

# PLL PERSPECTIVES

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WINTER 2002

## KNOWLEDGE MANAGEMENT (MAKE THAT SHARING) AT FAEGRE & BENSON

by Nina Platt, Faegre & Benson, LLP Minneapolis, MN

I wrote an article in 1997 asking whether knowledge management (KM) would actually work in a law office. The article was a way of putting what I had learned about KM, my experience with it and my thoughts about knowledge management together so I would better understand what other organizations were doing in this area, what the history of KM is in law firms, where we might go in the future with knowledge sharing within our organizations, and what the librarian's role would be. A year after I wrote that article, I took the job of Director of Library Services at Faegre & Benson in Minneapolis, MN. The position included not only running the traditional library but also overseeing the creation of the firm's Intranet and developing knowledge sharing systems for the firm. The following is a description of what we've done during the last two years in the area of knowledge management and where we hope to go in the future.

### Following Tradition

Faegre & Benson has a long tradition in knowledge sharing. The culture encourages individuals to look to each other for information, and in fact, the standards for partnership include the willingness to share what you know with your colleagues. The firm uses low-tech KM initiatives such as regular practice group meetings to share information about what is being learned while individual members of the groups work on cases, transactions, etc. It also has a formal mentoring program that pairs seasoned attorneys with newcomers to allow the new attorney to share in the knowledge that the more experienced attorney has developed during years of practice. In addition, e-mails are often sent between members of various groups to ask if any attorney has experience in a certain area, drafted certain types of documents or researched a specific area of law.

Besides these low-tech initiatives, the firm also maintained a collection of workproduct that could be referenced when an attorney started a project and wanted to see how other attorneys had handled the same issue. This collection began with the documents being bound in hardcover books and eventually evolved into Folio infobases where the documents were stored full-text.

Pretty standard fare in law firms during the last 10-20 years.

A survey showed that the infobases were being used by a small percentage of the firm's attorneys but that many more would use the system if it were easier to use – Folio was not intuitive and frustrated many attorneys. With these results we made the decision to move the infobases to a web-based solution.

To digress, we could have done what many firms have done in the last couple of years:

- Hire an attorney who would act as the leader of the Knowledge Management initiative.
- Hire a consulting company to do a top down knowledge audit to determine what initiatives needed to be undertaken.
- Embark on an enterprise-wide initiative to capture and reuse the firm's collective knowledge.

### Moving Ahead

We decided not to do that. Instead we decided to approach KM on a practice by practice basis. To accomplish this, Library Services staff members work with practice groups to implement KM initiatives within each group. For example:

- Research staff members work with designated practice group members to develop research pages on our Intranet (FaegreNet). These pages provide access to frequently used Internet sites, current awareness clippings, etc.
- Intranet staff work with practice group representatives to identify internal information resources (e.g., practice guides, published articles, seminar materials) that are then made available via FaegreNet.
- Research staff members manage biographical and bibliographic information about judges in an internal database and work with attorneys in the litigation practice areas to identify which Faegre attorneys have appeared before the judges in the database.
- The Intranet staff position of Workproduct Coordinator works with practice groups to develop collections of prior workproduct.

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**Fall:** August 15 **Winter:** October 15  
**Spring:** January 15 **Summer:** April 15

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quarterly newsletter, *PLL Perspectives*.



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## FROM THE CHAIR

by Patricia Keller, Kirkpatrick & Lockhart, LLP  
Washington, DC

It is truly difficult for me to write this article. Since September 11 it has been difficult for all of us to concentrate on our work as private law librarians. So much has happened and so much has changed. However, I'm sure that we are all doing the best that we can because law librarianship is what we know and what we do. I sincerely hope that all of you, your families and friends are safe.

To keep us moving in the right direction, I want to mention some ideas that have been discussed before for volunteering and participating in PLL.

### **Encourage your Friends**

Encourage your friends to become members of PLL through their membership to AALL. Also, encourage your friends to join you in volunteering and participating in any one of the activities below. The association will be stronger with the more new members who participate.

### **Subscribe or Unsubscribe to the PLL-SIS Listserv**

If you have not subscribed to the PLL listserv, you may want to do so. If you would like to take your name off the listserv, you can. You may do either by going to the AALL web site at [www.aallnet.org](http://www.aallnet.org). Go into the special interest sections page. On the left side of the page is a button for SIS listservs. Click that button and go to the PLL-SIS listserv. You may see other listservs that you want to join.

Some of you have requested to have your names removed from the listserv. Sometimes when I have tried to do so I cannot find your e-mail address. If your e-mail address changes, it is helpful to unsubscribe your old address and then subscribe again with your new address.

### **Volunteer and Participate in your professional organization**

Once again I want to encourage ALL members to participate in PLL by volunteering for a committee. The Education Committee for the 2003 Annual Conference in Seattle still needs a few members. I would suggest that you check the PLL web site for more information. You may want to call a committee chair if you have questions about the committee.

### **Propose a Program**

It's not too early to propose a program to the PLL Education Committee for the 2003 AALL Annual Conference in Seattle, Washington. It is important that PLL programs are well represented at the AALL conference. It is through member participation that the conference has worthwhile programs.

### **Write an Article**

Another opportunity to participate is to write an article for the PLL newsletter, *PLL Perspectives*. If you are a specialist in a particular area or are interested in some aspect of private law librarianship, writing an article will inform your colleagues and may help someone understand something new. If you have previously written an article for some other periodical, you may want to submit it to *PLL Perspectives*.

### **Run for Office**

A good way to find out what PLL does is to be a member of the board. It is a good idea to run for office. You can read about our offices on our web page through the AALL web site. The association always needs new members to run for office.

Very simply said, I urge all of you to join in by volunteering and participate in your association! You are the association; therefore, it cannot exist if you don't volunteer.

## KNOWLEDGE MANAGEMENT (MAKE THAT SHARING) AT FAEGRE & BENSON

*Continued from page 1*

These collections are part of a large system called Faegre Interactive Documents Online (FIDO).

### Making Choices

Development of FIDO began with the conversion of the Folio infobases to the web-based solution mentioned above. To achieve this, a team of Library Services staff, technical staff, and attorneys was assembled to work on the project. This team developed criteria and selected software for the system. ISYS Web [<http://www.isysusa.com/>] was selected as the search engine that drives FIDO based on meeting most of the following criteria that were established:

- Easy submission process
- Metadata capabilities
- End user access to the original document
- Basic search functions (Boolean, proximity, etc.)
- Simple & advanced search screens
- Search within search function
- Results in context (keyword in context)
- Hit to hit navigation
- Document to document navigation
- Customizable interface
- Portability

With the software selected, we went to work building the user interface. Again, the team played an important part in making decisions about usability, etc. Once the interface was developed and a group of documents had been converted, we gave a small group of users access and asked for feedback on the interface and on decisions we had made about metadata, searching functionality, etc.

### FIDO Unleashed

With the initial design in place that had been tested and modified according to feedback from users, we began working with a few practice groups (active users of the Folio system) to develop their collections on FIDO. Each group worked with the Workproduct Coordinator to determine what metadata would be the most useful for their group and if they needed multiple access points for their documents. Many groups (mainly transactional) built outlines that allow users to browse through the collections according to document type or topic in addition to the metadata or full-text search functionality.



