

Personality Types Quick Reference

Understanding and Coaching the Four Sales Communication Styles

Based on "The Heart in Leadership Answer" by Guy Melton



The Analyst

Methodical • Thorough • Detail-Oriented
"Excellence through understanding"



The Connector

Relational • Warm • People-Focused
"Success through relationships"



The Driver

Competitive • Persistent • Results-Driven
"Achievement through determination"



The Advisor

Consultative • Ethical • Education-Focused
"Trust through expertise"

Core Coaching Principles

- ✓ These are tendencies, not fixed identities - people shift between styles
- ✓ Most successful salespeople blend elements of all four styles
- ✓ Focus on amplifying natural strengths rather than fixing weaknesses
- ✓ Different customers respond to different communication styles
- ✓ The goal is to help people recognize their default and develop flexibility

"Top performers aren't locked into one style—they've learned to recognize their natural tendencies and consciously develop the ability to shift between approaches based on what each customer and situation requires."

Using This Guide Effectively

How to Identify Personality Types

- ✓ Observe team members over multiple interactions and situations
- ✓ Look for patterns in how they approach challenges and customers
- ✓ Notice their default communication style under stress
- ✓ Pay attention to what energizes vs. drains them
- ✓ Remember people can display different types in different contexts

Coaching Best Practices

- ✓ Start by identifying and celebrating their natural strengths
- ✓ Use coaching strategies that align with their communication style
- ✓ Help them recognize when to shift styles for different situations
- ✓ Create partnerships that leverage complementary strengths
- ✓ Focus on expanding their range rather than changing their core

Remember Maria and Jake's Story

Maria (Analyst) had the best customer satisfaction scores but struggled with closing. Jake (Connector) closed at 35% but mixed up product details. Instead of trying to make Maria more aggressive or Jake more analytical, Guy helped each leverage their strengths while addressing specific skill gaps. The result? Both improved dramatically while staying true to their natural style.

Creating Powerful Partnerships

- ✓ **Analyst + Connector:** Technical expertise meets relationship building
- ✓ **Driver + Advisor:** Urgency balanced with patient education
- ✓ **Connector + Driver:** Warmth combined with decisive action
- ✓ **Analyst + Advisor:** Deep knowledge with consultative approach

Common Mistakes to Avoid

- ⚠ Labeling people as "only" one type
- ⚠ Using personality types as excuses for poor performance
- ⚠ Trying to completely change someone's natural style
- ⚠ Ignoring the value of different approaches
- ⚠ Forcing one "right" way to sell



The Analyst

Methodical • Thorough • Detail-Oriented

Recognizing an Analyst

- Asks detailed, technical questions
- Takes extensive notes during meetings
- Requests time to review information
- Creates spreadsheets and comparisons
- Focuses on accuracy over speed
- Uncomfortable with ambiguity

Natural Strengths

- Exceptional product knowledge
- Builds trust through competence
- Excels at complex, consultative sales
- Creates detailed proposals
- Highest customer satisfaction scores
- Catches potential problems early

Common Challenges

- Can overwhelm with information
- May miss emotional buying signals
- Analysis paralysis in decisions
- Struggles with time management
- Appears indecisive to drivers
- Can lose momentum in sales

What They Need to Succeed

- Recognition that thoroughness is valuable
- Time-boxed presentation segments
- Buying signal checklists
- Permission to be consultative
- Quality metrics, not just quantity
- Structured decision frameworks

Analyst Success Story: Maria

Maria's closing rate jumped from 18% to 31% once she learned to recognize buying signals. She maintained her consultative approach while becoming more effective at guiding interested customers toward decisions. The key? Not changing her style, but adding specific skills.

Coaching The Analyst

Coaching Strategies for Analysts

Build Confidence

Help them trust their preparation. Create "good enough" guidelines. Practice making recommendations with incomplete data.

Develop Emotional Awareness

Teach them to read body language. Role-play recognizing excitement. Connect features to feelings, not just facts.

Create Time Boundaries

Set presentation time limits. Use checklists for "must cover" items. Practice progressive disclosure techniques.

Leverage Their Expertise

Make them product knowledge mentors. Have them create training materials. Use them for complex technical sales.

How to Recognize & Motivate Analysts

Celebrate their thoroughness and accuracy. Recognize when they help teammates understand complex information. Value their role in preventing problems through careful analysis. Give them public credit for catching important details others missed. Share customer testimonials that mention their expertise and helpful explanations.

Coaching Mistakes to Avoid

- ⚠ Pushing them to be more "salesy" or aggressive
- ⚠ Dismissing their need for complete information
- ⚠ Forcing quick decisions without analysis time
- ⚠ Comparing them unfavorably to faster closers
- ⚠ Ignoring their valuable role in complex sales

"I realized that Maria wasn't struggling with closing—she was struggling with reading buying signals. She didn't need confidence training or closing techniques. She needed buying signal recognition." - Guy Melton



The Connector

Relational • Warm • People-Focused

Recognizing a Connector

- Remembers personal details about everyone
- Starts with relationship before business
- Creates warm, friendly atmosphere
- Extensive network of contacts
- Prefers face-to-face over email
- Stories and analogies over data

Natural Strengths

- Builds instant rapport and trust
- Creates emotional connections
- Excellent at reading people
- Generates abundant referrals
- Turns customers into advocates
- Natural team builders

Common Challenges

- May gloss over technical details
- Can lose focus on business objectives
- Avoids tough conversations
- Struggles with analytical buyers
- May appear unprofessional
- Takes rejection personally

What They Need to Succeed

- Simple technical reference sheets
- Conversation guides with structure
- Partners for detail-oriented tasks
- Recognition for relationship value
- Balance warmth with professionalism
- Quick access to expert support

Connector Success Story: Jake

Jake's natural warmth helped him close at 35% despite mixing up product details. Instead of forcing him to memorize specs, Guy created simple reference sheets and taught Jake to say "Let me find that out for you" as a relationship-building tool.

