

THE FUTURE OF SALES:

> MILLENNIALS IN THE SALES PROFESSION

PRESENTED BY: THE CPSA AND SHANE GIBSON



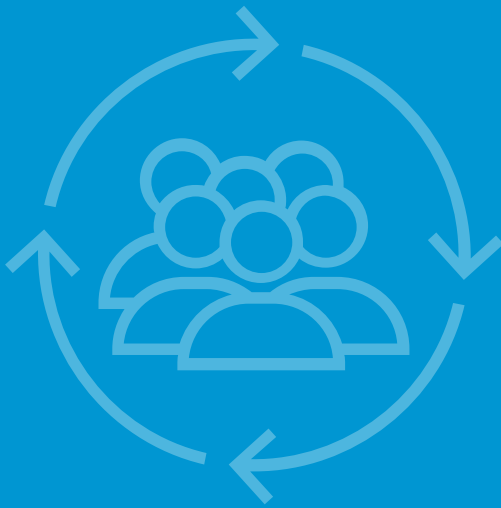
INTRODUCTION

Much has been written on the impact of the Millennial Generation on the workforce and on the sales profession. The conventional view of Millennial workers seems to be that they seek purpose, feedback, and work-life balance. Unfortunately many people have also been guilty of labelling Millennials as entitled, easily distracted, impatient, lazy, self-centred and job-hoppers.

Sales leaders should not allow generalizations to dictate management style or growth strategy. We must understand and embrace changes to the ways we sell which are happening as a result of new technologies, different work preferences, better business intelligence and alternative channels of communication.

We should attempt to recognize our similarities. Many Baby Boomers and Gen-Xers, for example, would also argue that they value work-life balance and purposeful work. Millennials or Gen-Y are just asking for it en masse - and they happen to be the largest group of people entering the workforce in the past 60 years. The way people work is more often connected with their life stage and outlook than the result of significant generational differences.

Rather than suggesting the answers for future sales success lies in knowing how to manage 'Millennials', this e-book, written by the CPSA and Shane Gibson, will



instead attempt to re-consider the motivations of today's workforce and ways to manage tomorrow's multi-generational sales teams.

We will consider the current and future state of sales in North America. It will help you manage sales teams of the near future through reconciling some of the 'us versus them' analyses of Millennials.

Want to be a successful leader of tomorrow's sales superstars? Read on to gain new insights into, and appreciation for, the real motivations, drivers and potential of salespeople in 2020 and beyond.

Get a clearer definition of the Millennial generation and sub-categories such as Xennials. Understand the overlaps and nuances between generations. Discover new insights from those that lead Millennials and Millennial salespeople on the frontlines. Gain new ideas to help you adapt and grow your future talent and sales strategies.

WHAT IS A MILLENNIAL?

Sales Organizations are obsessed with understanding Millennials because they make up nearly 40 percent of the Canadian workforce. By 2020 they will comprise half of the workforce. This is the highest of the G7 countries. Of those, Millennials number 9.6 million and account for 27 percent of the total population - about the same size as the Boomer generation¹.

Neil Howe and William Strauss, authors of the 1991 book *Generations: The History of America's Future, 1584 to 2069*, are often credited with coining the term Millennials. Howe and Strauss define the Millennial generation as consisting of people born between 1982 and 2004. For the purposes of sub-dividing the two sets of Millennials, we will take this definition back a little further to 1977.

Millennials are the first generation native to the digital revolution; a generation who was literally being exposed to computers and technology before they could form full sentences. From a very young age they had laptops, smartphones and the internet at their disposal².

Far too much commentary around Millennials oversimplifies who they are and what they have grown up with. While it is true that your average Millennial is far more adept with a smartphone (90% of Millennials sleep with their phones!³) or a chatbot than their seniors, it's way too simplistic to put all Millennials in the same box.

Millennials could, in fact, be understood as two sub-groups. Those born in the late 70s and early 80s and those born immediately before, during and after the end of the cold war⁴.

While all Millennials have plenty of traits in common, it is the 20-somethings - those who can hardly recollect a time before wireless internet, social media and constant global interconnectedness - who can more accurately be considered the first true swathe of digital natives.

