



Governor -

I've led this little catch about you
here sitting in a drawer for some time as
I've know you've been too busy to read it.
Maybe now, though, you're enjoying a short
rest before we return.

It's been an incredibly trying year for
SC, but you have headed it with great
determination and grace. Thank you for that.
Best wishes. *AK*

Why America's Top Technology Jobs Are Going to Indian Executives

Nadella, Pichai, Suri and Narayan aren't exactly household names. But the companies they run are: Microsoft Corp., Google Inc., Nokia Corp. and Adobe Systems Inc.

On Monday, Google announced a restructuring plan that elevated 43-year-old Sundar Pichai to chief executive. It is a reminder that the CEOs of some of the world's most recognizable tech companies share origins from India.

That they all ascended to the corner office might not be a coincidence. A recent cross-cultural

study from Southern New Hampshire University examined managers from the U.S. and India, for example, and found that more Indian managers achieved the highest ranking in terms of leadership traits.

Indian managers are future-oriented, and had a "paradoxical blend of genuine personal humility and intense professional will," the study said. "These leaders achieved extraordinary results and built great organizations without much hoopla."

Nowhere, perhaps, is that

more starkly on display than at Microsoft. Since taking over as CEO last year, Satya Nadella achieved what had once seemed impossible: to make Silicon Valley like Microsoft again. He did so by embracing collaboration and not treating rivals' products as enemies—in some ways the opposite of his often-flamboyant predecessor, Steve Ballmer.

While Indian managers aren't in many cases the founders of the companies they lead, they are respected managers who have held numerous positions in their

companies, working up the ranks.

Mr. Pichai, who grew up in the southern Indian city of Chennai, hails from the same technology college in India as Arun Sarin, the former CEO of Vodafone Group. Since joining Google in 2004 as a vice president of product management, Mr. Pichai had taken on more duties until his promotion.

Halfway around the world, Indian Prime Minister Narendra Modi took note of Mr. Pichai's promotion. He congratulated Google's new CEO in a tweet.

—Amir Mizroch

🎵 | PLAYLIST: RONDA ROUSEY



A Fighter Comes Out Swinging

A Joan Jett song defines a martial-arts star's gritty, theatrical attitude in the ring

Ronda Rousey, 28, is the Ultimate Fighting Championship's mixed martial-arts bantamweight champion and the author, with her sister, Maria Burns Ortiz, of *"My Fight/Your Fight,"* a memoir (Regan Arts). She spoke with Marc Myers.

Lots of professional fighters want their walkout song to sound like the "Rocky" theme—you know, regal and inspiring. I'm more on the theatrical side, so I needed something gritty, with a lot of attitude.

Many people are just beginning to understand the female fighter. For me, fighting is an act of overcoming. I've always been told I was destined for greatness, that I was meant to change the world.

There are lots of ways to be great, but a fight is the only place where everything makes sense to me. It's almost calming.

My walkout theme used to be "Sex and Violence" by the Exploited, a Scottish punk band. It's loud and brash, and the title's words are pretty

much it for the song's lyrics. Then in 2011, I was fighting with Strikeforce, a mixed martial-arts organization, when Showtime wanted to air my bout on its late-night premium

Then my godfather's son suggested Joan Jett's *"BAD REPUTATION,"* from 1981. I had just heard the song on my car radio in the parking lot of the Palms Casino Resort in Las

Vegas: "An' I don't give a damn 'bout my reputation / Never said I wanted to improve my station / An' I'm only doin' good when I'm havin' fun / An' I don't have to please no one."

The song was perfect. If you're constantly stressing over trying to get everyone to like you, you're giving them the power to control your well being. For me, it's better to embrace the role of the heel and chase after being disliked. It's an element of control and leaves room for error.

Joan's song and rebellious voice are closest to being the music equivalent of my attitude in the ring. I like being seen as an intimidating, indomitable force. I'm happier being a nasty piece of work.

► Hear the song at WSJ.com/review.



EVERETT COLLECTION

JOAN JETT on stage around 1980.

channel. That was a big break, but Showtime thought my song was inappropriate.

It was hard to choose a new one. I tried some Rage Against the Machine songs, but none of them felt right.