legal insider

▶ HighQ: Hires, losses, lessons learned?

HighQ has made a trio of high profile hires, we can reveal, in what it no doubt hopes will mark an end to a turbulent period that has seen the software company replace its entire US senior leadership team, with one industry insider summing up the market mood by asking: "What the hell is going on at HighQ?"

Ben Firth, head of UK operations at DocAuto is joining as senior customer success manager, while Mark Dibble, head of online services at Allen & Overy, will run legal innovation. In what will be viewed as a welcome vote of confidence in HighQ's overhauled management structure, Sebastiaan Bos, who left for RAVN Systems in November 2016, is re-joining HighQ as director of solutions EMEA, based in Amsterdam.

A further senior appointment who started at the end of May is vice president of global marketing, Beau Wysong, who joins from retail software platform Balance Innovations.

The appointments follow the departure of a number of senior leaders including, most recently, CMO David Roussain, who was based in New York and only joined in February. HighQ earlier replaced its US president and COO Gregory Taylor, who joined in June 2016 and began building a team, none of which are understood to still be with the company.

Other slightly less recent departures include Ryan McClead, now VP of client engagement and strategy at Neota Logic, who joined HighQ in February 2016 and left just over six months later.

The flux in personnel follows a private equity injection of $50m in January 2016, which was obtained to aggressively accelerate HighQ's product development and global expansion.

It is understood that there was friction between a number of HighQ staff and Taylor, who was leading the charge to develop a more corporate management structure, with the creation of c-suite roles.

HighQ's US office is now headed by chief revenue officer Paul Hunt, who joined in March and is hiring to build his own team.

Hunt is British, and according to one former employee, the fallout centred around cultural differences as HighQ grows its presence internationally and works out how to retain its identity on a much bigger scale.

▶ Allen & Overy signs up with iManage

In a major win for iManage, magic circle giant Allen & Overy has selected iManage Work document and email management system to replace its legacy OpenText DMS after a year of intensive trials and having previously road-tested cloud-based competitor NetDocuments.

A&O will roll out iManage Work over the next 18 months as part of a suite of new technology, having deployed the system on live matters within an extensive proof of concept.

The project has been run for A&O by chief technology officer Ian Storer and it is understood that a key driver in the selection process was mobility and the need for the DMS to integrate with the new suite of back office applications.

A&O is moving to Microsoft Office 2016 and Windows 10, offering its fee-earners the ability to become more mobile, meaning they need to be able to access the DMS from anywhere and on any device.

▶ Vince Neicho joins Integreon

Allen & Overy's respected litigation support senior manager Vince Neicho has joined Integreon as a legal solutions consultant for clients in the UK and globally.

Neicho, who built up a reputation as an expert in e-disclosure and document management over 41 years at A&O, headed up the litigation support team and was responsible for advising clients globally on their disclosure obligations.

He notably formed part of the select judicial working group that drafted Practice Direction 31B - the part of the English Civil Procedure Rules that deals with e-disclosure.

Jeff Davis, head of business development UK and international for Integreon told Legal IT Insider: "We are excited to have Vince Neicho join Integreon. His extensive experience and expertise in the areas of disclosure, discovery and document review will be invaluable in his role as a legal solutions consultant for our clients in the UK and around the world. Having been with one of our magic circle clients for many years, he has a deep and well-nuanced understanding of the needs and challenges faced by both corporate legal departments and law firms."

▶ HighQ: Hires, losses, lessons learned?

HIGHQ CONTINUED FROM FRONT COVER

HighQ co-founder and CEO Ajay Patel told Legal IT Insider: "It's been 15 months since our investment round and one of the key objectives was to scale the global organisation and fill key leadership roles. It has been a challenging but successful year and we have come out with a bright future. When you have the challenge of aggressive growth there are always going to be difficulties. We made some mistakes early on but were quick to correct them - we now have a commercial leadership team led by our Chief Revenue Officer, Paul Hunt, that have the same mindset about how to work together. It has re-enforced to us how important culture is and how important it is to maintain that startup culture."

Patel says that despite the flux HighQ's bottom line has been largely unaffected, commenting: "Despite all that it was a good year and we hit all our financial targets, growing the top line by over 40%. We added a number of large law firms and doubled our development team to 250. So, this year the focus is scaling our sales, solutions and customer success team. It's a big job and we've made some really notable hires."

The latest hires are well-known figures in the legal industry and according to Patel, who now has an active role in the recruitment process, HighQ is now focussing on individuals with more direct experience of the legal sector. Having doubled its development team, the focus is on building its customer delivery and success roles.

Firth will be involved in devising and delivering new solutions, running a team of customer success managers and helping to train them.

Bos, meanwhile, who starts on 1 August, has an overlapping role and will take care of strategic pre-sales opportunities and strategic customer growth.

Patel is inevitably keen to talk about the next chapter, commenting: "We have made significant investment in our product over the last few years, moving away from just file sharing to delivering a platform that allows firms to drive innovation, productise their knowledge and deliver legal services smarter. All organisations, including law firms, are faced with the challenge of embracing digital transformation and integrating technology into all areas of their business to drive changes in the way they operate and deliver value to their clients. Some firms have started to do this very successfully and we want to work with key stakeholders within the rest of or client base and help them with this transformation strategy."

Certainly HighQ underpins many of the law firm entries to the likes of the FT Innovation Awards.

However, while HighQ is trying not to forget its roots, one former employee warned: "HighQ needs to work out that it can't get back to a startup culture – startups are chaos but you can't scale chaos. As you grow you need to put in place a clear structure.

"The company is very bad at dangling things as carrots and then reneging on its promises and it needs to learn to treat its people well. Unless it does, I see it repeating the same mistakes again."

▶ Eclipse Legal Systems launches Compact

Eclipse Legal Systems has announced the launch of Eclipse Compact, a new solution based on the Proclaim case and practice management system that's designed to cater for the needs of small law firms, we revealed on 27 June.

Compact is securely hosted and aimed at law firms of between 1 and 10 users. Featuring no up-front costs, Compact can be rapidly rolled out for a standard 'per user, per month' price. To ensure consistency and zero IT disruption as law firms grow, a pre-defined upgrade path to the full Proclaim product is available for firms beyond 10 users or whose requirements dictate enhanced functionality.

Eclipse Compact is available immediately and can be taken as a pure **case management solution** for specific work areas, or an integrated **practice management system** with SAR-compliant finance tools.

Eclipse's marketing director, Darren Gower, said: "Our Proclaim solution has always been extremely popular with small law firms, new startups, and sole practitioners – and we are proud of our position as the go-to supplier for this market. We are acutely aware though of a number of firms that require a different pricing model and do not yet need a full suite of workflow, administrative, and customer contact tools.

"Rather than those practices adopting technologies which are unproven, contain hidden service costs, and provide no upgrade path, we wanted to open up the Proclaim world. Our new Compact solution allows an even broader range of law firms to experience a selected set of Proclaim's market-leading functionality."

What's not to like, aside from the fact that Eclipse Compact may be mistaken for a hygiene product.

