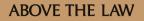# THE LEGAL TECH TO ENGLISH DICTIONARY

When it comes to the business of law, the pandemic era has reinforced an industry truism: Effective adoption of technology is the key to ongoing success.

This applies to practices of all stripes — corporate law departments being asked to do more with less, Biglaw firms facing ever-increasing efficiency demands (not to mention competition from ALSPs), and solos whose clients expect more convenience and accessibility.

Investors have taken notice, with venture capital funding for legal tech startups topping $1 billion for the first time in 2021, according to Crunchbase data.

But, as legal tech expert Jared Correia likes to say in the intro to his Above the Law podcast: "As almost everybody knows, lawyers aren't *exactly* early adopters of technology."

Indeed, the legal tech industry's rapid growth appears in some cases to have outpaced its inroads in the actual practice of law — at least so far.

As the Wolters Kluwer 2021 Biglaw Decision-Makers survey revealed, over 80% of respondents — those helping to guide the country's largest law firms — say technology adoption is "of critical importance" to the goal of efficiently delivering client services.

But ask this same group about how their own firms are doing on tech adoption, and the largest cohort will tell you: "fair."

Findings like these appear to reflect a broad tension in the industry: While lawyers are eager to acknowledge the growing importance of technology, they may hold lukewarm views of their own tech savvy.

This is precisely the gap addressed by *The Legal Tech-to-English Dictionary (2022 ed.)*, a lighthearted introduction to the tech and business operations terms lawyers need to know (and likely don't).

From "AI" to "CRM" to "KPI" to "WISP," this eBook is your guide to what's really going on in the world of legal tech, complete with dramatizations of key themes and links to comparison resources.

It's our hope that this dictionary will leave you better positioned to meet the demands of a changing profession — and provide a few laughs along the way.

There's a term for when attorneys use Latin words and arcane terminology to describe legal processes to consumers: "legalese."

But there's no similar term for when vendors use technical and other arcane terms to describe their legal software operations to lawyers.

True, this dynamic may seem unfair. But now we have The Legal Tech-to-English Dictionary to help us cope.

Read on for your plain English guide to the world of legal tech.

The Legal Tech-to-English Dictionary is adapted from a series of Above the Law articles by Jared Correia. Jared is the host of the ATL Non-Eventcast podcast and the founder and CEO of Red Cave Consulting

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.1 *n.* **1.** Law firm billing nomenclature indicating a 6-minute increment = 1/10th of an hour. Because, weirdly, lawyers actually bill like this. **2.** 6 minutes. **3.** Something lawyers add to their invoices to confuse clients.

> **Husband:**
> I just got this bill from the law firm. What does '.1' mean?

> **Wife:**
> 1/10th?

> **Husband:**
> Oh, okay. So, 1/10th of an hour?

> **Wife:**
> Right.

> **Husband:**
> Okay. $75 for every 6 minutes equals . . .

> **Wife:**
> $750 per hour?

> **Husband:**
> &%^$$%@&*%$*&

Cf. Because this is how your clients see you.

accounts receivable *n.* **1.** Uncollected billing, often reported on by the length of time the items have been in arrears, e.g., 30-, 60-, 90-days late.

> **Bookkeeper 1:**
> Our accounts receivable report indicates that we have $225,000 that is more than 90 days overdue.

> **Lawyer 1:**
> When was the last time we sent out invoices?

> **Bookkeeper 1:**
> 6 months ago.

> **Bookkeeper 1:**
> I believe you've cracked the case, Mr. Holmes.

Cf. What happens when you collect your A/R.

Cf. ePayments – Collect automated payments by credit card, and you won't have any A/R.

alternative fee arrangement *n.* **1.** Any law firm payment option that is not an hourly billing arrangement. **2.** Yes, lawyers are this dedicated to the hourly billing model.

> **Lawyer 1:**
> Can we talk about adding some alternative pricing models?

> **Lawyer 2:**
> We could . . . charge for every 3 minutes we work, instead of every 6?

