



News

Hinshaw CKO Vishal Agnihotri Discusses Big Four KM Practices in ILTA's 2018 Knowledge Management White Paper

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Hinshaw Chief Knowledge Management Officer Vishal Agnihotri recently co-authored an article in the tenth anniversary edition of the ILTA Knowledge Management White Paper and Survey. Titled "What Legal KM Professionals Can Learn from KM in the Big Four," the article discusses the strategic application of KM by "The Big Four" public accounting firms—Deloitte, PricewaterhouseCoopers, Ernst & Young, and KPMG.

Agnihotri, who has led KM groups at both KPMG and Ernst & Young, explains that the Big Four generally operationalize KM in major streams of research and content creation, technology assessment and implementation, change management and experience capture. She describes the Big Four's "heavy use" of social collaboration tools—with the support and endorsement of firm management—to help integrate new professionals and combat the challenges of a large matrixed organization with geographically dispersed resources. She also describes highly "process-oriented" cultures that create methodologies and toolkits based on successful engagements in order to manage future projects more effectively.

[Read the ILTA KM White Paper](#)

First published in 2008, the biennial ILTA KM survey provides insight into the trends, technologies and organizational structure of the greater KM community. This year's survey received an all-time record number of responses.

Agnihotri's article was discussed on a recent episode of the "Geek in Review" Podcast, hosted by Greg Lambert and Marlene Gebauer of "3 Geeks and a Law Blog." Listen to the podcast: <https://www.geeklawblog.com/2018/12/marcie-borgal-shunk-teaching-leadership-skills-leaders.html>