



505 Practical Technology Applications that Add Value

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Faculty Biographies

Giulano J. Chicco

Giuliano J. Chicco is manager, legal information services at Johnson & Johnson in New Brunswick, New Jersey. At Johnson & Johnson he is part of the center for legal and credo awareness, a group within the law department that proactively uses technology to educate and inform employees about legal, ethical, and credo issues. He is also responsible for the law department KM initiative.

Prior to Johnson & Johnson he was associated with various law firms and corporate legal departments including Monsanto, General Electric, Kramer Levin Naftalis & Frankel, and Cravath, Swaine & Moore, where he was an early adopter of information technology.

He has taught and speaks and writes regularly about technology, knowledge management and the law. He is a member of the Lawyers Technology Roundtable.

Ryan M. Garcia

Ryan M. Garcia is the knowledge management attorney strategist for Dell Inc., in Round Rock, Texas. In this position he leads a project to develop tools, processes, and educate Dell's legal staff on better utilizing technology to become more efficient.

Prior to his current role, Mr. Garcia served as litigation counsel for Dell. Before joining Dell, Mr. Garcia was a technology litigator in both California and Texas, representing clients such as Amgen, Sun Microsystems, and DirecTV.

He currently assists Volunteer Legal Services of Central Texas and also serves as the vice president of the Circle C Ranch Homeowners Association.

Mr. Garcia received a B.G.S. from the University of Michigan, Ann Arbor, and is a graduate of the University of Texas School of Law.

Christian E. Liipfert

Christian E. Liipfert is the managing attorney, health, safety & environment, crisis management & technology for BP America Inc., in Houston, he is responsible for BP's upstream and gas, power & renewable operations in the Lower 48 United States.

Previously, Mr. Liipfert was with BP in Hong Kong, where he served as regional counsel, responsible for providing commercial legal advice for operations in China, Taiwan, Korea, Singapore, Indonesia, Malaysia and Japan. Before that, he was in Chicago with responsibilities for environmental projects for refining & marketing for Amoco Oil Company, and before that general commercial support for Amoco Chemical Company. He also was with Schlumberger Limited, first as general counsel of Sangamo Weston, Inc., in Atlanta, and then as directeur juridique for Services Counsels Dowell Schlumberger in Paris.

Mr. Liipfert obtained his BA from Bucknell University in Lewisburg, Pennsylvania. He then graduated summa cum laude from the Washington College of Law at American University in Washington, D.C.

Markus Stamm

Markus Stamm is a German Rechtsanwalt. He joined the Lucent Law Division, which is based in Nuremberg, Germany. He provides legal support for matters in Germany, Austria, Switzerland, and Italy. His main areas of work include Lucent Technologies' sales and product business units as well as HR, CFO and supply chain matters. For the large R & D community of Lucent Technologies in Nuremberg, he works on research projects funded by the European Union through its Framework Programme 6 and by the German government. Within the Lucent Law Division, he has been working on various internal projects, including the implementation of web-based management tools. For the Law Division Communications Team, he has initiated the use of a TWiki, an increasingly popular knowledge-sharing tool since its launch in 2005.

In addition to his work at Lucent Technologies, he offers IT and legal seminars at several vocational training institutes. Mr. Stamm is currently publishing the only experimental blog in the Lucent Law Division.

Mr. Stamm graduated from the University of Bayreuth, Germany, and completed his articulated clerk assignments in the district of the Higher Regional Court of Nuremberg. He speaks German, English, Italian, and Dutch.



Knowledge Management @ Dell

- Dell Legal
 - ~110 Attorneys (60 US; 50 Int'l);
 - ~90 Support Staff (60 US; 30 Int'l)
 - 2 US locations, 26 Int'l locations
- Dell Legal Knowledge Management
 - Project kicked off November 1, 2005
 - 2 resources—1 rotating programmer, 1 12-18 month strategist



Dell Legal Knowledge Management

- Goal: to utilize software, develop processes, and create tools to make Dell Legal more efficient
- Address needs of increasingly international and diverse team
- After series of interviews, priorities set and tools developed



Dell Legal Knowledge Management

- Primary Need: Document Repository
 - International access
 - Easy to upload
 - Simple organizational scheme
 - Robust searching
- Secondary Need: Refined Presentation
 - Multiple projects with robust content, no interface
 - Giant Word documents difficult to use, inefficient
- And do it all with minimal resources

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Dell Legal KM Platform

- Microsoft Sharepoint
 - Built-in but customized features
 - Document Repository
 - ≡ Quick upload, check-out documents, version history, change alerts, keyword searching
 - Document Workspaces
 - ≡ Collaborative web sites, networked files
 - Discussion Lists, Shared Calendars
 - Multiple search methods

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EMEA Marcom Toolkit

Original



- Large File
- Data Glut
- Uniform Appearance

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Improved



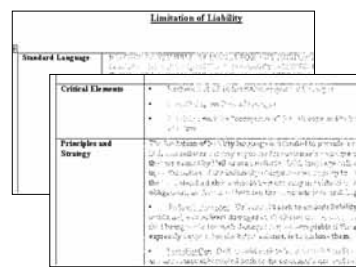
- Focused Data
- Custom Info
- Identify Differences

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Clause Playbook

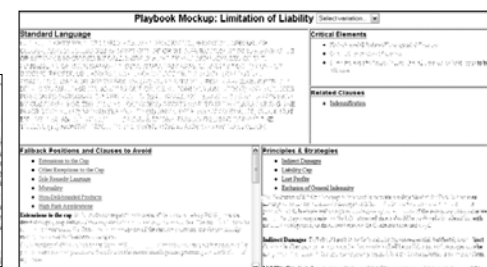
Original



- Great Content
- Data Glut
- Inaccessible Up Front

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Improved



- All Sections At A Glance
- All Sub-Headings At A Glance
- Expand Sections, Variations

