

Effective Practice Management

in Current Scenario

👉 **5 Costly Mistakes You Must Avoid**

by **CA JACOB BABOO**



Jacob Baboo

Question 1:

“What do you think travels faster

A:

Bad news in a client
WhatsApp group

B:

or a new circular
from CBDT?”



Question 2:

If you had just one superpower in your practice, what would you pick?”

A:

Make clients
pay on time

B:

Make deadlines
disappear

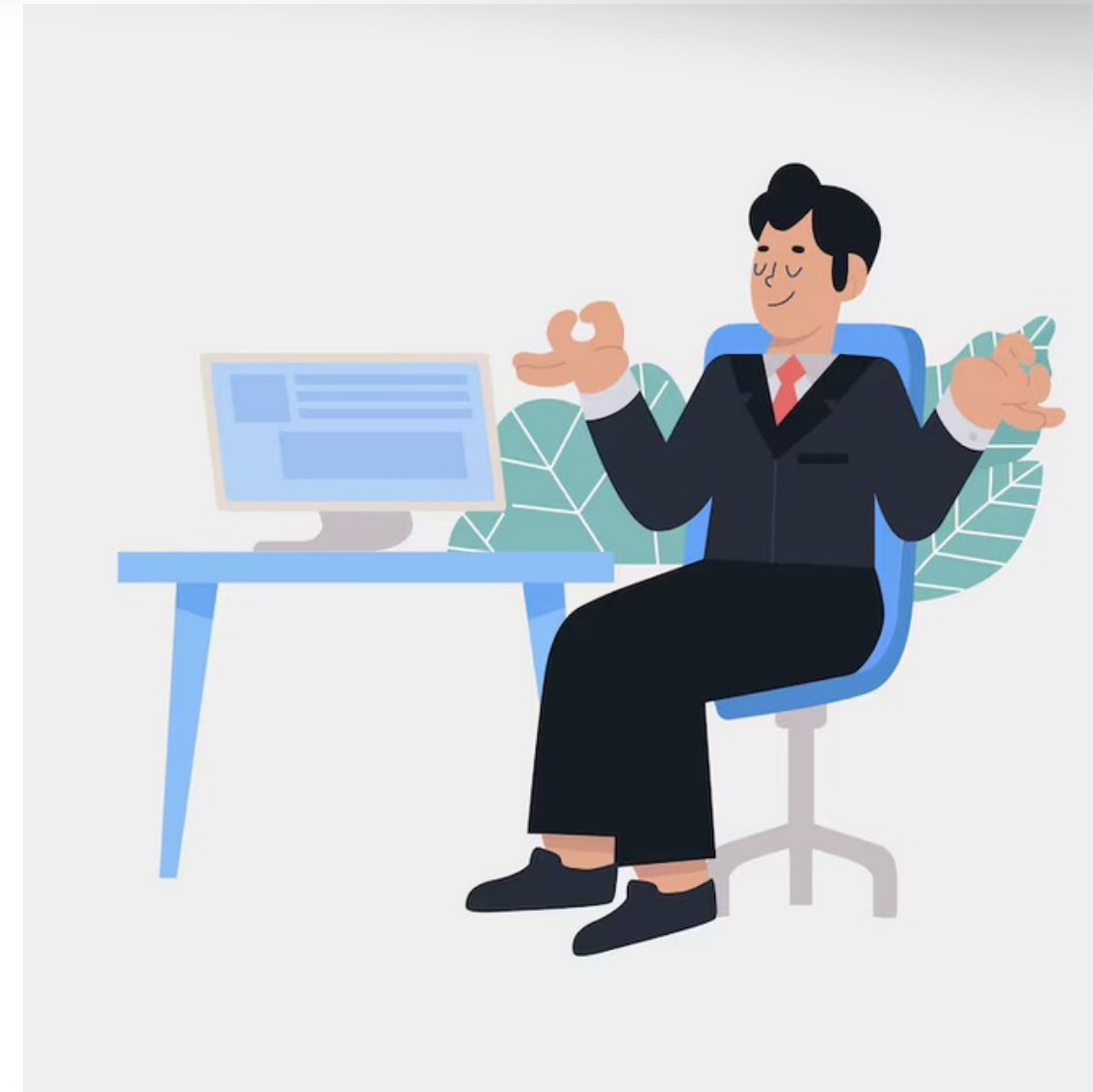
C:

Freeze your team
so they don't
resign after peak
season

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5 Costly Mistakes You Must Avoid

If you want your practice to grow without burning out.



