



JJ THE CPA<sup>®</sup>

MY BUSINESS  
GAVE ME A  
STROKE.

ARE YOU NEXT?

**REVERSE  
THINKING  
REQUIRED**

**JJ** THE CPA<sup>®</sup>

Joshua has over 33 years of public accounting experience in the field of tax, specializing in LLCs, partnerships, S corporations, and related individual tax matters. He continues to actively practice in the tax industry through the CPA firm he founded 28 years ago.

JJ has traveled extensively throughout the United States, presenting tax courses to thousands of fellow CPAs, covering the latest tax laws and strategies, and delivering virtual tax seminars to CPAs, Enrolled Agents, and tax professionals nationwide.

The U.S. Chamber of Commerce named him one of the top 10 Small Business Experts to follow on social media. He has appeared on local as well as national news programs for the last 20 years, becoming a regular guest during tax season on several local and national radio programs.

JJ the CPA has over 102,000 SUBSCRIBERS and over 8 million views on his YouTube channel “JJ THE CPA,” and has authored 2 books available on Amazon.

Joshua Jenson is a licensed CPA in Oklahoma and Texas, and a member of the American Institute of CPAs, the Oklahoma Society of CPAs, as well as the Oklahoma City Chapter of the OSCPA. JJ serves on the Tax Committee for the Oklahoma Society of CPAs and has served as the past Chairperson of the OSCPA Educational Foundation. Joshua is a 1993 graduate of Abilene Christian University, where he earned a degree in accounting.



OCTOBER 13, 2021

54



**DIRECTIVE TO SURVIVE:**

**NEVER WORK**

**OVERTIME**

**EVER AGAIN**

CONSEQUENCE IF I WORK OVERTIME

YOU WILL BE

DEAD

BY THE NEXT

APRIL 15th



# OCTOBER 13, 2021 vs. DECEMBER 15, 2023

## Joshua Jensen, CPA

October 13, 2021

- ✓ 272 pounds
- ✓ Little sleep, tired
- ✓ 180/125 blood pressure

December 15, 2023

- ✓ 160 pounds
- ✓ Rested
- ✓ 124/75 blood pressure



# OUR TIME TODAY

How can I  
make your  
life better?

# DEFINE ADVOCATE

The role of an advocate is to offer independent support to those who feel they are not being heard and to ensure they are taken seriously and that their rights are respected.

# ADVOCATE FOR YOU

## Advocate for You

- ✓ Health
- ✓ Quality of Life
- ✓ Profitability

# ADVOCATE FOR YOU

## Advocate for your tax work

- ✓ Integrity
- ✓ Objectivity
- ✓ Due Care

# CLIENT EXPECTATIONS

- ✓ Cheapest
- ✓ Fastest
- ✓ Best result

# MAXIMUM HOURS WORKED

## Time Management?

- ✓ Get in as early as possible – 5:00 am
- ✓ Work as late as possible – 9:00 pm
- ✓ Sleep as least as possible
  - Sleep 11:00 pm – 1:00 am
  - Work 1:00 am – 3:00 am
  - Power nap 3:00 am – 5:00 am



SOLVE THIS

How many hours  
do *you*  
want to work?

# PRACTICE OF YOUR DREAMS

Remove  
choices.

# ONE DEFINING OBJECTIVE OF A TAX PRACTICE

How many clients  
can **you** served?

HOW WE TYPICALLY  
DETERMINE THIS

Client  
expectations

HOW WE SHOULD  
DETERMINE THIS

Your  
expectations

WHO CAN'T DO THIS

Those that say  
“but my client...”

# WHO WON'T DO THIS

I can't do that  
“to my client.”

WHO CAN DO THIS SAYS

“I must put  
myself first.”

WHO WILL DO THIS SAYS

“My Expectations  
Are Required  
To Be A Client.”