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SETTLEMENT STRATEGY OVERVIEW

- Early case evaluation on merits and damages
- Early settlement best if both sides are realistic
- Identify key target areas and pressure points
- Aggressive, focused defense helps settlement
- Attorneys' fees drive an increasing wedge
- Know when to hold and when to fold
- Procrastination is expensive



EARLY CASE EVALUATION

- Identify key legal and factual issues
- Electronic discovery—do it early, do it right
- Early witness interviews and *witness quality*
- Declarations on merits and class certification
- Retain experts early—both merits and damages
- Determine probable liability or defenses
- Quantify potential and likely damages
- Evaluate policy changes



EVALUATE INSURANCE—YOURS AND YOUR OPPONENT'S

- Prompt tender
- Evaluate exclusions, coverage often difficult
- Defense rights often broader than coverage
- Defense valuable independent of coverage
- Evaluate retaliatory non-renewal risk
- Control the defense
- Retain policyholder's counsel



EXPERTS

- Do work early—big impact on settlement
- Real knowledge—beware obvious hired guns
- Professors or practitioners are often best
- Establish subject beyond common knowledge
- Daubert test
- Speak as academic – avoid legal conclusions
- Reality: the expert tells your story



PRESSURE POINTS PROMPT NEGOTIATIONS

- Early if both sides knowledgeable and realistic
- Motion to dismiss
- Class certification
- Summary judgment
- Pretrial conference
- The courthouse steps
- Motion for new trial or appeal

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BUSINESS GOALS OF SETTLEMENT

- Risk management
- Only money?
- Issue of principle and/or floodgates problem?
- Transaction costs compared to amount at issue
- Executive time and other internal costs
- Business opportunity costs, marketplace position
- Financial timing issues—fiscal year, reporting

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COST-EFFECTIVE OVERALL RESULT

- Win/loss chances
- Likely damages
- Likely opt-in/out percentages (in class action)
- Likely transaction costs: defense and plaintiffs' attorneys' fees, costs, experts, executive time
- Attorneys' fees shift by contract or statute?
- Effect on business, publicity, share price
- Be result-oriented, not academic

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MEDIATION BRIEF

- One central theme
- Ethos
- Witness quality—on each side
- Address your problems and explain them
- Critically analyze *remedies*
- Roadmap to mutual advantages

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AT THE MEDIATION

- Robust position on the merits
- Insurance coverage, persuasion and risk
- The theory of mutual advantage
- *Listen* for what the other side needs
- Trust the mediator but know your boundaries
- Prepare terms sheet in advance; modify as necessary
- Parties and counsel sign terms sheet at mediation



Three-Step Approach to KM

Christian E. Liipfert



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Three-Step KM Model

1. Learning
2. Doing
3. Teaching

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Step One: Learning

- Conventional
- Less-conventional

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Learning, conventional

- Library
- Lexis/Nexis
- Form files
- Precedent collections
- Document management system
- Network files
- Your boss
- An internal expert
- Magazines
- Law firm newsletters
- Seminars
- Law firms
- External contacts
- Intranet
- Doing

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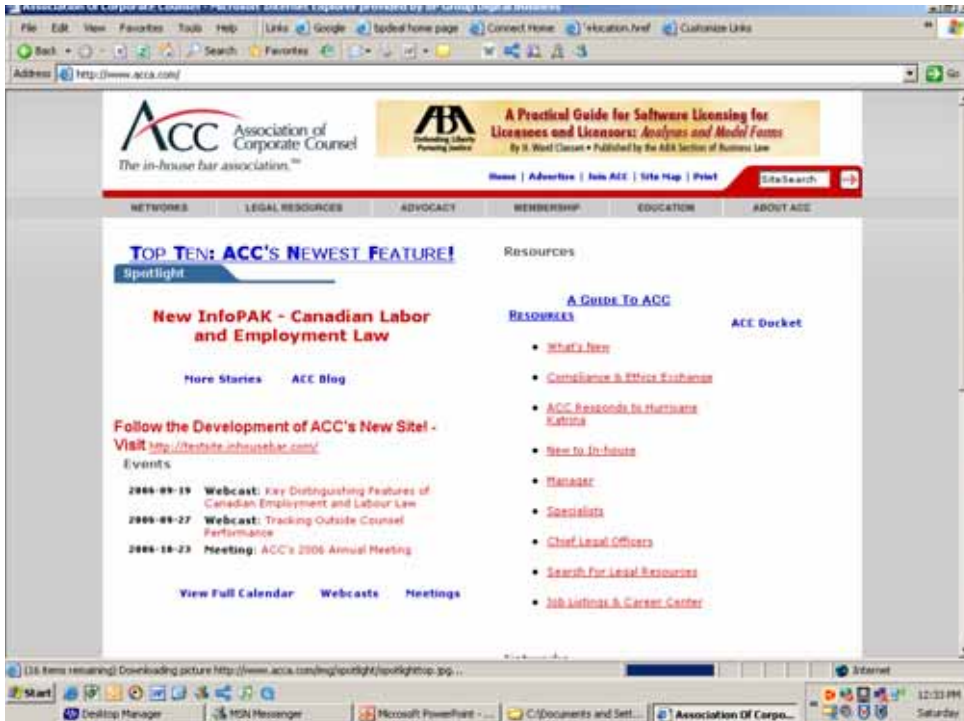


Learning, less conventional

- Google
- Webcasts
- ACC
 - Webcasts
 - InfoPaks
- Blogs
- MP3 files
- Podcasts
- Wikis

