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Game Changers Journal

**Exclusive Monthly Crisp Publication Featuring
Innovative Strategies To Grow Your Law Firm**



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FROM THE DESK OF CRISP'S CEO

MICHAEL MOGILL

We all *say* we want to experience growth. But when it comes to actually putting in the work, making the changes, and doing what it takes to make it happen, far fewer leaders get there.

It's like I always say:

Ambition is common. Commitment is rare.

Ambition is *wanting* to be better, to do more, to make an impact, to create a lasting legacy.

But commitment is actually doing it. It's your actions.

Ambition is setting New Year's resolutions to get fit, eat healthy, and save more.

Commitment is showing up to the gym, executing that meal plan, and setting up those automatic deposits.

No longer can we use the excuse that it's the end of the year and we're wrapping things up, or it's the beginning of the year and we're getting organized. 2023 is moving along, and it's important that you and your law firm are moving along too.

Now is the time to take action. To make changes. To rejuvenate yourself, your commitment to your goals, and your law firm.

That's why we decided to theme this edition of the Game Changers Journal all around *rejuvenation and making changes to experience growth*.

Within these pages, you'll explore in-depth articles on freeing yourself up as the leader of your law firm—and empowering your team to step up and contribute. You'll read inspiring stories of people who have

intentionally rejuvenated key areas of their lives and are reaping the benefits today. And finally, what I hope you find most of all in this issue is inspiration to take the leap and make the changes necessary to make the progress you dream of this year.

It's up to you. Will you rise to the challenge?

As always, feel free to reach out to me anytime with thoughts, questions, or feedback on the Game Changers Journal or anything else. I look forward to hearing from you.

MICHAEL MOGILL
Founder & CEO
Crisp



2021 - 2022
BEST PLACES TO WORK



2017 - 2018 - 2019
2020 - 2021 - 2022



2016 - 2017 - 2018
2019 - 2020 - 2021 - 2022



Aaron Minc

Minc Law



FEATURED CRISP CLIENT

As children, we all have passions and dreams of what we want to be “when we grow up.” For some, these dreams are fantasies that fade with time and maturity. Others know exactly who they are, what they’re good at, and what they want to do with their lives.

This was the case for **Aaron Minc**, Principal & Founder of Minc Law in Cleveland, Ohio. Even as a child, he enjoyed entrepreneurship and starting little businesses. When he grew up, he did it for real.

Minc Law is known as the #1 Internet Defamation Law Firm, and there’s a good reason for that. With over 50,000 pieces of damaging online content removed, more than \$20 million awards and settlement dollars obtained, and over 2,500 satisfied clients, it’s clear how Minc Law has made a name for itself in the defamation market.

But there’s another reason why Minc Law stands out from its competitors, and it doesn’t have to do with numbers.

What sets Aaron’s firm apart from the others is the fact that his partner in business is also his partner in life: his wife Anna.

Anna Minc is Minc Law’s Chief Operating Officer, and Aaron truly believes that he couldn’t have built what he has without her by his side. While Aaron is on the front lines working with clients and potential clients, Anna

is hard at work behind the scenes managing both the strategic and daily operations of their firm.

But even though something may look perfect on the outside doesn’t necessarily mean that it’s the same on the inside, however. There came a point where Aaron knew his firm was facing challenges that they couldn’t work out by themselves.

“While owning my own law firm truly turned my longtime vision into a reality, it wasn’t a walk in the park. My biggest challenge has been that as my team has grown and we continue to get bigger as an organization, it has become more challenging to be able to continue to execute, implement, and grow a shared vision with my team,” says Aaron. “We needed a way to solidify critical aspects of our business.”

That’s when Aaron decided to find an outside resource to get the team at Minc Law back on track. His research led him to Crisp Coach, a closed-door community of the nation’s highest-performing law firms. The program is designed to help law firm owners grow their networks, think like market leaders, and generate unbelievable results for their practices — and Aaron knew this was exactly what he needed to rally his troops.

But in order to align his team, he first needed to make sure he had the right people working at Minc Law. That

started with having a strong hiring process.

"Prior to joining Crisp, our firm didn't even have much of a formal hiring process," shares Aaron. "But after attending Crisp workshops, we developed a formal process comparable to the one we learned about from Crisp. It includes a voice message for applicants to call, test assignments, and assessments for applicants to fill out. We also built out an upgraded career center on our website to promote our team, culture, and answer other common questions applicants might have about our firm."

that he would have a better shot at getting everyone on the same page and working toward the same common goal together. That all started to happen with learning and growing alongside Crisp.

"I was determined to get serious about nailing down our operations and processes," says Aaron. "There's always more that can be done and room for improvement when it comes to scaling your company and culture, and that's what I wanted to do. The knowledge my team has gained from training with Crisp Experience and Crisp Academy has been invaluable to our organization."