# ANALYSIS OF YOUR PRACTICE

## Number of these tax returns?

1040

1065

1120-S

1120

W-3

5500

709

# HOW MANY DEADLINES

1 1040

1 1065

1 1120-S

1 1120

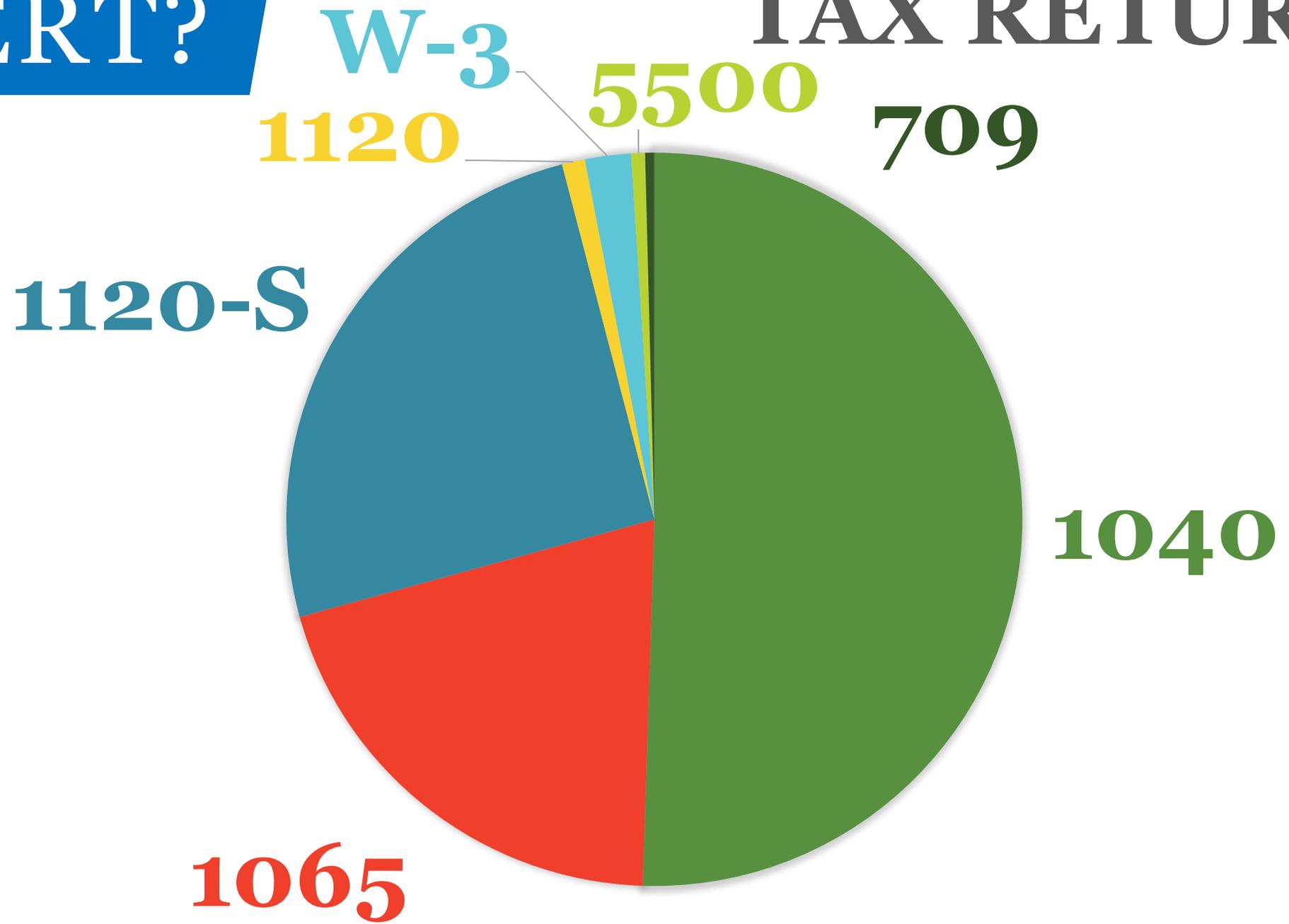
1 W-3

1 5500

1 709

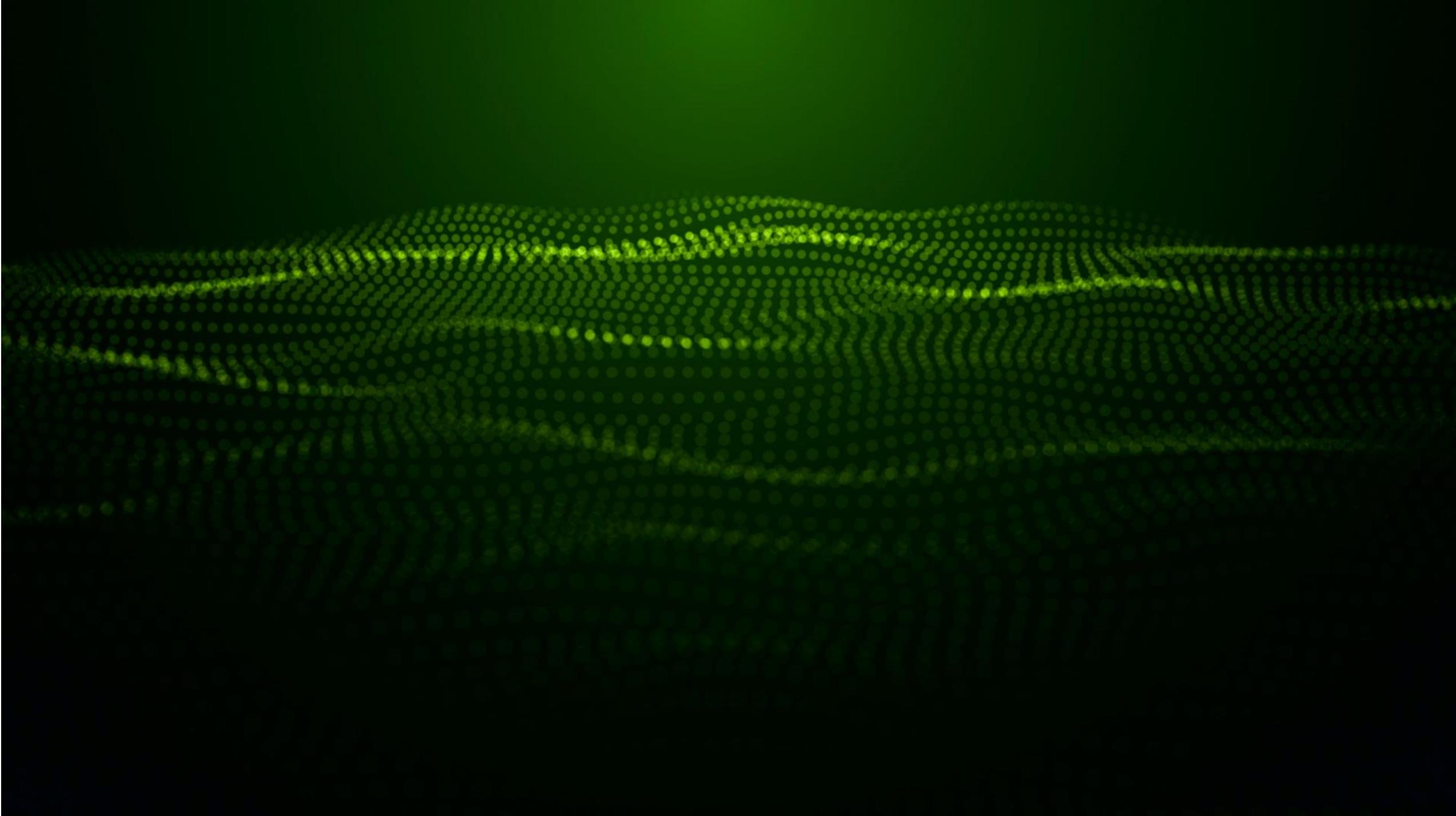
# EXPERT?

# TAX RETURNS



# ANALYSIS OF YOUR PRACTICE

ANYTHING  
STAND OUT TO  
YOU?



# ANALYSIS OF YOUR PRACTICE

Number of bookkeeping clients?

Annual

Quarterly

Monthly

# HOW MANY DEADLINES

Number of bookkeeping clients?

