

planning efforts. It is important to note that these components are not intended to be a linear, chronological process that is “one and done.” Rather, they are a collection of activities and initiatives that need to happen simultaneously, in a coordinated approach that is consistent with firm culture, size, and existing program status.

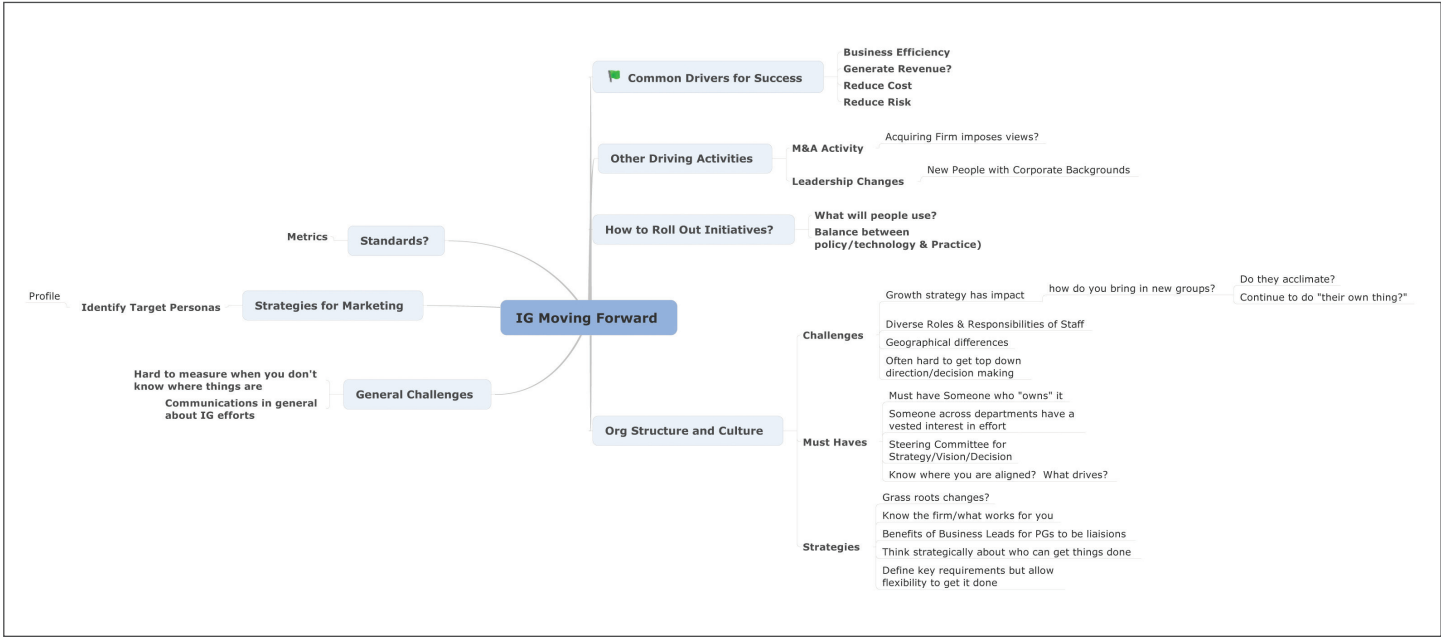


Figure 4.1: A map of the components, influences, and activities involved with advancing a successful IG Program. This map is intended as an overview and introduction to the sections outlined below. Special attention should be given to areas of challenges, must haves, and strategies, as these have been identified as having specific value to the information contained on the map.

4.2 IG ORGANIZATIONAL STRUCTURE AND COLLABORATION

The success of an IG program depends on two primary factors: structure and collaboration. It is important to recognize that everyone in the firm will be applying IG principles to how information is created, used, and retained. We are proposing that there be an IG organization (along with an established governing body) and staff in law firms. Most firms do not have a dedicated “IG Department.” An IG Department may well consist of a group of existing individuals who play a role in various subsets of IG functions. Once established (whether formally or informally), the IG department or team must play a central role and be empowered to lead the charge in developing a program.

Organizational alignment of the IG Department is key, and given the diversity across firms, must be positioned where it can be most productive within the organization. As identified by Work Groups 1 and 2, collaboration is a must for IG success; therefore the IG Department must be able to facilitate collaboration across the entire firm. The traditional siloed approach (i.e., practice group-centric with each administrative department working independently of one another) that is common within law firms will not be effective when the goal is developing a structured system and process to manage an ever-growing volume of information.

