

KNOWLEDGE MANAGEMENT IN LAW FIRMS - TRAINING & LEARNING

DESIGNING YOUR KM TRAINING PROGRAMME

Knowledge Lawyers, Professional Support Lawyers and Practice Development Lawyers are expensive resources. Organisations, therefore, must ensure that they work effectively and efficiently.

They can encourage this by investing in their training, in particular their training in the theory and practice of Knowledge Management, as well as in their area of legal expertise.

Training and learning can come in many forms. A training programme needs to cover the basics and also give opportunities for life-long learning.

An away-day can provide an excellent opportunity to ensure everyone is up to date on the latest thinking and provide opportunities for building internal support networks.

A series of workshops throughout the year is another great way to build expertise, allowing for opportunities to reflect and implement ideas in between events.

However you deliver your core training, you will need to supplement it with group discussion, mentoring, coaching and opportunities for reflective learning in order to embed knowledge and provide support.

HELENE RUSSELL AT THEKNOWLEDGEBUSINESS

How can H el ene Russell at TheKnowledgeBusiness help you with the training and learning needs of your Knowledge Management professionals?

1. Designing your training programme and/or training days with you
2. Teaching on your training days and private training events
3. Open specialist training events in London
4. Regional learning and networking groups
5. Mentoring, coaching and office hours
6. Textbooks, articles and blog posts

DESIGNING A TRAINING DAY OR AWAY-DAY

The KnowledgeBusiness can help you with your training day in several ways: by helping you to plan the whole day and provide all speakers, as a guest speaker for part of the day and everything in between.

Full support typically includes:

- discussions about the learning needs of the group, the culture of the organisations, the strategic goals of the business and how the learning plan fits with the knowledge strategy;
- designing a programme (either an away-day or various events over a year) which meets the strategic needs of the organisation;
- providing a presenter/facilitator for each event. Hélène Russell provides the knowledge and learning teaching. Suitable consultants are brought in for other topics, such as leadership and technology;
- you will usually provide the venue, although we can source this if necessary;
- any follow-up, such as coaching or office hours.

Topics for an away-day vary depending on the firm's needs, but often include a variety from:

- Knowledge Management - basic theory, common tools and techniques
- Knowledge Management - intermediate and complex issues
- Profitability - KM, efficiency and fees
- Client focused KM
- Legal Project Management
- Process Management and continuous improvement
- Benefits of conversation and trusting networks
- Metrics and ROI
- Learning and reflection - both individual and organisation-wide
- Social tools for KMers
- Innovation and creativity, and updates about new technologies
- Leadership and influencing

See Appendix 1 at the end for a breakdown of popular current topics.

OPEN TRAINING

TheKnowledgeBusiness runs the following open training events in London, UK.

KM: The Works

A day-long foundation course in knowledge management, particularly focused on the needs of professional services firms.

Covers fundamental theories about what “Knowledge” and “Knowledge Management” are, common barriers to knowledge sharing and tools and techniques to encourage the frictionless flow of knowledge around an organisation. Also covers knowledge strategies and measurement in outline. The aim is for new Heads of Knowledge and new Knowledge Lawyers to “hit the ground running” and be able to use practical tools and improve their practice straightaway.

Previous attendees say “Jam-packed” “Easy to follow” “Practical and useful” “score 7/7”

Runs in London each January, May and September.

KM: The Scores

A 3-hour practical workshop on measurement of knowledge and learning projects.

Measurement of knowledge and learning initiatives is complex: how can you “measure” what is in someone’s head? However, we need to understand which tools and techniques work in our organisational culture and where to focus our time and budget.

This practical workshop covers all the relevant theory, but also provides time for discussion and case studies, so attendees leave with the tools to apply their learning straightaway.

Previous attendees say “Really useful and practical”

Runs in London, in February, June and October each year.

Other open workshops include:

KM: The Culture - a half-day workshop in how to improve your knowledge-sharing culture.

Deep Knowledge - a half-day workshop on uncovering and sharing complex knowledge.

KM Strategy - a practical day-long workshop on strategy, covering theory and practice, with plenty of time for discussion and to begin to write your own strategy. Includes post-event coaching.

REGIONAL LEARNING AND NETWORKING GROUPS

Knowledge Network UK

Knowledge Network UK is a learning and networking group for KMers in professional services, offering local quality training and discussions, tailored to each group's needs.

Currently there are groups in Bristol and Birmingham and plans to open groups in Manchester and Reading.

Knowledge Network UK is the most accessible of all KM training for law firm KMers.

For an annual subscription, an individual gets:

- 4x 2-hour events per annum (8 hours CPD) over an extended lunchtime (to suit part-time/limited and school-hours workers)
- Topics for events tailored to each city depending on the Autumn survey
- Specialist speakers chosen for their commitment to conversation as well as their ability to share knowledge
- Exclusive discounts and offers from speakers
- 20% discount on all open training from TheKnowledgeBusiness
- 20% discount on additional tickets to KN-UK events
- Experts database
- Winter social lunch, ad hoc white papers and best practice survey
- Flexibility - if the subscriber cannot attend an event for any reason, or the event would better suit someone else at the firm, the space can be reallocated at no cost.

