



The A-Team Playbook

6 steps to structure, streamline & scale a million-dollar team



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Introduction



Owning your own accounting firm promises freedom. But too many firm owners end up a prisoner. They become trapped, knowing that so much responsibility rests on their shoulders just to keep the wheels turning and the lights on. For them, freedom becomes a distant dream.

I started my firm Chan & Naylor in 1990. Over the last 30 years, it has transformed into one of Australia's foremost accounting enterprises. Today, I act as Non-Executive Chairman and have not been involved in the day-to-day operations for over 20 years, while I still earn a passive income. I found freedom.

But it wasn't always like this. In the early years, Chan & Naylor grew at an average of 30% per year simply through word-of-mouth. I quickly found myself working 100 hours per week trying to keep up.

I was in my early thirties and my accounting firm was thriving, but it was burning me out. I knew it was not sustainable in the short-term, let alone for the next 30 years.

I found myself at a crossroad. I had started my business to give me my life, but my business was in fact taking the life from me. My health was in decline. I didn't see my family. I was missing out on watching my children grow up. I barely saw my closest friends. I had no time to do the things I enjoyed. What was the answer?

I knew that I had to figure out how to build a scalable organization structure that was profitable but not reliant on me. I looked at other firms

to see what they were doing and many in the industry said that building this type of business in accounting was impossible. I was told more times than I care to remember that it could not be done and that if I truly wanted my accounting practice to succeed, I was destined to be behind the desk and on the tools.

But I wasn't prepared to accept that. And with much perseverance, trials, and failing many times over, I eventually found a way. I established a method that allowed me to build my firm in a way that let me achieve my version of freedom and scalable growth.

What I realized is that in order to scale without all the pain, I didn't need to become a better accountant. Instead, I needed to become a better business owner and a better leader.

Because growing a firm that runs without you means you are largely reliant on other people running your business day-to-day. I learned through pain and bad experiences that relying on finding, managing and keeping extraordinary people to achieve this was next to impossible.

So I turned my focus to building extraordinary systems and structuring my teams in a way

that I could have ordinary people operating them. Ordinary in the sense that the talent pool was abundant, they didn't need to possess extraordinary skills, and they were focussed on being in a star team, not being the star of the team.

In this playbook, you will learn how you can do the same with your accounting practice. You will discover our 6-step plan to structure, streamline and scale your own teams.

This plan will allow you to really turbocharge the growth of your business without having to worry about it collapsing when you are not there.



Ed Chan

Founder & Non-Executive Chairman, Chan & Naylor, and Co-Founder, Wize Mentoring

Step 1

Begin with the end in mind

What do you want your end-game to be? What lifestyle do you want to live? What income do you need to make it a reality?

It's important that you begin with clear answers to these questions. This can be an overwhelming process in itself, but without taking the time to understand where you're headed, the journey is more likely to be full of detours, pit stops and missed turns.

Take a step back to [look at the big picture](#) and ask yourself:

- Can you keep doing things the way they are currently being done?
- What do you want your life to look like when you're 60?
- What does success look like for you in this context?
- How will you feel if nothing has changed in your life or business in 2 years time?

Then, and only then, can you really map out a strategy to turn your practice into a well-oiled machine, without it requiring your constant input. With your long-term destination figured out, you need to identify a roadmap that includes the steps to get there.

Plan your path with OKRs

A growing number of accounting firms [implement OKRs](#) in order to break major, long-term goals down into shorter-term, more instantly achievable

milestones. OKR stands for Objectives & Key Results. Your objectives are goals, which tell you where to go. And each objective has a number of key results, which indicate how you'll get there.

Rules for your OKRs:

- You must set them annually and quarterly.
- Don't have too many: Five objectives and four key results for each is your maximum per quarter (though we recommend three objectives).
- Make them challenging: you should expect to finish hitting 80% of your targets.

A key result must have a number. This way you can objectively say whether you've achieved it or not (scoring at the end of the quarter, using a scale of 0-1).

