

7 Recommendations and Future Research Ideas

7.1 Recommendations

According to the conclusions found in this research, the following set of recommendations can be elaborated. These recommendations are extracted from Gretta Rusanows “Knowledge Management in the Law Department” from Curve Consulting a US based major consulting group for law firms. [48].

➤ Recommendations for Barriers to Knowledge Management

- The initial step of a successful KM plan is to promote the concept of Knowledge Management among the partners of the firm. Since it is apparent that the essential infrastructure is available for the majority of law firms in Sri Lanka it is the high time to initiate a KM perspective.
- The top management should be made aware of the return on investment from a successful KM plan in the firm. The world class best practices should be made aware to the legal circles who work in law firms.

The law firms should

1. Begin with a strategy
2. Take a phased approach to implementation
3. Start with high value, simple KM initiatives
4. Ensure that KM aligns with the law firm's **business objectives**.
5. Define the **scope of knowledge** to be managed.
6. Address **cultural** issues surrounding the sharing and capture of knowledge.
7. Develop an **organisational** structure to facilitate knowledge management.
8. Describe the **technology** vision.

The phased Implementation

Short Term – 3 to 6 months	Mid Term – 6 to 12 months	Long Term – 12 to 18 months
<ul style="list-style-type: none"> ❖ Look for “quick wins”. ❖ Build user understanding and support. ❖ Refine user requirements for KM initiatives. ❖ Build systems using firms existing technology tools. ❖ Focus on cultural and organizational issues. 	<ul style="list-style-type: none"> ❖ Begin to focus on more complex knowledge management initiatives. ❖ Refine requirements for knowledge management. 	<ul style="list-style-type: none"> ❖ Implement sophisticated knowledge management systems. ❖ Develop the single user interface into the multiple system components. ❖ Refine and consolidate knowledge management processes.

Table 33-Phased Implementation of KM in Law firm

By closely analyzing each law firm, it is possible to recommend a customized plan based on the above guidelines. Different law firms according to its size, technology usage, business practices, could make use of different customized plans in order to use for their firms.

➤ Recommendations for Information Technology Assessment

As it can be seen in the research findings, many Sri Lankan firms are in stage one of the Stage of growth model by Professor Gotschalk. Also we could see that the infrastructure is at a healthy level. Therefore many firms could go into the stage two levels by making use of the software that is available. The following are some of the tools that could be of use. This can be started from the very low level and then move onto the sophisticated levels. The phased implementation is explained in Table 33. The law firms could do a current study of their systems and see what are the most suitable software to start with a proper KM plan. The following explains some software tools which could be of use. Also the Stages of growth model explained in literature too could be taken as a supporting material in identifying the best software. The following are some of the examples which could be stated.

- ✓ The “Lawyer Desktop”
 - ❖ Single user interface

❖ Quick access to multiple repositories

- ✓ KM System uses old and new technologies.
- ✓ Let lawyers find knowledge stored in all systems and applications through a single search.
- ✓ The best implementation is the phased implementation.
- ✓ Matter management system
- ✓ Document management system
- ✓ Groupware and databases
- ✓ On-line services and CD-Rom
- ✓ Intranet
- ✓ Internet
- ✓ Enterprise Information Portals
- ✓ Full text and context based searching
- ✓ Push technology

➤ **Recommendations for Knowledge Management Perspective**

▪ **Scope**

- ✓ Understand the scope of knowledge to be captured
- ✓ Take a broad view of knowledge – beyond documents and databases
- ✓ Identify Explicit and tacit knowledge.

