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# PRELIMINARY REMOTE BEHAVIOURAL PROFILE

## GENERAL SEKOUBA KONATE

FORMER ACTING PRESIDENT – GUINEA



### NOTE:

*This is a preliminary remote behavioural profile based on open source information currently available.*

*As such, the accuracy of the profile is dependent on the quality of the information available.*

*This behavioural profile reflects the essentials required to understand, predict and influence the particular person's decisions and resulting behaviour.*

*When required a comprehensive behavioural profile can be provided.*

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## A. INTRODUCTION

A behavioural profile of **General Sekouba Konate** has been compiled, based on open source information, in order to gain a better understanding of him, his intentions, motivations, thought processes and behaviour.

The purpose of a **behavioural profile** is to reflect a person's **communication, relational and behavioural preferences** within a specific context in order to deepen the reader's understanding of the person. This deeper understanding could then enable the reader to influence the person in the language related to his behavioural traits. Ideally it also provides information that can assist with predicting his actions and reactions within specific contexts, such as decision making, conflict situations, stressful situation, change management etc.

A written profile is limited in its ability to reflect all the **subtleties** in understanding, predicting and influencing human behaviour. As human behaviour is complex and several factors influence people's responses in a given situation (such as external pressures, present needs and desires, etc.), considering the specific context of that behaviour is important.

The user of the profile should also be briefed in how to fully utilize the information contained within the profile effectively and how to design a **communication & influencing approach** to achieve a specific **communication & influencing** outcome within a specific context.

To utilize the behavioural profile fully consider a briefing session to fully understand the significance of the information contained in the profile.

Assistance is available for the development of engagement or intervention strategies and context specific message design!

## B. EXECUTIVE SUMMARY

### SYNOPSIS OF OPEN SOURCE DATA

General Konate regards his word as his honour and can therefore be regarded as a man of his word. Although this does not necessarily mean that he will always act in an honourable manner, it does mean that when he makes a promise or states that he is going to do something, he is likely to do as he promised/ stated. General Konate also present as a realistic man. Because he has proven in the past that he is a man of his word, he currently enjoys the trust and support of international players. On the flip side, General Konate does not seem to trust others easily. He is realistic and has probably been disappointed by others in the past. He also believes that African leaders are often driven by money, which could add to his suspicion of others.

General Konate might be motivated by financial benefits. He is not motivated by power and seems uncomfortable in the spotlight. He does not have any political ambitions. His political ambitions are limited to ensuring that Guinea is a stable and peaceful country. He might orchestrate plans to have the necessary political powers in place to ensure peace and stability rather than taking on that position himself. He appears confident, but reserved and serious. He can be described as unemotional and seems to make decisions based on logic, and his analysis of the situation, rather than emotion or intuition. He might be slower in his decision making, ensuring that he has all the facts and information before making a decision. He is thus likely to collaborate with others and listen to the input of others, but will most likely make the final decision. Once he has made a decision, he is likely to stick to his decision and remain accountable for his decision. He will need to take action once a decision has been made and a strategic plan has been devised. He might become frustrated if no action is taken. He might also require action from others. He is also likely to be proactive in his approach, anticipating and preparing for events before they happen.

He might not like to be told what to do, but would accept suggestions, if well motivated.

He seems to be achievement driven, and would consider relationships important only as far as the relationship assists him in obtaining his objectives. Relationships will thus never take preference over accomplishing tasks/ goals. When there is a difference in goals, he is likely to sever the relationship. One can thus expect co-operation as long as there are shared goals.

He seems to display good problem solving skills and has an internal locus of control. He is thus likely to find solutions within himself rather than sit back passively and wait for others to come up with solutions.

General Konate seems likely to take on challenges and take control of situations. He also seems likely to see things through to completion. Furthermore, whilst being able to follow set rules and procedures, he is likely to find new options and implement new procedures when existing procedures have failed. This means that he might take on too many tasks and objectives at once. Leading to high stress levels. There have been claims that General Konate might have cirrhosis of the liver, as a result of heavy drinking in the past. There have also been claims that he has curbed his drinking. It is possible that alcohol could be a coping mechanism and with increased levels of stress, the risk exists that General Konate might relapse into heavy alcohol use in order to cope with heightened stress levels. This could create a health risk.

## C. BACKGROUND INFORMATION

Brigadier General Sékouba Konaté was born on the 6<sup>th</sup> of June, 1964 in Conakry to Mandinka<sup>1</sup> parents. It has been reported that his mother is of Lebanese decent and his father of Guinean decent. He allegedly travelled to Lebanon on a regular basis and had strong ties to the community that plays an important role in the Guinean economy.

His immediate family members all passed away, his father died in 1982, his sister in 1985 and his mother died in 1988. Konaté is married to Aïssatou Bah and they have four children. Konaté attended the Académie Militaire Royale in the Moroccan city of Meknes (l'Académie royale militaire de Meknès), graduating in 1990. After attending the military academy, he received the nickname "*El Tigre*" for his action in battle. He was trained as a parachutist, and fought in many battles in Guinea's military during 2000-2001. Another nickname from his early years is "Parousky".

Konaté father's ties to former leader Lansana Conte earned Konaté the protection of General Camara, who later became the Chief of Defence Staff. Conte also oversaw his military career and ordered that Konaté be released after the uprisings of February 2 and 3, 1996, while many of his co-accused received long jail sentences. In July 2008, Conte appointed Konaté as the Commander of an elite unit of the Bataillon autonome des troupes aéroportées (BATA) and intimated that his protégé would one day succeed him as head of State.

Konaté gained immense popularity with the Guinean people due to his reputation as a soldier, many describing him as "ferocious" in battle. Therefore, many people supported him to be the junta<sup>2</sup> leader. However, he was appointed Vice-President of its military junta (the National Council for Democracy and Development), as well as Minister of Defence. He took control of the country when the president (Moussa Camara) was shot on the 3<sup>rd</sup> of December 2009. Camara was shot in an attempted assassination by his aide-de-camp, Aboubacar Diakité. While he was airlifted to Morocco for treatment, Konaté was placed in charge of the country. Whilst Camara was still in rehabilitation, the United States government had expressed its desire to see Camara kept out of Guinea and Konaté placed as head of the junta. Konaté held the presidential position until 21 December 2010. During his interim presidency Konaté focused on military issues, one of his strengths, and entrusted all other matters to his top aide Tibou Kamara.