Since FIDO's release to the firm in April 2001, we've developed 33 distinct collections for all but two practice groups. We've also developed an export tool that can be used to submit documents while in Microsoft Word. Once selected the export feature allows users to submit multiple documents by selecting a document collection in FIDO, reviewing and/or adding to the metadata that is pulled from the Docs Open profile (author, title, etc.) for those documents and finally submitting the documents. This feature also updates a database that is used to generate dynamically the outline users browse through to find documents by type or topic.

### Leading Change

Our biggest challenge has been one that all firms face while trying to implement this type of system – attorney participation. We have been fortunate to get the participation we've had so far in building the collections. However, we know that maintaining or increasing that participation doesn't happen without work. To accomplish this we've approached the change that must take place (for KM initiatives to be successful) by following John Kotter's "Eight Stage Process of Creating Major Change" from his book, *Leading Change*.

- Establish a Sense of Urgency
- Create the Guiding Coalition
- Develop a Vision and Strategy
- Communicate the Change Vision
- Empower Employees for Broad-Based Action
- Generate Short-Term Wins
- Consolidate Gains and Producing More Change
- Anchor New Approaches in the Culture

### Where Do We Go From Here?

We will continue to work on the implementation of FIDO. Other KM initiatives planned for the near future include concept access to FIDO, improved access to attorney and staff profiles to provide better access to internal know-how, development of an expert witness database, and continued development of FaegreNet to make information stored in internal databases more available.

As for my initial question four years ago, Can KM work in a law office? I think it can, but not without management commitment to initiate the change that must take place and patience to see the process through.



## THE LANGUAGE OF KNOWLEDGE: A GLOSSARY OF TERMS ASSOCIATED WITH KNOWLEDGE MANAGEMENT TECHNOLOGIES AND SOLUTIONS.

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For more information about Knowledge Management visit [www.delphigroup.com](http://www.delphigroup.com)

**Agents** (Agent Technology) Software programs that transparently execute procedures to support gathering, delivering, categorizing, profiling information or notifying the Knowledge Seeker about the existence of or changes in an area of interest.

**Asynchronous Communication** The ability of two or more individuals in a distributed workforce to accomplish work from different places/different time modes by using a process intermediary. Knowledge Management tools can perform the work of bridging time and space. In the Asynchronous Communication model, the process has intelligence to understand the rules and monitoring parameters that must be captured and conveyed to process participants. Asynchronous Communication results in a significant reduction in time to resolution since one individual is not waiting for another to perform linear steps in a process. In traditional electronic communications, this is not possible since the process intermediary (e-mail or voice mail, typically) contains no intelligence by which to monitor the work process or communicate its status and prospective impact on other activities.

**Business Operating System (BOS)** An environment that represents the vast warehouses of knowledge of an organization—the way a business is run, the way people and information come together to add value to a business process. A BOS is a repository comprised of a common operating environment, a business process library, and enterprise workflow. The BOS is expressed through a consistent standardized desktop metaphor. A BOS provides:

- a comprehensive work environment;
- a self-service, reflective desktop;
- a re-usable library-based repository of business objects;
- an open desktop that integrates the business process with any application;
- a constant and consistent interface allowing a process-centric view;
- a clear focus on Process Functionality rather than applications (i.e., word processing, spread sheets, databases);
- a repository for the corporate processes memory.

**Cephalic** The approach to decision-making found in command-and-control organizations that route decisions through a central brain or “head.”

**CKO** See *Knowledge Leadership*.

### Cognition

The ability to synthesize diverse sources of information in making a decision. The aspect of Knowledge Management solutions used to facilitate decision making. As part of a Knowledge Map, Cognition is the application of knowledge which has been exchanged through Intermediation, Externalization, and Internalization.

**Community of Practice** Communities that form within an organization where people assume roles based on their abilities and skills instead of titles and hierarchical stature. Also referred to as Community of Interest.

**Competency Management** The ability to use Knowledge Management to consistently facilitate the formation of new ideas, products, and services that support the Core Competency of the organization.

**Concept-based Search** A form of content-based indexing, search and retrieval in which the search engine possesses a level of intelligence regarding semantics and lexicons. In such a system, Internalization and Externalization can be achieved at a conceptual level, providing results far beyond that of word-based queries.

**Concept-to-Cash** The time required to bring a new idea from inception/conception to market. See Knowledge Chain.

**Content Mapping** The process of identifying and organizing a high level description of the meaning contained in a collection of electronic documents. Content Maps are usually rendered as hierarchical “outlines”, but many kinds of more suggestive displays are available through graphical visualization techniques. Content Maps are used to facilitate the comprehension of the Knowledge Base.

**Context Sensitivity** The ability of a Knowledge Management system to provide insight that takes into consideration the contextual nature of a user’s request based on history, associations, and subject matter experience.

**Contribution Monitoring and Valuation** A method for analyzing the relative value of an individual’s knowledge-supporting activities in a Knowledge Management system, utilizing a variety of metrics, which could include the following electronically-based approaches:

- numbers of contributions to knowledge forums;

- numbers of successful problem resolutions associated with an individual's contributions;
- amount of message traffic targeted to take advantage of an individual's expertise, etc.

Contribution Valuation need not be technology-based or limited to these specific examples, but it must be grounded in agreed-upon Knowledge Management metrics.

**Core Competency** The over-riding value statement of an organization. Core Competency differs from product and market competency in that an organization's Core Competency outlives (by a significant margin) product lifecycles and market swings. AT&T's Core Competency, for example, is connecting people, not telecommunications.

**Core Rigidity** Opposite of Core Competency. Defining any Core Competency too narrowly may turn it into a Core Rigidity. Core Rigidities are unquestioned assumptions about an organization's products, policies, or positioning which lead to complacency and inhibit new innovation.

#### **Corporate Amnesia**

The loss of collective experience, embedded Tacit Knowledge, and accumulated skills, usually through excessive downsizing and layoffs.

**Corporate Instinct** A company's collective "sixth sense". Corporate Instinct enables a company to respond instantaneously to market opportunities, customer needs, and competitive maneuvers.

**Corporate Memory** An unquestioned tacit or explicit understanding of an organization's people, process, or products. Corporations, like individuals, remember the past, including long-standing processes and procedures, along with corporate traditions and values. Memory is strategically important, but it can also become a serious liability if it inhibits an organization from adjusting quickly to its changing environment.

**Customer Capital** Customer Capital refers to the value, usually not reflected in accounting systems other than as goodwill, which results from the relationships an organization has built with its customers. One of three forms of Intellectual Capital as defined by Edvinsson and Stewart. See Structural Capital and Human Capital.

**Decephalization** An organization's ability to sense the need for change in its markets and to collaborate in key decisions with its extremities (e.g. employees, customers) and not just its head (command-and-control management). See Cephalic.

**Digital Nervous System** The computing infrastructure (desktops, servers, networks, and software) used to inform and support the decision-making processes of an organization. Knowledge Management may be part of a Digital Nervous System.

**Dilemma of Incentivization** A phenomenon or paradox that arises out of the structural imbalance between Knowledge Seekers and Knowledge Providers. The Knowledge Provider, while able to provide knowledge, typically has little or no incentive to do so. The Knowledge Seeker is highly incentivized to receive the knowledge, but is unable to do so without the cooperation of the Knowledge Provider. *See Dilemma of Organization.*

**Dilemma of Organization (Structure)** A phenomenon or paradox that arises out of the asymmetry between Knowledge Seekers and Knowledge Providers relative to knowledge content. The Knowledge Provider is well equipped to provide structure to the knowledge, but typically does not know the context in which it might be used later. The Knowledge Seeker is intimately familiar with the context of the required knowledge, but does not understand the knowledge in sufficient depth to organize it or appreciate its structure. *See Dilemma of Incentivization.*

**Disintermediation** The elimination of middle layers of management control and other internal or external intermediaries. The benefit is a faster execution of the Knowledge Chain.