ROLES OF OTHER GROUPS

Work Group 2 focused on the various groups within the firm that play a role in IG initiatives. To achieve success in advancing an IG program, the firm must bring the right people to the table to facilitate a common understanding of the roles they play, the challenges they face, intersecting projects and initiatives, and what it takes to work together. The goal should be to create unity and enhance communication among and across the various departments or practice groups to drive IG forward.

Managing this effort can be challenging, and many firms are bringing new, non-legal talent into the firm – such as MBAs – with the business acumen to bridge the gap between the various groups by filtering out white noise and focusing on collaboration, training, and efficiency. The idea is to infuse IG into the fabric of the organization with minimal disruption – although growing pains are to be expected. If executed properly, the IG effort will enable lawyers to work the way they want and need to in order to efficiently serve clients, while still achieving the goals required for a successful IG Program.

Ideally, IG is the glue that connects information silos across the firm. It offers the strategy, knowledge, and tactical experience to facilitate action and develop holistic solutions to today's information challenges. Figure 2 illustrates in additional detail the specific functions performed by the various support groups within the firm, the intersection with information management, and the overall connecting points with IG efforts. Special attention should be given to the challenges and benefits and opportunities for strategic partnerships between groups. It is important that each firm understand its own strengths and weaknesses to clearly establish unique challenges and benefits that may affect the successful implementation of IG efforts.

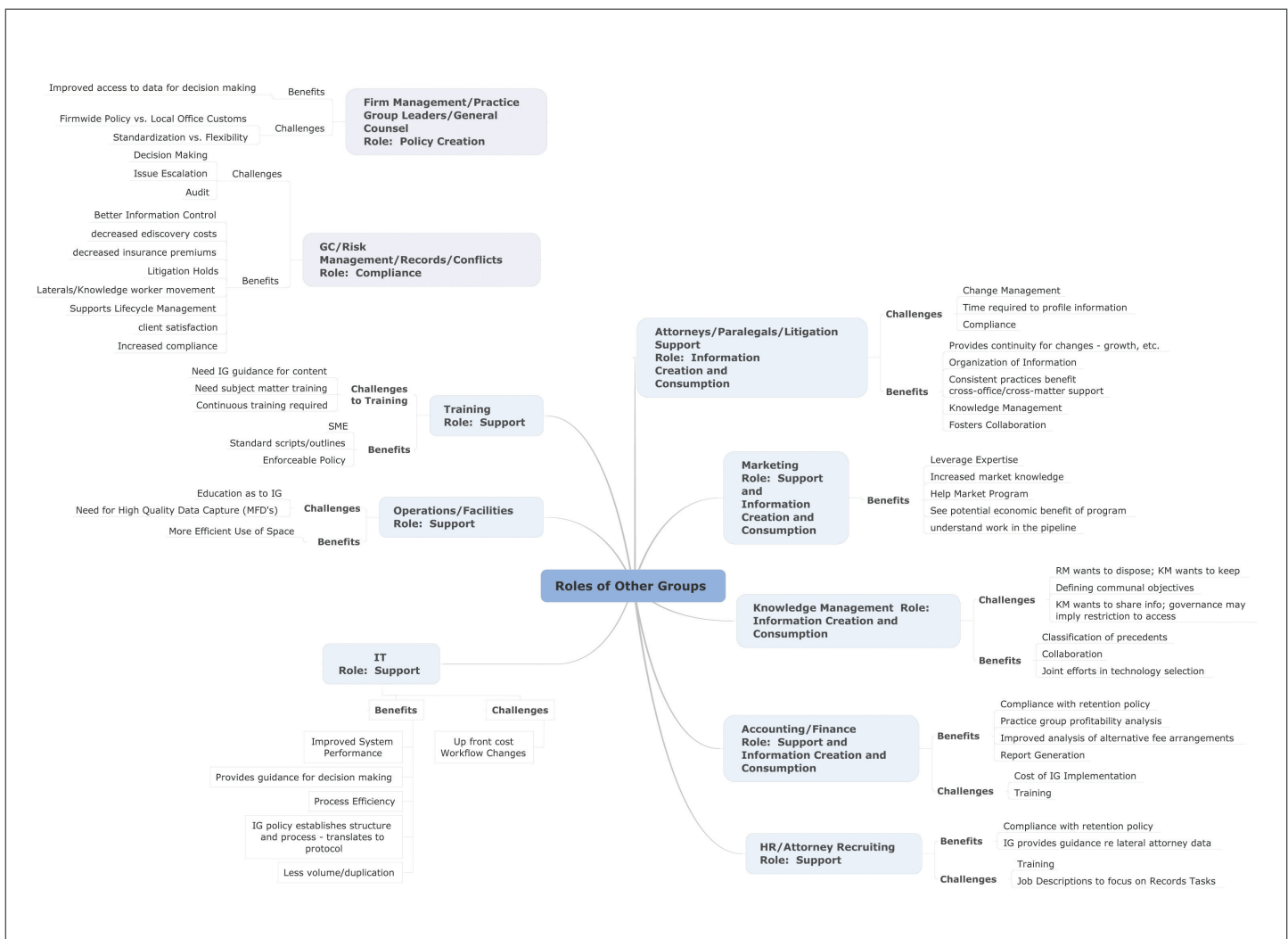


Figure 4.2: A map of the various roles across the organization that are critical to IG Program development.