¹ Generations: Demographic Trends In Population And Workforce http://www.catalyst.org/knowledge/generations-demographic-trends-population-and-workforce#footnote12_x1dtp5

² Overall, the earliest proposed birthdate for Millennials is 1976 and the latest 2004. Other proposed dates for Millennials: Iconoclast, a consumer research firm, suggests the first Millennials were born in 1978. Newsweek magazine reported that the Millennial generation was born between 1977 and 1994. The New York Times categorized Millennials at 1976-1990 and 1978-1998. A Time magazine article placed the Millennials at 1980-2000.

³ 8 Stats That Prove Millennials Are a Perfect Fit For Sales Jobs - <https://blog.hubspot.com/sales/millennials-perfect-fit-sales>

⁴ Millennials born in the late 70s and early 80s - those 'children' of Reagan, Thatcher and Trudeau who were not, actually, exposed to most of the digital revolution from the off. This term was coined in 2014, by Sarah Stankorb in Good Magazine. By contrast, those members of today's salesforce born in the late 1980s and 1990s - let's refer to this group as the 'younger Millennials' have never known anything other than search engines, social media and exponential growth of online technologies.



THE REALITY: WE'RE MORE ALIKE THAN MANY WOULD CARE TO ADMIT

It's too easy to see traits in some Millennials and conclude that they are the result of some incredible generational leap in attitude or beliefs.

Mutual recriminations are often most acute in the office. While younger workers typically mock the technological limitations of their elders, Gen Xers and Boomers bemoan the laziness and entitlement of youth.

Born in 1975 Shane Gibson co-author of this ebook recalls his first few years in sales and marketing:

"Gen X was labeled as, well, more pessimistic, overly self-assured and easily distracted. We were ambitious and I personally recall being told by senior managers to "extend my timeline" on my corporate and career goals.

My earning expectations were also too high according to them and I needed to tow the company line with more discipline. Sound familiar? - A lot of senior managers today talk the same way about Millennials. It's really just about two generations working together and it's happened for many generations. 'Those young kids today.' or 'Those tired out of touch older people' are both unproductive us versus them mindsets."

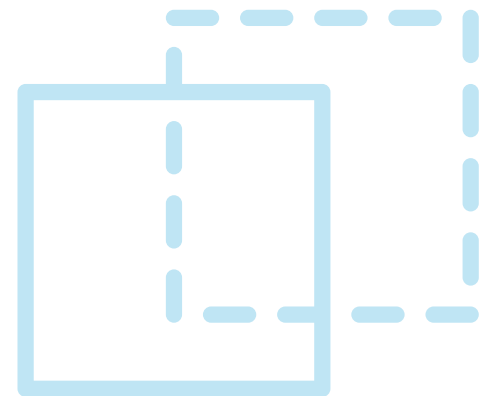
Conflict and misunderstanding between generations is bolstered by sales influencers and consultants who churn out multiple ways to manage Gen-Y millennials in the office, as if they were a unique, distinct group.

Sure, there are some major trends that have impacted the way we work which occurred alongside the rise in the number of Millennials in the workplace.

Employees under 35 years old are, for example, more likely to move on to new opportunities than their older coworkers generally. Although actually, this has been the case for at least the last two decades and must be more closely aligned with the facts that improving technology opens up more job opportunities plus there are no longer any 'jobs for life'.

There's also no denying that Gen Y has had an impact on the technology we have at our disposal and the speed at which sales has evolved.

But just how different are the generations in their approach to work, really?



"It's really just about two generations working together"

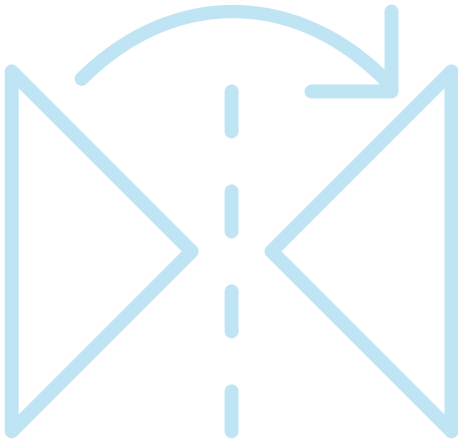
Increasing evidence suggests that employees of all ages are much more alike than different in their attitudes and values at work. To the extent that any gaps that do exist, amount to small differences that have always existed between younger and older workers throughout history and have little to do with the Millennial generation per se.