- 1 Annual
- 4 Quarterly
- 12 Monthly

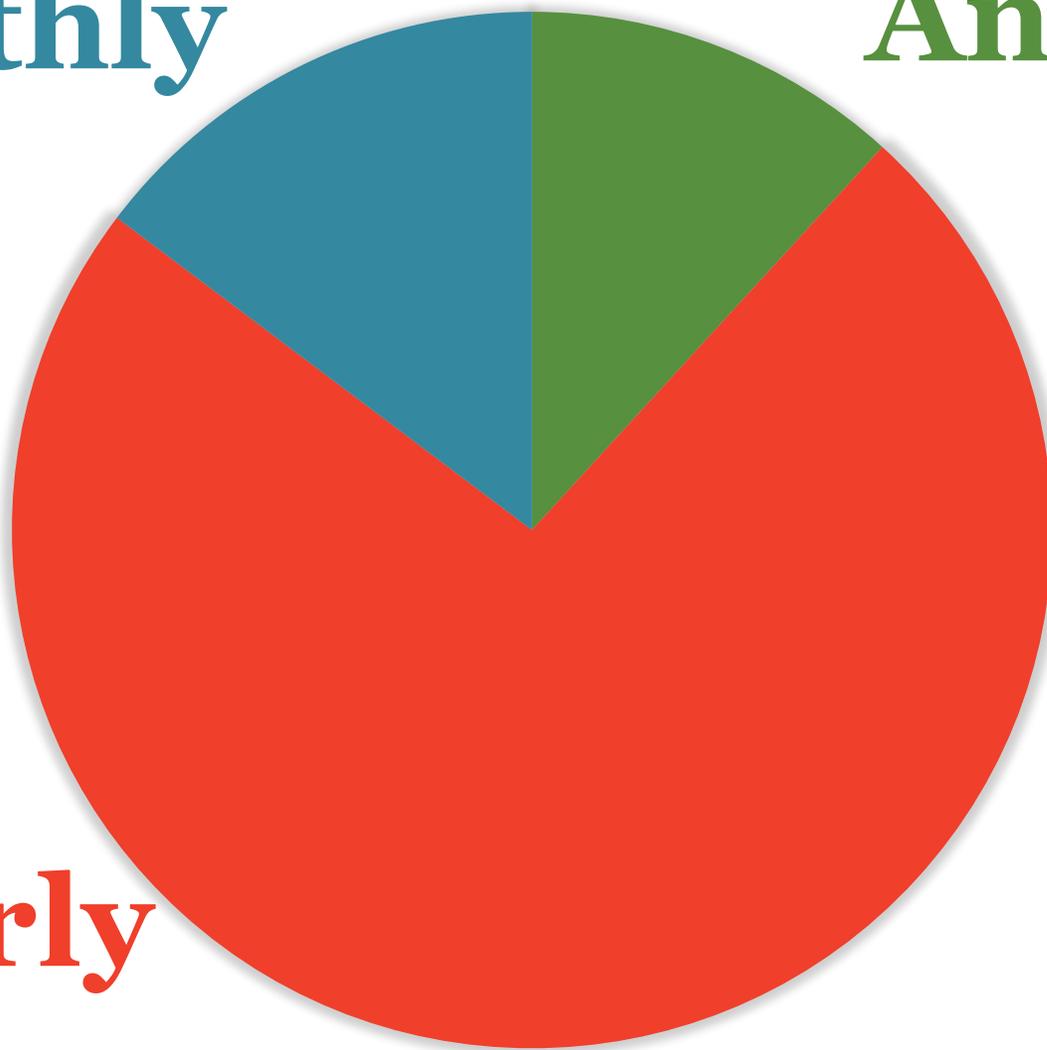
**EXPERT?**

**BOOKKEEPING**

**Monthly**

**Annual**

**Quarterly**



# ANALYSIS OF YOUR PRACTICE

ANYTHING  
STAND OUT TO  
YOU?



49552.90084

5106.37166

65290.83050

45858.04528

5106.37166

22921.33094

35441.27364

73852.52113

30587

92787.59471



# ANALYSIS OF YOUR PRACTICE

Number of payroll clients?

Bi-Weekly

Semi-Monthly

Monthly

Quarterly

# 27 PAYROLL DEADLINES MINIMUM

Regardless of Payroll Frequency

- 4 x Filing Form 941
- 4 x Paying 940 Taxes
- 1 x Filing Form 940
- 12 x Monthly State Filing
- 4 x State Unemployment Filings
- 1 x Filing Form W-3
- 1 x Filing Form(s) W-2

# HOW MANY DEADLINES

Number of payroll clients?

$$26 + 27 = 53$$

$$24 + 27 = 51$$

$$12 + 27 = 39$$

$$4 + 27 = 31$$

Bi-Weekly

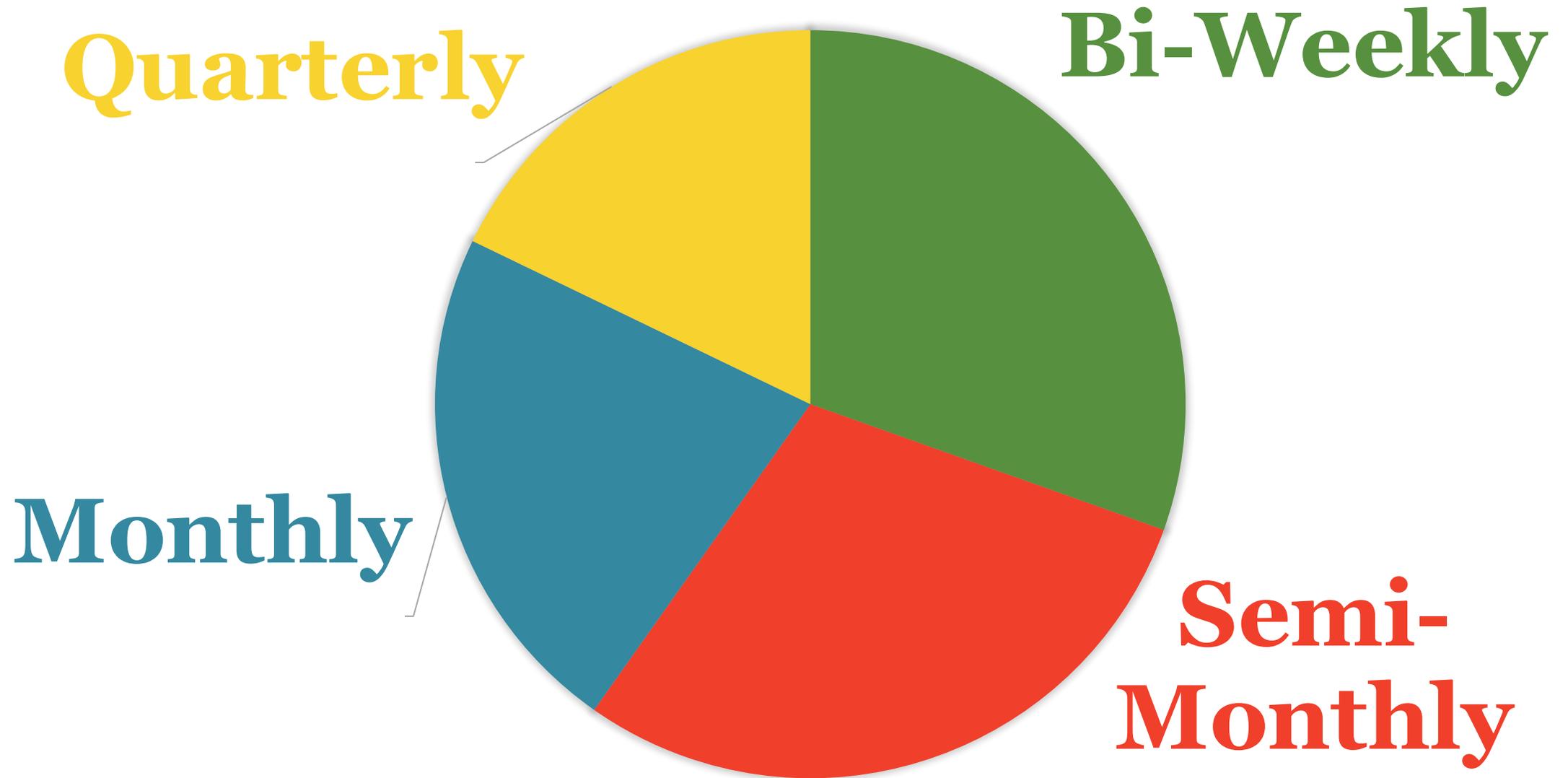
Semi-Monthly

Monthly

Quarterly

# EXPERT?

# PAYROLL DEADLINES



# ANALYSIS OF YOUR PRACTICE

ANYTHING  
STAND OUT TO  
YOU?



