

Sales & Tech: Our Differences Make the Difference

Chris Corriere & Vanessa Spock

GOTO Chicago 2018

Who Are We?

Chris Corriere

devOps Advocate SJ Technologies

@cacorriere

"Sociotechnological mathematician @ Large"



Vanessa Spock

Director, Global Business Operations
at Ericsson

Worked in Media Technology for 20 years

Various roles

- Near-technical
- Tech-customer interface
- Customer-facing
- Sales
- Business

What are we doing here?

I Our intro to Stereotypes

II How Stereotypes become a problem

III Overcoming & going beyond Stereotypes

IV Our differences make the difference

Sales vs Tech in Four Acts

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“what is it, and why do we use them?”

We start life with Stereotypes



“Is Batman working hard?”

Batkid is the superhero name of **Miles Scott**, an American child and cancer survivor.



“Batman is working hard.”

The “Batman Effect”: Improving Perseverance in Young Children



Rachel E. White Emily O. Prager Catherine Schaefer Ethan Kross
Angela L. Duckworth Stephanie M. Carlson

kids pretending to be superheroes ‘worked’ more than those who thought of themselves in the third person, and both of those groups did better than the kids who just thought of themselves as ‘me’



People who RSVP'd to volunteer via our website: **16,077**

% of all tweets coming from outside US: **13%**

Number of countries where Batkid was discussed: **117**

Total tweets: **555,697**

Batkid by the Numbers



% of all tweets that were deemed "positive": **96%**

Total Twitter Potential Reach: **777,453,544**

*Numbers source: Clever Girls Collective

How was your first day of work?

How did you dress?

the **“I work at a tech startup”** starter pack





















Progressing through the corporation….



How was your first day of work?

How did you dress?









Entry level, commission based sales job in the Midwest starter pack

Progressing through the corporation….



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“why don’t they work?”

Knowledge is transferred & activated through rituals.



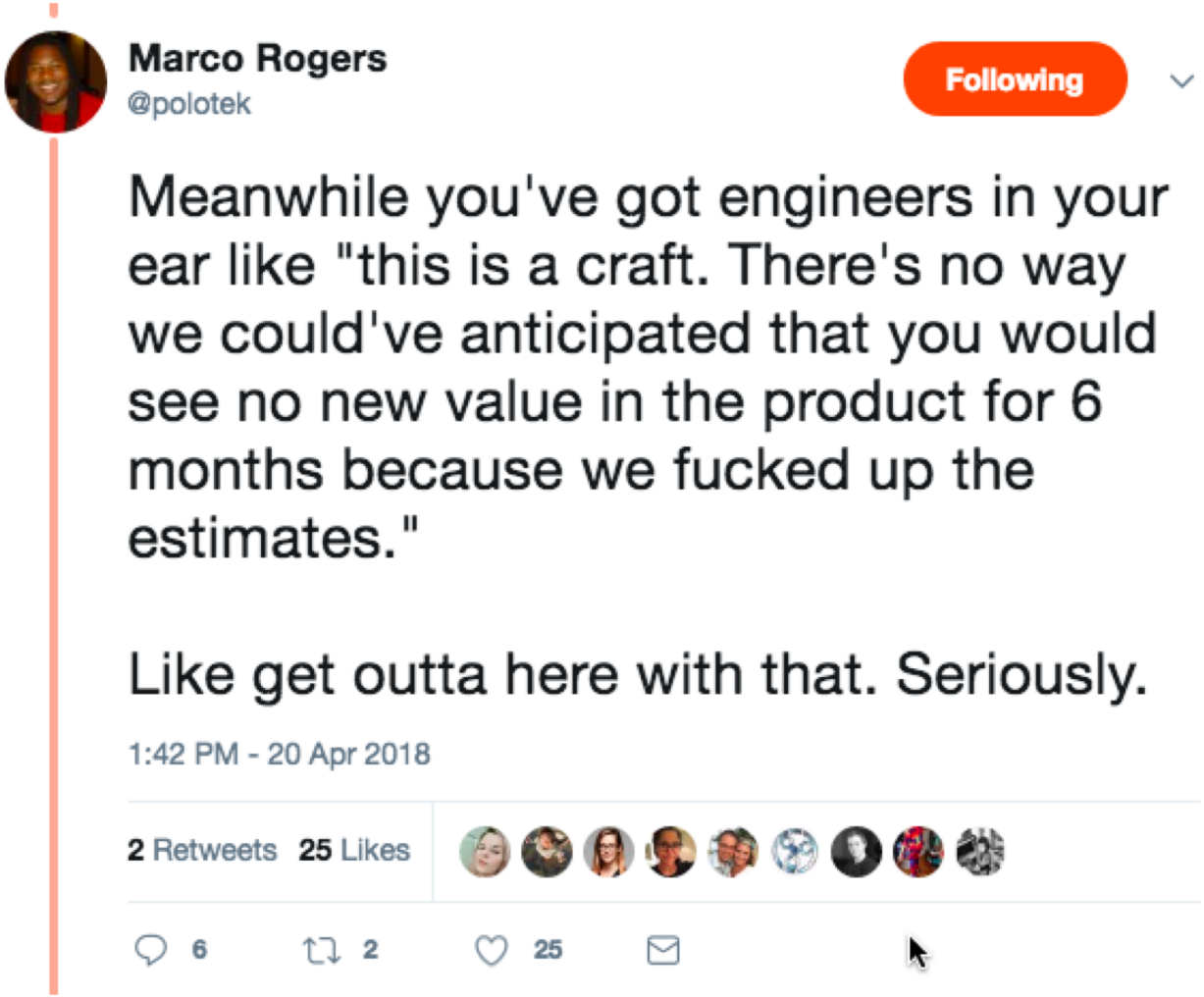


What knowledge are we transferring?

