



ILTA's Peer Award Finalists Innovate for Application Delivery

Whether at work, at home, on the jogging trail, the jetway, the beach or the supermarket, there is most definitely “an app for that.” Our experts are standouts in the ILTA community because they’ve worked to create innovative applications to support their clients. We’re excited to share their experiences and insight, all of which will be “applicable” to your work in the legal profession. Each participant’s interview can be heard in the accompanying podcasts. Here are some highlights.

Give us an overview of the work that qualified you as a Distinguished Peer Award finalist.

Berys Amor: Corrs Chambers Westgarth developed a workplace crisis management solution, Crisis Covered, to help clients and their employees manage and respond to a critical workplace incident. As a client, you can report an incident in real time and receive and send privileged data instantly, securely and confidentially between your key stakeholders, your workers and your lawyers. It provides invaluable communication and transparency in the most critical period to a range of decision-makers and stakeholders.

Scott Rechtschaffen: Littler has launched several major initiatives, a highlight this past year being Compliance HR, a standalone company that is a joint venture between Littler and Neota Logic, a software company based in New York. Through this joint venture, we are creating all sorts of applications that represent a



different way of delivering legal services. This includes helping companies work through legal analyses of common questions such as whether an employee is entitled to overtime and whether an individual can be engaged as an independent contractor. We've developed applications that generate commonly used documents for clients (e.g., employee agreements, independent contractor agreements, nondisclosure agreements and non-competes). It's been a great experience.

We also rolled out CaseSmart for class-action litigation. Wage hour class-action is a huge part of our practice, and it cries out for efficiency because of the sheer volume of work. We're continuing to utilize Littler's CaseSmart approach — re-engineering, alternative staffing and technology — to deliver these services.

Another area of focus has been our service solutions, with which we have several different products. Littler GPs, for example, is a comprehensive database of 50 state laws, and it tracks recent legislative and regulatory developments so clients can stay current about minimum wages, living wages, paid sick leave laws, etc.

The overall theme is that we're looking at all areas of our practice and finding ways to deliver better, more efficient service to our clients at a more predictable cost.

Andy Peterson: De Novo, the innovation team within Davis Wright Tremaine, is a group of individuals who run somewhat of a research and development lab. We started the group about two years ago, and we've created a lot of cool solutions for the firm's partners and clients. It was an honor to be recognized among peer firms like Bryan Cave, Littler and Seyfarth, and the experience of presenting our work at ILTACON was really rewarding. That external acknowledgement has skyrocketed things internally! We're excited about all of the new projects on our plate.

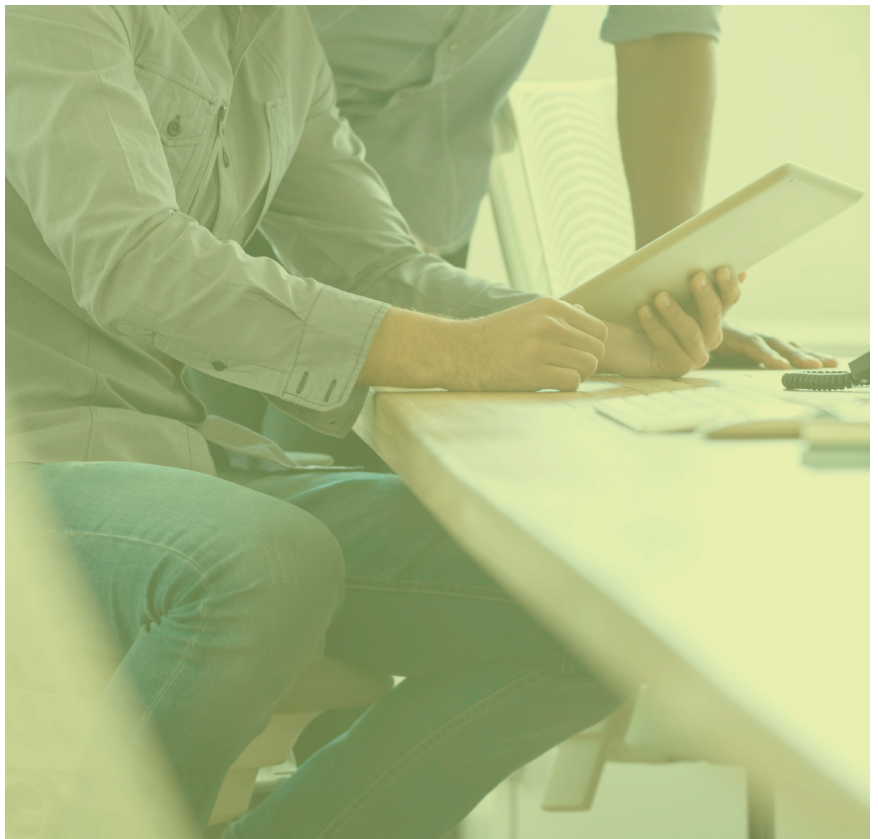
How has innovation driven success at your organization?

