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Comprehensive Innovation of Knowledge Management in Law Firms in the Metaverse Context

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Abstract

With the rapid development of science and technology, the metaverse has emerged as a prominent issue of contemporary concern. In this context, the challenges confronting law firm knowledge management have found novel pathways for development. From software procurement and personnel allocation to knowledge training, combined with metaverse data collection, transmission, and expressive modalities, law firm knowledge management has achieved comprehensive innovation, elevating knowledge transfer to a new echelon. Throughout the application of legal technology products, continued attention must be devoted to fundamental legal professional ethics, including lawyers' professional responsibilities, confidentiality regulations, and the client-attorney relationship.

Full Text

Preamble

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Comprehensive Innovation in Law Firm Knowledge Management from the Metaverse Perspective

Abstract: With the rapid development of science and technology, the metaverse has become a focal point of contemporary attention. In this context, the challenges facing law firm knowledge management have found new pathways for development. From software procurement and personnel allocation to

knowledge training, integrating metaverse data collection, transmission, and expression formats enables comprehensive innovation in law firm knowledge management, elevating knowledge transfer to a new level. During the application of legal technology products, fundamental legal professional ethics such as lawyer industry responsibilities, confidentiality rules, and client-attorney relationships must remain central concerns.

Keywords: Law Firm, Metaverse, Knowledge Management, Systems Thinking

I. Problem Statement

Rapid technological advancement and relentless societal progress have ushered in a new knowledge economy world where falling behind is a constant risk. Within this vast landscape, the legal profession stands as a unique occupation with exceptionally high demands for knowledge updates, driven directly by legislative amendments and client demands. For individual lawyers, knowledge management involves collecting, organizing, and analyzing professional knowledge to produce outputs such as articles, books, or courses. For law firms, it means summarizing project experiences into recordable carriers to improve efficiency in similar future projects. Building a quantitative and qualitative knowledge system within a law firm allows information and knowledge to continuously cycle back into the system through acquisition, creation, sharing, integration, documentation, access, updating, and innovation—forming an unbroken cycle of intellectual capital for both individual lawyers and the firm. This creates knowledge advantages in delivering client value and improving economic benefits. As U.S. Supreme Court Justice Holmes famously stated, “The life of the law has not been logic; it has been experience.” Effective knowledge management not only enhances lawyer productivity and legal service quality but also helps firms avoid redundant work, learn from the past, integrate prior experiences and available resources, foster innovation through continuous learning, and strengthen core competitiveness in an intense market environment.

However, most domestic law firms currently remain at a relatively superficial stage of knowledge management development. Lawyers’ personal tacit knowledge struggles to ascend into the firm’s collective knowledge base, while knowledge management departments primarily handle explicit knowledge. Tacit knowledge represents internal knowledge that cannot be expressed through words—skills acquired through learning or intellectual awakening, typically manifested in talent, education level, experience accumulation, and judgment. It is unstructured knowledge gained through observation and experience, difficult to disseminate quickly, and limited in scope. Due to differences in beliefs, cognitive levels, professional skills, and experience accumulation, tacit knowledge manifests differently across individuals. For knowledge-service-oriented lawyers, experiential knowledge is undoubtedly their most important asset. Yet loose management structures create knowledge silos, where each lawyer becomes a walking knowledge carrier. Lawyers lack motivation to share experiences while simultaneously having an urgent need to learn from others—particularly young,

inexperienced lawyers who frequently encounter overwhelming cases requiring timely knowledge services. Even senior lawyers regularly face novel problems needing assistance. Consequently, robust knowledge services greatly benefit lawyers in handling cases and improve overall firm service quality.