▪ **Culture**

- ✓ The greatest challenge; building a culture of knowledge sharing.
- ✓ Management demonstrates strong support.
- ✓ Staff contribution to KM is acknowledged and rewarded.
- ✓ Contribution is expected.
- ✓ Illustration - Management consulting organisations.
- ✓ KM should reflect the culture of the law department

▪ **Organization**

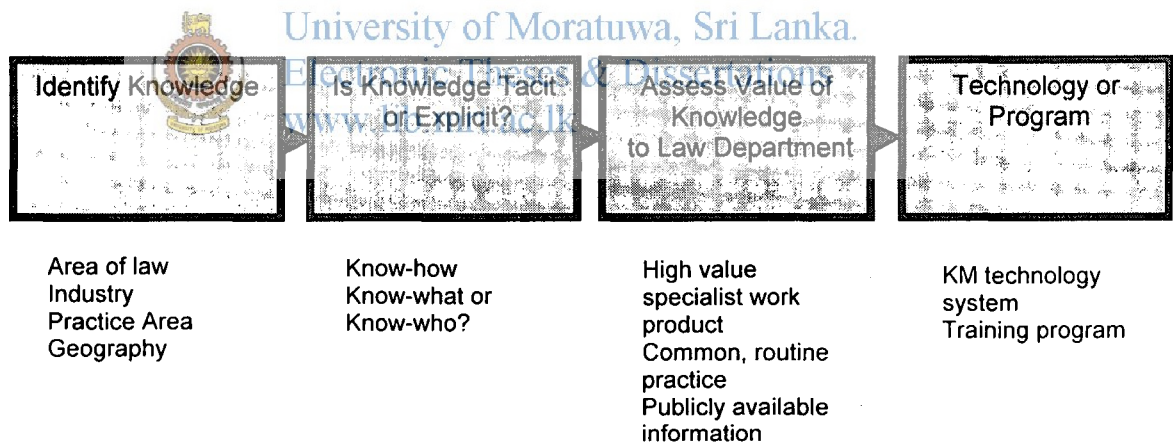
- ✓ Dedicated resources are necessary.
- ✓ Availability of a Chief Knowledge Officer(CKO)
- ✓ Appoint Knowledge managers.
- ✓ All staff participates.

▪ **Explicit Knowledge**

- ✓ Precedents
- ✓ Best Practice and model documents
- ✓ Legislation (and commentary)
- ✓ Case law, commentary and interpretation
- ✓ Business and industry information
- ✓ Checklists and methodologies
- ✓ Information about third parties
- ✓ Financial information

▪ **Tacit Knowledge**

- ✓ Skills and expertise of staff
- ✓ Client information
- ✓ Lessons learned from past matters and projects
- ✓ Hard to articulate but the most valuable
- ✓ Illustrations – the community of interest and training programs.