### 4.3 THE IG PROFESSIONAL IN LAW FIRMS

#### THE EMERGING ROLE OF THE IG PROFESSIONAL

IG is a rapidly growing discipline in all organizations. Law firms are no different in this regard. As the industry works to better define IG, there is also much discussion surrounding the necessary qualities and traits of those individuals charged with developing and supporting it. Much like the traditional records manager evolved “accidentally,” current owners and leaders in IG have inherited, willingly or unwillingly, the role of providing IG guidance.

Law firms are recognizing the value of IG and leveraging various resources from within (such as records managers, IT leaders, eDiscovery experts, etc.) to meet the need. Firms may find that IG “talent” exists within their organization, and empowering, educating and mentoring those individuals may fill the need for IG leadership. In other instances, it may be in the firm’s best interest to create a dedicated position and seek the right individual from outside the firm to fill it.

#### RECORDS DEPARTMENT DEVELOPMENT

IG involves effectively and efficiently managing information and documents, which are two functions and areas of expertise traditionally held by a law firm’s records department. As such, the records manager plays a critical role in the development of an IG Program.

The institutional knowledge of a firm’s processes, procedures, structure, and culture is vital to driving a successful program. However, implementing IG requires change for everyone involved, including Records and Information Management (RIM) personnel. There may be significant alterations to what is considered a traditional job description for records managers. With change comes great opportunity, and firms need to support it by providing the tools, resources, and professional development that facilitates and encourages the evolving role of RIM.

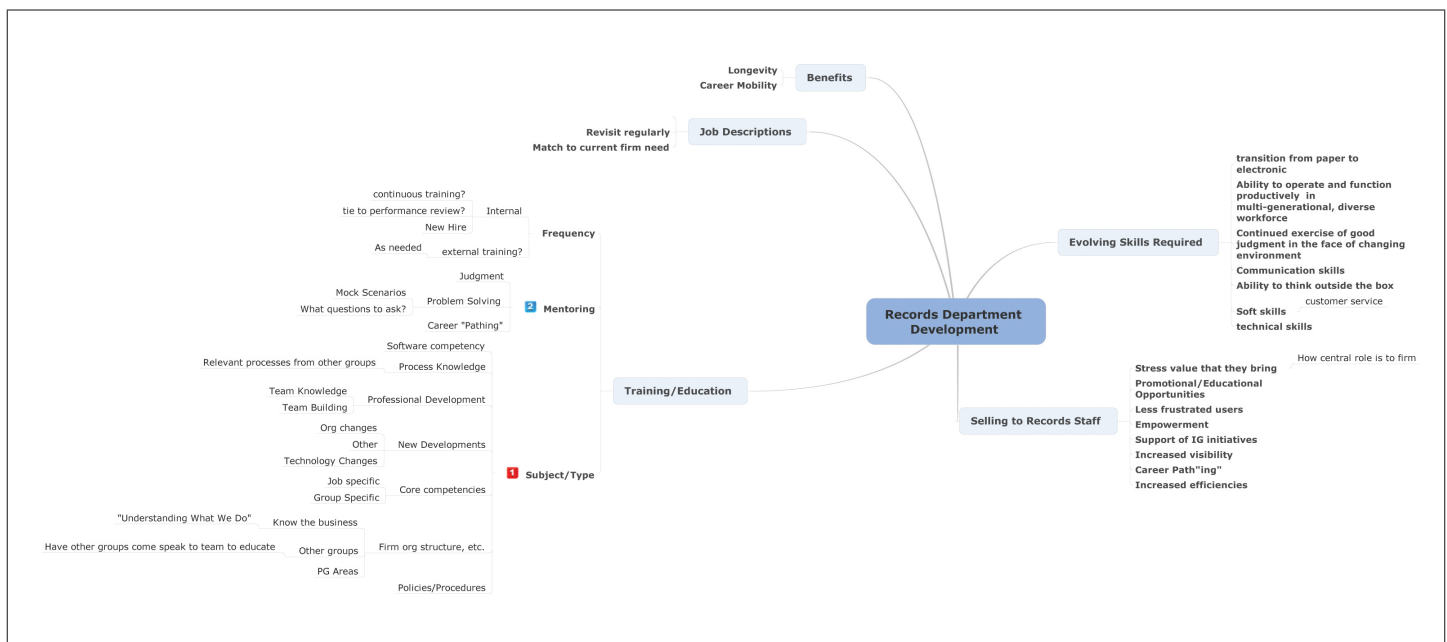


Figure 4.3: A map of the new role of the RIM department and ways to encourage professional development.