**Discontinuity of Knowledge** A phenomenon that occurs when experienced knowledge workers move from one position to another position (inside or outside of an organization) without having adequate time or Knowledge Management facilities to transfer their Tacit Knowledge to co-workers.

**Document Management** A software system based on an underlying database, in which unstructured objects (i.e. documents) are indexed and tracked. Document Management systems monitor security, log access to files, and maintain a history of file content. If used to track paper documents, maintenance of content is not provided. Within a Knowledge Management system, Document Management can provide an automated approach to Externalization and Internalization. In more advanced systems, user profiles can be maintained as an object. In these cases, the owners of Tacit Knowledge are tracked and made available as a known resource through user queries via Electronic Yellow Pages.

**Effective Engagement** The process by which prospects and customers interact with an organization (customer support, sales, etc.) in a manner that allows for increased customer satisfaction and increased organizational opportunity. Usually facilitated by the use of coaching, problem resolution, or a knowledge-base system.

**Electronic Yellow Pages** An online listing of personnel, their competencies and their contact information. Within a Knowledge Management environment, the Yellow Pages are prefaced with a profile of each user's experiences and areas of expertise. Queries on the profiles will result in a list of known individuals that should possess expert Tacit Knowledge on the query's subject matter. In a heuristic Electronic Yellow Pages the system can infer

competencies by observing an individual's behaviors and work product.

**Enterprise-wide Information Systems** A tool of Corporate Instinct. These systems provide a comprehensive overview of the business and the industry in which the organization competes. An example of such a system is a comprehensive data warehouse.

**Explicit Knowledge** One of the two types of knowledge, whose taxonomy was most notably espoused by Michael Polanyi. Explicit Knowledge is knowledge that is easily codified and conveyed to others. See Tacit Knowledge.

**External Awareness** The fourth component of the Knowledge Chain, which represents an organization's ability to understand the market's perceived value of its products and services as well as the changing directions and requirements of its markets. When coupled with Internal Awareness, External Awareness can lead to the discovery of successful new markets. See Knowledge Chain.

**Externalization** The transfer of knowledge from the minds of its holders to an external repository in the most efficient way possible. Externalization tools help build Knowledge Maps. They capture and organize incoming bodies of Explicit Knowledge and create clusters of bodies of knowledge.

**External Responsiveness** The third component of the Knowledge Chain, which emphasizes the perpetual ability to meet the market on its own terms—even when the market cannot articulate these. It is a level of responsiveness to environmental conditions that is significantly faster and based on better connections between resources and markets. See Knowledge Chain.

**Federation** A form of organizational structure where the value chain is loosely organized as an alliance of independent but reliant organizations or Work Cells in lieu of departments or divisions within a single enterprise.

**Free Agency** The lowest level of granularity in a free market work force. Free Agents are effectively organizations of one, which come together temporarily to form project-based alliances.

**Generative Learning** The additional learning that often accompanies adaptive learning when there is a gap in understanding. Generative Learning involves rethinking and redesigning mental models and changing the routes by which individuals adapt to move past where they are to where they aspire to be.

**Heuristic Software** A software solution that learns about its users and the knowledge they possess, by monitoring the user's interaction with the system. Thus, over time, its ability to provide users with relevant knowledge should improve. See *Suggestive Software*.

## Human Capital

The collective value of an organization's know-how. Human Capital refers to the value, usually not reflected in accounting systems, which results from the investment an organization must make to recreate the knowledge in its employees. One of three forms of Intellectual Capital as defined by Edvinsson and Stewart. See Structural Capital and Customer Capital.

**Increasing Returns** (Theory of) Economic theory created by a group of economists (prominently, Brian Arthur and Paul Romer) which proposes that the emerging information economy, with its shift of value from raw materials and manufactured goods to information itself, requires a new economic model, based on the dynamic of increasing returns of scale. The primary example is the software market, where successful producers (prominently Microsoft) have increasing returns to scale (each new unit of output returns incrementally more profit than the last) because of variable costs approaching zero in volume production, as well as "network externalities," and "lock in." In contrast, in the classical economy, businesses faced inevitably decreasing returns to scale, as increasingly larger plants eventually reached a point where marginal increases in production required marginal increases in cost.

**Instinct** The spontaneous application of acquired and latent intelligence to unknown situations within an unspecified context.

**Intellectual Capital** Intellectual Capital can be segmented into three sub-categories: Human Capital, Structural Capital, Customer Capital. Although acknowledged as valuable in most organizations, these assets are not measured and accounted for in an organization's financial statements other than as goodwill. Many believe these assets form the basis for most equity market valuations of an organization.

**Intermediation** The brokerage function which brings together Knowledge Seekers (questions) with Knowledge Providers (answers). Intermediation technologies facilitate the connections between people and the communication of knowledge between Seeker and Provider. One example is that of an Electronic Yellow Pages. One of four key Knowledge Management functions. See Knowledge Mapping, Externalization, Internalization, and Cognition.

**Internal Awareness** The first component of the Knowledge Chain, which represents an organization's collective understanding of its strengths and weaknesses across structural silos and functional boundaries. Internal Awareness is not only having your house in order, but also knowing what order your house is in. See Knowledge Chain.

**Internalization** The transfer of Explicit Knowledge from an external repository (temporary or permanent) to an individual, in the most useful and efficient way possible. There are two aspects

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to Internalization: extraction and filtering. One of four key Knowledge Management functions. See Knowledge Mapping, Externalization, Internalization, and Cognition.

**Internal Responsiveness** The second component of the Knowledge Chain, which represents an organization's ability to instantly organize skills based on an unfiltered assessment of its resources and external market demands and opportunities. See *Knowledge Chain*.

**KM<sup>2</sup>**™ The premier methodology for conducting a Knowledge Audit. KM 2 exposes and defines: an organization's propensity for Knowledge Management; the value of knowledge; its ability and speed in traversing the knowledge cycle; and the current sources of knowledge. KM 2 analysis also uncovers pockets of deviance from the organizational norm, thereby identifying key opportunities that can be leveraged within the organization, and key obstacles that must be overcome.

**KQML** The Knowledge Query and Manipulation Language, is a language and protocol for exchanging information and knowledge. It is part of the ARPA Knowledge Sharing Effort aimed at developing techniques and a methodology for building large-scale, sharable and reusable knowledge bases. KQML is a message format and a message-handling protocol to support run-time knowledge sharing among agents. KQML can be used as a language through which an application program interacts with an intelligent system or through which two or more intelligent systems share knowledge in support of cooperative problem solving. Information on KQML can be found on the world-wide-web at <http://www.cs.umbc.edu/kqml/>. Definition excerpted from [www.cs.umbc.edu](http://www.cs.umbc.edu)

**Knowledge Architect** See *Knowledge Leadership*.

**Knowledge Audit** An assessment of an organization's current achievements in Knowledge Management, its current Knowledge Ecology, and the mapping of available Tacit and Explicit Knowledge resources. See KM 2.