Konaté remains popular with the Guinean people. Konaté reportedly suffers from an unknown physical illness concerning his liver. However, this is not confirmed and Guinea's health minister has denied reports relating to the health of Konaté. Another article reported that Konaté suffered a pulmonary embolism in 2009 and that Konaté had started to cut back on his alcohol intake in order to focus on his health.

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<sup>1</sup> The Mandinka is a West African ethnic group with an estimated global population of 11 million.

<sup>2</sup> May refer to governance, such as a Military junta; a government led by a committee of military leaders or ruling council of a military dictatorship.

Military Career achievements	
1995	Posted in Sierra Leone in the contingent of peacekeeping ECOWAS
2000	Appointed head of the detachment Rangers Macenta, the Liberian border
2008	Appointed commander of the Independent Battalion of Airborne Troops (BATA)
2010	High Representative of the African Union for the operationalization of the <b>African Standby Force (ASF)</b> .

## D. OBSERVATIONS

### OBSERVATIONS FROM OPEN SOURCE INFORMATION – BEHAVIOURAL & INTERACTIONAL OBSERVATIONS

This section contains observations and an analysis made based on open source information.

#### *Media sources – newspaper articles, published interviews etc.*

Rumours have done the round since 2010 that General Konate suffers from cirrhosis of the liver, related to a history of alcohol (ab)use. It was reported that he had cut down on his drinking. The suspicions regarding his drinking, the cirrhosis, as well as the rumours that he has cut down on his drinking need to be confirmed.

It seems as if General Konate is a man of his word. He believes strongly in the traditional value of “your word is your honour”. He proved in 2012 that he is a man of his word when he handed power over to a civilian government as promised. He makes the link between respecting (keeping) his word and the fact that he is trusted by international entities, alluding to the fact that he is trusted because he does what he says he is going to go. This does not mean that he will always act in an ethical manner, it just means that he is likely to keep to his word. He has been accused of embezzling \$20 million<sup>3</sup> in 2011, but these allegations have not been taken further.

Although General Konate states that he is a man of his word, his actions would suggest that he is a realistic man that does not necessarily trust others easily in return. He often prefers to have undertakings, commitments and documents signed and seems unlikely to rely on the word or promises of others.

General Konate seems confident when he speaks and often speaks with certainty. He appears to be less confident about the contribution and help that can be expected from African heads of state, although he seems to remain hopeful.

General Konate also seems to believe that Africa should be more self-reliant and less dependent on Europe. He often seems to suggest that Africa should take care of its own problems. He seems to be almost intolerant and possibly irritated by Africa’s reliance on Europe, referring to the word “whining” when talking about the reliance. This seems to indicate a need to take action and become more independent. It also seems to suggest that General Konate might be a man of action and might become annoyed when people complain, but do little to address their own situation and in the process only remain dependent on others to resolve their problems for them.

Based on limited information it appears as if the General might be an intellectual, someone who makes use of logic and reasoning to address problems and view the world. He might be less emotional, giving his decisions a more thoughtful undertone. He is thus less likely to make decisions based on emotion or intuition and more likely to make decisions based on facts and realities.

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<sup>3</sup> [www.newstimeafrica.com/archives/21021](http://www.newstimeafrica.com/archives/21021)



He seems to believe that war, and the motivation of African leaders, is always driven by money and the economy. Critics have also stated that General Konate has a love of money and the good life, suggesting that money might be a primary motivator.

The General does not seem to have any political ambitions and is first and foremost a military man. It has often been stated (by others and himself) that he is not interested in power. During his rule under the transition government, he enjoyed the support of France, USA and Morocco<sup>4</sup>.

He seems likely to give praise where praise is due and has been successful in restoring discipline and order in a previously brutal and undisciplined army.

#### Photos



<sup>4</sup> [www.newstimeafrica.com/archive/15061](http://www.newstimeafrica.com/archive/15061)

<sup>5</sup> <http://www.jeuneafrique.com/Article/ARTJAJA2578p008-009.xml0/france-election-tats-unis-ministrele-jour-ou-dadis-a-ete-ecarte.html>

<sup>6</sup> <http://www.bbc.co.uk/news/world-africa-11310302>

<sup>7</sup> <http://politicstheoryphotography.blogspot.com/2010/06/elections-in-exotic-places-2.html>

<sup>8</sup> <https://guineaoye.files.wordpress.com/2010/01/guineakonate12-23.jpg>

<sup>9</sup> <http://fp.reverso.net/guineeweb/1901/en/article-guinee-le-general-sekouba-konate-charge-la-hierarchie-militaire-de-l-armee-guineenne-112536725.html>

<sup>10</sup> <http://www.kingbamba2.blogspot.com/2010/04/quote-is-africa-really-failed.html>

<sup>11</sup> <http://africadefensejournal.wordpress.com/category/africa-defense-journal../page/32/>

<sup>12</sup> <http://www.bbc.co.uk/news/10406264>

<sup>13</sup> <http://blogs.reuters.com/africanews/tag/africa/page/7/>

General Konate always appears serious and more reserved in photos. He is rarely seen smiling and based on the photos the hypothesis can be made that he has a more serious demeanour. Coming from a military background one would assume that he is disciplined and controlled in his actions. He is probably more task than relationship focused.

***What others have said about him?***

Friends describe him as introverted, reserved and someone who is not fond of the spotlight. Many people have stated that he does not like or seek power. One friend has also indicated that he did not like the constraints associated with being the acting President. This could suggest that General Konate might not be comfortable with rigid rules or with being told what to do.

## E. CORE INTENTIONS, MOTIVATIONS AND BELIEFS

### Intentions, Motivations & Beliefs/ Values

#### Governing Mind-Frames, Motivations and Beliefs/ Values

What follows are the essential characteristics of the individual that reflect some of his beliefs, values and intentions that can be utilised to influence him more effectively.

#### Summary

- Believes Africa should be self-reliant, and not dependent on the EU.
- Believes a man's word is his honour/ dignity.
- Believes he is trusted by the international community because he is a man of his word.
- Remains a military man who is not interested in politics.
- Aim is to avoid bloodshed in his country.
- Believes that money and the economy is the foundation of all wars.