▶ John Hunter appointed IT Director of CoE

John Hunter former Head of IT of the European Court of Human Rights (ECHR) was recently appointed IT Director of the Council of Europe (CoE). The CoE is the sister organisation of the ECHR defending Human Rights, Democracy and the Rule of Law. It has over 2500 staff members and offices throughout Europe and collaborates with over 5000 external users (see http://www.coe.int/en/web/about-us/).

Hunter said: "After nearly twenty years of working in the Court I am looking forward to facing new challenges in my new position. We aim to implement innovative and cost effective systems that will enhance the efficiency and productivity of the CoE as well as providing both internal and external users with systems that will enhance their overall productivity and user experience."

▶ Interesting AI news, no really

Saturated with 'AI' news? Us too. But in May two reports came out that are worth paying attention to.

Slaughter and May's Superhuman Resources: Responsible deployment of AI in business paper sets out to warn end users of AI not to forget, amid the focus on efficiencies and cost savings, that there are legal and reputational strings attached. The paper is as applicable to law firms as clients in the corporate world and is worth a read on that basis alone.

While the paper is careful to catalogue the great benefits of AI – remember, Slaughter and May is an investor in and user of AI-backed due diligence tool Luminance - the risks include a failure of the system to perform; discrimination caused by unconscious bias; vulnerability to misuse (as in the case of Microsoft Twitter bot Tay, which began posting misogynistic and racist tweets); malicious repurposing; privacy issues and social disruption.

The paper looks at each of these risks in some detail, setting out the scenarios in which each may or has occurred. Within privacy, for example, which is front of mind because of, groan, GDPR, the paper points out that the larger the data set, the more likely that there will be personal data in it.

Proper consent must be sought for all processing that takes place and it will have to be updated/deleted as required by law but a further factor is the risk that personal data "may be observable by analysing the outputs generated from certain inputs."

Slaughter and May poses 10 questions that users of AI must ask themselves. Achieving good governance means asking if the business has accepted AI as part of the risk register; if the business has real time performance monitoring and alerting for security purposes; if the causal process is auditable; and whether there is an accountability framework for the performance and security of the algorithm.

'Quality Assurance' means asking if the algorithmic predictions are sufficiently accurate in practice; if the algorithm has been fed a healthy data diet and whether the algorithms objectives are well specified and robust to attack or distortion.

The three legal focal points are whether the algorithm's use of personal data is compliant with privacy and data processing legislation; whether the algorithm produces discriminatory outputs (in terms of unintentional discriminatory bias); and the knotty problem of liability. 'Have you considered what is a fair allocation of risk with your counterparties?' the paper asks. It is critical to work out who is responsible for the failure of a system to perform, and the chain can be long.

Ben Kingsley, a partner who advises financial institutions and one of the authors of the paper at Slaughter and May told Legal IT Insider: "What this is not about is us telling people off and saying you're not thinking about the risks - I think they do. We were trying to rebalance what is out there. A lot of people are talking about the amazing potential of AI but what we're trying to do is to contribute something thoughtful that says 'there could be downside in these areas and this is how you mitigate the risks as a responsible organisation."

McKinsey report finds low AI adoption rates
Have any concerns about your lack of AI adoption? Don't. a recent McKinsey Global Institute discussion paper found that adoption outside of the technology sector is "experimental" and deployed commercially in under a quarter of use cases.

The paper: Artificial intelligence: The next digital frontier? included a survey of more than 3,000 AI-aware companies around the world. It found that early AI adopters tend to be closer to the digital frontier; are among the larger firms within sectors; deploy AI across the technology groups; use AI in the most core part of the value chain; adopt AI to increase revenue as well as reduce costs; and have the full support of the executive leadership.

Companies that have not yet adopted AI technology at scale or in a core part of their business are unsure of a business case for AI or of the returns they can expect on an AI investment.

Before we get too comfortable, however, the report finds that after decades of extravagant promises and frustrating disappointments, artificial intelligence (AI) is finally starting to deliver real-life benefits to early-adopting companies. Retailers on the digital frontier rely on AI-powered robots to run their warehouses—and to automatically order stock when inventory runs low. Utilities use AI to forecast electricity demand. Automakers harness the technology in self-driving cars.

A confluence of developments is driving this new wave of AI development. Computer power is growing, algorithms and AI models are becoming more sophisticated, and, perhaps most important of all, the world is generating once-unimaginable volumes of data.

The entrepreneurial activity unleashed by these developments drew three times as much investment in 2016—between $26 billion and $39 billion—as it did three years earlier. Most of the investment in AI consists of internal R&D spending by large, cash-rich digital-native companies like Amazon, Baidu, and Google.

This adoption pattern is widening a gap between digitized early adopters and others. Sectors at the top of MGI's Industry Digitization Index, such as high tech and telecoms or financial services, are also leading AI adopters and have the most ambitious AI investment plans.

"As these firms expand AI adoption and acquire more data," the report says, "laggards will find it harder to catch up."

▶ BLM launches BLM Technovate

BLM has launched a new group called BLM Technovate, which has a ringfenced budget to identify and invest in innovative opportunities. The news comes as BLM in June announced the launch of a new data analytics offering to more accurately forecast and manage future insurance claims.

BLM Technovate, launched in February, is co-chaired by IT director Abby Ewen and London person injury partner Jonathan Edwards and includes associates from across its offices as well as operations managers and people from its go-to-market teams. Each applicant had to provide Ewen with 250 words on why they were qualified to be in the group, which does not include equity partners.

The next step will be to get clients involved in the group, which according to Ewen has a "budget sufficient for us to road test a number of different initiatives." While many big City firms have launched innovation committees it is still rare for them to carve out dedicated R&D funds, which ultimately gives the committee far less autonomy.

Ewen said: "It's about the things we can provide to our customers to improve our customer service delivery. One thing we're looking at is improving how we communicate with them, using unified comms solutions. What is going to help the insurers we work with is identifying how we can speed up the claims process with more efficient collaboration."

BLM Technovate will also be looking at what is going to impact their customers in two years, including robotic process automation.

Meanwhile, the new analytics group is led by qualified solicitor Andrew Dunkley, who was previously Withers practice change architect and before that an associate at Herbert Smith Freehills. The team works alongside BLM's IT team and is notably presenting challenges in terms of bringing some of the working practices of a startup into a law firm with clearly defined and conservative security needs.

The group, which also includes data scientist David Elliott who to date has worked in the banking industry, wants to, in the words of IT director Abby Ewen, "punch holes in the fire wall" with Ewen observing: "It's been a real eye opener for us: they've behaved like a technology startup and want to punch holes in the firewall and it has been interesting reconciling that with our information security requirements.

"Our information security team needs reassurance that we're not in breach of ISO27001 but equally we need to create a free enough environment for them to do their job."

The team will apply machine learning to BLM's own structured data, including in its management information and case management system, as well as extracting and analysing unstructured information from its iManage document management system, with a view to more reliably predicting the likely length, cost and result of litigation.

Perhaps most notably, the analytics team will also act as a form of consultancy to clients, crunching and analysing any additional data they wish to be included.

Ewen said: "Looking at all of our data, there is a lot of meaningful stuff in our document management system, where we have over 10 million documents, and the team are scraping the information off those documents using open source technology."

