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Thus, a woman can believe in God, dedicate her life to God, work as a missionary to spread the word of God, even be a priest to preach about God, but that's where it stops. No, if you're not blessed with male genitalia, the Church of England thinks you shouldn't be able to progress through its ranks to actually have any decision-making powers on how the church should be run. **CHECK OUT OUR FAVE CELEB WOMEN WITH KICK ASS CONFIDENCE** The Church of England hit the headlines today after it voted against reforms that would allow women to become bishops for the first time and hold leadership positions in the church. True it fell because of a handful of votes, but does anyone else feel like DeLorean has moved them back to a time when women have been dived under the water for being witches? Oh no, only men should be able to lead the Church in making any decision, because ultimately, as Mrs. Doyle taught us, we women have strengths in different fields, such as making tea. **WANT TO GET AHEAD IN YOUR CAREER? OUR EDITOR SHARES HER SECRETS** But why, in an era when women are being dived under the water, hold leadership positions and, God forbid, wear trousers, are there no human rights laws or gender inequality ordinances to overturn that decision? You wouldn't get away with it in the police, government or health service, so why is that normal in church? Like many stunned critics (it will be almost every member of the female population), I'm not entirely sure. Apparently, this goes against the scriptures, and it will divide the church. It clears him then. The power of using celebrity to make any old yawnsome product or company is interesting again is old news for the rest of us, but the church seems to be lagging behind a good century or so behind, realizing that a bit of female influence at the top can work wonders for their credibility. News flash: Getting some girl power can encourage people to start coming to church again. Right now, you pile of fuddy duddies just closed the doors of the church to such a huge swath of the population that you could also have closed them forever. Amen. This content is created and supported by a third party and is imported to this page to help users provide their email addresses. You may be able to find more information about this and similar content on piano.io Dan Talbott got the call on Christmas Eve. He was at his home in Plano, Texas, and was just sitting at lunch with his wife and four kids when his cell phone rang. It was his boss, Mark Townsell, who heads business development in North and South America for hewlett-Packard's computer services division. Townsell got straight to Procter Gamble has decided to choose a blue chip technology company to launch its world-class computer systems and data centers. The first hurdle will come in just three weeks, when the team of the PPG will travel to HP's headquarters in Palo Alto for a make-or-break series of meetings. They will decide whether HP has enough talent and experience even to bid on a contract, let alone win it. For Hewlett-Packard, the stakes couldn't have been higher. A big part of the rationale for the company's controversial acquisition of Compaq Computer was that it would catapult HP into the relatively fast-growing computer services business, one segment of the IT industry in which HP was resolutely level two players. Brawnier Hewlett-Packard can compete for long-term, high-yield contracts with giant clients such as Procter and Gamble, which in turn will help boost sales in HP's struggling personal computer and server divisions. HP's dynamic CEO Carly Fiorina has put her career - and the company's future - on a takeover, and many critics of the deal have already declared it a failure. Now - six months after the acquisition Compaq was booked - it's time to start showing results. Procter and Gamble, the world's largest consumer goods company, would receive a rich prize. The \$40 billion juggernaut markets 300 brands - Bounty, Charmin, Clairol, Crest, Pampers, and Tide among them - about 5 billion consumers in more than 160 countries. Winning the contract to launch the IT infrastructure of THE- its central nervous system - will give HP a critical foothold in its fight against the industry's leading guns, electronic data systems and IBM. None of this was lost on Talbott. But even when he was taking Townsell in the field, Talbott thought about other, more pressing issues. A few inches over 6 feet and more than a few pounds over 200, Talbott is a Texas dynamo who seems to live on hot dogs and an 18-hour workday. He carries the pasty complexion of a man who has spent most of his working life in airports and conference rooms, and indeed, he is - he has racked up 3 million miles on American Airlines alone. But while he's a veteran of the IT services industry who put in 23 years at EDS and 4 years at IBM, he's new to HP. At the time of Townsell's call, he was at a Silicon Valley company for