### CORE INTENTIONS, MOTIVATIONS AND BELIEFS

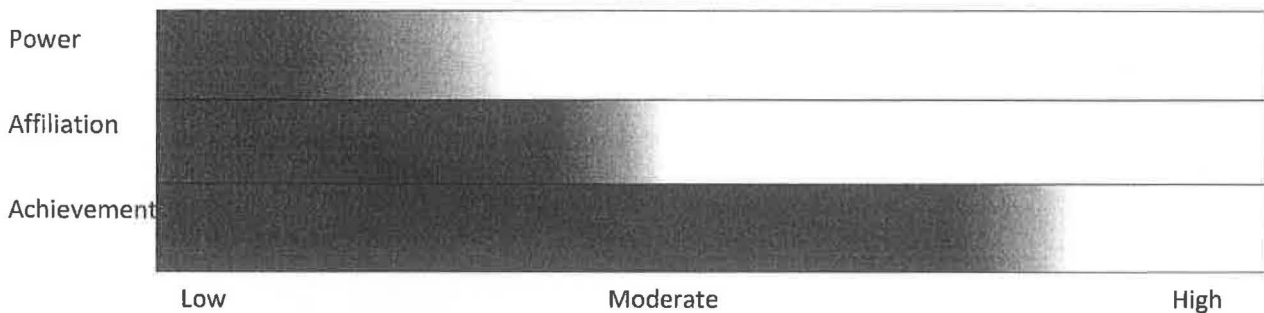
Africa should be self-reliant	General Konate seems to believe that Africa should be self-reliant and rely more on its own resources such as the African Standby Force (ASF) to address its own problems. He seems to believe that Africa should be less reliant on the EU and stop "whining" to them. This self-reliance seems to be the motivation behind the establishment of the ASF.
Believes a man's word is his honour/ dignity	General Konate seems to pride himself on his word and seems to believe that one's word is your honour and your dignity. He speaks of his great grandparents who lived by the notion that your word should be respected.
Believes he is trusted by the international community because he is a man of his word	Linking with the above statement, General Konate also makes the link between this respect that he has for his word and the trustworthiness he has gained from the international community. It is thus likely that he can be trusted on what he says. If he promises that he will take certain action, he is likely to try and keep to his promise.
Remains a military man who is not interested in politics or power	General Konate has proved in the past that his main motivation is not to enter politics and/or be in power. During the transition period, he was often seen wearing a red beret and fatigues. He seems to remain a military man aimed at insuring the country's stability. Even when he as acting president of Guinea, he seemed to focus on military issues and entrusted all other issues to Tibou Kamara.  His military focus extents to the African continent.

	<p>He is thus <b>not</b> likely to structure a scenario that ensures a political position for himself.</p>
<p>Aim is to avoid bloodshed in his country</p>	<p>General Konate has been described as “ferocious” in battle, yet has in the past been determined to avoid bloodshed in his country. He was part of a bloodless coup following the death of Lansana Conte. He was out of the capital when troops massacred more than 150 opponents of Camara. He was also out of town when Dadis Camara was shot. This does not mean that there will not be bloodshed, it only means that he is unlikely to be directly linked or directly involved in it.</p> <p>President Conde implicated General Konate and Tibou Kamara in the July 2011 assassination attempt and attack on his residence. No formal charges were ever laid and it remains speculation based on the fact that the attack was carried out by some soldiers that were previously close to General Konate.</p>
<p>Believes that money and the economy is the foundation of all wars</p>	<p>It has been reported that General Konate seems to enjoy the good life. Critics state that he has a love for money and is driven by money. General Konate has made the statement that money and the economy “is the sinews of war”. It thus seems likely that he will continue focusing on economic stability, whilst also remaining aware that others (opposition members) might also be motivated by money.</p>

## F. COGNITIVE-BEHAVIOURAL PREFERENCES

This section serves as a summary of the individual's Cognitive-Behavioural Preferences/ Traits. The visual presentations demonstrate which preferences/ traits are present and to what degree the preference/ trait is present.

### MOTIVATIONAL DRIVER: WHAT MOTIVATES THE PERSON?



#### **Achievement**

People who are motivated by **Achievement** are driven by the need to achieve (do well) according to standards of excellence, to outperform others and achieve greatness.

Based on limited information it seems as if General Konate is driven mainly by achievement – the need to do well and achieve greatness. His achievement seems to be related to economic stability and peace in his country, Guinea.

Achievement motivated people can control themselves and delay gratification, perhaps because they have a sense of time as moving faster and stretching farther into the future. They prefer subdued even somber styles. They are not always controlled by law and order types: when they perceive it to be necessary they turn to revolutionary tactics. In negotiations they are rational and cooperative, working towards solutions that maximize benefits to all parties. They seem to be rational calculators, pursuing their self-interest.

#### **Affiliation**

People who are motivated by **Affiliation** are driven by the need to establish, maintain or restore close, friendly relationships with others. Establishing networks and alliances are important.

General Konate has been described as a no-nonsense individual. There is also history of soured relationships, such as his relationship with Dadis Camara. On the flipside, he is also known for the support that he has been able to muster from the international community. It can be argued that in order to achieve this, there has to be a need and skill to establish, maintain and restore relationships. It can thus be assumed that he is somewhat motivated by building relationships with others, if only for the purpose of obtaining goals.

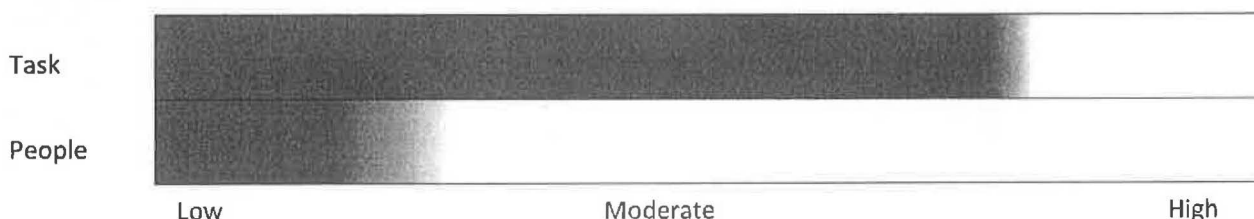


Affiliation motivated people are oriented towards others: spending time with them, communicating with them, and cooperating with them. However, their circle of friendly interaction is limited to those people who are similar to themselves – whom they agree with and like. They are likely to take advice from friends rather than experts and work harder when they are working with friends. They are more responsive to the influence of others they know and trust. If they are surrounded by friendly or similar people, they are thus able to develop more resources of social support. When they encounter people they don't know or people they perceive as different they are actually less friendly and agreeable. When they think they are exploited they can become obstinate, even aggressive. Under threat high affiliation motivation can lead to prickly defensive behaviour. Their behaviour is thus strongly affected by their perception of the other person and the relationship. They may thus appear erratic and unstable in their behaviour at times. In competitive situations their performance often deteriorates. Because of their sensitivity to the cues of friendship such people are not particularly good at managing and working with or even getting along with total strangers and people they do not like.