> **Lawyer 1:**
> That's not exactly what I had in mind.

Cf. Since literally everything other than hourly billing rates are viewed as "alternative" fee arrangements, those alternative options are endless, including flat fees, evergreen retainers (client reups retainer amount on monthly basis), risk collars (lawyer goes over a predicted fee amount, client gets a discounted rate; under, lawyer gets a success fee), subscription fees, and products.

artificial intelligence (AI) *n.* **1.** The process by which computer systems can learn to perform tasks historically reserved for human intelligence. **2.** Yeah, I don't actually know what it means either. But, robots? **3.** A descriptor attached to any product to make consumers believe that said product reflects a forward-thinking and modernist approach.

> **Lawyer 1:**
> Hey, I thought this product used AI.

> **Lawyer 2:**
> Yeah, they just hired a bunch of people to operate faster than their competitors and make it seem like they were using AI.

cf. That "Simpsons" where Mr. Burns puts 1,000 monkeys to work on 1,000 typewriters but the best they can come up with is: "It was the best of times, it was the blurst of times . . ." (See also "Infinite Monkey Theorem.")

boolean search *n.* **1.** A query technique combining keywords or phrases through
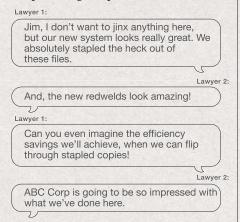
A-B

the use of operators 'and,' 'or' and 'not'. **2.** A search methodology invented by English mathematician George Boole, making modern information technologies possible. **3.** The search option you try before inevitably giving up in favor of natural language search.

business intelligence *n.* **1.** A method for collecting and aggregating data into a digestible format that allows software users to make data-driven business decisions. **2.** Reports generated from software systems focused on specific business metrics, including key performance indicators. **3.** You know, pretty much everything your law school neglected to tell you about. But, hey: You still know what the Rule Against Perpetuities is!

> **Lawyer 1:**
> How's your P&L statement looking for the last quarter?

> **Lawyer 2:**
> Uh. Um. Res Ipsa Loquitur.

> **Lawyer 1:**
> Say what?

Cf. NOT the Edsel.

business process optimization *n.* **1.** A method for adding efficiencies to existing business practices, in order to upgrade those practices. **2.** Referred to as "legal process management" when applied to corporate legal departments.

> **Lawyer 1:**
> Jim, I don't want to jinx anything here, but our new system looks really great. We absolutely stapled the heck out of these files.

> **Lawyer 2:**
> And, the new redwelds look amazing!

> **Lawyer 1:**
> Can you even imagine the efficiency savings we'll achieve, when we can flip through stapled copies!

> **Lawyer 2:**
> ABC Corp is going to be so impressed with what we've done here.

Cf. Perhaps the best movie scene ever about lean management tactics, from "The Founder."

change management *n.* **1.** Tactical methods and defined processes for achieving organizational change. **2.** The process by which one lays out clothes for the next day. (If you're Sam Hinkie, you can just skip this section.)

client journey *n.* **1.** The intake process for a business, including all affiliated interactions, for onboarding new leads through close. **2.** The customer experience, from the consumer's perspective, from lead to close.

> **Lawyer 1:**
> Our intake system is like a black hole.

> **Lawyer 2:**
> Because leads are strongly attracted to us?

> **Lawyer 1:**
> Um, it's more like a dumpster fire.

> **Lawyer 2:**
> Because we treat people warmly, and with kindness?

> **Lawyer 1:**
> Can I just publish an intake form to our website?

> **Lawyer 2:**
> We have a website?

Cf. Some people refer to it as a quest.
Cf. Like I said.

client portal *n.* **1.** A software system feature that allows law firms to share certain data with clients via an in-system, encrypted holding container, which clients can access using a unique password or PIN (personal identification number). **2.** The means by which unwieldy assignments can seamlessly enter your workflow.
Cf. Online document drives, most of which are de facto customer portals, also allow users to share information with others in a secure format. Google Drive, Microsoft OneDrive, Dropbox, et al. offer such features. These can also be connected to law practice management software via integrations.

