RESOURCES FOR LAW FIRM KM PROFESSIONALS

by Deborah Panella, Director of Library and Knowledge Services at Cravath, Swaine and Moore LLP

The following guide to knowledge management (KM) resources is a selective listing. The value placed on specific knowledge is highly subjective; moreover, available resources constantly appear, disappear, and are modified or updated. This list, current in April 2011, was much improved by suggested additions from Ron Friedmann, Alirio Gomez, David Hobbie, Jeff Rovner and Mark Salamon. Please accept my apologies if your favorite reference is missing or inaccurately represented. Selections are grouped according to type.

If you have a suggestion — or several — to share, please contact Debbie Panella at dspanella@cravath.com.

BOOKS AND PAPERS:
KM AND THE PRACTICE OF LAW

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Ark Group. Numerous KM monographs, including *Delivering Successful KM Projects* (2011), *Being a Successful Knowledge Leader* (2009) and *Risk Management in the Legal Profession* (2009).

Diggle, Jack and OMC Partners. *The Knowledge Imperative*. London: OMC, 2011.
This brief (14-page) digital paper, commissioned by Practical Law Company, addresses best practices in using knowledge to increase efficiency and profitability in law firms. Sections cover client pressures, knowledge best practices, barriers to implementation and the outcome for firms that adopt KM programs.

Levy, Steven. *Legal Project Management: Control Costs, Meet Schedules, Manage Risks, and Maintain Sanity*. North Charleston, SC: CreateSpace, 2009.
How project management techniques apply to lawyers' representation of clients is a hotly debated topic, and the role of KM professionals is even more controversial. Learn more about legal project management by reading this introductory guide.

Martin, Kingsley. *Law Office Knowledge Management Workbook*. Eagan, MN: West Group, 2003. [Out of print. Contact the author or publisher for copies.]
This manual explains KM elements and issues and guides readers through the process of developing a successful KM program. Exercises and worksheets help law firms work through the complex challenges associated with understanding KM, developing a strategic plan, designing a tactical implementation plan, and measuring success and monitoring continuous process improvement.

Parsons, Matthew. *Effective Knowledge Management for Law Firms*. New York: Oxford University Press, 2004.
In this KM legal classic, Parsons brings his experience at Mallesons to educating law firm professionals about the value and scope of KM — from theory to practice and from strategy to execution — focusing on the goals and not the technology fads.

Rusanow, Gretta. *Knowledge Management and the Smarter Lawyer*. New York: ALM, 2003.
This was the first guide to KM written specifically for lawyers, and it continues to be a "go-to" resource for anyone seeking to understand how and why KM supports the business and practice of law. Rusanow discusses the challenges to KM implementation and places more value on culture than on technology as a KM driver.

Susskind, Richard. *The End of Lawyers? Rethinking the Nature of Legal Services*. New York: Oxford University Press, 2009.
Susskind's thought-provoking arguments about the future of law practice include predictions about the way that technology will force lawyers and law firms to reconsider how they operate in order to stay relevant and competitive. He points to ten "disruptive technologies" that challenge the old ways of practicing law.

Susskind, Richard. *The Future of Law: Facing the Challenges of Information Technology*. New York: Oxford University Press, 1998.
In 1998, Susskind warned lawyers to pay attention to the impact of technology on the practice of law, noting that the digital world enabled clients to demand radically improved service and lowered costs.

Tjaden, Ted. *The 7 Faces of Legal KM*. Toronto: LawTech Canada, 2009.
This 32-page paper, prepared for LawTech Canada, outlines how KM applies to major areas within a law firm: document/records management; precedent development; legal research/ intranet content delivery; professional development/training; litigation support; practice management; and client-facing initiatives/ alternative fee billing.

BOOKS:
GENERAL KM

Anderson, Chris. *The Long Tail: Why the Future of Business Is Selling Less of More*. New York: Hyperion, 2006.
The author, editor of *Wired* magazine, argues that the niche market is on the rise thanks to the Internet. Using examples from Google to eBay, he argues that unlimited shelf space allows businesses to move away from the one-size-fits-the-majority business model, and to succeed, provided that they can help consumers find what they want.

Barlow, Mike and David Thomas. *The Executive's Guide to Enterprise Social Media Strategy: How Social Networks Are Radically Transforming Your Business*. New York: Wiley, 2011.
Based on interviews with leaders at IBM, Salesforce.com, Accenture, Intuit, SocialText, Rubbermaid and elsewhere, this book outlines the impact of social collaborative technologies on society, culture, and business; guidance for successful corporate social media strategies; the value proposition of social media, metrics, costs, ROI; how to develop your own internal corporate social media strategy; and why your social media program will work only if it's aligned with your organization's goals and objectives.