She adds: "The requirement to do this has been gathering steam. We've invested in BOARD technology, which is really funky tech, but have had no-one to drill down into our customers' data and work out what it means for them. The approach we're taking is almost a consultancy. The data scientists are acting as a consultancy on our customers' data. It's not just about making sense of the data we've already collected but them giving us their own data to analyse."

BLM plans to grow the analytics team but has also restricted the work it does to two-week sprints for each client in order to prevent the team being caught up on just one or two clients' work.

The issues that the analytics team is presenting includes wanting to download executables, which is not permitted by the firm and Ewen said: "There are certain bits of the firewall we block and if you wanted to download loads of executables we don't normally do that. The stuff they're using is funky and modern and it's a part of the evolution of employing people who aren't lawyers. How do you facilitate that?"

Ewen has been afforded time on BLM Technovate and with the analytics team thanks to the appointment in the Spring of Darren Broughton as head of IT.

Broughton told Legal IT Insider: "It's about taking more of the details on and taking the operational demands away from Abby."

Ewen added: "It's about allowing me to spend my time on the value add."

▶ Phoenix files latest accounts

Phoenix Business Solutions has filed its 2015-2016 financial results, which show that revenue is up by 11.5% to £14.1m but profit is down by £93,699 and net cashflow down by £1.2m to £117,502 as the company pursues global and strategic expansion.

The 2015-16 period saw Phoenix open a new office in Frankfurt and take on around 13 new members of staff. Instead of taking on debt, it funded the expansion through its own funds but expects to look for external investment in the next year or so to accelerate its growth plans.

Speaking to Legal IT Insider, CEO Jason Petrucci said: "Our revenue for the period ending July 2016 was up by 11% and we continue to grow year-on-year. That growth is attributable to strong sales performance particularly in the US, UK and our new office in Germany.

"We opened a new office in Frankfurt in January 2016, as part of our global expansion plans, and we are delighted with its progress. This investment has been entirely funded from our own resources and working capital."

He added: "The working capital position (net current assets) has actually improved YOY and our cash/ receivables now exceed our payables which, after a year of investment, confirms the underlying strength of our financial performance."

Phoenix, which traditionally has focussed almost exclusively on enterprise content management, is in the process of diversifying its business and this year launched a new cybersecurity division, which we revealed has welcomed misaddressed email prevention solution CheckRecipient as its first client.

"The focus over the next couple of years is on growing the business more and diversifying," said Petrucci. "At some point, we will probably look for external investment to accelerate our growth plans and global market share. We're working on a number of initiatives and will continue to look at the investment opportunities and associated funding requirements."

▶ Allen & Overy signs up with iManage

ALLEN & OVERY CONTINUED FROM FRONT COVER

The firm has had OpenText for 10 years and while the bespoke system is still performing, as the legal market changes A&O was looking for a more agile system that is able to quickly take advantage of new technology as it comes up, without having to go through half-yearly updates.

The firm is one of the very few that currently applies a need to know or pessimistic security model and it is said to work well in a global environment. However, A&O is entering a phase where it plans to buy more tech than build it and become more flexible over how it integrates that into its practice areas.

The decision by A&O to sign up with iManage was made before the news in May that iManage has acquired RAVN Systems, although it is understood that A&O already has plans to talk to RAVN about how its machine learning-based software can extract value from A&O's data.

In terms of NetDocuments, A&O engaged in what one source describes as a 'lengthy process' in 2015, although NetDocuments was keen to play that down. Matt Duncan, NetDocuments CEO told Legal IT Insider: "The last time we engaged with Allen & Overy was the end of 2015. They conducted very limited testing with a handful of IT staff and no other lawyers."

Opinions also differs as to why A&O didn't proceed with NetDocuments, which says that the deal fell down over the international firm's insistence that it host its own instance of NetDocuments.

While A&O did look at a hybrid on-premises and cloud model, one source close to the selection process said that the decision to proceed with iManage arose after testing both systems.

"We are very excited that following their rigorous selection process, Allen & Overy has chosen iManage as the key partner for their technology change programme," said Geoff Hornsby, general manager, EMEA at iManage. "iManage Work provides Allen & Overy with a solid, secure foundation for delivering collaboration on global matters. Our on-going innovation and significant investment, including the recent acquisition of RAVN, will drive further opportunities and efficiencies for both their legal and support teams. We have been very impressed at their skilled team and level of diligence they apply, as is to be expected from one of the largest and most respected law firms in the world."

Legal insider

▶ What's hot & what's not: wins & deals

GLOBAL Arbitration boutique **Three Crowns** has gone live on **Aderant Expert**, with the PMS implemented inside of 10 months. Three Crowns is a three-office (London, Paris, Washington DC) firm formed in 2014 by six partners from Freshfields Bruckhaus Deringer, Covington & Burling, Shearman & Sterling and Jones Day. It was assisted in the implementation by **Kindleworth LLP**. Zurich law firm **Niederer Kraft & Frey** is also live and fully operational on Aderant Expert after just an 11 month implementation process.

In a major extension of its relationship with **Microsystems**, **Clifford Chance** has signed up to provide all of its staff with the Contract Companion drafting and proof reading. The firm was one of the first customers for Contract Companion but until recently only used the tool within small teams. Contract Companion incorporates Microsystems' Artificial Document Intelligence software, which analyses and corrects language and formatting errors. The tool, which was released in 2016 and evolved from EagleEye, provides a dashboard view of the most critical issues in the document; uncovers client-specific inconsistencies; and allows users to review cross-references with split-screen navigation and single-click fixes. In the UK, Contract Companion is marketed as and underpins LexisNexis' proofreading tool LexisDraft but Clifford Chance, which started using Contract Companion before that arrangement, uses it in its native form.

UK & EMEA **Enable Law**, the standalone medical negligence practice (over 80 specialists in the areas of medical negligence, serious injury and mental capacity) of **Foot Anstey LLP**, has gone live on **Thomson Reuters Elite 3E** in another recent example of the PMS scaling down from its typically large law firm client base. "We are a firm that values client service highly and are confident 3E will allow us to significantly streamline our financial and practice processes," said **Duncan Eadie,** partner and IT Director at Foot Anstey.

Thomson Reuters Elite also announced more firms are now adopting the **xcelerate Budgeting and Forecasting** system. Recent deals in Q1 2017 include **Mills & Reeve**, **Brabners LLP**, **Thomson Snell & Passmore**, and **Barlow Robbins**.

Luminance has secured another Nordic client win, with its machine learning-based due diligence tool selected by Stockholm law firm **Cederquist** following a competitive pitch. Cederquist, which follows in the footsteps of leading Nordic firms Roschier and BA-HR, ran a pilot of Luminance's technology alongside two other due diligence software solutions and its regular due diligence team.

Leading defendant insurance law firm **Keoghs** has partnered with managed cloud services provider **ANS Group** to facilitate further growth plans for its case management system Tracker. ANS Group's RAPID technology was selected by Keoghs to support the SharePoint and K2-based case management system, which provides users with all the functionality they need to work on client case files.

This month's **Tikit Group** wins include **Glover Priest** (70 user P4W system), **Atticus Legal** (P4W and NetDocuments DMS) and **Sternberg Reed** (100 user P4W system).