The Knowledge Pyramid

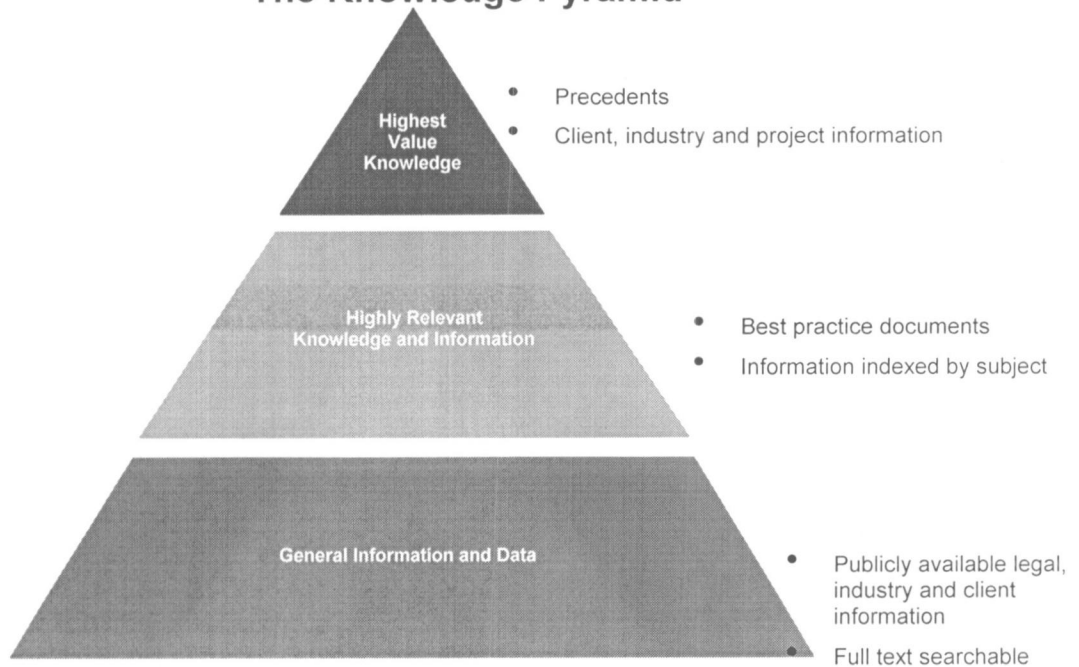


Figure 23-The knowledge Pyramid

Source: Curve Consulting



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■ Developing a KM strategy

- ✓ Develop a KM strategy that aligns with the business strategy - the necessary first step.
- ✓ Ask lawyers what they do and how they use knowledge to do it.
 - ❖ Identify opportunities for knowledge management.
 - ❖ Educate lawyers on knowledge management.
- ✓ Look at industry and company best practices.
- ✓ Take a short term, mid term and long term view.
- ✓ KM should reflect the organizations culture.

7.2 Future research ideas


The following are some research ideas that could be an extension of this study

- The author mainly focused on finding the current status of knowledge management in Sri Lankan law firms and identified that firms do not practice KM in a formal and methodical manner. Therefore it is the high time to make firms aware of the benefits in implementing these strategies. After implementing KM practices in Sri Lankan law firms one could investigate the return on investment or the total value attained by implementing a successful KM initiative.
- Research can be conducted into subjects like the practical use of linking KM support for a legal task to the KM support of an entire organization, methods for the preparation of a KM project, other phases necessary for a KM method to support legal tasks and AI & Law methods and techniques that are suitable and necessary for use in such a method. Based on the results, a KM method for law practice could be developed.
- Furthermore another interesting research idea could be to investigate the HR aspects of lawyers in law firms and find out the resisting factors and how could one tackle the human side in order to practice successful KM.



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APPENDIX - RESEARCH QUESTIONNAIRE

General Details About the Firm

Q1. Please indicate the general details of the firm

Name of the Law Firm	
No of Partners	
No of Senior Lawyers	
No of Junior Lawyers	
No of Administrative Staff	
No of Clerical Staff	
No of Other Staff	
No of Years in the field	
Revenue Budget	
Information Technology Budget	

Q2. What is/are main area/s of Interest in your firm?

<input type="checkbox"/> Banking and finance	<input type="checkbox"/> Corporate/M&A
<input type="checkbox"/> Dispute resolution	<input type="checkbox"/> Intellectual property
<input type="checkbox"/> Private client wills and probate	<input type="checkbox"/> Projects and energy
<input type="checkbox"/> Real estate	<input type="checkbox"/> Shipping
<input type="checkbox"/> Criminal	<input type="checkbox"/> Civil
Others please specify:	

Infrastructure needed for KM

Q3. How many computers do you use in your firm? _____

Q4. Please indicate the Latest purchased Time Period, of PC's

☐ Last Year ☐ before 2 Years ☐ before 4 Years ☐ before 6 Years

Q5. When did you last upgrade any part of your Computer Network (i.e. upgrade the server etc. as opposed to buying a new PC)?

<input type="checkbox"/> Within the last year.	<input type="checkbox"/> About 2-3 years ago
<input type="checkbox"/> About 4-5 years ago	<input type="checkbox"/> Longer ago
<input type="checkbox"/> Never	<input type="checkbox"/> Don't Know

Q6. To which extent do you use the following hardware packages in your firm?	Don't Use	To a little extent	To a great extent
	0	1 2 3	4 5 6
Networked PC's	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Photocopier	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Typewriter	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Fax	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Scanner	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Laptops	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Digital Dictators	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
PDA	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Others Please Specify			

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Q7. What type of Internet connection is available in your firm?