**Knowledge Base** Typically used to describe any collection of information which also includes contextual or experiential references to other Metadata.

**Knowledge Bazaar** (Info Souk, etc.) A form of Knowledge Market in which sellers are essentially undifferentiated and buyers assume all quality and serviceability risks. See Knowledge Market.

**Knowledge Broker** A person, organization, or process which identifies intersections between Knowledge Seekers (Buyers) and Knowledge Providers (Sellers) and creates a vehicle for linking the two.

**Knowledge Chain** Corporate Instinct, stems from the flow of knowledge through four definitive stages in this chain: Internal Awareness, Internal Responsiveness, External Awareness, and External Responsiveness.

**Knowledge Concierge** A title adopted by some organizations for individuals who have the responsibility of facilitating the transfer of knowledge across communities of practice. See Knowledge Broker.

**Knowledge Ecology** The component of Knowledge Management that focuses on human factors: namely, the study of personal work habits, values, and organizational culture.

**Knowledge Engineer** See *Knowledge Leadership*.

**Knowing Enterprise** An enlightened organization that uses its instinct and accompanying self-awareness; an enterprise that has intimate, constantly renewed knowledge about itself, its capabilities, resources, and opportunities.

**Knowledge Guild** A descriptive term for an organized group of suppliers of a specific kind of knowledge. Knowledge Guilds guarantee a level of quality in business interactions with their members. This guarantee differentiates guild members from others who might be active in "selling" similar knowledge in a Knowledge Bazaar.

**Knowledge Half-life** The point at which the acquisition of new knowledge is more cost-effective and offers greater returns than the maintenance of existing knowledge.

**Knowledge Leadership** (Types of) Knowledge Leadership represents a broad category of positions and responsibilities, from individuals who literally fall into the de facto position of Knowledge Manager with no change in title, formal responsibilities or compensation to very well compensated senior executives who are recruited specifically for the role of CKO. Although no taxonomy could possibly set forth all of the titles and responsibilities included under Knowledge Leadership, the following typify the general categories you are likely to encounter today:

- The Chief Knowledge Officer is responsible for enterprise-wide coordination of all Knowledge Leadership. The CKO typically is chartered by the CEO and is often (but not always) part of IT. The CKO's focus is the practice of Knowledge Leadership, usually solo performer role with no immediate LOB responsibility. Before a culture of knowledge sharing, incentives, and the basic precepts of Knowledge Leadership have been acknowledged by the enterprise, the CKO is powerless.
- The Knowledge Analyst collects, organizes, and disseminates knowledge, usually on-demand. They provide Knowledge Leadership by becoming walking repositories of best practices, a library of how knowledge is and needs to be shared across an organization. There is a risk that these individuals become so valuable to their immediate constituency that they are not able to move laterally to other parts of the organization where their skills are equally needed.
- The Knowledge Engineer converts explicit knowledge to

instructions and programs systems and codified applications. Effectively, the better Knowledge Engineers codify knowledge, the harder it is for the organization to change when their environment demands it.

- The Knowledge Manager coordinates the efforts of engineers, architects, and analysts. The Knowledge Manager is most often required in large organizations where the number of discrete knowledge-sharing processes risk fragmentation and isolation. The risk in having Knowledge Managers is that fiefdoms (albeit large ones) may begin to form around the success of each manager's domain.
- The Knowledge Steward provides minimal, ongoing support to knowledge users in the form of expertise in the tools, practices and methods of Knowledge Leadership. The Steward is usually an individual who has fallen into the role of helping others better understand and leverage the power of new technologies and practices in managing knowledge. The term Steward seemed to resonate best among participants in The Delphi Group's Knowledge Leadership study because it conveys responsibility and a willingness to guide others yet it is also non-intrusive and the near antithesis of ownership.

**Knowledge Management** The leveraging of collective wisdom to increase responsiveness and innovation.

**Knowledge Manager** See *Knowledge Leadership*.

**Knowledge Mapping** (Knowledge Taxonomy) A process which provides an organization with a picture of the specific knowledge it requires in order to support its business processes.

**Knowledge Market** (Knowledge Bazaar, Info Souk, etc.)

An online gathering place where owners of intellectual property can barter, sell and otherwise exchange their intellectual property for value. Such markets may be undifferentiated, e.g. Knowledge Bazaars; organized through Knowledge Brokers; or modulated through the instrument of the Knowledge Guild.

**Knowledge Provider/Seller** An individual that possesses knowledge of value to other individuals.

**Knowledge Seeker/Buyer** An individual that needs to access knowledge held by another individual or stored in a repository

**Knowledge Steward** See *Knowledge Leadership*.

**Knowledge Topology** A framework that segments Knowledge Management into four key categories: Intermediation, Externalization, Internalization, and Cognition.

**Learning Organization** An organization with the necessary practices, culture, and systems to promote the continuous sharing of experience and lessons learned. Popularized by Senge. Knowledge Management systems seek to identify through

Knowledge Mapping, and to implement through Competency Management, the kinds of specific organizational and individual learning that must take place if the business is to build and maintain the required competencies to compete effectively.

**Linguistic Analysis** A form of concept-based retrieval in which semantic networks, lexicons and parsers are used to determine the overall subject matter of a body of text.

**Matrix Organization** The synthesis of central control and decentralization structures within a single organization. A Matrix Organization is typically organized around task forces or teams consisting of functional members.

**Metadata** Data which provides context or otherwise describes information in order to make it more valuable as part of a Knowledge Management system. Metadata is most often used to connect information in relevant ways to people, process, or product.

**Metaskills** The basic tool of generative learning; these skills are aimed at ensuring three things: skills adaptability, autonomous decision-making, and an emotional aptitude for change.

**Organized Abandonment** The process by which new innovations replace current products before the current product is out of its profit zone. See Profit Zone.

**Perpetual Organization** An organization that is without any permanent structure; it takes on whatever form is suitable for current conditions and market demands. Personalization

Retrieving and structuring knowledge to best meet the preferences and skill set of the Knowledge Seeker.

**Process Asset** A set of rules and instructions about a particular process set forth in a methodical and reusable manner.

**Process Knowledge** The collection of Tacit and Explicit Knowledge relating to the effective execution of a process. The creation of a Process Asset that ultimately contributes to Core Competency must include the instinctive, Tacit Knowledge that contributes to the success of that process. This Tacit Knowledge can be reduced to a set of rules or converted to Explicit Knowledge and added to the Knowledge Base. This Process Knowledge can then be managed more effectively and contribute to a living Knowledge Chain of competitive assets which are easily modified as customers and markets change.

**Profiling** The creation of chronicles that track user interest levels and areas of expertise. In an automated approach, profiles are created by monitoring each user's work submitted, work reviewed, and query habits. Profiling is used to feed agent technology, user sensitivity systems, and document management systems.

**Profit Zone** The period of time during which a product's profitability is realized. Knowledge Management should provide

the practices and culture by which an organization can consistently maintain overlapping product cycles, thereby never falling out of the Profit Zone. See Organized Abandonment.

**Response/Stimuli Matrix** A Knowledge Management model which plots where memory and knowledge are best used. The matrix indicates that memory is an appropriate vehicle for responding in planned ways to anticipate stimuli. Knowledge is an appropriate vehicle for responding in unplanned ways to surprise stimuli.