EMEA systems house **IRIS**, now part of the Canon Group, just announced that Dutch financial services firm **Aegon Netherlands** has implemented an IRIS content management solution based on **iManage Work**. The solution has been deployed to the entire Dutch legal team of over 50 legal counsel. Against a backdrop of increasing compliance and regulatory drivers, including lengthy retention policies, added to a push for greater efficiency and collaboration, Aegon was looking for an adequate DMS. Following research and evaluation of potential products, IRIS was selected to provide the iManage Work solution.

Finland's oldest law firm **Castrén & Snellman** has partnered with **Sysero** to develop and launch an advanced automation tool, called Transformer to streamline the firm's document drafting stage by automating routine work. To draft a new document or agreement, lawyers fill out a short questionnaire, which is then used to produce a template that is nearly complete. The automation works not only for simple documents, but also for complex agreements with as many as 30-40 variants "Our field of business has not changed much in the past decades, but now there is pressure from the clients' side to enhance our working methods even further," says **Carola Lindholm**, partner at Castrén & Snellman. "Automation is one important step in that direction."

Coca-Cola Hellenic Bottling Company (Coca-Cola HBC), one of the world's largest bottlers of Coca-Cola, which has selected the **Lexis Bespoke** contract automation service to help speed up drafting contracts and reduce the time spent on review.

Stone King, which has over 200 staff in four UK offices, has selected Converge TS to provide a range of IT services including email security and managed support including protection against cyber attacks.
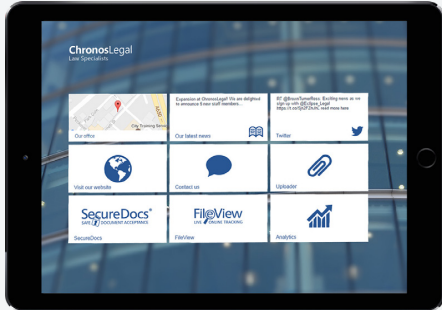
WINS & DEALS CONTINUED FROM P.9

Cheshire-based insurer **Carrot Insurance** has selected the **Eclipse Legal Systems Proclaim** debt recovery system to automate case progression for collections against customers who haven't paid their car insurance premiums.

Geldards, which is an **iManage** and **K2** site, has commissioned **RBRO Solutions** to facilitate a "deep dive" into the firm's short and long term business platform strategy, including DMS and PMS processes.

When Basingstoke firm and long-time Quill legal accounts software user **Brain Chase Coles** lost its long-standing retiring cashier and couldn't find a suitable-calibre replacement, it migrated to the **Quill Pinpoint** outsourced legal cashiering service.

Pels Rijcken has joined a growing number of Dutch law firms to select **DocsCorp** as its swaps out its legacy Workshare solution. Most recently **Lexence** swapped out solutions from Workshare and Nuance for DocsCorp's full desktop suite; while other clients in the region include **Loyens & Loeff**, **AKD Lawyers**, **De Brauw Blackstone Westbroek**, and **Stibbe**.

In preparation for the upcoming General Data Protection Regulation (GDPR), **Watson Farley & Williams** has purchased contentCrawler from **DocsCorp** for use in its London headquarters and international offices. Among the criteria required by the firm was the ability to OCR documents within a short time frame and support for multiple languages including Arabic and Hebrew – features supported by the **ABBYY OCR** engine built into contentCrawler. London-based DocsCorp user **Winckworth Sherwood** has added contentCrawler to its portfolio. The OCR and compression engine integrates with **NetDocuments**, which the firm has recently deployed. Austrian law firm **Binder Grösswang Rechtsanwälte GmbH** has deployed pdfDocs from DocsCorp for PDF creation, editing, and distribution.

THE AMERICAS US national law firm **Michael Best & Friedrich LLP** has entered into a multi-year agreement with **Anaqua Inc** to improve the quality and timeliness of its client IP services. Michael Best's IP group has more than 100 lawyers and technical professionals who provide the full range of legal services related to all aspects of IP. The IP practice will use ANAQUA for paperless management of patents, trademarks, oppositions, and agreements.

Wells Fargo has signed up to use **Wolters Kluwer's ELM Solutions** for its enterprise legal management software. The bank will use ELM Passport to enhance its corporate legal desktop application, including matter management for the entire legal department, as well as smoother invoicing and ebilling processes.

The **California Department of Justice** has purchased contentCrawler from **DocsCorp** for OCR and compression processing. Still on the west coast, **Bet Tzedek**, a free, non-profit legal services organisation for low income individuals and families in Los Angeles has deployed contentCrawler, which integrates with their existing **NetDocuments** system. **Bryant Lovlien**

& Jarvis in Bend (OR) has swapped out Workshare for compareDocs and cleanDocs from DocsCorp. **Demarest Lawyers** in Sao Paulo Brazil purchased compareDocs for fast and reliable document comparison. Also in Brazil, **Ferro Castro Neves**, **Daltro & Gomide Advogados** has purchased pdfDocs.

Ohio law firm **Calfee Halter & Griswold** is swapping out its legacy ion-premise DMS with a **NetDocuments** cloud-based platform.

APAC Melbourne-based **Sladen Legal** has selected Nikec Hub, the extranet, file sharing and collaboration tool from **Nikec Solutions**, to improve communication and collaboration with clients. The firm picked Nikec Hub so users can create personalised client portals, to securely share files and provide clients with up to date information regarding their matter.

New Zealand's largest commercial law firm **Chapman Tripp**, has purchased compareDocs and pdfDocs from **DocsCorp**. Australian-based **Sparke Helmore** has upgraded to pdfDocs enterprise. **Stephenson Harwood LLP**, **Gadens Lawyers**, and the **Office of Public Prosecutions, Victoria** have purchased pdfDocs. And leading independent Australian law firm **Corrs Chambers Westgarth** has purchased compareDocs and pdfDocs.

▶ Data security: Lessons from Foley's insider trading case

Law firm data security has once again been hurled into the spotlight thanks to the prosecution in May of Walter 'Chet' Little, a former Foley & Lardner partner who allegedly used his unrestricted accessed to the firm's document management system for insider trading alongside fellow defendant Andrew Berke.

Little, a real estate partner, has been charged by the Securities and Exchange Commission with making $1m in illicit profits after repeatedly accessing confidential documents relating to at least 11 impending corporate announcements from seven of Foley's clients - Hanger; Magnetek; Douglas Dynamics; Pentair; Oshkosh; Harley Davidson; and Whiting - none of which he personally advised or billed for services. Little is then alleged to have traded in advance of those announcements becoming public and tipped off Berke, his neighbour, so he could also make trades.

The SEC claim notes that, while Little didn't advise on any of the corporate matters in question, his access rights included *"both 'viewing' and 'opening' documents. When Little viewed a document, he could see the contents but did not have the ability to edit or to create a new version of the document in question. When Little opened a document, he had the ability to both edit the documents and to create a new version."*

In a parallel action against Little and Berke, the U.S. Attorney's Office for the Southern District of New York announced criminal charges against Little for 11 counts of securities fraud and one count of conspiring to commit securities fraud.

The criminal charge note that Foley maintained a document management system (which we know is NetDocuments) that recorded the dates and times that users viewed, opened, or printed documents saved on the DMS. Documents contained a document name plus client and matter number to which they related.