Cf. Like how in action movies, there's always a portal with all these aliens coming in to invade the planet. Honestly, I don't know which portal is worse: that one, or the one that drops a 90-page contract in your lap for review.

cycle time *n.* **1.** The period of time it takes to complete one task. **2.** A Lean Six Sigma concept aimed at reducing time spent between tasks, or from the start to conclusion of a matter.

> **Lawyer 1:**
> Okay, we're down to 47 minutes for compressing a PDF.

> **Lawyer 2:**
> Sweet.

> **Lawyer 1:**
> ABC Corp is going to be so impressed with what we've done here.

Cf. Those little timers at the McDonald's drive thru that identify average order process time. Yeah, you need a version of that for your law firm.

customer relationship management software (CRM) *n.* **1.** The system that manages the process a business uses to generate continuing interactions with clients, both ad hoc and automated. While such systems are often used for intake management, these tools can also be used to establish nurture campaigns for staying in touch with existing clients, former clients, and referral sources. **2.** A software tool allowing users to track lead and client interactions within a single program, with reporting features available.

> **Lawyer 1:**
> Well, I went through my entire case list, and followed up with all my leads and clients I haven't contacted for a while. It was a hell of a weekend.

> **Lawyer 2:**
> Everybody gets my e-newsletter, but I still have to stay on top of callbacks with existing leads. It was a hell of a Saturday.

> **Lawyer 3:**
> I automate pretty much all of my follow-ups, and I've been making craft cocktails for the past two days. It was a hell of a weekend.

data breach *n.* **1.** Unauthorized access to confidential or private information. **2.** An incident in which confidential information is accessed or used without authorization.

> **Lawyer 1:**
> There's no easy way to say this, Jim, but, I think our systems have been breached.

> **Lawyer 2:**
> Okay, okay. I've got this.

> **Lawyer 2:**
> Nobody needs to find out about any of this. Burn all the desktops.

> **Lawyer 1:**
> Most of our data is in the cloud.

> **Lawyer 2:**
> Then, BURN THE CLOUD.

> **Lawyer 1:**
> I'm not sure you understand how this works.

Cf. Almost every state in the U.S. has a notification law that indicates which persons and entities a business must inform in the case of a data breach. Then, burn the cloud.

deduplication *n.* **1.** The process of comparing the characteristics of electronic documents to identify and/or remove exact duplicate items. **2.** As opposed to reduplication, which uses repetition of sounds to create words, like: pitter-patter and flim-flam.
Cf. It turns out that reading the same exact email 64 times won't actually teach you anything new about your case.

deep learning *n.* **1.** A subspeciality of artificial intelligence, in which machines learn from large data sets, via artificial neural networks meant to mimic human brain operations and how humans learn. **2.** The method by which robots may ultimately take the jobs of highly skilled workers.
Cf. "My CPU is a neural net processor, a learning computer." (See also vintage Arnold Schwarzenegger-themed prank calls.)

document management software *n.* **1.** A system that stores and organizes electronic documents allowing (potentially multiple) users to edit, save, search and share those documents. **2.** A stack of redwelds.

Lawyer 1:
> Hey, I can't open that document you just emailed me.

Lawyer 2:
> Seriously? It's a WordPerfect file.

Lawyer 1:
> Uh huh.

Lawyer 2:
> This is just embarrassing. I mean, I can bring the floppy disc over. But, I'm charging you for this.

employee turnover rate *n.* **1.** The rate at which employees leave a business over a defined period of time. **2.** The percentage of employees who bake turnovers over a defined period of time.

New Law Firm Hire:
> What kind of training resources do you offer for new employees?

Law Firm Employee:
> HAHAHAHAHAHAHAHAHA

Law Firm Employee:
> HAHAHA

New Law Firm Hire:
> Um . . .

Law Firm Employee:
> Hang on a second . . .

Law Firm Employee:
> HAHAHAHA

Law Firm Employee:
> HA!!