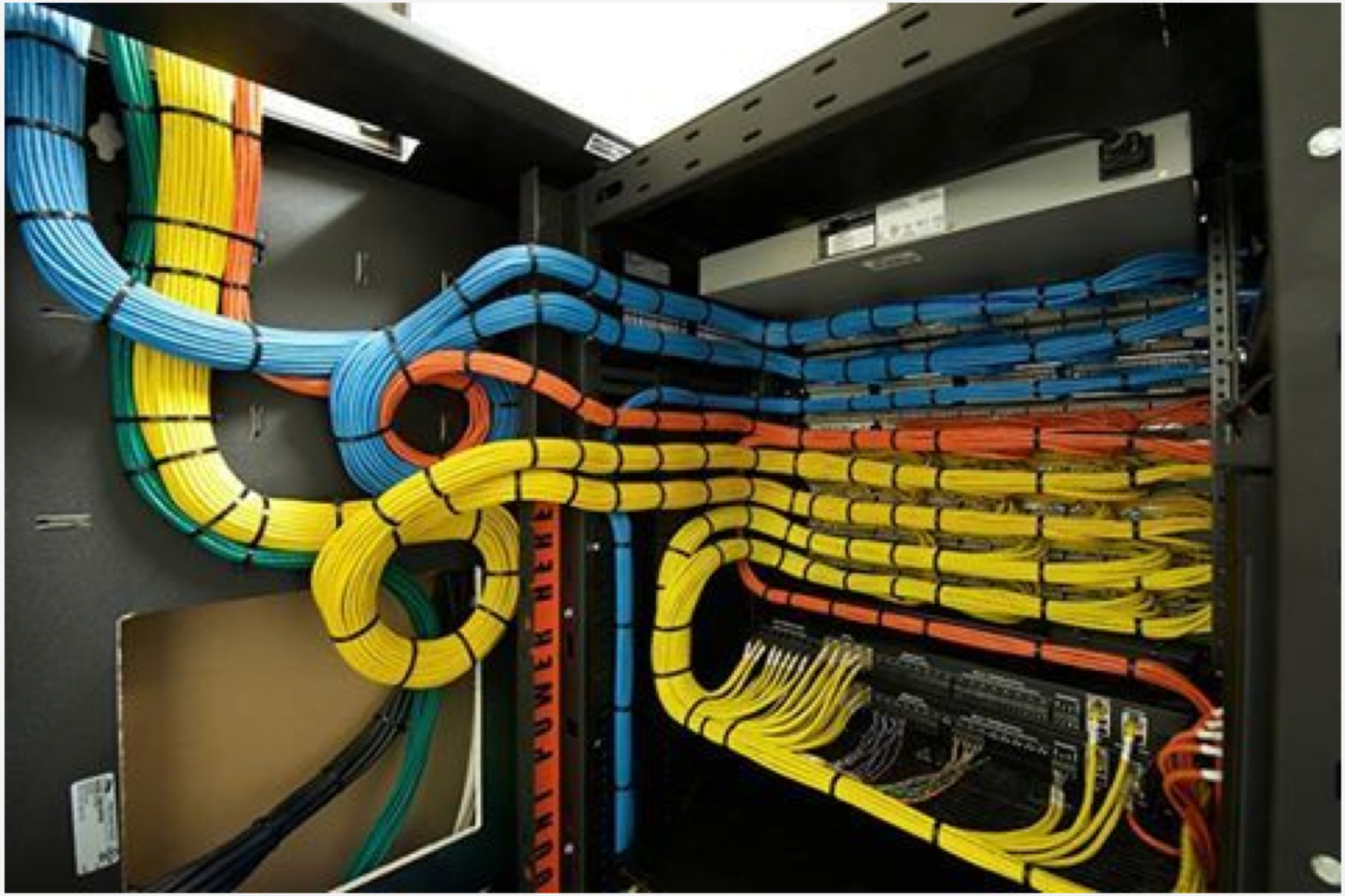
What's Hell for Tech?



What’s Hell for Sales?



Hopes & Expectations



The Sales Dream

- Multi-million dollar sale
- Fixed revenue coming in for 3 / 5 / 10 years
- Support contracts for extended periods of time
- Keeps everyone employed; Salesperson rewarded & looks good

Living the Biz Dream



Living the Biz Dream



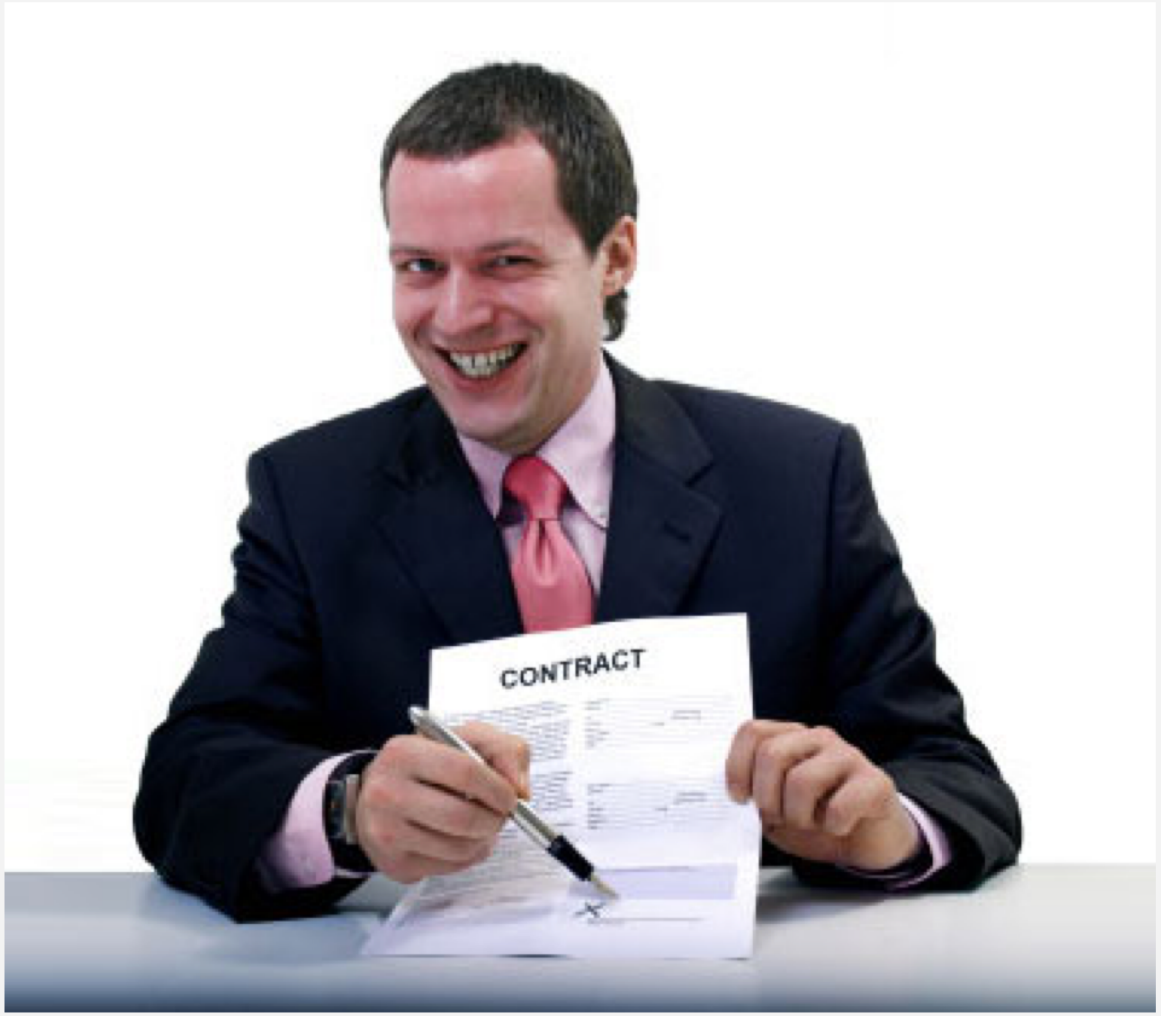
Seriously, who wouldn’t mind an IPO?