Bereiter, Carl and Marlene Scardamalia. *Surpassing Ourselves: An Inquiry Into the Nature and Implications of Expertise*. Chicago: Open Court, 1993.
The authors explore what lies behind expert performance. Hard work, practice, and experience are not enough to make an expert. The secret of experts is their willingness to "work at the edge of their competence and to keep reconstructing their skills at higher levels."

Brown, John Seely and Paul Duguid. *The Social Life of Information*. Boston: Harvard Business Press, 2000.
"[N]arrowly focusing on new ways to provide information will not create the cyber-revolution so many technology designers have visualized. The problem (or joy) is that information acquires meaning only through social context. Brown and Duguid [argue] that 'trust' is a deep social relation among people and cannot be reduced to logic, and that a satisfying 'conversation' cannot be held in an Internet chat room because too much social context is stripped away and cannot be replaced by just adding more information, such as pictures and biographies of the participants" (from *Publishers Weekly*).

Collins, Rod. *Leadership in a Wiki World: Leveraging Collective Knowledge to Make the Leap to Extraordinary Performance*. Indianapolis: Dog Ear, 2010.
A hierarchical management structure no longer works; effective organizations tap into the collaborative model that embraces the collective knowledge of all employees and management. Collins explores how knowledge is shared and put to use when bosses become facilitators instead of commanders.

Davenport, Thomas and Laurence Prusak. *Working Knowledge: How Organizations Manage What They Know*. 2nd ed. Boston: Harvard Business Press, 2000.
Learning how to identify, manage, and foster knowledge is vital for any organization that wants to compete, but especially for companies of knowledge workers. The authors discuss the importance of creating a culture of trust, a culture where employees are encouraged to offer ideas for improvement and innovation and to communicate openly. Consider also *Information Ecology: Mastering the Information and Knowledge Environment* (1997), by the same authors.

BOOKS:
GENERAL KM

Dawson, Ross. *Developing Knowledge-Based Client Relationships: The Future of Professional Services*. Maryland Heights, MO: Butterworth-Heinemann, 2000.
A good discussion of extranet platforms and features for clients, this covers what knowledge organizations can do to enhance the value of the knowledge they deliver to clients and use that to develop profitable relationships.

Denning, Stephen. *The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century*. New York: Jossey-Bass, 2010.
Denning argues that companies must emphasize pleasing the customer and igniting employees' passion, creativity, and learning in order to succeed in the long run. His guiding principles include delighting clients, self-organizing teams, client-driven iterations, delivering value to clients, organizational transparency, and continuous improvement. Denning's blog, Rethink, occasionally covers KM principles.

Dixon, Nancy. *Common Knowledge: How Companies Thrive by Sharing What They Know*. Boston: Harvard Business Press, 2000.
A good primer on KM — though not focused on law firms and a bit old school — this resource emphasizes that knowledge transfer systems must be tailored to need; one size does not fit all. The author suggests that you must look at the type of knowledge, the intended receiver, the nature of the tasks involved, and the goals and purposes of sharing knowledge.

Gawande, Atul. *The Checklist Manifesto: How to Get Things Right*. New York: Picador, 2011.
The checklist is an excellent quality-control device and is the key to taming a high-tech economy. The author argues that a disciplined adherence to essential procedures — by ticking them off a list — can prevent mistakes and corner cutting. He examines checklists in aviation, construction, investing, and medicine.

Gladwell, Malcolm. *The Tipping Point: How Little Things Can Make a Big Difference*. Boston: Back Bay, 2002.
The context (or situational environment), the idea and the people work together to make things happen. Gladwell proposes that very small changes in the context, the quality, the strength or lasting power ("stickiness") of the idea, or ensuring that the idea reaches key people, can trigger a dramatic change. Consider also *Outliers* (2008) and Gladwell's other best-sellers.

Hagel, John, John Seely Brown and Lang Davidson. *The Power of Pull: How Small Moves, Smartly Made, Can Set Big Things in Motion*. New York: Basic Books, 2010.
In the world of social media, cloud computing, and the democratization of information, the authors suggest that we need to be able to draw out people and resources as needed to address opportunities and challenges (what they call "pull"). "At the center of the pull strategy," says *Harvard Business Review*, "is an individual (not a corporation) who has access to knowledge flows, takes advantage of porous boundaries and serendipitous interactions, and occupies new creative spaces."