As in recent years, the role of RIM will be highly visible and on the front lines of the change management process. Only through continuous training, ongoing educational opportunities, and a sound understanding of new technology can a firm develop its records manager and supporting staff to fulfill the expanded role – and empower him or her to make decisions, offer informed recommendations, provide strategic input, and take action regarding the IG program. The transition from “records professional” to “IG professional,” will not always be an easy task, but by evaluating current skill-sets versus the ability to transform and evolve, you can separate the wheat from the chaff.

Figure 3 specifically references strategies to effectively “sell” the concept of IG to records staff who may be deeply engrained in legacy processes and philosophies. It’s important to emphasize the personal and professional benefits to the individual in addition to the firm and provide encouragement and reinforcement for behaviors and skills that promote IG and related efforts.

**WITHIN RECORDS**

As important as it is for the records department to “up their game” when supporting and interacting with other groups, it is equally important for them to evolve their skills in working within the department. The skill set of the records professional has been traditionally paper-based, involved linear thinking, and not required an abundance of analytical skills. Records teams must recognize the importance of working collaboratively with one another in addition to supporting their “customers.” Records department personnel should receive training that goes beyond records-specific policies and procedures or their supporting software systems. They should be cross-trained to understand various tasks within the department and department interdependencies as they relate to IG, and have a clear understanding of the firm’s business and strategy.

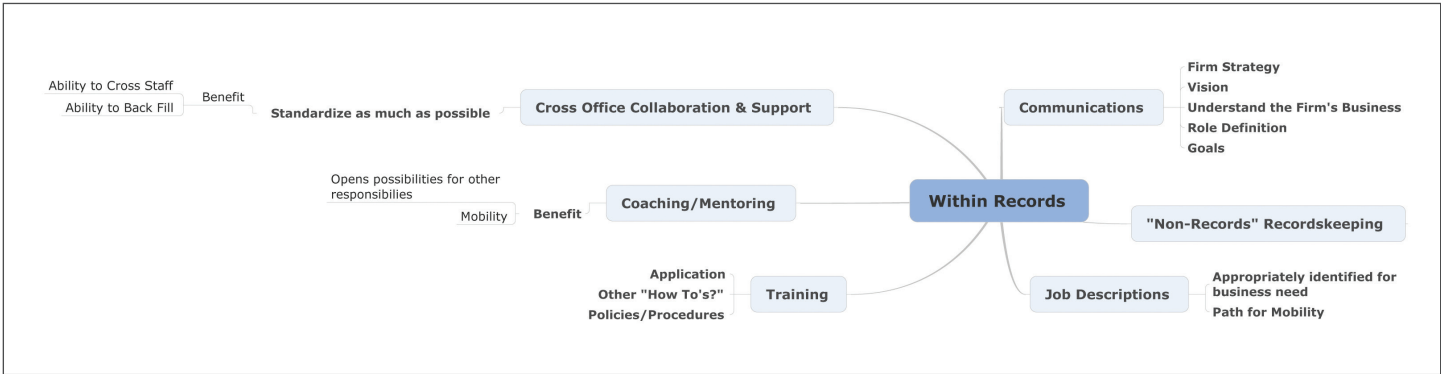


Figure 4.4: A map of key considerations when developing a messaging strategy to those supporting IG efforts. Existing job descriptions, for example, should be reviewed for relevancy to the evolving skills and expertise required and in many instances new job descriptions will be necessary. In order to attract and retain IG professionals, positions should match the strategic plan and provide a path for mobility.

## AVAILABLE TOOLS

Implementing and driving an IG program is a large undertaking that can be a daunting task – especially when one looks at the organizational changes that will take place. For records managers, the pressure of dealing with the evolving nature of that position, while helping drive the larger change-management effort across the organization, can be intense and overwhelming. The answer is to train continuously and leverage the various tools that are available to make this transition easier and more manageable. Focused educational efforts should be offered, in addition to making self-help opportunities available.