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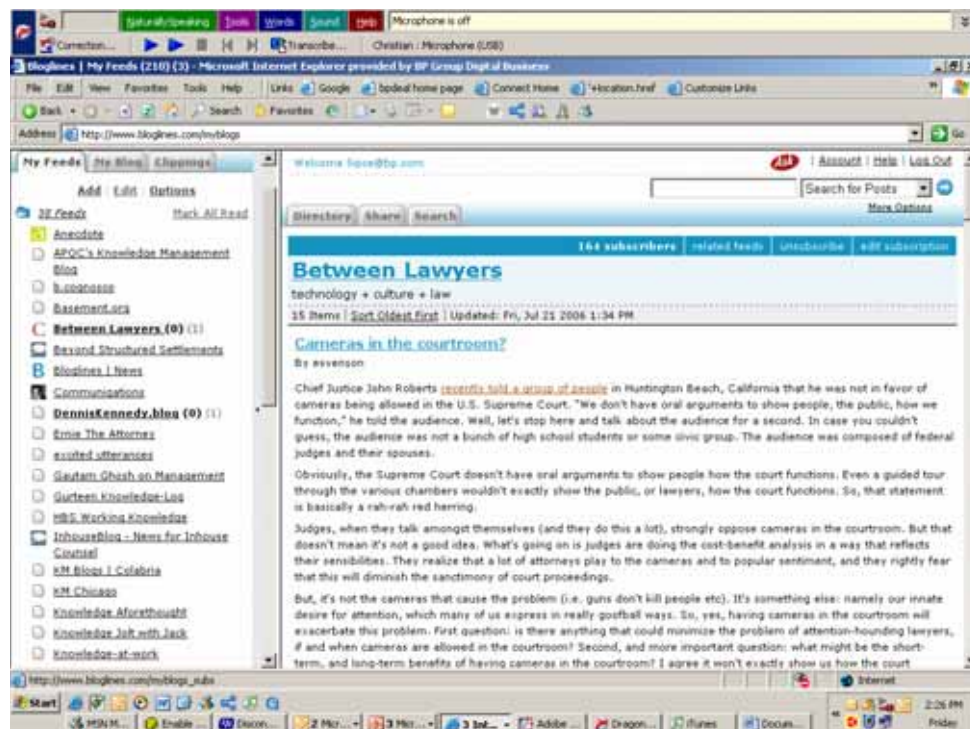
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Blogs

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Favorite Blogs

- denniskennedy.blog
- Between Lawyers
- Ernie the Attorney
- Excited utterances
- Inhouse blog
- Law Department Management
- May It Please the Court
- TechnoLawyer



How to find/read Blogs

- Get a reader (I use bloglines – it's free)
- Find blog (Google)
- Look for subscribe button
- Subscribe
- <http://en.wikipedia.org/wiki/Blog>
- <http://www.denniskennedy.com/resources/other/blogsfeeds.aspx>



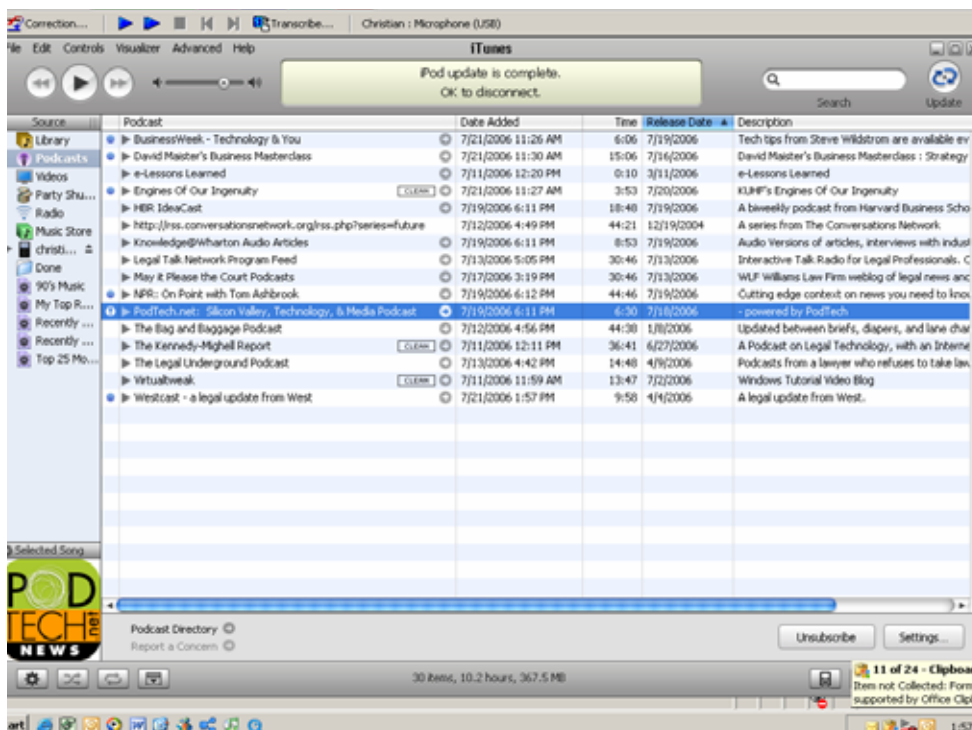
Podcasts



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How to collect/listen to Podcasts

- Get iTunes (free download at <http://www.apple.com/itunes/download/>)
- Go to Podcast directory
- Search for Legal or by name
- Subscribe
- Listen – computer, MP3 player, iPod, etc.
- Dennis Kennedy and Tom Mighell – ABA Tech Show MP3 file

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Step Two: Doing



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Doing

- Prepare
 - Think
 - Plan
 - Find
 - Outline
- Interview
- Draft
- Reuse
- Review
- Consult
 - Boss
 - Colleague
 - Client
 - External firm
- Review
 - Your work
 - Work of others