IBM's Institute for Business Value released a 2016 report called "Myths, Exaggerations and Uncomfortable Truths: The Real Story Behind Millennials in the Workplace." Based on a multigenerational study of 1,784 employees from companies in 12 nations and six verticals discovered that, across 10 variables, differences between generations are uniformly minimal. For example, almost the same number of Millennials (25%) want to make a positive impact on their organization as Gen Xers (21%) and Baby Boomers (23%)⁵.

A 2015 study commissioned by CNBC supports this⁶. Looking at the importance of six traits in a potential employer — ethics, environmental practices, work-life balance, profitability, diversity and reputation for hiring the best and brightest — CNBC found that Millennial preferences are just about the same as the broader population on all six.

Little differences that do show up in Millennials are often due to factors such as stage of life instead of generational membership. Elspeth Reeve explains in *The Atlantic* in 2013 that "It's not that people born after 1980 are narcissists, it's that young people are narcissists, and they get over themselves as they get older."

As sales leaders, we should adopt a more pragmatic perspective. One which accepts that behavioural changes in how we sell are the result of our environment, experiences and tools at our disposal. The generational label with which we are assigned is merely a factor.



⁵ What Do Millennials Really Want at Work? The Same Things the Rest of Us Do <https://hbr.org/2016/04/what-do-millennials-really-want-at-work>

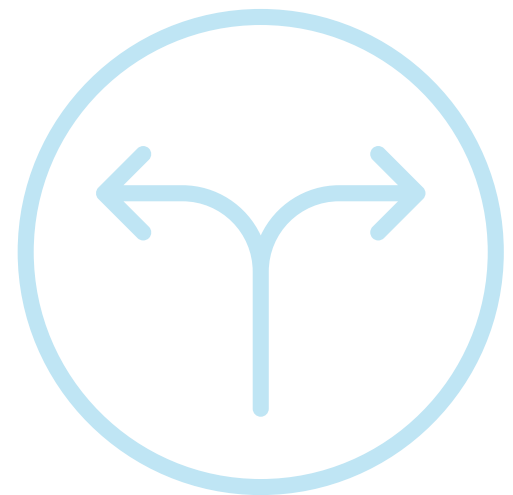
⁶ Everything You Know About Millennials is Wrong <https://www.laserfiche.com/simplicity/everything-you-know-about-millennials-is-wrong/>

THE INFLUENCE OF MILLENNIALS ON CORPORATE DECISION MAKING

It is important for sales leaders to recognise that it's not just the rise of Millennials that's changing how we work and the ways we manage. Rather, it's about a bigger, cross-generational switch in attitudes around recognition, communication and work-life balance.

Although Gen Y will soon make up a majority of the workforce, it will still be a number of years before they constitute the lion's share of the top-level of leadership. Nevertheless, *"Millennials have been rising up the ranks of their organizations, amassing power and influence, and today over 73% of millennials are involved in the purchasing decisions of their companies⁷."*

Gen Y's influence on corporate decision-making and purchasing decisions is, therefore, considerable. So too is the general shift across generations to new priorities in how we work. So, when it comes to leadership styles and buying decisions, what are the motivators of tomorrow's Millennial-dominated multi-generational salesforce?



1. Corporate Social Responsibility

To gain buy-in from tomorrow's business leaders, companies need to pivot from the *what* to the *why*. Your company can be the proud producers of the most efficient and competitive products with the best ROI but, unless you can also offer the moral justification for purchasing your solution, you'll be fighting an uphill battle. Millennials in leadership and buying roles will help to push forward the need to know what impact your products or service will have on their clients and on the world around them. A recent study by Sacunas, for example, suggests that 80% of Millennial business buyers say that the environmental, social and philanthropic efforts of potential vendors are major factors in their consideration⁸. So much so, that Millennial, on average, would take a \$7,600 pay cut to improve their work environment⁹.