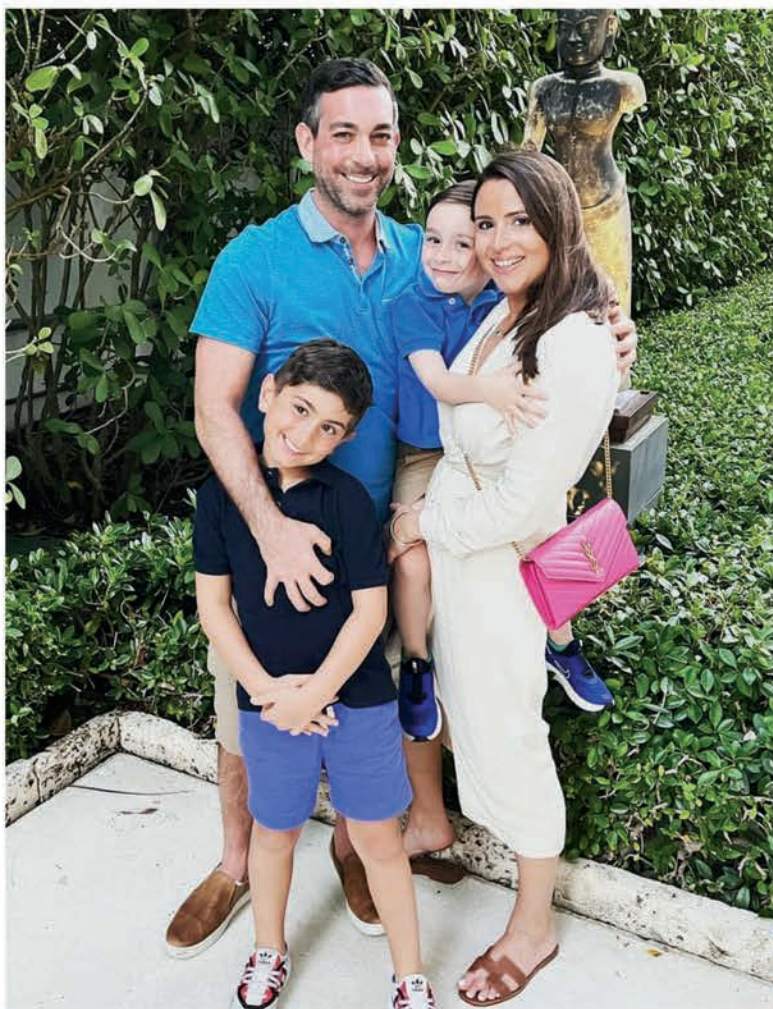
same goes for Aaron, Anna, and the team at Minc Law.

"We're currently in the process of building and launching a brand new subscription service in the form of 'Protection Plans' for our clients that will help people improve, defend, and protect their cyber risk and online reputation," explains Aaron. "I'm looking forward to all of the changes coming in 2023 and beyond."

You reap what you sow, and Aaron has truly dedicated himself to improving his team, his firm, and himself every day. We know that this year will be one of growth, and we can't wait to see what else is in store for Minc Law.

After ensuring that Minc Law would soon only bring on the best candidates (not just the best available), he knew

As you can imagine, most law firm owners are dedicated to always being better than yesterday, and the



WHY EVERY LAW FIRM CEO NEEDS AN OPERATOR

"DECIDING WHAT NOT TO DO IS AS IMPORTANT AS DECIDING WHAT TO DO."
- STEVE JOBS

You're not just an attorney. You're also the CEO of your law firm. That means you must run your law firm like the business it is.

In the beginning, when you first start your law firm, this means doing everything, from trying cases, to marketing your firm, to accounting, to payroll, and everything in between. As your business grows, many of these functions expand to take more time, ultimately requiring you to delegate to dedicated individuals in your firm.

When you have a firm of five people, it's possible for you to lead your time, manage the payroll, field HR complaints, and run your business day to day. When it's 50 people, or 80 people, or 100 people, it's a different story.

If your law firm is growing so much you can't wear every hat anymore, congratulations. It's time to lean into your CEO role and find your right hand to handle the rest.

We're talking about your Operator.

This is a way to get time back in your day, and as you know by this point, time is the most valuable currency we have. This knowledge will unlock your firm's true potential and change your entire practice for the better.

THE DIFFERENCE BETWEEN A CEO AND AN OPERATOR

A key part of your growth journey as a law firm owner is figuring out your ideal role in the business.

The CEO is the visionary for your law firm — the dreamer, the creator, and the one constantly looking toward the future. As the CEO of your firm, you're in charge of communicating the overall vision to your team and your clients. You should always be thinking of ways to develop new business, bring on clients and cases, and make your practice better than yesterday.

In the CEO role, you should be focused on:

- Charting the vision for your firm
- Communicating that vision to the team
- Preparing your firm for the future
- See the bigger picture (keeping a pulse on your industry)
- Developing future business
- Brand building

"VISION WITHOUT EXECUTION IS HALLUCINATION."