☐ ADSL ☐ Dialup ☐ ISDN ☐ Leased Line ☐ No Internet connection

Software Packages needed for KM			
Q8. To what extent is the following information technology used by lawyers in the firm:			
END USER TOLL SYSTEMS	Don't Use	To a little extent	To a great extent
	0	1 2 3	4 5 6
Text processing (e.g., Word)	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Presentations (e.g., PowerPoint)	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Electronic mail (e.g., Notes mail)	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
External legal databases	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
End user tools for lawyers (e.g., Desktop Publishing, Web Publishing, Electronic Calendars)	<input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

WHO KNOWS WHAT SYSTEMS							
Groupware for cooperation (e.g., GroupWise, Lotus Notes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The firm's intranet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The firm's own web pages on the Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal standards database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Systems providing information about lawyers' knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WHAT-THEY-KNOW SYSTEMS							
Groupware for knowledge (e.g., GroupWise, Lotus Notes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Database with client cases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Database with best practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Document system (e.g., DocsOpen)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Systems providing information based on lawyers' knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HOW-THEY-THINK SYSTEMS							
Expert system (e.g., Knowledger)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Neural network system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intelligent agent (e.g., Autonomy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Case-based reasoning system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q9. Please indicate the software packages used by the firm other than which is stated above

Communications

Q10. To which extent the following employees use Internet in your firm	Don't Use	To a little extent			To a great extent		
	0	1	2	3	4	5	6
Partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solicitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lawyers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q11. Does your firm have a web site?

☐ Yes ☐ No

Q12. Please indicate the url to you web site if you checked "Yes" to Q11

Backup Policy

Q13. Does your firm have any type of back up policy that is, are solicitors computers files saved onto a disc, CD or tape?

☐ Yes ☐ No

Q14. Does your firm employ an external company to back up computer files, or are back ups done manually by staff on disc, CD etc?

☐ Manual ☐ External ☐ Don't Know

Virus Protection

Q15. Does the company has anti virus programs installed on your computers?

☐ Yes ☐ No

Q16. If Yes to Q15 Is this Anti-virus software up-dated automatically or do you have to up-date manually?

☐ Automatic ☐ Manual ☐ Don't Know

Q17. If Yes to Q15 how often is this software updated automatically is it ?

☐ Daily ☐ Weekly ☐ Monthly ☐ Don't Know

Remote Access

Q18. Can solicitors in your firm access the office network remotely from their homes?

☐ Yes ☐ No

Document Sharing Methods

Q19. To which extent do you use the following document sharing methods	Don't Use	To a little extent			To a great extent		
	0	1	2	3	4	5	6
Personally shared manual document	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Centrally stored shared manual document	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Personally stored computerized documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Centrally stored shared computerized documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Knowledge Capture

Q20. To which extent do you use the following methods to obtain the knowledge of law	Don't Use	To a little extent			To a great extent		
	0	1	2	3	4	5	6
Printed materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CD's, eg : E Law CD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
From other partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge Base	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Storing of Documents

Q21. To which extent do you use the following methods to have court proceedings available in your firm?	Don't Use	To a little extent			To a great extent		
	0	1	2	3	4	5	6
Computerized standard format	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manual paper based standard format	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q22. Can all members share formats pleadings agreements and deeds?

☐ Yes ☐ No

Case Progress Tracking

Q23. To which extent do you use the following mechanisms to track the progress of the cases handled by your firm	Don't Use	To a little extent			To a great extent		
	0	1	2	3	4	5	6
Manual files for each case	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computerized client database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computerized basic case details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computerized basic client details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computerized case progress details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Knowledge Sharing Perceptions						
Q24. To what extent do you disagree or agree with the following statements about the firm:	To a little extent			To a great extent		
	1	2	3	4	5	6
Lawyers are encouraged to share with others what they have learned from their recent assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior staff are too busy to reflect on their experiences and share them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The firm has a well-organized system for sharing knowledge (e.g. about clients, managing projects, new approaches) within departments or practice areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sharing of information violates intellectual property rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The firm has a well-organized system for sharing knowledge (e.g. about clients, managing projects, new approaches) across departments or practice areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an expectation that lawyers or their teams will have to take a regular turn to provide a reflection on learning experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sharing knowledge systematically is part of the firm's culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Reward Attitudes						
Q25. To what extent do you disagree or agree with the following statements about the firm:	To a little extent			To a great extent		
	1	2	3	4	5	6
Lawyer salary increases in the firm are based on ability and how well he/she does his/her work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotion of a lawyer in the firm is based on ability and how well he/she does his/her work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lawyers are fairly rewarded for the amount of effort they put in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The interest of the work lawyers do compensates for long hours and a stressful workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The team as a whole is rewarded for good work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is an expectation that lawyers or their teams will have to take a regular turn to provide a reflection on learning experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork in this firm is fully recognized and rewarded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Identifying barriers to Knowledge Management