In relation to clients such as Magnetek, for example, which Foley was advising in its acquisition by Columbus McKinnon, Little is alleged to have accessed multiple documents named under 'Project Megatron' and purchased shares in Magnetek, which went up in value when the acquisition was announced.

The case is the latest high profile known charge of law firm insider trading. Earlier charges were made against Wilson Sonsini Goodrich & Rosati information technology engineer Dimitry Braverman, and Richards Layton & Finger information systems and security manager Jeffrey Temple, who was accused in 2010 of trading ahead of announcements from clients including Google and Disney. In March, Reuters reported that Robert Schulman, an Arent Fox partner formerly at Hunton & Williams, was convicted of securities fraud in a Brooklyn federal court.

In 2015 Steven Metro, former attorney and M&A clerk at Simpson Thacher & Bartlett in New York, pleaded guilty to insider trading.

Much like for those firms, the case against Foley is a reputational nightmare. It, alongside a raft of recent or impending regulatory changes, will provide further fuel for the argument that law firms should adopt 'need to know' security, whereby files in the firm can be accessed only by those who are working on them. It should also cause firms – which until only relatively recently have fixated on their perimeter firewall - to look closely at solutions that monitor irregular activity from within.

There are few good recent statistics to show how insider threat compares to the risk of an external hack. But in September 2015, Intel Security conducted a high-profile survey that found internal employees account for 43% of data loss, around half of which are non-accidental.

Ben Weinberger, vice president of solutions at Prosperoware, which sells software to help law firms compartmentalise their data: "Of course, we're all focussed on outside hacks but look at the Panama Papers – that was an inside job. The more likely concern is insider threat."

DATA SECURITY CONTINUED FROM P.12

Do you need to know?

Need to know security is still unpalatable to many law firms thanks to fears that it will cause logistical and workflow delays and prevent law firms sharing and capitalising on acquired knowledge.

When we revealed in September 2016 that Dentons is trialling and likely to adopt need to know or 'pessimistic' security, one UK IT director reflected the sentiments of many in saying it was out of the question, commenting: "We could just extract the knowledge but the real knowledge isn't just about the precedent, it's how we did the deal in its entirety."

The global regulatory position has evolved since then and regulation that came into force in March from the New York Department of Financial Services which includes a provision that financial institutions "shall limit user access privileges to information system that provide access to non-public information." Weinberger told Legal IT Insider: "That regulation is interesting because it applies to any financial institution with a presence in New York and any vendor managing data for those institutions, which includes lawyers."

Guidelines for law firm cybersecurity measures from the Association of Corporate Counsel, which were also published in in March, specify that law firms must limit access to data.

The ACC guidelines say: "Outside counsel must have logical access controls designed to manage access to company confidential information and system functionality on a least privilege and need-to-know basis, including through the use of defined authority levels and job functions, unique IDs and passwords, two-factor or stronger authentication for its employee remote access systems (and elsewhere where appropriate."

Impending European legislation under GDPR – which will affect a post-Brexit UK and the US – is also expected to put firms under pressure to lock down their data.

Weinberger, who spoke on this topic at ILTA LegalSEC 2017 to a packed room, says: "Regardless of whether your DMS is pessimistic or optimistic by default it's all about policy. The technology isn't the failing: firms used to be afraid that a pessimistic security model would affect their ability to share or be too difficult to manage but there is technology to address that."

Some suggest that a hybrid model may suffice and at RBRO Solutions, which is an iManage partner and vendor of web-based monitoring solution Sentry, CEO Howard Russell said: "It seems a need to know policy will be unavoidable in highly intriguing matters with high public interest but I don't know if it's inevitable for the mundane stuff that doesn't hold interest for anybody."

Certainly, most clients would be shocked to learn that in many firms a very junior member of staff in a satellite office can still access its largest clients' sensitive corporate data, particularly when the technology now exists to lock down files on a matter or client level.

Fetch the baby monitor

The ACC guidelines require a law firm to continuously monitor its networks for "malicious activity" but in a case of internal fraud, only software that monitors irregular behaviour in real time is likely to detect it.

Solutions on the market include Threat Manager from iManage, Sentry from RBRO and Mike Lynch-backed cyber startup Darktrace, which counts Irwin Mitchell and Sackers among its clients.

Russell says: "Sentry tracks usage anomalies based on trends or configured max values. If you're accessing too much content in particular time period, or based on specific metadata, it will alert the admin and provide possible actions to take. Firms and vendors will continue to look for more accurate ways of identifying such threats."

Threat Manager, which was formally launched in January, is not volume-based but maps users' normal behaviour and flags deviations from that.

Insure your life away

Everyone has PI insurance and law firms are starting to buy cyber coverage but in one recent case, a firm was denied coverage because the provision of the policy didn't include that particular cyber breach.

In another case, a firm was denied coverage because they didn't meet the standard of care, so it was liable.

The standard of care today is fast becoming need-to-know access – if you don't meet it, be warned, you may not be covered and you may be liable.

Bring in the executive

When we first wrote about need to know security it felt very optional for law firms but that is changing.

The position now is that this is no longer an IT decision but an issue that every board needs to be made aware of and take decisive action on.

Weinberger said: "There is no cost for switching on pessimistic security, that's not the problem. The problem is that partners don't want to do it and CIOs and CISOs may not be empowered to do it. This needs to be an executive-led decision."

The legal bit

In a prepared statement, Foley said: "Upon learning of trading activity on the part of a Foley & Lardner LLP attorney in June 2016, the firm promptly launched an internal investigation. During that review, it was determined that firm policies were violated, which led us to immediately take action. As a result, the partner is no longer at the firm. We also reported our findings to the relevant authorities and cooperated fully with them throughout their investigation. We take this matter very seriously, and we have zero tolerance for actions that violate our core values and the trust our clients place in us. We will continue to hold all of our people to the highest standards of professional and ethical conduct."

Todd Foster and Natalia Silver with the Todd Foster Law Group in Tampa are representing Little and Little maintains his innocence.

Top comments and stories in June

Guest post: Law Firm Resource Management

We had a raft of popular guest comments out in June, with the first (ok it was out on 30 May) from leading legal tech consultant Neil Cameron, talking about law firm resource management.

Neil said: "Having applied technology and modern working practices to most areas of legal practice over the last 30 years, there are two remaining areas of law firm activity that have received little or no management attention. One of these is the actual process of 'coal-face' legal service delivery (which through Continuous Process Improvement and Lean Six Sigma is finally taking off); the other is the proper management of law firm fee-earner resources."

The law firm approach of laying off and then desperately hiring staff to cope with peaks and troughs is only too familiar, and Neil says needs to be managed better. "Proper resource management could help a firm identify likely future peaks and troughs that they can then work around to reduce the economic effects of such fluctuations," he says.

The comment contains his in-depth thoughts and suggestions on how this can be achieved.

Guest post: Buying Legal – getting to grips with data

Overlapping with the process and cost management theme, Nick Williams, legal services director at Proxima Group gave us the **low down** on the key points from the 3rd annual Europe Conference of the Buying Legal Council, where GC attendees including Trevor Faure, Global General Counsel at Academy; Michael Tal from BusyLamp; Richard Stock from Catalyst Consulting; Caroline O'Grady from Coote O'Grady; and Bjarne Philip Tellmann, GC at Pearson attended for a day of legal market intelligence.

