

STERLING CAPITAL'S

# MONTHLY ASSOCIATE SPOTLIGHT FEATURING

Colin Ducharme

EXECUTIVE DIRECTOR & PORTFOLIO MANAGER



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CAPITAL



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**Q: What do you love most about working at Sterling?**

A: Culture and people. Without them, it's no fun! However, I do wish we were all in the same office – I think that would benefit everyone in many ways, including enabling more serendipitous interaction and face time (the latter being really tough to synthetically replicate). I wish I knew teammates in our other offices better.

I also love the entrepreneurial spirit. That is certainly not something I forecasted as a Sterling jobseeker coming in the door thinking it would be a fusty old bank bureaucracy. That's largely not the case. If you have a strong idea to benefit the business, teammates here will help you find an enabling resource somewhere in the firm to assist. That's cool.

**Q: What part of your job at Sterling do you find most interesting?**

A: I like geeking out with companies. As a generalist who is always a mile wide and an inch deep, I learn so much by talking to managers and operators of great companies about how they achieve success, or better: why they failed. It takes time and work, but I still feel like a third grader on a field trip sometimes and I love it. Those experiences do have a direct link to client value; they help to inform theses by incrementing our knowledge base.

**Q: What three qualities do you think are most important to have when working in the investment industry?**

A: 1) Perform. Unlike many other industries, we tabulate an explicit score every day. If you don't score points to win, sooner or later you're dead. 2) Be a team player and continuous learner. 3) Be humble and open-minded.

**Q: How do you stay on top of industry trends and news?**

A: By consuming several newspapers a day, various other print media and news/filings from companies of interest. I watch little to no TV. I don't hate it, but have just found it a less efficient medium over time. I really enjoy event transcripts – perhaps my favorite thing to read. Geeky, yes!

**Q: What is the biggest lesson you've learned throughout your career in asset management?**

A: 1) Hubris is blinders. Dogmatic overconfidence and myopia can kill you. Look around, ask and learn! 2) "Culture eats strategy for lunch." This is a business school cliché that I've now read in countless management self-help books. I am now

finally old enough to truly know what it means and have witnessed a myriad of industry/business/management cases where the concept validated itself by playing out.

**Q: If you could pick up a new skill in an instant, what would it be and why?**

**A:** Guitar. I have been unsuccessfully hacking away on it for years, mainly so I can retire from Sterling early and start an arena tour.

**Q: If you could have an endless supply of one thing for the rest of your life, what is it and why?**

**A:** Good health for family and friends. I have seen a lack thereof take down too many good ones too early.

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