### **Power**

General Konate has often stated that power does not interest him. His actions also seem to indicate that he does not have a strong need for power. A need for power may be limited to the need to achieve and in order to achieve one sometimes has to do so from a position of power. This means that some form of power is required especially for him to achieve what he has achieved and wants to achieve, but this is unlikely to be a primary motivation.

### **PRIMARY FOCUS OF THE PERSON: TASK FOCUSED OR PEOPLE FOCUSED?**

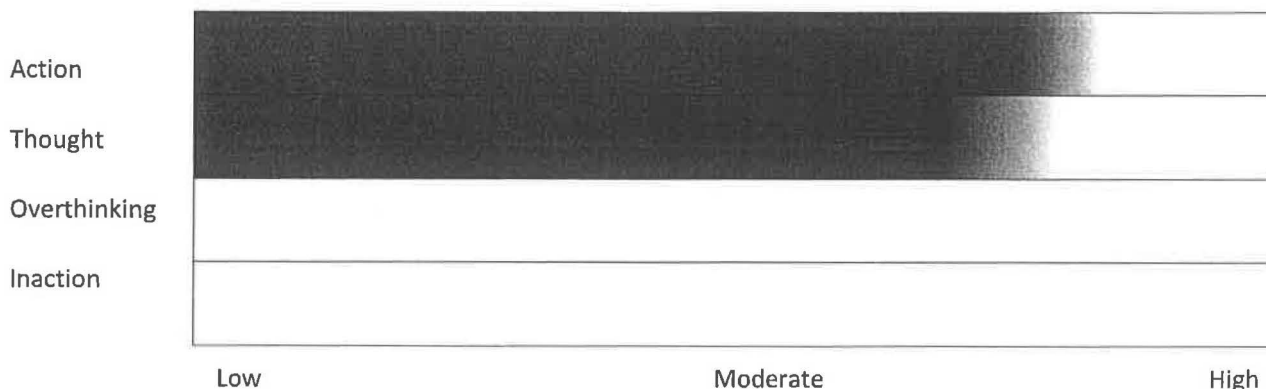


**Task focus:** Tends to focus on getting the job done. They are focused on the tasks, systems, ideas and tools. They are less focused on the people involved.

General Konate seems to focus more on getting the job done and achieving his goals. Forming relationships with people involved in the task might be important to him, but only as far as this assists him in completing the task and achieving the goal. Establishing and maintaining relationships can thus be seen as a means to an end. General Konate seems unlikely to maintain a relationship if the relationship does not get him closer to his goal. When there is opposition to the task or his goal, he is unlikely to be concerned about the relationships and seems more likely to continue doing whatever needs to be done in order to achieve the goal. He was willing to work with Dadis Camara until they were no longer working towards the same goal. At that stage his actions turned against Camara and he ensured that everything possible was done to prevent Camara from returning to Guinea. One can thus expect cooperation and relationship building from him as long as there is agreement and shared goals.

**PERFORMANCE FOCUS: RELATING TO TASKS/ PROJECTS/ ACTIVITIES/ DECISIONS – HOW DOES THE PERSON APPROACH DECISIONS AND TASKS, AS WELL AS HIS PROBLEM SOLVING SKILLS?**

*Activity Level*



**Action preference:** prefers to take quick action, often does things without thinking, tends to initiate conversations and action without needing an invitation to do so.

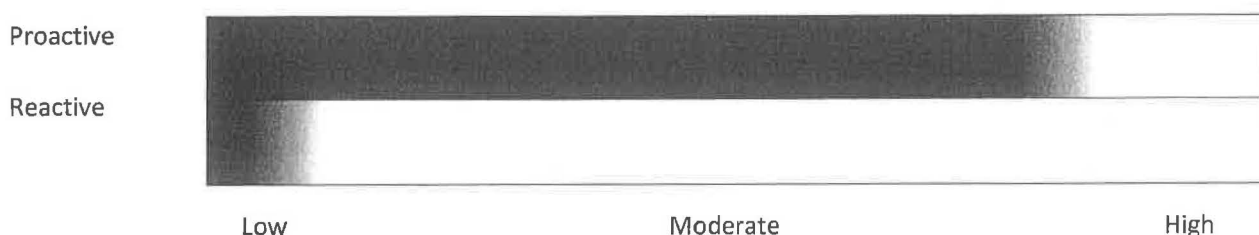
**Thought preference:** prefers to think, consider, analyse and understand a situation before taking action. Might prefer to first listen and understand what others are saying before taking action or speaking.

**Over-thinking (without action) preference:** prefers to have a very thorough understanding, analyzing in detail, doing thorough and extensive research, contemplating, thinking and theorizing without necessarily taking action or taking a long time before taking action. Might leave it up to others to take action.

**Inaction:** Does not take any action or little action. Procrastinates and might talk about taking action, but does not do so.

It appears as if General Konate is a man of action. He might prefer to take action as soon as a plan has been put in place or a decision has been made. He seems to be intolerant of people who “whine” but do little to address their own problems. He might become frustrated if action is not taken. There are, however, indications that General Konate is thoughtful and strategic in his decisions. It can thus be assumed that most of his actions will be well planned and well thought through.

*Response timeline*

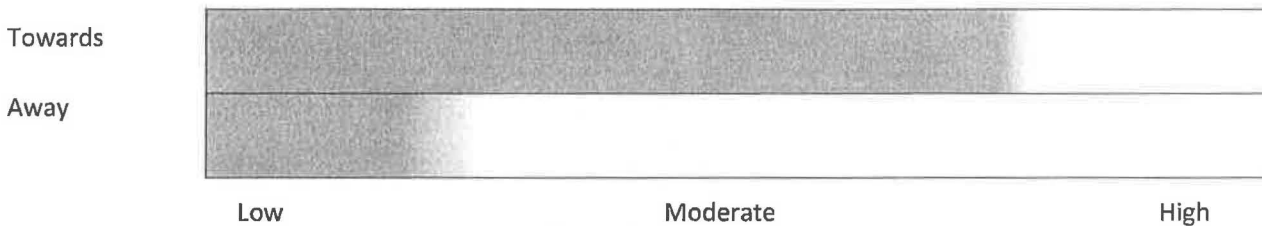


**Pro-active preference:** This person tends to anticipate, foresee and prepare for possible problems/ obstacles ahead of time. The motivation behind the pro-active preference is usually the need to be prepared for anything that may arise and to be in control.

