THE MODERN LAW FIRM

DIGITAL BOOKLET

HEINAN LANDA

FIGURE 1: Engagement by Generation

GENERATION	ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Traditionalists	45%	41%	14%
Baby Boomers	33%	48%	19%
Gen-Xers	32%	50%	18%
Millennials	29%	55%	16%

FIGURE 2: Engagement and Productivity

ENGAGEMENT LEVEL	TYPICAL PORTION AT THIS LEVEL	DAYS WORK PER ONE DAY OF PLAY
Actively Disengaged	5–15%	.5
Disengaged	35–50%	.67
Engaged	20–35%	1.0
Actively Engaged	5–15%	1.5

Technology Operational Maturity Model: Core Traits

STRATEGY
INNOVATION
CLIENT INTERACTION

VENDOR MANAGEMENT
GOVERNANCE
INTERNAL COMMUNICATIONS

TECHNOLOGY LIFECYCLE
KEY SOFTWARE
CLOUD
DECISION MAKING

PROCESSES
SECURITY
SERVICE/SUPPORT
PROJECT MANAGEMENT
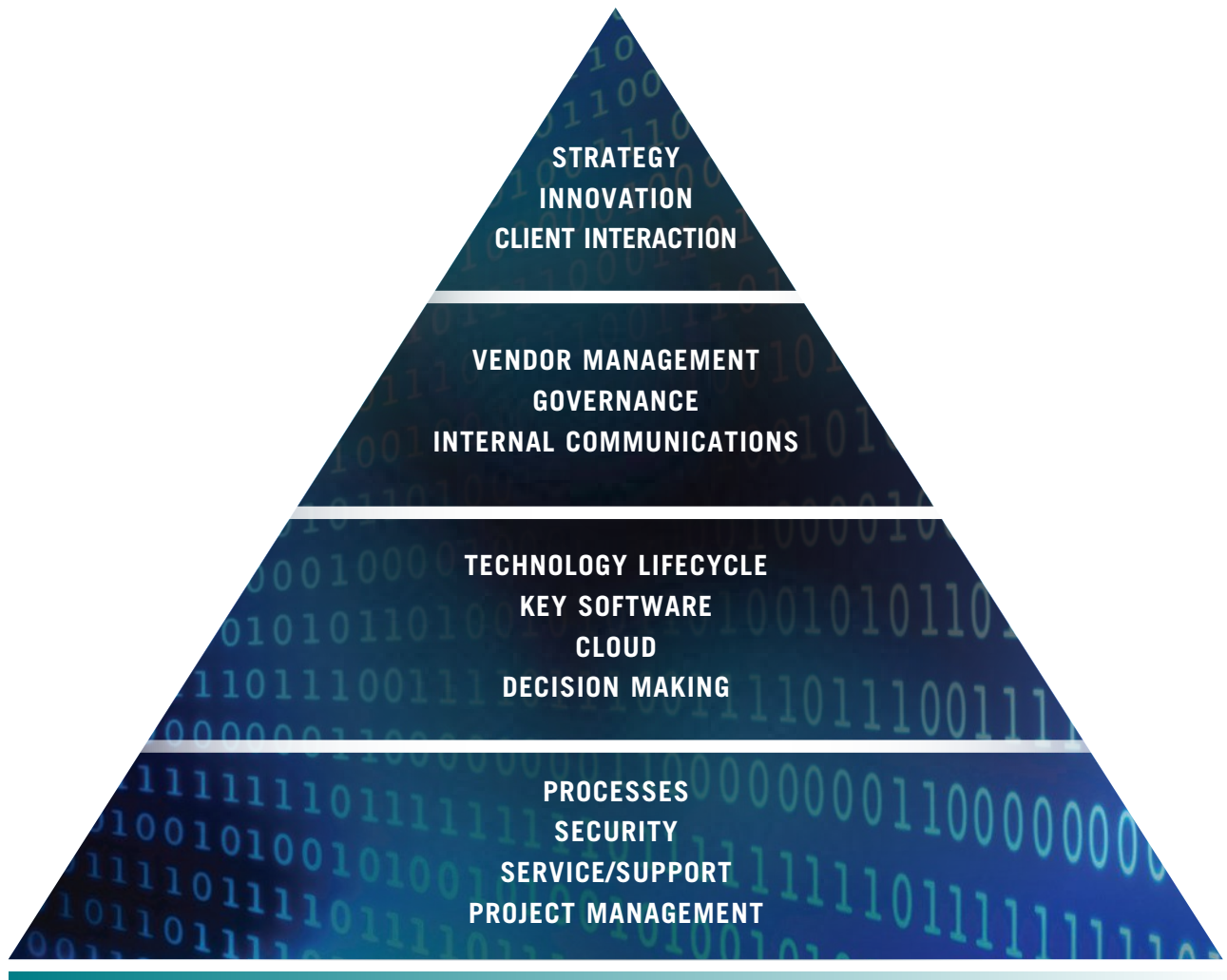
Technology OML Self-Assessment