Cf. An October 2020 study indicating that law firms lose 15 associates for every 20 they hire. It may not actually be that high, but law firms are notorious for treating associates and staff poorly.
Cf. With the needs of millennial employees coming into focus, it's more important than ever that law firms begin to shift how they present themselves to job candidates.

epayments *n.* **1.** Payment options available in an entirely electronic format, including credit and debit cards, ACH and eCheck. **2.** You're gonna make me say Dogecoin, too? **3.** And, NFTs? Have you no soul?
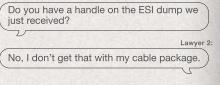
Lawyer 1:
> We've got a client outside who wants to pay us by giving us a "non-fungible token." Apparently, it's an image of a piece of oatmeal that he colored bright orange and placed on the tip of a beautiful CGI-rendered unicorn horn.

Lawyer 2:
> . . .

Lawyer 1:
> I'll just ask him for a check.

ESI *n.* **1.** Electronically stored information **2.** If you didn't at least know that the 'e' stood for some variant of 'electronic,' it may be time to upgrade your dial-up.

Lawyer 1:
> Do you have a handle on the ESI dump we just received?

Lawyer 2:
> No, I don't get that with my cable package.

Cf. ESI was defined in 2006 via an update to the Federal Rules of Civil Procedure, to help to streamline the eDiscovery process.
Cf. This is at least a better method of proceeding than searching for paper documents in a bankers box, while trying to avoid all the flattened, dead spiders.

integration *n.* **1.** Connecting two softwares via an API (application programming interface) that allows each software system to share data with the other. **2.** Connecting two softwares via an intermediary program (like Zapier) so that the two programs can share data without the need of an API. **3.** A primary reason modern practice management software can be life-changing, particularly for those currently using a combination of dictation machines, hard-copy markups, and the Logo turtle.
Cf. Linking a law practice management

software to a productivity software (email, calendar) allows users to sync emails, events and tasks with client files within the law practice management software, cementing that program as a holistic solution for law firm data management. Linking an accounting program to a law practice management software allows users to push expense and invoice data into the accounting program.

KPI *n.* **1.** Key performance indicator. A singular metric that broadly defines a law firm's capability in a specific area.. **2.** A performance measure used to judge the success of a business in a specific category.

law practice management software *n.* **1.** A database for managing law firm clients that organizes primary case information under matter files. **2.** A platform for systematizing client data collected from integrated systems via software integrations. **3.** Client files organized by email subfolders ... in 2002.
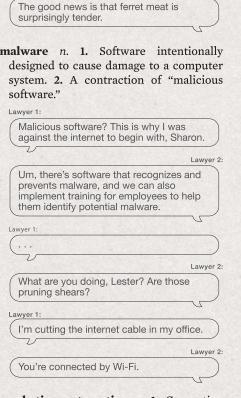
Lawyer 1:
> I just bought a new law practice management software, and I'm spending so much less time looking for everything because it's all in one place now!

Lawyer 2:
> Yeah, you should see this Excel file I put together. It's badass.

Lawyer 1:
> Just ... stop.

Cf. Organization porn.

machine learning *n.* **1.** The creation and use of computer systems that can learn from data without human intervention. **2.** The process by which machines will eventually become our masters and take over the known universe. **3.** Haven't you seen "Avengers: Age of Ultron," or even "Wall-E"? I shouldn't have to be telling you this.

Lawyer 1:
> I thought machine learning was cool and all, until my microwave jumped my pet ferret and cooked him.

Lawyer 2:
> The good news is that ferret meat is surprisingly tender.

malware *n.* **1.** Software intentionally designed to cause damage to a computer system. **2.** A contraction of "malicious software."

Lawyer 1:
> Malicious software? This is why I was against the internet to begin with, Sharon.

Lawyer 2:
> Um, there's software that recognizes and prevents malware, and we can also implement training for employees to help them identify potential malware.

Lawyer 1:
> . . .

Lawyer 2:
> What are you doing, Lester? Are those pruning shears?