Assess how dependent your firm is on you

This is also the stage when you need to start thinking about withdrawing yourself from your firm's day-to-day. This is your gradual transition away from being the person your business is always reliant on. You need to determine exactly what level of dependency your firm has on you. If you suddenly had to stop working tomorrow, what processes would break immediately? Which clients

The Accounting A-Team Playbook

would get neglected? What staff members would be left without an idea of what to do?

As a growth-minded leader, you are probably planning to build on the success you have already achieved. This is a great idea, but remember that your goals now are likely different. Your past success should be used as a structure for achieving your future success.

“Plan to be ahead of the curve especially with your career and business. The world changes and if you don’t, you will be left behind.”

— Jamie Johns, Sky Accountants

Step 2

Design extraordinary foundations

Just like a house, your accounting firm is only as strong as its foundations.

Growing any accounting firm requires the right mix of staff resourcing. The most common way firm owners approach recruiting is to hire out of necessity. If there is an empty position or too much work, they quickly recruit someone to fill that gap and hopefully drive their business forward.

Sometimes it works. Often it doesn't.

Growth for most accounting firms is reactive. More people are brought on as needs arise. And unfortunately, the cycle of stress continues without any strategic benefit.

This is because there is a step that must come before any thoughts of hiring, which is skipped by most: [developing a blueprint](#) for the right team structure.

Be systems-dependent, not people-dependent

To make sure your firm grows steadily and strategically, you need to start with a blueprint of an organizational structure you have in mind. Your blueprint includes the key roles you'll fill as you grow so you can approach growth with confidence instead of fear.

Only if you take the time to develop a blueprint first will you be equipped to hire the right people for the roles you need within your team structure.

And the secret to a scalable accounting firm structure—where you can remove yourself gradually—is one that is system-dependent, not people-dependent.

People-dependant firms bring in new people when existing staff reach capacity. However, in this case, your firm will only be as good as the talent that is brought on. This makes you vulnerable to people leaving or changing their focus.

Becoming systems-dependant means you have a defined way of executing the tasks and processes needed to operate your business. When the processes are defined, you are able to plug in the right people who can pick up their tasks immediately.

In order to get started with a systems focus, you must break down each process of your accounting firm. By breaking down your firm into its various components, it becomes simpler to manage the business as a whole. You can move through the various components and define the systems for each.

And for all scalable accounting firms, this will be structured by seven essential business divisions.

The seven essential divisions of a scalable accounting firm

1. Board of Directors

The Board of Directors is your leadership. Before any clients are brought on and served, you have to create a process for defining who you are as a whole. As the firm owner, this function should ultimately be the last one you withdraw from.

2. Marketing

Marketing is the process of communicating your firm's brand and value proposition to your ideal potential clients. A goal of marketing is to bring consistency between who you are, and who you say you are. When your firm is smaller, it's best to find the type of marketing that generates results—and pour energy into that channel rather than trying to do everything.

3. Sales

Your sales process is how you convert someone who is interested in your services into a paying client. In a firm's early stages, the founder commonly takes on this responsibility. But at some point, you'll be able to delegate this to someone who fully focuses on signing up new clients.

4. Production

This is the engine room of your accounting firm. It's responsible for delivering the services that your clients are paying for. Be careful not to fall into the trap of hiring accountants and simply putting them to work—you need clear roles and processes that define how your firm provides its services. This way, you'll have more consistency, assist new hires, and ensure you can easily grow.

5. Quality (Client Success)

To make sure your accounting team is providing the level of service you expect, you'll need to build a process for client success. A common example is to use a Net Promoter Score (NPS) survey. This process allows you to make sure clients are getting the desired level of service, without requiring you to micromanage every client interaction.

6. Office Administration

As your company grows, so do the tasks required to keep a business operating. You'll need to have processes for handling administrative tasks like appointment scheduling, bill pay, and keeping your building stocked with proper materials.