“Avoiding these 5 mistakes can transform your firm—and your peace of mind.”

Welcome to this session

Effective Practice Management *in Current Scenario*



5 Costly Mistakes You Must Avoid



Thank You

**Thank you for
taking time
out of your
busy schedule
to be here**

**Grateful to the
ICAI Kottayam
Branch
Managing
Committee for
this opportunity**

**Looking
forward to
learning and
reflecting
together**

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AGENDA



My Journey
How growth turned
into burnout



5 Deadly Mistakes
CA firms make
silently



The Fix – What I
did to rebuild



Key Takeaways
for your firm



Where you can
begin today

“We’ll keep this real, relatable, and
most importantly—actionable.”

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THE PROMISE

- This is not a technical session—it's a **transformational lens**
- The goal is not perfection, but **progress**
- Just avoiding 2 of these 5 mistakes can **shift your practice dynamics**
- You'll walk away **with clarity, structure, and simple tools** you can apply

"Small shifts. Big difference."

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MY JOURNEY

From Growth to Burnout to Rebuilding

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2008



Started practice as partner + began CA coaching

Set up independent firm



2011



2013



Practice and teaching grew rapidly

Round-the-clock work no rest or boundaries



2017



2017–18



Took on GST compliance – pressure escalated

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- Diagnosed with diabetes
- Mentor asks: “Are you living your life?”



2019

- COVID hits; hospital rounds, personal illness
- Second child born developed health issues

