

# Creating a resilient culture and growing business by 14% while integrating The Predictive Index® as delivered by Founding Partner Predictive Success

## The Company

Crowe Soberman LLP is the largest single independent accounting firm in Ontario, Canada. The firm provides all kinds of financial accounting, advisory and taxation advice to private businesses of all sizes. Located in the heart of midtown Toronto, the firm celebrates their 65th year in business in 2023. Susan Hodgkinson has been with Crowe Soberman for 16 years and is currently the firm's Chief Operating Officer. As COO, Susan wears many hats—but one of the first initiatives she brought to the company was implementing The Predictive Index®, delivered by Founding Partner Predictive Success Corporation.

### INDUSTRY

Accounting

### EMPLOYEES

200

### GLASSDOOR RATING

3.9

## OPPORTUNITY

"At the time, we were in a period of growth. I really saw an opportunity for us to get to know one another's capabilities and motivations on a deeper level. We needed a tool that would give us all a common language in terms of how we all work together," Susan explained. **"I had worked with a number of other tools such as Myers Briggs Type Indicator, and some of the things I liked about The Predictive Index is that it is easy to administer and it's a free choice assessment."** For Susan, it was important to have something quick to use and easy to digest because her audience was a group of accountants who are very conscious of their time. She found that in The Predictive Index® as delivered by Founding Partner Predictive Success. "In the early days, I remember one of our Partners coming into my office and asking me how I was able to find out so much about him so quickly," Susan shared, "so, yeah, it ended up working out well for us." From that point on, Crowe Soberman began using The Predictive Index for everything from recruiting, to 1:1 relationship support, to team building.

## SOLUTIONS

Susan tells us that Crowe Soberman has found value in the Predictive Index Team Discovery™ tool by mapping out a variety of their teams, from Finance to Management Committees. "We've also used it on client facing teams," Susan explains, "Those teams do tend to turn over a little every year, so at the beginning of the file work each year our Director of Professional Development will run the team analysis and use the data to help build cohesiveness and use that as a team bonding experience as well." Susan explains that Crowe Soberman is a training and learning focused organization. They hire young talent with skinny resumes who have the opportunity to learn and build a career at the company. **"The coaching and mentoring tools are really where the magic happens. Our managers have a really good toolkit to figure out how they can best help each person learn, according to their individual needs," Susan says.** She says this has been particularly helpful over the last several years as the nature of work has shifted from in-person to remote and now a hybrid model.

While a number of their competitors have seen an increase in turnover since the start of the pandemic, Crowe Soberman has been able to continue to build a strong culture that has led to 8 years of consecutive growth. **In 2020, the Canadian region saw 14% growth, and the Toronto firm was awarded the Best of Accounting Award for Superior Client Service. Susan says that the Predictive Index® insights as delivered by Founding Partner Predictive Success are their 'secret sauce'.** "At the end of the day, if our knowledge of someone's motivations enables us to keep one person and save one recruiting fee in terms of a replacement, that's our return on investment right there."

✓ **14%**  
business growth in 2020

✓ **8 years**  
consecutive business growth

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"The Predictive Index® as delivered by Founding Partner Predictive Success is really baked into so many over our processes and a lot of what we do with our people."



**Susan Hodgkinson**  
Chief Operating Officer  
Crowe Soberman LLP.