Myriad professional organizations boast resources, trainings, and certifications that can help prepare records professionals for this opportunity. There are also vendors, consultants, peer networks, and even social media sites that provide tools and support to help develop the skills required to lead the IG effort (see Figure 5).

It is likely the evolution of IG will help records managers look beyond their current role and facilitate a culture of continuous learning for themselves and within the firm. Most importantly, the growing IG community should provide guidance on where to look for information resources and training and encourage professional development. There is a plethora of information available, and many of these resources are free of charge. Given the sheer volume of information and resources available, it is important to seek out credible sources/organizations.

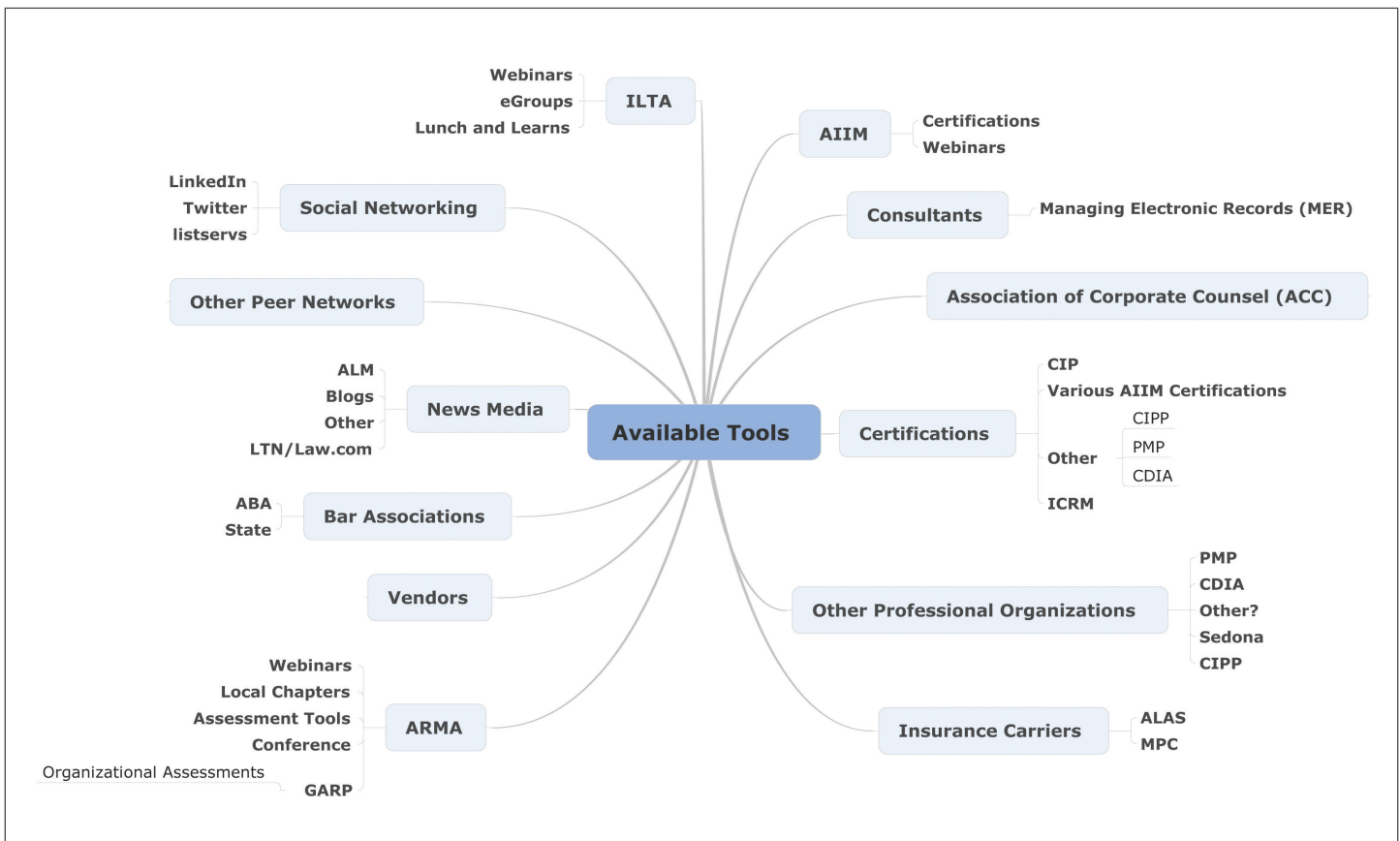


Figure 4.5: A map of the various professional development tools available to records managers and others.