⁷ Millennials Are Buying For Businesses. What Does This Mean For Your B2B Brand? <https://www.forbes.com/sites/forbesagencycouncil/2017/06/28/millennials-are-buying-for-businesses-what-does-this-mean-for-your-b2b-brand/#7adf9fba5c00>

⁸ What is Market Invention? <https://madewithmerit.com/insights/>

⁹ 8 Stats That Prove Millennials Are a Perfect Fit For Sales Jobs - <https://blog.hubspot.com/sales/millennials-perfect-fit-sales>

Employers looking to attract the best young talent also need to talk less about what they do and, instead, project *why* they do what they do; the impact it has on their consumers and the moral justifications. *“The people who work for you aren’t building a company for you”* explains says Ben Lerer, founder of Thrillist and CEO of digital holding company Group Nine, *“They are building it for themselves - they are the center of their own universe. Just because you are the CEO, doesn’t mean they are coming to work every day to make you happy. They want to be happy and it’s your job to keep them that way.”* - Ben Lerer, Thrillist.

2. Entrepreneurship

“Entrepreneurship is the act of turning an idea into an actual innovation. It’s equal parts tenacity, operational execution, and vision, and it’s at the core of what it takes to bridge the gap between today and tomorrow.” - Jessica o. Matthews, Uncharted Play¹⁰.

Given a choice between being another cog in a big corporate wheel or building a brand, a substantial proportion of Gen Y professionals claim that they’d rather succeed in an entrepreneurial career. Indeed, 88% of Millennials said they’d like to work for an entrepreneur and 55% hope to or have started their own business.

Fundamental to this attitude is a high degree of risk-taking seen in today’s teams compared to those dominated by Gen Xers and Boomers. As Ezra Klein, editor-at-large of Vox explains *“My only advice is to try to get the job that’s most like the job you want, rather than the one that’s more prestigious. Always try to be the talent.”*

3. Career Development and Mentorship

Today’s sales leaders must combine the seemingly juxtaposed ideas of allowing 1) Millennial employees more autonomy to get on with the job and 2) giving them the feedback and mentorship to ensure they have the tools and knowledge to achieve it.

Leaders who fail to offer this, run the risk of losing their best people because, as we all know, the days of a career-for-life is gone and, while most conceptions of lack of job loyalty has been over-exaggerated, Millennials are more likely than previous generations to jump ship if they see better career opportunities on the horizon.



¹⁰ Think Millennials Are Lazy? These 21 Quotes Will Make You Think Again - <https://www.inc.com/kevin-daum/21-quotes-that-prove-millennials-are-anything-but-lazy.html>

4. Informality

How many Millennial men do you know who still wear a tie in the office? Sure, it still happens in larger organisations and maybe when attending client meetings but otherwise the chances are it's a pretty low amount. In fact, how many of your Millennial colleagues even wear formal attire to the office every day? The chances are that number is much less than it was even five years ago.

Why? Because pomp and ceremony simply don't matter as much to the bulk of today's workforce. 'Unnecessary formality' in the workplace just doesn't tally with being seen as genuine, authentic, and personable. 10 years ago dress-down Fridays were a luxury. In most small to medium companies it's now the norm. How long until the big corporates, forgive the pun, follow suit?!

With such informality can, however, come situations where you as a leader feel uncomfortable.

Pew Research revealed that, compared to previous generations, most Millennials find hierarchical relationships to be uncomfortable or foreign. They instead prefer an environment that allows them to interact informally with peers and their bosses. A recent **LinkedIn internal study** also reported that one in three Millennials have texted their boss outside of work for non-work-related reasons, compared to only 10 percent of the boomer generation.

Make sure you set the standard for what's appropriate. Be friendly, be inspiring but be clear that you're the boss.

5. EQ

Emotional Intelligence and having an emotional justification for buying is important to today's 20 and 30-somethings.

Today's multi-generational workforce reflect these values as more and more care about justifying a purchasing decision through emotional attachment, through a sense of belonging. Howard Breindel, Co-CEO at DeSantis Breindel, suggests *"Emotional drivers are actually more prominent in B2B decision-making than in B2C purchases. Think about it: A B2B purchase is a considered one. An involved one. A relationship-driven one. The stakes are higher than most consumer purchases, and tapping into clients' emotional drivers is critical to building the trust necessary to win their business"¹¹.*



"How long until the big corporates, forgive the pun, follow suit?!"