Coaching

Coaching encourages individuals to work through their challenges and find their own solutions. This helps learners to reflect, self-analyse and identify new ways forward.

Unfortunately, many KMers work alone or in small groups so lack the opportunity to discuss their challenges and potential solutions with their peers. New Heads of Knowledge in particular, often take on the role in addition to fee earning, running the library, or heading up learning and development, without any specialist training.

TheKnowledgeBusiness offers coaching and commitment programmes to help you to ensure your KM project or strategy gets finished, or just to give you an independent professional to bounce ideas off.

Coaching can be delivered face-to-face, using video-conferencing or by telephone.

Mentoring

Mentoring connects experienced professionals to more junior staff, for knowledge sharing and guidance. TheKnowledgeBusiness offers mentoring to PSLs and new Heads of Knowledge, either for specific periods or a longer term.

Networks

Global firms or those with distributed knowledge teams can benefit from the creation of internal knowledge networks. We can help you create those networks and build connections and create your own programmes for coaching and mentoring.

TEXTBOOKS AND ARTICLES

TEXTBOOKS

Hélène is sole author of the following textbooks:

Knowledge Management Handbook



A practical and user-friendly book exploring all areas of knowledge management, including: key concepts of knowledge management, the difference between explicit and tacit knowledge, strategy, change and personal knowledge management.
“A fantastic resource” “The one I turn to time and time again”

Practical Projects in Legal KM: a year of living knowledgeably



12 practical projects to help you to develop, promote and maintain an innovative knowledge-sharing culture that makes a significant contribution to the profitability and efficiency of your firm.
“A fantastic resource” “Clear, succinct and jargon free”

Hélène is a contributor to the following compilation reports/books:

Emerging Approaches to Law Firm Profitability



This book offers in-depth, intensive insight into the challenges generated by today's dynamic and hypercompetitive legal landscape and moves past the identification of these obstacles and supplies original, innovative ways of tackling them.

Innovations in Legal KM



Innovations in Legal KM explores the endeavours of various legal firms - the problems they have faced, and the solutions they have developed - to improve their KM processes, and, ultimately, their bottom line.

Measuring the ROI of KM 2nd Edition



Measuring the ROI of Knowledge Management 2nd edition aims to explore how leading industry experts prove the value of their KM initiatives and justify investing in them.

ARTICLES

Hélène publishes blog posts regularly on [Knowledge4Lawyers](#).

Her most recent posts concern:

- 5 ways to improve knowledge exit interviews
- GDPR for KMers
- Use of “fishbowl” conversations for uncovering and sharing knowledge
- Use of Blue Ocean Strategy techniques in law firms
- AI and cognitive computing for KMers

Hélène has also written for Managing Partner magazine, Legal Information Management Journal, Modern Legal Practice and others.

APPENDIX 1

POPULAR WORKSHOPS AND SEMINARS

KM: THE WORKS FOUNDATION COURSE (1 DAY/6 HRS CPD EQUIVALENT)

This course explains the theory and practice of knowledge management as it applies to law firms and how you can use KM to further your firm's business goals, whether they are increasing profit, increased efficiency or reduced attrition. You will gain new ways to analyse the flow of knowledge through your business and maximise efficiency and effectiveness and leave with the tools to begin to write your own KM strategy and implement improvements straightaway.

A mix of lecture, discussion and workshop. Please bring along some of your law firm problems you'd like to work on and discuss.

This session is also run as an open session in January, May and September in London.

MEASUREMENT FOR KNOWLEDGE SYSTEMS (2 OR 4HRS)

This course looks at how we can assess the value of our various knowledge systems and projects and includes:

- measuring value in law firms and the productivity conundrum
- the importance of measuring the value of KM projects
- an introduction to "gaming" and unintended consequences, and how to avoid them
- identifying types of metric and learning to combine them
- knowing your audience and speaking the right language
- the balanced scorecard, leading and lagging measurements and measurement design tests

The 2 hour session is primarily a lecture plus discussion. The 4 hour session includes more detail and a workshop on a measurement system of your choice, for useful ideas you can implement immediately.

This workshop is also available as an open session in London in February, June and October of each year.

KNOWLEDGE SHARING (UP TO 2HRS)

This course looks at research into the antecedents to knowledge sharing both generally and Helene's own MBA research within UK law firms and explains

- how knowledge sharing benefits law firms and other organisations
- what motivates fee earners to share their knowledge
- common barriers to sharing
- specific results found in the research relevant to firms like yours
- what your firm can do to encourage knowledge sharing for strategic advantage

A 45 min presentation, guided/facilitated conversation in groups, then plenary session.

KM STRATEGIES (2 OR 4 HRS)

The short course gives a beginner's guide to KM Strategies:

- What is a strategy and where do KM Strategies (whole firm and departmental) fit with business strategies?
- Why spend time on creating a KM Strategy?
- Methodology for creating your own KM Strategy (whether whole firm or departmental).
- Understanding your internal resources - what makes your firm special?
- Understanding the external market where your firm competes.
- KM maturity levels.
- Working with implicit and explicit business strategies.
- Bringing it all together - top tips & prioritising.