# HOW DO MANAGE YOUR WORKLOAD

MATCH YOUR  
WORKLOAD  
TO **TIME**



# IRS CIRCULAR 230

## 31 CFR § 10.22 - DILIGENCE AS TO ACCURACY.

### § 10.22 Diligence as to accuracy.

**(a) *In general.*** A practitioner must exercise due diligence—

**(1)** In preparing or assisting in the preparation of, approving, and filing tax returns, documents, affidavits, and other papers relating to Internal Revenue Service matters;

**(2)** In determining the correctness of oral or written representations made by the practitioner to the Department of the Treasury; and

**(3)** In determining the correctness of oral or written representations made by the practitioner to clients with reference to any matter administered by the Internal Revenue Service.

# IRS CIRCULAR 230

## 31 CFR § 10.22 - DILIGENCE AS TO ACCURACY.

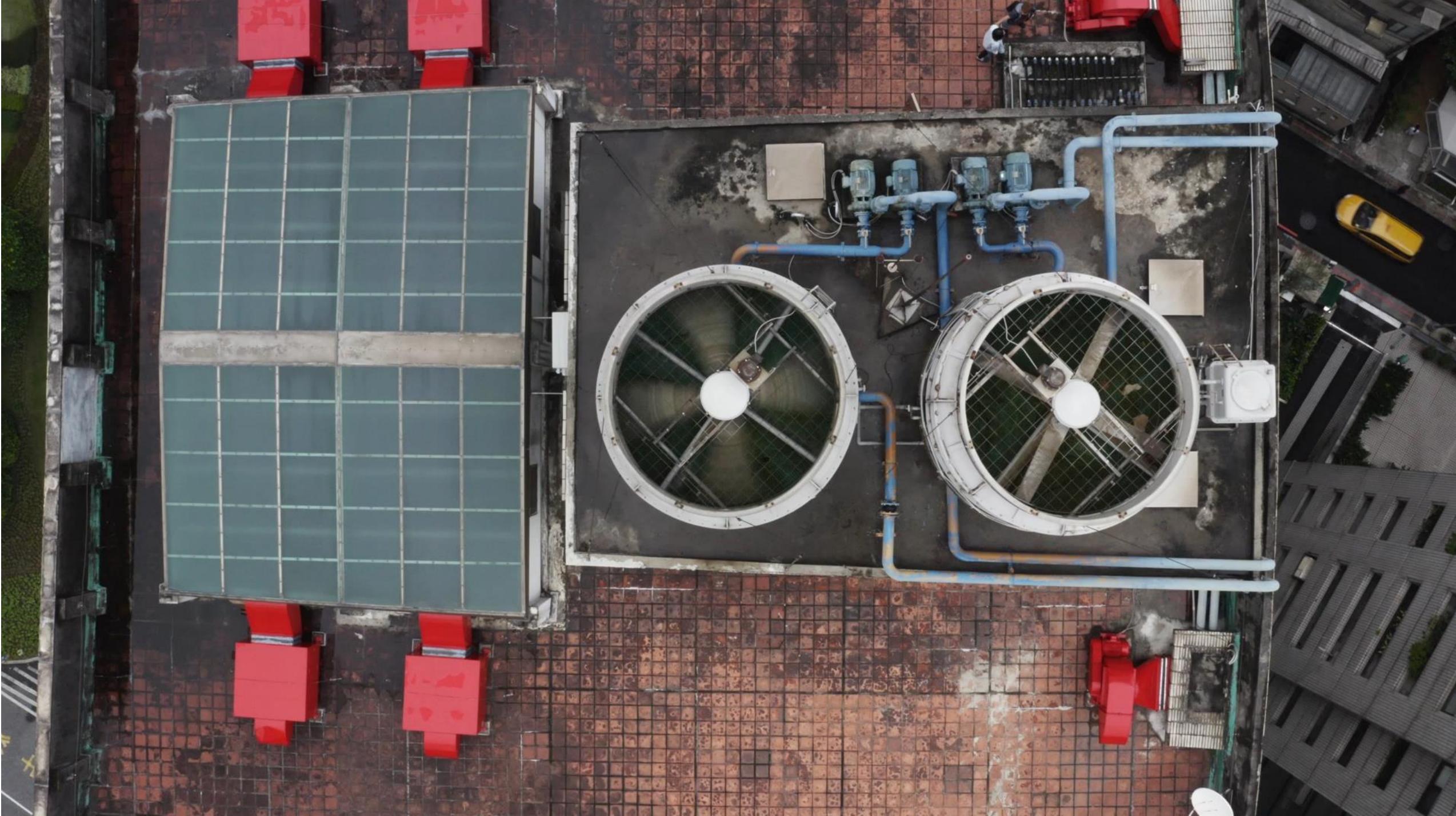
### § 10.22 Diligence as to accuracy.

**(b) *Reliance on others.*** Except as modified by §§ 10.34 and 10.37, a practitioner will be presumed to have exercised due diligence for purposes of this section if the practitioner relies on the work product of another person and the practitioner used reasonable care in engaging, supervising, training, and evaluating the person, taking proper account of the nature of the relationship between the practitioner and the person.