¹¹ Millennials Are Buying For Businesses. What Does This Mean For Your B2B Brand? <https://www.forbes.com/sites/forbesagencycouncil/2017/06/28/millennials-are-buying-for-businesses-what-does-this-mean-for-your-b2b-brand/#7adf9fba5c00>

THE FUTURE SALES CAREER: INSIGHTS FROM MILLENNIAL SALES PROS

To truly offer a 360-perspective on a Millennial-dominated sales workforce, we went out to the source and posed questions to those Millennials who are in the trenches and will be the sales leaders of tomorrow. The answers are not too dissimilar to what most Gen Xers would offer.

What attracted you to sales as a profession?

Michael Alvaro, On-Boarding Specialist at Bench

Accounting: "The short answer to your question: I am doing it so I can buy a house for my mom before she retires ... I knew that my earning potential in Marketing wasn't going to get me anywhere so I made a career switch into sales ... Sales will help me get to my goal much faster than I could with a career in Marketing."

Sunny K Wu, Social Media Director and former

Door-to-Door Salesperson: Firstly, I am very motivated by money and I liked how that I get paid based on my results. The results are usually direct relation to how smart and how hard I work - I like the idea of meritocracy. Secondly, I enjoy connecting with different people and helping them find the best solution to their problems.

Marco Trujillo, Sr. Sales Development Representative

at Lucid Software: "Initially I wanted to do something that would force me out of my introverted shell and develop skills that would help me professionally. Once I started learning more about the sales mentality and everything else that came with sales I knew I loved it. I never thought it would be something that I enjoy until I actually tried."

What motivates you to succeed in sales?

Karleen Murphy, Education Account Executive

at SAP Canada: The results! When I reach out to a

customer after implementation to hear about their amazing experience and the reception of others within the company. Win-win.

Sunny K Wu, Social Media Director and former Door-

to-Door Salesperson: Ultimately, money and success are my main drivers. Also, I'm competitive by nature - especially with myself. ... If I get a low commission cheque, I take full responsibility and see how I can improve and get back up.

Michael Alvaro, Onboarding Specialist at Bench

Accounting: "If you need motivation to be successful in sales, then it's probably not the right career for you. The top sales performers don't need motivation because they have a goal, a mission, a purpose... If you can find a purpose in life, you won't need motivation to be successful in Sales."

How do you prefer to learn new sales skills? (in-person/online courses? Coaching? Self-directed learning, videos etc?)

Sunny K Wu, Social Media Director and former Door-

to-Door Salesperson: "The fastest way I developed my skills was when my manager held weekly one-on-one's and listened to my live calls. Getting consistent and honest feedback was crucial for my success."

Michael Alvaro, On-Boarding Specialist at Bench

Accounting: "I think it's best to offer more than one method of teaching. From personal experience, one-on-one coaching is definitely a great way to teach someone and it doesn't always have to be in person. A call or Skype/video chat works just as well. That personalized attention lets both sides hone in on areas of improvement. It also allows critical feedback to take place."

Karleen Murphy , Education Account Executive at SAP Canada: "On the job training is important, but I also like signing up for online training courses, reading the latest sales books, and attending conferences and meetups."

How important is technology to your sales process and success?

Marco Trujillo, Sr. Sales Development Representative at Lucid Software: "Very important, technology provides tools that increase productivity and efficiency that allows salespeople to get more done in shorter amounts of time. This results in more conversations with potential customers and ultimately more revenue for the company."

Michael Alvaro, On-Boarding Specialist at Bench Accounting: Technology is vital. You cannot scale from 0 to 5000 clients in 6 years without technology. CRMs like Salesforce do most of the heavy-lifting for pipeline management. It Allows me to be super efficient with my time and keeps me organized ... It also shortens my sales cycle so I can close deals faster and reach out to more customers.

Karleen Murphy , Education Account Executive at SAP Canada: Any technology that can help me be more efficient so that I can spend time with the customer is fantastic.

Sunny K Wu, Social Media Director and former Door-to-Door Salesperson: Technology is very important. It makes it easier and faster with communication, and organization. For example, managing my list, doing research, sending emails, etc.