Congratulations to everyone at Pivotal!

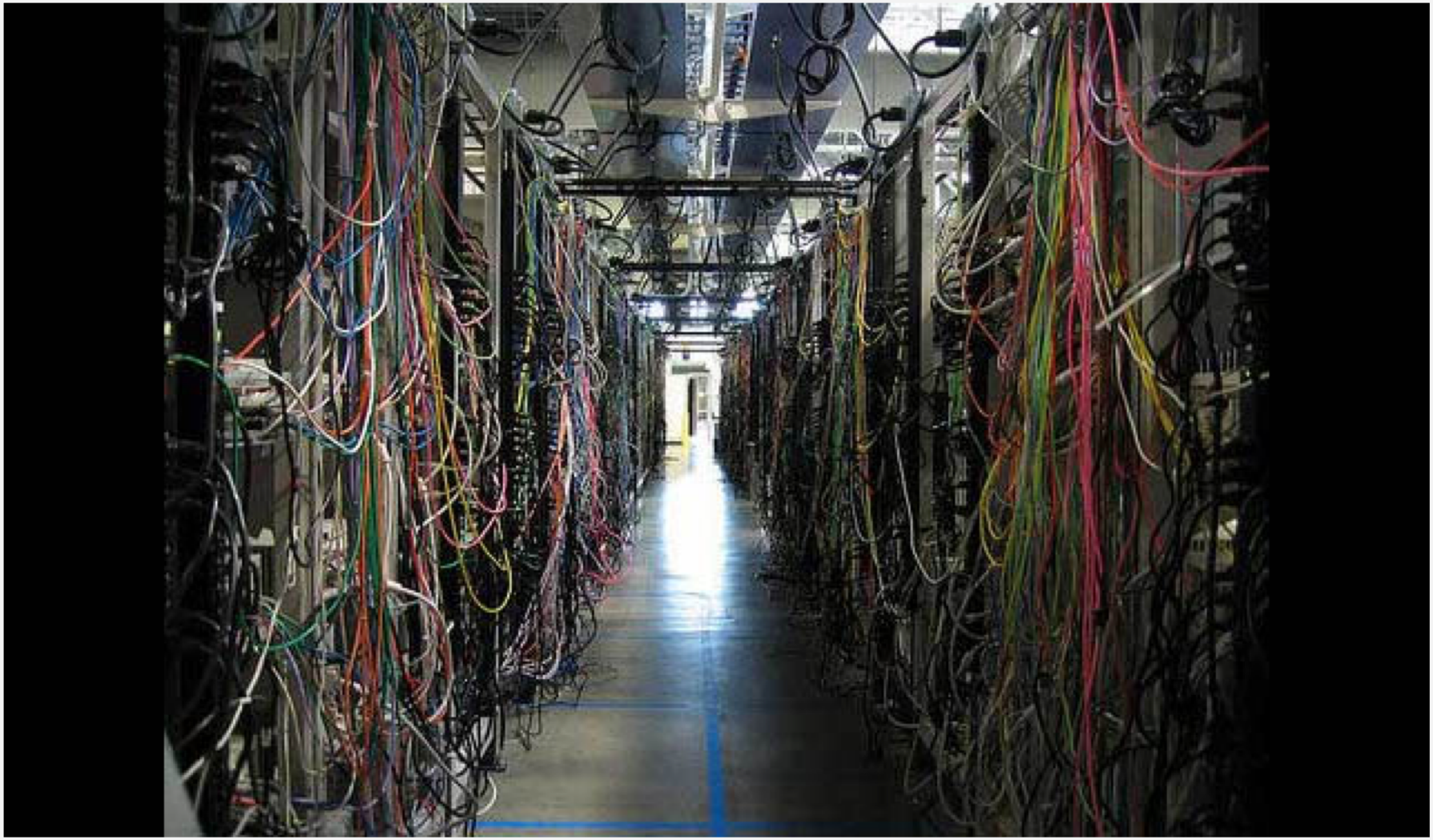



A thing of beauty is a joy forever.
John Keats
www.thequotes.in

A Frequent Reality.