Lawyer 1:
> I'm cutting the internet cable in my office.

Lawyer 2:
> You're connected by Wi-Fi.

marketing automation *n.* **1.** Generating specific follow-up sequences with leads and clients that do not require human intervention after the creation of such automation flows. **2.** The designed follow-up messaging sequences that release to leads and clients on a recurring basis via preexisting workflows.

Lawyer 1:
> Did anyone follow up with the lead who called us yesterday?

Admin 1:
> They're in a follow-up sequence in our CRM, that will generate messages automatically over the next few months, so no one has to.

Lawyer 1:
> You're letting the robots contact our clients, while you're sitting here drinking a latte?!?! Don't you know you can't trust the robots?!?!

marketing campaign *n.* **1.** A specific plan to sell a product or service, or the execu-

D-I

K-M

tion of that plan. **2.** A defined marketing strategy tied to a specific product or service, existing within a larger marketing plan.

> Lawyer 1:
> Remember when we bought that billboard campaign?

> Lawyer 2:
> Vaguely.

> Lawyer 1:
> How did that do?

> Lawyer 2:
> Damned if I know.

> Narrator:
> Next time, track those calls, and manage the data via a CRM.

Cf. Not Voltswagen.
Cf. Neither New Coke.
Cf. Remember OK Soda?

metadata *n.* **1.** The related information that describes the characteristics of ESI, e.g. – sender, recipient, author, date. **2.** Colloquially, data about data.

> Lawyer 1:
> Do you have the sender information for all those emails?

> Lawyer 2:
> That's so meta.

> Lawyer 1:
> &%^$$%@&*%$*&

naming conventions *n.* **1.** A classification system for naming items. **2.** In document management, an agreed upon scheme for denominating files in a software system.
Cf. Utilizing dates for folders and files will ensure that all folders and files will cascade in chronological order, e.g. — "2021 06 22 Motion to Dismiss"

net promoter score *n.* **1.** A KPI measuring the willingness of a law firm's clients to recommend its services. **2.** A calculation arrived at by asking a law firm's customers to rate whether they would recommend the law firm on a scale of 1 to 10. 'Promoters' rate the law firm on a scale of 9 to 10.

'Passives' rate the law firm on a scale of 7 to 8. 'Detractors' rate the law firm at or below 6. The 'NPS Score' is arrived at by subtracting the percentage of detractors from the percentage of promoters. The higher the score, the better.

> Lawyer 1:
> No, we got rid of the nets several years ago.

> Lawyer 1:
> If it helps, I have this Taser. But, you may need to charge the battery.

Cf. The 2018 Clio Legal Trends Report, indicating that the average law firm NPS score is right around that of airlines. So, not good.

paperless office *n.* **1.** A file management system that does not depend on paper documents. **2.** A law firm that has adopted a paperless management system for documents and files. Paper documents that do exist are scanned and saved at an online document repository, before the paper is confidentially destroyed. **3.** Definitely NOT a stack of redwelds.
Cf. The development of a paperless office workflow, which is essential to converting to a paperless office. The workflow is relatively simple: create or scan, save. Rinse and repeat. But, for most traditional lawyers, the mindset change required is immensely difficult.

password management *n.* **1.** The process by which businesses and individuals create, store and input system passwords. **2.** A program for managing passwords in a business.

> Lawyer 1:
> Hey, Alice... that bright red book on your desk that says 'PASSWORDS' in gold leaf... Does that actually contain your passwords?

> Lawyer 2:
> No.

> Lawyer 1:
> Oh, good.

> Lawyer 2:
> I used to do that, because I had so many different passwords to try to remember. Now, I just use one password for everything. It's my dog's name, Cecilia.

> Lawyer 2:
> Here's a bunch of posts I made about her on social media.

> Lawyer 1:
> Oh, lord.

Cf. Password management tools like LastPass make the creation and management of passwords for individuals and businesses much simpler.