**Return-on-Time (ROT)** A metric for assessing quickly if a Knowledge Chain is working. Since instinct reduces the time required to go through this cycle, it increases a company's velocity and return-on-time.

Specifically:  $((P/100)*(sY/nY))$ , where P = percent of profit, sY = sustained years, nY = number of years.

Semantic Analysis (Semiotics)

The analysis of meaning in text. In the context of Knowledge Management software, a set of analysis programs which identify concepts in documents and their relative importance to the subject of the document and to each other. These utilities form the basis for accurate search and knowledge discovery. See *Concept-based Search*.

**Socialization** Bringing together of individuals with similar interests. The purpose of Communities of Practice and Communities of Interest is to create a vehicle to promote the discovery and sustenance of Tacit Knowledge by encouraging socialization among individuals with similar knowledge and interests.

**Solution Brokers** A new class of solution provider. Solution Brokers offer a fully integrated solution for most business applications, integrating the component technology with the existing hardware infrastructure, significantly minimizing the risk factors associated with the technology integration.

**Structural Capital** One of three forms of Intellectual Capital as defined by Edvinsson and Stewart. Structural Capital refers to the value, usually not reflected in accounting systems other than as goodwill, which results from products, systems, or services an organization has built. These may survive the absence of Human Capital for a period of time (i.e. the brand equity of a popular product), but will soon result in a Core Rigidity without the infusion of Human Capital. See Structural Capital and Human Capital.

**Suggestive Software** Software that is able to deduce a user's knowledge needs and suggest knowledge associations that the user is not able to make.

**Tacit Knowledge** One of two type of knowledge, whose taxonomy was most notably espoused by Michael Polanyi. Tacit Knowledge is experiential know-how based on clues, hunches, instinct, and personal insights; distinct from formal, Explicit Knowledge.

**Touch Points** The priority areas for the application of Knowledge Management; typically: interactions with customers, interactions with suppliers and interactions with employees. Each Touch Point represents an area of potential process or quality improvement and competitive advantage. Touch Points represent areas where human interaction is often most intense.

**User Sensitivity** The ability of an online system to track and manage the experience and preferences of a user, and to use this knowledge to tailor the delivery of knowledge to that user. Through User Sensitivity approaches, the level of communication within a Knowledge Management system is heightened.

**Velocity of Innovation** The rate at which an organization is able to conceive of and introduce new product to market. Innovation is driven by business markets that are battling time to beat their competitors to the next product innovation. The automation of the innovation cycle and resulting decline in time to market is the 21st century equivalent of the automation of production cycles in manufacturing during the better part of the 20th century. See Return on Time and Concept to Cash.

**Virtual Organization** A company "without walls" and without many permanent employees; it relies on contractual relationships with suppliers, distributors, and a contingent workforce.

**Virtual Team** A recombinant structure for work that pulls people and resources together quickly to solve a particular internal or external problem.

**Visualization** The ability to visualize a process in intimate detail, capturing parameters about the process that can be used for interpretation, analysis, and discussion. Visualization ideally depicts the process and helps to analyze it. It creates a corporate memory of the process, provides data for analyzing the process, and creates a dynamic framework for a collaborative reengineering of the process.

**Work Cell** A collection of roles within an organization that crosses functional barriers; individuals in these cells are distinguished by their flexibility and adaptability.

**Workflow** One of the tools used for the creation of process assets a proactive toolset for the analysis, compression, and automation of business activities.

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## THE GROWING GAINS OF KNOWLEDGE MANAGEMENT

by Madene Mandel, LEXIS-NEXIS, Dayton, OH

“Knowledge management” is not a new concept. Ask any information professional or law librarian. Knowledge management is the work that librarians have been doing for years, expeditiously ferreting out the right information and delivering it to the appropriate individuals. It has only been with the advent of advanced technology that knowledge management has evolved to offer deeper meaning. Now, in addition to the *who* and *what* elements, information professionals and law librarians also have reliable answers to the *how* and *where* pieces of the research puzzle.

Susannah Crego, M.L.S., J.D., wrote in her August 20, 2001, article for the *New Jersey Law Journal* that “Law librarians must do more than teach ‘fishing techniques’ for attorneys... They must make sure that the right people know about and have access to the information they collect and administer.” In today’s research realm, the golden key for successful knowledge management is accessibility. Having access to the right information appreciably simplifies the information seeking process, providing a specific location for specific information. It just doesn’t get any easier.

### It’s All About Access

The LexisNexis™ Portal for law firms, powered by Plumtree, offers the only completely integrated portal solution developed exclusively for the needs of your law firm. LexisNexis works closely with you to customize your portal to the firm’s exact needs, helping to maximize success at each step in your firm’s workflow.

The LexisNexis Portal for law firms is built on a directory that utilizes the exclusive, patented LexisNexis legal taxonomy. This taxonomy was developed by legal experts from Matthew Bender, Michie®, and *Shepard’s*, helping you organize information in the way you need it.

### Discover Your Knowledge Management Opportunity

The LexisNexis Portal puts you in control of the information and the tools you rely on for virtually all aspects of your firm’s law practice. Integrate large amounts of work product and external information sources into one, easy-to-use and totally customizable

desktop interface using these components:

- **My Page** allows each of your firm’s users to personalize their desktop and organize the tools and information that are critical to the way each individual works. E-mail, calendars, internal databases, live news feeds, legal research, and more – readily available whenever needed.
- **The Communities** feature allows firms to share resources enterprise-wide so users can focus on the information pertinent to their specific community. Communities provide shared content and collaboration tools for a client team, a department, or a practice area of the firm, around the country or around the world.
- **One-search capability** quickly finds more information as you simultaneously search legal resources. Rapidly handle ad hoc queries and other customer requests with immediate access to a higher quality, more comprehensive research product.
- **Extranet** technology makes it possible for you to work with others as a team. Clients, attorneys, support staff, and even opposing counsel can communicate and collaborate at every stage of a legal matter. Your firm can share documents, publish news, provide billing statistics, send calendars, and offer client-specific information within your firm. In turn, your customers can share similar information with your firm. Through this sharing of vital information you can help to reduce costs for travel, office supplies, shipping, telephone and conference expenses.

### Your Portal Awaits

The LexisNexis Portal for law firms is part of the LexisNexis family of Customized eSolutions™ – deep industry knowledge combined with the latest Web technologies to offer solutions customizable for the needs of all legal information users. Imagine being able to provide a unique, unified access point for all the information you need, a tailor-made directory and taxonomy that increases your productivity without consuming large amounts of your time, a greater control of the knowledge you require for your work to be efficient and effective. Is it the perfect research world yet? Maybe not, but it’s getting a lot closer to the mark with the LexisNexis Portal. It’s the practice of knowledge management done right. Who could ask for anything more?

## A WORKING SOLUTION

by Sally R. Gonzalez, Hildebrandt International

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Law firms and departments are increasingly aware that effective use of knowledge management will become an important factor in their long term growth and prosperity.

Some organisations are well on their way to knowledge management with mature programmes in place, including advanced components such as expert systems, expertise locators, best practices and portals. However, many others are just getting started. They look at the number of options available and wonder where to begin.

Setting priorities is always a challenge in the target-rich environment of knowledge management. Firms would do well to evaluate their options against two factors that are critical to the success of early programmes.