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Step Three: Teaching

- Conventional
- Less-conventional

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Teaching, conventional

- Presentations
 - No slides
 - Slides
 - Slides + notes
 - Slides + script
 - Video conference
- Memos
- Comments on drafts
- Comments on emails
- Phone calls
- Office meetings
- Lunch

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Teaching, less conventional

- Website, Sharepoint, etc.
- Netmeeting
- Webcasts/WebEx/Live Meeting
 - Not recorded
 - Recorded
- Videos, CDs, and DVDs
- MP3 files
- Blogs
- Podcasts
- Slides + audio track
- TV

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Teaching

- Teaching clients
 - Compliance presentations
 - 5 Easy Pieces
- Teaching Lawyers
- Common principles
 - What method or medium is best for the audience and the message?
 - Multiple pathways
 - Leverage by capture

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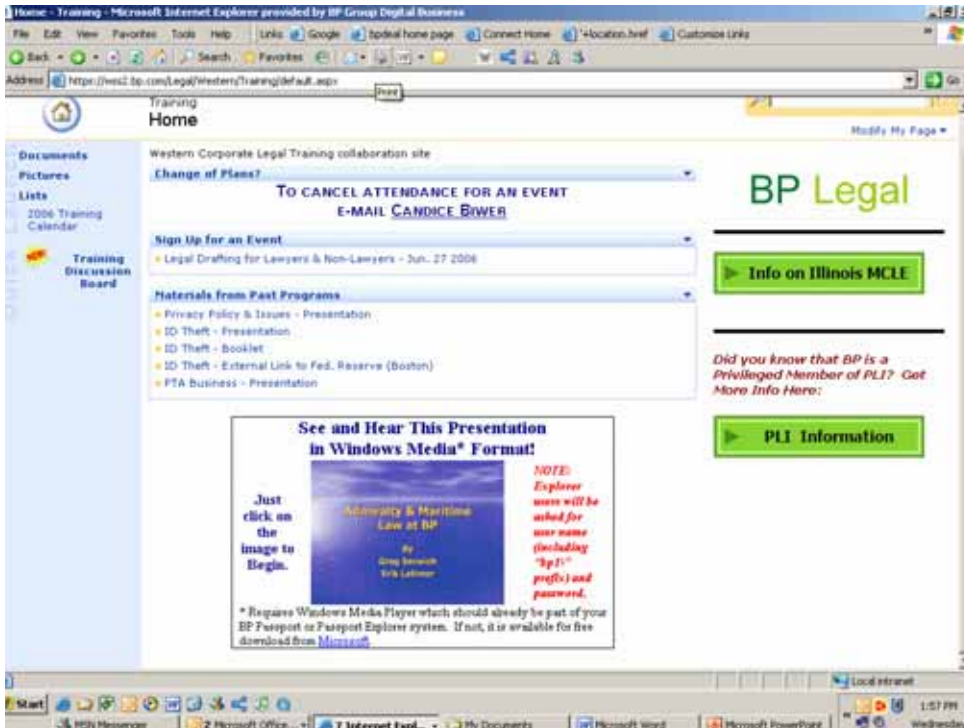


Teaching Software

- PowerPoint
- MS Producer
- Articulate
- Macromedia Breeze
- Macromedia Captivate
- others

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Path to Leadership

Total Running Time: 18 Minutes

- ▶ Transitioning to Partner
- ▶ Growing a Network
- ▶ Becoming the Trusted Advisor
- ▶ Difficult Situations
- ▶ Differentiating Yourself



Download and unzip:

iPod Video	MP3 Audio
Size: 100mb	Size: 17mb









OSLER

The TWiki – Knowledge Sharing in the Lucent Technologies Law Division

Markus Stamm, Corporate Counsel, Lucent Technologies Network Systems GmbH

We are drowned in information, but starved for knowledge.
John Naisbitt

1. How and Why the Lucent Law Division Made this Story a Success

1.1. A Brief Introduction to Knowledge Sharing and the Wiki

If you like quick access to complete, current and accurate information, you will have already visited the WIKIPEDIA¹ and have experienced how an online encyclopaedia maintained by thousands of contributors world-wide facilitates fast and efficient knowledge sharing. If this method works for the general public, why should it not work in a corporate environment?

It is precisely this WIKI technology on which knowledge sharing in the Lucent Law Division is now based and to which I would like to introduce you in this short overview.

1.2. A Brief Introduction to the Lucent Law Division

To understand the requirements a knowledge sharing model must fulfil, and why the WIKI knowledge sharing model works for the Lucent Law Division, let me tell you a bit about our structure.

The largest group of lawyers in our Law Division is located in North America, and smaller groups and single practitioners are located in countries outside the North American region. Typically, we meet in person once a year at our Law Conference in Murray Hill, New Jersey. Otherwise, interaction for Law Division members outside headquarters is mostly restricted to telecommunications.

We have a several PRACTICE GROUPS. Each of these groups consists of lawyers world-wide who are particularly interested or experienced in a certain area. One of our PRACTICE GROUPS works on knowledge management and the development and implementation of knowledge sharing tools.

1.3. Knowledge Sharing before the Advent of the TWiki

Knowledge sharing under the “old system” involved publication of content generated by members of the Law Division through a LOTUS DOMINO web site and several LOTUS QUICKPLACE sites accessible only to the Law Division and separate from the client-facing branch of the Law Division’s web site. An author would submit a memo, an article, a policy or other content to an administrator who would then publish the content, usually by uploading the file submitted by the author. Updates to existing content were published in the same way.