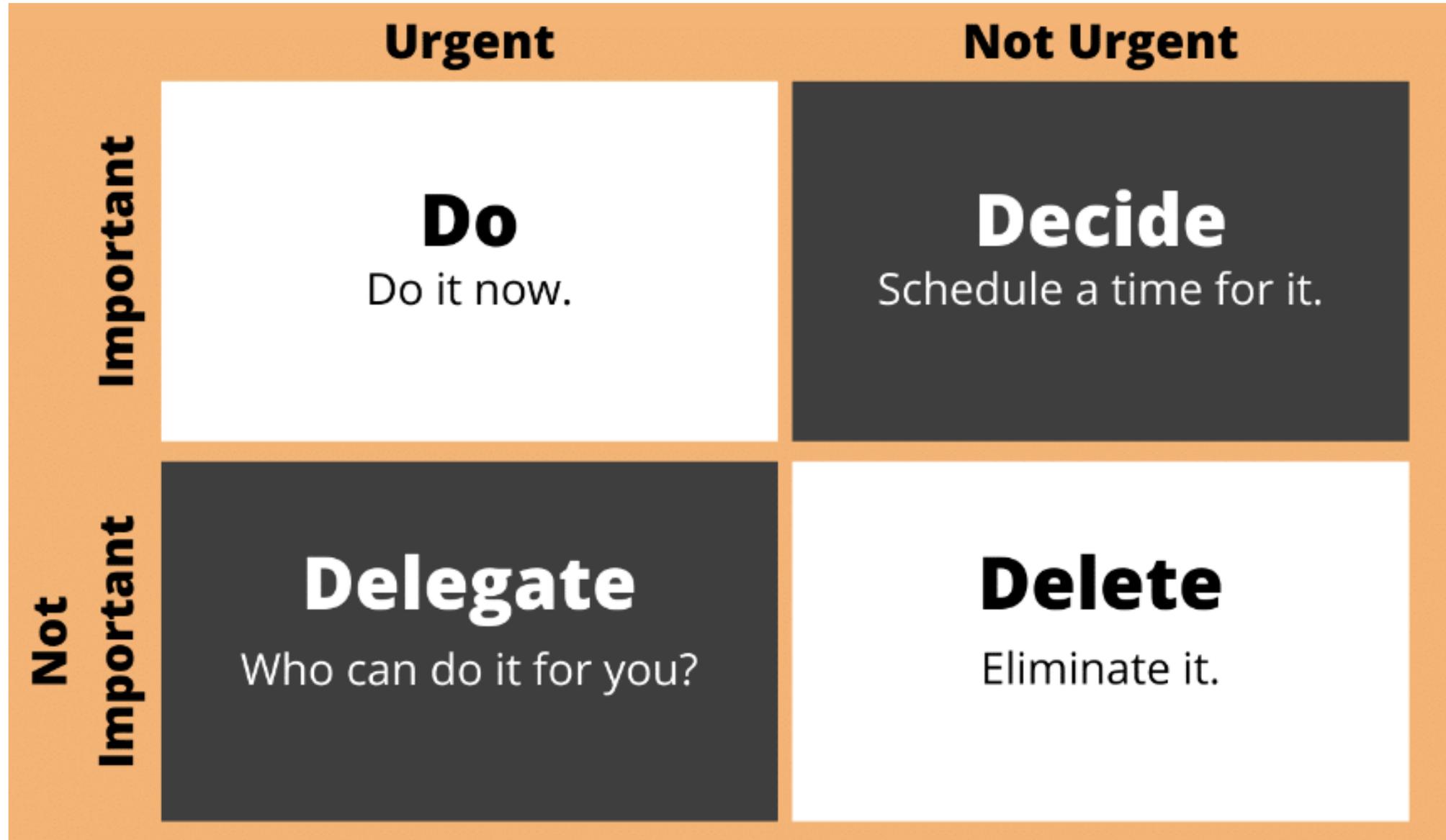
Integrity.

Due Care.





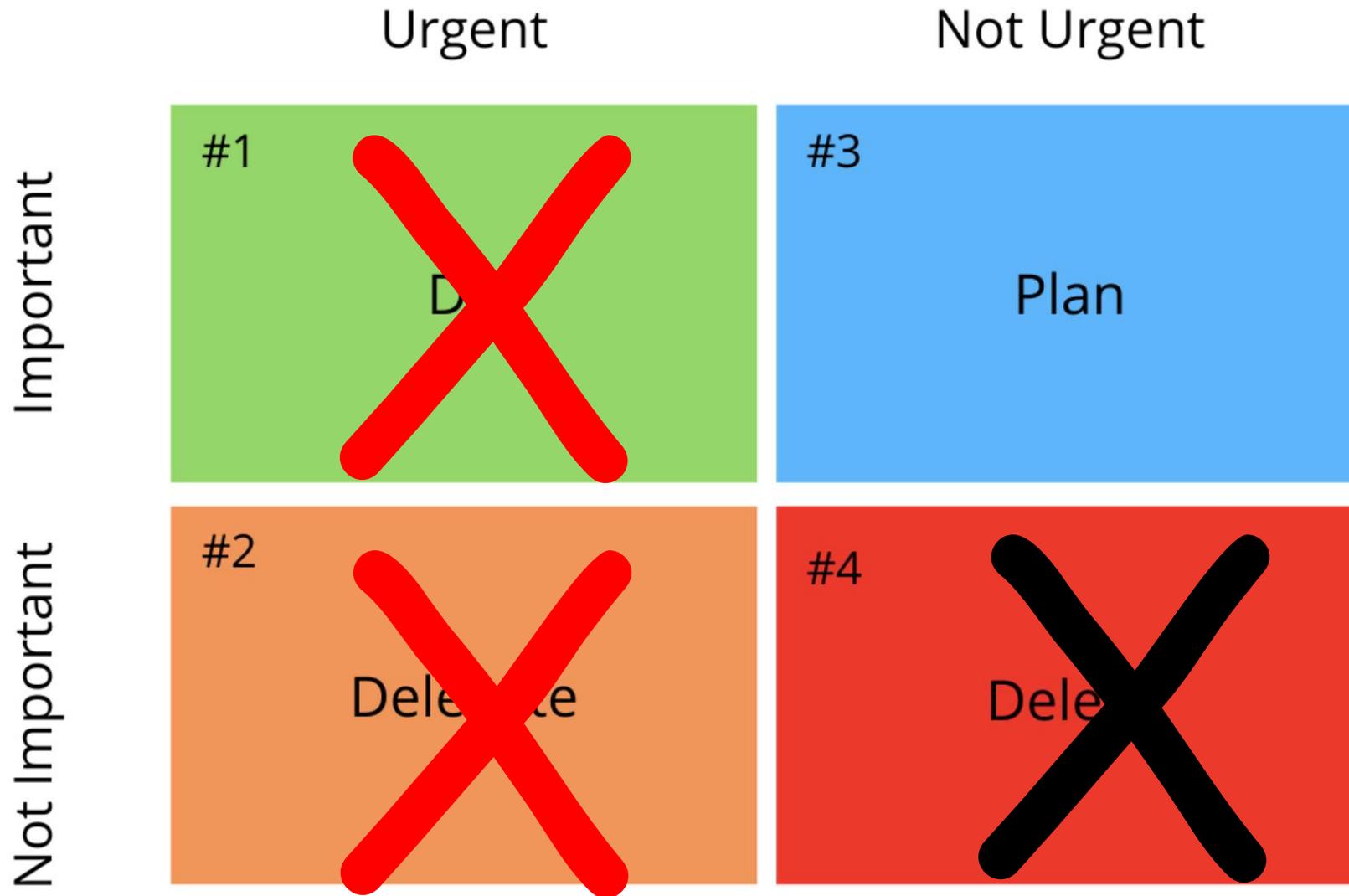
# EISENHOWER MATRIX



# EISENHOWER MATRIX



# JJ THE CPA'S MATRIX





# CLIENT EXPECTATIONS

COMMUNICATE YOUR EXPECTATIONS

*THERE IS NO CHOICE BUT TO MEET  
YOUR EXPECTATION*

CLIENT'S DECISION TO BE  
A CLIENT OR NOT



What if you asked, *what clients meet my expectations* instead of *what are my client's expectations?*

Would this allow you to reverse engineer your tax practice?

Would this lead to reclaiming your life?