PDF *n.* **1.** A specific document format that looks the same on any device or program where it's accessed. A scanned PDF is an image file unless OCR (optical character recognition) is applied to render/recognize the document text. **2.** A document with an unmatched potential to cause frustration when attempting to edit or otherwise manipulate text in any way.

> Lawyer 1:
> Did you open the PDF I sent you?

> Lawyer 2:
> I'm not going to open palladium fluoride in a space this small, with limited ventilation! What kind of a fool do you take me for?!

> Lawyer 1:
> So … no?

Cf. The history of movable type.

PID *n.* **1.** "Personal identifying data," or confidential information and information sets that can identify an individual or business and sensitive data related to that individual or business. **2.** Statutorily protected data or data sets to which businesses must apply a heightened level of security.

> Client:
> Great! I'm looking forward to working with you.

> Lawyer:
> Can you just email me your credit card information, so I can process your retainer?

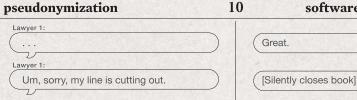> Client:
> Um, I'll get back to you …

Cf. American Bar Association Formal Ethics Opinion 477, which indicates that much of a lawyer's responsibility surrounding data security relates back to state law rules.

pipeline *n.* **1.** The series of phases through which a lead evolves, before converting as a client. **2.** A feature within customer relationship management software that tracks lead progress through specified default and custom phases.

> Lawyer 1:
> Did you finish roughing out our intake process yet, Chaz?

> Lawyer 2:
> Yup, I'm done. But, let me just tease it a little bit before I give you the full series of interactions, because I'm really proud of what I was able to put together here.

> Lawyer 1:
> Go on.

> Lawyer 2:
> Okay. Lead comes in. We FAX them our intake form. They send it back by CARRIER PIGEON …

> Lawyer 1:
> [facepalm]

prebill *n.* **1.** A process by which staff and attorneys review invoices prior to finalizing and sending them to clients. **2.** The edited versions of an invoice used prior to the finalized version.

> Lawyer 1:
> How's the prebill coming along?

> Legal Assistant 1:
> I haven't gotten it from you in the mail yet.

> Lawyer 1:
> . . .

> Legal Assistant 1:
> Did you mail it yet?

> Lawyer 1:
> . . .

> Legal Assistant 1:
> It wouldn't happen to still be on your desk right now, would it?

M-P

P

> **Lawyer 1:**
> . . .

> **Lawyer 1:**
> Um, sorry, my line is cutting out.

Cf. Time and billing softwares allow law firms to manage the prebill process electronically, via system features that can accommodate draft invoice edits, commenting tools, and restricted access criteria.

pseudonymization *n.* **1.** GDPR measure requiring that data be processed in a way that separates it from identifiers "in such a way that the data can no longer be attributed to a specific data subject without the use of additional information." **2.** Data management de-identification procedure by which personally identifiable information fields within a data record are replaced by one or more artificial identifiers, or pseudonyms.

relational database *n.* **1.** A software that recognizes relationships between segments of data. **2.** A system based on the relational model of data, created by Edgar F. Codd.
Cf. Law practice management software.
Cf. The Oracle of (Kevin) Bacon.

research trail *n.* **1.** Generally speaking, an explanation of how a stated position has been sourced. **2.** In legal research, the research history for a particular search session. **3.** In legal research software, the clickable files that open research history for archived sessions.

> **Lawyer 1:**
> Wait, you're doing it wrong. You don't rest the keyboard on the research book. You *open* the research book. Here, like this.

> **Lawyer 2:**
> Um, thanks.

> **Lawyer 1:**
> No problem

> **Lawyer 1:**
> See you at lunch. We're going to Chuck E. Cheese!

> **Lawyer 2:**
> Great.