7. Financial Reporting

An internal financial reporting function is crucial for decision-making. This will guide your hiring decisions and ensure your profitability is where it needs to be.

Implement technology that will scale with your firm

Your accounting firm is about to grow and as it does, so will its complexity. More staff, clients, decisions and processes to manage. Having the right foundations and structure for your team is only half the battle. You also need the right technology.

You must choose solutions that provide you with the structure and organization to grow confidently and continue providing excellent service to your clients at scale.

Avoid legacy solutions that were built for desktop, even if they have been moved to hardware in a remote location. These outdated solutions cannot provide the same security, regular and seamless updates, or uninterrupted service that cloud-native applications can—benefits that are essential for a modern, scaling practice.

On the other hand, a practice management tool such as [Karbon](#) is built from the ground up for today's needs, can scale on demand and will ensure your processes don't break as your team grows.

When assessing and selecting technology, consider how it will fit with the rest of your tech stack. Look for solutions that can integrate with your existing data and can handle multiple requirements—such as workflow, task management, client collaboration, and team communication. Tech clutter is a growing issue and one that you will want to avoid as you scale.

Finally, look at the system's track record for innovation and product releases. Any solution you use must continue to evolve and innovate in the future. If not, it will quickly become outdated and you'll soon need to implement something new again.

Four characteristics of a tool that will scale with your firm

- It is 100% cloud-native rather than an outdated, legacy solution
- It can integrate with other tools in your tech stack

- It can perform multiple functions
- It has a track record for innovation and regular product releases

Getting started with your system-focused foundation

At this point, you need to explore these seven areas of your practice in detail. Look at how your firm currently handles these responsibilities. Do they line up with how you want them to work? If not, start to document the proper steps for each.

Once you have the processes documented, you can start looking at which area could afford to have a new hire who controls it.

A systems-focused accounting firm will have a leader in each of these seven business units, and the ability to hold each one accountable. Your team will have a variety of needs as things scale, and it's important to understand everyone's strengths and weaknesses.

Eventually, you will only be in the leadership role, and you will only need to review the other areas during a monthly meeting.

When your firm is system-focused, you can replace yourself and focus only on the work you enjoy. Your firm will be resilient to change, efficient, profitable and above all, able to scale painlessly.

“You first need to work on a blueprint that leads to the ideal team structure, which is the foundation of your growth, profits and lifestyle. Then you will know who your next hire should be. Because it probably won't be who you're thinking of right now.”

— Ed Chan, Chan & Naylor

Step 3

Build a star team, not a team of stars

When you have a plan in place with the intention to grow, the next step is to bring in the right talent.

This allows you to cut out the busy work you and your employees don't enjoy. It provides opportunities to develop stronger customer relationships, and it steers your internal team on a path of personal growth.

When thinking about your team's growth, keep in mind the seven divisions outlined in step two. This should act as your structure.

The three pillars to structure your team upon

To build upon your foundation so that you can scale while keeping clients and employees happy, you need three main pillars. Each pillar plays a crucial part in your organization's development and should make up the backbone of your master plan. To fill each of these three pillars, you must recruit the right people who are suited to each role.

1. Finders

Finders are most often your senior client managers and assistant client managers. They are charming, great communicators, and have excellent interpersonal skills. They can break down complex tax issues into terms any client can understand.

Senior client managers typically handle A and B clients (the toughest to get, but the most vital to long-term success—these are your most profitable,

longstanding and other high-profile clients). In contrast, the assistant client manager generally deals with C and D clients (smaller margin clients with more touchpoints).

Finders must have the strongest communication skills because they interact constantly with clients.

2. Minders

Minders suit the role of your firm's senior production managers. They oversee technical staff, but can also play a communication role in this area. They ensure everything is functioning smoothly and efficiently across the firm.

They are also good communicators and excel at managing Grinders, and can bridge the gap between client managers and production staff. They often focus most of their time on strategy and leading.