just one month. He is delighted with the thought of fighting for the PGG contract, taking the challenge Townsell had no head meow. But it still finds its way around the 141,000-person company, which boasts operations in 160 countries. He will have to take all HP assets to the negotiating table. Can it accurately reflect HP's true capabilities? Talbott argued that his alma mater EDS and IBM would join the fight for the NHS and that both would bring on their AK teams. Just a few months earlier, EDS was on the verge of signing a huge \$8 billion contract to take over all Of Procter's back-office operations when PG struck a deal in eleventh. There was little doubt that and hungry EDS will be back in the hunt for this new, revised deal. IBM will be there too - want to capture another big chunk of market share. In going head-to-head with the two industry giants, HP will compete for its legitimacy. Talbott didn't have to say: it was supposed to win. Thanking Townsell for his trust, Talbott hung up and told his family that the PGG was in the game. You don't recognize me, he told his wife. And then, using the long dealmaker to enter the fray, he broke the news: I'm going to engage. She didn't need a translation. She's heard it before. The headquarters of Procter and Gamble is topped with a pair of almost conical, 16-tee towers dubbed Dolly Parton for obvious anatomical reasons that protrude over downtown Cincinnati. While the life of the NHS spans three centuries, it's a relentlessly promising organization - a 166-year-old former soap and candle maker that is now extremely technocentric. It is not uncommon to lift the lid on a multinational company and find farrago incompatible software applications and systems. As recently as the late 1990s, EDS - take one not-so-random example - became entangled in 16 different email systems. THE NHS is an exception. Thanks to its large investment in information technology, its activities are standardized, seamless and deeply tween, in all 86 countries in which it operates. It uses its IT systems to gain a competitive edge and focus on its core task: to make, package and deliver billions of goods a year. The company estimates that from 1999 to 2002, it cut \$500 million through the standardization and globalization of its back office activities. But, according to the company's own calculations, this was not enough. In mid-2001, the company embarked on a radical plan to outsource all of its back offices - not only IT, but also finance and accounting, facility management, HR and procurement. The stated objective is to streamline its structure and focus on product development and marketing. But it is clear that a much more urgent goal was to cut costs. The plan was very ambitious; this would make for the biggest outsourcing contract ever. And it was massively devastating: As part of the deal, more than 5,700 employees will be stacked in the winning bidder. Many complained bitterly about the uncertainty that they were being forced to work for another company. The bidding, during which EDS confronted Dallas-based affiliated computer services, lasted 18 long months. Finally, on September 18, 2002, the PGG told its employees to expect an announcement. It would award Plano, Texas, EDS-based long-term contract worth a staggering \$8 billion to Randy Reedy, vice president of the company's IT team, sent on a company plane to Manila to learn the news in Asia. An hour's drive from Osaka, Japan, the pilot knocked Reedy on or He had just received a message saying they had been ordered to return to the States. Reedy was stunned. What's going on in the world? He blurted out. Back in Plano, all hell broke free. EDS just reported a disastrous third-quarter earnings miss. As part of the deal, the PGG was to take a larger stake in EDS. Now its executives watched with horror as investors cut \$9.2 billion, or about 53% of the company's market value. The PGG team huddled late into the night. At least one person said the idea that they were going to send 5,700 of their people to the next Enron. At 1:00 a.m., A.G. Laffey, the head of the PNG, called his EDS colleague, then-CEO Dick Brown: The PNG is closing the deal. But despite all intent, the contract was dead. Two months later, the PGG terminated negotiations with EDS. Even now, nearly a year later, Bobby Grisham, the chief executive of EDS, who led the company in pursuit of PZD, can only offer this terse understatement on the \$8 billion deal that went off: It was hard. The day after the deal exploded, IBM and HP executives began to develop a strategy on how to get some of the PGG's actions. HP, in particular, closely followed the race. It has already supplied most of the company's computer systems - an estimated 90% of its servers and 40% of workstations - and has been desperate to protect the business. Eight days after the PPG's decision, Steve Hahn, vice president of hp managed services sales, arranged for Carly Fiorina to call Laffey. Her message: HP services are now