> **Lawyer 2:**
> [Silently closes book]

robotic process automation *n.* **1.** A business process automation system, in which bots or software are trained to perform tasks normally reserved for human workers. **2.** Workflow automation technology, but robots.
Cf. How everything was cool in "Bicentennial Man" until robot Robin Williams started feeling emotions and wanted to do more than just housework. It turns out that even the best-laid plans for robot servitude are likely to end in the eventual destruction of humanity.

sheperdizing *n.* **1.** The rigorous training method by which one formally becomes a shepherd. No, wait . . . Really? Not that? **2.** A citation system for determining the subsequent treatment of a legal decision by later cases that reference it. **3.** The process for determining whether a subject case remains 'good law.'

> **Lawyer 1:**
> Hey, everybody. I'll be at the law library if you need me. I have my giant CamelBak water bottle, so I should be good for most of the day.

> **Lawyer 2:**
> Wait, John! Just use our research account, and stay here.

> **Lawyer 1:**
> Oh, Terry. Simple, simple Terry.

Cf. Frank Shepard, a legal publisher who invented Shepardizing in the late 19th Century by applying sticky annotations to cases, with single-letter codes to show further treatment of the case by later court decisions.

software implementation *n.* **1.** The installation and adoption of a new technology program (or programs) – preferably cloud-based software – including the replacement of legacy software. **2.** The process of managing the logistics of

software installation for law firms, which may be managed by consultants.

> **Lawyer 1:**
> Jim, I think we need to talk about our word processing software.
> (Typewriter dings.)

> **Lawyer 2:**
> Why, what's the problem?

> **Lawyer 2:**
> Oh dammit. Can you hand me the Liquid Paper?

utilization rate *n.* **1.** The amount of time, on any given day, that a lawyer bills. **2.** The amount of a lawyer's available time that is converted to billable work, expressed as a percentage.

> **Managing Partner:**
> Utilization, what?

> **Managing Partner:**
> Oh, you mean like John Stuart Mill?

> **Managing Partner:**
> Well, it's a little early for philosophy. I usually don't do this until after 2 p.m. But, I'll make an exception.

> **Managing Partner:**
> Grab a chair, and we'll get right into 'An Examination of Sir William Hamilton's Philosophy.'

Cf. The 2019 Clio Legal Trends Report, indicating that utilization rate, as an expression of efficiency, may be the most important metric for determining law firm revenue.
Cf. Additional revenue metrics, including realization rate and collection rate, are similarly valuable to law firms.

version history *n.* **1.** A software feature that captures different stages of document generation, including saved and active iterations, so that users can access a chronological record of document updates. **2.** The record of changes and edits to a specific document, automatically saved via software.

> **Lawyer 1:**
> FOR THE LOVE OF . . . I JUST LOST 7 HOURS OF WORK!!!

> **Lawyer 2:**
> Just hit CTRL+Z for "undo." And, if that doesn't work, access the version history.

> **Lawyer 1:**
> Wait, what?

WISP *n.* **1.** "Written information security program," which identifies sensitive data within a business, loopholes that could exist for unauthorized parties to access the sensitive data and how those loopholes are closed. **2.** A data security program.

> **Lawyer 1:**
> Okay, I finished the WISP.

> **Lawyer 2:**
> Great, bring it in, and I'll take a look.
> . . .

> **Lawyer 2:**
> Um, what is this?

> **Lawyer 1:**
> Waffles in strawberry puree (WISP).

> **Lawyer 2:**
> Alex, did you even go to law school?

Cf. This guide from the Massachusetts government for creation of a data security program can be a useful starting point for law firms in drafting a WISP.
Cf. For many law firms, as mysterious as the "will-o'-the" version.

workflows *n.* **1.** Aggregation of tasks combining to generate a coherent process, featuring assignments of tasks to individuals. **2.** A method for building systems within law firms.

> **Lawyer 1:**
> Samantha, I finished that 'work flow' you asked me to complete.

> **Lawyer 2:**
> Ronan, this says 'Start > Finish.'

R–U

V–W

Lawyer 1:

Yes, exactly.

Cf. Law firms may establish various types of workflows, including for administrative and substantive tasks, including for specific case types.

Cf. There are multiple systems by which law firms may manage tasks, including standalone task management tools, law practice management software and productivity software.

W–Z

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