Authors usually submitted MS OFFICE documents, and these were not normally converted to HTML format for display as actual web page content, and the OFFICE documents were not indexed by the web server. The web site therefore turned into a mere document repository without proper categorisation, search, and easy access. Despite short turnaround times, it was difficult to share knowledge or publish information on the fly as most authors could not directly publish their content on the web server.

Because of these technological deficiencies, knowledge sharing slowed down considerably after an initial trial phase, and the knowledge management PRACTICE GROUP was given the task to develop a better approach.

1.4. Requirements for the new Knowledge Sharing Model

The new knowledge sharing model was to:

1. encourage users to directly publish information,
2. eliminate the need to “design” content, allowing the author to concentrate on content,
3. eliminate pre-approval or publishing by an administrator,
4. ensure certain types of documents could still be subject to a review and approval process,
5. operate without proprietary software, ideally using only a web browser,
6. make it easy to find information, and
7. not limit the user to a pre-defined menu structure.

None of these requirements were met by LOTUS QUICKPLACE or LOTUS DOMINO. The team members of our PRACTICE GROUP were, however, familiar with WIKI technology

¹ <http://www.wikipedia.org/>

and had used and contributed to the WIKIPEDIA, so we quickly determined this was the solution of our choice.

1.5. Finding the Right Solution in Cooperation with the IT Department

Some corporate IT departments may not like a user to take the approach of “Gee, I’ve seen this cool piece of software, could you please get that on our network?” due to budgetary challenges and processes, they may prefer that the users define their needs so they can find the solution they think is right for the users. Unfortunately, they may tend to gravitate towards solutions they perceive as being “proven”, even if this means getting a complicated solution that may theoretically be able solve the problem or appear to do so, but that the users may never get round to mastering. LOTUS QUICKPLACE is a good example of such a choice.

The Lucent Technologies IT department initially suggested using MICROSOFT SHAREPOINT² as an alternative to QUICKPLACE in furtherance of consistency amongst all Lucent internal users. SHAREPOINT is a valuable application framework for intra-office document flows, but it did not fulfil our knowledge sharing requirements, and it requires proprietary software. However, our corporate IT department was very flexible in helping us implement the solution of our choice, and provided us with server space for our TWIKI setup.

The total implementation time from the first thought about a WIKI to the launch of the live TWIKI site including beta-testing was approximately six months. Without the thorough selection and testing process, the implementation itself would have taken less than two months.

1.6. Start enjoying Knowledge Sharing – it works and it’s Fun!

If what I have told you thus far leads you to believe knowledge sharing is a daunting task, fear not. Knowledge sharing through a WIKI is cheap, easy to use, and fun, and it will boost your interaction, especially if your organisation is distributed across the globe. So, let us now look at what your options are, and how to select the right one.

2. How to Recognise Different Types of Wikis from Quite a Long Way away

2.1. One Concept, many Implementations, even more Confusion – what is a Wiki?

First, we need to understand that there is no such thing as “the WIKI”, much like there is not “the MICROSOFT OFFICE application”.

In everyday language, the term WIKI usually refers to the on-line encyclopaedia WIKIPEDIA³ as accessible at <http://www.wikipedia.org/>. The system the WIKIPEDIA is based upon is called a MEDIAWIKI⁴. The MEDIAWIKI is the most common WIKI implementation⁵, but there are many others. You can find a comprehensive overview of the WIKI implementations and an online wizard that helps you determine which implementation is right for you at <http://www.wikimatrix.org/>.

2.2. Common Characteristics of all Wiki Implementations

In order to make the first decision, whether you need a WIKI at all, you need to verify whether the common characteristics of all WIKI implementations fit your needs. Once you answer that question affirmatively, you can go on to select which implementation best suits your needs. Common to all WIKIS is (and this list is limited to the most important characteristics) that they:

1. are accessible using only a web browser, no additional software is required to use the basic functionality,
2. are used and configured through a web interface,
3. support a simple mark-up language that enables you to write structured texts on the fly, and HTML knowledge is not necessary,
4. support automatic creation of tables of content, category lists and other directories for the articles,
5. start from the approach that anybody can and is encouraged to edit anything they see fit,
6. automatically notify users of changes and new articles, if the users so desire,
7. support template-based control of appearance,

³ <http://en.wikipedia.org/wiki/Wiki>

⁴ <http://en.wikipedia.org/wiki/Mediawiki/>

⁵ <http://s23.org/wikistats/>

² For more information on this system, see <http://www.microsoft.com/sharepoint/>.

8. can be extended through plugins,
9. are licensed free-of charge, and
10. are supported through large communities free-of-charge, and through professional services at cost.

2.3. Additional Characteristics of the MediaWiki Implementation

In addition to the characteristics defined in section 2.2, the main characteristics of the MEDIAWIKI are that it:

1. consists of PHP⁶ scripts that require a PHP interpreter,
2. stores articles, configuration data, and user preferences in a MySQL⁷ database, ensuring short response times even when accessed by many users simultaneously,
3. supports subdivision of articles into categories and nested categories,
4. automatically tracks changes to articles and can compare versions, but does not warn in case of editing conflicts,
5. supports basic user authentication and limited access control,
6. runs, inter alia, on the APACHE WEBSERVER⁸ and the MICROSOFT INTERNET INFORMATION SERVICES⁹, and
7. supports manual linking of key words across articles.