critical mass to handle THE PAH One of the things we struggled with, after the Compaq merger, was that there was a lot of ignorance in the market about what we could actually do, says Fiorina. It was important to convey to A.G. that we have opportunities in this space that he may not know about, and in fact he did not know about our capabilities. I wanted him to know that we would be competing for his business. In the harsh light of day, HP seemed clearly out of its league in competition against EDS and IBM. Both HP and IBM hoped to persuade the company to move away from a universal outsourcing strategy. That's exactly what the NHS did. He tore the contract to pieces - employee services, facility management, and so on - and offer each piece separately. It will start with the largest and most important piece of it all: its worldwide network of computer systems. On January 2, Dan Talbott assembled his main pursuit team in a cavernous conference room at the HP office building in Atlanta. Sitting at the table were senior marketer Tom Simmons, customer service manager Mary Roth, and John Junker and Jim Aversi, client representatives who interact daily with THEHS. When he looked at each of their faces, Talbott realized what they thought: There's no way we can win this deal. In a harsh light HP was clearly league. Just consider the likely competition: IBM is an \$81 billion behemoth in the service industry, with tens of billions of dollars of deals in its portfolio. EDS, which invented IT outsourcing when Ross Perot founded it in 1962, boasts \$21 billion in annual sales. Despite the merger with Compaq, HP has not yet made its first multi-billion dollar bill. At best, HP was a dark horse, and everyone in this Atlanta conference room knew about it. And HP hasn't been in the race yet. It all depended on a visit to the Site in Palo Alto, when P'G determined whether HP even had the right to compete for the deal. HP had to find a way to confront its greatest weakness: it never took on a customer of this size. The NHS operates on 100,000 mailboxes, 78,000 workstations, 3,500 servers and a mainframe farm; The company's IT store consists of 2,000 people in 53 countries. On January 15, the PLG selection team arrived at HP headquarters. Talbott and his team worked to convince the NHS that HP could handle speed and fodder - the company's almost bottomless technical needs. The highlight of the day was dinner at Chantilly restaurant, menlo Park, which was to be joined by Ann Livermore, HP's head of global services. When Livermore drove into the restaurant parking lot, she got a call on her cell phone. It was Talbott. He said the meetings were going very well, she recalled. What he really meant was: Don't blow it up. Livermore entered the private dining room, and before she could grab a glass of wine, the PGG team strafed her up with questions: Why should HP get this contract? Do you understand the significance of this undertaking? Can we rely on you when problems arise? They were looking for consistency, she says. Have we been consistent in our values, our beliefs and our practices, from the front line depending on the level of executive power? Half an hour later, someone from HP offered to sit down for dinner, where the questions could continue. Then came the kicker. The door opened, and in walked Fiorina, who eluded a Cisco dinner board in another part of the restaurant. Her appearance was completely unexpected - even on hp's side - and she spent about 20 minutes talking to the NHS team. I wanted them to understand how important this opportunity is to us, she recalls. At HP, we spend a lot of time thinking about who we're working with. THE NHS needed to know that we wouldn't continue this if we didn't think we could add value - and if we didn't think we could win. It was an extraordinary session, with extraordinary rates. If HP doesn't make the cut, the market will, in fact, send a message that despite the acquisition of Compaq, HP services were still not ready for prime time. We fought for our future, says Mary Rolfe, who runs HP with the PZG. It would be a huge setback if we didn't get a slot in the final bidding process. She didn't have to worry. Two weeks later, PGG made it official when it chose IBM, EDS and HP as the three companies that made the finals. Overjoyed, Talbott dubbed the HP Pursuit Team with a new title: Project Chantilly.Making Pig FlyOn January 31, Talbott received a FedEx containing two 750MB compact torso: Procter Gamble's RFP (request proposals) that outlined the bidding process. He slipped the first drive into his computer and clicked on the timing. His jaw dropped: Proposals were due at the NHS headquarters on March 28. A billion-dollar IT outsourcing contract usually takes at least 9 to 12 months to bid. P'G's do-or-die term is allowed in just 56 days. Then he pressed the print button, and got his second shock. Over the next hour, two compact currents chewed two cases of paper. RFP has totaled more than 10,000 