Minders are reliable, experienced accountants with the knowledge, but not necessarily the people skills. Aim to pair them with a skilled Finder in a client meeting, to help explain more technical details.

3. Grinders

Grinders are your production staff—the ones with the technical knowledge. They work well on their own, are good at taking instruction, and like to keep busy. As tax and compliance work

inches closer and closer to automation, some firms outsource their technical staff.

Typically, recent graduates will begin their careers as Grinders. They're ready and willing to put in the time and effort to get the work done.

Achieving the right team balance

Finding the right balance of Finders, Minders and Grinders is key. When you achieve it, you create a powerful synergy that drives your firm toward success.

Striking the right balance creates a deep team that is:

- Cross-trained for the multiple services you provide and for different roles in the company.
- Well-staffed to ensure everyone has a job to do but isn't overloaded, making it less difficult in the event of a sudden dismissal.
- Prepared for the future by being ready to handle the demands of growth and busy periods.

Finding your balance means weighing your production and communication needs, and then hiring accordingly. If you find yourself with a high concentration of Finders and lacking in Grinders, you won't be able to hide it. Your firm, staff and clients will suffer in some way. Take a look at your team's skills and hire, redeploy or reskill to find the right balance.

More tips for building your star team

Keep your budget in mind

Finders and Minders are usually more expensive than Grinders. So, if you focus all your efforts (and money) on Finders, you might find yourself running out of money before hiring the right Minder or enough Grinders.

Consider personality traits

You might have accountants on your team who excel at routines but who may not have strong soft skills such as interpersonal skills. In this

case, they're Grinders. But you also might have accountants with strong people skills. They should be placed in a position that takes advantage of their strengths. Placing them as Finders or even Minders will put them where they're both needed and where they excel: talking and dealing with clients.

Always stick to the blueprint

Make sure you have a plan when hiring. Be methodical. Structuring your firm and your team under these three roles is crucial to your ability to grow your firm. When you hire strategically and put Finders, Minders and Grinders in their correct roles, you will be able to stand back and watch your firm grow.

“Growing a firm that runs without you means you will need to rely on other people to run your business day-to-day.”

— Ed Chan, Chan & Naylor

Step 4

Optimize your traffic flow

If you still find yourself working long hours out of necessity at this point, there is one likely cause: you have a traffic problem.

Your traffic is the activity in and out of your firm. When you control this, you control your business. When you don't have control though, you simply can't step away. In your accounting firm, traffic comes in two forms:

- **Communication traffic:** Emails, phone calls, meetings and any other way your firm speaks with prospects and clients.
- **Production traffic:** How you and your team handle the deliverables of all client accounts and get any work done.

Consider what happens when your firm signs a big client, or when a global pandemic hits and all your current clients need urgent assistance at the same time as your staff transition to work from home. How do events like this affect your traffic flow? Your ability to scale hinges on your ability to manage this traffic in any condition. Effective traffic flow management is what sets firm owners apart.

Three keys for effective traffic management

1. Get your team structure right

If you have followed the steps to reach this point, this part should already be covered or in progress. This is all about finding the right balance between your Finders, Minders and Grinders.

When you have the right balance, you have the right level of resources to handle incoming traffic. And having a cross-trained team means you can have the flexibility needed during particularly heavy influxes.

2. Train staff for specific roles, not specific clients

In many firms, one person is assigned an account. For example, Employee X handles clients A, B & C. Employee Y takes care of clients D, E & F. In this flat business structure, growth is challenging.

With this model, you're dampening the strengths of your team while simultaneously putting tension on their weaknesses. Grinders, for instance, don't want to spend hours answering common questions, and Finders won't want to spend most of their time without interaction.

In a more comprehensive structure that's built for growth, employees work across several accounts. A common application is this:

- Employee X handles 80% of the deliverable work for all clients
- Employee Y handles 80% of the communication for all clients

You'll find that this setup better utilizes your team's strengths, allows for a streamlined workflow, creates room for sudden growth and traffic.

