

Design Thinking in Sightline

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52

The explosion of data — coupled with complex global issues involving data and privacy regulations, technology, trade, and intellectual property — make the practice of law more demanding worldwide. These demands are frequently manifested in the need for agility in the midst of rapid change and deft cross-border operational expertise. Technology, beyond the current state of the art, can help practitioners excel in this challenging environment — to make better judgments that deliver improved outcomes, manage risks effectively and make progress possible.

We believe we have an important role to play in developing technological innovations to achieve solutions and results for our users. Design Thinking, one of the key processes we use to define and refine our solutions, helps us employ empathy when developing ideas and testing assumptions.

We first implemented Design Thinking five years ago in the process of conceiving Sightline, the latest iteration of our global e-discovery platform. It has proven so successful that we've incorporated it

into nearly every technology solution we develop.

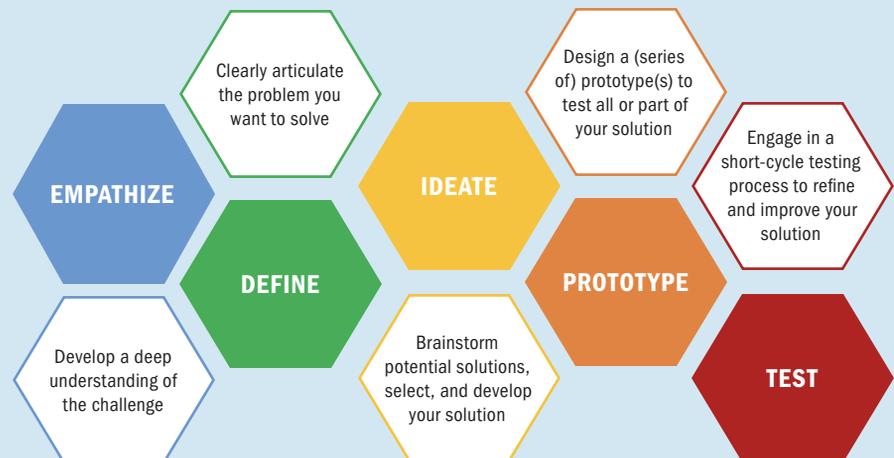
UNDERSTANDING DESIGN THINKING

Design Thinking is non-linear process, the goal of which is to arrive at the best possible outcome given a particular problem or set of challenges, while being mindful of time, cost and complexity. There are

five stages in this process, all of which we follow when exploring new products or enhancements.

Empathize. The first stage of Design Thinking is to develop an empathic understanding of the problem. This involves reaching out to legal practitioners and learning more about their areas of concern by observing and engaging with them. It helps in understanding their experiences and motivations, as well as immersing the team in the physical environment in which they work in order to gain a deeper understanding of the issues involved.

For example, let's imagine a review manager, Sally, who works a 14-hour day on average, answers e-mails at nearly all hours, and is stressed that her latest large review isn't going so well. We use the empathy stage to understand the context behind Sally's interactions with a process and/or system. Empathy for Sally, and other users, is crucial to a human-centered design process such as Design Thinking. It allows the team to set aside their own assumptions to gain insight into the users and their needs.



continued on page 54

Design Thinking

continued from page 52

Define. During this stage, the information that has been gathered in the Empathize stage is put together. Observations are analyzed and synthesized in order to define core problems, e.g., “Sally finds it difficult to get reports to her managing partner at a reasonable hour.” Early insights tell us whether the initial assumptions are on track or need refinement. The product team gathers ideas to establish features, functions and any other elements that will allow us to solve the problems or, at the very least, let users resolve issues themselves with minimum difficulty.

Ideate. In the Ideate stage, the product teams are ready to start generating ideas. By this point, we understand our users and their needs, and have analyzed and synthesized our observations. Often we end up at a human-centered statement of the problem, such as, “Sally and other personnel who manage large reviews have difficulty getting visibility on review efficiency.” These statements allow us to objectify the problems clearly and begin developing ideas to address them. We believe it is key to develop an environment where many ideas or problem solutions can surface — a meritocracy of ideas and execution.

Prototype. Ideas are worthless without execution. In the Prototype stage, these ideas are put to work, producing a number of inexpensive, scaled-down versions of the product or specific features found within the product, so the problem solutions generated in the previous stage

Test. This is the final stage in the iterative process. The teams test the complete product using the best solutions identified in the earlier stages. The results generated are often used to redefine one or more of the problems and inform an understanding of the users. Refinements are still made

WE IDENTIFIED SEVERAL KEY APPROACHES TO CREATE A MORE PRODUCTIVE EXPERIENCE FOR TEAMS OR INDIVIDUALS MANAGING LARGE VOLUMES OF SMALLER MATTERS.

can be investigated. Prototypes may be shared and tested within the team itself, or with a small subset of people outside the team. The aim here is to identify the best possible solution for each of the problems identified during the first three stages. As ideas develop through this process, they are investigated, accepted, improved, and re-evaluated or rejected on the basis of users’ experience. The goal is to have a solid idea of the constraints of the product and the problems present, while developing a refreshed perspective of how real users would behave, think and feel when interacting with the end product.

