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#LPIHQ
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moderator

Brad Krzyston
Manager, Legal
Project Management
White & Case LLP

panelists

Max Gladstone
Senior Innovation
Solutions Manager
Troutman Pepper

Erik Miller
Innovation Analyst
Taft Stettinius & Hollister LLP

Michael McGinn
Innovation Manager
Fasken

Beth Lambdin
Practice Innovation Manager
Simpson Thacher & Barlett LLP

"THE STRUGGLE IS REAL:
WAR STORIES FROM THE FRONT LINES OF CHANGE MANAGEMENT AND TECH ADOPTION ROLL-OUTS"

TECH FATIGUE

Tech fatigue can occur when there's already been a failed tech product roll-out, and you attempt to introduce a second tech product. It is even more challenging when a second roll-out has failed. It is essential to know the pain points and to procure and implement a solution that genuinely fits the bill and solves problems that you look to address.

"It's making sure that you do the research, do the demos, try it out yourself, make sure you've got your list of pain points from project pilot #1 to really prepare for pilot #2."

Tech fatigue can also occur when there's redundancy - having similar features or functions in multiple platforms.

"...One of the most important things here is just really communicating these roll-outs, about any new tools that we're bringing out there. Making sure that we're letting everyone know effectively why this is being done. 'How it's going to really benefit your day-to-day and make your job easier in some sense. Or maybe you're able to actually deliver to your clients (whether you're internal or external) in a proficient manner...' Why are we rolling this out? What is the purpose of it? 'And, how does this affect me?' "

"It's all about the communication, and if you're missing that, the frustration will just tend to grow over time, because we are becoming more and more dependent on these tools."

BEST PRACTICES

Tech adoption best practices come from research and truly understanding the users, the product and the pain points - what are the problems that need solving? Some firms gather a core team of people who are less resistant to technology. This cross-platform team consists of both legal and admin roles. They address the issues early and develop plans for the rest of their teams in the firm. By having this core team, they can build use cases that help adoption for the rest of the firm.

*"With the attorneys, [involving them on] a more limited basis, we're not dragging them into vendor meetings, but working with them and **trying to build out, from the ground up, some use case scenarios.** And then from there, we have these use case scenarios. We've got it. We're ready to go. We're going to **show you a live demo of this attorney X, who's using this product right now** as we're going through the pilot phase. And that's been really helpful for us so that we can roll forward... I can stand on a hill all day and say this tech will change your life and it's the most amazing thing ever, but **we really need one of the attorneys to say it has done these things for me, increase my deliverables.** We've gained work with the client and then the other then people will start to listen and they'll come in and they'll be really active and interested in using the product."*

Some firms have developed rating systems for the roll-out processes in their tech solution, such as allowing users to rate how helpful an e-mail is or even tracking if people are opening and reading an e-mail. Other ways to get feedback quickly are sending out polls, asking people to forward insights, or asking if something is helpful to them. You can gain valuable information by giving people a platform to speak and making them feel heard and important.

"WHY DON'T WE USE THE TECH WE ALREADY HAVE?"

"A lot of times the when you're receiving that kind of feedback from your lawyers about the fact that there are just too many tools, don't know exactly which ones to use and how they work together. That means something [in the] process, in that roll-out and planning has gone wrong. It's best to learn those lessons in those situations in order to move forward and do it more efficiently. You should anticipate these things. Making sure you have those answers in place is certainly helpful."

MAKING THE CASE FOR ADOPTION

To get people more inclined to adopt the solutions you've enacted, you may need to persuade them by showing them how the solution works, how it can help them or by making the adoption process easier for everyone.

"'Just show me what I need to know now in order to really get my day started', as opposed to just talking about everything... The reality is, you're only going to retain about 10-20% of that information anyway, so focus on what that use case is - Why you need this tool? What are you resolving with it? Understanding the actual current workflow... "

If your firm has the budget, you may opt for a tech adoption software that integrates with any new technology you roll out. Such software guides a user as they use the newly adopted technology.

"It releases or lowers that burden on your learning and development operations, and it allows some of those users who don't really like to attend training to just jump into the platform and start using it... We're becoming more and more dependent on all the applications that we're using. That's not going to change, so having those types of tools in place, I think it would be fantastic for any firm."

"SETTING THE STAGE FOR SUCCESS"

Implementation folks at firms spend a lot of time with vendors to mitigate challenges with tech roll-outs, and they do not leave the training to vendors and users. Knowing the product and understanding the most valuable parts of the application for attorneys is vital. What problems need to be solved, and what are we trying to accomplish? How does this fit into my work?

"We try to be as transparent as possible. We don't want to promise magic bullets... At the end of the day, it doesn't matter what I say or what the vendor says, it's going to be their colleague or somebody else that has used it. And so a lot of what we've been focusing on in our adoption efforts as we go into the new year is really trying to capture lawyer testimonials. Making sure that all of our messaging is more peer-to-peer, giving real examples of how a tool saved time, made a job easier, saved money or made a client happy. Being really specific."

"Setting the stage for success... It's establishing that culture and making sure those communications are effective. Before you focus on the technology, focus on that business problem that you're solving."

FUTURE PROOFING YOUR TECH

*"Make sure we're doing our due diligence with the software. Really getting to know the vendors, spending the time with them. Then, make sure that we've got the right plan in place to make sure it goes through our pilot program first, then look into seeing what an enterprise operation looks like... One of the big things is staying on top [of] and creating those vendor relationships, which are huge. It's not just about the free socks or the free notebooks. It's about making sure that you really talk to them, stay in touch with them. Being part of this community, a tool might not be great for me, but might be better for somebody else. Making sure that you're pushing that business card over to the to your friend and then staying in touch and say, 'Hey, I know I sent them over to you. We weren't ready for them at the time. How is it working out for you?' **That's what's really big about this community itself. So, using this community to help liaison on those projects."***

"Making sure that the vendor is able to provide meaningful usage data that you're going to be able to put in your SQL database, to get it segmented the way you want. You need to start somewhere, and it needs to come from the vendors. We've been finding that not all of them are providing very meaningful data, so that's something that we've really been focusing on."

*"If you are working with a vendor that has an established community, it's going to really change that relationship quite a bit and allow you to adopt those platforms properly, because you're able to share those work stories and speak to other individuals about the individual use cases and what they've learned, some of those lessons that they've had out there in the field. **Having participated in this community is really the game changer.** I would say pretty much, at least in my experience, we probably do that with about 3 or 4 vendors and had quite a bit of success in that area."*

PEARLS OF WISDOM

"The more you communicate, the more you'll find answers and solutions."

"Emphasizing that these tools are here to make it a little bit easier than it was before. It's not going to be perfect. Not yet. But, is it better? And that then, it's a win."

"Social engagement is the biggest pearl of wisdom that I can pass on. Don't be afraid to talk to your co-workers. Water cooler talk is real. It does work. And I think that even as we come out of this pandemic, it's the best place to do a lot of it."

"Understand how this [tech roll-out] may mitigate any potential risk that they're facing. How it may make their lives easier and really communicating from that perspective, because in the end, that's really what everyone cares about - 'How is this really going to affect me and make my life easier?'"