Andy: Innovation at our firm started with pockets of people who would sit down for lunch and say, "I've got these things I'm working on, and I feel like I'm recreating the wheel every time" or "I wish I could fix

this one thing, but I'm spending too much time doing it." We started De Novo to give people a place to take those ideas.

We were afraid we wouldn't gain any traction, but that was not the case. We had lots of ideas coming from all over the place and quickly learned the most successful ideas were the ones where an attorney had heard about something from a client. That might seem obvious to folks, but it created a shift in our mindset from being focused on internal improvement to being client-focused in many ways. An attorney will say she has a client that needs help with a business process, and we can provide that. We have excellent lawyers, as do many firms, but we can provide service to clients in a different way. The more we innovate, the more we're creating new opportunities.

When you go to a client and show them ways to drive efficiency and the new products and services we've come up with, it is a competitive advantage and a market differentiator.



**BERYS AMOR**

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**ANDY PETERSON**

A founding member of DWT De Novo, Andy Peterson has helped various large companies create technology and staffing initiatives to solve legal and business challenges. He has also helped expand De Novo's team strategy, from its initial focus on internal improvement to the addition of client-focused legal solutions and to innovation consulting. Contact Andy at andypeterson@dwt.com.

Berys: Corrs has embarked on delivering a range of innovative solutions to enhance the way we engage with our clients. These business applications are providing value by delivering standardized and efficient business process automation that provides transparency across business practices and project delivery for our clients. Corrs achieves this by working directly with our clients to gain an understanding of how they want, and need, to work. Our services and applications are mobile, smart, simple to use and provide consistency in business operations, and they are delivered through a sleek dashboard interface. Corrs can rapidly build and deploy solutions for countless business processes for clients.

Scott: Innovation has become a part of Littler's brand. It's very interesting from a marketing perspective because it's tangible. Innovation is something clients can latch onto and understand. When you have law firms with websites, brochures and other marketing materials that say, "We've got great lawyers." Most clients would say we expect you to have great lawyers. And "We collaborate with our clients." Again, most clients say we expect you to collaborate with us. Those are intangible things. But when you go to a client and show them ways to drive efficiency and the new products and services we've come up with, it is a competitive advantage and a market differentiator.

How do you champion innovation within your organization?

Scott: I am fortunate to have a large and terrific knowledge management group working with me. With between 15 and 20 attorneys working on the team full-time, researchers, legal writers and technologists, we have a great crew that is known within the firm as a valuable resource. We work with various departments, and our knowledge management attorneys are spread out across the firm, so we regularly interface with stakeholders in the organization. Our reputation has risen within the firm, and attorneys come to us seeking solutions.