2020



Burnout, stepped back from teaching, considered quitting



2022

Rebuilt systems, roles, and mindset—still in the journey



2023–24



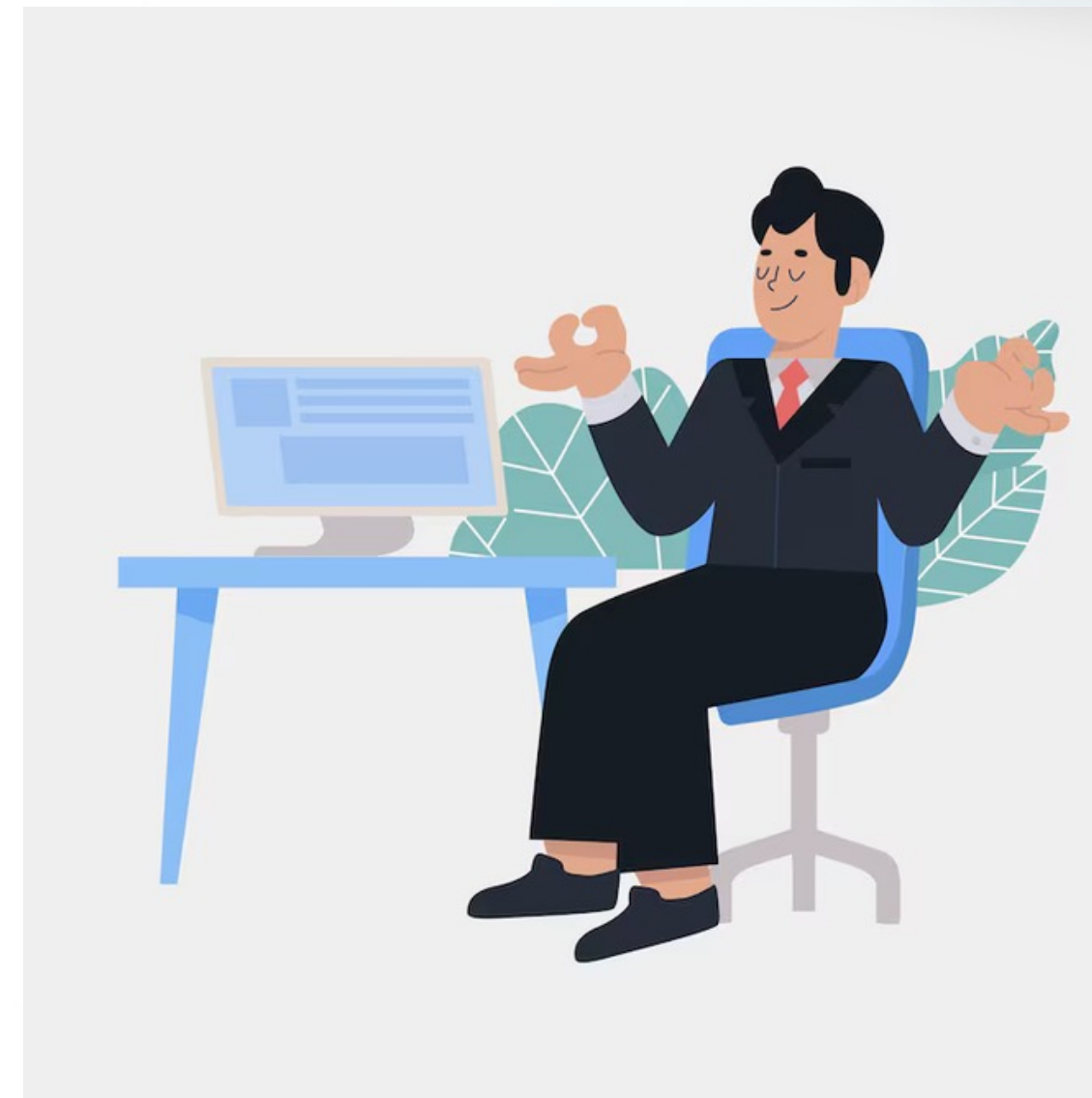
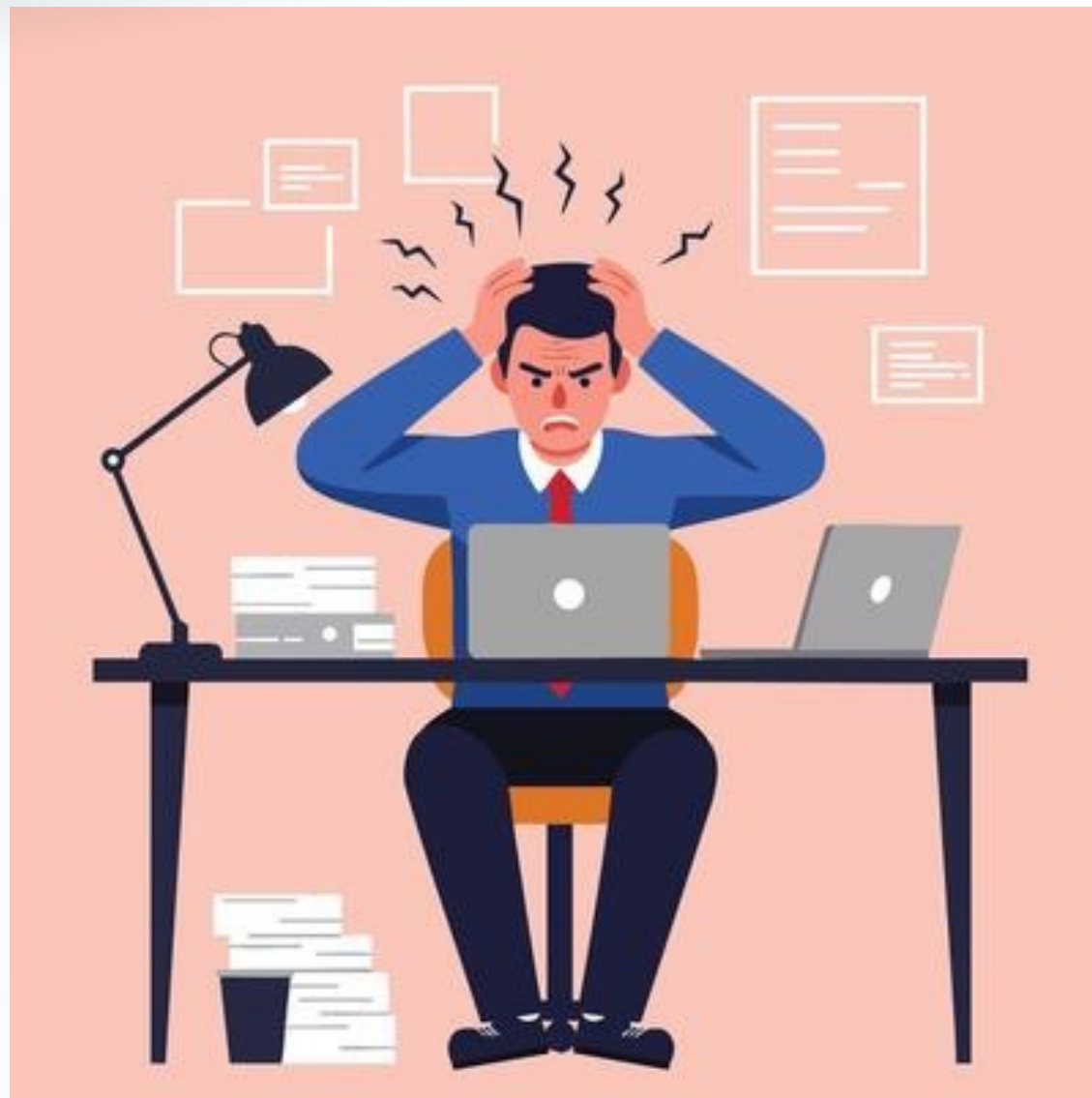