## IG LEADERSHIP PROFILE

An IG Program is only as good as the firm's commitment to enforce the policy and supporting processes. Many law firms have few, if any, consequences for non-compliance, especially if the culprit is a top billing lawyer. But it's important to remember that an IG program is a partnership between all facets of the organization, and one partner's disregard for the policy will impact the profitability and risk exposure of the entire firm. As such, strong leadership from a governing, authoritative body enforcing IG policy is critical to the success of the program.

An IG leader must possess the ability to enforce a change management effort, be aware of all other initiatives across the organization, command respect, and have the skills to communicate with all levels of the firm. Although few people will display all of the traits and characteristics identified as ideal, there is a general profile of what constitutes a good IG leader (see Figure 6).

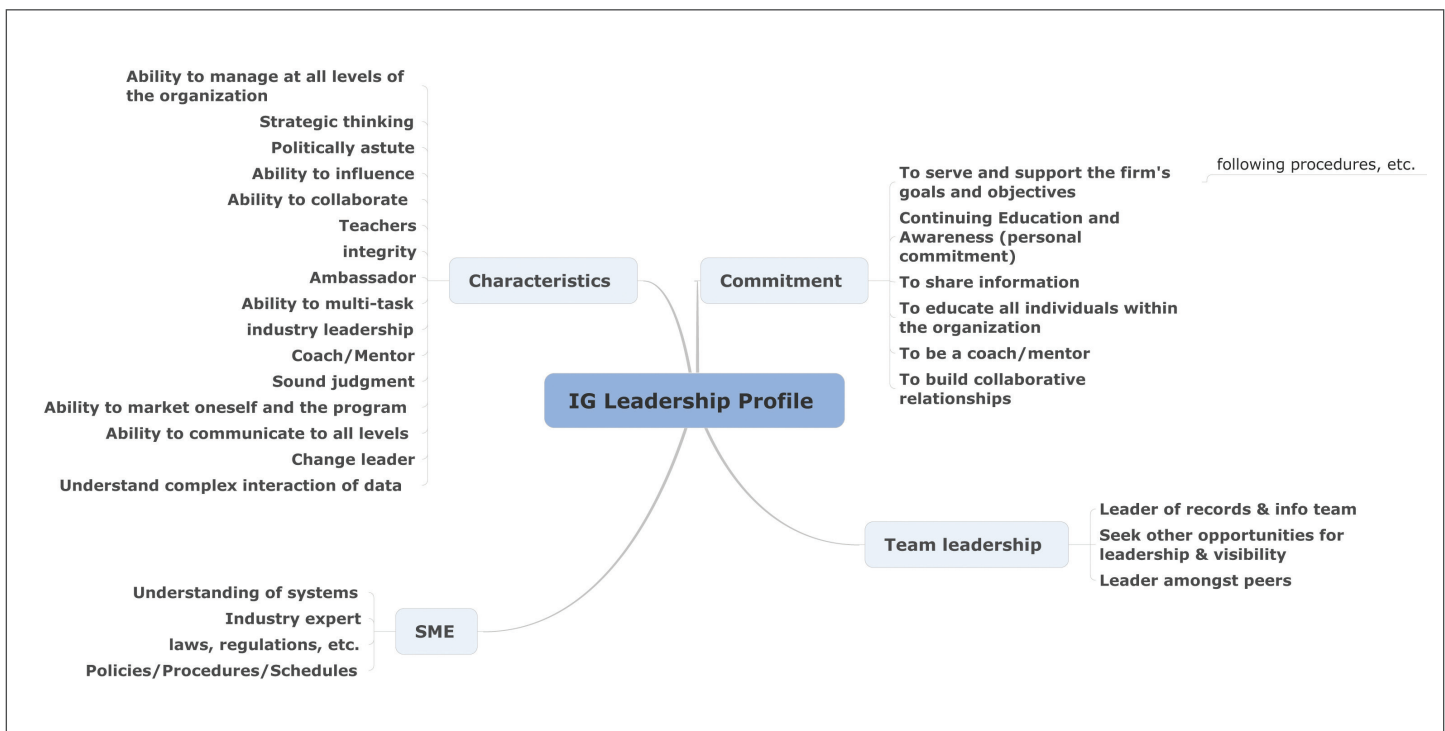


Figure 4.6: A general profile for an ideal IG leader.

## 4.4 MARKETING

Marketing, or "selling", the IG Program to all levels of the organization is necessary to promote adoption. Doing this, however, requires a strategic approach, an understanding of business operations, and the ability to communicate the benefits – "What's in it for me?" – to each group within the firm. A clear understanding of the individual benefits will generate enthusiasm for, and active participation, IG efforts.

