authority being eroded

If internal IT begins to feel excluded from conversations, or unsure where responsibility now sits, that's usually a sign the balance needs adjusting.

Good partners notice those signals early and correct course before any frustration sets in.

Progress shows up as confidence rather than deliverables

In the early months, success is not only about what has been completed. It's about how things feel day to day.

When conversations become easier and decisions feel clearer, with less second-guessing and fewer surprises, it's the signal that pressure is reducing, not just moving around.

Those changes are subtle, but they matter. They're often a better indicator of long-term success than any single technical outcome.

A steady foundation makes everything else easier

When co-managed IT is introduced thoughtfully, it creates a foundation that supports everything that follows.

Projects run more smoothly because everyone has the same expectations. Security becomes more consistent because responsibilities are clearer. And planning becomes realistic, because it's grounded in what's actually happening.

Most importantly, the relationship develops at a pace that allows confidence to build on both sides. Once that confidence is there, everything else becomes easier to manage.



In the next chapter, we'll look at how to evaluate whether your co-managed IT is actually working over time, and what to watch for once the relationship has settled in.

CHAPTER 9

How to tell if your co-managed IT is working or not

Once co-managed IT has been in place for a while, the question naturally changes.

It's no longer about whether the model sounds good on paper. It's about whether it's genuinely helping in the real world.

The challenge is that success in co-managed IT is not always obvious at first glance. Some of the most important improvements are subtle, especially in the early stages.

The absence of noise is a good sign

One of the earliest indicators that things are working is what you stop noticing.

There are fewer urgent escalations. Fewer surprises. Fewer last-minute decisions that land on your desk without warning.

That doesn't mean problems have disappeared. It usually means they're being handled earlier, more calmly, and with better visibility.

When co-managed IT is working, the environment feels quieter… even though just as much is happening in the background.

Conversations start to feel easier

Another sign shows up in day-to-day communication.

Discussions about priorities, risk, and change become straightforward. You spend less time explaining context and more time making decisions.

There's less defensive conversation and more collaborative problem-solving.

Disagreements still happen, but they're resolved through discussion rather than tension.

That shift is hard to measure. But easy to recognize when it appears.

You regain space to think

Many IT directors notice this before anything else.

There's more headroom in the week. Not because the workload has vanished, but because the pressure has been redistributed more realistically.

You're able to step back occasionally and think about what's coming next, rather than constantly reacting to what is happening now.

Strategic work stops being something you only think about in theory.

That space is one of the clearest signs that the model is helping rather than hindering.

Security feels more consistent

When co-managed IT is working well, security becomes less dependent on individual effort.

Reviews happen when they should. Monitoring is consistent. And improvements are planned rather than repeatedly postponed.

You still carry responsibility, but you're no longer carrying it alone. The work feels more sustainable, and the margin for error feels less precarious.

That consistency is often more valuable than any single security improvement.

Visibility improves rather than disappearing

A common fear with external support is loss of visibility.

When the relationship is healthy, the opposite happens.

You have a clearer picture of what's being worked on, why it matters, and what's coming next. Information flows more predictably, and decisions feel grounded rather than rushed.

If visibility improves over time rather than eroding, that's a strong signal the partnership is working.

Small issues are addressed early

No co-managed relationship is perfect. What matters is how small issues are handled.

When things are working well, minor problems are raised early and discussed openly. Adjustments are made without defensiveness or blame. Boundaries are refined as the business evolves.

That willingness to adapt is a sign of maturity on both sides.

The relationship feels steady

Perhaps the most telling sign is how the relationship feels to you emotionally.

You might notice there's less second-guessing or need to chase updates… and you generally feel less concern about what might be happening that you're not seeing.

That steadiness matters, because it allows you to focus on the role you are actually meant to be doing.

This is important. When something feels off, it's worth paying attention

Trust your instincts.

If communication starts to slip, or clarity reduces, or if pressure quietly creeps back in… those are signals worth exploring.

Co-managed IT should reduce friction over time, not introduce new sources of it.

Addressing concerns early is far easier than letting them build unnoticed.

Success is cumulative, not dramatic

Co-managed IT rarely delivers one big moment where everything suddenly feels different.

Instead, it delivers a series of small improvements that add up over time:

- More clarity
- Less pressure
- Better conversations
- Greater consistency

When you look back after 6 or 12 months and realize how much smoother things feel, that's usually when you know it's working.

In the next and final chapter, we'll bring everything together and look at how to help you decide whether co-managed IT is the right next step for your business. And how to approach that decision with confidence.



CHAPTER 10

Deciding whether co-managed IT is the right next step



You got to the end. By now, you should have a clearer sense of what co-managed IT actually is, and just as importantly, what it is not.

It's not a quick fix. It's not a loss of control.

And it's definitely not an admission that something has gone wrong.

For most IT directors, it becomes relevant for a much simpler reason. Your role has grown, and the structure around it has not.

This decision is about sustainability

The question at the heart of this decision is not whether you can keep going as things are.

Most IT leaders can. For a long time.

So maybe the more important question is whether the current model is sustainable as the business continues to grow, change, and rely more heavily on technology. Sustainability is about more than workload. It is about consistency, resilience, and the ability to make good decisions without constant pressure.

If the answer feels uncertain, that's worth paying attention to.

There doesn't need to be a breaking point

Many businesses wait too long before revisiting how IT is delivered.

They wait for a major incident, a serious outage, or a security scare that forces change. By that point, decisions are often rushed and made under stress.

Co-managed IT works best when it's introduced before that moment.

When the goal is to reduce pressure rather than respond to crisis, conversations are calmer, choices are better, and outcomes tend to be more positive.

This is a leadership decision, not a technical one

Although technology sits at the center of this conversation, the decision itself is not really about technology.

It's about leadership.

It is about recognizing when the role has expanded beyond what one team can comfortably carry, and being proactive about putting the right support in place.

That kind of decision protects not just systems and data, but the people responsible for them.

Taking a measured approach is a strength

If co-managed IT feels like the right direction, there's no need to rush.

The best outcomes come from measured conversations, clear expectations, and a shared understanding of what success looks like.

Exploring options, asking difficult questions, and taking time to reflect are all signs of good judgment, not hesitation.

What matters most is fit

There's no universal "right" way to do co-managed IT. What matters is whether the model fits:

- The shape of the internal IT team
- The expectations of the business
- The level of risk you are comfortable carrying
- The way decisions are made

When those things align, co-managed IT can be a genuinely supportive step forward.

When they don't, no amount of technical capability will make the relationship work.

My final thought

If you take one thing from this guide, let it be this:

Reassessing how IT is delivered is not a sign of weakness. It's a sign of experience.

Strong IT leaders regularly step back, reflect on how the role is changing, and make adjustments before pressure turns into risk.

Whether co-managed IT is the right next step for you will depend on your context, your business, and your priorities.

But approaching that decision thoughtfully and deliberately is always the right place to start.

If you'd like to talk through how this might apply in your business, the next step is simply a conversation.

No obligation, no assumptions. Just a chance to explore together whether co-managed support could genuinely make the role more sustainable.

Thank you for taking the time to read this guide.

Book a 15 minute, no obligation video call with me at

http://michael.edgesg.com

You'll see my live calendar on that page.

You and I can check that we're a good fit and arrange a longer video call, or physical meeting (whichever is most appropriate).

Of course there's no obligation to buy anything, ever.

I'm looking forward to speaking with you and learning about your challenges and opportunities



This is how you can get in touch with us:

EMAIL: hello@edgesg.com
CALL: (310)499-4929
www.linkedin.com/in/michael-kamen/



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