- THOMAS EDISON

The Operator, however, is focused on the execution of the vision. They are the one who focuses on the fives: Who, What, When, Where, Why (and How). They are the filter between the CEO and the entire team, and they're the one who handles daily management so the CEO doesn't have to. They are also the one who holds the CEO and other leaders accountable for their goals and plans for the future.

In summary, your Operator should:

- Act as a filter
- Prioritize and execute
- Provide direction to the rest of the team and keep the team together
- Hold your leadership team accountable to goals/metrics

- Help solve client & people issues
- Collaborate with the CEO to structure the best path forward
- Translate vision into strategy

While it is possible to perform both of these functions at the same time when your firm is small, it's highly unlikely that you'll be successful in doing so as your business grows.

Here's why:

As a CEO, it's important to have a balance between short-, medium-, and long-term priorities. But research shows that the most successful CEOs are those who are adaptable and spend a significant amount of their time (about 50%) thinking about the long term. This focus helps them to anticipate potential issues and make better decisions.

THE BENEFITS OF HAVING AN OPERATOR IN YOUR FIRM

While it may be tempting for a CEO to try and handle everything themselves, this can bottleneck the growth and success of the business. A CEO without an Operator is one who is stretched too thin, always putting out fires, operating outside of strengths and thus getting frustrated, taking tons of time to do things not strong at, not driving the business forward, stuck IN the day to day rather than stepping out to work ON the long-term vision.

Instead, a CEO needs to have an Operator who can handle the day-to-day operations, freeing the CEO to focus on their strengths,

overall vision, and strategy. This not only allows the CEO to be more productive, but it also fosters a sense of trust and empowerment within the team.

**"A GOOD LEADER
CREATES FOLLOWERS. A
GREAT LEADER CREATES
LEADERS."**

- RABBI LORD JONATHAN SACKS

Picture this:

You are the CEO of a law firm that doesn't have an Operator. You think you can handle everything no matter how much is on your plate, but you quickly realize that you can't do it alone.

That's because:

- You forgot to fill out last month's invoices from your biggest client
- There was a mistake when running payroll, and therefore your hardworking team members aren't getting paid on time
- Your team members are openly gossiping and creating drama that takes away from the firm's productivity
- You didn't call back a potential client because your meeting ran long and it slipped your mind
- The time you spent with your family was interrupted due to putting out fires at the office at the last minute
- You're now behind in both your personal life and professional life

Don't you wish you had an Operator?

When you install an Operator at your firm, you are ensuring that bills are paid, payroll goes out on time, your people are managed effectively, all clients and cases are handled swiftly and efficiently, and you will always have the time to spend focused on the important things.

HOW TO IDENTIFY THE RIGHT OPERATOR FOR YOUR LAW FIRM

When selecting an Operator, it's important to find the right fit for the size and complexity of your firm. You want to hire ahead, but not so far ahead that you're overpaying for an experience you don't need. Consider the factors associated with each role and choose the one that best aligns with your company's needs.

Here are a few options for you to consider when looking for the ideal fit for your firm:

OPERATIONS MANAGER

- Suitable for smaller firms with fewer than 15 team members
- Monitors and reports on team performance, but is not actively involved in leading team member performance
- Ensures that day-to-day operations are running smoothly, and that company systems are being followed
- May not be deeply involved in setting future operational strategy as they are focused on the present rather than the long-term

DIRECTOR OF OPERATIONS

- Suitable for mid-size firms with 15-50 team members
- Responsible for developing organizational complexity, such as building out a leadership team or having team leads
- Ensures that the team's operations are running smoothly, and that company systems are being followed
- Responsible for scaling operations with future growth in mind and monitoring and reporting on team performance

CHIEF OPERATING OFFICER (COO)

- Suitable for larger firms with more than 50 team members
- Responsible for greater organizational complexity, with multiple teams and levels of leadership
- Ensures that the leadership team is keeping their respective teams on track and that company systems are being followed
- Addressing organizational development challenges (dealing with growing pains)
- Assessing organizational structure for future growth (not just scaling operations, but looking at the larger landscape)
- Drives the company's long-term strategy and ensures that the CEO's vision is being executed effectively

Take a look around your law firm and determine which role would be best suited for it. Consider the number of team members you have, what your biggest holdups are, and what you hope to get out of having an Operator in your organization.

Here are a few things to think about when looking for your law firm's ideal Operator:

- **Lay out the role and responsibilities up front.** Make sure you and your Operator are on the same page about what's expected of them and how they fit into the overall organization.
- **Pick the right person.** Find an Operator with the skills and qualities that match your law firm's needs. Take the time to carefully consider candidates, and don't be afraid to turn down those who aren't the perfect fit.
- **Stay in touch.** Keep the lines of communication open with your Operator and give them the support and authority they need to do their job well.
- **Give them the tools they need.** Make sure your Operator has access to the resources and training they need to excel.
- **Trust them.** Arguably the most important part of any relationship is trust. Give your Operator the freedom to make decisions and carry out their responsibilities that will benefit your firm in the long run.