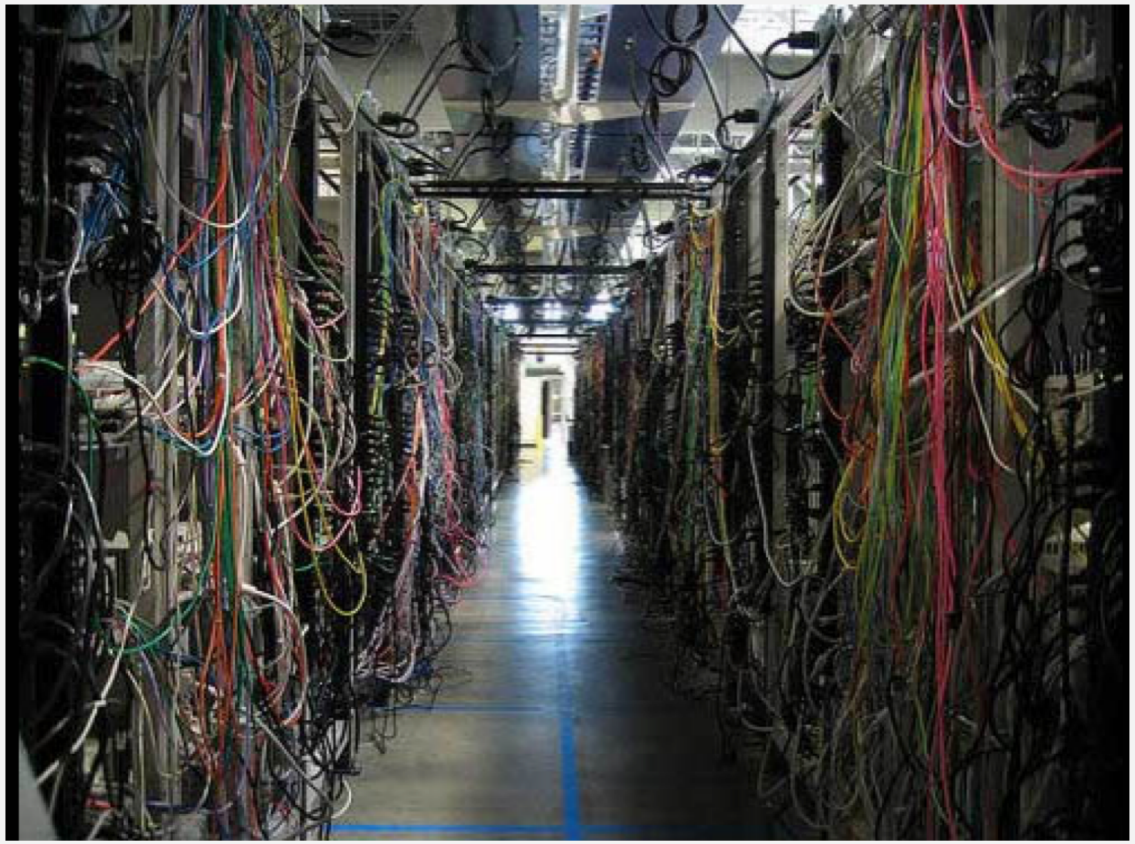
A Frequent Reality.



Does this seem familiar?

“I need it…yesterday; if we don’t do it, we’ll lose the account!”





Real STORIES

Quality vs Price….what not to do!

Smoke & mirrors – the dreaded demo

“ WAIT! What happens if they actually buy it?”

Under pressure we use veneers; and quite often revert to Stereotypes

Why?

Stress

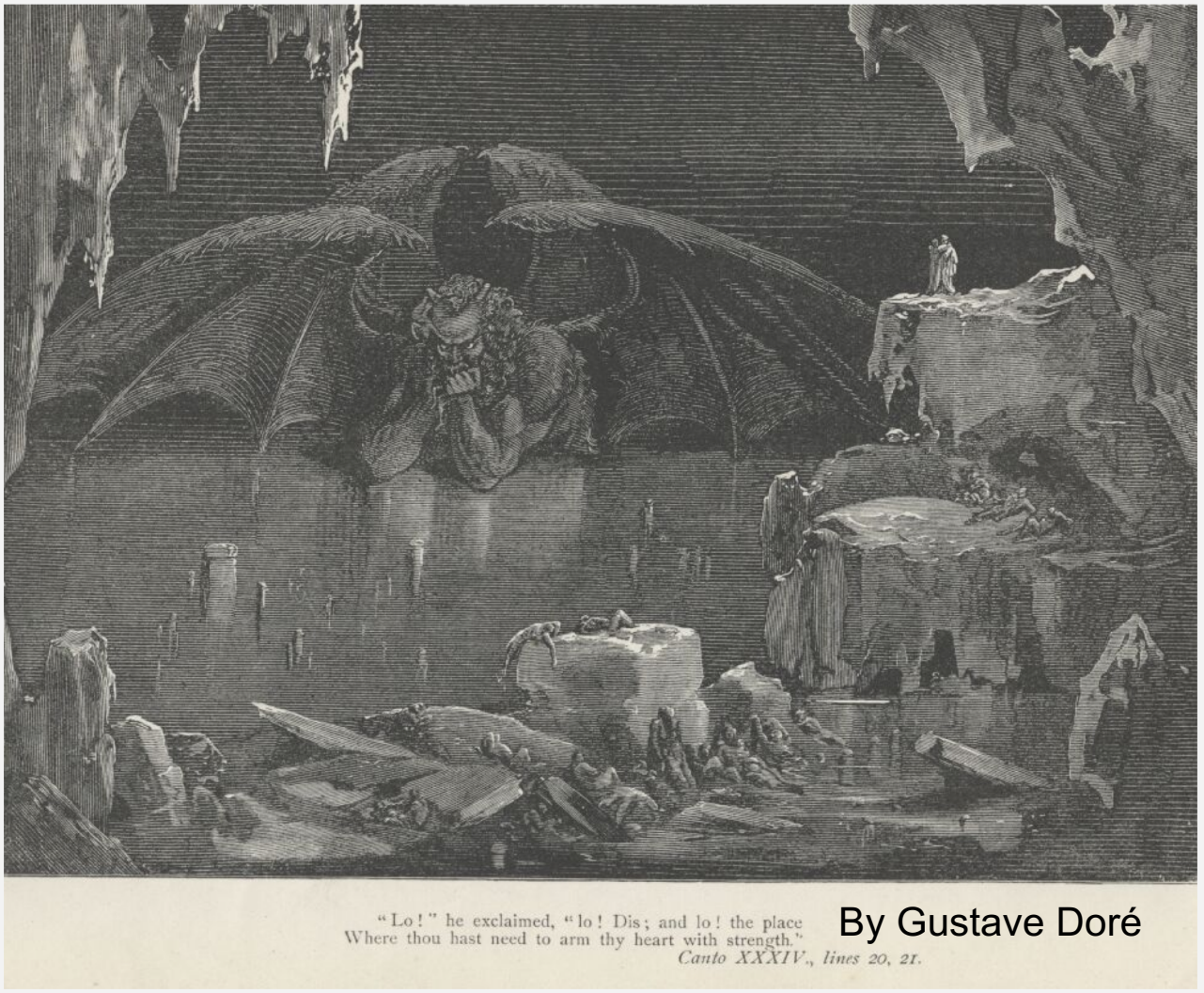
Fatigue

Habitual Reaction

From stress, fatigue or negative cultures in previous places of work

A Stereotypical Hell

Denying who we are is hell defined



By Gustave Doré

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“what can we do differently?”