Taking L Non-litigation Firm as an example of domestic knowledge management practice, the firm has established a dedicated knowledge management department with administrative staff responsible for updating document templates and materials on the firm's OA system, as well as archiving executed contracts for rapid retrieval when lawyers need reference materials. During my internship, I observed that the firm also organizes training lectures for newly hired junior lawyers, where senior lawyers share case experience through recorded screens or saved PowerPoint presentations uploaded to dedicated OA system modules to facilitate rapid growth among young lawyers. While this knowledge management approach improves efficiency, numerous problems persist. For instance, when drafting legal proposal documents to meet client bidding requirements, lawyers repeatedly transform the same content into different formats to produce high-scoring bids—a tedious process consuming significant time and energy that yields only perfectly formatted but innovation-free proposals. Knowledge management should transform knowledge presentation formats according to needs while preserving knowledge itself. I believe artificial intelligence systems could be designed to streamline this process and save lawyers from such futile labor. Additionally, L Firm's current knowledge management only partially converts tacit knowledge into explicit form, with most lawyers' personal tacit knowledge remaining hidden within individuals. This knowledge hoarding poses a major obstacle to knowledge management, as lawyers are extremely reluctant to openly share their expertise due to concerns about personal core competitiveness. Some firms, in their rush to establish knowledge management systems, impose mandatory requirements through various “carrots” or “sticks,” even prioritizing firm knowledge management over individual knowledge management when necessary—for example, forcing lawyers to participate in knowledge management activities during rest time and output viewpoints, or requiring lawyers to regularly provide articles on assigned topics. While such measures might have some merit if accompanied by well-designed supporting systems, they are ultimately counterproductive and detrimental to long-term development when other aspects of firm management are also deficient.

Current academic research on law firm knowledge management remains limited. Reviewing existing literature on CNKI, representative works include Zhao Renli's “Research on Knowledge Management Optimization in Longying Law Firm,” Wang Xianmeng's “Research on Tacit Knowledge Sharing Management in ZK Law Firm,” and Yu Juan's “Research on Knowledge Internalization Management Strategies in SQH Law Firm”—mostly master's theses employing survey questionnaires to study and recommend improvements for specific firms. I believe the academic community has largely overlooked law firm knowledge management, with few authoritative journal articles addressing the topic, leaving substantial research space.

This paper adopts literature research and interview methods from a systems theory perspective to examine law firm knowledge management, offering modest reflections on its development amid emerging technological waves. Knowledge management in the metaverse context represents a holistic, multi-level, collaborative intelligent system that mobilizes all firm lawyers to build knowledge communities, enabling professional knowledge to be preserved, circulated, and output through specialized platforms.

II. Development History of Knowledge Management in Outstanding Domestic Law Firms

(1) Software Procurement

In 2004, King & Wood Mallesons purchased an American electronic document management system, introduced senior knowledge management personnel from foreign firms, and established a Knowledge Management Department. Initially, the department primarily assisted business departments with research and gradually built a library system. In 2008, the firm implemented a unified template system across all offices, establishing clear standards for all correspondence, faxes, memoranda, and contract formats—including fonts, font sizes, English and Chinese text, line spacing, bullet points, and indentation—through an automated system. Subsequently, King & Wood Mallesons began building a template library, with business departments and partners carefully reviewing documents and adding various drafting instructions to create excellent long-term applicable versions. The Knowledge Management Department selected valuable materials from routine project files and placed them in a separate repository. Additionally, the firm established an online library within its DM system, allowing personnel to access relevant materials from different databases according to their needs.

At the technical level, King & Wood Mallesons developed knowledge management platforms and technical infrastructure, creating management frameworks and overall designs to foster a corporate sharing culture. The firm conducted promotional campaigns about knowledge management databases and practices across all levels—including senior and junior lawyers—to enhance awareness of knowledge-related matters.

(2) Personnel Allocation

To improve knowledge management quality, King & Wood Mallesons established a system led by partners from business departments—Knowledge and Quality Control Partners. These partners took charge of electronic document management and knowledge management within their departments, collected template documents, coordinated communications, and proposed new research topics. Each partner was supported by a senior lawyer and two assistants dedicated to uploading files into the system, regularly discussing requirements with each business department to establish different folders and archives.

To address client privacy concerns, King & Wood Mallesons implemented system monitoring in its software that automatically alerts administrators when someone downloads large volumes of materials from the knowledge base. The Knowledge Management Department assigned permissions to different databases according to business department classifications, ensuring lawyers could only access files relevant to their practice areas. Law firm knowledge management constitutes the soul of firm culture, and its dedicated positions serve as essential levers for firm specialization and integration.

(3) Knowledge Training

King & Wood Mallesons' Knowledge Management Department also launched PSL (Professional Support Lawyers) training programs, establishing specialized research training projects gradually promoted throughout the firm. Using British firms as an example, job postings for PSL positions typically require responsibilities including: document drafting, updating, and management; legal research and outcome organization; organizing training and establishing contacts with instructors and sponsors; market development and newsletter distribution; and handling some difficult consultations. This knowledge management system relies on full-time personnel, providing concrete, traceable, and user-friendly carriers for knowledge transmission and iteration. PSLs intervene in new employee onboarding training, accelerating newcomers' integration into the firm environment and their mastery of effective work methods and good habits. New employee training is indispensable for maintaining firm brand continuity; neglecting it not only leaves new members without a sense of belonging but also creates talent gaps and undermines the foundation of standardized operations. New employee training is a systematic, long-term project that lays the groundwork for firm culture and professional development, requiring continuous accumulation of experience based on actual firm conditions to gradually form a standardized training system.