Andy: A previous boss of mine used to say that even if you think you've told somebody something 10 times, assume they don't know. That was the kind of experience we had early on; depending on our

interaction with a lawyer, that was their understanding of what De Novo "did." What does De Novo do? Our small team tried to speak on our behalf, but that didn't resonate. We had to let it happen naturally, almost virally. Say we had five attorneys working with a particular client and someone from the De Novo team on a project. The attorneys would then work on a project without De Novo and ask why things weren't being done in a different way that's better. They'd talk about their experiences with us and apply things to other groups, so the best way to promote innovation was to have success in innovation. It happened pretty organically.

Berys: We are embedding innovation into the fabric of our business so all our people feel empowered to orchestrate change and pioneer new ways of working to drive our clients' success. Traditional IT teams focus on the day-to-day running of technology systems and providing systems and services to internal (and some external) users. We are proactively helping the business look for improvements in efficiencies and productivity for the firm's clients.



**How do you balance the desire to innovate with the necessity for securing your environment?**

Berys: Cloud services can provide a platform to quickly innovate and test new applications and solutions, however, the security of the firm's information has been of paramount consideration when adopting the cloud. In particular, the firm has documented a cloud security framework, approved by the Audit and Risk Management Committee (ARMCO), which classifies information on its value (*i.e.*, whether the information is confidential or sensitive) and defines the controls needed to ensure information confidentiality, availability and integrity.

Scott: Fortunately, we have a terrific chief information security officer (CISO) who is very skilled in data security and business operations, and he gets innovation. He helps make sure we're implementing practices that serve both our security interests and our business needs. Although, it's becoming more of a challenge. Look at something like enterprise search: Most knowledge management groups support this technology, but clients are now saying they only want

people working on their matters to access their documents. That's sort of contrary to knowledge management, which is all about sharing and providing access to expertise, knowledge and work products. There is some tension there, and when we get that sort of thing we bring in our CISO to work with the client to understand their concerns and explain the advantages that knowledge management brings.

Andy: A lot of times we're looking at data across entire portfolios of matters, so we take security very seriously. Our chief security officer has been willing to work with us to come up with creative solutions to project requests. De Novo's job is to push the envelope and look for new opportunities, and we make sure our privacy attorneys and security department are in the loop.

We also keep a lot of our systems in-house. Even though the cloud is secure, it makes many of our clients nervous.

**SCOTT RECHTSCHAFFEN**

As Littler's Chief Knowledge Officer, Scott D. Rechtschaffen leads the firm's effort to provide innovative client services by integrating new technologies and work processes and enabling attorneys and clients to access the collective knowledge and experience of the firm's more than 1,000 attorneys. Contact him at rechtschaffen@littler.com.



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What keeps you awake at night, either from excitement or trepidation?

Andy: I have both excitement and trepidation. There's so much opportunity, and the trepidation is that we're going to miss something that's fun or particularly cool because of something else we're working on. That comes down to staffing and making sure a project is taken over by a program manager that maintains the service for clients so De Novo can move on to find out what the next client opportunity or next program is. We're looking to increase staffing of these program managers, but there are not a lot of folks who do what we do in law firms. It's different from product-managing, so there's a staffing component we need to work on.

I'm also excited to work with big clients, cool clients, different projects and other things people wouldn't expect law firms to provide. For someone who started out as a temp eight years ago, it is very exciting to see the stuff we're doing now.

Berys: There is great opportunity for IT to help the firm go beyond just being a provider of legal services, to being a valued business partner. This makes legal technology an exciting space to work in as it is one of the most effective ways to differentiate our client offerings. This means we are increasingly working alongside the marketing team and the lawyers and partners as one client-facing team. This is where we really deliver value to the business.

Scott: In truth, I sleep pretty well. However, I have both trepidation and excitement because there are so many opportunities out there. I have an enormous to-do list, and as large and as talented as my staff is, I don't think I have enough resources to get it all done. I worry about not being able to deliver a new solution simply because we have so much going on.

We're at an inflection point where more firms are catching on and recognizing that innovation is an important part of delivering service to clients. We want to stay ahead of the curve, and that excites and scares me. There's too much to do and not enough hours in the day. **P2P**