# How many clients can you serve? = How many hours can you work?

## 37% Cut in Clients

648 tax returns cut down to 408

## 43% Cut in Hours

1,050 hours worked during tax season cut down to 600 hours



### Removal of hours available

Removal of non-profitable services.

Removal of services that did not require a CPA.

Removal of tasks others are capable of performing.

Automate client communications.

Syncing services to specific periods of time.



### Maintain excellence

Practice in the areas of expertise.

Deliver services with integrity.

Prepare tax returns with due care.

Make decisions based on objectivity.



### Clients retained based on

Who will meet my expectations?

Who can fulfill my practice's needs?

Who will require no boundaries?

# Define 3 Key Areas of Input to Determine Your Output



Efficiency

=

Output

÷

Input



## 1. Define your area of expertise.

What is your chosen area of expertise where you have command of the tax law that allows you to specialize and brings you enjoyment when strategizing with a client?



## 2. Define your ideal client.

What clients bring a smile to your face when you see their name on your to-do list? Consider your client's attitudes, price sensitivity, and responsiveness. What industry are they in? What's their size? Do they have a business? What is their complexity and scope of services? What geographical area are they in? What's their stability? All the considerations you find important.



## 3. Define your time capacity.

How much time does your practice have to provide its services, regardless of the services? How much time does each team member have available? Is there availability for essential services?

# Example Based on the Analysis of My Tax Practice

## Expertise

- Small Businesses
  - Federal and Oklahoma income tax matters only
  - Pass Thru Entity - LLC structure
    - S-Corp for active businesses
    - Partnerships for passive business
  - Individuals who own a business

## Ideal Client

- Service business in Oklahoma with one to two owners, grossing less than \$2 million and less than ten employees
- Scope of services
  - Income tax returns only
  - No bookkeeping services (Client prepares their own books)
  - No payroll services (Client only uses ADP for payroll)
- Immediate responsiveness to requests for documents and payment with no extension required except caused by third-party
- No boundaries are necessary to serve the client's needs

## Time Capacity

- **Input:** January 1 – April 15 (15 weeks)
  - 4 Employees (2 full-time, 2 part-time)
  - Per week: 90 hours for tax prep
  - Per week: 50 hours for admin
    - 1,350 hours for tax prep
    - 750 hours for admin
  - Average time per tax return
    - 3.25 hours for tax prep
    - 2.00 hour for admin
- **Output:** 408 tax returns (with margin)

# Define 3 key areas of input to determine your output



Efficiency

=

Output

÷

Input

**1. Define your area of expertise.**



**2. Define your ideal client.**



**3. Define your time capacity.**



# Automatic client list refinement

Move clients through your defined funnel

- Expertise match required first
  - If it is not a match, the client is dismissed
- The ideal client consideration is required second
  - If it is not a match, the client is dismissed
- Capacity determined last
  - If there is a lack of time, the client is dismissed



## Which clients match your expertise?

Are you exercising due care if you retain clients you do not have the expertise to serve?



## Of those clients, which clients are your ideal clients?

Can you genuinely provide service with integrity if the client is not your ideal client?



## Of those clients, which clients do you have the capacity to serve?

Can you objectively service a client you do not have time to serve?

# Determine capacity and identify efficiencies

	Management Priorities: Role & Duties	Needs & Obligations: Ownership Requires All	Client Needs & Obligations
Administrative Professional	Organize tax documents received & set up tax files.	Needs tax documents from client. Obligated to starting and follow the tax return process.	Obligated to provide tax documents used to prepare tax return.
Tax Preparer Staff	Enter tax information & determine questions.	Needs tax documents organized and reviewed. Obligated to finalize tax returns for review.	Obligated to provide missing or additional tax documents to complete tax return.
Tax Reviewer Staff	Review tax information & resolve questions with client.	Needs tax return prepared and answers from clients. Obligated to finalize the tax return.	Obligated to provide answers to questions related to finalizing tax return.
Para-Tax Professional	Send tax returns to clients and file tax returns with government.	Needs tax returns finalized and signed by client. Obligated to file with IRS & collect payment.	Needs tax return filed timely. Obligated to sign and pay fee.

Compare the needs and obligations of the tax professional to the needs and obligations of the client. The capacity of the tax practice is determined by the client's one critical need.



# Stress Reducing Technology

The key to choosing and implementing the right technology is for it to reduce workload and stress as well as automate routine tasks. Technology should NOT first be considered because it would allow for more clients and work to be added.

**Tax Return Assembly Line:** Implement a model in which the assembly line is NOT per the client's tax return and variations. Instead, align an entire tax practice into an assembly line based on the timing of the tax practice's needs to meet its obligations to the client related to filing the tax return timely.



## Client Relationship Management (CRM) + Automated & AI Communications



# Stress Reducing Technology

The key to choosing and implementing the right technology is for it to reduce workload and stress as well as automate routine tasks. Technology should NOT first be considered because it would allow for more clients and work to be added.

**Tax Return Assembly Line:** Implement a model in which the assembly line is NOT per the client's tax return and variations. Instead, align an entire tax practice into an assembly line based on the timing of the tax practice's needs to meet its obligations to the client related to filing the tax return timely.

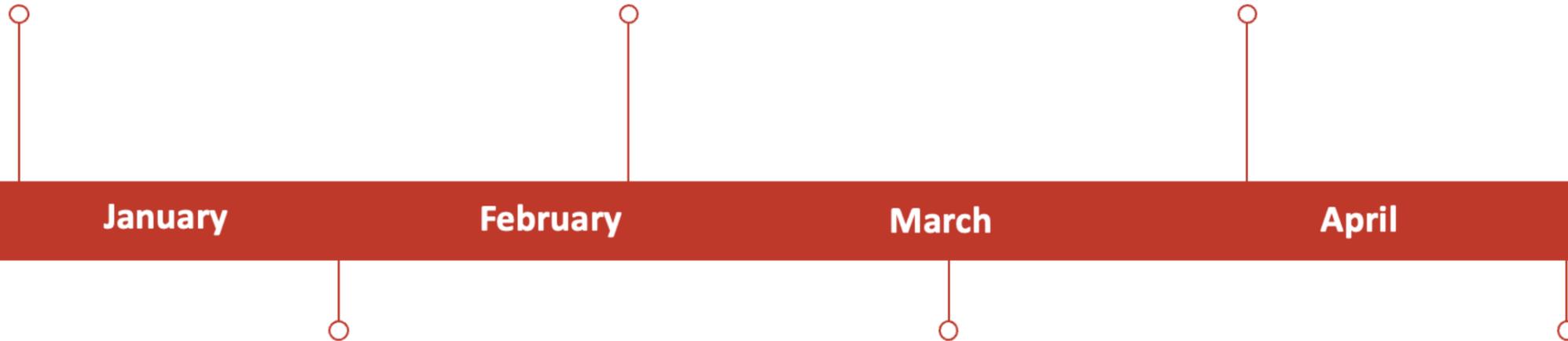


Client Relationship Management (CRM) + Automated & AI Communications

# Stress reducing technology

The key to choosing and implementing the right technology is for it to reduce workload and stress as well as automate routine tasks. Technology should NOT first be considered because it would allow for more clients and work to be added.