III. Development Path of Knowledge Management Technology

(1) Data Collection

Collection forms the foundation of knowledge management—aggregating all accessible valuable information in one location for centralized data management. For law firms, this means collecting and preserving all valuable information that can be accessed to gather “raw materials” for subsequent stages. Generative AI has extremely high requirements for data sources; without accurate and complete data information, retrieved results will likely contain significant bias. Information collection principles include reliability, completeness, timeliness, accuracy, usability, planning, and foresight.

Law firm knowledge management relies on internal lawyers' knowledge sharing. For individuals, knowledge represents core competitiveness. How can external

incentives motivate lawyers to share knowledge across dimensions? Language model construction is crucial. Despite lawyers' cautious attitudes, if they can achieve intellectual sparks during the sharing process, it represents a qualitative leap for all participants. While firms provide incentives, language models that are as authentic and effective as possible also encourage knowledge sharing. Firms must base knowledge management on process-driven case handling, standardize case culture and archive management, and strictly require detailed case closure reports for every case to summarize lawyers' experience and thinking, facilitating extraction by knowledge management departments to convert tacit knowledge into explicit knowledge.

Knowledge management is a collaborative, co-constructing process involving all staff, where everyone is both a knowledge uploader and a knowledge seeker. Through sharing, communication, learning, and collision, lawyers develop deeper understanding of colleagues while strengthening their sense of belonging to the knowledge base. Learning-oriented law firms excel at knowledge creation, conversion, and application—adept at learning, courageous in innovation, with strong regenerative capabilities that enable rapid response and competitive advantage when external environments change or internal imbalances occur. Firms must transform lawyers' mindsets, helping them understand that sharing is an effective way to build personal professional brands and recognize the importance of firm knowledge management for both the firm and individual lawyers.

As a strategic firm management function, knowledge management requires clear recognition and full support from firm leadership, with corresponding institutional guarantees. For example, mature firms should establish dedicated knowledge management departments or have specialized partners lead several lawyers in coordinating firm-wide knowledge management, extending responsibility to every partner and practicing lawyer with performance evaluations.

The most direct effect of sharing others' tacit knowledge and other knowledge management achievements is reducing redundant research and improving efficiency at the firm level. Previously researched issues can be reused; formed experiences can be directly referenced; collected and organized knowledge need not be repeatedly gathered. In short, knowledge management achievements help firms reduce unnecessary internal friction, improve efficiency, and dedicate time to enhancing work effectiveness.

(2) Data Transmission

Organized knowledge remains merely knowledge until processed to form useful knowledge system frameworks or methodologies that help lawyers solve similar problems. Processing represents the most critical link in law firm knowledge management, requiring knowledge management specialists to systematically reflect on and summarize legal, firm, and lawyer knowledge, process it into practical knowledge systems, and embed these processed knowledge systems into

lawyers' case-handling work.

“In the knowledge dissemination and diffusion process of knowledge virtual communities, the metaverse leverages modern information technologies such as artificial intelligence and XR to reprocess knowledge, innovate knowledge existence forms, and reconstruct learning spaces, thereby forming entirely new knowledge circulation mechanisms. Compared with traditional knowledge circulation, metaverse-based knowledge circulation can fully utilize virtual technology advantages to revolutionize knowledge storage and transmission methods, producing better interactive effects.” Specifically, universal knowledge resources processed by community managers are efficiently absorbed by learners in various scenarios of knowledge virtual communities, achieving knowledge fusion and innovation. The new knowledge produced, after NFT authentication, achieves decentralized storage and efficiently integrates into the firm's universal knowledge resource pool, completing knowledge circulation and achieving knowledge appreciation.