3. Systemize 80% and personalize 20%

When every team member is in their ideal role, you'll notice a huge traffic improvement. But there's another hiccup causing traffic jams in many accounting firms—repetitive communication.

For example, if you are taking lots of questions about government stimulus packages, you may consider creating a standardized process or system to respond. This might be an email template you can use, or a FAQ section on your website you can direct people to.

Remember to take notice of client behaviours—just like this example, they open up more opportunity to scale than you think.

There is no quick fix for your accounting firm's traffic management. It's an involved process that will take time to implement in full. But there are also some immediate steps that you can take right now to get the wheels turning.

Five quick changes to improve your traffic flow today

1. Identify your A, B, C and D clients

Take your client list and begin separating based on several factors.

- **'A clients'** are those you should directly deal with. Your most profitable, longstanding and other high-profile clients will go on the A list.
- **'B clients'** are also fairly high-profile, handled by you or a member of your management team.
- **'C and D clients'** are easy to deal with. They have clear deliverables like bookkeeping and budgeting.

2. Focus on your A and B clients

If you like to be hands-on, it's one of the most difficult changes to make in your firm. But it's non-negotiable if you want to effectively manage your traffic and scale.

Dealing with the A and B clients allows you to:

- Better explain your services to reduce confusion later on in the relationship
- Increase the sale and provide more services to top-tier clients
- Free up your time by only handling accounts meeting certain criteria

3. Don't do any "grinding" work yourself

You've probably said something like, "it's quicker if I just do it myself." It won't just be you either. Other members of your management team are probably doing the same. But this won't allow you to scale and deep down, you know that.

Ultimately, there are only two roles you and other firm managers should be carrying out at this point:

- **Communicator:** Talking with A and B clients to ensure they are happy
- **Quality control:** Handling operations and checking progress on deliverables in order to keep the level of work as high as possible.

4. Transition from a flat team to a narrow and deep team

Even the most organized and well-structured firm will experience employee turnover. You need to be prepared when someone retires, takes a different position, or needs to be let go.

It's normal to rely on your team, but not to the extent where you depend on every individual to work perfectly every single time. When something goes wrong with one or two of your staff, traffic flow gets out of control. Before you know it, you're back into the deliverables just to meet the deadlines and handle the workload.

The solution is to develop a deep team that is cross-trained, well-staffed, and well-maintained.

5. Get your process standardized

Refining and standardizing your processes will increase your efficiency, ensure that quality is always maintained, and makes it infinitely easier when training a new hire. But you can start today by sitting down and getting something on paper.

- Write down the responsibilities for the Finder, Minder and Grinder roles with any potential training exercises.
- Send it to your team or colleagues, allowing them to poke holes in it.
- Transfer client communication and deliverables, slowly, to the new structure.

Happier staff, satisfied clients, easier growth, less work and more revenue—these are only a few of the benefits of properly managing communication, production and traffic in your organization.

Not only that, but your firm is better equipped to handle any expected or unexpected crisis.

“Leaders of thriving accounting firms know there is more to running a business than merely getting work done. It involves managing traffic flow and aligning communication with production. These are two very different, but critical roles for a firm.”

— Ed Chan, Chan & Naylor

Step 5

Reaching interdependence

The single biggest difference between successful and scalable accounting firms compared to accounting firms that struggle is how they are led.

Strong leadership doesn't just mean implementing robust systems and processes, hiring the right people, or even setting the right vision and strategy. It is also about presenting a strong leadership style, managing your staff effectively, and perhaps most importantly, developing leaders within your practice.

Once you've defined where each of your employees fit, you can implement a narrow and deep structure to complement each person's skills. This structure for your production department will allow traffic to flow smoothly and ensure that everyone knows what they need to contribute and where to turn for assistance.