**Reactive preference:** prefers to react/ respond to conversations/ actions by others. They rarely initiate action and often has the need to first see what happens before taking action. They might leave things until the last minute before reacting.

It seems as if General Konate might be a strategic thinker. Being a more strategic thinker seem to suggest that he might be more proactive, rather than reactive. Considering his military background, one would also expect him to be more proactive by anticipating, planning and taking action before a situation has gone too far or an attack is launched by an enemy or an opponent.

#### **Motivation Direction**



**Towards-to (goal) preference:** prefers to focus on goals and targets, future-focused, always moving towards a goal – “carrot-principle”.

**Away from/ troubleshooting preference:** prefers to focus on problems or potential problems, makes contingencies, and may worry. Motivated by avoiding potential problems/ obstacles – “stick principle”.

This trait needs to be confirmed, but indications are that General Konate is driven by future focused motivation and achieving goals.

As he moves towards goals, he should be able to identify problems or potential problems.

Deadlines might help him to achieve goals and ensure completion.

When communicating with General Konate, words should be presented in a fashion that focuses on how the proposal or suggestion links with achieving goals and objectives, or what can be gained by the proposed actions. Some mention should be made on how problems and obstacles could be overcome or prevented as he might not always be focused on the potential problems/ obstacles.

Use words such as: vision, achieve, passion, future, goals, mission, purpose, accomplish, solutions. Also include words such as avoid, prevent, fix it, problems, find out what is wrong, don't and problems, in order to refocus his attention on the potential obstacles.

### Level of Structure

Option			
Procedure			
	Low	Moderate	High

**Options preference:** prefers to consider and explore different options, opportunities, possibilities, and alternatives. Dislikes limited options or too much structure and rules. Wants to find alternative ways of doing and approaching issues.

**Procedural preference:** prefers to follow instructions, procedure, rules, and structure. Believes there is a 'right' way. Feels lost without structure and procedures.

Further research is required to confirm this trait.

Indications at this stage are that General Konate is motivated equally by new opportunities and the possibility to create new and different ways of doing things as well as following procedures.

He might prefer to create new procedures as he is able to consider multiple options of achieving goals and solving problems.

Coming from a military background, he might be sensitive to the need to follow procedures and rules. It is likely that he might follow these rules only if he agrees with it. He is likely to challenge the status quo if he does not agree with the rules, laws or procedures.

He might have a tendency to take on too many tasks at once and will likely have difficulty completing projects and tasks especially if they are long-term. Although he tends to stick to the rules when really necessary, exceptions are made and rules are slightly bent to achieve a perceived important goal.

He might need to know what the goals are and have some indication of the steps to be followed.

During interpersonal interaction when concepts and suggestions are presented, they must be presented in a step by step fashion with clear outcomes or solutions to problems in mind, but one should also include alternative ways of achieving outcomes and solutions to problems. When presenting to him in a structured way, he might interrupt the process by going off on a tangent as he considers possibilities and alternatives. A too structured and detailed approach might frustrate him. He needs to get to the essence as soon as possible (the "so what?").

Words should indicate that there is a way to do things, but leave enough options for the person to have the freedom to do it his way.

Use words such as: alternatives, options, variety, choices, occasionally do it as follows, as well as words such as: procedure, rules, guidelines, right way to do it, process to follow etc.

### Attention Scope

Detail

Overview

Low

Moderate

High

**Detail focused:** prefers and needs the detail, pays attention to minor detail and information and produces detailed work. Can get stuck in detail.

**Strategic/ global focus:** focuses on the big picture, general principles and summary information, often seeks and uses only key points/ bullets and essential information.

Further research is required to confirm this trait.

### Change Scope

Same

Improvements

Difference

Low

Moderate

High

**Sameness preference:** prefers and requires security and stability. Prefers things to stay the same, seeks familiar setting, procedures etc. Notices similarities and prefers no or gradual change.

**Improvements preference:** prefers things to stay the same but with improvements. Will take what is known and familiar to them and then improve on that. Tolerant and adaptable when change does take place, but will not necessarily seek change actively.

**Differences preference:** prefers to have variety and drastic change. Notices differences, seeks constant change and is very tolerant of change

Further research is required to confirm this trait.

### Thinking Process

Intuitive

Analytical

Low

Moderate

High

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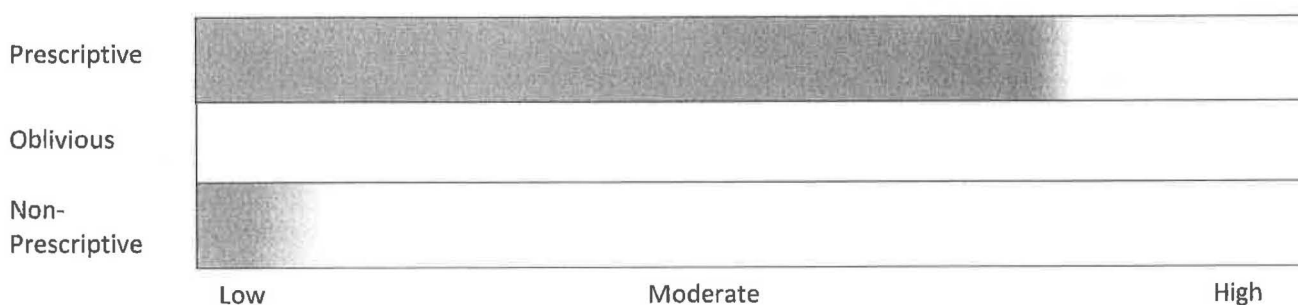


**Intuitive preference:** prefers to consider/ evaluate issues, make decisions and act based on intuition/ gut feeling. Guided by emotion (what feels right), instinct and sentiment. May, at times, ignore facts, or what appears to be facts, if they feel that they are right, their decision is right, or that they know the right answer. This can be a valuable preference especially in situations where there are limited facts and information available to evaluate and/or the person is knowledgeable, well versed and/or an expert in the field. An intuitive person usually won't spend a lot of time analysing things and may become frustrated when forced to analyse things when they feel they already know the answer or the best way.