Coaching The Connector

Coaching Strategies for Connectors

Structure Without Stifling

Create flexible conversation frameworks. Build in relationship time. Use checklists they can personalize.

Technical Support Systems

Pair with analytical partners. Create one-page reference guides. Teach "I'll find out" as strength.

Professional Boundaries

Practice transitioning to business. Set time limits for rapport. Role-play with serious buyers.

Leverage Their Network

Create referral programs. Make them culture ambassadors. Use for team building activities.

How to Recognize & Motivate Connectors

Celebrate their ability to create customer loyalty. Recognize referrals and relationship depth. Value their role in team morale and culture. Share customer testimonials that mention their personal impact. Highlight how their warmth translates to business results.

Coaching Mistakes to Avoid

- ⚠ Criticizing them for being "too friendly"
- ⚠ Forcing rigid scripts or processes
- ⚠ Overloading with technical training
- ⚠ Ignoring their relationship insights
- ⚠ Undervaluing their network building

"Jake learned to say: 'That's a great question—let me connect you with our design specialist who can give you the complete picture. What matters most to you about the kitchen layout?' This approach actually enhanced customer trust." - Guy Melton



The Driver

Competitive • Persistent • Results-Driven

Recognizing a Driver

- Always aware of rankings and numbers
- Creates urgency in conversations
- Direct, sometimes blunt communication
- Impatient with long processes
- Thrives on challenges and competition
- Views rejection as motivation

Natural Strengths

- Incredible resilience and persistence
- Natural ability to create urgency
- Excel at overcoming objections
- Consistently high activity levels
- Turn rejection into motivation
- Close deals others give up on

Common Challenges

- Can appear pushy or aggressive
- May prioritize closing over fit
- Creates unnecessary pressure
- Risk of burnout from intensity
- Can alienate collaborative types
- Impatient with process-oriented buyers

What They Need to Succeed

- Clear goals and competitive frameworks
- Multiple ways to "win"
- Quick-close incentives with quality
- Coaching on reading comfort levels
- Burnout prevention strategies
- Channels for competitive energy

Driver Success Story: Sarah

Sarah's competitive drive made her a top performer, but she was burning out team members. Guy channeled her energy by making her a mentor for struggling reps, turning her drive to win into a drive to develop others.

Coaching The Driver

Coaching Strategies for Drivers

Channel Competition Positively

Create team competitions. Set personal best challenges. Recognize multiple types of wins.

Develop Customer Sensitivity

Teach pace matching. Practice reading discomfort. Role-play with cautious buyers.

Sustainable Intensity

Mandate recharge time. Monitor for burnout signs. Create long-term success metrics.

Quality with Quantity

Add customer satisfaction goals. Reward referrals, not just closes. Celebrate difficult wins.

How to Recognize & Motivate Drivers

Create visible leaderboards and rankings. Celebrate their persistence and comeback stories. Recognize them for inspiring others through their energy. Give them stretch goals and first crack at new challenges. Channel their competitive spirit toward team goals.

Coaching Mistakes to Avoid

- ⚠ Trying to slow them down too much
- ⚠ Removing all competitive elements
- ⚠ Over-emphasizing soft skills training
- ⚠ Not providing enough challenges
- ⚠ Ignoring signs of burnout

"Drivers need to understand that sustainable success comes from building relationships, not just closing deals. Help them see customer satisfaction as another competition to win." - Guy Melton



The Advisor

Consultative • Ethical • Education-Focused

Recognizing an Advisor

- Educates before selling
- Recommends competitors when appropriate
- Builds long-term relationships
- High ethical standards
- Patient with decision process
- Values being seen as expert

Natural Strengths

- Build unshakeable trust
- Excel at complex, educational sales
- Create lifetime customer relationships
- Generate exceptional referrals
- Highest integrity standards
- Become true trusted advisors

Common Challenges

- May talk customers out of sales
- Struggle with monthly quotas
- Appear less confident than drivers
- Undervalue their expertise
- Give away too much free consulting
- Slow initial sales cycles

What They Need to Succeed

- Metrics valuing lifetime customer value
- Permission to be authentically consultative
- Training in confident recommendations
- Systems rewarding referral business
- Leadership that values integrity
- Long-term success recognition

Advisor Success Story: Daniel

Daniel's consultative approach initially resulted in slow sales. But when Guy started tracking lifetime customer value and referrals, Daniel emerged as the true revenue leader, with customers who spent 3x more over time.

Coaching The Advisor

Coaching Strategies for Advisors

Build Recommendation Confidence

Practice making strong suggestions. Create "if I were you" frameworks. Celebrate when they guide decisions.

Value Their Approach

Track lifetime customer value. Measure referral generation. Recognize educational impact.

Speed Without Sacrificing Trust

Create educational shortcuts. Build resource libraries. Teach efficient consulting.

Position as Expert

Have them lead training. Create thought leadership opportunities. Leverage their credibility.

How to Recognize & Motivate Advisors

Celebrate their role as trusted experts. Recognize customer testimonials about their guidance. Value their ethical standards and long-term thinking. Share stories of customer success they enabled. Highlight their educational impact on the team.

Coaching Mistakes to Avoid

- ⚠ Pushing for aggressive closing techniques
- ⚠ Focusing only on short-term metrics
- ⚠ Undervaluing their consultative approach
- ⚠ Comparing them to high-pressure sellers
- ⚠ Not tracking lifetime customer value

"Advisors need to understand that helping customers make confident decisions IS selling. Their integrity and expertise create customers for life, not just single transactions." - Guy Melton