

A ClearPeople e-book

# ClearPeople

The team behind ATLAS

p r e s e n t s

## The trends shaping knowledge in 2024

for Legal and  
Professional Services





**Katya Linossi**

Co-founder and CEO at

**ClearPeople**

The team behind **ATLAS**

## The Knowledge Trends Shaping 2024

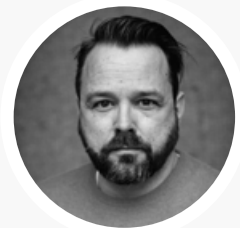
In a world that is rapidly transforming under the impetus of technological advancement, the one constant that drives progress is knowledge. As we stand on the brink of 2024, it becomes imperative to forecast the trends that will shape our understanding and management of knowledge in the near future.

"The trends shaping Knowledge in 2024 for Legal and Professional Services" is an eBook that offers a deep dive into the collective intellect of thought leaders and business visionaries. The one-page summaries provide a mosaic of insights that is not just a repository of predictions, but a helpful guide for professionals on how to navigate the landscape of knowledge as we know it.

2023 was the year GenAI became part of every strategic discussion due to the release of ChatGPT. This has never happened before - it did not even happen with the advent of the World Wide Web or PCs. The predictions this year demonstrate how GenAI pervades this topic.

The importance of understanding these trends cannot be overstated. Those who can harness these trends will find themselves at the forefront of innovation, armed with the acumen to lead and the agility to adapt to an ever-changing global landscape.

As you turn these pages, I invite you to engage with the perspectives held within, to challenge them, and to use them as a springboard for your strategic initiatives. It is through the synthesis of these insights that we can all contribute to a more knowledgeable and enlightened 2024.



## Justin North

Director  
PICKERING PEARCE

Pickering Pearce is a leading international advisory firm working with many of the world's most ambitious and truly innovative law firms. The firm is well known for providing strategic advice across areas including knowledge management, data and intelligence design, and client service innovation.

## Pickering:Pearce


### Evolving from knowledge to wisdom.

The year ahead will see maturity spike in knowledge management as the world starts to understand the value of knowledge, not just of data, and begins to recognise the discipline as an investment, not as a cost.

The journey from data to wisdom is unfolding, and the year ahead holds the promise of maturity and sophistication in the realm of knowledge management. We predict a significant shift in the perception and value proposition of knowledge management with many organisations poised to elevate their understanding beyond mere data accumulation and towards recognising the profound value embedded in knowledge itself.

The sweeping pandemic of LLM false promises will prove a pivotal moment where knowledge management transcends its traditional role, moving from being perceived as a cost to an invaluable investment. Without quality data, we can't leverage quality tools. This shift will mark the emergence of a new era where organisations recognise the need to cultivate, curate, and leverage knowledge as a strategic asset, and knowledge workers will be key to this transition.

As firms embrace this transformation, the emphasis on knowledge as a driving force for innovation and decision-making will become more pronounced. Watch out also for knowledge departments becoming the logical leaders of internal hubs focused on providing enhanced business intelligence and teams that support data-driven decision making. While these have typically resided in finance or dedicated data science teams, leadership is seeing the light and the power. Welcome to the age where knowledge becomes wisdom.



“We predict a significant shift in the perception and value proposition of knowledge management...”

” - Justin North



## Jenni Tellyn

Consultant  
3KITES CONSULTING

3Kites is a small consultancy, with a unique combination of IT and professional experience, which provides fresh thinking for professional services organisations



## Although GenAI will still be a hot topic, in 2024 the focus will be data and strengthening KM foundations.

Generative AI has dominated the conversation in Knowledge Management circles for most of 2023, with people beginning to identify genuine use-cases where GenAI could transform ways of working.

However, there remain questions about accuracy, security and cost, which mean that some of the broader claims about how the technology will transform professional services work are still some way from fulfilment. And the usual adoption challenge looms large.

What has become clear is that GenAI will work best when it is given high quality content to work with, and so the essential capture and curation of knowledge remain just as important.

The more immediate trend we have seen, and which we expect to continue in 2024, is for firms to look at their data in the broadest sense, and to find ways to exploit it. There is great value in being able to identify whether the firm has previously advised on, for example, the financing of wind farms in Azerbaijan, and if so,

- Who were the internal experts who worked on it?
- How was it priced and what did it cost to deliver?
- What transaction structures were used?
- Where are the final documents?

The task of connecting and mapping data in order to make it easy to find the answers to these questions can be daunting. There are hurdles in identifying the right systems and repositories, taxonomy harmonisation, and getting agreement from system owners about how data is to be exposed (and if necessary corrected). That will be plenty to keep KM teams busy, but the benefits can be transformative.