First, a successful programme must solve a meaningful business problem and deliver meaningful business advantage. Second, it must deliver results quickly — within no more than six months. This does not mean that the programme needs to be fully realised in all its detail within that time, rather, that at least one early stage, typically a pilot or proof of concept, should be complete and recognised as delivering sufficient value to merit the programme continuing. To accomplish these goals, it is critical to select programmes that are within the reach of the firm's current technology, business processes, funding constraints and cultural readiness.

For many organisations that have already implemented document management and e-mail systems, work product retrieval is an excellent candidate for an early knowledge management initiative. Typically it can be built on technologies that are already in place within a firm. Larger challenges are introducing work processes and accomplishing some of the cultural changes necessary for knowledge management to flourish. Fortunately, firms can learn from best practices established by early adopters of work product retrieval.

A work product retrieval system is an electronic repository designed to collect good examples of a firm's work product as well as information about it and how it should be used. The system makes these materials available to the firm's lawyers to help in the creation of new work — create new documents, perform legal research and analysis or build presentations for clients. Work product retrieval also helps lawyers find and contact other lawyers who may have performed similar work in the past. Most systems are now designed to work in a web-based paradigm so they can be accessed anywhere, any time and can be selectively shared with clients.

Work product retrieval benefits individual lawyers because it helps them produce new work more quickly; minimising the delay and inefficiency associated with 're-creating the wheel'. It helps lawyers find other lawyers who may have worked on a similar matter and contacts them to receive up-to-date information. Finally, it helps lawyers make their own expertise visible in the firm so that they may be found by, and work with, others.

Work product retrieval also benefits the firm. It helps new lawyers become more productive more quickly. It helps the firm keep pace with competitors who use these types of systems and outstrip those that do not. It helps lawyers meet or exceed client expectations by producing higher quality work in less time. For those firms seeking new revenue models, it helps position the firm to offer value billing without sacrificing profitability.

Work product retrieval collections are related to, but distinct from a law firm's document management system. Document management focuses on controlling document creation and edit processes so that many individuals can find a document and make changes to the proper version. In contrast, work product retrieval focuses on collecting and making accessible finished materials that are good enough to help a lawyer begin new work. Thus, work product retrieval is about culling useful work product from the larger document management system and then organising these materials so lawyers can find and re-use them.

Work product retrieval is most useful when it is organised into individual collections of logically related materials that can be administered independently.

Each collection should operate similarly and contain the same basic information and structure. A collection may also include unique information that is useful to a specific practice area or section. A lawyer should be able to easily search across multiple collections at one time. Ideally, the system should be built on a user interface that lawyers are already familiar with, such as a web browser. This approach results in a more effective system that is easier for lawyers to use and for a firm's technology staff to support.

Work product retrieval collections typically include electronic files representing useful work product and descriptive information about that work product, such as who created it, for what client, and for what type of transaction. The firm's lawyers may have created the materials or the lawyers may have collected the materials from sources outside the firm. If the materials exist only in hard copy, they may be transformed into an electronic file and then incorporated into a collection, subject to copyright or other legal restrictions on such use.

Best practices in work product retrieval use a publishing model to build and maintain each collection. The publishing model is based on three key roles and their corresponding functions: the sponsor; the content contributor; and the administrator.

The sponsor of a collection, i.e. the practice manager or section head, defines the types of materials the collection should encompass. The sponsor typically promotes the collection and ensures it includes relevant and useful materials. He or she should stand behind the business case for creating and maintaining the collection.

The content contributor nominates materials for inclusion in the collection. The nomination process typically happens through an electronic workflow system or e-mail.

The administrator manages the collection on a day-to-day basis according to guidelines set by the sponsor. The administrator manages the content in the collection: reviewing and incorporating nominated materials, deleting obsolete materials and ensuring the collection is otherwise relevant and useful. The administrator also responds to substantive enquiries from end-users about the use of the collection or its contents.

Depending on the size of the collection, one person can assume all three of these roles or the roles may be divided up. However, the ultimate success of a collection depends entirely on clearly defining and executing these roles.

Lawyers are trained to find useful information through a combination of browsing, i.e. drilling down through a table of contents, and targeted searching, i.e., doing a narrow search for a specific term or phrase. The former has the important benefit of helping a lawyer find something useful that they did not know they were looking for. The latter is useful when the lawyer has a pretty clear idea of exactly what they are looking for.

A work product retrieval system should support this traditional information-seeking behaviour, albeit in an electronic idiom. The system will ideally return results sorted by a relevancy ranking allowing a lawyer to look first at the documents that are most likely to satisfy his needs. Once a lawyer locates relevant materials, he or she should be able to see information about the document, i.e.

who created it and when; access the electronic version of the document and use it as the basis for new work; and view the substance of the document with the relevant search terms highlighted.

The lawyer should also be able to easily send the file to someone through e-mail or cut and paste useful segments of content into a working file as research or reference notes. Finally, he or she should be able to record comments about a document that will inform others who may subsequently find the document.

For years, technology was a major barrier to creating successful electronic work product retrieval systems. This is no longer true. Many solutions are available with the emergence of web-based technologies, good electronic workflow platforms, strong databases and sophisticated search-and-retrieval systems.

The challenges today lie in overcoming the people, process, and reward barriers that threaten to thwart all knowledge management systems. More and more firms recognise they must take steps to address these knowledge management barriers to build effective work product retrieval systems

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## LAW FIRMS INTEGRATE WESTLAW: BUILDING CUSTOMIZED INTRANETS AND ENTERPRISE PORTALS

By Kimberly Reisig, West Group, Eagan, MN

Think of all the information that passes through your library every day—law-related newsfeeds, legal publications, research services, e-mail and documents. Much of it flows through your desktop computer from a variety of unrelated sources. A crop of emerging technologies can make handling all that information easier and more efficient – resulting in improved information management and a leaner, meaner law practice. Forward-thinking law firms have turned to intranet and portal technology to create a seamless flow of information. Some firms choose to set up an intranet on their own – developing all of the “plumbing” and housing the information in-house; others are taking it to the next level by contracting with one of the emerging legal enterprise information portal (EIP) delivery companies, which offer law firms a virtual “intranet in a box.”

### Fulfilling Your Technology Vision

Whether you build your own intranet or develop a portal using existing EIP technology, Westlaw Integration Solutions can help you leverage your investment. This suite of customizable tools and components provides direct access to a wide array of the most commonly used Westlaw content and services, including WestFind&Print.

West Group is committed to providing fully compatible, cohesive law firm solutions on your terms. Because we want organizations to have the freedom to choose the portal product that best meets their needs, West Group works with all of the leading EIP delivery companies serving the legal market. Whether you choose Plumtree, Microsoft® Sharepoint, Epicentric, iManage, Hummingbird, iPlanet, Sequoia Software (Citrix) or SV Technology, West has paved the way for smooth flowing access to the legal, news and business information you need.

Firms can select from more than 13 customizable Westlaw content delivery and portal components such as WestFind&Print, IntraClip, CitationSearch, Newslink and KeyCite to increase the value of their content.

### Building the Best Integrated Solution

Westlaw Integration Solutions portal components let you build the best solution for your library and your firm. By selecting the elements that are most practical for you, Westlaw Integration Solutions helps you simplify processes and improve your information flow and productivity.

