

## **Shadow IT and the IT Service Revolution**

### **The Federal Leaders Playbook - Season 1, Episode 9**

#### **Featuring:**

**Eric Lazerson - Vice-president at Acuity**

**Jessica Alfaro - Senior Manager at Acuity**

**Tom Hamill - Tactical lead for the BSM practice within Acuity**

**Kerri Posteraro - Managing Director at Acuity**

**Brian Shealey – Global Director of Strategy, Solutions, and Sales with Kinetic Data**

**Tom Hamill:** Ok welcome everyone. We're excited to have back on the show Brian Shealey. Always excited to have you here Brian.

**Brian Shealey:** Thank you very much. I appreciate being here. Why does shadow IT exist? The concept of shadow IT is because it's IT that doesn't have a light on it. It's happening in a back room, somewhere is, is the whole idea of it being named that and to me it's, what it is, is it's again back to that connotation of well the IT organization within its agency doesn't function as a service provider, it's a solution provider. They're the IT department.

**Kerri Posteraro:** Right, they're not listening.

**Brian Shealey:** They're not listening.

**Tom Hamill:** Yeah.

**Brian Shealey:** And where does that come from? Well, I think it comes from the mindset being that we are a government agency and I think that the very successful projects that I've witnessed over the last decade have been where you've had really good leadership in the departments - the IT departments - and people that have looked at commercial industry and internalized it and thought how can we do better as a government agency by bringing in forward thinking ideas and Kerri, you know exactly. There was some really forward thinking on a couple projects we worked on and kudos to those people and the result being they had a vision for an outcome and whether or not they hit the pie in the sky outcome or not, I would say that they certainly with an investment were able to drive the agency forward by modernizing way before the term modernization became as pervasive as it is now by bringing these common concepts, simplifying access to services, being a solution provider. So, when people came to one of the people that I think we're thinking of that man would say 'alright we're going to solve this problem and we're going to figure out how to do it within their time frame as best we can, within a budget that they tell us, and we're going to deliver for them and we're not going to say no, we're going to say yes.' That is a very impressive thing to see and I don't think we have enough of it. So, back to the shadow IT thing, I think if these large department and agency IT departments stop thinking that oh we're just an IT group and they start thinking of well in this day and age technology is driving everything, it really is and that's not going to change, it's only going to become more prevalent, I think that what we can find is we can get to incentive driven ways of actually delivering for these organizations that no longer have to do in the back room. They can come to you as the service provider and say, "I have this project, I need to solve this problem and know with confidence that you are going to do your best to do that."

**Eric Lazerson:** No, I-I mean yes. No.

**Tom Hamill:** No. That's another podcast.

**Brian Shealey:** Yeah, oh yeah, that's Tom's weekend podcast.

**Tom Hamill:** Tom's garage politics.

**Brian Shealey:** But that's my thought is you know think like a service provider, you know. How do these large service providers – for profit service providers – whether you're for profit or not fee for service and an agency, so it doesn't matter, you know. If you had a hundred dollars to spend on something, you know, we can't just keep spending a hundred and two.

**Tom Hamill:** Yeah.

**Brian Shealey:** Eventually, you go bankrupt. So, now there everybody thinks that US government will never go bankrupt; that's certainly debatable but I think that what we can do in the IT department driving it is what the big benefit there is if they can deliver as a solution provider by, number one, starting with the change in mindset and, number two, then delivering and-and building themselves up and building structures that enable them to scale as a service provider, I think what will happen is the concept of shadow IT goes away because then they know that, 'well if I'm dealing with technology I'm going to go to the guy that's the specialist in technology or the group that a specialist in technology which is our service provider or our service delivery department or IT department.' I think that mindset is the first step and then down the road what will happen is a much more efficient agency altogether.

**Eric Lazerson:** Sounds like an ITSM evolution is happening.

**Brian Shealey:** Yeah, I think that, I think that it may be. The service delivery evolution.

**Tom Hamill:** Or revolution.

**Eric Lazerson:** Right.

**Brian Shealey:** Yeah.

**Kerri Posteraro:** Yes, so key concepts that I've captured as part of this session, are alignment of business and IT, the same mind frame just goes across the business and automating business processes, HR and-and facilities and so forth. That 'One Stop Shop' concept of being able to have a centralized portal to request these types of services, having solutions that can provide that, the IT groups we should empower more of the Shadow IT that's going on. I think that's going to look at having IT more as that service you know it's it it's providing a service, it's a service provider dry which will enable us to provide services in a timely fashion too to meet those needs.

**Tom Hamill:** Awesome. Thank you. Thank you, Brian.

**Brian Shealey:** Thanks for having me

**Tom Hamill:** Again, always interesting.

**Eric Lazerson:** It's always a pleasure.

**Brian Shealey:** Great to come back down here today and do this, I appreciate, thanks for having me. Thanks.

**Tom Hamill:** Yeah. Ok everyone, thanks.