pages. I was reverent, he recalls. The thing was massive, and there just wasn't time to take it all in. Crowther, a native of the UK, put in 19 years in HP managed services and knew the division closely. Get on the first flight tomorrow to Cincinnati, Talbott told him. You'll be my bidding manager. Crowther set up a small campaign headquarters at HP's dirty facility in Blue Ash, Ohio, near the U.S. global data center. For the next two weeks he was recruiting help from all over the world, a team that quickly grew to 80. At his first full-scale meeting, Jim Fisher, a leading technical architect, walked in with a stuffed - pink flying pig - and tied it to the ceiling of the conference room. His message: We might be weak, but we're going to make pigs fly on this deal. Then Talbott got up to talk. We wouldn't have been selected if the NHS wasn't happy that we can win, and the same goes for EDS and IBM - we all start from the same place, he told team leaders. The final solution comes down to how we interact with the customer. In each of our meetings with the PGG, there will be one of two possible outcomes: We are approaching the winning column or we are moving closer to the losing column. Our job is to ensure that every conversation is a victory. At the headquarters of PGG, the selection team and its consultants, a Houston-based IT outsourcing consulting company, TPI, began working with three applicants. IBM was ultra-focused and played out its deep technical and outsourcing expertise. The learning curve was very short - from day one 80% of the systems and processes of the NHS. On the other hand, IBM has proven that less flexible than EDS and HP. IBM treated us as a big, important customer, but they were somewhat paternalistic, Says Reedy says. Their attitude was: Believe us, we know what we are doing. (IBM executives declined to comment for this story.) EDS received high marks for its operational excellence, and it turned out to be an excellent listener. EDS has worked extremely hard in trying to understand what was important to us, says Linda Clement-Holmes, head of outsourcing initiatives at PHA. We would make an offer and he would appear in the presentation of the next meeting. But EDS has been hobbled by bad corporate news that has continued to break throughout trading. As for HP, the biggest concern was unknown: Can it really handle a deal of this magnitude? In the plus column, the PCG has already used HP hardware. And the PGG team was pleased with HP's frankness. With HP, what you see is what you get, says Reedy. They had less global experience than the other two, and less experience in app development and maintenance, but they looked at these issues in the first place. They didn't try to hide their weaknesses. Whatever he said to his team, Talbott privately believed that EDS was a leader. First, EDS almost caught that mega-outsourcing deal. EDS put a winning solution on the table, he says. They only lost because of external problems. Moreover, over the past 18 months, the EDS team has built up a deep relationship with the PSG side. Talbott was somewhat comforted by his belief that EDS's greatest weakness was playing on HP's greatest power. IT staff remain dismayed by the idea that they have been prepared for problematic EDS (see Report from the Past, page 27). At every opportunity, HP executives scored the same message: We value your employees. We need their skills. They will have a great career at Hewlett-Packard. Talbott was convinced that the soft and fuzzy factor - HP culture - could just help him do the hard work of winning the deal. Stretch RunWorking from its Blue Ash headquarters, HP Pursuit Team lived on a brutal, nearly 24-hour schedule, with no time on weekends. Their family life has been tested; at least one group leader reports that his marriage is in trouble. Stress has taken a huge physical and mental toll. At a 7 a.m. breakfast meeting with his HR team leader, Talbott watched anxiously as the man got up from the table, took a step and keeled away from exhaustion. HP got off to a shaky start. At the opening session, where bidders had their first opportunity to clarify the terms of the PCH, crashing HP presented about 500 questions (compared to 50 from EDS and 150 from IBM). HP is never going to get out of this on this. Clement-Holmes PZG thought to himself. They Won't survive. But over the next few days, hp's side began to rally. In preparation for the Yellow Pad 2 session, when bidders present their first round of decisions, Talbott instructed his team leaders to print each PowerPoint slide - just over 200 - and attach each of them to the walls of the conference room. The group then criticized them. Dan Talbott is an excellent leader, but he's a real pain in when it comes to preparing presentations, says Crowther, who got his ears burned when he posted a common slide that failed to convey a brief message. During February and March, EDS and IBM corporate aircraft frequented Cincinnati. Talbott joked that the two IT service giants looked like a couple of sumo wrestlers who washed it - they didn't even know about HP. (Grisham, EDS's president of operations, denies this, but admits, We thought HP's lack of experience would really work against them.) The intention of the PGG was to select two finalists who then fought for the contract. But it would add months to the process. 