Community managers process knowledge resources into highly interactive resources suitable for knowledge-sharing virtual communities using metaverse technologies, designing and constructing basic scenarios to guide user knowledge interaction. Learners conduct immersive knowledge interaction in refined scenarios such as learning, analysis, and research, achieving efficient knowledge absorption. Through spontaneous research in research-oriented scenarios, they promote knowledge fusion and innovation. The explicit and tacit knowledge created by virtual communities, after NFT data authentication, is decentralized and stored in various nodes of the metaverse cluster in sharing scenarios, achieving efficient knowledge dissemination and utilization and integrating into the firm's universal knowledge resource pool. Law firm communities, supported by data algorithms, generate various knowledge circulation scenarios based on knowledge differences across scenarios to further enhance the dissemination effectiveness of different knowledge types. Empowered by the metaverse, law firm knowledge-sharing virtual communities enable community builders and educators to collaboratively create virtual knowledge resources, thereby achieving organic integration of knowledge resources and enhancing the knowledge service and creation capabilities of knowledge-sharing communities.

Compared with traditional knowledge management platforms, the game attributes inherent in the metaverse effectively broaden the practical field of management innovation. By incorporating game plot designs into digital platforms, lawyers can form collective action in virtual worlds. The concept of “infinite games” enables Maslow's hierarchy of needs to present unlimited possibilities for imagination boundaries in virtual time and space. The explosive growth of new demands drives a profound revolution on the knowledge supply side, cultivating lawyers' innovative consciousness and stimulating innovative motivation through diversified online games linking lawyer knowledge sharing in virtual governance spaces.

During data transmission, however, risks of leakage at ports require attention. In the information explosion era, data leakage can place law firms at a significant

disadvantage. Information processing capability is a crucial element for survival and development in the knowledge economy era. As an extended form of the internet, the metaverse exhibits characteristics of concealment, efficiency, and vulnerability in information flow, placing data protection in a difficult position. In metaverse spaces, community protocols compulsorily collect consumers' biometric information and personal privacy data. Algorithm designs empowered by blockchain technology analyze and organize users' preference habits to form personal information data. Due to algorithmic concealment, criminals can easily obtain users' personal information through leakage, copying, and abuse, endangering personal information interests and disrupting metaverse space order.

(3) Data Expression

Sharing is the process of knowledge output. Through external knowledge output, law firms can quickly establish labels in specific professional fields, enabling knowledge management to generate economic value. During output, knowledge can be compiled into books, developed into SaaS systems, or formed into management methodologies for external training. Outputs can include client direct-investment products, publications, or new media dissemination through public account articles.

“The typical representation of the metaverse is using virtual products as the main ‘medium’ to construct more delicate and vivid simulation scenarios, achieving effective ‘replacement’ and ‘simulation’ of real governance issues. Even if it cannot ensure the accuracy of simulation predictions, by constructing different forms of modal logic, it can evolve governance’s imaginative logic into a metaphor similar to semantics.” Metaverse design can provide a virtual environment serving as a bridge and medium connecting knowledge providers and seekers. Relying solely on dry lectures from knowledge providers makes it difficult to convey deep-level experiences and knowledge to outsiders. Through an immersive virtual environment, tacit knowledge can largely detach from the subject itself, be transmitted as information, and input into searchers’ brains to achieve knowledge transfer. Although generative AI has spontaneous fictitiousness, through data constraints and inputs, we can retrieve needed information and obtain standards free from low-end labor.

In the new digital knowledge sharing created by the metaverse, lawyers can autonomously choose when, where, and how to share and communicate. Different from other social interaction platforms and models such as WeChat, Weibo, and Douyin, the metaverse’s authentic experience and sense of interaction enable lawyers to immersively experience case projects they cannot participate in reality, gaining new knowledge insights. As an effective carrier connecting social life and ideology, the metaverse constructs a dynamic and blended deep empathetic sharing architecture through immersive perception, brain-computer fusion, and human-computer interaction, forming an entirely new knowledge management significance.

The ultimate goal of knowledge management is not tacit knowledge explicitization but rather enabling explicitized knowledge to become lawyers' personal tacit knowledge through self-access or other outputs such as training, which lawyers then apply to solve problems. Therefore, one value of knowledge management is helping lawyers acquire tacit knowledge they lack to solve problems, and this cross-tacit knowledge sharing is achieved through knowledge management. Good knowledge management requires clear objectives, a stable and sustainable knowledge management structure, and more importantly, long-term steadfast execution at the implementation level. None of these levels are easy to achieve, requiring long-term investment and persistence from law firms.