2.4. Additional Characteristics of the TWiki Implementation

In addition to the characteristics defined in section 2.2, the main characteristics of the TWIKI are that it:

1. consists of PERL¹⁰ scripts and requires a PERL, but does not need a PHP interpreter,
2. stores articles, configuration data, and user preferences in files on the web server or a database,

3. can be equipped with a database abstraction layer to work with MySQL and other databases,
4. can be equipped with a plugin that can automatically generate slide shows from articles,
5. can track changes to articles through the REVISION CONTROL SYSTEM¹¹ (RCS), an industry-standard system for tracking changes and controlling document modifications, or through a built-in simple versioning system,
6. warns in case of editing conflicts and can resolve them,
7. supports file attachments to articles and version control for these attachments,
8. has a defined interface for plugins which allows version updates and upgrades while preserving the plugins,
9. runs, inter alia, on the APACHE WEBSERVER and the MICROSOFT INTERNET INFORMATION SERVICES,
10. supports authentication through the web server without additional plugins,
11. supports approval flows,
12. supports automatic linking of key words (“WIKIWORDS”)¹² in articles, and
13. includes a WYSIWYG editor.

2.5. Characteristics important to corporate IT departments

While evaluating the features and functionalities of the various WIKI implementations, you may get distracted from paying attention to some features that may seem unimportant, but can make working with a WIKI burdensome.

The most important one is that the WIKI must run on your IT infrastructure. As far as web server and database (if any) compatibility is concerned, this may seem standard, but can your desired WIKI authenticate its users against your corporate user database? If not, your users will need to create and maintain separate user accounts in the WIKI, in addition to their normal network accounts. This means separate user handles and separate passwords, and since we all need to remember too many credentials for all different sorts of web sites already, it will make the WIKI considerably less attractive to your users. Your

⁶ <http://en.wikipedia.org/wiki/Php>, <http://www.php.net/>

⁷ <http://en.wikipedia.org/wiki/MySQL>, <http://www.mysql.com/>

⁸ http://en.wikipedia.org/wiki/Apache_webserver, <http://httpd.apache.org/>

⁹ <http://www.microsoft.com/WindowsServer2003/is/default.aspx>

¹⁰ <http://en.wikipedia.org/wiki/Perl>, <http://www.perl.org/>

¹¹ http://en.wikipedia.org/wiki/Revision_control_system, <http://www.cs.purdue.edu/homes/trinkle/RCS/>

¹² <http://en.wikipedia.org/wiki/CamelCase>, <http://twiki.org/cgi-bin/view/TWiki/WikiWord>

company's IT policies may even forbid the creation of separate user bases in addition to the authoritative one.

Next, pay attention to whether you can customise the WIKI to match your corporate web site design. Almost all Wikis can be customised to some extent, but you typically need solid CSS¹³ knowledge in order to do it. On the other hand, the simple insertion of your company's logo may be sufficient.

2.6. Internal and External Hosting for the Wiki

If you do not have a corporate IT department or enough or the right resources to run a WIKI internally, or if you want to be flexible until you have decided which implementation you would like to use, you may want to consider running the WIKI on an external web server. In fact, this is what the Lucent Law Division did during the trial and beta phases of the WIKI project.

Currently, for US\$ 4.95 per month, you may be able to obtain a hosting package with support for MEDIAWIKI and several other implementations¹⁴. If you would like to use a TWIKI, you will find a shared web hosting package is not sufficient in most cases. You would need to get a UNIX-based virtual hosting or dedicated server package, available at approx. US\$ 30 per month in the US¹⁵ and EUR 9.99 per month in Europe¹⁶.

The advantage of either option is that you can administer the WIKI yourself, explore its features and test it with many users in a "sandbox" environment that does not affect your corporate IT infrastructure at all.

The disadvantage is that the external WIKI cannot be as secure and protected against unauthorised access as your corporation's intranet structure behind its firewall, and that you will be responsible for maintaining the WIKI yourself. Also, you will need to maintain a separate user base and will not be able to authenticate against your corporate user database.

When using a virtual or dedicated external servers, make sure you are able to properly maintain the system, either through a service-level agreement with your provider or by yourself.

2.7. The Decision-Making Process in the Law Division

Within the Lucent Law Division, the Knowledge Management PRACTICE GROUP initially developed the idea for the WIKI, beta-tested it (using the author's external web server), and saw it to implementation inside the corporate IT infrastructure.

We started with a MEDIAWIKI because this is the WIKI implementation most of our Practice Group were already familiar with, at least as users. When they quickly familiarised themselves with the MediaWiki as authors we knew, we were on the right track.

After several months of testing, we switched to the TWIKI implementation, and for a technical reason at first: The internal server we were to have the TWIKI hosted on did not support PHP nor MySQL, but it did support PERL. When we examined the feature set of the TWIKI, we especially liked the approval flow, access control integration and automatic linking features, so the TWIKI became the implementation of choice.

3. Some Examples on How the Lucent Law Division Uses the TWiki

3.1. What the Target Audience of the Law Division TWiki is

The TWIKI is used entirely for internal Law Division knowledge sharing. We currently do not publish any TWIKI content for direct access by our clients, but if we decided at some point to install a separate TWIKI for our clients' direct access, the automatic creation of slide shows would certainly be handy.

3.2. How we got the Target Audience to understand they are the Target Audience

When we first introduced the Lucent Law Division to the operation of a TWIKI, one of the most frequent responses was "but it doesn't look like MS WORD", even though the WYSIWYG editor included in our TWIKI can be operated in a way similar to a standard word processor.

However, we were surprised how fast the Law Division appreciated that not looking like MS WORD can be a substantial advantage. Editing and publishing documents is simply much faster without using a mouse and a graphical user interface. Forcing the user to point and click is quite cumbersome when one considers that, as is the case with the TWIKI, all that is really needed to remember are the characters -, +, [], % *, and 1¹⁷. You don't need

¹³ http://en.wikipedia.org/wiki/Cascading_Style_Sheets

¹⁴ <http://www.siteground.com/wiki-hosting.htm>

¹⁵ <http://hostmysite.com/hosting/vps/>

¹⁶ <http://www.hosteurope.com/index.php?func=main&menu=36>

¹⁷ A comprehensive overview of the TWiki formatting commands is available at <http://twiki.org/cgi-bin/view/TWiki/TextFormattingRules> and for the MediaWiki formatting commands is available at <http://meta.wikimedia.org/wiki/Help:Editing>

more “control characters” to write a structured text, and you only need a few more to include tables, attachments and pictures into your articles.