We are more than our Stereotypes

Techies are often Neurodivergent

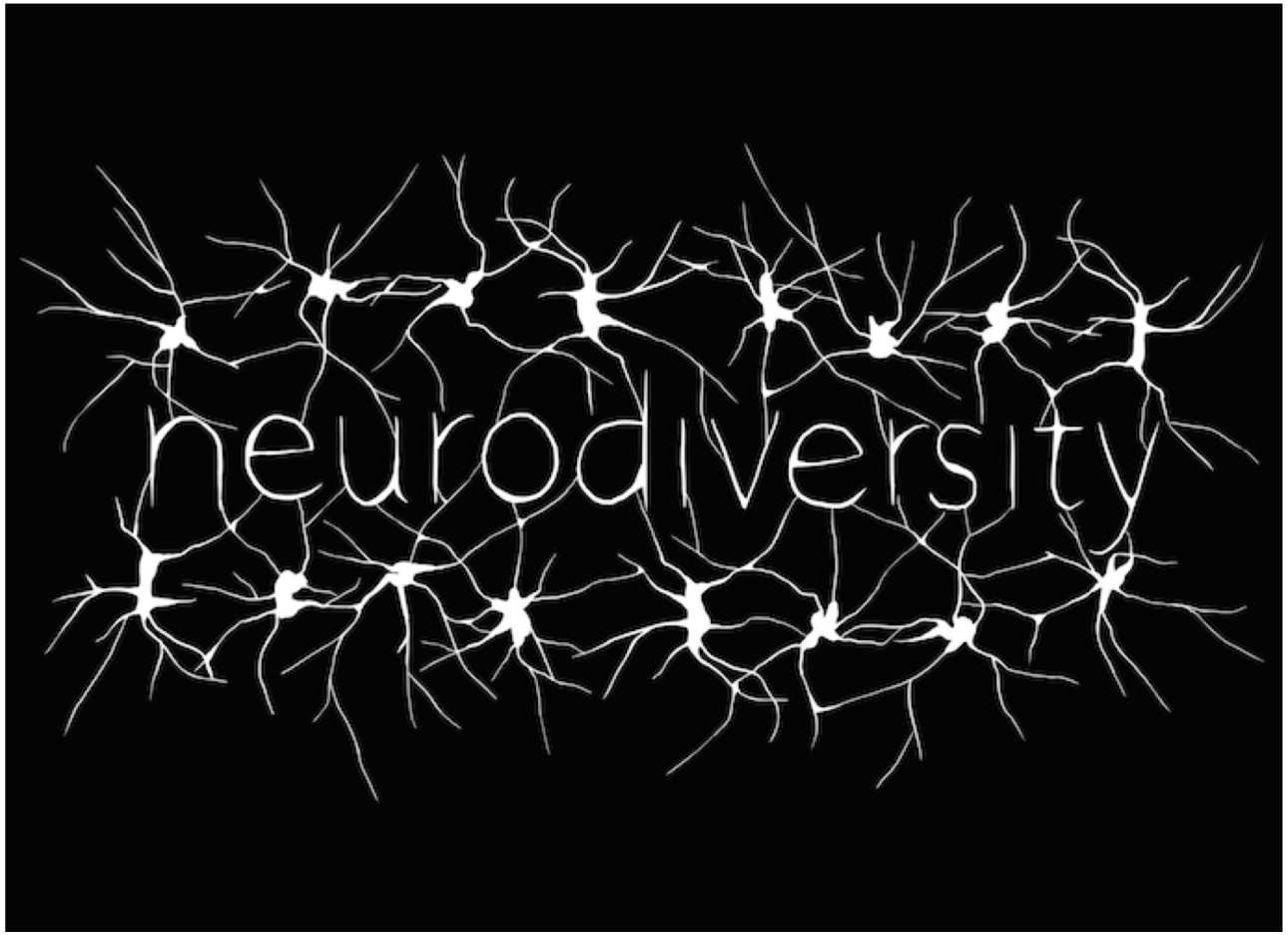


Image by Amythest Schaber

Empirical evidence

- Autism occurs more often in families of physicists, engineers and mathematicians Baron-Cohen et al (1998)
- Mothers of autistic kids are more likely to work in highly technical occupations - Windham et al (2009)
- Significantly more autism in children in IT rich regions - Roelfsema et al (2011)
- ASD students more likely to choose STEM subjects – Wei et al (2003)

Business people are often experiencing…..



Machiavellianism

People who score high on this trait are **cynical** (in an amoral self-interest sense, not in a doubtful or skeptical sense), **unprincipled**, believe in **interpersonal manipulation** as the key for life success, and behave accordingly. Scores on measures of Machiavellianism **correlate negatively with agreeableness and conscientiousness**. Machiavellianism is also significantly correlated with psychopathy.

Narcissism

Individuals who score high on narcissism display **grandiosity**, **entitlement**, **dominance**, and **superiority**. Narcissism has been found to **correlate positively with extraversion and openness** and **negatively with agreeableness**. Narcissism has also been found to have a significant correlation with psychopathy.