What does it take to be successful in sales in today's workplace?

Karleen Murphy , Education Account Executive at SAP Canada: Old-school selling is out. People don't want to be "sold to". They're looking for a knowledgeable resource that can provide them with the information and materials that they need to make an informed buying decision. Successful reps are therefore personable, organized, resourceful, good listeners, passionate, driven, and confident.

Sunny K Wu, Social Media Director and former Door-to-Door Salesperson: Being driven, persistent and coachable.

MANAGING MILLENNIAL SALESPEOPLE: INSIGHTS FROM LEADERS

As a sales leader, you have an opportunity to draw upon your Millennial sales team's strengths and enthusiasm. Due to life experiences, younger salespeople are often more self-confident, independent, positive thinkers who are thoroughly comfortable with digital technologies in all forms, and ready to take on sales challenges unique to your organization and sector. The key is providing them with the right form of guidance, mentorship and training to optimise their efforts on behalf of your multi-generational organization.

Here are our top tips for getting the most from your Gen Y-led sales professionals.

Understand Motivations

Like all of us, Millennials want to feel they are being compensated fairly but that's not the whole story. Many Millennials also want cause-based work; they are motivated by a desire to "make a difference" - in their community and the wider world. Meet with your Millennial sales execs to better understand what drives them both on a personal and professional level.

Dialogue and Feedback

The days of irregular or annual performance reviews have long gone. Huge leaps in the people analytics and talent management technologies have meant that Millennials are the first generation to enjoy regular feedback, especially when it's frequent and constructive. Gen Y salespeople expect to hear from their managers that they're doing a good job. Why? Because it motivates them to work even harder. They also want to understand what they can improve. Constructive criticism will let them build on their existing knowledge and experience. Their senior colleagues have been gifted the same opportunities, in part, because Millennials see better leadership as a right, not as a privilege.

Collaboration

The old dog-eat-dog approach; those days of negative competition when leaders pitted one salesperson against another is generally considered distasteful by the majority of today's workforce. Instead, salespeople



“Meet with your Millennial sales execs to better understand what drives them”

prefer clear lines of responsibility, obvious syphoned pipelines (this can be easily managed through most CRMs) and ways to foster collaboration over competition. It's also advisable to reward the whole sales team for successful deals, rather than only single out individuals for praise.

It's your responsibility as a sales leader to emphasize a team approach to sales management, with plenty of opportunities to brainstorm together - including pairing experienced individuals, mentors and top-performers with those salespeople who are still learning the ropes.

Flexibility

If your sales organisation can offer flexible hours, this can be a boon to motivating and retaining your top people. The traditional 9-5 is often seen by Millennials and Gen-Xers alike as an unnecessary, arbitrary requirement out-of-touch with today's online work environment. Look into what type of flexible work schedules enable them to achieve maximum productivity. Work with them to offer schedules which allow them to be most productive while still ensuring that they achieve their weekly, monthly and quarterly targets.

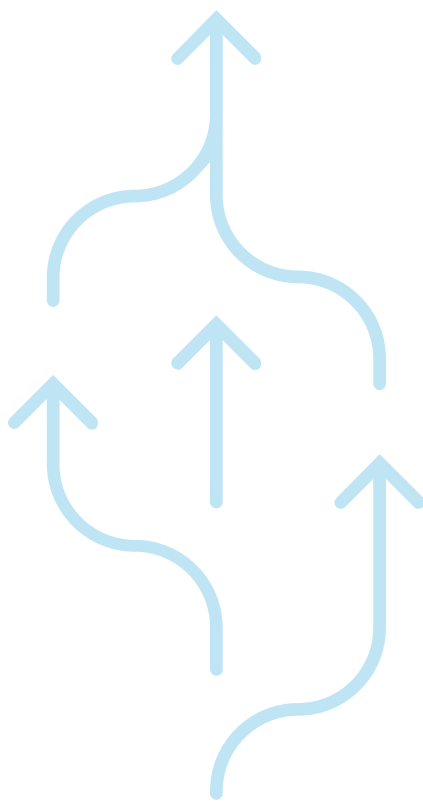
Manageable Training

Sales training is critically important for Millennials, as it is for other generations of salespeople. Adopting a formalized training program, however, may not be the best approach.