Our colleagues could now even write an article using their Blackberry devices, waiting for a plane or travelling somewhere where the Blackberry worked. Interest in more “sophisticated” versions of the WYSIWYG editor soon disappeared.

3.3. The Types of Content of the Law Division TWiki

The TWIKI is subdivided into the following “WEBS” or super-categories:

1. News, which contains publications like the LAWLINK newsletter,
2. Policies, which contains Law Division internal and client-facing policies,
3. Practice Group areas, which contain meeting minutes, organisation and planning,
4. Tutorials, which contains memos for internal use and client-facing tutorials, and
5. a Sandbox, a test area where anybody can freely test any feature they would like using dummy data.

3.4. How the TWiki has affected Knowledge Sharing in the Law Division

A good example that illustrates how the TWIKI has affected the way we share knowledge is an overview of security interests world-wide.

We first compiled this overview on an EMEA level in 2002. The questions asked were what types of security interests each jurisdiction knew that could be of interest, what their key characteristics and primary uses were, and what the formal and material requirements were. Compiling this list the first time round meant all counsel provided input, and one colleague had to collect, edit, and collate all input into a coherent overview.

One of our first TWIKI projects was to update the security interests overview and expand it to a global overview. This time, counsels directly edited the sections for the jurisdictions they supported, using a pre-defined template included in the TWIKI for the purpose. Thus, a uniform design and structure were ensured, but publication was instantaneous once a counsel had made their changes. And because there is not a single colleague that needs to collect updates to the overview and re-issue the updated versions, the content is always current and available for easy reference.

The LAWLINK newsletter, a Lucent Law Division periodical, has also gained additional value. It is now interactive, with off-site links pointing directly, for instance, to statute texts, court decisions and other suggested or required reading.

Another group in the Law Division plans to use the WIKI to publish Master Guidelines for Marketing and Advertising Law by posting a framework on the WIKI and having subject matter experts expand on particular areas over time.

3.5. How the TWiki has made Life easier beyond Knowledge Sharing

We now create and publish policies in much the same way as we create memos like the one described in section 3.4. The added value here is that teams working on policies can simultaneously work on the entire document and are not limited to individual sections assigned to specific team members, making synchronisation of the modifications considerably easier by using the WIKI.

With the advent of the TWIKI, the time from the first draft of a policy to the version ready for approval has been shortened by an order of magnitude. Double work is avoided because anyone editing a part of the policy always works on the most recent version and does not risk missing changes made by other team members but not yet distributed to the entire team. And the revision control makes it easy to compare almost any number of revisions and track their changes.

When editing and publishing policies, we deviate from the principle that anyone should be encouraged to edit anything. Instead, read and write access rights during the drafting and editing phases are granted only to members of the team working on the policy, and after approval, the policy is read-only to anyone except for the approver and the system administrator.

4. How to Create Articles, Organise Information and Avoid Mistakes

4.1. A simple TWiki Article

Below is an example of how you would type a TWIKI article, entirely without the help of any WYSIWYG editor. The article begins with a variable that tells the TWIKI to insert an automatically generated table of contents. What follows is a series of headlines (defined by the ---+ control sequences at the beginning of the lines), content, and numbered lists. The text includes bold and italics formatting and a link that refers to the ACC's AM 2006 programme.

%TOC%

----+ A Demo Article

This is a *demo article*. It is presented on the AM 2006 Demo MediaWiki main page.

----+ An Overview of the Structure

This is a heading one level from the main level. It `_links_ _back_` to the [<http://www.acca.com/am/06/ ACC's AM 2006 programme schedule>].

----+ What this Article shows

This article shows how easy it is to

1. write an article,
1. refrain from using WYSIWYG editors, but
1. still produce professional, structured, easy-to-read content.

4.2. A simple MediaWiki Article

In the MediaWiki syntax, the example TWiki article described in section 4.1 would look like this:

=A Demo Article=

This is a ''demo article''. It is presented on the AM 2006 Demo MediaWiki main page.

==An Overview of the Structure==

This is a heading one level from the main level. It ''links back'' to the [<http://www.acca.com/am/06/ ACC's AM 2006 programme schedule>].

==What this Article shows==

This article shows how easy it is to

- # write an article,
- # refrain from using WYSIWYG editors, but
- # still produce professional, structured, easy-to-read content.

4.3. A departure from traditional Web Site Organisation

A WIKI can only be effective and efficient if its content is inter-connected. The classic approach to have an overview of pages in a web site, designed like a “menu” structure where the administrator of the web site controls how you find and access content no longer works. This is best evidenced by the fact that, in the standard MEDIAWIKI configuration used by the WIKIPEDIA, there is no “Create Article” button because merely creating an article would not interlink it with others. Instead, authors of articles that find other articles are missing and should be added are encouraged to include links to these *non-*

existent pages in their articles. These non-existent pages are normally soon created by other authors¹⁸.

This seemingly strange approach has one substantial advantage – there is virtually no orphaned content, i.e. content that no other articles link to. And since orphaned content is typically irrelevant, outdated, or both, avoiding it is easier and less time-consuming than regularly sifting through a web-site to throw out old pages.