You can't do it on your own, and you don't want to have to go through the hiring process multiple times in order to find the perfect person to act as your law firm's Operator. When you make it clear what you're looking for from the beginning, you'll start getting your practice together in no time.

FINAL THOUGHTS

As the CEO of your law firm, you should understand by now that you can't do everything successfully on your own. You've got to know when to step aside, delegate, and focus on what is in your unique wheelhouse. By hiring an Operator to help run your firm, you're going to have all of that and more.

**ONE
DAY**

\$1 MILLION IN ACTIONABLE GROWTH INSIGHTS FOR YOUR LAW FIRM

MILLION
DOLLAR DAY

MARCH 23, 2023 | ATLANTA, GA

CRISP WORLDWIDE HEADQUARTERS

We're in the midst of a massive reshaping in the legal industry. The pandemic keeps adding more pressures on top of challenges such as rapid consolidation, legal technology, and reduced capital reserves. At the same time, many in the industry now see the lifestyle benefits of working from home.

Capitalizing on the changing legal landscape requires you to reimagine the people, tools and resources you need to meet demands — both from clients and your team. The law practice of the future is equipped to:

- **CREATE SCALABILITY**
- **ATTRACT OUTSIDE CAPITAL**
- **PROVIDE A LASTING LEGACY**

The pace of change keeps speeding up. You must decide now whether you want to **set yourself up for success** or for a future of struggle.

LEARN TO DOMINATE, NOT JUST COMPETE



ELEVATE

Determine where you need to align and integrate with other business units to drive value and create an elevated client experience



ATTRACT

Boost brand value and establish an infrastructure to attract capital



SCALE

Implement the systems and processes that allow for greater scalability



LEAD

Inspire and lead the change within your practice so everyone feels a shared sense of purpose



HIRE

Streamline your hiring and onboarding process to bring on only top talent (while also avoiding the impact of "The Great Resignation")



DIVERSIFY

Find new market opportunities to meet today's expanded consumer demands

"The workshops we attend are the single best events that we participate in. I can't tell you how much we've benefitted from them. When you put that many people in a room who do the same type of work, ideas tend to flow, and good things come of it."

DIGGER EARLES



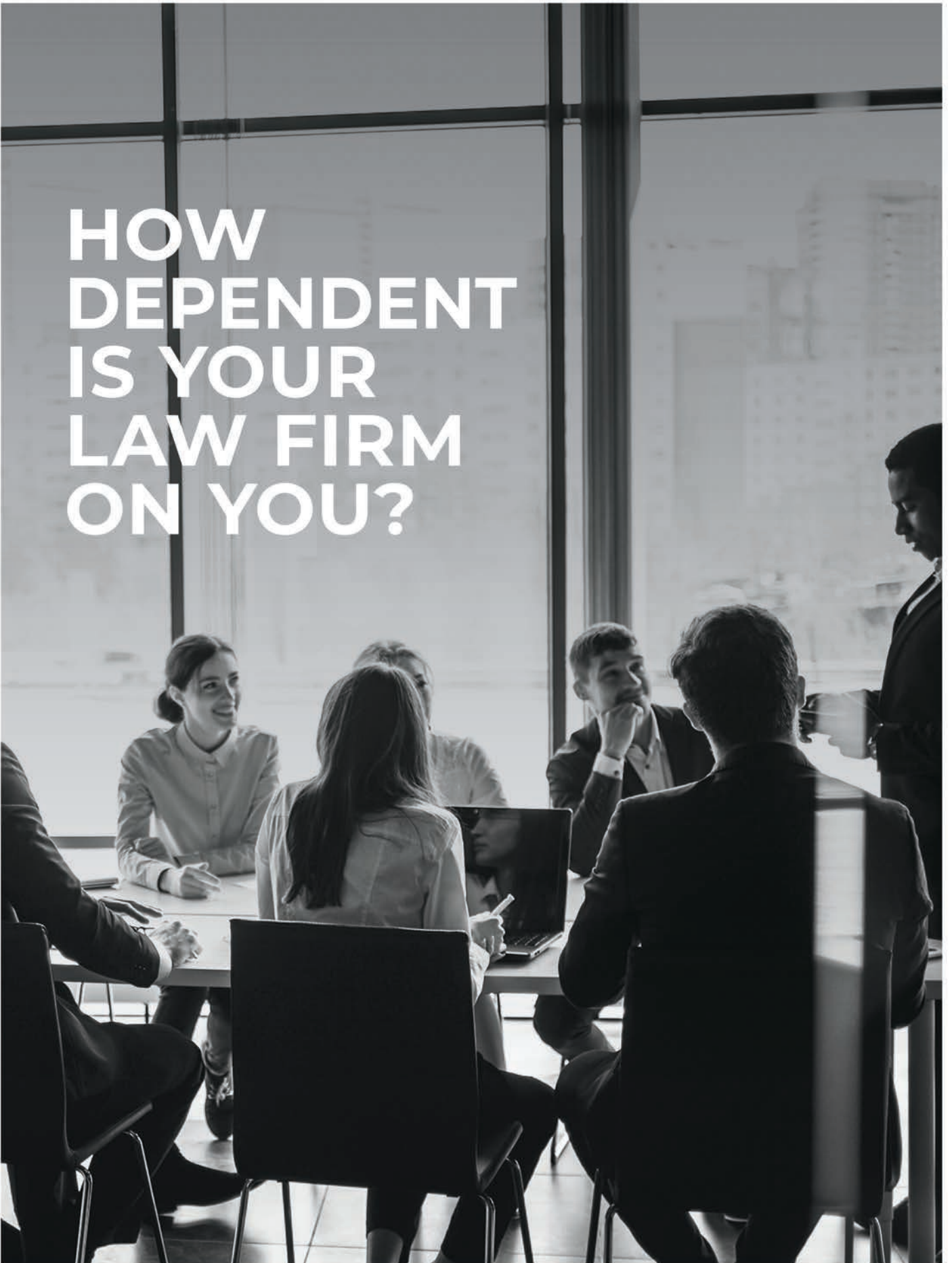
"It has exceeded all of my expectations. The people I've met there and the things I've learned have gone far beyond anything I would've imagined. It's one of the best decisions I've ever made."