A mix of lecture and discussion.

The 4-hour course gives a more in-depth guide to KM Strategies and, in addition, includes:

- Measurement basics
- Change Management basics
- More in-depth training, more discussion time, and time to work on your strategies and get advice during the day.

Come prepared to begin your own departmental strategy during the afternoon.

CONVERSATION FOR KNOWLEDGE SHARING & THE RCT (UP TO 2HRS)

This course looks at the value of conversation for knowledge sharing and explains

- how knowledge sharing benefits law firms and other organisations
- what is "different" about conversation, which makes it work well for knowledge sharing
- what the "RCT" is, how it can benefit law firms, practical tips to make it work and what Hélène learned from Michael Soto (co-creator of the RCT at NESTA)
- alternative ways to inject conversation into your law firm KM strategy

A 45 min presentation, guided/facilitated conversation in groups, then plenary.

PROCESS AND APPLIED KM (4 HRS)

A beginner's guide to the main tools/techniques for improving processes and how this fits with KM theory and practice:

- Six Sigma
- Lean
- Kaizen

An explanation and guided discussion regarding how various law firms and other organisations have introduced six sigma and other techniques into their firms

A beginner's guide to the main analysis tools for understanding process and waste:

- 5 whys and root cause analysis
- Fishbone diagrams
- Flow charts and swim lanes

Small group (4-6 people) discussion and case study.

EFFECTIVE TRAINING AND LEARNING (4 HRS)

1. How adults learn:
 - Kolb's learning cycle
 - Uncovering "Deep Smarts"
 - Reflective learning
2. Practical options for training
 - Lectures v the flipped classroom
 - Face to face learning and e-learning
3. Tools and techniques to encourage reflective learning
4. Designing training programmes
5. Tips for improving engagement
6. Evaluations

A mix of lecture, discussion and workshop.

This content can also be delivered as three 1 ½ - 2hr lunchtime sessions with practical tasks in between.

INTRO TO SOCIAL MEDIA FOR KNOWLEDGE WORKERS AND LAWYERS (UP TO 2HRS)

This course looks at the various types of accessible social media available to Knowledge Workers and Lawyers for non-confidential work.

Practical advice about using social media for:

- learning, knowledge sharing and knowledge combination, and learning through reflection
- curating and storing knowledge in a way that suits the individual
- marketing knowledge teams and law firms

A 1 hour+ presentation, with questions and discussions.

TWITTER FOR KMERS AND LAWYERS (INTERMEDIATES/ADVANCED LEVEL) (2 TO 4HRS)

This course goes beyond the basics and looks at:

- Twitter's place in your marketing mix and building a reputation as subject matter expert
- interface with other social media (blogs, facebook, Pinterest, Instagram and LinkedIn)
- efficiency tools and techniques
- evidence-based recommendations for timing/topics/key words/pictures
- hashtags, lists, groups, trending topics, favourites
- tweet ups and twitter chats/discussions
- measurement of value
- case studies

This course can be adapted to suit the needs of your teams. The 4-hour course includes practical tasks and plenty of time for case studies and practice.

A beginner's course is also available.

PRESENTATION SKILLS - PARTS 1 AND 2 (2HRS EACH)

A practical 2-part workshop where individuals work in small groups (approx 4) adapting, improving and practising a presentation of their own.

We look at

- The needs of the audience

- Presentations designed to inspire v presentations designed to impart information
- Design and style of slides
- Tips to overcome nerves

WRITING FOR E-NEWSLETTERS (UP TO 2HRS)

Help with improving the readability of e-newsletters and blog posts, covering

- Understanding the audience's needs
- Readability, style and grammar
- Eye catching titles and key words
- Design, timing and promotion

A combination of lecture, discussion and workshop. If possible, bring along some examples of your knowledge-based marketing to work on and discuss. Leave with a pin-up cheat-sheet for common grammatical mistakes.

NETWORKING AND SELLING FOR THE UNWILLING (UP TO 2HRS)

Fundamentals of networking

- Where and when to network - tips for before and after events
- Tailoring elevator pitches to different contacts
- Improving body language and tips for getting over nerves
- An introduction to the traditional sales funnel approach and consideration of where those who dislike or struggle with selling can add value.

PROJECT-BASED LUNCHTIME SESSIONS (UP TO 2 HRS EACH)

Short outline sessions around some of the projects from “Practical Projects in Legal KM: A Year of Living Knowledgeably”, published by Legal Monitor:

- RCTs
- Ask an Expert coffee mornings
- Big Theme events
- Promoting your KM department
- PKM for small teams
- Create a wiki

- Create a knowledge map
- Create an alumni group
- AARs (After Action Reviews)
- Reflective Learning Logs

A 45 min presentation, guided/facilitated conversation in groups, then plenary.

Covers background theory as well as practical top tips and case studies.

ADD ON OPTIONS AVAILABLE:

“Office Hours” - online open Q&A sessions on one fixed morning per week for four weeks

“Doc Check” - review and comments/help on any documents designed by participants following/related to the session

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