Millennials often prefer shorter, condensed training sessions, not day-long workshops or other, more traditional classroom-style approach. Look into interactive sales training software that plays to their ability to absorb information in quick, interactive programs. Also give thought to the ways individuals learn - are they more of a visual learner? Do they take in more info when its in written or audio format. Cater to their learning needs to produce better overall sales results.

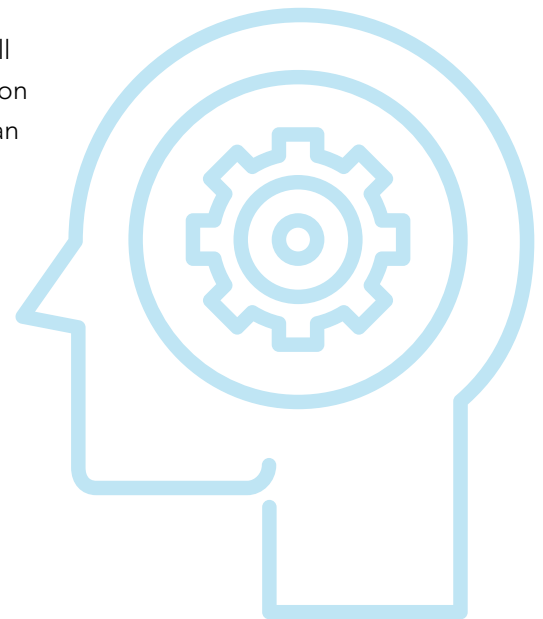
Managing Up

The idea of 'managing up' is a vital lesson for those in their 20s and 30s. Once again, this is not a new phenomenon. Give your sales team of tomorrow guidance on communicating with their leadership and selling to older generations. Help them understand the different motivations of those who aren't Millennials. It's important to train Millennials on the best ways to reach out to customers with different generational needs and communication preferences. Doing so will aid your younger employees in developing rapport-building skills which are vital to sales.



Tap into Digital Knowledge

One area of work which is less easy to re-assess as applicable to all generations is adoption and promotion of online sales methodologies. Compared to senior generations, Millennials really do understand digital technologies inside and out, including how to sell via social media. Rather than dismissing 'new-fangled' approaches to selling, encourage your team to continuously adopt new technologies and integrate the latest, most sophisticated digital sales tools into their repertoire. They'll benefit from the infusion of exciting new ways to approach sales and your company will benefit from their willingness to explore these new strategies. Digitalisation has meant that those with great ideas - regardless of their generation - can circumvent traditional hurdles to success and create global impact faster and with far less resources.



“Compared to senior generations, Millennials really do understand digital technologies”

MANAGING MILLENNIALS - QUOTES FROM SALES LEADERS

As part of this ebook, we've collected some insights from leaders of Millennial salespeople. Here's their take on issues such as generational differences in how sales pros work, motivations of Millennial salespeople, new skills on offer and tips to get the most from your future sales teams.

Why would Millennials choose to work for your company?

Julian Marcuzzi, Sales Manager at Avenue: "It is all about culture and values. When interviewing candidates there is always common theme around these two points. People love to work in a company that truly values their work and know that they are making an impact to an ultimate goal."

Jack Kosakowski, leading expert in social selling and sales innovation, speaker and CEO of U.S. Creation Agency: "Most of our employees work remote and that seems to have huge upside with millennials. Also, we have a fun innovative and collaborative culture. We encourage our employees to dare to be different with our customers. They seem to really enjoy the idea of creativity. "

Do you need specialised management systems to lead members within multi-generational sales team?

Brian Halligan, CEO, Hubspot: "I believe the Gen y-ers coming into the workforce, the Millennials, they like this idea of the highly transparent organization, and they expect transparency and authenticity from their leaders. So, I'm trying to be as transparent as I possibly can. I feel like people who grew up on Facebook and Twitter and social media sites just have a different a sense about hierarchy in life, and so we're a little bit allergic to hierarchy over here."

How do you motivate Millennials?