(4) Data Update

Knowledge management is not merely about accumulating knowledge but serving lawyers' work, requiring the constructed information database to remain current to meet practice needs. Efficient database utilization involves both information usefulness and rapid retrieval. When classifying and organizing collected laws, regulations, cases, professional articles, contract templates, and other materials, future retrievability should be considered, with files named in identifiable and locatable formats. During use, information gaps can be identified and relevant information targeted for collection and organization. The updated database then meets lawyers' usage purposes, and this cycle gradually forms a virtuous circle.

The most basic way to cultivate culture is through collective labor. Production relations are relationships between people formed during production activities, with "people-to-people" as the protagonist and "conducting production activities" as the relationship-building method. Since relationships require more than one person, collective labor gradually forms team collaboration. Over time, collaboration inevitably produces sediment—knowledge—that subsequently rises to become culture. Connecting processes, collaboration, and knowledge essentially constitutes the basic essence of knowledge management. Law firm knowledge management is a long-term, arduous, and continuous task requiring constant knowledge updating and iteration to form the firm's core competitiveness.

IV. Legal Technology Ethics

(1) Professional Responsibility

Even with hardware and institutional frameworks, securing lawyers' recognition and implementation remains challenging. King & Wood Mallesons encountered issues such as lawyers not recognizing the knowledge management system and lacking subjective willingness to input knowledge during its early implementation. Under such circumstances, forming a unified knowledge management philosophy and culture helps drive lawyers' participation in practical knowledge management operations.

Lawyer professional unfair competition refers to lawyers and law firms violating principles of voluntariness, equality, and integrity, lawyer practice behavior norms, and recognized behavioral norms in the legal service market and legal profession to promote business through improper means. Lawyers should compete openly, equally, and fairly with peers in the legal service market to form good competition order and establish a standardized legal service market. Article 26 of the Lawyers Law stipulates that law firms and lawyers shall not solicit business through improper means such as disparaging other law firms or lawyers or paying referral fees. “Lawyers should cooperate with, respect, and honor each other as peers, engaging in fair competition. When handling relationships with peers, lawyers must safeguard their own interests while respecting other lawyers’ interests as peers, thereby maintaining the overall interests of the legal profession.”

Due to high work intensity, law firms experience strong personnel mobility. To maintain competitiveness, lawyers rarely disclose their complete case-handling experience. While this negative attitude toward knowledge sharing is understandable, it essentially constitutes a form of professional unfair competition. Such unfair competition damages lawyers’ image and reputation, disrupts fair competition order in the legal profession, and disturbs the legal service market, causing significant harm.

In the process of using legal technology for knowledge sharing, senior lawyers impart case-handling experience to junior lawyers—for example, advising that difficult cases should be negotiated whenever possible rather than abandoning principles to achieve consensus. Whether through face-to-face communication or virtual environment knowledge sharing, this is essentially a form of professional responsibility.

(2) Confidentiality Rules

Information security issues within Chinese law firms are extremely serious. According to Thomson Reuters, many domestic law firms lack cybersecurity awareness, with OA (Office Automation) system login addresses directly exposed on the public internet and mobile apps calling third-party public services that cause sensitive data to circulate multiple times on public networks. Moreover, because law firms hold large amounts of highly sensitive and valuable client information but lack sufficient cybersecurity protection levels, they frequently suffer external malicious attacks and substantial financial losses.

Lawyers’ confidentiality obligations to third parties, especially regarding information learned about opposing parties during representation, require that lawyers bear corresponding responsibility for damages caused by information disclosure. The “Lawyers Association Member Violation Disciplinary Rules (Trial)” stipulates “behaviors that seriously damage the professional image of lawyers,” recommending administrative penalties from judicial authorities based on public condemnation disciplinary sanctions. Beyond disciplinary responsi-

bility, lawyers cannot be exempt from civil liability for privacy disclosure. If citizens whose privacy has been violated sue lawyers for civil tort, lawyers may bear corresponding civil liability in addition to professional ethics responsibility, resulting in dual consequences. When using legal technology knowledge management tools, law firms should specifically clarify lawyers' liability for information disclosure, ensuring lawyers firmly remember this during training. Domestic L Firm places considerable emphasis on knowledge confidentiality in its knowledge management, requiring confidentiality agreement signatures upon member onboarding and demanding lawyers guarantee work content confidentiality in daily operations.