**Tax Return Assembly Line:** Implement a model in which the assembly line is NOT per the client's tax return and variations. Instead, align an entire tax practice into an assembly line based on the timing of the tax practice's needs to meet its obligations to the client related to filing the tax return timely.

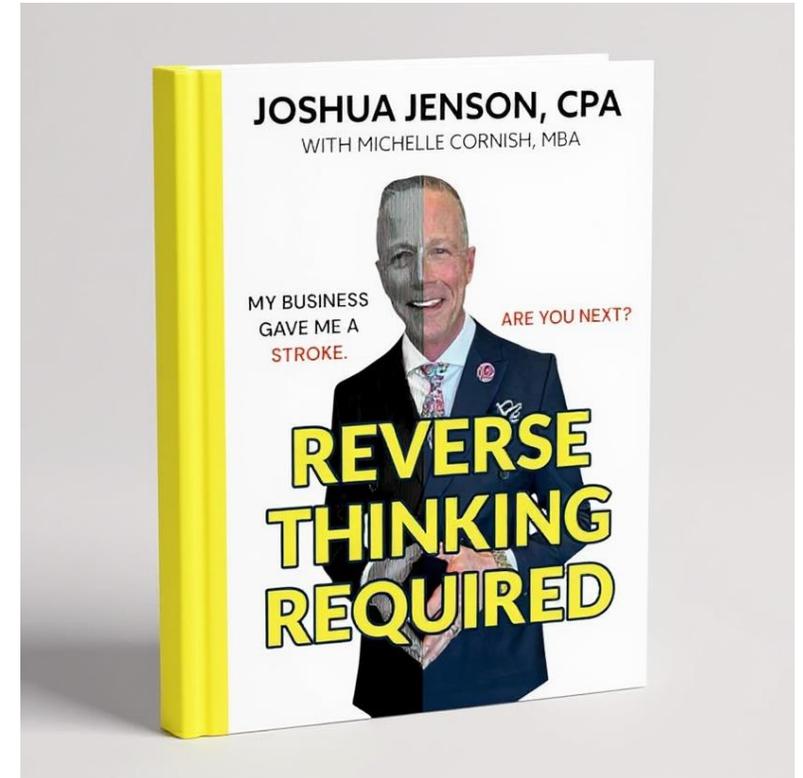


**Client Relationship Management (CRM) + Automated & AI Communications**

# ROUNDTABLE DISCUSSIONS

PAGE 42

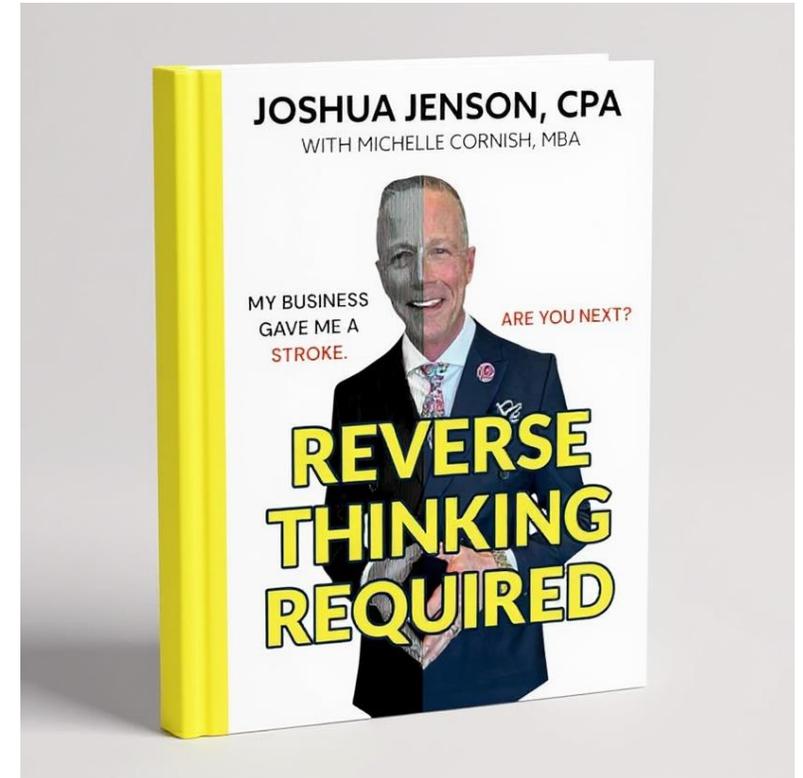
CONSIDER YOUR  
EXPECTATIONS



# ROUNDTABLE DISCUSSIONS

PAGE 60

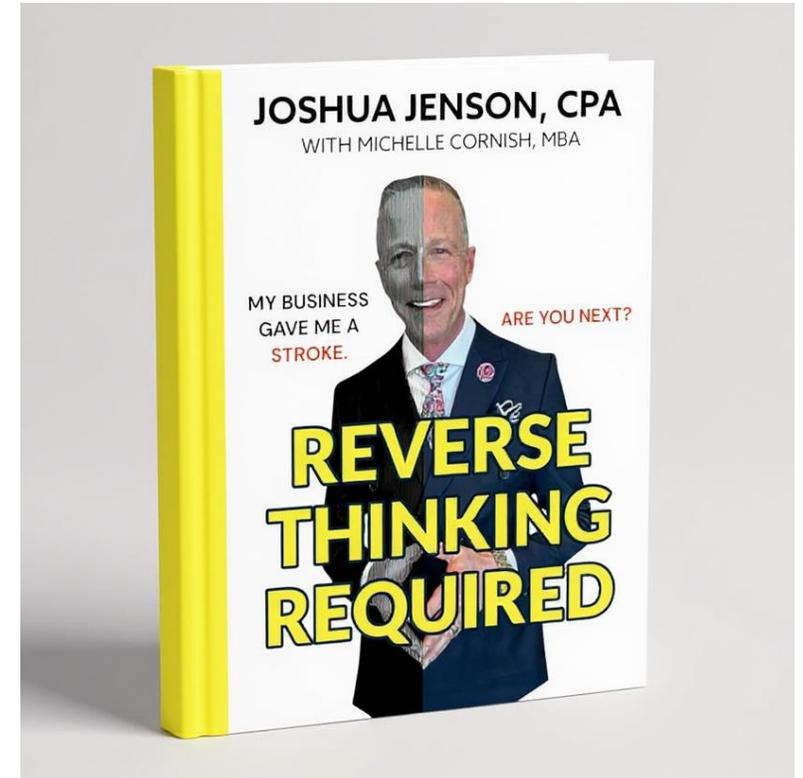
CREATE YOUR  
IDEAL CLIENT  