“...GenAI will work best when it is given high quality content to work with...”

” - Jenni Tellyn





## Jason McCullagh

Director of Marketplace Alliances  
UPLAND SOFTWARE

Put an end to bad content search experiences with BA Insight from Upland Software. Transform your workplace with AI Search and unleash your apps and content with a unified single-search experience.

### upland BA Insight

## The year of the postman.

If 2023 was the year of the showman - the big reveal, 2024 should be the year of the postman - the delivery. Organisations have been testing the GenAI water, dipping their toes but not diving in. This will need to change because organisations will want return on their investments.

### The expectation is that:

- LLMs will get bigger (or will they!) - We are seeing this with the growing number of parameters each model has today e.g. GPT3 has billions, GPT4 has trillions and GPT5 rumoured to have multi trillions. To counter this, there is concern around the computing power needed to run the models so I am sure things will begin to level out at some stage - just not yet. This could deliver a play for the SLM (Smaller Language Model). The idea of domain-specific models trained on organisational data to address specific business problems. The key to this will not only be connecting to the correct business application but to the specific data within those applications - meaning your data must be up to date, classified and accurate. Grounding will be imperative to the success of the SLM approach.
- The importance of search will become greater (guaranteed!) - By definition, GenAI is generating something for you so expect organisational data to grow - and quickly. Being able to find the right information will get harder unless organisations rank data/content hygiene high in their AI strategy. Already, it is no longer good enough to search for just documents, users want to find specific answer within a document and to do this, search needs retrieve information based on meaning. So, greater emphasis will be placed on Search Vectorisation, Hybrid Search and Conversational Like Search.
- Security teams will become stricter (one would assume!) - We have already seen the introduction of the AI Act (in Europe) and Gartner are promoting the use of AI TRiSM. The question is whether legislation can be revised and finalised, quickly enough in this changing world. Yet, it is a pretty safe bet to say that AI security will feature heavily in 2024. More care and attention will be applied to security (in general) and data leakage, and it will be down to organisations to get a handle on what AI is used, how AI is used and very importantly, what and how organisational data is used around AI. Failure to balance AI onboarding with AI awareness will, invariably, cause significant pain for organisations.
- Expectations will get larger (naturally!) - This is a given. People and organisations have had a taste of the action and will want more. They will want to apply the AI to organisational procedures and connect AI to all business applications. Simple AI on email and Teams will not be enough so using connectors to bring AI and data together will be high on many CTO's 2024 list of things to do.



## Grant Newton

Lead Consultant  
ClearPeople

ClearPeople is a world leader in providing enterprise solutions that connect people with knowledge, insights, and expertise. Our flagship product, Atlas, is the first Intelligent Knowledge Platform built specifically for Microsoft 365.

## ClearPeople

The team behind ATLAS

## What we need is the right content. Not more to be successful.

The growth of content has exceeded our ability to process and interpret it to find applicable meaning. The introduction of capabilities that can assess and summarise large volumes of content based on a series of questions we ask sounds like the solution. Each of us having a trusted friendly assistant at our side waiting to help address our problems.

Yes, we are talking about generative AI. It is a natural extension of the search and chat tools available today. However, as the hype dust settles and people start to get familiar with the new technology, old problems will resurface. Right from the start there was an apparent need for Prompt Engineers, people who could write prompts to get the best responses. Implying the tool will only work for those who know how to ask questions in the right way. This is exactly how enterprise searches started out.

Why? Fundamentally it is the old age problem, how good is the data. Data needs context to be useful. To interpret data, humans and machines need the data to be defined, to have associations, to be accurate, to be relevant, to be current and, to be diverse and have volume only when needed.

Through 2024 organisations will focus on the value proposition of the knowledge tools available. Knowledge teams will be fundamental in making this happen. They will need to:

- Understand the costs of the technology versus the productivity gains to determine the best sources of data to use and the teams who will benefit the most.
- Help teams navigate the new technologies to ensure that the risk of generating more unverified content does not take them further away from the desire to have 'trusted sources' of knowledge.
- Provide input into the boundaries and the tone of the responses to place 'guard/guide rails' around the output.
- Ensure everyone has a same opportunity to use the technology without concern.

In essence, the reason for providing and managing knowledge has not changed. The goal is to improve access to knowledge that can resolve queries and enable reuse of previous best responses. In doing so, providing the opportunity to discover and generate new ideas and responses, creating new knowledge that needs to be curated and recycled. Ultimately without understanding and/or experience, data does not become knowledge to the person receiving it.