Psychopathy

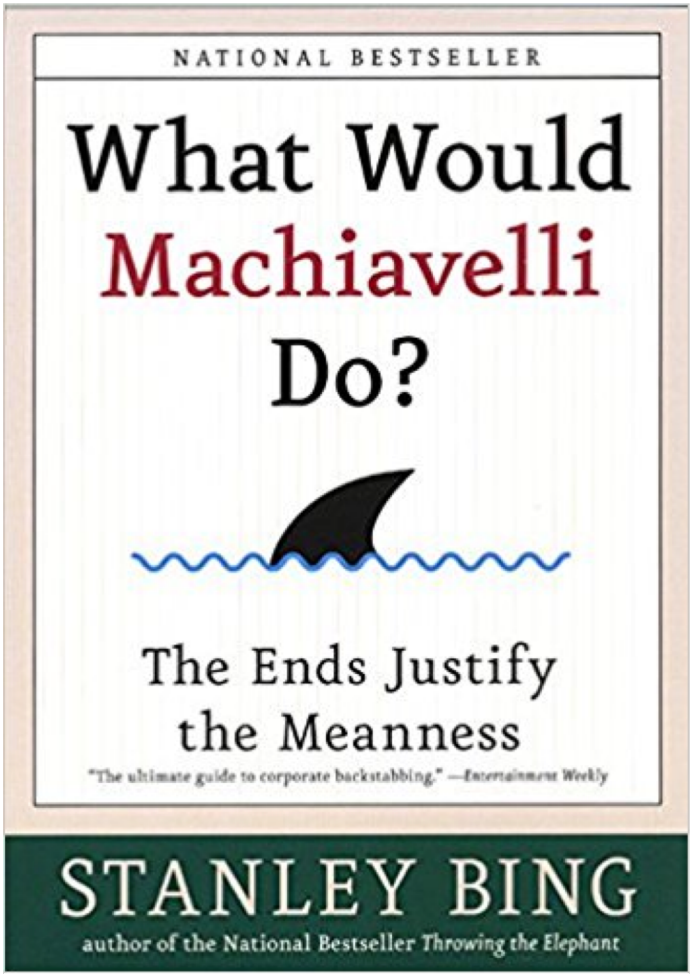
Considered the most malevolent of the dark triad, individuals who score high on psychopathy show **low levels of empathy** combined with **high levels of impulsivity and thrill-seeking**. The similarity between psychopathy and antisocial personality disorder have been noted by some researchers. Psychopathy has been found to correlate with all of the Big Five personality factors: extraversion, agreeableness , conscientiousness , neuroticism and openness.

Not exactly Empirical evidence

Psychopathic behaviours
“Cool, calm, collected”
“knows what to do in a crisis”
“be decisive; get it done”

Narcissistic behaviours
“I need; my division needs”
“If you give me what I want I’ll succeed / perform (money, cars, power)”

Machiavellian behaviours
Have meetings about meetings
Coerce; decide ahead of time
Play politics



What neurodivergence can look like?

- “Single-minded”
- Dislike change
- Prefer repetition
- It’s “0 or 1, black or white”
- Collaboration can be difficult
- Conversations can be exhausting
- Preference for non-verbal communication

“If you’ve met one Autistic person, you’ve only met one Autistic person . Autism affects everyone differently.”
– **Jamie Knight**

What is really happening

- Brain works differently
- Specialist knowledge in particular areas – extreme focus, high energy
- Stress in a group environment
  - Need quiet space, somewhere to reflect
  - Collaborate via Slack instead of meetings
- Overloaded sensory perceptions (light, sound)
- Need time to think things through

What does the dark triad look like?

- Take over meetings, “single-minded”
- Dislike change
- “My way or the highway”
- Collaboration can be difficult
- It’s “0 or 1, black or white”
- Impulsive, not conscientious
- Politics triggered / played

What is really happening

- Dark Triad behaviours are rewarded “at the top”
- Exec training given to bring out these behaviours
- STRESS!...people become “powerful from the adrenaline, and stupid from the stress response”

In fact, Sales & Tech have more in common than you might think…they're under threat!

Sales - under threat

- If you don't succeed this company will go under
- You MUST bring the money in, whatever the cost
- The whole company is riding on you

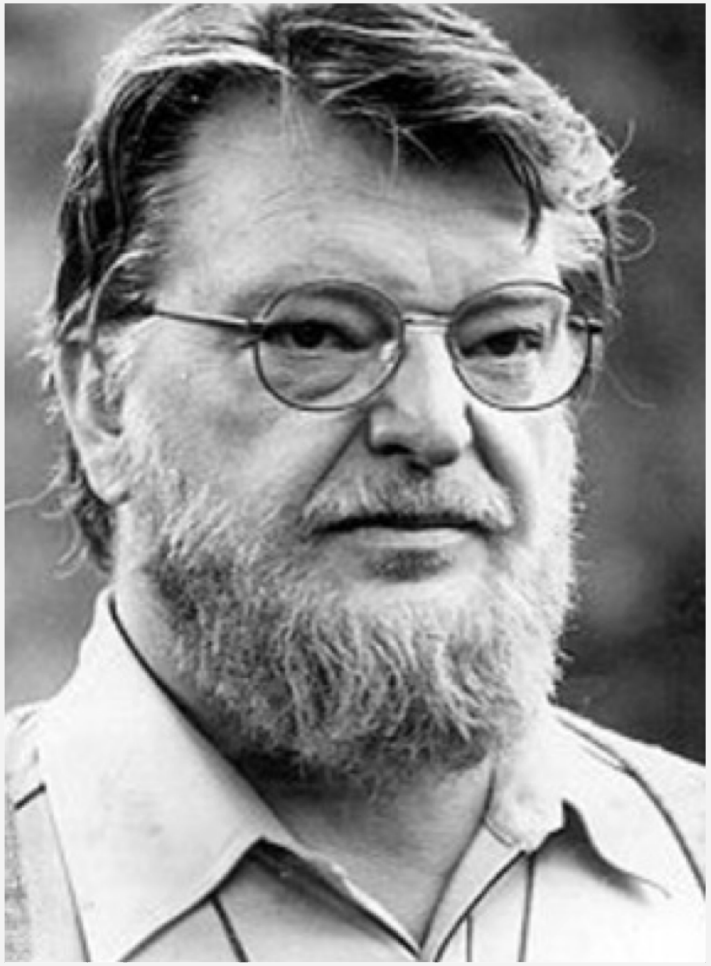
Tech – under threat

- The 3-2-1 Rule
  - 3 hrs of sleep
  - 2 meals
  - 1 shower

  Every 24hrs

The Problem is Economically Motivated

Toxic behavior is excused in both groups but only for top performers



“The aim of development must be neither producerism nor consumerism, but the satisfaction of fundamental human needs.”

