

# Contents

- v Acknowledgments
- vii Introduction

## PART 1

---

### *Knowledge Management and the Business of Law*

#### **3 Chapter 1**

##### *Managing Knowledge Is About Working Smarter*

- 7 Defining Knowledge Management
- 9 Why Knowledge Management Is Critical
- 17 A Brief History of Knowledge Management in Law Firms
- 19 The Opportunities for Knowledge Management
- 21 Achieving Business Objectives Through Knowledge Management
- 22 Defining Knowledge Management Objectives
- 24 Defining Knowledge Management Initiatives
- 27 The Scope of Knowledge Management

**CONTENTS**

- 30 The Value of Knowledge Management to Lawyers
- 30 The Role of Management
- 31 The Results of Knowledge Management

**33 Chapter 2**

*How Does Our Firm Get Started?*

- 38 Who Will Lead the Charge?
- 39 Gain Management Support
- 41 Form a Knowledge Management Team
- 42 Management Sends a Clear Message
- 42 Understand the Knowledge Needs of the Firm
- 46 Draft a Knowledge Management Strategy (Chapter 8)
- 50 Management Adopts the Knowledge Management Strategy
- 51 Implementing Knowledge Management (Chapter 9)
- 51 Take a Phased Approach to Implementation
- 57 Apply Business Rigor to Every Phase and Every Initiative
- 58 Write a Project Plan
- 59 Draft a Business Case
- 59 Run a Pilot
- 60 Measure the Value of Every Initiative (Chapter 10)
- 61 Leveraging Knowledge Management with Clients (Chapter 11)

**PART II**

*Critical Elements of Knowledge Management*

**65 Chapter 3**

*Defining the Scope of Knowledge*

- 69 Knowledge, Information and Data
- 71 Tacit and Explicit Knowledge
- 75 Knowledge for the Practice of Law

---

**CONTENTS**

---

77	Knowledge for the Business of Law
78	Define the Broad Categories of Knowledge
79	Knowledge About the Law
79	Knowledge About the Firm and Its Practice Areas
80	Knowledge About Clients
82	Knowledge About the Commercial Market and Specific Industries
83	Knowledge About Staff Skills and Expertise
84	Methodology and Processes
86	Past Projects and Lessons Learned
88	Knowledge About Third Parties
89	Knowledge About the Firm's Market Position
90	Knowledge About the Firm's Revenue, Costs and Profitability
90	The Value of Knowledge
91	The Owners of Knowledge
93	Define the Scope of Knowledge Your Firm Should Manage

**97 Chapter 4**

*Defining the Scope of Knowledge Management*

102	Defining Knowledge Management
104	A Word About "Create"
105	Knowledge Management Applied
110	Defining Knowledge Management Initiatives
114	The Knowledge Analysis Model
114	Firm or Practice Group Knowledge Management?
116	Law Firm Knowledge Management—Some Illustrations
116	Managing Explicit Knowledge
119	Managing Tacit Knowledge
134	Addressing Cultural and Organizational Barriers
136	From Simple to Complex
139	Define the Scope of Knowledge Management at Your Firm

---

**CONTENTS**

---

**141 Chapter 5***Developing the Knowledge Management Organization*

- 146 The Role of the Knowledge Management Organization
- 147 Should the Knowledge Management Organization Be Decentralized or Centralized?
- 149 The Head of Knowledge Management
- 155 Who Should Lead Your Knowledge Management Organization?
- 159 To Whom Does the Head of Knowledge Management Report?
- 160 Composition of the Knowledge Management Organization
- 173 Size of the Knowledge Management Organization
- 174 Reporting Relationship Between Knowledge Management Staff and the Head of Knowledge Management
- 175 The Knowledge Management Organization in the Context of the Wider Firm
- 178 The Knowledge Management Committee
- 179 The Practice Group Knowledge Management Partner
- 183 Career Path and Compensation Model for Knowledge Management Staff
- 184 Develop Your Knowledge Management Organization

**187 Chapter 6***Creating a Knowledge Management Culture*

- 194 The Time-Based Billing Model
- 199 Other Major Cultural Barriers
- 206 Why the Law Firm Culture Is Conducive to Knowledge Management
- 207 The Target Knowledge Management Culture
- 208 Addressing Cultural Barriers
- 212 Illustrating How to Address Cultural Barriers
- 218 Knowledge Management Must Reflect the Culture of the Firm
- 219 Create Your Firm's Knowledge Management Culture