48 hours before HP applied, Fiorina and Livermore flew to Cincinnati on a Gulfstream plane. Talbott met them at the airport, and in a limousine at PSG headquarters, they settled on a plan to offer an expedited offer to the qualifying team: bypass the semifinals, select HP, and the company would commit to negotiating the final contract in record time. The two HP executives met with Filippo Passerini, an intensive global business services officer for the company, and his team in a conference room on the 16th floor. The meeting lasted two hours. As it drew to an end, Fiorina made their promise: If you choose HP, we will be your Wal-Mart. Wal-Mart is the company's largest customer. PGG is Wal-Mart's largest supplier. None of them can succeed without the other. I tried to convey, in pretty tangible terms, that I was getting it. We competed for a betting-to-business relationship, Fiorina said. And I wanted them to know that we are going to deliver. End Of GameOn on March 28, EDS, HP, and IBM turned their stakes into a series of three ring binders that took up a 6-foot shelf on Passerini's office - and weighed in at 145 pounds. The selection team shared the responses to the sections and sent them to 125 Procter experts around the world who spent the weekend throughout the evening evaluating the documents. After days of deliberations, six senior members of the qualifying group gathered to make a final call. The meeting lasted most of the day. As each member of the group spoke, consensus began to emerge. After the hand show, the decision was unanimous. The NHS will miss the intermediate stage; HP was the winner. There were many reasons, but which closed the deal was like this: HP HP That's the most. HP was new to the market, they were very focused and they were very, very hungry, says Andrew Hevat, TPI's lead consultant at PPI. On April 11, the company announced that the company had signed a 10-year, 10-year IT service contract with HP for \$3 billion. IBM was absolutely stunned when I heard we won, Fiorina said. Livermore trumpeted the victory of the PHI with a somewhat disingenuous comment that HP is now a legitimate alternative to IBM. However, as a result of the Compaq merger, HP's services became an organization worth \$12 billion, which allowed it to claim the 3rd place in the industry in terms of it services. But this rating is misleading, as it includes low-margin break-fix deals - maintaining systems and running support services. Real money is in the much more lucrative computer consulting and outsourcing field, where HP ranks farthest. However, HP is now very much on the radar screens of EDS and IBM. We dropped the clock when we did merge Compaq, says Livermore. And all the momentum is on our side. There's only one last point to settle in connection with the bidding for the PGG: DOES HP lowball price to win the contract? HP does not disclose any figures, but its executives insist that the deal with P'G will be profitable in the first year. The people who say we're lowballed are people who have lost, says Fiorina. They use lowballing as an excuse to justify their own inability to show. It's possible. But here's what we can be sure of: HP's next big challenge is to manage PGG's long-term expectations. HP won the PCH deal, but now comes the tougher part: to prove that it really deserves to win. Every hour of the day, every day of the year, from now until August 2013, HP must deliver on its promises. All the IT industries will be watching. Sidebar: Underdog's Guide to Competition No less IBM, nor EDS thought HP could beat them head-to-head. Incorrectly. Here are five rules for HP way.1 competition. Don't hide your weakness. HP played its strengths, but did not play back its obvious weaknesses. The company tackled their head, which kept the competition from it instead. Each interaction with the customer brings you closer to winning or closer to losing. HP's strict self-criticism puts almost every presentation for P'G in the winning column.3 Bring the big guns. But save ammunition. HP CEO Carly Fiorina intervened at crucial moments. Her encounters with the NHS were rare, but she made each count. Think like your client. When Fiorina told THE AP: We're going to be your Wal-Mart, she gave a mental model of what HP's relationship will be - the company's rich, successful relationship with its biggest partner.5 Show that you want a deal. was new to the market . . . and they were very, very hungry, says consultant HRG HP won because he he most to win. Bill Breen (breen@fastcompany.com) is a senior writer for Fast Company. 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