ALEXANDER SHUNNARAH



CRISPMILLIONDOLLARDAY.COM

HOW DEPENDENT IS YOUR LAW FIRM ON YOU?



The American Dream is based on one simple idea: **We want freedom.**

We want the freedom to do what we want, when we want, how we want, and with whomever we want. For many of us, this draw toward freedom is even more powerful. Those are the particular brave souls who decide to venture out on their own and live out their entrepreneurial dreams.

As a committed law firm owner, you're included in this camp — but just because you're in the club doesn't necessarily mean

you've gotten everything you've hoped for.

Ask yourself these questions:

- Does your actual journey mirror the one you originally had in mind?
- How much time are you spending working in, not on, your firm?
- How do your team members feel about working at your firm?
- How do you feel about the team members working at your firm?
- Are you happy?
- **Do you feel free?**

If you answered anything but a resounding yes to the above questions, it's time to reevaluate where you and your law firm stand.

Take an objective look at your firm and determine what needs to improve. Are you spending more time reactively putting out fires than you should? Are you getting caught up in small problems that should be handled by someone else? How are you spending time as the visionary driving your business forward?

THE REALITY OF LAW FIRM DEPENDENCY

Before finding solutions, you must understand where the pain is coming from.

You started your law firm because you wanted freedom. Yes, you run the law firm. Yes, you are the CEO...

But are you truly free to do what you want?

Do you feel free to focus on growing your firm instead of spending time putting out fires in the office?

Recent studies have revealed that 50 percent of practicing lawyers are experiencing depression and anxiety symptoms, 50 percent tested positive for drinking problems, and 20 percent are considering completely leaving the legal profession because of stress, burnout, and mental health problems. Judging the legal industry solely based on these stats, we're not off to a great start.

Leaders become slaves to their businesses when they create businesses that are too dependent on them to be successful.

The value of your business is inversely proportional to its dependency on you. So how can you escape this cycle, get the freedom you want, and set your law firm up to run more independently?

The first step is to determine exactly where the dependency is and measure how dependent your law firm is on you. This will tell you what areas you need to offload accountability, hire key team members, and free yourself up as the visionary leader of your law firm.

Read on to learn more about the questions you should ask yourself, how to address them, and how to work toward a better tomorrow within your organization.

YOUR LEADERSHIP TEAM

IS YOUR LEADERSHIP TEAM CAPABLE OF RUNNING ITSELF?

As the visionary of your practice, you can't be everywhere at once — and you're often needed at the top, removed from the day-to-day to focus on future-proofing your business. That's where a strong leadership team comes in to assist you in the day-to-day operations of your firm.

Competent leadership is essential to the success of your practice because leaders play a significant role in ensuring each department and each team member operates efficiently and effectively each day. An effective leadership team should be running your law firm's departments largely independently, freeing you as the owner up for big-picture strategizing and execution. This means they should require little or no daily direction and should smoothly undertake their duties regardless of whether or not you're present.

The less often you have to be present to answer minor questions and help your team overcome small obstacles, the more often you'll be able to focus on what really matters: growing your business.

ARE YOUR TEAM MEMBERS CLEAR ON TARGETS AND KPIS?

Everyone in your law firm should know what role they play in terms of the organization's

overall success. If they don't, you've got a big problem on your hands.