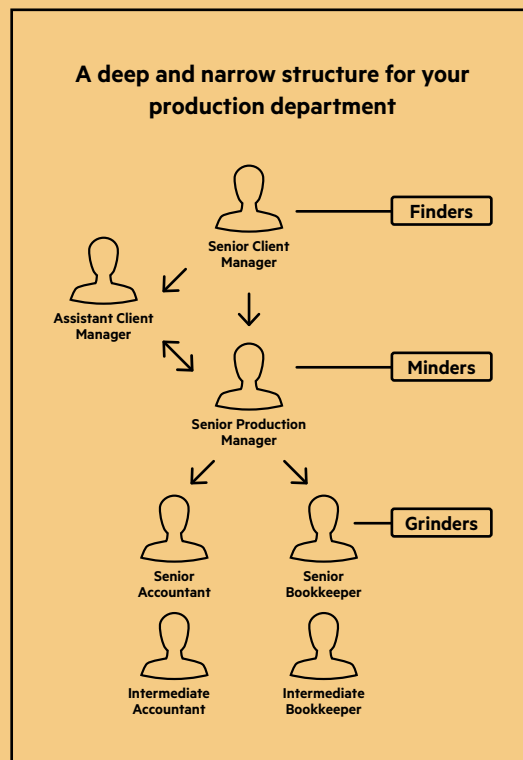
You cannot be the only leader

Being the only leader is the reason why you get bogged down with too many production tasks and find yourself working too many hours each week. Not only is this unsustainable, but it also doesn't allow you to take the time to assess where your business stands and make adjustments to keep it moving in the right direction. This is why you need to develop other leaders.

Many accountants start their career in the production department of a firm, mostly producing profit loss, balance sheets and tax returns. And this production department, outlined in step two as one of the seven essential divisions of a scalable firm, is the most critical to get your structure right.

Replace a flat structure with a deep and narrow structure

As previously discussed, Finders, Grinders and Minders are all critical in an accounting firm. Your staff will naturally fall into one of these categories.



Implement a no-bypass policy

To develop clear lines of communication, clarity and accountability for all team members, implement a no-bypass policy in your firm. An extremely common problem in firms that cannot scale is that all staff turn to the partner or owner when they need help. This leads to the firm owner spending their time on the wrong type of work, and at the same time, a sense of disorganization is created throughout the firm. A no-bypass policy is the antidote to this. The best way to understand the no-bypass policy is by seeing it in action.

As an example, you might have a Senior Client Manager who is allocated a portfolio of clients to manage. They are responsible for the welfare of these clients, answering their questions, ensuring their work is delivered on time, and clearly communicating details of their fees, planning and other financial matters. Additionally, this Senior Client Manager is assigned a production team that gets the work done for their clients. That production team is led by a Senior Production Manager, who reports directly to the Senior Client Manager.

With a deep and narrow structure like this, everyone knows exactly who to go to for assistance. If the production team, consisting mostly of junior staff, have questions about their work, they have a Senior Production Manager to ask. If that Senior Production Manager has a question, they have a Senior or Assistant Client Manager. And it's only the Senior Client Manager who will occasionally need to turn to you if there are any major issues they cannot handle themselves.

Nobody is able to bypass a position directly linked to them in this structure. This ensures client enquiries and work are delivered in an orderly, calm and efficient manner. Ultimately, each team led by a Senior Client Manager will be able to handle up to \$1,000,000 in fees.

Three quick changes to develop stronger leaders today

1. Be self-aware

Honestly assess where you are the bottleneck to growth within your firm. What can you do immediately to change it? It may mean restructuring your team to become narrow and deep, including your managers in more decisions, or forcing yourself to let other team members handle problems you have fixed in the past. Remove yourself from production as much as possible, even if that requires you to spend more time training in the short-term.

2. Keep reviewing your traffic flow

Your traffic flow is something that you must stay on top of. Avoid falling back into bad habits. Remember that productivity looks different in different departments—some people are better at communication, while others are better at production. Divide your workforce in a way that lets you capitalize on the strengths of each of your employees.