Q26. To what extent do you disagree or agree with the following statements about the firm:	Strongly disagree			Strongly agree	
	1	2	3	4	5
The cost of IT equipments are very high so that we do not want to spend out budget on IT extensively					
The cost of software are high so that we do not want to spend out budget on extensively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Lawyers manage to use IT very effectively in order to manage their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newly passed out lawyers who join the company are very conversant in using IT effectively to support their activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extensive usage of IT directly affects privacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extensive usage of IT directly affects data security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The IT system downtime hinders the efficiency of the work practices in the firm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using IT is very time consuming than doing the same work manually	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cost of maintenance of the IT infrastructure is a burden to the firms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q27. Please fill in the table below

IT Application Area	Currently in use	Would prefer to use
Maintain client database	<input type="checkbox"/>	<input type="checkbox"/>
Prepare client billing	<input type="checkbox"/>	<input type="checkbox"/>
Staff Payroll	<input type="checkbox"/>	<input type="checkbox"/>
Store and retrieve statutory details	<input type="checkbox"/>	<input type="checkbox"/>
Store and retrieve case details	<input type="checkbox"/>	<input type="checkbox"/>
Emails to clients and other partners	<input type="checkbox"/>	<input type="checkbox"/>
Store and retrieve pleading information	<input type="checkbox"/>	<input type="checkbox"/>
Statistical analysis	<input type="checkbox"/>	<input type="checkbox"/>
Generate guidelines pertaining to case matters and consultations	<input type="checkbox"/>	<input type="checkbox"/>
Word Processing	<input type="checkbox"/>	<input type="checkbox"/>

Q28. Please answer the following questions		
	YES	NO
Is the top management aware of the concept "Knowledge Management?"	<input type="checkbox"/>	<input type="checkbox"/>
Is there a Knowledge Manager appointed in your firm?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a separate IT department available in your firm?	<input type="checkbox"/>	<input type="checkbox"/>
How many persons engaged in IT function		
How is the IT function Managed	<input type="checkbox"/> Outsourced <input type="checkbox"/> In-house expertise	

Q29. Please indicate with one check mark (✓) the description that most closely fits your current projects for information technology. (Please tick only one option)

☐ End-user tools will be made available to lawyers. This means a capable networked PC on every desk or in every briefcase, with standardized personal productivity tools (word processing, presentation software) so that documents can be exchanged easily throughout a company. A widespread dissemination and use of end-user tools among knowledge workers in the company is to take place.

☐ Information about who knows what will be made available to lawyers. It aims to record and disclose who in the organization knows what by building knowledge directories. Often called 'yellow pages', the principal idea is to make sure knowledgeable people in the organization are accessible to others for advice, consultation, or knowledge exchange. Knowledge-oriented directories are not so much repositories of knowledge-based information as gateways to knowledge.

☐ Information from lawyers will be stored and made available to colleagues. Here data mining techniques will be applied to find relevant information and combine information in data warehouses. One approach is to store project reports, notes, recommendations and letters from each lawyer in the firm. Over time, this material will grow fast, making it necessary for a librarian or a chief knowledge officer (CKO) to organize it.

☐ Information systems solving knowledge problems will be made available to lawyers. Artificial intelligence will be applied in these systems. For example, neural networks are statistically oriented tools that excel at using data to classify cases into one category or another. Another example is expert systems that can enable the knowledge of one or a few experts to be used by a much broader group of lawyers who need the knowledge.