Strides are now being taken to harvest and gain insights from the data that procurement and its stakeholders are collecting and storing.

Procurement looks for good quality data to help shape category management and decision planning – and you need a lot of data to make help shape these decisions. Start collecting now, says Williams.

Comment: The Tikit iManage era is over – and no-one is surprised

In our most popular comment of the month if we say so ourselves – yes EVERYONE is still talking about iManage's acquisition of RAVN – editor Caroline Hill looks at how the writing has been on the wall for the end of the Tikit/iManage partnership ever since Tikit entered a strategic partnership with NetDocuments in July 2016. What will the new partnership have to offer? (Da, da, daaaa.)

Tikit's CEO Katherine Ainley talks NetDocuments and cloud strategy

In the wake of the news on 6 June that Tikit has selected NetDocuments as its preferred strategic document management supplier, Tikit's CEO Katherine Ainley set out the pair's brief history; what the evolving partnership means to Tikit, its clients and prospects; and provides clarity on Tikit's long term cloud strategy.

Teaching Law in a Legal Tech World

Innovation guru and acclaimed author Mitchell Kowalski wrote in June about Teaching Law in a Legal Tech World. "Law schools around the world are going into crisis," he said. "Jobs for graduates are dwindling and schools are constantly besieged by claims that they're doing little to prepare students for the 21st Century; a century where legal services will be dominated by process and technology, with lawyer touches only where absolutely necessary. With very few exceptions, law schools treat process and technology as ancillary skills that students learn on their own time, preferably after graduation; law school's role is to simply teach students how to think "like a lawyer." Somewhat like teaching a carpenter how to build a house – without using tools."

Guest post: Why we acquired Ravel Law

Hugely popular on social media, here Jeff Pfeifer explains why Lexis bought Ravel to expand the Legal Analytics suite of products. "To be successful in today's competitive legal environment, lawyers need to make faster, more informed decisions, based on data that is incorporated into their natural workflow," says Pfeifer. "But the existence of large volumes of quality data alone isn't a solution for today's lawyer – quickly turning that data into actionable insight is." Bring in Ravel.

GDPR – A chief privacy officer's inside perspective

We're a bit sick to death of GDPR but here lawyer and chief privacy officer for data governance firm Evidon, Todd Ruback, gave us a unique insider's perspective of the GDPR's commercial impact and how law firms can help clients navigate the all-encompassing legislation. Worth a read if you missed it.

When KM meets AI: An interview with Fireman & Co senior consultant Sally Gonzalez

Sally Gonzales joined Fireman & Company in May as the Toronto-headquartered legal management consultant's newest senior consultant. Recognised as an authority in knowledge management and strategic technology planning, here Gonzales, who has held senior IT and KM roles at firms including Dentons, Norton Rose Fulbright, Akin Gump and Jones Day, tells us, in one of the most retweeted stories of the month, what led to her move to Fireman; how KM has evolved in the legal space; the major KM trends ahead; and discusses some of the biggest questions around AI. "I think we are on the cusp of KM 4.0," she says.

Top comments and stories in June

Guest post: Is the era of ERP for law firms finally here?

Is the era of ERP for law firms finally here? Absolutely, says Martin Telfer, EMEA chief of Fulcrum Global Technologies, as he set out the trends in the legal industry and wider corporate world that drive that conclusion.

Martin is SVP and EMEA chief of management consulting and software company Fulcrum GT, provider of an enterprise practice management system built on SAP HANA.

As a result, a couple of people in the market have pointed out that Martin 'would say that wouldn't he' and the answer is yes, of course yes. The point is that he makes an interesting and well thought out case. On LinkedIn, Hans Albers, chief of staff and head of worldwide legal operations at Juniper Networks said: "Thanks Martin, very interesting. Would love to see the law firm response to this." Responses are so far 'pending'.

TOP STORIES

Startup corner: Atrium LTS raises $10.5m to "revolutionise legal services"

One of our best-read stories in June was about US serial entrepreneur Justin Kan raising $10.5m in the first round of funding for his new legal technology startup **Atrium LTS**, which appears likely to focus on workflow tools for lawyers and client-facing tech.

Announcing what must in legal be a record breaking Series-A round, which has been led by General Catalyst and includes a whole host of other investors, Kan said on Facebook "Excited to announce our Atrium LTS fundraising from General Catalyst and many other amazing investors. [Co-founders] **Chris Smoak**, **Bebe Chueh**, **Augie Rakow** and I are excited to build innovative technology for the legal industry."

Startup corner: Timeular raises €1m

Austrian startup Timeular, which is behind the Zei time-tracking device showcased at the 2017 Janders Dean London Horizons conference in May, has raised €1m ($1.1m) in funding.

Zei is an eight-sided physical device that connects to time recording software by bluetooth and each side can be programmed with a matter number. The device automatically starts tracking on whichever side is facing upwards, meaning it can be automatically activated when a call comes in or when a fee-earner changes task.

Zei, which was initially funded through a **Kickstarter Campaign** is time recording software agnostic and can be turned off while in transit. According to Ulrich, Timeular is already in talks with a number of law firms of varying sizes.

Heavyweight arbitration boutique Three Crowns goes live on Aderant Expert

Also generating a lot of interest this month was the news that heavyweight arbitration boutique **Three Crowns** has gone live on **Aderant Expert**, with the practice management system implemented inside of 10 months with the help of **Kindleworth LLP**.

Three Crowns, a three-office site which was formed in 2014 by six partners from Freshfields Bruckhaus Deringer, Covington & Burling, Shearman & Sterling and Jones Day and in its first year generated profit per equity partner of £1.3 to £1.6m, has 45 fee-earners.

The boutique is said to have been attracted by the option, as it grows, to incorporate MatterWorks for legal project management and pricing, Spotlight for business intelligence, and mobile time entry.

Lex Machina extends legal analytics platform to commercial litigation

In a significant expansion of its current analytics offering, **Lex Machina**, which was acquired by LexisNexis in November 2015, announced on 20 June that its legal analytics platform now covers commercial litigation.

Commercial litigators using the platform will be able to make data-driven decisions based on detailed information about more than 62,000 commercial cases pending since 2009. Strategic insights include trends in case timing, resolutions, findings, damages, and remedies, as well as actionable intelligence on opposing counsel, law firms, parties, judges and venues.

This is hugely significant for mainstream litigators wishing to crunch the numbers and is something that Lex Machina would have been extremely unlikely to achieve in this timescale without LexisNexis' backing.

Phoenix builds cyber business with CheckRecipient partnership

And we revealed in mid-June that Phoenix Business Solutions has entered a strategic reseller partnership with CheckRecipient to help the London venture capital-backed startup expand its customer base and accelerate its growth within the legal sector.

CheckRecipient, which was founded in 2013 and counts Travers Smith and Penningtons Manches among its clients, applies machine learning to prevent sensitive information being sent to the wrong recipient through misaddressed emails. Earlier this year it raised $2.7m in a funding round led by Accel and LocalGlobe and co-founder and CEO Tim Sadler told Legal IT Insider: "We're a VC-backed company and it's important to grow as quickly as we can and we see working with Phoenix as a great opportunity to enhance our position and accelerate our growth through their network of clients."