There are three main audiences that should be considered when devising the strategy:

- Supporting Groups (e.g., IT, HR, Litigation Support, Knowledge Management, etc.)
- Management (Lawyer and C-Level Administrative)
- End Users

SELLING TO OTHER SUPPORTING GROUPS

True adoption of the IG Program requires buy-in from all groups within the firm – from finance, marketing, and IT to human resources, knowledge management, litigation support, and new business intake. This is a challenging task that requires a delicate balance of clearly defined benefits for the various stakeholders with the greater interests of the firm at large.

To do this, IG must have both a clear understanding of the policies and procedures and solid, professional relationships and alliances with all groups – lawyers and non-lawyers – within the firm. The success of the program depends on the ability to communicate the mutually beneficial nature of IG. The “What’s in it for me?” is different for every department; therefore it is important to have a good understanding of motivators and areas of mutual benefit (see Figure 7).

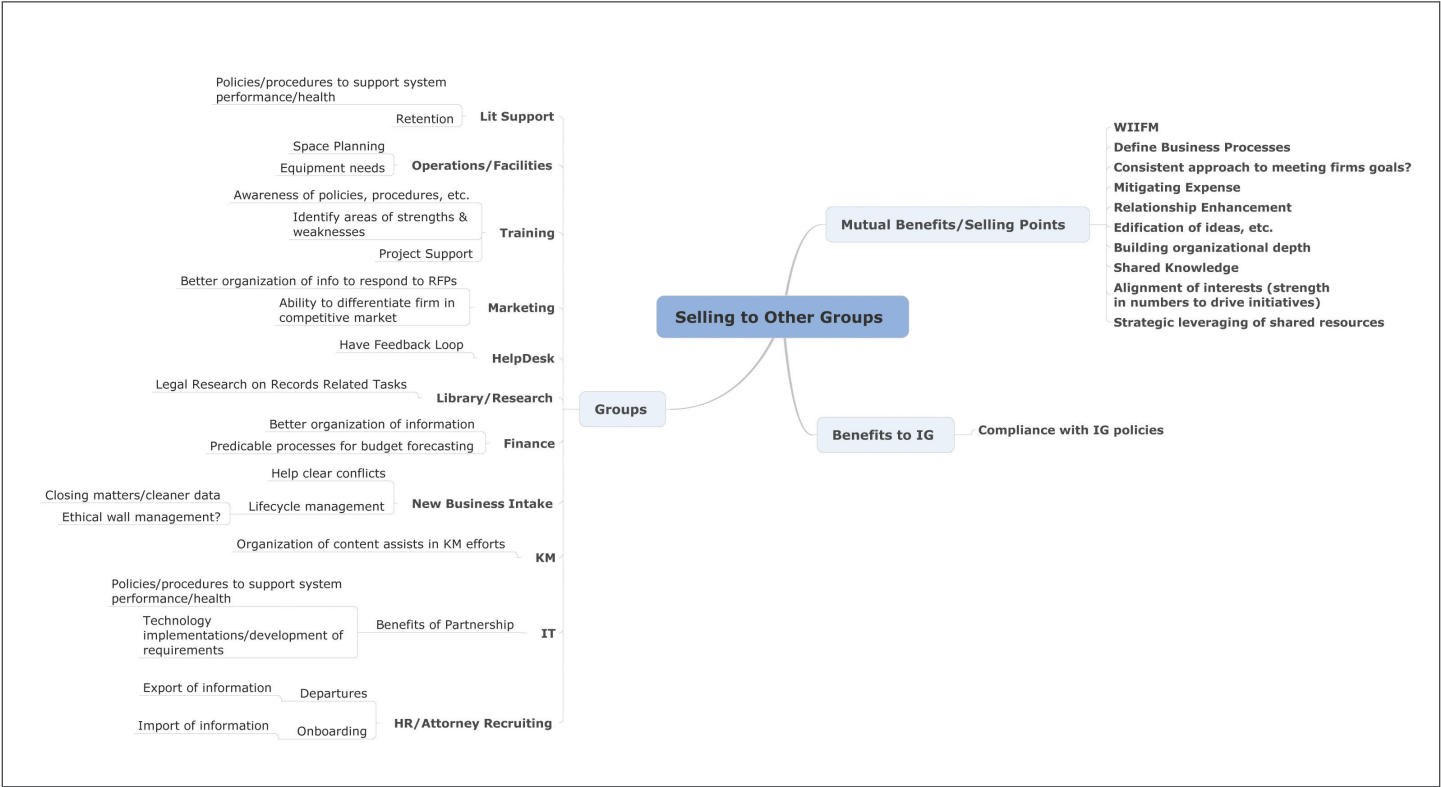


Figure 4.7: A map of the groups within the firm that are critical to a successful program and key considerations for each.