Download some of the following components into your portal or intranet to see how West Group can make your firm’s practice more productive:

WestFind&Print allows you to instantly retrieve and deliver up to 99 citations at once. You can download, print or e-mail the full text of documents, tables of authorities and KeyCite results. Because WestFind&Print was built using Microsoft’s .NET Framework, users can employ it effortlessly from a variety of platforms – desktop computer, personal digital assistant or cellular phone – while automatically optimizing each access method for speed and functionality.

IntraClip uses the power of Westlaw and Westnews to give you your own internal clipping service. Now everyone in your organization can have access to the same current information – and stay better informed on matters important to you and your clients.

Newslink provides links to browsable versions of recent newspapers, magazines, case law, federal materials (such as the Federal Register), and Westlaw Bulletins and Topical Highlights. Use it to replace hard-copy publication routings in your firm.

Whatever the application, Westlaw Integration Solutions provides powerful options to integrate the Westlaw content used most by attorneys to maximize the power for your knowledge management solutions.

### 2002 AALL ANNUAL MEETING/WORKSHOP GRANTS DEADLINE: APRIL 1, 2002

The AALL Grants Committee is now accepting applications for grants for the 2002 AALL Annual Meeting/Workshops. The AALL Grants Program provides financial assistance to law librarians or library school students who hold promise of future involvement in AALL and the law library profession.

Funds are provided by vendors, AALL and AALL individual members. Grants cover registration costs at either the Annual Meeting or Workshops.

Preference is given to newer, active members of AALL or of its chapters. For additional information, including the application form, see [www.aallnet.org/services/grant\\_application.asp](http://www.aallnet.org/services/grant_application.asp). The deadline for applications is April 1, 2002.

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## USEFUL RESOURCES AND LINKS ON KNOWLEDGE MANAGEMENT THEORIES, METHODS, PRACTICES AND TECHNOLOGIES

by Rachel Jones, Dickstein, Shapiro, Morin & Oshinsky, Washington, DC

The following list offers a “sampling” of resources helpful to both the novice and experienced legal knowledge management professional. Sources were selected that offer background on knowledge management (“km”) theory and processes generally, guidance on retention, collaboration, reuse of intellectual capital unique to the law firm environment, and strategies for the implementation of technology solutions.

The breadth and depth of resources related to knowledge management theory, practices, and technology should be noted, as the overwhelming body of literature, periodicals and web resources would indicate. Intranets, Extranets, Portals, Document Management Systems, Organizational Learning, etc. are all pieces of the KM pie and the terms most recognized by information professionals. But there is so much more!!!!

### SEARCH ENGINES

Searches performed in two popular search engines provide a glimpse of the voluminous nature of resources available on Knowledge Management:

**Google Web Directory** – [www.directory.google.com](http://www.directory.google.com)

Reference>Knowledge Management (934): The largest categories include Information Assets, Knowledge Creation, Knowledge Discovery, Knowledge Flow, Online Teaching and Learning, and related categories including Document Management and Cognitive Science.

**Northern Light Special Edition** – [www.special.northern.com/portals/index.html](http://www.special.northern.com/portals/index.html)

This special edition, Enterprise Information Portals, provides an excellent KM overview by providing authoritative links on Industry Trends, Return on Investment and Organizational Buy-In, Product Selection, Transitioning Users, Security & Permissions, and Taxonomies and Information Architecture.

### BOOKS (representative titles by KM experts)

Brown, John Seely, *The Social Life of Information*, Harvard Business School, 2000.

Collins, Heidi, *Corporate Portals: Revolutionizing Information Access to Increase Productivity and Drive the Bottom Line*, AMACOM, 2001.

Davenport, Thomas H. *The Attention Economy: Understanding the New Currency of Business*, Harvard Business School, 2001.

Davenport, Thomas H., *Working Knowledge: How Organizations Manage What They Know*, Harvard Business School, 2000.

Dawson, Ross, *Developing Knowledge-Based Client Relationships: The Future of Professional Services*, Butterworth-Heinemann, 2000.

Koulopoulos, Thomas M., et al., *Corporate Instinct: Building a Knowing Enterprise for the 21st Century*, John Wiley & Sons, 1997.

Koulopoulos, Thomas M., *Smart Companies, Smart Tools: Transforming Business Processes into Business Assets*, John Wiley & Sons, 1997.

Liebowitz, Jay, *Building Organizational Intelligence: A Knowledge Management Primer*, Book and CD-Rom edition, CRC Press, 1999.

Susskind, Richard, *Transforming the Law: Essays on Technology, Justice and the Legal Marketplace*, Oxford University Press, 2001.

### PERIODICALS

**CIO.com** – [www.cio.com](http://www.cio.com)

Check out the Knowledge Management Resource Center under the Research Center link. Lots of current news, articles; check out “The Reading Room” and “Ask an Expert”. Subscribe to free newsletters including CIO Leadership & Management Review and Research Center Digest.

**Competia.com** – [www.competia.com](http://www.competia.com)

A web magazine and resource site dedicated to competitive intelligence with articles, news, resources, tips and community.

**Fast Company** – [www.fastcompany.com](http://www.fastcompany.com)

Print and online magazine, with lots of web exclusives.

**KM World** – [www.kmworld.com](http://www.kmworld.com)

Print and online resource site with a free weekly e-mail newsletter, KM World NewsLinks.

**Knowledge Management Magazine** – [www.destinationcrm.com](http://www.destinationcrm.com)

New digital format was launched 12/12/2001. The magazine will be delivered monthly via e-mail. See [www.destinationKM.com](http://www.destinationKM.com) and its eNewsletter, Communicator.

## BIBLIOGRAPHIES

**Annotated Book and Journal Reading Lists –**  
[www.acm.org/siggroup/annotate.html](http://www.acm.org/siggroup/annotate.html)

**Knowledge Management – The Bibliography – Paul R. Burden,**  
 Center for Knowledge Management, Dominican University –  
<http://domain.dom.edu/faculty/SRIKANT/lis88001/kmbib.html>

## WEB RESOURCES

*Links to sources for information professionals:*

**LLRX-Intranets/Knowledge Management**  
<http://www.llrx.com/resources.htm>

A comprehensive and lively site including an index to LLRX articles and presentations; links to research, books, articles, industry and case studies; white papers, live intranet discussion board, moderated e-mail list, and much more.

**LLRX-Knowledge Management: A Bibliographic Resource**  
 – <http://www.llrx.com/features/km.bib.htm>

Concise overview compiled by John Hokkanen (Business and Technology Strategist, former CIO. Lawyer, and Software Engineer) and Tricia Bond (Research Librarian at Alston & Bird), including annotated links to background articles, Return on Investment, KM Technologies, and Law Firm KM Articles.

*Sources for KM and related topical areas:*

**Knowledge Ecology – [www.knowledgeecology.com](http://www.knowledgeecology.com)** - included in this list because of its emphasis on the interdisciplinary nature of km, “knowledge ecology” focuses on the relational and social/behavioral aspects of knowledge creation and utilization.

**Knowledge Nurture – [www.knowledge-nurture.com](http://www.knowledge-nurture.com)** - (I love the name of this site!!!) Sponsored by Buckman Laboratories, this site offers the input of a worldwide km community. The Library link contains books, articles, journals, websites and other resources in related topical areas including culture change, leadership, and measurement and evaluation.

**KM Tool – [www.kmtool.net](http://www.kmtool.net)** - A resource for planning KM projects. This site was created to share interesting links, reading materials, and vendor information.