**Analytical/ Rational preference:** prefers to consider/ evaluate issues, make decisions and act based on logic, facts, past experience, practicality and rationale. Makes decisions in a deliberate, logical, emotion-free and systematic manner. S/he hardly ever accepts things at face value and will normally not make decision until they have all of the facts and figures, and then still may not be completely satisfied. In extreme cases the person might overanalyse. A high level of detail orientation and patience are commonly associated with this trait. This can be a valuable preference in a situation where multiple perspectives of an issue must be thoroughly explored before making a decision or moving on.

General Konate speaks in an intellectual manner. He is likely to make decisions based on his analysis of facts and information. Decisions are there likely to be made based on logic, facts, past experience and practicality. He is likely to make decisions only after he has gathered the facts for himself. This preference can be valuable when multiple perspectives of an issue must be thoroughly explored before making a decision.

#### Rule Structure



**Prescriptive preference:** sets high standards and rules to adhere to and expects others to adhere to the same rules. Can be prescriptive about how others should follow the rules.

**Oblivious to rules for others:** knows what the rules and standards are for self, but remains oblivious and “does not really care” about the rules that others should adhere to.

**Non-prescriptive:** follows own standards and rules and believes others should find their own standards and rules that they can adhere to. Will not prescribe to others, but will allow others the freedom to choose their own rules

and standards and will respect that.

General Konate seems to set high standards for others and himself and is likely to follow his own rules to a large extent.

He can be overtly prescriptive, telling others what they should do and how they should do it. When others transgress the rules, such as failing democracy, he is likely to have the need to intervene and tell others what they should do and how they should do it. He is likely to be more prescriptive on matters that he feels strongly about, such as democracy, honour, economic stability and peace.

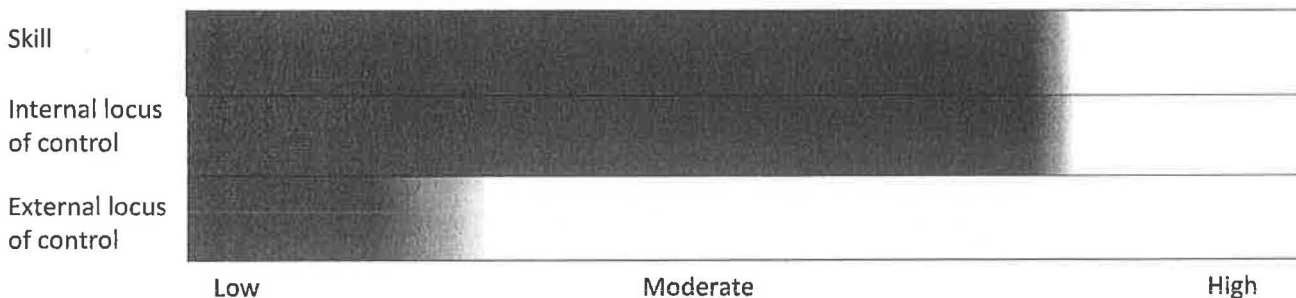
He is likely to expect others to work the same way he does. He might believe that what is good for him is good for others.

He should respond well when an effort is made to understand his principles, beliefs, values and what is important to him. Effort to enter his world and not judge him will be one way of opening the door to connect with him and develop some foundation for mutual understanding and trust. This does not mean that you have to agree with him, you can respectfully disagree as long as he does not perceive disagreement as criticism or hostility.

At times he might need to be reminded in a subtle way that there are procedures that need to be followed and rules to be adhered to.

Use words such as: something for you to decide, want to consider, it's up to you, I suggest or I propose.

#### ***Problem Solving***



***Problem solving skill:*** demonstrates the skill to solve problems, challenges and obstacles without difficulty. This might include finding unique and creative solutions to problems.

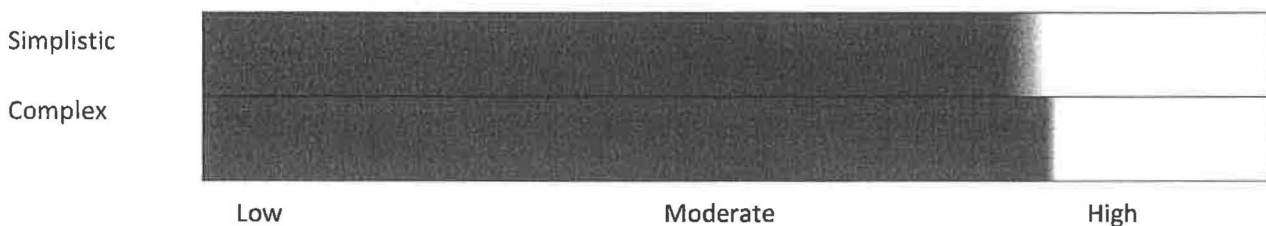
***Internal locus of control:*** centre of control is within the person – when problems arise they look within for solutions. Not reliant on others to come up with solutions.

***External locus of control:*** centre of control lies outside of the person – when problems arise solutions are sought outwards – expects and relies on others to come up with solutions and/or assist in finding solutions.

General Konate effectively took control of the political situation during the transition government and effectively implemented his strategy. This indicates a need and the skill to solve problems, challenges and obstacles without too much difficulty. He seems capable of obtaining the necessary resources and support as well as implement a plan of action.

This trait needs to be confirmed, but indications are that General Konate might have an internal locus of control and is thus likely to look for solutions within himself. He might consult with others to obtain input about the problem at hand before reaching a solution. He is unlikely to wait for others to come up with solutions.