***"Not perfect.
Not finished.
But in the journey."***

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5 Costly mistakes that almost broke me

and that silently affects many CA firms today.



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MISTAKE #1: **THINKING TECHNICAL EXCELLENCE IS ENOUGH**

**Technical skills
≠ Practice
success**

**Clients value
delivery, not
just depth**

**Systems &
communication
matter more as
your firm grows**

**Practice is not
just service—
it's experience
management**

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MISTAKE #2 : **TRYING TO DO EVERYTHING YOURSELF**

No EA = No Leverage

**You are the
bottleneck**

**Micromanagement
leads to burnout**

**EA = time
recovery, clarity,
decision focus**

**Do only what
only you can do**

"If you're doing ₹500/hour work, your ₹5000/hour work will never happen."

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MISTAKE #3 : **NO PROPER HIRING SYSTEMS**

Over-Reliance on Articles = Unstable Growth

**Panic hiring
leads to poor
performance
and high
attrition**

**Articles are
learners—not
long-term
anchors**

**Build a team
with both
trainees and
stable staff**

**Document
training,
onboarding,
and handover**

**Define the role
before the
recruit**

“Train your team. But build your firm on systems—not just students.”

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MISTAKE #4 : **NO HIGH-TICKET SALES**

Busy, but not profitable

**Low-ticket
clients = high
effort, low
returns**

**Fear of rejection
= fear of growth**

**Position value,
not price**

**Focus on
retainer-based
or outcome-
based services**

“Stop selling compliance. Start selling clarity and confidence.”

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MISTAKE #5 :

NO NICHE = NO POSITIONING

If you serve everyone, you stand out to no one

**Generalist
mindset =
scattered effort**

**Niche builds
brand, depth,
and confidence**

**Specialists
charge more
and grow faster**

**Focus attracts
ideal clients**

"Pick your niche—or risk being forgettable."

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SUMMARY OF 5 COSTLY MISTAKES

Mistake

- Technical skill = enough
- Doing everything yourself
- Panic hiring / Article-only team
- No high-ticket sales
- No NICHE

Shift Needed

- Delivery, clarity, client experience
- Delegate. Hire an EA. Build leverage
- Hire with systems and retention in mind
- Value-based packaging and positioning
- Focus → Brand → Growth