Jones, William and Jaime Teevan. *Personal Information Management*. Seattle: University of Washington Press, 2007.
This great book compares the pros and cons of the various organizational techniques — gathered from scholars from major universities and researchers from companies such as Microsoft Research, Google and IBM — offering approaches to conceptual and practical problems of information management.

BOOKS:
GENERAL KM

Lutchen, Mark. *Managing IT as a Business: A Survival Guide for CEOs*. New York: Wiley, 2003.
The author, a Price Waterhouse consultant, advices CEOs (and CIOs) to see IT as an asset and competitive advantage that needs to be managed with clear goals and objectives, a defined budget, and measurements for ROI.

McAfee, Andrew. *Enterprise 2.0: New Collaborative Tools for Your Organization's Toughest Challenges*. Boston: Harvard Business Press, 2009.
The author argues that new technologies are more than just for socializing. They "help businesses solve pressing, capture dispersed and fast-changing knowledge, highlight and leverage expertise, generate and refine ideas, and harness the wisdom of crowds."

Morville, Peter. *Search Patterns: Design for Discovery*. Cambridge: O'Reilly, 2010.
This excellent primer on search and the issues and choices one faces when launching a search application addresses design from a user-psychology perspective, technical considerations and specific components of the user interface.

Moschella, David. *Customer Driven IT: How Users Are Shaping Technology Industry Growth*. Boston: Harvard Business Press, 2003.
A bit dated (claiming, for example, that mobile computing won't be an issue anytime soon), but a solid reminder that business solutions, technology and otherwise, must recognize that the customer drives the product, not the other way around.

O'Dell, Carla, and C. Jackson Grayson. *If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practice*. New York: Free Press, 1998.
Some of the advice here is common-sense and thus does a disservice to KM as a discipline, but case studies of KM success in companies illustrate the authors' point that leveraging an organization's infrastructure, culture, and technology can improve the collection and sharing of knowledge.

O'Dell, Carla, and Cindy Hubert. *The New Edge of Knowledge: How Knowledge Management Is Changing the Way We Do Business*. New York: Wiley, 2011.
This practical KM implementation guide brings the field up to date by discussing the application and impact of social media, communities of practice, learning, mobility and Web 2.0. Also see Jack Vinson's review.

Pugh, Katrina. *Sharing Hidden Know-How: How Managers Solve Thorny Problems with the Knowledge Jam*. New York: Jossey-Bass, 2011.
Knowledge transfer involves the dynamic push and pull of communication and is most effective through conversation, not databases, tweets or threads alone. The combination of information and context improves our ability to apply knowledge and improve productivity, competitiveness and innovation. "The Knowledge Jam" involves facilitation, conversation and translation.

Vaynerchuk, Gary. *The Thank You Economy*. New York: Harper Business, 2011.
The author outlines why companies must embrace social media and how social media have given customers the power over business and news as never before.

BOOKS:
GENERAL KM

Weinberger, David. *Everything Is Miscellaneous: The Power of the New Digital Disorder*. New York: Holt, 2008.
The author makes a good case that taxonomies have been eclipsed by tagging and folksononomies. Weinberger suggests there are three ways we order things: "first-order order" is arranging, lining things up or structuring. "Second-order order" is classification, putting information into categories and subcategories. "Third-order order" is tagging and applying other metadata, which allow us to make our own categorization on the fly. Thus, in a digital world, our old taxonomies are insufficient.

Wenger, Etienne, Richard McDermott and William Snyder. *Cultivating Communities of Practice*. Boston: Harvard Business Press, 2002.
A community of practice allows for people to interact, form relationships, share ideas and solve problems together through the exchange of information. This book illustrates how organizations can create effective communities of practice to capture and share knowledge. Also consider *Digital Habitats* (CPSquare, 2009).

Williams, Tom. *Positioning for Professionals: How Professional Knowledge Firms Can Differentiate Their Way to Success*. New York: John Wiley, 2010.
This book's focus is on marketing, branding and differentiating, but it reminds knowledge workers that professional service firms face unique pressures.

Wurman, Richard Saul. *Information Anxiety 2*. Upper Saddle River, NJ: Que, 2000.
A primer to learn how to think from the user's perspective and make information easily digested and understood.