PROCESSES

Core Concept	How smooth are your routine IT processes?		
Highly Mature Response	☐ We have documented IT processes to keep our systems secure and running well. ☐ Our processes include daily, weekly, and monthly checklists that are followed by our IT team. ☐ We have clear technology standards that are driven by our IT strategy. ☐ We've invested in centralized management of our IT infrastructure (e.g., server monitoring, workstation patching, etc.). ☐ We have clear onboarding and offboarding procedures. ☐ New attorneys and staff are fully functional the day they walk through the door, and properly terminated the moment they leave.		
Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

SECURITY

Core Concept	How well does your firm execute on security needs?		
Highly Mature Response	☐ Our CIO (internal or external) has full ownership of the firm's security protocol and reports regularly to our Managing Partner and Firm Administrator.		
	☐ We have specific IT security policies in place to cover all elements of our internal security and the privacy of our client data.		
	☐ We have a clear, tested disaster recovery plan.		
	☐ We have a written business continuity plan.		
	☐ We have all standard technical defenses in place (and monitored), including a business-level firewall, malware protection, centralized patching, backups, and a spam filter.		
	☐ We've also implemented more advanced defenses, such as VPNs, laptop encryption, advanced endpoint protection, and periodic security risk assessments with remediation plans.		
	☐ We are able to articulate our security and data handling policies in response to external audits without consternation.		
Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

SERVICE/SUPPORT

Core Concept	How well are your attorneys and staff supported in their daily work?
Highly Mature Response	☐ There is a 24/7 helpdesk that we can call or email for help. ☐ Our computer issues are tracked and visible in a centralized ticketing system. ☐ There are clear targets for what type of support response is expected and when. ☐ Complex issues can immediately be escalated to higher-level support personnel for a resolution. ☐ All attorneys and staff are treated as "clients" by the IT staff, whose performance is then measured on client satisfaction.

Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

PROJECT MANAGEMENT

Core Concepts	How effective are your upgrade and implementation projects?
Highly Mature Response	☐ Each project is planned out well in advance. ☐ Every project has specific success criteria that are measured as part of the project review process. ☐ Firm downtime is always minimized to maximize our billing. ☐ Follow-up support is scheduled in advance. ☐ We plan clear communications, demonstrations, and training for any new technology or upgrades that will be implemented during the project. ☐ Firm leadership helps set the example on technology adoption.

Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

TECHNOLOGY LIFECYCLE

Core Concept	Is your technology lifecycle aligned with your firm's needs?		
Highly Mature Response	☐ We have a proactive hardware and software refresh cycle that is not dictated by performance issues or by manufacturers ending support. ☐ We plan these upgrades into our IT budget cycle. ☐ We evaluate each release of our mission-critical software for important features that would enhance our productivity or ability to serve clients. ☐ We stay informed about new software that could replace our current software to provide better features.		
Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

KEY SOFTWARE

Core Concept	How well does your firm use key software to its advantage?		
Highly Mature Response	☐ We have a document management system (DMS), a case management system, a time-and-billing platform, and an eDiscovery package as appropriate. ☐ All of our documents (and all versions of them) are stored in the DMS, and we can find important information in seconds. ☐ We use email, but only to send links to those documents inside the DMS. ☐ All key software is used and understood by everyone in the firm—even the partners.		
Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

CLOUD

Core Concepts	How easily can you scale your operations?		
Highly Mature Response	☐ Our firm has accepted the cloud as a core part of its IT strategy. ☐ We back up our data to the cloud. ☐ All of our line-of-business applications, including document management and time-and-billing, are in the cloud (public or private). ☐ We have very clear policies on what is and is not allowed as far as additional cloud applications. ☐ We have paid attention to the security of our data as it pertains to the cloud, and we have properly vetted all of our cloud's vendors and partners against those policies. ☐ We can easily add people without adding to our internal infrastructure. ☐ Our attorneys and staff can work from anywhere as if they were in the office.		
Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