Manfred Max Neef

The Problem is Economically Motivated

Toxic behavior is excused in both groups but only for top performers.

Our goal is unbounded economic growth in perpetuity.



Unbounded growth encourages unsustainable local optimization.

Sales & Tech are playing a Nash Game

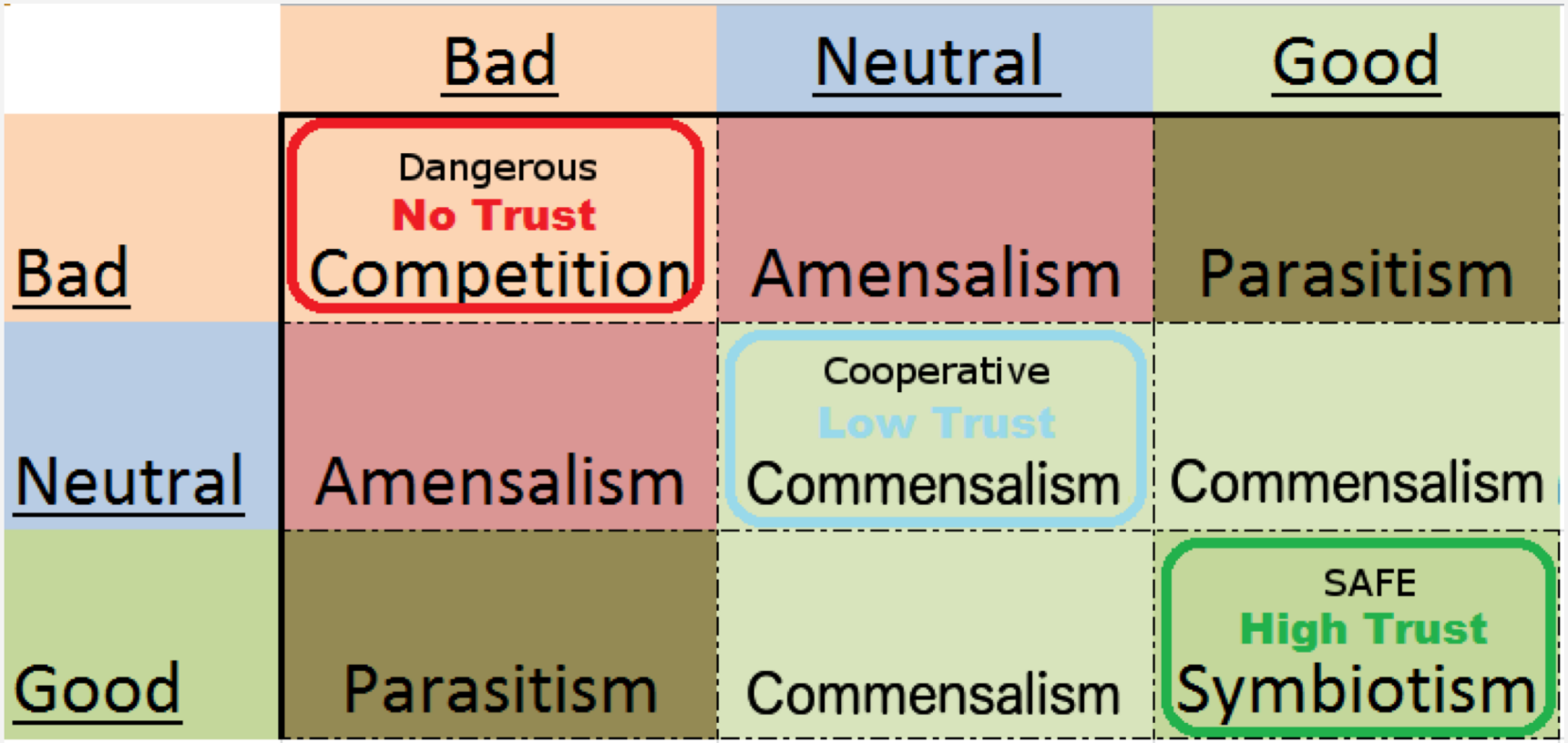
The payoff relationship *R* > *P* implies that mutual cooperation is superior to mutual defection, while the payoff relationships *T* > *R* and *P* > *S* imply that defection is the dominant strategy for both agents.

R > T > S > P

Sales vs Tech Payoff Matrix	Work towards accurate estimates & communication	Work on whatever you happen to think is interesting
Account for development time	(R, R) = (1 , 1)	(S, T) = (-1 , 0)
Sell functionality that doesn't exist without a discussion	(T , S) = (0 , -1)	(P, P) = (-2 , -2)

Trinary Nash Equilibria

C. A. Corriere



Run your own experiment.

Try a few in your office.

Cooperative

Low Trust

Commensalism

We build trust over time.

As we trust each other we start to look past stereotypes.

People are complex & dynamic

Have you ever de-escalated a situation by simply sharing the same space?







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“create amazing-ness, innovation..”

We are more than our Stereotypes

And together we are more than the sum of our parts

Stories of amazing-ness!

Neurodiversity = Joy!

“Sal & the leaves”

“Sal at work”

Tech & Sales = powerful combination

“Thomas & the failed solution”

“The Broadcaster”

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Conclusion

Lobby to change how it works?