**The Knowledge Management Resource Center – The Knowledge Management Explorer-**  
[www.kmresource.com/exp](http://www.kmresource.com/exp)

A “gateway to the world of Knowledge Management” - Comprehensive collection of resources organized into seventeen departments, with a selection of reviewed sites and/or resources. Keyword searching and a bookstore that allows you to browse 216 titles on KM and related topics.

**Knowledge Management Links – Compiled By Herwig Rollet,**  
 Graz University of Technology, Austria  
[www2.iicm.edu/herwig/kmlinks.html](http://www2.iicm.edu/herwig/kmlinks.html)

A comprehensive list of Articles, White Papers, Bibliographies, Periodicals, Tools, Events, Professional Organizations, Resource Directories, and Rollet’s own Bibliography, updated as of 11/30/2001, with 997 sources (available in .pdf and postscript files)

**Delphi on Knowledge Management –**  
[www.delphigroup.com/coverage/knowledge\\_management/htm](http://www.delphigroup.com/coverage/knowledge_management/htm)

A consulting firm, (Thomas Koulopoulos) to professional services firms with extensive expertise in KM transitioning. Their site has loads of resources for the beginner or veteran KM professional.

**Hildebrandt International – [www.hildebrandt.com](http://www.hildebrandt.com)** - international law firm consulting service, this site contains a wealth of material gathered and authored by their expert consultants in the field.

**Intranets, Extranets, and Knowledge Management White Papers – Alston and Bird’s White Papers Page**  
[www.alston.com/whitepapers/index.html](http://www.alston.com/whitepapers/index.html)

An excellent resource to help professional services firms assess the role and value of knowledge management technologies.

**WWW Virtual Library of Knowledge Management - Knowledge Management, Organizational Learning and Learning Organizations – recommended by the Wall Street Journal, Harvard Business School, Fortune, etc. (according to their site!) [www.brint.com/OrgLrng.htm](http://www.brint.com/OrgLrng.htm)**

Links include an Online Book on Knowledge Management and Learning Organizations, WWW Virtual Library, Articles, Tools, and a lot of thought provoking discussion.

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## CALL FOR PAPERS ANNOUNCEMENT

Have you been thinking about writing an article about law librarianship? Or are you already writing an article and just need a little incentive to finish? If yes, read on! The AALL/LEXIS Publishing Call for Papers Committee eagerly solicits your articles for its annual competition. The objectives of the contest are threefold: 1) to promote scholarship among practicing law librarians and in areas of interest to the profession; 2) to provide a creative outlet for law librarians and a forum for their scholarly activities; and 3) to recognize the scholarly efforts of established members, new members, and potential members of AALL. Participating in the Call for Papers competition is a great way to get noticed by your colleagues, win some money, and contribute to our profession.

Up to three winning authors will receive a prize of \$750, generously donated by LEXIS Publishing. The recipients will be recognized during award ceremonies at the Association Luncheon of the AALL Annual Meeting. Winners also will present their papers in a program at the Annual Meeting and the paper will be considered for publication in the Law Library Journal.

The papers may address any subject relevant to law librarianship. The papers may be scholarly or practical in substance and tone; the subject should be explored in depth with

appropriate reference to sources and documentation. Past winners have written about a wide range of topics, including foreign law, technology, research instruction and reference services, legal history and bibliography, copyright, and trends in law librarianship.

Authors may enter in one of three divisions:

**Open Division:** Current AALL members who have been members for five or more years.

**New Members Division:** Current AALL members who have been members of AALL for fewer than five years.

**Student Division:** Currently enrolled in library school or a law school. Students need not be members of AALL.

No paper that has been published, or accepted for publication before March 1, 2002 will be eligible for consideration.

Visit AALLNET at [http://www.aallnet.org/about/award\\_call\\_for\\_papers.asp](http://www.aallnet.org/about/award_call_for_papers.asp) for more information, including substantive and form requirements, application procedures, judgment criteria. Submissions must be postmarked by March 1, 2002. Good luck!

Questions? Contact a member of the Call for Papers Committee: Maria Protti (chair) at [maria\\_protti@ci.sf.ca.us](mailto:maria_protti@ci.sf.ca.us), Karen Beck at [beckka@bc.edu](mailto:beckka@bc.edu), or Marie-Louise Bernal at [mber@loc.gov](mailto:mber@loc.gov).

## NEWS FROM THE CHAIR OF THE RECORDS MANAGEMENT GROUP

by Lee R. Nemchek, Morrison & Foerster LLP, Los Angeles, CA

There's some good news and some bad news on the Records Management Group front. First the bad news: the program that we submitted to the 2002 Annual Meeting Program Committee was **not** chosen for inclusion in the program. Entitled "Challenges in Managing Connected Information Departments in the Private Legal Environment: Library, Records, Conflicts and Calendaring," this program would have presented this complex management issue from the perspective of both private law firms and corporate legal departments. Since this is not to be, our Group will try again next year, either with this same program or with something new.

Now for the good news: I have been asked by the Legal Division of the Special Libraries Association to speak on a closely related topic at their annual meeting, which will be held in Los Angeles in June 2002. The title of the SLA program is "Balancing Act of Multitasking Managers." For this program, a co-presenter and I will discuss the balance of technology, people and business processes that is needed to effectively manage several departments within a legal organization. I'm very excited about this opportunity, first because I've never been to an SLA annual conference, even though I've been a member for several years, and, second, because I don't have to fly anywhere to attend and participate!

I look forward to seeing many of you who are PLL Records Management Group members at this SLA meeting. Since there will not be a program at AALL addressing our particular area of interest, I hope this program will provide an added incentive for you to attend SLA, especially those of you who live and work in Southern California.

Back to some not-so-good news: Because our Group does not have a slot on the program for AALL 2002, and because the meeting is in Florida — which is about as far away from Los Angeles as you can get and still be in the United States — there's a strong possibility that I may not attend the annual meeting next July. By the time you receive this issue of *PLL Perspectives*, the annual meeting may be less than six months away. If I don't go to Orlando, I'll need a volunteer to represent our Group at the PLL Business meeting and at the Group's annual business meeting. Most likely you'll be able to work from a written annual report and business meeting agenda that I prepare, but somebody will have to be willing to do this. I'd like all PLL members affiliated with the Records Management Group to begin thinking about this now. If you know in advance that you'd like to assist, please send me a short email note; I'll be sure to follow up later as we get farther into 2002.

A couple of reminders: (1) If you are not already a subscriber

to the legal records management listserv, you can access sign-up instructions at <http://aallnet.org/mailman/listinfo/pll-legalrecsis>. (2) If you are a multitasking private law librarian and are not currently represented in the Private Law Librarians Multitasking Directory, which includes quarterly addenda and revisions published in *PLL Perspectives*, a Directory form is available at [www.aallnet.org/sis/pllsis/commgrp/recordsfrm.html](http://www.aallnet.org/sis/pllsis/commgrp/recordsfrm.html). Below are listed additions/changes to the Multitasking Directory since the last issue of *PLL Perspectives*. Please copy this information and keep it with your directory for future reference.

### NEW ENTRIES

#### Scott L. Fisher

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Records Management

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**CHANGED ENTRIES**

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**Diane Gates** *[changed title and firm contact information]*

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 Records Management; Conflicts; Docket/Calendar

**DELETED ENTRIES**

**Cornell H. Winston**

No longer working in the private legal environment

W-102224/01-02



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