

foreign and U.S. locations. Headquarters sees international experience as an important facet of executive leadership.

The Candidates The Asian Regional Office charged a selection committee to nominate the new managing director for TCT India. The committee identified six candidates:

Tom Wallace A 30-year TCT veteran, Wallace is experienced in the technical and sales aspects. He has supported some supply-chain initiatives in the U.S. market. Although he has never worked abroad, he has toured the company's foreign operations and always expressed interest in an expatriate position. His superiors rate his performance as proficient. He will retire in about four and a half years. He and his wife speak English. Their children are grown and live with their own families in the United States.

Presently, Wallace supervises a U.S.-based operation that is about the size of that in India. However, the merger of Wallace's unit with another TCT division will eliminate his current position within six months.

Brett Harrison Harrison, 40, has spent 15 years with TCT, both running line activities and supervising staff. His superiors consider him highly competent and poised to move into upper-level management within the next few years. For the past three years, he has worked in the Asian regional office and has regularly toured TCT's Southeast Asian operations.

Both he and his wife have traveled to India several times in the last 20 years and are well acquainted with its geography, politics, customs, and outlooks. The Harrisons know many U.S. expatriates in the Bengaluru region. Their children, ages 14 and 16, have also vacationed in India with their parents. Mrs. Harrison is a midlevel executive with a multinational pharmaceuticals company that presently does not have an operation in India; there were rumors of a sales office opening in a few years.

Atasi Das Born in the United States, Das joined TCT 12 years ago after earning her MBA from a university in New England. At 37, she has successfully moved between staff and line positions, with broader responsibilities in strategic planning. For two years, she was the second in command of a product group that was about half the size of the Indian operations. Her performance regularly earns excellent ratings. Currently, she works on a planning-staff team based at TCT headquarters.

When she joined TCT, she noted that her ultimate goal was to be assigned international responsibilities, and she pointed to her undergraduate major in international management as evidence of her long-term plan. She recently reiterated her interest in international responsibilities, seeing it as an essential career step. She speaks Hindi and is unmarried. Her parents, who live in the United States, are first-generation immigrants from India. Several family members and relatives live in Kashmir and Punjab, northern states of India.

Ravi Desai Desai, 33, is currently an assistant managing director in the larger Asian operation. He helps oversee production and sales for the Southeast Asian markets in Singapore, Malaysia, and China. A citizen of India, he has spent his 10 years with TCT working in operational slots throughout Southeast Asia. He holds an MBA from the prestigious Indian Institute of Management. Some in TCT see him as a candidate to eventually direct the Indian operation. He is married, has four children (ages two to seven), and speaks English and Hindi well. His wife, also a native of India, neither works outside the home nor speaks English.

Jalan Bukit Seng Seng, 38, is the managing director of TCT's assembly operation in Malaysia. A citizen of Singapore, Seng has worked in either Singapore or Malaysia his entire life. However, he did earn undergraduate and MBA degrees from leading universities in the United States. He is fluent in Singapore's four official languages—Malay, English, Mandarin, and Tamil—and sees himself learning other languages as needed.