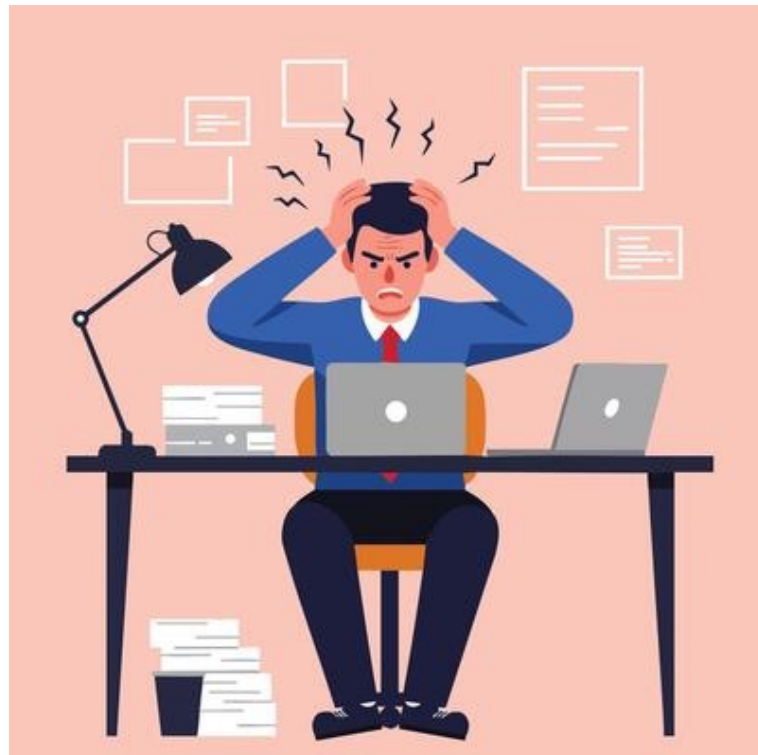
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The Two Options

Option 1:

Keep Going as You Are

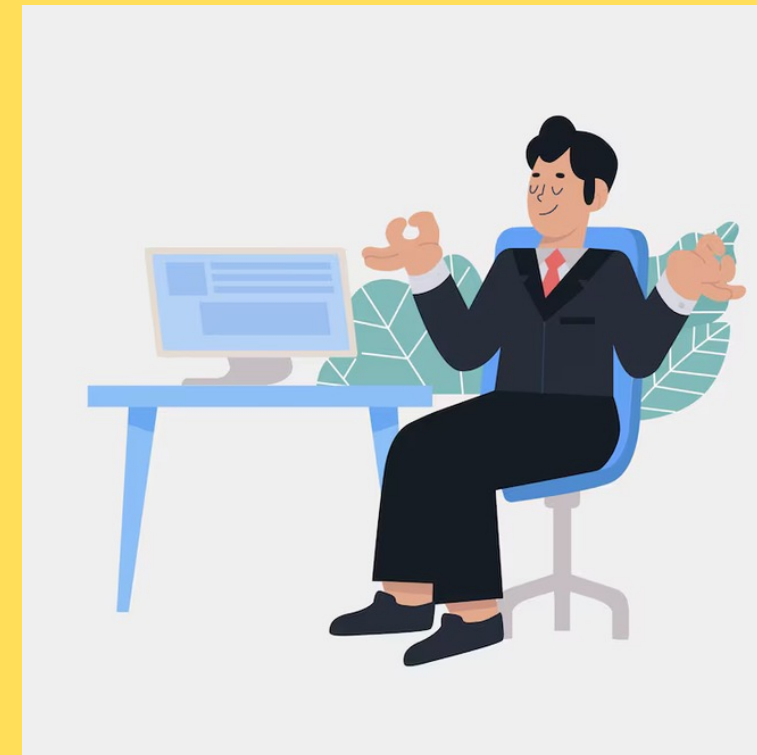
- Stay stuck in the same fire-fighting loop
- Keep depending on articles & late hiring
- Underprice your services
- Say yes to everything
- Complain about overload



Option 2:

Pause, Reflect & Act

- Choose one area to improve immediately
- Build clarity in hiring and delegation
- Package high-value work with confidence
- Focus on your niche and ideal clients
- Set up systems so your firm serves you



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What's Next?

Don't Just Survive. **BUILD.**

- Awareness is good. Action is better.
- You don't have to fix everything—just start.
- You don't need all the answers—just the right mentor.
- Gaurav Arora's coaching in 2022 changed my journey.
- Maybe it's time you say yes to your turning point.



"You're one decision away from clarity."

Offline CA Community Meet



Nov 2022 - 9 People



Feb 2023 - 40+ People



Dec 2023 - 100+ People



Dec 2024 - 200+ People

👉 Gave **massive result** to people

QUESTIONS?
Let's Talk!



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Thank You

Let's build smarter, calmer, more purpose-driven firms—one decision at a time.

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