3. Focus on your firm culture

To scale without pain, a strong business culture is vital. You need to foster a blameless culture where people are not afraid to make mistakes in order to grow, scorn office politics and negative language, and encourage everyone to develop and improve by providing the time and resources needed to encourage them.

What happens when your accounting firm is filled with strong leaders?

When you have implemented your deep and narrow structure, have staff in the right roles, and teams led by the right leaders, things dramatically improve. Fewer bottlenecks will occur, staff will have a clear path to develop and become better leaders, clients will be happier with their service, and your firm will be more profitable overall. Most importantly, for perhaps the first time you will be in a position to start your business withdrawal journey towards true freedom.

Step 6

Start your business withdrawal journey

When you have implemented each of the first five steps outlined in this playbook, your accounting practice will be a completely different business from what it once was.

Staff and clients will be happier, processes will run smoothly and efficiently, and your profits will be growing substantially. But perhaps the most important difference will be to your life.

You will no longer be a prisoner to your firm, trapped with all the responsibility. By now, the freedom that you imagined when you first started your business will be obtainable. To finally achieve this freedom, you need to gradually withdraw yourself from the seven divisions of your accounting firm.

Your order of withdrawal

There is a logical order that must be followed as you withdraw yourself from the day-to-day aspects of your business. If you have planned well and executed every step in this playbook, you will already have withdrawn from several of these.

1. Withdraw from all administrative tasks

If you were the one who started your firm, it's very likely that you handled the early administrative tasks such as scheduling meetings, paying bills and keeping your office stocked. These tasks are also the very first you should stop doing once you are established.

2. Withdraw from all Grinder tasks

The production tasks handled by your accountants and bookkeepers are the next that you should withdraw from. It's important not to be tempted to jump back in, even for something small. Once you've made the decision and have dedicated staff for these roles, be completely hands-off.

3. Withdraw from all Minder tasks

At this point, you still manage your junior production team to keep a close eye on what is being delivered to clients, but this should not last long. This will become the responsibility of the Senior Production Managers in place for each team.

4. Withdraw from all Finder tasks

Because Finders are the ones who deal directly with your clients, withdrawing from this role may take time. Begin by withdrawing from your D and C classed clients, and gradually work toward withdrawing from your B, then A classed clients.

5. Withdraw from CEO

By this stage, your firm should be running smoothly and scaling without pain. The role of the CEO is to provide vision and lead from the front, without being bogged down with a need to produce work. You may choose to stay in the position of CEO for many years, but there will be a time when you want to be more hands-off.

In this case, you'll need to plan ahead and have a succession plan for someone to take over.

6. Withdraw from Chairman

After CEO, you may wish to remain involved. In this case, you can remain as Chairman to help guide the strategic direction and assist when major issues arise.

7. Simply become a shareholder who receives a passive income

Finally, when the time is right, you can withdraw completely. But as a shareholder, you will still earn an ongoing passive income through dividends.

“My business got to a stage where we were growing but I was doing all the extra work. I knew it wasn't sustainable. I followed Ed's guidance, which most importantly is all tried and tested, and I'm seeing results already.”

— Craig Milroy, Milroy Accounting

The life of a passive income earner

Life as a passive income earner can be whatever you want it to be.

By this stage, your accounting firm is running without you. You can travel, buy the sports car you dreamed of as a child, buy the vacation home, and share it all with your loved ones. You simply have more choices in life and how you spend your time. You'll be able to spend as much time with your family and friends as you want and do the things you truly enjoy. It is the exact lifestyle you dreamed of when you first started your accounting practice.

This is the freedom that Ed Chan has today. Chan & Naylor now operates without him and pays him a seven-figure passive income every year. It's not an overnight journey but the journey starts with a decision today to make the necessary changes and transition from going to work to do tax returns to going to work to build a business that does tax returns.

The steps outlined in this playbook are the exact steps Ed Chan took to achieve his freedom. By following these, you can achieve the same.