Key performance indicators are strategic data used to measure success within an organization. According to KPI.org, this critical data indicates progress toward an intended result. Basically, a KPI is a measurement of progress toward a particular goal, and there are many different things within your organization that can be measured by a KPI. Every one of your team members should know what their specific KPI is and what they need to do in order to achieve them.

But that doesn't mean it's your job to manage that communication.

This is where your leadership team comes in. It shouldn't be up to you to clarify and oversee hitting individual targets for each member of your team, nor should they expect you to.

Your leadership team should be able to successfully communicate individual targets to all team members and departments so that they know what is expected of them. They should also manage regular check-ins with each team member to ensure they are staying on track and asking for support or additional resources when needed. On top of that, they should be able to communicate exactly what is needed to make sure the brand and vision of your law firm shine through in everything they do.

ARE YOUR LEADERS CAPABLE OF MAKING IMPORTANT DECISIONS?

If you aren't going to be available to make small decisions within your law firm — because you'll be busy focusing on the big-picture vision and driving your law firm's goals forward — you've got to be

able to trust your leadership team to do that in your place.

Can you really say you trust them with that kind of responsibility?

We're not just talking about staple orders. We're talking about hiring, firing, and even spending. Your leadership team should be equipped to make the best decisions for your firm each and every time, ensuring that you can spend more time focused on growing your firm.

Hiring and firing are two of the most important decisions that can be made within your law firm. These functions will ultimately determine how smoothly it will run overall. Take a look:

- **When you hire the right team members**, you increase productivity, collaboration, and teamwork.
- **When you hire the wrong team members**, it can negatively impact your firm's ability to get things done, as well as cause unnecessary and unwanted drama.

This is where having a structured hiring process comes in.

When you have a set hiring process that you use every single time someone new applies for a job, that lowers the possibility of onboarding someone totally wrong for your organization — and creates a repeatable process that your team can manage for you, removing you from much of the decision-making process. On the contrary, your

leadership team must clearly understand what trends, behaviors, and misalignment will result in transitioning a team member out of the organization.

YOUR LAW FIRM CULTURE

Just as your vision contributes to the culture of your firm, so do your core values. They are the fundamental beliefs of a person or organization. They not only help you connect with your ideal clients, but they also help with attracting and retaining the right team members — and powering the culture you create for your law firm.

Studies show that 77 percent of consumers do business with companies that share the same values as they do. That's why companies like Whole Foods, Delta, and Apple are all frequently visited by millions of like-minded consumers weekly.

As you can see, core values aren't just posters to be plastered on your office walls. Actively living them out is vital to the overall success of your business. If your leaders aren't the first people to demonstrate your core values to the rest of your organization, that's an indicator your law firm is too dependent on you to perpetuate its culture.

In order to keep your values alive in your business, you've got to hire, fire, and make decisions 100 percent in alignment with your firm's core values. Look for people who practice what they preach, because those are the ones you want on your team for the long haul. They will help create an effective workplace culture and ultimately get your law firm where you want it to go.

YOUR LAW FIRM OPERATIONS

WHO CAN TEAM MEMBERS GO TO FOR HELP?

Every established business should have a clear, structured hierarchy of who oversees whom. As the leader of your law firm, you should not be the one overseeing all of the individual departments, such as marketing, intake, operations, finance, and more. You should be focusing on the legal department — or supporting the attorneys leading that department while you focus on the big decisions that come with being a law firm CEO.

To put it simply, empowering leaders to run each department within your law firm will elevate your business into a much more structured organization. That lessens the law firm's dependency on you and allows you to focus on what truly matters.

To ensure your law firm doesn't become too dependent on the owner (AKA you) alone, it must be clear who everyone reports to if a problem arises. As the leader of your law firm, it's vital that you aren't answering every question for every person in your office.

The second you start to do that is the second you begin to cultivate an office full of people who can't think for themselves.

Michael doesn't believe in an open-door policy for that very reason. If your door is always open, how can you expect to get any work done for yourself? What



happens to your organization if you're always solving other peoples' problems instead of your own?

Ensure you have a structure in place and that everyone knows where to go and when. This is where an Operator comes into play, making sure that daily problems and procedures are taken care of so you don't have to worry about a thing.

ARE FINANCIAL OPERATIONS RUNNING SMOOTHLY?

Your law firm's financial operations cannot grind to a standstill in your absence. By empowering a key person or department to handle your business's finances, you will be able to ensure that everything continues to run normally, without being solely dependent on you.

As a lawyer, understanding and streamlining the critical tenets of financial management can help put your firm on a solid path to sustainable revenue growth.

Generally, law firm financial management comprises planning, organizing, and controlling all the financial operations of your practice. This includes:

- Tracking and managing bookkeeping
- Invoicing clients
- Managing payroll
- Processing payments of all kinds
- Reconciling credit card charges
- Preparing financial statements
- Business tax matters

As your law firm grows, this will likely not be a job for one person, and it's certainly not a job for an ambitious law firm owner. You're likely already dealing with more than your fair share of financial tasks, and that's why elevating a trusted team who can handle all things money will free up your time in big ways.