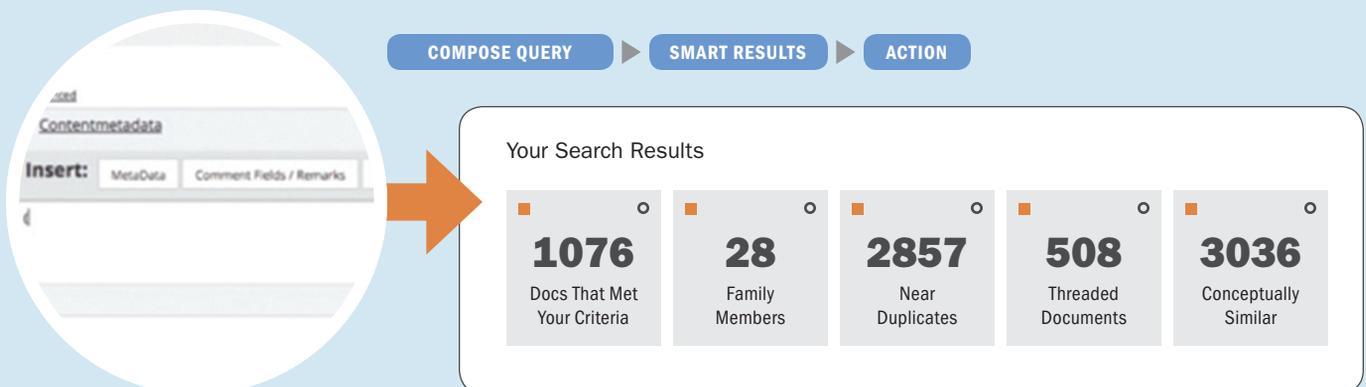
during this stage, at or after the release of a solution, to derive as deep an understanding of the product and its users as possible.

Achieving Results with Design Thinking: Productivity and Quality of Work in Sightline

We leveraged the Design Thinking process for Sightline and identified several approaches to create a more productive experience for teams or individuals managing large volumes of smaller matters.

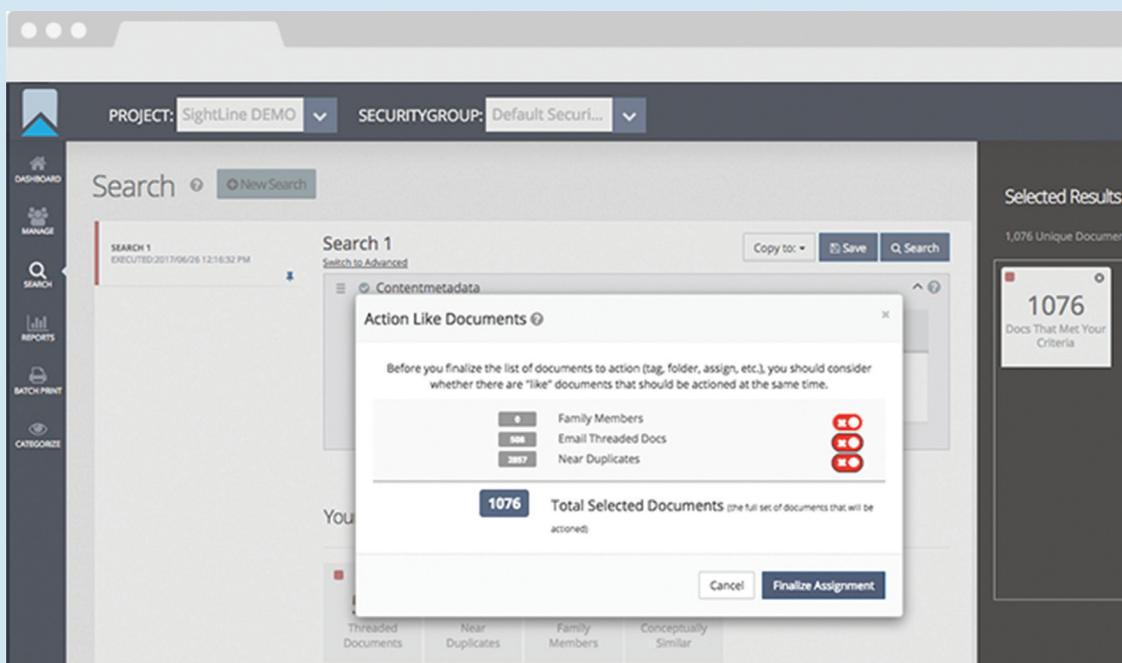
Our Search functionality allows the user to break apart a larger search query into smaller parts, e.g., by issue, then

54



Visualize the terms of your compound search to better understand if your query is properly constructed.

Receive and act on results beyond traditional “pure hits” to enable more efficiency downstream.



SIGHTLINE SUGGESTS OTHER NEAR DUPLICATE, THREADED DOCUMENTS OR FAMILY MEMBERS FOR EFFICIENCY

select results for action. Those same search results also include optional near duplicate, threaded, family member, and conceptual-match documents to enable more efficient downstream batching, review or exports. If the user forgets to include threaded docs, near duplicates or family members, the platform provides a gentle reminder to include them when taking actions.

Using Design Thinking, we had an early opportunity to shape how Sightline can improve the quality of work and life of users throughout the e-discovery workflow. Sightline's notifications system can alert the user to jobs that are taking longer than expected (such as generating large reports). Managing and reporting on reviewer productivity was key to users, so we developed all of the reporting

capabilities in Sightline to be scheduled and sent to internal or external parties. In addition, users can leverage our Categorization feature and key exemplar documents to "find more like these" amongst a larger data set — helpful for hot document analysis to quality control on coded documents.

Where Design Thinking Can Go from Here

Design Thinking is one of the key processes employed to interact with users: We empathize and learn from users' challenges, and develop technological innovations to solve them. As an example, the latest iteration for Sightline introduced the ability to directly drag, drop and process data directly in the platform, including processing for textual analytics at no additional charge. For users preferring a more supported experience, our project managers can map datasets

directly into the platform.

Design Thinking is thus an iterative part of refining solutions as they mature and grow with users. Innovating without an approach informed by users is a strategy operating in a vacuum, devoid of the real-world impacts and outcomes necessary to make forward progress possible. Although the global legal climate is unlikely to become less complicated, we intend to develop

innovations that help our users advance the practice of law in demanding times.



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