You should not try to squeeze a WIKI into traditional web-publishing schemata. Access to content will be mainly through using the search function, the automatically created category and sub-category overviews, and by links between articles. A menu structure is needed only to a very limited extent. The TWIKI is highly flexible in this respect – a page can include search and filter expressions that display an overview of other pages¹⁹

4.4. A Departure from Administrative and Author's control

You also need to realise that a WIKI means loss of traditional administrative and author's control, and you should resist the temptation to make excessive use of approval flows. Publications on a knowledge sharing web are not meant to go through administrative review. The Lucent Law Division imposes an approval process only on policies and the LAWLINK newsletter. In all other cases, we trust one another to be professionals and only publish accurate content, and we are not shy of editing, improving, and extending the work that others have started.

An author creating a new WIKI article needs to adjust to the idea that – ideally – his work will be heavily worked on by others soon after it has been published. Once the author realises that this is not an intrusion upon his author's rights but that it is necessary to maintain accurate, up-to-date and complete content.

Although they are less likely in a corporate environment than in the open Internet, “edit wars” may occur. An edit war is a series of changes and counter-changes to an article by a group of normally two persons. To prevent this, you should establish guidelines that govern the resolution of conflicts over modifications to an article.

¹⁸ Examples of such non-existent pages that the author created are <http://en.wikipedia.org/wiki/TELEPASS> and <http://en.wikipedia.org/wiki/Videomaut>.

¹⁹ You can find more information on these „TWiki Forms“ at <http://twiki.org/cgi-bin/view/TWiki/TWikiForms>.

4.5. Some Recommendations for starting a Wiki

Thoroughly test the implementations, then decide upon the right one, and stick with that decision. As you can see from the examples in sections 4.1 and 4.2, the mark-up language of various implementations differs fundamentally. Although there are experimental tools available to convert one WIKI mark-up dialect into another, you will need to do substantial manual work to convert your content from one implementation to another.

When starting your own WIKI, start from scratch, and take the opportunity to carefully review whether your existing content can be migrated, is no longer needed, or had better be re-written.

When creating new articles, make sure they are well linked to other articles. In a TWIKI, this means choosing the article title (“WIKIWORD”) carefully so it can be automatically linked in all other articles where it appears. In other implementations, you need to link manually, but your users will want to quickly find the content they are looking for.

Don't be afraid to edit existing pages. Remember you are not intruding upon an author's rights but contributing to a knowledge sharing system. Encourage others to do the same. Set an example by creating content that deliberately includes placeholders that invite others to contribute.

5. Trial Site and Recommended Reading

5.1. A Wiki Sandbox

I'm confident you will now want to start playing with a WIKI immediately. This is why I have installed a demo MEDIAWIKI site on my web server. The demo site will stay open for as long as my site capacity permits, but I cannot assume any responsibility for data protection on or continuous availability of this site. You can access your demo MediaWiki at <http://www.stamm.cx/mediawiki/> with the user name DemoMediaWiki and the password ACCAM2006Demo. The access credentials are case-sensitive. You are free to try anything that the MEDIAWIKI supports, and precautions have been taken so you cannot damage anything. Enjoy!

5.2. Recommended Reading

There is so much material available on WIKIS on the Internet that I recommend only the links in this document for initial reading. From the sites these links point to, you will be

directed to numerous other points of interest, entirely according to your interest. You are also very welcome to contact me at mstamm@lucent.com and share your experience.

6. About the Author

Markus Stamm is a German attorney (Rechtsanwalt). He works in the Lucent Law Division in Nuremberg, Germany. He provides legal support for matters in Germany, Austria, Switzerland, and Italy. His main areas of work include Lucent Technologies' sales and product business units as well as HR, CFO and supply chain matters. For the large R & D community of Lucent Technologies in Nuremberg, he works on research projects funded by the European Union through its Framework Programme 6 and by the German government. Within the Lucent Law Division, he has been working on various internal projects, including the implementation of web-based management tools. For the Law Division Communications Team, he has initiated the use of a TWiki, an increasingly popular knowledge-sharing tool since its launch in 2005. He is currently publishing the only blog in the Lucent Law Division.

Mr. Stamm graduated from the University of Bayreuth, Germany, and completed his article clerk assignments in the district of the Higher Regional Court of Nuremberg. He speaks German, English, Italian, and Dutch. In addition to his work at Lucent Technologies, he offers IT and legal seminars at several vocational training institutes.



The TWiki - Knowledge Sharing in the Lucent Law Division

Markus Stamm

Lucent Technologies Network Systems GmbH

ACC's 2006 Annual Meeting: The Road to Effective Leadership

October 23-25, Manchester Grand Hyatt



Knowledge Sharing Overview

-
- Structure of the Lucent Law Division
- Traditional Knowledge Sharing – the QuickPlace
- Requirements for the new Model
- Implementation of the new Model

ACC's 2006 Annual Meeting: The Road to Effective Leadership

October 23-25, Manchester Grand Hyatt



„The“ Wiki – Basics and Details

-
- An Overview of the Implementations
- Common Characteristics for all Wikis
- Knowledge Sharing by „organised Anarchy“
- Finding the right Implementation

How to implement a Wiki

-
- IT implementation issues
- Getting your Authors to adapt
- Do away with “proven concepts”
- Encourage active knowledge sharing



A Live Exercise – the Demo Wiki

-
- Go to <http://www.stamm.cx/mediawiki/>
- Log on with DemoMediaWiki and ACCAM2006Demo
- Enjoy



The Wiki Shorthand

- =Headlines=
- “Italics “
- ““ Bold ““
- # Numbered Lists
- * Bullet Point Lists
- : Indentation
- [[<http://www.yahoo.com> An external Link]]



An Invitation to an Experiment

-
- Start testing the MediaWiki
- Enjoy!
- Thank you for your attention.