YOUR FOCUS AND ENERGY

After analyzing the state of your law firm and all the people in it, analyze your capacity as its CEO. If any of the following statements describe you, take it as a warning sign that your firm is too dependent on you and you're holding yourself back from your full potential.

You manage all of the company metrics (i.e. company dashboards, scorecards, etc.)



Metrics are essential in gauging how your firm is performing. As a law firm owner, you shouldn't be tasked with managing all metrics. Instead, the various department heads in your firm should manage the metrics of their department.

You actively manage team member performance day to day.

The various departments should be tasked with managing team members in their departments and addressing issues of the team members. When you bear the burden of managing your team members daily and addressing their concerns, you may not find time to take on new opportunities.

Your growth opportunities are hindered by operational complexities.

When you try to handle accountabilities such as daily financial operations, managing major initiatives, and attending to several direct reports, the operational complexities may make it difficult to identify and take advantage of growth opportunities. Ideally,

you shouldn't spend more than 50 percent of your time working in (not on) your firm. You should have ample time for yourself so that you don't have to put off major projects and initiatives because of limitations to your capacity.

You are the only one with hiring and firing power.

While you should have some say in who gets hired or fired in your law firm, you shouldn't be the sole authority who makes those decisions. Preferably, hiring and firing decisions should be handled by the human resource or talent acquisition team, only being escalated to you for final decisions or extreme cases.

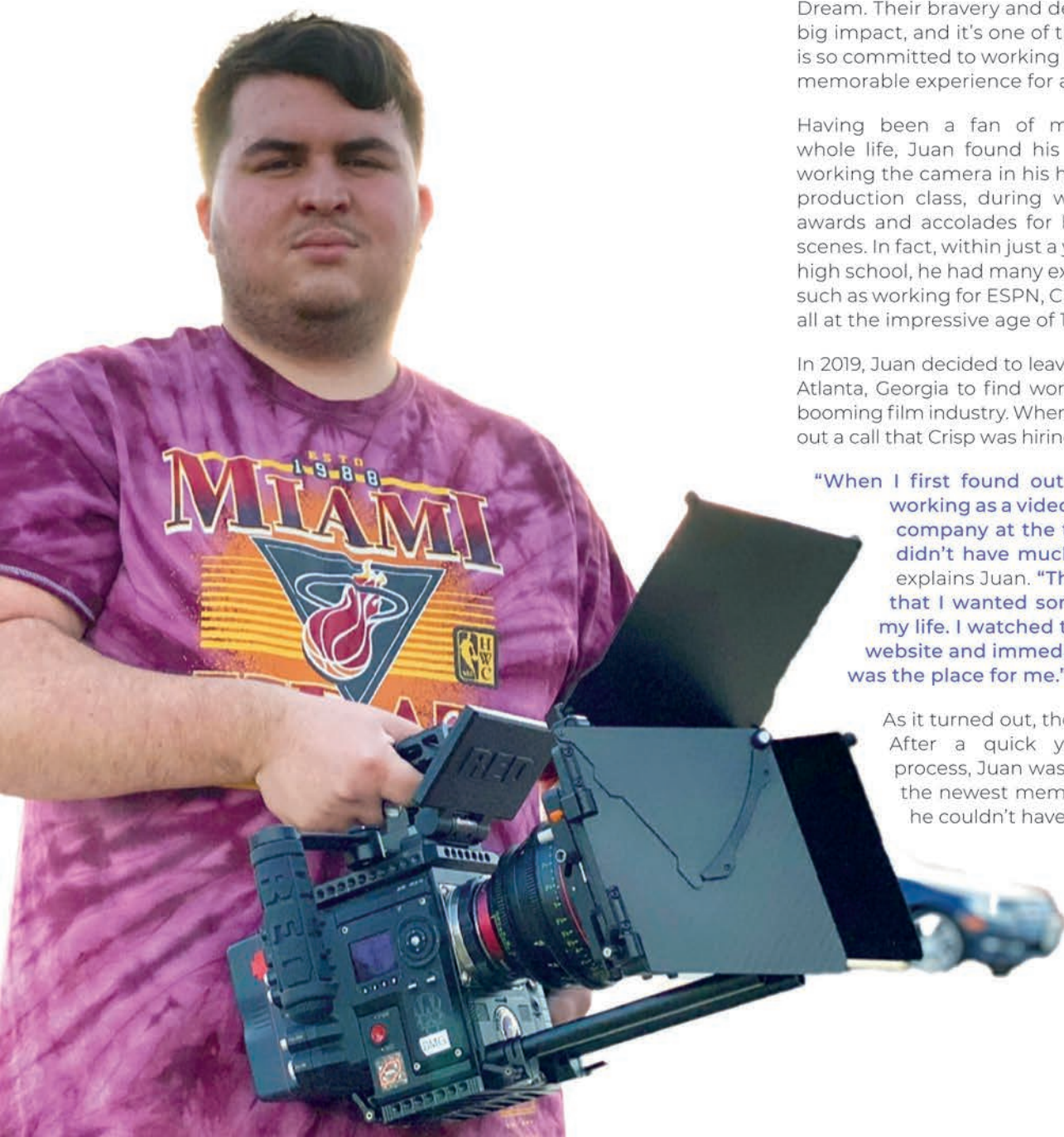
Remember, you started this business. You are the leader who had a vision and built an organization in order to see it through. You run your law firm — not the other way around.