- Sales and Pre-Sales in same department
  - Sharing budgets, resources

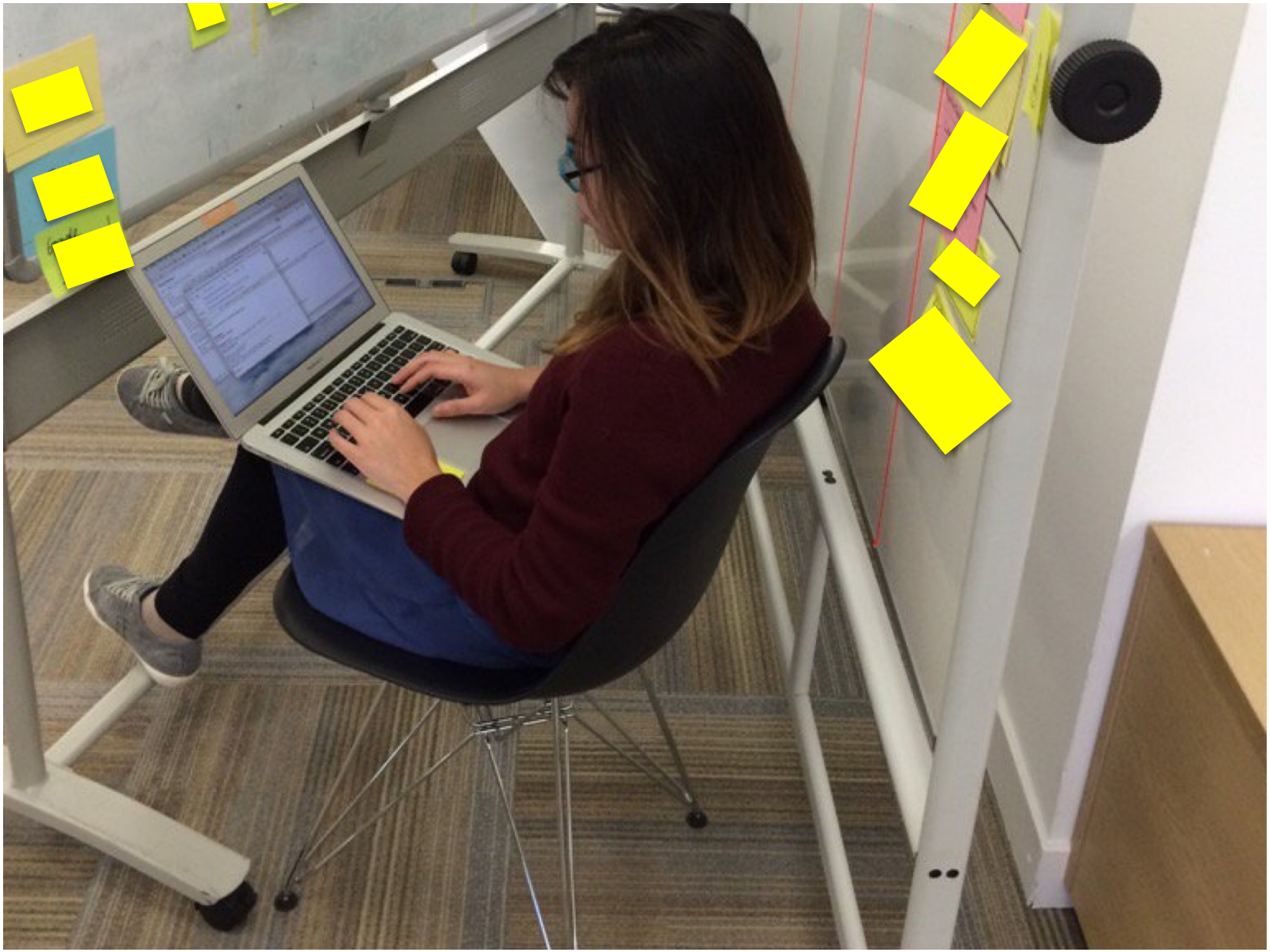
- Sales and Pre-Sales on the same compensation plan

…..Based on:

  - The value of the deal won
  - When the project is delivered / complete – i.e. when we receive the money from the customer
  - Profitability – margin %



"Newsroom panorama" by David Sim. Shared under Creative Commons 2.0



Pay it forward

Be first

Reach out

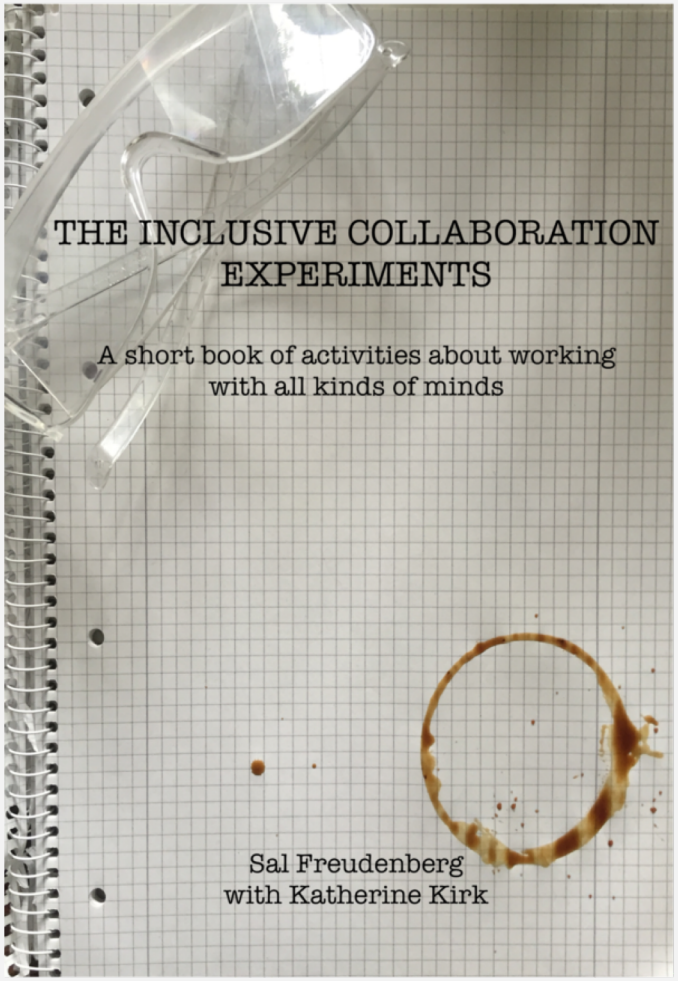
Persist

@kkirk

Go Experiment!

To get a copy, go to http://inclusive-collaboration.org/

The book is free; also feel free to donate!



Thanks! Questions?

For more information, please visit http://inclusive-collaboration.org/



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