Sadler adds: "We've grown 500% since this time last year in terms of most significant metrics including headcount and client base."

▶ Movers & Shakers

GLOBAL **RBRO Solutions** chief operating officer **Dennis Croft** has left the company, only shortly after the departure of APAC general manager **Alan McCombe** and senior UK representatives **Lee Huggett** and **Adam Wiles**. Croft was appointed as COO in September 2016 as part of a significant structure reorganisation of the Toronto-headquartered company that saw founders and co-chief executive officers **Howard and John Russell** take on split roles. Under a "more streamlined" RBRO set up, John became chairman and Howard took on the role of sole CEO. Croft reported to Howard, with his hire representing a "major milestone as [RBRO] progress towards their new vision and implementation of their growth strategy." Croft left in June for 360insights, a SaaS corporate incentives management platform.

HotDocs has announced the promotion of **Mark Settle** to the position of chief technology officer, with former CTO Scott Leckie having left after just over a year with the document automation company. With the company since 1998, Settle has worked across various divisions within HotDocs, culminating in leading the US professional services team for the past seven years. In his new role Settle will be responsible for overseeing all technical aspects of HotDocs and leading the development teams in Edinburgh and Utah.

UK & EMEA **John Hunter**, long-time Head of IT Department for the **Registry of the European Court of Human Rights** in Strasbourg, has now been promoted to the role of the IT Director of the **Council of Europe**.

Ascertus has appointed **Sean Mallen** as senior account manager, dedicated to helping customers deploy the legal spend management solution, **BusyLamp**, which it entered into partnership with in 2016. Prior to Ascertus, Mallen was senior account manager at Ochresoft, helping law firms deploy the company's case management system

EDISCOVERY **TRU Staffing Partners** has appointed **Pete Smith** as VP of business development. In this role, Smith is focused on expanding the company's contract staffing offering for ediscovery and cybersecurity

Opus 2 International has appointed lawyer **Cathy Salz** to the dual roles of Head of Legal and Business Development Director. Before joining Opus 2 International, she was inhouse counsel for BP for six years. She started her career and remained at Slaughter and May for five years before moving as an associate to Fieldfisher.

Andrew Bye has joined **Catalyst** as director of machine learning and analytics, where he will support Catalyst's technology assisted review (TAR) initiatives and advise clients on Insight Predict projects from start to finish. Most recently Bye worked as an independent data consultant, before that he was a data scientist and product manager at Recommind.

Jennifer Davies has joined **Catalyst Repository Systems** as business intelligence and reporting product manager, where she will work on the enhancement Insight Enterprise, Catalyst's secure, multi-matter corporate ediscovery platform. Prior to joining Catalyst, Davies worked in technology and product management roles in the healthcare, data solutions, B2B, and hospitality industries.

NORTH AMERICA **Sally Gonzales** joined **Fireman & Company** in May as the Toronto-headquartered legal management consultant's newest senior consultant. Recognised as an authority in knowledge management and strategic technology planning, Gonzales has held senior IT and KM roles at a number of law firms including Dentons, Norton Rose Fulbright, Akin Gump and Jones Day.

DocSolid has expanded its leadership team by hiring **Anthony Argenziano** as CTP. Argenziano, who brings over two decades of global enterprise technology experience including senior positions at Amazon and eBay, will lead product development and product management for the company's suite of Paper2Digital software and cloud solutions.

Legal publishing company **Fastcase** announced that **Steve Errick** will join the company's executive team on July 1 as chief operating officer. He will be responsible for executing the company's strategic vision, developing new editorial products, and developing the company's organizational structure. Errick most recently served as VP and managing director for research information for LexisNexis.

Wilson Legal Solutions has appointed **Briana Carbone** as its dedicated customer support manager

Dedicated Customer Support Manager. Most recently Carbone served as the corporate finance IT manager for Hay Group and was previously the financial systems manager at Blank Rome LLP, where she worked as part of the firm's team responsible for implementing Elite 3E.

▶ Word from the managing partner:

Andrew Jenkinson, Reed Smith on agile working

In April, Reed Smith became the latest law firm to bring in agile working to enable its staff to take more control over the way they work, as associate billable hours increase from 1500 to 1600 a year. Here, London managing partner Andrew Jenkinson describes the decision-making process behind the move, how decisions are socialised and executed, and what is next on the agenda for the UK office of the top 30 global law firm.

What does agile working mean at Reed Smith?
'Agile' often becomes mixed up with 'flexible', but of course we already offer separate formal flexible working arrangements to staff who need those – our agile working initiative is quite different. This is about how can we make it easier for our lawyers and other staff to work remotely to carry out their functions and tasks, with the ultimate aim of improving work-life balance as well as our productivity and profitability. We operate in an extremely competitive environment and people have to work hard but we want them to have a decent work-life balance. Mobile and tech culture means that we are always plugged into our work and our clients; the idea that you complete all your work between the hours of 9am and 5pm is no longer a reality. Therefore, we do not take the approach that our staff have to be in the office during these hours – they might work at home or hot desk at a client; it's partly about making sure our staff are out there getting to know clients better and partly about giving them more control.

Our initiative comes at a time when we have increased associate billable hours from 1500 to 1600; is it better to save two hours a day commuting? In some cases, yes. The quid pro quo of expecting people to work harder is that we will help them save time.

How much is this about the technology?
We're constantly improving and innovating the technology we use. We've had remote access for five years but alongside that we're reviewing the hardware we offer. The IT team brought in various laptops and Surface Pros earlier in the year and people got to select a device; personally I went for a Surface Pro. We took the attitude that if we're going to offer agile working, we need to offer the right technology. We're moving from Blackberry to iPhone and our IT team is working hard to make sure that our app-based platform is synchronized, since we are also moving to an app-based environment. These projects have been running alongside each other because they each feed into one another.

When did you start talking about going agile?
It's something that has been regularly mentioned. I've been in this role for one year and two months and I rely heavily on our HR director in EME, Kevan Skelton, who runs a great team looking at the way in which lawyers operate or may operate in the future, especially with a view to ensuring we attract and retain the best and brightest young talent we can. He often comes to me with ideas and he came to me saying that we need to be more adaptable in the way we construct

our working environment or we won't attract the right people in the future; of course, I was keen to put that into effect. It is up to us to make sure we keep up to date with the best ways to deliver legal services to our clients and provide the best working environment for our associates and team members.

Have there been any concerns?
No one challenged the desire to effect change – it's about how you do it; we needed to make sure the safeguards were in place. Of course, we need to make sure that we are profitable and hard-working and to some degree that is about hours. Then it's about supporting team members. The client shouldn't have to know or care where you are, so any concerns that have been raised have related to the appropriateness of agile working for different team members. For instance, it's more difficult if someone is learning a new role and will therefore need to be in the office absorbing up all the knowledge they can, just as it can be more difficult for a secretary to carry out agile working. That said, they may just need a day elsewhere to get a particular job done. Any concerns we've had have related to how we roll this out in a way which ensures that client service is never compromised.