If any of the previous statements sound like you, it's time to make some serious changes.



JUAN TRUJILLO

FEATURED CRISP TEAM MEMBER



Crisp is a place for people who aren't afraid to step outside their comfort zone to achieve the impossible for their clients, their team, and most importantly, themselves. Every day presents a new opportunity to learn and grow, and the people that are willing to challenge themselves to do that are the ones that will go far.

Luckily for us, our team is full of people who are willing to put it all out there in order to become a better version of themselves. One of those game changers is **Juan Trujillo**, Senior Cinematographer and Editor.

Originally from Miami, Florida, Juan is the son of first-generation immigrants to come to the United States and live out their own American Dream. Their bravery and determination made a big impact, and it's one of the reasons why Juan is so committed to working hard and providing a memorable experience for all of his clients.

Having been a fan of movies and film his whole life, Juan found his passion for actually working the camera in his high school television production class, during which he won many awards and accolades for his work behind the scenes. In fact, within just a year after graduating high school, he had many exciting opportunities, such as working for ESPN, CBS, and Fox Sports — all at the impressive age of 19.

In 2019, Juan decided to leave Miami and move to Atlanta, Georgia to find work in the city's newly-booming film industry. When an old classmate put out a call that Crisp was hiring, the real fun began.

"When I first found out about Crisp, I was working as a videographer for another company at the time where I knew I didn't have much room for growth," explains Juan. **"That's when I decided that I wanted something different in my life. I watched the videos on Crisp's website and immediately knew that this was the place for me."**

As it turned out, the feeling was mutual. After a quick yet thorough hiring process, Juan was offered a position as the newest member of the team, and he couldn't have been more excited.



At Crisp, Juan has had the opportunity to go on hundreds of shoots all across the country — and even across the pond. In January of 2023, Juan started his year off strong by traveling to the United Kingdom and conducting Crisp's first European shoot. He relished the idea of doing something new, different, and maybe even a little bit scary.

But more than anything, he loved the idea of doing something that would impact an entire community.

"What drives me is knowing that I am going to make a difference in someone's life when I press the record button in our clients' shoots," says Juan. **"I truly enjoy knowing that what is filmed in front of the camera is going to make a difference for their clients and their clients-to-be. Law firms are like the superheroes of their community, and I'm glad I can help in even a small way."**

While working with clients is one of Juan's favorite parts of his job, he loves the Production team in the edit bay back at Crisp HQ just as much.

Colloquially known as the "Bay Boys," their team is like a family who always has each other's backs — and it's safe to say that Juan plays a pivotal part.

"Juan is the true road warrior of Crisp," explains **Brett Bagwell**, Production Coordinator at Crisp. **"I've seen him step up so many times to take over shoots that would have otherwise been deferred. On top of his excellent work ethic, all the clients love him! You would think he and some of the lawyers he meets have been lifelong friends after just one interaction. Juan is absolutely a crucial part of the Production team."**

Juan truly believes that his life has been changed positively from working at Crisp. From continuing to hone his craft to becoming a social butterfly with both his clients and his team, Juan is a shining example of the embodiment of Crisp's seven core values.

"Thanks to Crisp, I've grown as a cinematographer and a person," insists Juan. **"I'm grateful for the chance to practice more and more as**

the industry continues to grow. I've even learned how to communicate better in my personal life with my family and friends. I'm still young and have a lot to learn, but I don't fear failure; It's actually what motivates me to keep going. My future may be unpredictable, but I know I can become something bigger with Crisp and come out of my shell."

In classic Juan fashion, Juan has big dreams that he hopes to achieve in the next year, such as getting a promotion and going on even more shoots, including additional international ones. He also wants to help the Production team move in the right direction together and continue to encourage camaraderie and collaboration amongst the good people of Crisp.

As Juan says, **"Life is short, growth is big, and passion is key in life."**

We can't wait to see what's next for him.

THREE FUN FACTS ABOUT JUAN

1.

I love shooting photography with my 35mm camera.

2.

During my first gig with ESPN, I was on the field filming a Miami Dolphins v. New England Patriots game and accidentally bumped into Tom Brady, the GOAT.

3.

Video games are my safe haven. If you want to play me, that's fine — but I'll beat you.

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