## SELLING TO MANAGEMENT

Without buy-in and sign-off from management, the IG Program will not materialize, let alone thrive. More so than any other group within the firm, the effort of selling IG to management and senior executives is an exercise in demonstrating the expected return on the investment (see Figure 8). Arguably, the endorsement from management should be a precursor to conducting outreach to other groups.

As with any new initiative, there is a cost to getting started, so gaining approval (and a champion) for the effort means clearly stating the business case and articulating the increasingly vital role IG plays in the firm – from client, branding, risk, and cost savings perspectives. Most importantly, the entire effort needs to be supported with metrics. The viability of the IG Program depends on the ability to generate information that justifies the cost, effort, and use of resources that could otherwise be allocated to revenue-generating activities. Selling to end users and other groups must be done carefully. Marketing an IG Program to management requires a unique strategy, and appropriate planning is key. It is important to understand firm priorities, culture, and business plans. Roadblocks are inevitable, but it is helpful to identify as many of them as possible in advance of communication efforts or outreach.

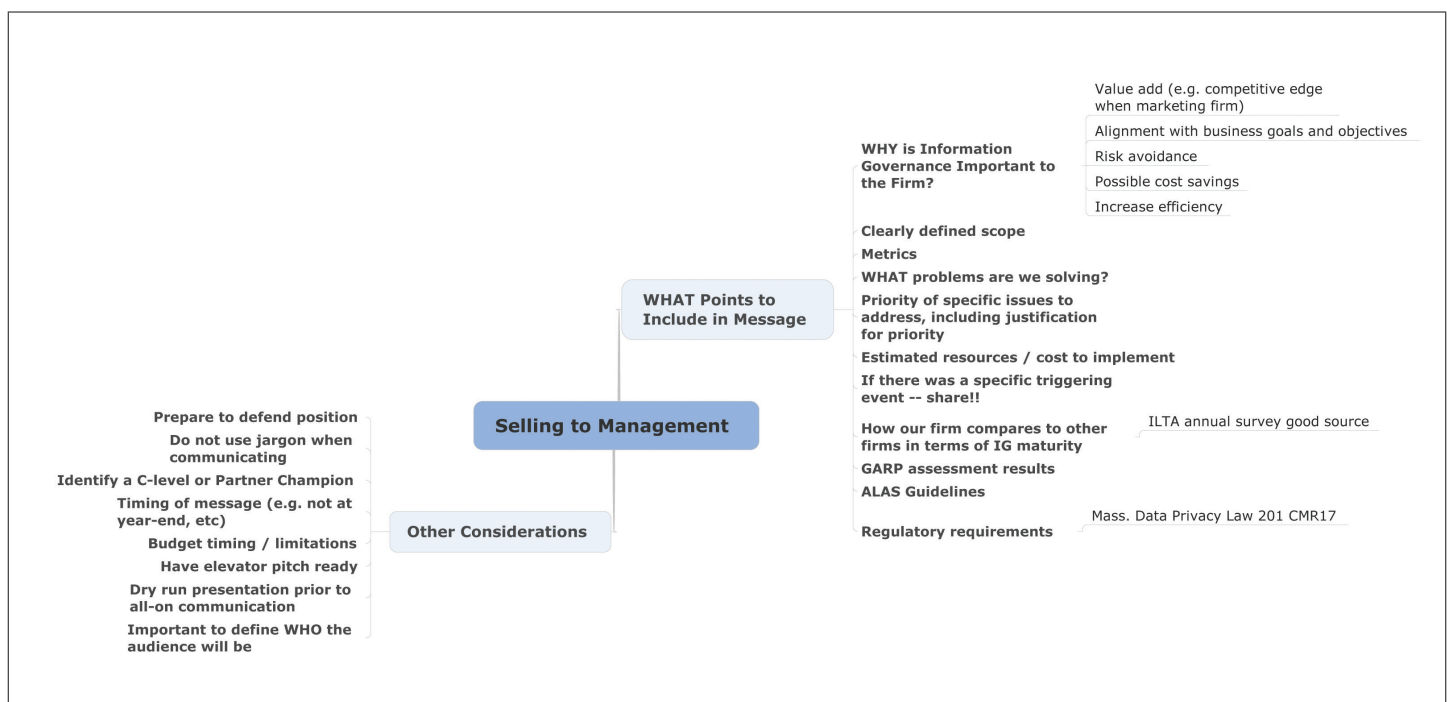


Figure 4.8: A map illustrating the various elements that should be considered before selling the IG Program to management.