**CONTENTS**

**221 Chapter 7**

*Knowledge Management Technology*

- 227 Keys to the Knowledge Management System
- 230 Define the Scope of Knowledge
- 230 Define the Components of Your Knowledge Management System
- 231 Leverage What You Have
- 233 Apply Business Rigor to Implementing Knowledge Management Technology
- 235 Make Sure Your Systems Integrate
- 237 Your Knowledge Management System Should Be Easy to Use
- 238 Store Content Only Once
- 241 Apply Standards to the Capture of Content (Or Avoiding "Garbage In/Garbage Out")
- 243 Categorize Knowledge According to a Firm Taxonomy
- 245 Attach an Appropriate Level of Security to Knowledge
- 248 Provide Easy Access to Knowledge
- 248 Make the Technology Source Invisible to the User
- 249 Present Knowledge in Multiple Views
- 251 Facilitate Knowledge Sharing Across Practice Groups and Offices
- 253 Facilitate Knowledge Sharing with Your Clients
- 254 The Evolution of the Knowledge Management System
- 257 Create Your Knowledge Management System

**PART III**

*How to Approach Knowledge Management*

**261 Chapter 8**

*The Knowledge Management Strategy*

- 264 What Is the Knowledge Management Strategy?
- 265 Why Your Firm Needs a Knowledge Management Strategy

---

**CONTENTS**

---

267	Elements of the Knowledge Management Strategy
271	Scope
274	Organization
276	Culture
278	Technology
280	How to Develop Your Knowledge Management Strategy
285	Get Management to Adopt Your Knowledge Management Strategy
286	Develop Your Firm's Knowledge Management Strategy
<b>289</b>	<b>Chapter 9</b>
	<i>Implementing Knowledge Management</i>
295	Who Will Lead Implementation?
295	Turn Your Knowledge Management Strategy into Specific Initiatives
296	Define the Value and Complexity of Each Initiative
304	Prioritize Implementation of Initiatives
306	Take a Phased Approach to Implementation
309	Take a Parallel Approach to Implementation
310	Firm-Wide Initiatives
311	Practice Group Initiatives
327	Other Elements of Implementation
330	Common Implementation Issues
333	Implement Knowledge Management at Your Firm
<b>337</b>	<b>Chapter 10</b>
	<i>The Value of Knowledge Management</i>
343	Knowledge Management Is a Business Imperative
349	Lower Costs, More Revenue, Greater Profitability
356	Align Your Knowledge Management Strategy with Your Business Strategy
357	Define the Measurements of Value of Knowledge Management

**CONTENTS**

- 361 Measure the Value of Knowledge Management
- 363 Demonstrate the Value of Knowledge Management
- 364 Knowledge Management as a Profit Center
- 364 Ensure That Knowledge Management Brings Value to Your Firm

**367 Chapter 11**

*Knowledge Management and Your Clients*

- 371 Knowledge Management and Business Development Strategy
- 377 Knowledge Management as a Market Differentiator
- 378 Client Access to Client Related Knowledge
- 378 Client Access to Law Firm Knowledge Management
- 380 Client Tailored Knowledge Management
- 382 Development of Market Products Based on Knowledge Management
- 383 Knowledge Management-Based Products—The Threshold Issues
- 387 Knowledge Management and E-Business
- 394 Succeeding at E-Business
- 394 Ensure Knowledge Management Supports Business Development at Your Firm
- 395 Ensure Your Firm Leverages Its Knowledge Management Efforts with Clients

**PART IV**

*Knowledge Management for Other Shapes and Sizes*

**399 Chapter 12**

*Knowledge Management and the Law Department*

- 411 Getting Started
- 411 What Is Your Organization's Approach to Knowledge Management?
- 412 Gain High Level Law Department Management Support

**CONTENTS**

- 414 Form a Knowledge Management Team
- 415 Management Sends a Clear Message
- 415 Understand the Knowledge Needs of the Department
- 417 Draft a Knowledge Management Strategy
- 422 The Scope of Knowledge
- 425 The Scope of Knowledge Management
- 426 Knowledge Management Organization
- 427 Knowledge Management Culture
- 431 Knowledge Management Technology
- 431 Implementing Knowledge Management
- 434 Measure and Demonstrate the Value of Every Initiative
- 435 Introduce Knowledge Management into Your Law Department

**437 Chapter 13**

*Knowledge Management and the Solo Practitioner*

- 441 Why Knowledge Management Is Important to a Solo Practitioner
- 442 Understand What Your Business Objectives Are and How Knowledge Management Can Support Those Objectives
- 446 Understand What You Do and How You Use Knowledge to Do It
- 448 Define the Categories of Knowledge You Use (the Scope of Knowledge)
- 452 Examine How Best to Manage That Knowledge (the Scope of Knowledge Management)
- 454 Examine How Best to Facilitate Knowledge Management
- 456 Develop a Knowledge Management Strategy
- 457 Implement Knowledge Management
- 462 Knowledge Management and Your Clients
- 463 Introduce Knowledge Management into Your Practice
  
- 465 Glossary
- 477 Index
- 485 About the Author