



Meet Norm Conley, CEO and Chief Investment Officer, with JAG Capital Management.

Hunting is all about strategy and preparation. Getting your gear together, placing the decoys, where's the wind coming from. It's a lot of hard work and maintenance and adjustment throughout the season. My father-in-law got me into duck hunting and that has been a wonderful blessing that I have now been able to share with my sons and my friends.

Growing up my parents owned and operated a small insurance agency for 30 years. My mom was, back in the 1970s, a full-time mother, spouse, and business leader. And that taught me the value, from a very young age, of that service ethic. The way I started in the financial industry was as a client-facing professional. I didn't start working with spreadsheets. I started with clients sitting across kitchen tables and really that's what everything stems from in our culture at JAG. As a boutique firm — without a lot of levels of bureaucracy — helps us respond to our clients changing needs faster, helps us respond to events in the marketplace faster, and being a flat organization keeps us nimble.

I became CEO of our firm in May of 2008. And for those of us that remember that time period I couldn't have had worse timing because the world entered into what we now call the Great Financial Crisis. One of the things that brings out a person's true character is how they deal with adversity. And we have been through some adversity and we came through it well. And our clients came through it well because we were able to successfully stick to our long-standing investment principles and tamp down the emotions of the time. And that's by really focusing on the client's needs and goals and providing impeccable service.

Growing up my dad got me inspired to read history and that taught me how really there's nothing new under the sun. A lot of the problems that society faces are versions of what has happened in the past. I read Rudyard Kipling's poem "If" at least once a week. It keeps you humble when things are going really well and it keeps me encouraged when maybe things are a little bit tougher.

"If you can keep your head when all about you are losing theirs and blaming it on you
if you can trust yourself when all men doubt you but make allowance for their doubting too
if you can wait and not be tired by waiting
or be lied about don't deal in lies
or being hated don't give way to hating
and yet don't look too good nor talk too wise."