Were property constraints a factor?
We have enough space for everyone; we are not rolling out the initiative for that reason. We will wait and see how this beds in and if we need less space so be it. First and foremost, we have created agile working as a benefit and an opportunity for staff.

What were the practical steps you took to put agile working into effect?
The first step for a project like this is idea generation: making sure somebody in the organisation is thinking about the way the legal professional services market is changing and what our team members want. e

Then it's about making sure there is an atmosphere where new ideas are considered and listened to. I meet with the heads of HR, KM and IT every fortnight and ask what they are working on, what they feel is missing, what the competition is doing, how to get ahead of competition and whether there any new ideas they'd like me to listen to. It's important to create an appropriate organisational structure and allocate time so you never miss out on an opportunity.

I will then work on a given idea with that person, in this case it was Kevan, and discuss it with all the other heads within the London office – what does the client value team think? What does the KM team think? What will we need to support it, how will it interlink with our current setup and is there any opposition?

Then the idea is discussed in our monthly practice group meetings to work out how it will impact each group. The client demands on each group are different and what secretaries do is different so you need to ask each group leader to think about how an initiative will affect their group. Each has thoughts on how to implement new policies so it's important to have an ideas forum where everyone can discuss ideas and kick the tyres.

Then you send the idea back to the drawing board and start again. That's how you improve policy and drafting – you want to be sure all the issues are taken into account in the drafting.

I also like to discuss ideas at partner lunches and associate meetings and presentations. The more you talk about it the more you get a sense of where people's worries and concerns are, and often people will come up with an idea you haven't thought of.

It doesn't work for everyone but I like being open. It shows that you're open to new ideas and encourages dynamism and collaboration.

Once the policy is redrafted it goes to the PR and comms team and is communicated internally and to the press.

What's next on the list?

There are a number of things I've been open about. We will look at our use of office space but will see how agile working plays out first. I've made no secret of the fact that I'd like to change the way our floors look – we need a refresh to reflect the fact that people are working in different ways. Currently, we operate in a semi-open plan layout with several break-out areas on each floor.

We are also looking at the way in which we allocate work to team members to make sure everyone has as broad an experience as possible, and to ensure a fair distribution of work. We have a pilot launching in our real estate team this summer. We are going to hire someone to run the pilot internally but use an external consultant to help it run smoothly and make sure the pilot works.

There are a whole host of reasons to look at work allocation including unconscious bias. But part of it is to make sure our workforce is flexible. Juniors need to absorb all the work and experience they can and not become too specialised too early.

▶ Kira Announces HighQ Integration

Kira Systems has announced that a new HighQ integration will soon be available for subscribers to both systems. This will simplify law firms' delivery of contract review services by allowing Kira subscribers to both receive documents from clients and deliver results of their review via the HighQ platform.

Once documents are transferred from HighQ, Kira automatically identifies and extracts selected provisions from the documents into a summary chart for analysis by the review team. At any point during the review process, the legal team can transfer back to HighQ the text and analysis of all relevant provisions, details about current project status, and any tagged risks that were identified in the review. Keeping the document sharing and risk review platforms in sync simplifies client collaboration and enables firms to deliver better and more efficient legal service for their clients.

The move has been welcomed by clients and Dominic Judge, ⬜senior legal innovation manager at DLA Piper UK LLP, who tested the integration during its beta phase, said, "We are always trying to find new ways to improve client engagement and to offer innovative solutions that address corporate and financial client demands for more transparency. We are excited about the Kira-HighQ integration as it will help us provide a better and more collaborative service for our clients."

▶ Memory Lane: LSSA celebrates 21st birthday

From floppy disks and dictation machines to cloud computing and case management software.

Formed in April 1996 the Legal Software Suppliers Association (LSSA) recently celebrated its 21st anniversary. Two of the founding members, Tony Landes of Quill and John Burrill of Linetime, look back on the early days of the association, reasons for founding and subsequent developments.

The Association was formed with 17 member companies and the founding principles of the association remain today as they were 21 years ago. The LSSA was established to be the UK industry body for legal systems developers and vendors, to represent legal software providers to the legal profession and to give the legal profession confidence in dealing with an LSSA member firm. LSSA members agree to be bound by the Rules and Code of Practice of LSSA and to promote the highest standards of service.

Landes, now chairman of Quill comments: "One of the main initial aims of the LSSA was to build relationships with the Law Society in order to promote legal technology to the legal profession. This led to initiatives such as the Software Solutions Guide. Accounts software was the primary driver in the mid-90s, then came case management and now the cloud."

He adds: "Over the past 21 years there has been enormous change, a major example of which is the opening up of the legal market ownership regulations leading to increased competition. Firms use technology to increase efficiency. That's why easy-to-use features for all aspects of practice management and case management functionality have become an absolute necessity. The cloud has facilitated further benefits for managers who may prefer to outsource some of their in-house services, in this case IT hosting and management, for time and monetary improvements, but also to lawyers and end clients who can directly access progress on their matters from Apps on their mobile devices which suits their on-the-go lifestyles. In fact, even accountants benefit through remote access to matter-related finances. It's the LSSA's role to advise legal software suppliers of best practice standards so that systems keep evolving directly in line with market demands."

Burrill, founder and former chairman of Linetime adds: "Back in 1996 legal technology was very much based around accounting, and Word processing was a stand-alone package, not linked to case management software as it is today. Technology spread from the accounts department in small and medium practices to other departments and then the centralised IT function was born.

"We founded the LSSA to make the legal technology more professional and accountable and we wanted a Code of Practice to give customers a means of arbitration and confidence. We developed a disciplinary procedure whereby if a customer had a complaint against a supplier they had a form of redress if there was an issue. It transpires that the LSSA was, and still is, very ethical and forward-thinking."

▶ Workshare – We want to work together

Workshare's chief revenue officer Nick Thomson this month, in a comment for Legal IT Insider, called on vendors to work together to help users manage their congested desktop.

"Without a doubt the legal desktop is one of the most congested I've ever experienced," he said. "A mixture of point solutions designed and deployed over a 20-year period, all vying for airtime within the Microsoft applications, slowing them down and occasionally tripping them up."

The solution? Embed your software for free as long as the end user has a license and help the user create a solution designed for the end-to-end needs of a practice area.

"Realistically for one provider to give all the answers is unlikely, so it's on us as vendors not to be precious and to come together and commit to tackling legal process challenges from beginning to end, instead of myopically looking at our piece of the pie," said Thomson. "A great example of this is the partnership between HighQ, RAVN and Neotlogic to provide insight into the risk associated with expiring lease agreements. Three best in class providers working together to deliver tangible value and benefit for a specific legal practice. The cognitive load shouldn't be on the client to work out which platforms to bring together or how – it's on us as vendors to commit to solving these meaty problems in an elegant and maintainable way."

Agreeing on Twitter, Alex Smith, innovation manager at Reed Smith said: "And the vendors would like that too!"

Workshare promises there is more to follow.

▶ Quote/unquote

"BIG NEWS! My first love iManage and my last love RAVN Systems! #exiting."

Sebastiaan Bos's Twitter typo welcoming iManage's acquisition of RAVN turns out to be Freudian as we announce his departure from RAVN.

legal**it** insider

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