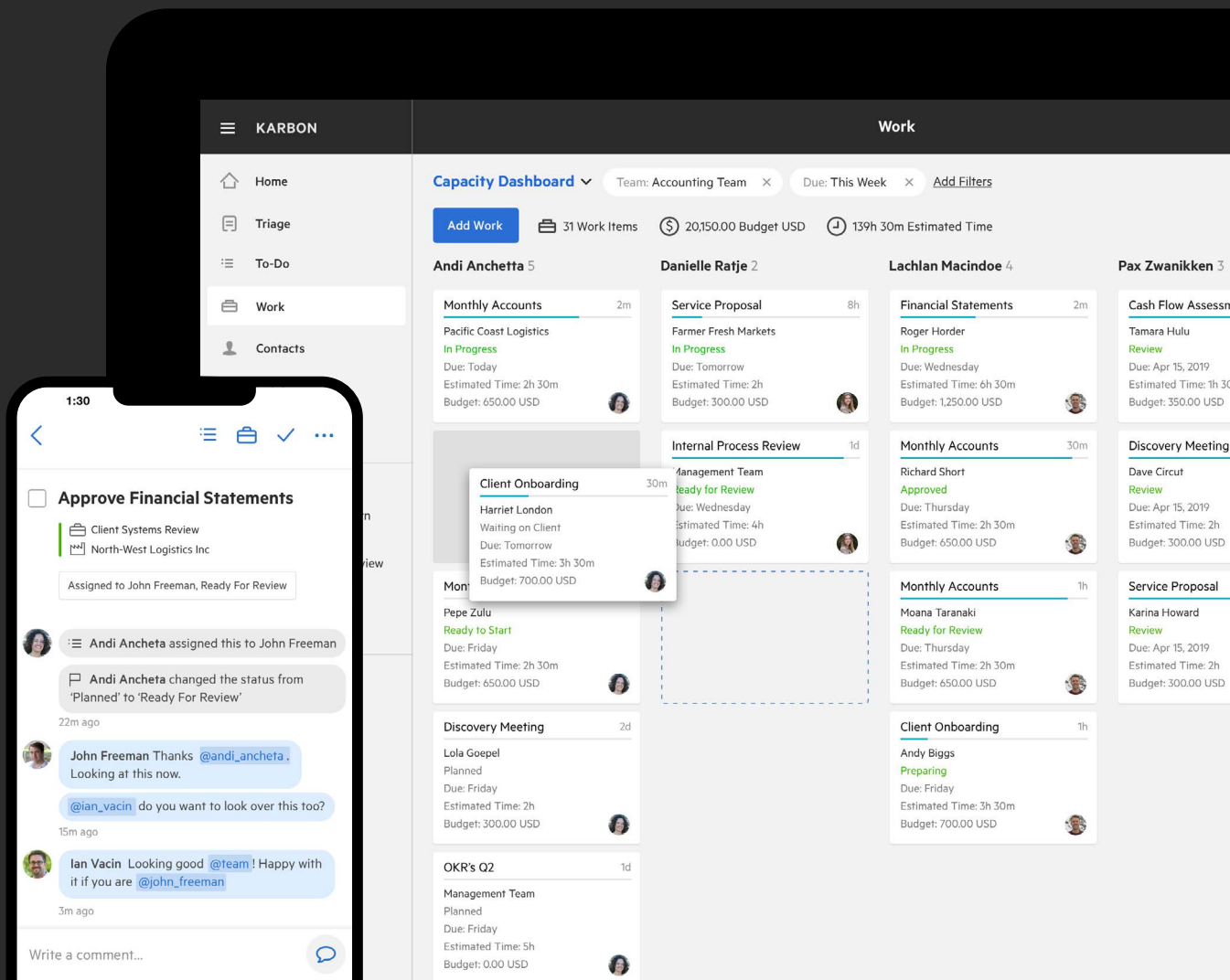
How you run your accounting firm

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