DECISION MAKING

Core Concepts	To what extent are technology decisions aligned with firm strategy and needs?		
Highly Mature Response	☐ We have specific, weighted criteria for each important IT decision as it relates to the overall firm strategy and underlying IT strategy. ☐ We collect various options from comparable firms. ☐ We take guidance from outside consultants as appropriate. ☐ Our CIO recommends solutions to us. ☐ High-dollar decisions are made by our CIO, Firm Administrator, and Managing Partner together.		
Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

VENDOR MANAGMENT

Core Concept	How well do you utilize outside expertise and services?		
Highly Mature Response	☐ We seek vendor recommendations from comparable firms and make our selection from there. ☐ We have specific selection criteria that are strategic, cultural, and tactical. ☐ We engage our vendors with deep multi-year relationships based on specific service levels and business outcomes. ☐ We manage these relationships at multiple levels within the firm.		
Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

GOVERNANCE

Core Concept	To what level is your IT overseen?		
Highly Mature Response	☐ Our IT is run by a CIO-level individual (internal or external). ☐ Every person and vendor involved in IT has a clear role, understands how their role fits into the larger picture, and has clear performance expectations. ☐ We have a Technology Committee. ☐ Our Technology Committee meets on a regular basis to discuss all manner of IT issues. ☐ We have regular IT operational reviews. ☐ We are well aware of the regulations we must comply with. ☐ We execute specific and clear plans to make sure we remain in compliance.		
Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

INTERNAL COMMUNICATIONS

Core Concept	*How deep and effective are your internal communications about technology?*
Highly Mature Response	☐ We have a set IT Onboarding Agenda that we follow and present to every new hire. ☐ Every project that is implemented in the firm has some training associated with it. ☐ Our Technology Committee is charged with talking about technology initiatives with their respective groups. ☐ We have a formal Security Awareness Training program. ☐ Internal communications take place by phone, video conference, email, and instant messaging or in collaborative applications.

Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

STRATEGY

Core Concept	*To what extent is your IT strategy tied to your firm's business strategy?*
Highly Mature Response	☐ IT is seen as more than a cost center to be minimized. ☐ Our IT strategy is directly tied to the firm's business strategy. ☐ The IT budget is highly predictable with almost no surprises. ☐ We account for growth or decline in the firm's headcount in advance.

Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

INNOVATION

Core Concept	To what extent do you embrace and encourage technological innovation?		
Highly Mature Response	☐ Implementation of new technologies is a regular topic at the Technology Committee meetings. ☐ There is a formal mechanism for anyone in the firm to submit technology improvement ideas. ☐ Our IT team is in regular contact with consultants and colleagues at other firms, and members attend conferences to learn about the state of technology for law firms and the innovative improvements they should be planning over the next two to three years.		
Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

CLIENT INTERACTION

Core Concept	How well do you use technology to interact with your clients?		
Highly Mature Response	☐ We interact with our clients over the phone, by video, and via email. ☐ Each client has their own document repository, where they can access the documents we have created for them, as well as provide comments and collaborate on any document that we are working on together. ☐ We have figured out how to text and instant-message with our clients while preserving the chains of communication as needed for regulatory compliance.		
Your Firm Exhibits…	**1** None of these	**2** Some of these	**3** All of these

SCORING: List your scores (1-3) for each trait below

PROCESSES	
SECURITY	
SERVICE/SUPPORT	
PROJECT MANAGEMENT	
TECHNOLOGY LIFECYCLE	
KEY SOFTWARE	
CLOUD	
DECISION MAKING	
VENDOR MANAGEMENT	
GOVERNANCE	
INTERNAL COMMUNICATIONS	
STRATEGY	
INNOVATION	
CLIENT INTERACTION	

MATURITY LEVEL (TOTAL SCORE/14)	

Today's Date:

FIGURE 5: Technology OML Roadmap

STRATEGY
INNOVATION
CLIENT INTERACTION

VENDOR MANAGEMENT
GOVERNANCE
INTERNAL COMMUNICATIONS

TECHNOLOGY LIFECYCLE
KEY SOFTWARE
CLOUD
DECISION MAKING

PROCESSES
SECURITY
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PROJECT MANAGEMENT
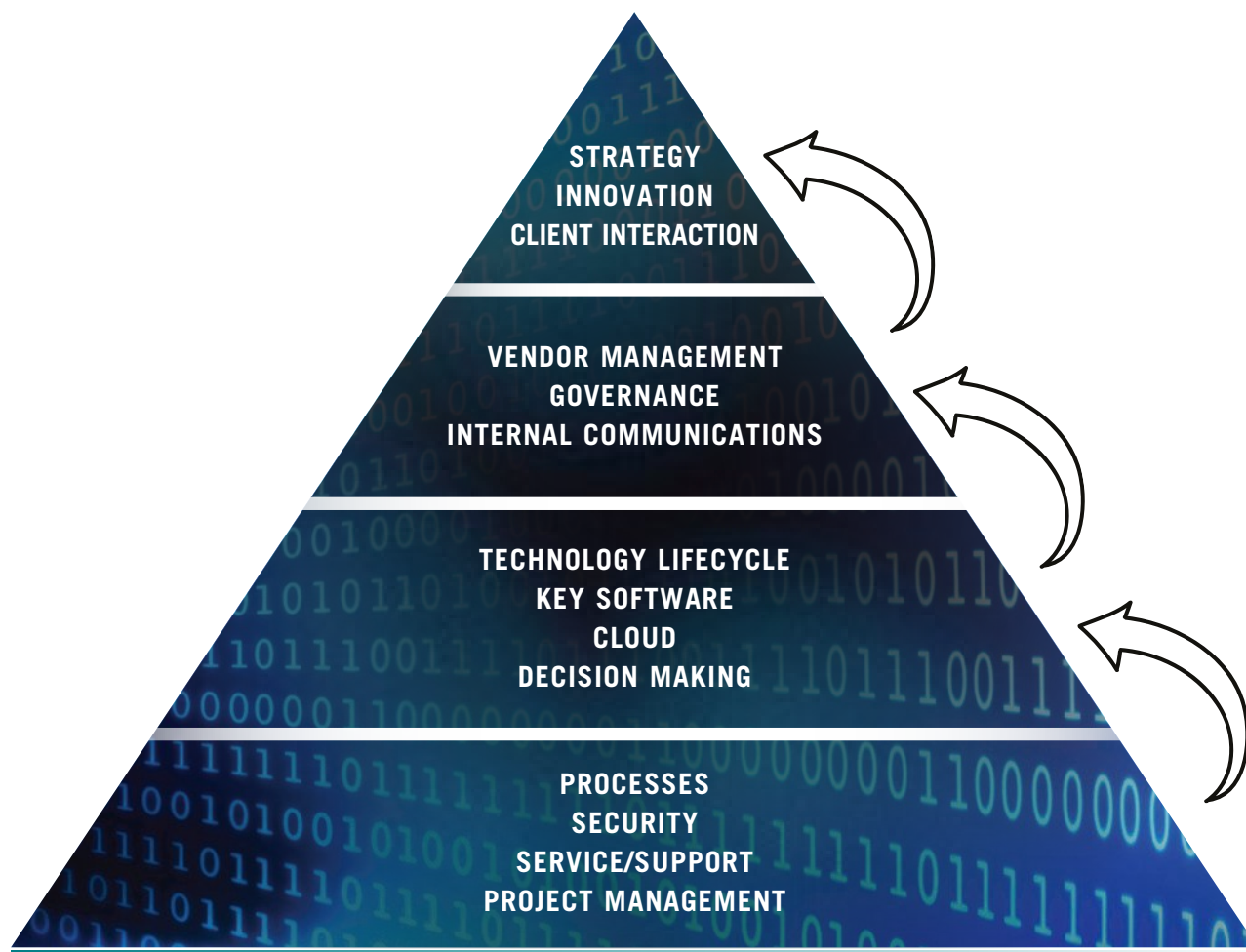
FIGURE 6: Solutions and Strategies

PILLAR	SOLUTION/STRATEGY
RESPONSIVENESS	> Beef up and prioritize your mobile strategy. > Employ collaboration tools for internal and external use.
EXPERTISE	> Use these collaboration tools. > Embrace video conferencing. > Tighten up your knowledge management strategy.
RESULTS	> Create a repeatable process to identify, track, and report meaningful results.
INNOVATION	> Create a repeatable process to stay tuned into technology trends.

FOR HELP EVALUATING YOUR CURRENT T-OML
OR ASSISTANCE WITH IMPROVING AND
ELEVATING YOUR FIRM'S TECHNOLOGY,
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