

Founders wishes - December 2021

Never forgetting where and why it all began

We, Mark Long and Mark Smith, founded Ignite back in 2004 with a simple philosophy and a bold ambition.

Our philosophy was centred around our values, our views on the role of management consulting, and our strong desire to always treat people decently. We felt there was room for an organisation who could combine a focus on doing the right thing for clients, whilst at the same time stretching and challenging the pace and scale of the change they could embark upon. We both acknowledged and respected the huge privilege it is to spend time with a client for a particular stage in their journey, and how vital it is to fully respect this privilege and never take it for granted. And last, but never least, we shared a passion for good old-fashioned decency; always treating people with respect, generosity and honesty.

Our bold ambition was centred around making a real difference to our clients in a way that genuinely differentiated ourselves from our competitors. We knew that to achieve this we would need to set a very high standard of performance for the organisation and those within it, recruiting the very best talent we could find.

The future

In considering the future we, as founders, would like to pass the company into the hands of you, our employees, with some wishes that span what we are determined to preserve, where we think the organisation needs to tread carefully before making significant changes, and finally where we have a strong desire for you to surprise us with the scale and audacity of your energy and ambition. Taking each in turn:

- **What to preserve without question:**
 - **Our inherent decency** - the embedded honesty and decency within Ignite, in terms of the way we treat our own people and our client's people
 - **Setting the bar high** - the desire to be the best we possibly can be, always testing ourselves and always learning
 - **Our mission** - to make a real difference to communities and the people who live within them, with everyone in Ignite strongly connected to this mission and purpose

- **Think and tread carefully:**
 - **Our values** - whilst the essence of our values should remain firmly in place, we should regularly test and challenge them to ensure they remain in tune with what we want and need Ignite to be
 - **Our focus on health, wellbeing, inclusion and diversity** - situations change, as the last two years have shown us, so we need to continue to evolve in how we protect these key areas, but never forgetting their critical importance
 - **Being a great place to work** - the way people think about work is changing - we know that - and we need to respond accordingly. In so doing we need to fiercely protect those rituals and rhythms that have contributed to this being a great place to work, whilst developing new ones to reflect the future as much as the past

- **The power of people to innovate and through this do great things** - we emphasised innovation from the very beginning because we believed that given the opportunity to innovate people are capable of extraordinary things. Nothing we have witnessed or experienced over the life of Ignite has changed this opinion
- **Go for it and do us proud:**
 - **The fabric of the organisation** - the way the organisation thinks, behaves, shifts focus, makes decisions, invests, and operates; this needs to continuously evolve in response to what the organisation wants and needs
 - **The markets we operate in** - we need to continuously horizon scan for those areas of the market where we can make a real and lasting difference, developing and evolving our propositions accordingly
 - **The impact we have** - we should never stop testing ourselves to see if we are adding the greatest value we possibly can to the markets, the communities and the people we want to impact

And in summary

We are handing over a healthy, vibrant, energetic organisation crammed with talent, decency and commitment. With these solid foundations we look forward to seeing Igniters use these critical assets to create a new future for the organisation we love and cherish, and in so doing make us even more proud of what emerges.

Mark Long

10 December 2021

Mark Smith