PERIODICALS:

Inside Knowledge (Ark Group).
This magazine bills itself as a "practical guide to extracting the maximum value from your organization's intellectual assets."

Journal of Knowledge Management (Emerald).
A peer-reviewed publication dedicated to the exchange of the latest academic research and practical information on all aspects of managing knowledge in organizations, this journal publishes original research and case studies by academic, business and government contributors on strategies, tools, techniques and technologies for KM. It also identifies innovative KM strategies and the application of theoretical concepts to real-world situations.

KIM Legal (Ark Group).
This is the first magazine devoted to law firm knowledge management. Originally oriented toward U.K. firms, the magazine now serves a global audience. Its aim is to "serve those people working within law firms to develop, promote and maintain a knowledge sharing culture that makes a significant contribution to the profitability and efficiency of their firm." A subscription includes six print issues, access to premium Web content, and discounts on special reports and programs. Consider also *Managing Partner Magazine*.

KMWorld Magazine (KMWorld).
This magazine covers the latest in content, document, and knowledge management.

Knowledge Management Review (Melcrum).
This newsletter provides the latest trends, techniques and ideas in knowledge management: corporate case studies, practitioners' insights, and practical ideas written by practitioners for practitioners.

Peer to Peer (ILTA).
This quarterly magazine features articles written by members and vendors, usually covering a theme. Some issues and special white papers address knowledge management and related topics.

PinHawk Law Technology Daily Digest (PinHawk).
Daily overview of technology news for technology managers in law firms, corporate legal departments, and others serving the legal market. News sources include hundreds of blawgs, legal vendor Web sites, and traditional publications.

Searcher (Information Today).
Styled "The Magazine for Database Professionals," this publication is targeted to experienced, knowledgeable searchers and combines evaluations of data content with discussions of delivery media. Consider also *EContent Magazine*.

BLOGS:

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Abraham, V. Mary. Above and Beyond KM. http://aboveandbeyondkm.com

Aginsky, Michael. iPad for Legal. http://www.ipad4legal.com/about

Ambrogi, Robert. Robert Ambrogi's LawSites. http://www.lawsitesblog.com

American Lawyer Media. Law.com. Legal Technology News. http://www.law.com/jsp/lawtechnologynews/rss_feeds.jsp

Baker, Debra. Law Firm Transitions Blog. http://www.lawfirmtransitions.com

Black, Nicole. Legal iPad. http://legal-ipad.com/about

Brown, Toby, Greg Lambert and Lisa Salazar. 3 Geeks and a Law Blog. http://www.geeklawblog.com

Cable, Colleen and Sarah Clark Kavanagh. Law Firm Bottom Line. http://lawfirmbottomline.wordpress.com

Christian, Charles and Legal Technology Insider. The Orange Rag. http://www.theorangerag.com/blog

CIO Magazine. Blogs and Discussions. http://advice.cio.com

DiDomenico, Patrick. Lawyer KM. http://lawyerkm.com

FindLaw. Technologist: The FindLaw Legal Technology Blog. http://blogs.findlaw.com/technologist

Friedmann, Ron. Strategic Legal Technology. http://www.prismlegal.com/wordpress

Furlong, Jordan. Law 21. http://www.law21.ca

Georges, Richard. The Future Lawyer. http://futurelawyer.typepad.com/futurelawyer

Gibson, Ann Lee. Law Firm Competitive Intelligence. http://lawfirmci.blogspot.com

Gurteen, David. Gurteen Knowledge-Log. http://www.gurteen.com/gurteen/gurteen.nsf/id/knowledge-log

Hammond, Jim. Jim Hammond's Blog. http://www.jimhammondblog.com

Harvard Business Week. Working Knowledge. http://hbswk.hbs.edu

BLOGS:

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Hildebrandt. Blog. http://www.hbrconsulting.com/blog

Hobbie, David. Caselines. http://caselines.blogspot.com

Holmes, Nick. Binary Law. http://www.binarylaw.co.uk

Hricik, David and Peter Krakaur. Legalethics.com. http://www.legalethics.com

ILTA. Knowledge Management Peer Group. ILTA KM. http://km.iltanet.org

Information Week Magazine. Content Management, Enterprise 2.0, Information Management and other blogs. http://www.informationweek.com/blog

InfoWorld. InfoWorld Tech Watch and other blogs. http://www.infoworld.com/blogs

Ives, Bill. Portals and KM. http://billives.typepad.com/portals_and_km

Kennedy, Dennis. DennisKennedy.com. http://denniskennedy.com/blog

Kraft Kennedy. Technology Blog. http://blogs.kraftkennedy.com

Law Firm / Law Department Risk Roundtable. Law Firm Risk Management Blog. http://www.lawfirmrisk.com