#### *Level of Complexity Thinking*

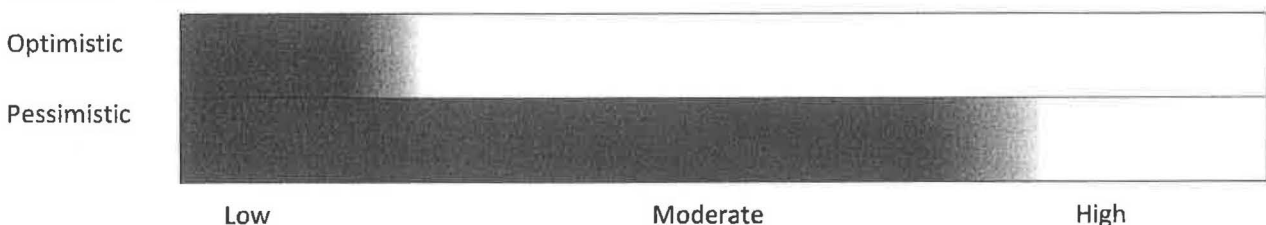


**Simplicity thinking:** preference to simplify complex issues, uses simple language that everyone can understand and able to communicate/ explain complex issue easily to everyone, prefers things to be easy.

**Complexity thinking:** prefers and enjoys the challenge of difficult and complex problems and issues, motivated by complexity and likely to explain something in complex terms and in all its complexity. Might have difficulty explaining things to people who do not share field/ level of expertise.

General Konate seems to think in more complex terms, connecting events, situations etc. and understanding the complexities of issues. Whilst displaying complexity thinking, he does however seem to express himself in simple language making it easy to understand what he is saying.

#### *Outlook on Life/ Work*

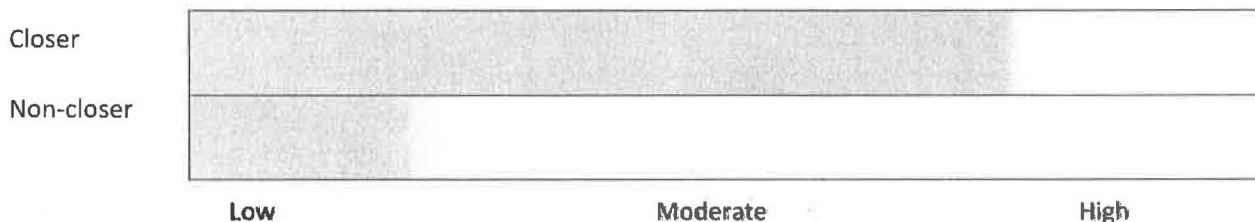


**Optimistic:** tends to focus on successes.

**Pessimistic:** tends to focus on failures, possible failures and setbacks. May be easily disheartened by obstacles and setbacks. Can be sceptical.

It has been argued that General Konate seems to lack trust in others and can thus be seen as a realist-pessimist. He seems to have a hopeful approach at times, but seems to remain somewhat skeptical. He should be able to anticipate obstacles or potential problems. His pessimistic attitude might cause him to see the worst in people or expect the worst from people, which means that he might overreact at times. Together with his need to be proactive he might take rash action at times based on a more pessimistic view or "worst-case-scenario" view.

#### Level of Persistence

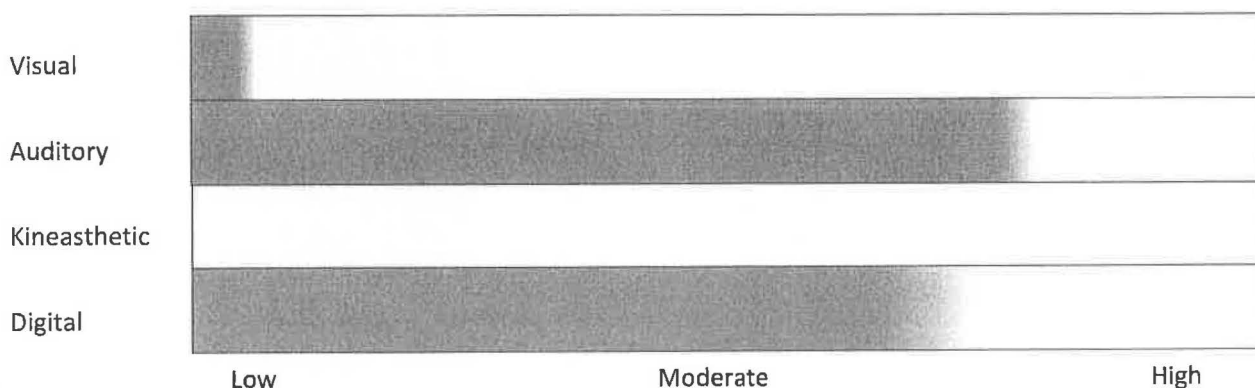


**Closer:** Sees tasks through to the end and prefers to complete tasks before moving on to the next task.

**Non-closer:** Tendency to start tasks but does not necessarily finish them. May become bored with a task and leave it unfinished or hand projects over to others to complete.

Indications are that General Konate is a closer and is thus likely to see tasks, projects and goals through to completion. He is unlikely to leave tasks unfinished or hand it over to others to complete. As much as he might therefore initiate new procedures and tasks, he is likely to see it through to completion. This is only likely to be a problem if he takes on too many tasks at once, as this could lead to increased stress levels and the need for coping mechanisms. Without effective coping skills the risk is there to rely on substances such as alcohol to deal with stress. Considering his alleged prior (ab)use of alcohol, this could present a potential risk to him.

#### SENSORY FOCUS: PREFERRED WAY OF RECEIVING INFORMATION VIA SENSES



**Visual Preference:** prefers to look at; watch; and see things. Prefers and makes use pictures, diagrams and visual imagery.

**Auditory preference:** prefers to focus on language and words, discuss, listen and talk things through.

**Kinaesthetic preference:** prefers to focus on feelings, emotions, intuition (gut feeling), touch and physical movement.

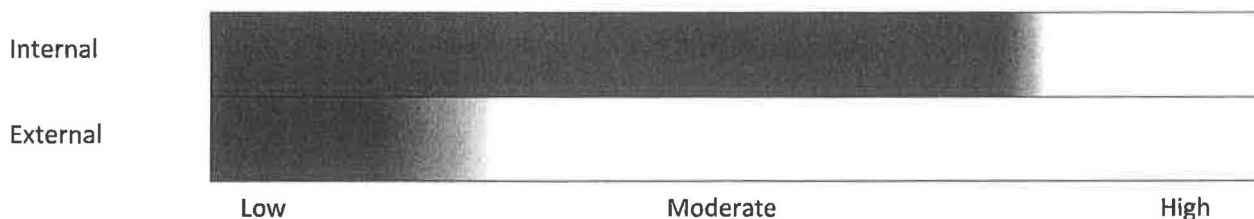
**Digital preference:** prefers to focus on facts, use data and statistics and logic.