In the metaverse context, from lawyers uploading case materials through their ports to knowledge management personnel organizing and archiving relevant documents, screening excellent templates, and systematizing them, case materials exist in a black box state throughout this process, with no guarantee that case information will not leak and be exploited by conflicted opposing parties. From the perspective of safeguarding client interests, ensuring knowledge management system security demonstrates responsibility to clients. King & Wood Mallesons' knowledge management tool automatically triggers alarm systems when abnormal bulk file downloads occur, providing a path for implementing confidentiality rules through dedicated personnel handling and reporting. On one hand, the scope of personal information should be defined, establishing personal information protection scope based on subjectivity and value, strictly protecting client information with individual identification features and personal privacy characteristics. On the other hand, comprehensive data circulation rules and data security relief mechanisms should be established, improving full-process, multi-link information protection systems.

(3) Client-Attorney Relationship

After signing a representation agreement with a law firm, the firm assigns specific lawyers as executors of the agreement (or case handlers), and these lawyers (a client may retain one or two lawyers) become the client's agents or defenders. The relationship between client and lawyer is an equal civil legal (service) relationship based on contract law and the Lawyers Law. "The client-attorney relationship is one of interest realization and interest maintenance." Regardless of how legal tools change, the fundamental principle that lawyers should safeguard client legitimate rights and interests remains unchanged.

The client-attorney relationship is established based on autonomy of will, mutual trust, and cooperation. Clients retain lawyers primarily to protect their legitimate rights and interests or achieve their legitimate and reasonable interests. Lawyers use their professional knowledge to provide clients with help and services, but their task is not to maintain client interests by any means necessary. Lawyers should protect client legitimate rights and interests according to law, ensure correct law implementation, and realize fairness and justice. They have the right to refuse clients' illegal or unreasonable demands. Legal

technology products in the metaverse context should adhere to this principle, placing lawyers' professional responsibilities first in knowledge model design and improvement.

Client-attorney relationships often suffer from mispositioning—for example, clients using lawyers' social connections to obtain illegal benefits, believing that hiring well-connected lawyers can exploit personal relationships, circumvent laws, and seek illegal interests. In knowledge management and sharing processes, law firms should emphasize the cultivation of this legal professional ethics culture atmosphere, enabling lawyers to clearly understand the boundaries of their behavior during training. Sometimes, under the banner of loyalty to clients and protecting client legitimate rights and interests, some lawyers become hired guns for clients. While they may gain some benefits temporarily, they ultimately damage the image and dignity of the legal profession. When handling relationships with clients, lawyers must earnestly abide by lawyer professional ethics, practice lawfully, and practice properly.

Law firm management transformation from fee-management type to platform-empowerment type requires solving the cost-benefit balance problem as the key to successful transformation. Firms need to establish scientific evaluation mechanisms to effectively motivate and constrain lawyers. Without incentive mechanisms, lawyers lack motivation; without constraint mechanisms, free-riding and tragedy of the commons situations emerge. Law firms should not evaluate lawyers using revenue as the sole indicator but should establish multi-dimensional evaluation metrics, potentially adapting the balanced scorecard system from modern corporate performance management to create lawyer evaluation and assessment mechanisms. Both traditional loose commission-based management models and rigid hierarchical corporate management models face severe challenges. Law firms should center on lawyers in management, aim to empower lawyers, use digital technology as tools, and pursue platform-based development to build resilient, competitive, and sustainable firms.

A lawyer's value lies in the accumulation of professional knowledge, experience, and ability. Relying solely on case volume and practice years to achieve a “qualitative leap” is always too slow, but knowledge management can help lawyers rapidly increase knowledge reserves and achieve corner overtaking.

From the moment a first-year lawyer steps into an unfamiliar firm, their legal career begins. Theoretical knowledge learned in school clearly cannot meet the challenges of reality. They must actively seek guidance from mentors on everything from maintaining stable firm case sources through client communication to maximizing client legitimate rights and interests through coordination with case-handling authorities. Senior lawyers have their own procedural methods for such tacit knowledge. If young lawyers can achieve knowledge migration and transfer through metaverse interfaces, it undoubtedly benefits their rapid growth with no drawbacks. Moreover, knowledge can generate new growth during exchange processes—the combination of young lawyers' latest knowledge and senior lawyers' seasoned experience forms the winning formula for law firms

in the knowledge economy era. In law firm knowledge management practice, simultaneous advancement of hardware, systems, and culture can avoid adverse effects on other aspects from lagging development in any single area during the technological era. Knowledge management is the most closely connected part with law firm culture and constitutes the core of maintaining firm cohesion and competitiveness.

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