PROFILE



# ROUNDTABLE DISCUSSIONS

## PAGE 103

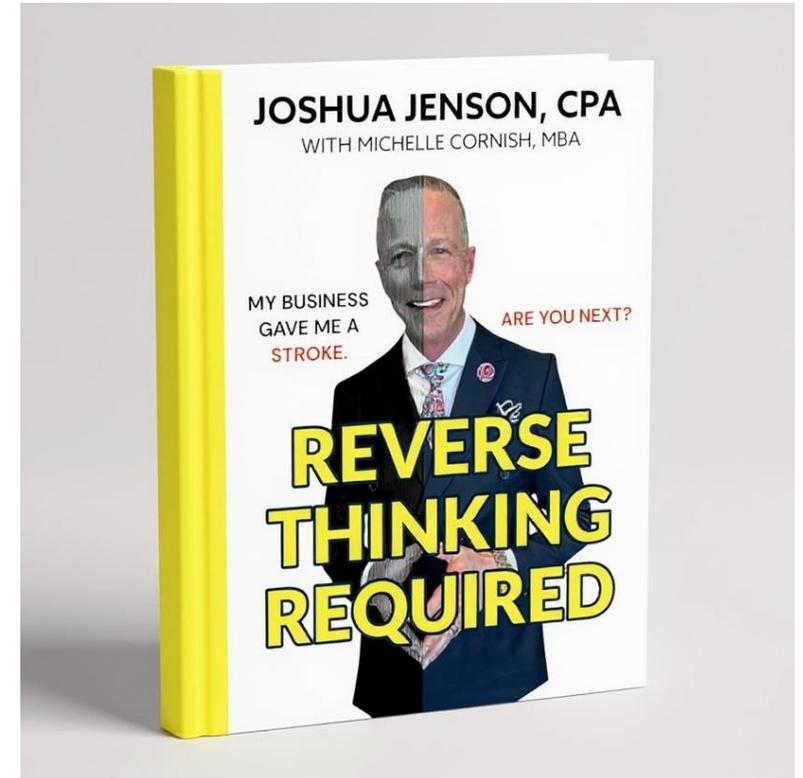
CHOOSE ONE  
THING TO STOP  
DOING  
MANUALLY



# ROUNDTABLE DISCUSSIONS

PAGE 124

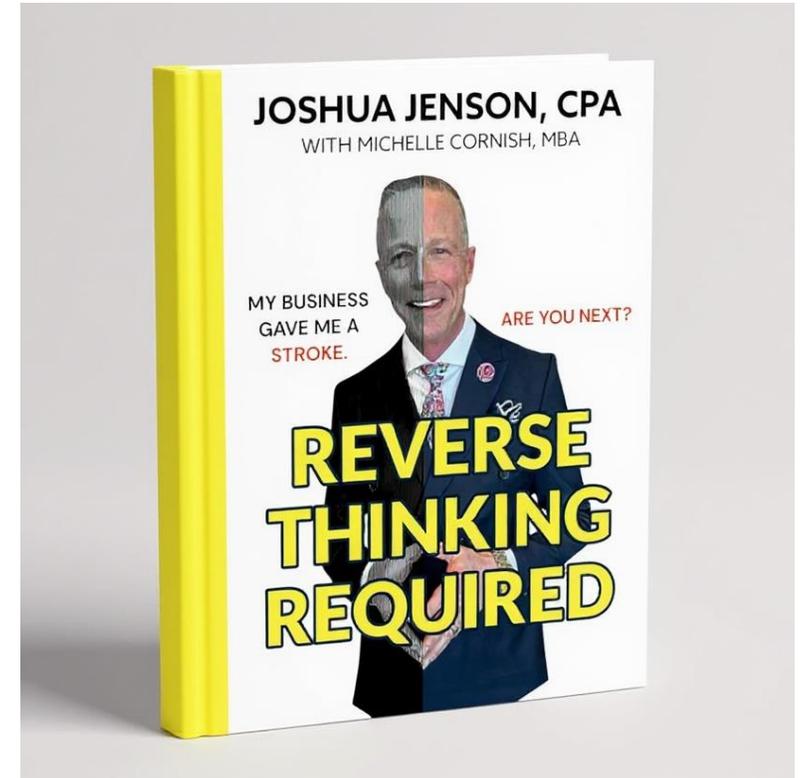
AUTOMATE THE  
REPETITIVE  
STUFF



# ROUNDTABLE DISCUSSIONS

PAGE 134

RUN YOUR  
STRAINER  
QUESTIONS



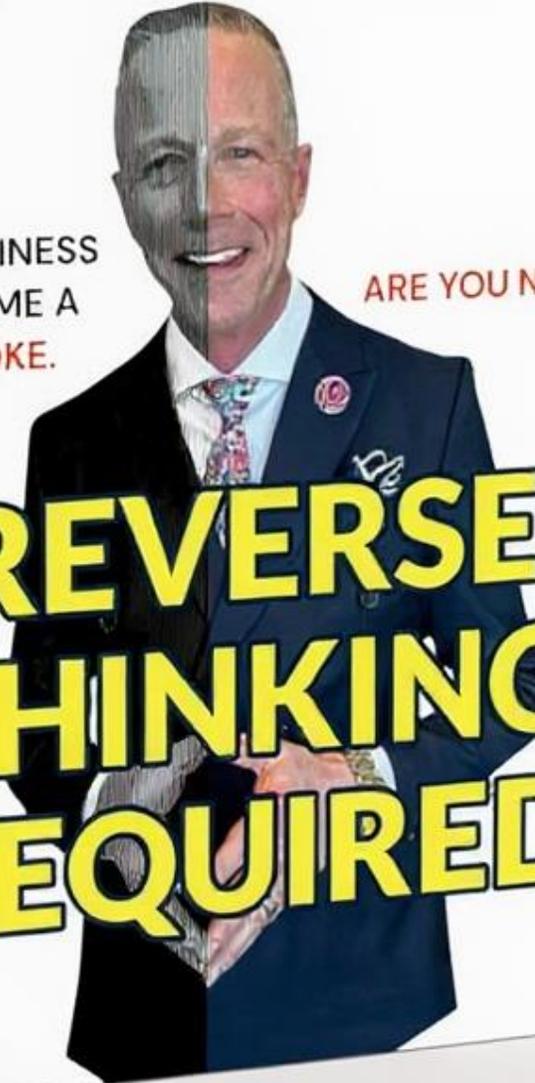


**JOSHUA JENSON, CPA**

WITH MICHELLE CORNISH, MBA

MY BUSINESS  
GAVE ME A  
STROKE.

ARE YOU NEXT?



**REVERSE  
THINKING  
REQUIRED**

JJ

THE CPA



**JJ**

**THE CPA**

®



**YouTube**

**CHECK OUT MY CHANNEL**

**@JJtheCPAusa**

THANK  
YOU!

JJ THE CPA