Julian Marcuzzi, Sales Manager at Avenue: "You need to practice what you preach. If you don't, you lose credibility thus impacting their motivation to be at their best."

Jack Kosakowski, expert in social selling and sales innovation, speaker and CEO of U.S. Creation Agency: "It depends on who the individual is. We let them decide what the motivating factor is for their work. Some want more money. Some want growth. Some want both. They create a plan and we both agree on what the future of awesome looks like for each individual."

Do you think that some of the stereotypes about Millennials are just older people complaining about young people?

Christine Van - Western Canada On Premise Manager at Red Bull: "I think there's definitely a difference in salary expectation between Millennials and Gen Xers".

Neil Ryland, CRO, Peakon: "Just because we now have a generation that is more aware and more conscious and has more corporate social responsibility as well, it doesn't mean that they're bad. It just means that they're challenging a workforce above them in ways that they haven't been challenged before. And it's trying to figure out a way, how do you bring those two or even three generations in the workforce together to accomplish whatever the greater good is for the company"

How does your company sell to millennial buyers?

Julian Marcuzzi, Sales Manager at Avenue: "We are always looking at personas when talking about sales specific tactics. Because of our industry, we find this approach works better vs a bias strictly based on age."

What are some of the advantages and strengths that Millennials sales team members bring to your team?

Julian Marcuzzi, Sales Manager at Avenue: "I think millennials are more open to trying new things as they tend to have a more dynamic skillset. Because of the trend we are seeing in sales there is not a single approach that makes someone successful. For Millennials, they have to adapt and iterate - if they don't, they will not survive."

Millennials are the future of sales. What are some tips for leaders of tomorrow?

Neil Ryland, CRO, Peakon: "90% of your time should be on the bigger function - the bigger mission and the role that we play in that. But 10% of your time should be around how do you learn new skills." And that could be anything, from spending time with the marketing team... or it can be taking Excel training courses. We encourage them, but we ask them to report back on it and say how are these new skills they've learned going to benefit your teammates. And again, they feel quite inspired around doing that."

Julian Marcuzzi, Sales Manager at Avenue: "We continue to see a trend to more of a customer service focus. Old sales tactics don't work any longer. The buyer has never been so empowered armed with so much information from various sources."

Christian Obando, Director of Inside Sales EMEA at Juniper Networks: "I believe it comes very much down to actually speaking their language, right, and also leveraging a set of different communication trend as communication tools when we engage with the millennials¹²."

¹² How Millennials In Sales Are Shifting Current Leadership Methods <http://www.salesforlife.com/blog/how-millennials-in-sales-are-shifting-current-leadership-methods>

CONCLUSION

Every generation seems to judge their successors by their own values. Gen Xers are no different. Just like Boomers stereotyped and criticized Gen Xers two decades ago, much has been said about the rise of Millennials in the workplace. As George Orwell wrote: "Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it".

As Millennials continue their rise to become the largest, most impactful generation in sales organizations, we must continue to research, recognise and respond to the perceived and actual best ways of selling in the near future.

It's imperative that leaders of tomorrow's sales superstars resist generational stereotypes and encourage changes in the ways we work. To attribute the changes to how we work and how we manage to the rise of 'Millennials' is, quite simply, naive and far too simplistic.

Managers of sales staff should embrace the tools which will ensure that the right coaching is backed-up with the best possible sale technology stack despite, not because of, demographic assumptions.

We hope that you've gained some new insights into other ways to relate to and inspire your salespeople. We'd like to think that we've gone some way in highlighting - or perhaps even reconciling - aspects of the 'us versus them' myths which too often confuse the discussion around the multi-generational sales organization.

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This e-book was produced by the CPSA and Shane Gibson

ABOUT THE CPSA

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ABOUT SHANE GIBSON

Shane Gibson is an international conference speaker, sales trainer and author on social media marketing, social selling and sales performance who has addressed over 100,000 people on stages in Canada, USA, South Africa, India, Malaysia, Dubai, Colombia, Chile and Brazil. Shane Gibson is #5 on the Forbes.com list of the Top 30 Social Sales People in the World.

Shane delivers conference keynotes and corporate training on Enterprise Selling, Sales Technology, Social Selling, and Negotiations.

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