Legal IT Professionals. Legal IT Professionals. http://www.legalitprofessionals.com

Martin, Kingsley. Contract Analysis and Contract Standards. http://contractanalysis.blogspot.com

McAfee, Andrew. The Business Impact of IT. http://andrewmcafee.org/blog

McEwen, Bruce. Adam Smith, Esq. ...an inquiry into the economics of law firms. http://www.bmacewen.com/blog

New York Times. Gadgetwise. http://gadgetwise.blogs.nytimes.com/feed

O'Grady, Jean. Dewey B Strategic. http://deweybstrategic.blogspot.com

O'Keefe, Kevin. Real Lawyers Have Blogs. http://kevin.lexblog.com

BLOGS:

Platt, Nina. Strategic Librarian. http://strategiclibrarian.com

Snowden, David. Cognitive Edge. http://www.cognitive-edge.com/blogs/dave

Society for Computers and Law. SCL Blogs. http://www.scl.org

Thomson Reuters. http://legalcurrent.com

Vinson, Jack. Knowledge Jolt with Jack. http://blog.jackvinson.com

VQ. Legal Innovation Blog. http://vqab.se/legal-innovation-blog.aspx

Wallbillich, John. Wired GC. http://www.wiredgc.com

Woldow, Pam. At The Intersection. http://pwoldow.wordpress.com

ORGANIZATIONS, ASSOCIATIONS AND MEETINGS:

AIIM, Association of Information and Image Management. http://www.aiim.org.
A nonprofit professional association that provides education, research and best practices to help organizations find, control and optimize their information.

Ark Group. Legal and Professionals Sector, U.S. and U.K. http://usa.ark-group.com/legal-and-professional.
Programs include KM for the Legal Professional, Competitive Intelligence, Law Library Management, and other concerns related to the business of law.

CPSquare, The Community of Practice on Communities of Practice. http://cpsquare.org.
A wiki and various events are available to members (with a small annual membership fee).

Enterprise 2.0. http://www.e2conf.com.
Conferences, webinars and a blog covering social tools, collaboration, social CRM, search and wikis for the enterprise.

Information Today. Enterprise Search Summit. KM World. Intranets. Annual conferences. http://www.infotoday.com/conferences.asp.
Information Today publishes a number of magazines and hosts several events for KM and library professionals.

International Legal Technology Association (ILTA). Knowledge Management Peer Group. http://www.iltanet.org.
The KM peer group is an active section of ILTA. An annual meeting is held in August, and webinars are offered throughout the year. An annual membership fee is charged at the firm level; as many employees as desired may sign up to access the Web site and receive the quarterly magazine *Peer to Peer*, occasional white papers and more. See also the peer group blog.

Legal OnRamp. http://legalonramp.com
An online collaboration community for in-house counsel and invited outside lawyers and third-party service providers. Lawyers from more than 40 countries contribute to a growing collection of content and technology resources. Basic services are free, so all members are expected to contribute to the community as a whole. Law firm lawyers wishing to participate must apply, with a commitment to sharing defined content with the community.

Montague Institute. http://www.montague.com/inst1.html
This fee-based membership organization has been "educating executives and information professionals on cutting-edge topics relating to corporate information services" since 1992.

Special Libraries Association. Knowledge Management Division. http://wiki.sla.org/display/SLAKM
Members of SLA can join this division to stay in touch with how library professionals are supporting and leading KM initiatives in their organizations.

TWITTER:

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Hobbie, David. Legal KMers (People that I follow in or near the legal #KM space) at http://twitter.com/#!/kmhobbie/legal-kmers.
See also a daily "paper" from paper.li that shows stories to which those people have linked on Twitter: http://paper.li/kmhobbie/legal-kmers.
No Twitter account required.

LINKEDIN GROUPS:

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- CKO, Chief Knowledge Officers
- International Association for Artificial Intelligence and the Law
- KM Experts
- KM Forum
- KMLP, Knowledge Management for Legal Professionals
- KM Practitioners Group
- Law Firm KM Leaders
- Legal Blogging
- Legal Innovation
- Legal IT Network
- PLL/AALL Private Law Librarians Knowledge Management Professionals
- Social Media for the Legal Profession
- Special Libraries Association Knowledge Management Division
- Women in Knowledge Management