

When you were a child, were you in leadership roles or leading entrepreneur-ship? ... A. Yes, I was babysitting from the time I was 9 or 10. I had the whole neighborhood...

I didn't really know anything about managing at the time, but I treated people with respect. I also learned to be self-aware, and to really stop and listen. Because if you stop and see the way people are perceiving you, you can eliminate a lot of mistakes...

Q. Tell me about your approach to leadership today. A. I focused on people first—getting the right team—then setting audacious goals, with clear metrics for measuring progress...

Q. Let's talk about hiring. A. I spend a lot of time talking about the outcomes I'm trying to achieve, and I'll write down the five most important things that need to get done in the job...

Eileen Martinson, the chief executive of Sports Systems, a maker of quality-management software, says that it's important to learn from one's mistakes, but that there's also such a thing as "being too careful."

body language when they answer that question. I wake up every day and I'm happy. I'm just not capable of staying down. So do people look like they're spiraling down when they're describing a tough situation?

Q. What career advice do you give students? A. I'm big on frameworks, and I tell students they need to develop a personal framework around emotional intelligence.

Q. What other questions do you get asked? A. I'm always curious if they've ever played any competitive team sports. I also want to know: "What is the most inspirational thing you've done in your life outside of work?"

And then I ask them for a tough situation they've faced, and what did they learn? I'm mostly looking at their ability to learn from their mistakes.

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Japanese Begin to Question Protections for Rice

From First Business Pulse
nese rice farming," Mr. Konsho said. Echigo Farm almost did not get off the ground 10 years ago, when Mr. Konsho first came to Niigata...

Vegetable growers on average earn far more than rice producers. Indeed, Japan's stiff protections on rice no longer have much to do with protecting farmers, Mr. Okamoto says.

That network, as Mr. Okamoto likes to say, is bureaucracy run amok. About 210,000 people work in agricultural cooperatives in Japan, under the umbrella of the Japan Agricultural Group, or JAG.

A Proposal to Speed Up Action on Trade Accords

By JACKIE CALMES
WASHINGTON—Congressional leaders responsible for trade issues unveiled on Thursday bipartisan legislation expected to lead President Obama's ambitious plans for pacts with European and Pacific Rim nations.

The White House issued a statement welcoming the legislation, but stopped short of a clear endorsement. Mr. Obama's trade representative, Michael Froman, said in a separate statement he anticipated "a robust conversation" with lawmakers.

JPMorgan Lost Madoff In a Blizzard Of Paper

Did JPMorgan Chase deliberately cover up Bernard L. Madoff's fraud? The documents released this week by federal prosecutors do not suggest it did, and I suspect it didn't.

Awards Shows Bring Clark Firm Bouncing Back

By BROOKS BARNES
LOS ANGELES—For decades, Dick Clark Productions trundled along on television's periphery, making a living by re-creating chestnuts like "New Year's Rockin' Eve" and the American Music Awards.

SAC Trader Falsified His Grades At Harvard

By MATTHEW GOLDSTEIN AND ALEXANDRA STEVENSON
A federal jury will decide whether Mathew Martoma, the former hedge fund manager, cheated when he was in SAC Capital Advisors, but there's no denying he cheated when he falsified his grades at Harvard Law School some 15 years ago.

Nearly a decade after a Harvard disciplinary hearing to determine whether he should be expelled, Mr. Martoma tried to cover his tracks by creating a fake paper transcript that included fabricated emails and a court order to change several grades from an A to A's, including one in criminal law.

On The Web

Articles on these developments are at nytimes.com/businessday.
ALCOA PAYS FINE FOR AGRIBREY The aluminum giant Alcoa and a joint venture it controls have agreed to pay \$384 million to resolve charges of bribing officials of a Bahraini aluminum smelter.

QUESTIONS FOR NOVARTIS DRUG The drug company Novartis said it would cooperate with the authorities after Japan's Health Ministry called for an investigation into ads that claimed benefits for the best-selling medicine Dianon based on flawed research.

Another highlight is that on June 15, 2012, JPMorgan's chief compliance officer refused to increase the bank's exposure to Mr. Madoff's fund—more than \$100 million at the time—to \$1 billion. Mr. Madoff had made it clear that he would not allow JPMorgan to perform due diligence on what he was doing with investors' money.

Economics Technology

MOOD BRIGHTENS A BIT There are grounds for optimism about the United States economy in the coming year, many economists say. For caution and concern about the prospects for sustainable and equitable growth, however, there are reasons to be cautious.

SAMSUNG VS. APPLE After discussing current settlement opportunities this week, Apple and Samsung have agreed to meet with a mediator about their next smart-phone patent suit. Their chief executives will attend a mediation on Feb. 11.

Workers at Echigo Farm prepare gift packages of rice, a tradition at the end of the year.

Workers at Echigo Farm prepare gift packages of rice, a tradition at the end of the year. The farms' organic rice is popular.

Even as Wages Rise, China Exports Grow

By KEITH BRADSHIR
HONG KONG—Cheng Chenming, the general manager of a manufacturer of colorful children's chairs in east-central China, gave his workers a 30 percent raise last year to keep them from leaving. His labor costs are rising even faster in dollar terms.

More U.S. Economists See Half-Full Glass

By NELSON D. SCHWARTZ
Record orders and the smallest trade deficit in four years. Healthier consumer spending, including the strongest annual increase in automobile sales since 2007, spurred by a booming stock market and an improving housing market.

Even as Wages Rise, China Exports Grow

China announced on Friday morning its largest annual trade surplus in dollar terms since 2008. Continued on Page 5

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