Further research is required to confirm this trait.

Indications at this stage are that General Konate seems to display an auditory preference. He would probably prefer to receive additional information in the form of documents, statistics, facts etc. Auditory information is likely to convince him more easily. Auditory information, backed up with digital information (data) is likely to convince him most effectively.

#### INTERACTIONAL STYLE: RELATING TO RELATIONSHIPS – HOW DOES THE PERSON APPROACH RELATIONSHIPS?

##### Reference Source



**Internal preference:** relies on own judgements and standards. Does not need feedback or input from others and is likely to ignore feedback, information and opinions of others.

**External preference:** relies on feedback from others as may feel lost without it, believes that others are right.

Based on limited information, the hypothesis is made that General Konate could display an internal preference, indicating the preference to rely on his own judgements, standards, perceptions and beliefs. To some extent he might need feedback and input from others, but he is likely to confirm this information with his own perceptions. He is unlikely to accept input from others at face value and a convincing argument will need to be made. He is unlikely to accept input that goes against his values and beliefs. He could come across as somewhat stubborn at times, especially if he believes strongly in an issue.



### Attention Direction

Self			
Others			
Objective			
	Low	Moderate	High

**Self-focused:** focuses on self, puts own needs first, ignores and/or might be oblivious to the needs and feelings of others. Rarely pays attention to others.

**Other-focused:** focuses and is responsive to the needs and feelings of others and is always willing to help other people. Puts own feelings, issues and even tasks aside to assist others.

**Objective focus:** maintains an objective/ third person perspective. Can easily place him/herself in the position of an observer. Able to dissociate emotionally and thus keep a cool mind.

Further research his required to establish this trait.

### Level of Cooperation

Conforming			
Challenging			
	Low	Moderate	High

**Conforming:** willing and focused on conforming, fitting in with others. Dislikes confrontation and will take a non-challenging approach. Moves towards consensus and agreement.

**Challenging:** not interested in conforming, willing to challenge ideas, thoughts and actions of others. Dislikes being told what to do, will confront others, can be argumentative.

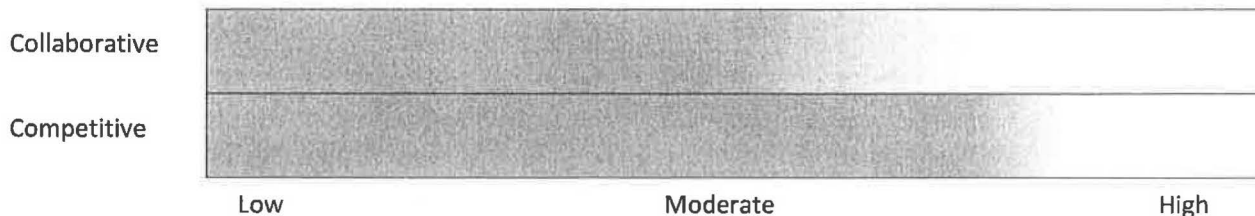
This trait needs to be confirmed.

General Konate seems to display a more reserved interactional style at times. As argued, he is also not driven by power. He thus seems to display the skill to cooperate and conform to others especially when he has no objection

to the direction or objectives of others. He is unlikely to confront others outright and will probably display a more non-challenging, perhaps even passive-aggressive style<sup>14</sup>.

When he believes strongly in something he is likely to challenge ideas, thoughts and actions of others more directly.

#### *Level of Competitiveness*

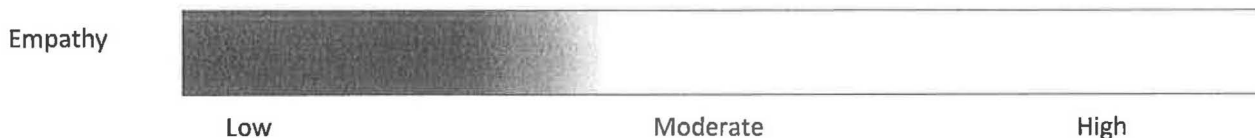


**Collaborative:** likes to involve others, share information, always prefers a team environment.

**Competitive:** likes to compete with others and win, not likely to share information, tries to remain ahead of others and focuses on bettering own performance and staying one step ahead of everyone else.

It appears as if General Konate might prefer collaboration to being competitive. He will not necessarily compete with others directly, unless it pertains to an issue that he feels strongly about, such as democracy and economic stability in his country. On face value he might appear to collaborate with others, but when it concerns a strong value of his, he is more likely to be competitive. He might, however, not be overtly competitive, but might use strategic plans to outmaneuver the other party.

#### *Level of Empathy*



**Low empathy:** does not show understanding and empathy for others and is not able to see things from another person's perspective.

**High empathy:** displays high levels of empathy for others. Able to understand and see things from another

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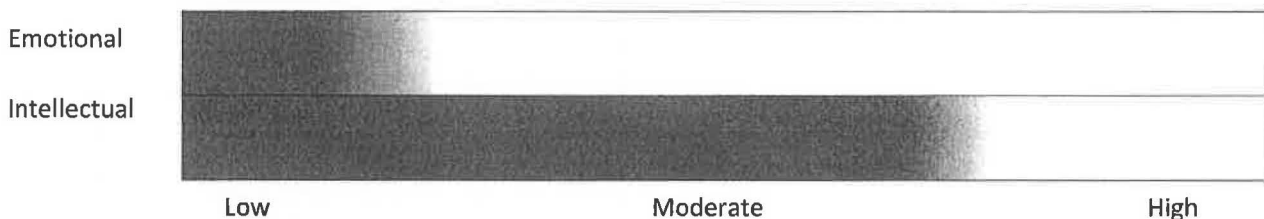
<sup>14</sup> Passive-aggressive style is a negative attitude and passive resistance. It is the indirect expression of hostility, such as through stubbornness, resentment, sullenness, indirect attacks or deliberate failure to accomplish requested tasks for which one is responsible.

person's perspective.

This trait needs to be confirmed.

Based on current information indications are that General Konate does not display high levels of empathy. He is more likely to display empathy for those close to him, his allies and acquaintances. He is likely to display low levels of empathy for his enemies and opposition, although he might strategically show cooperation and understanding to his opposition. It can be argued that as a military man, he might not be as effective if his levels of empathy were very high. His focus needs to remain on obtaining his goals.

#### *Level of Emotional Display*

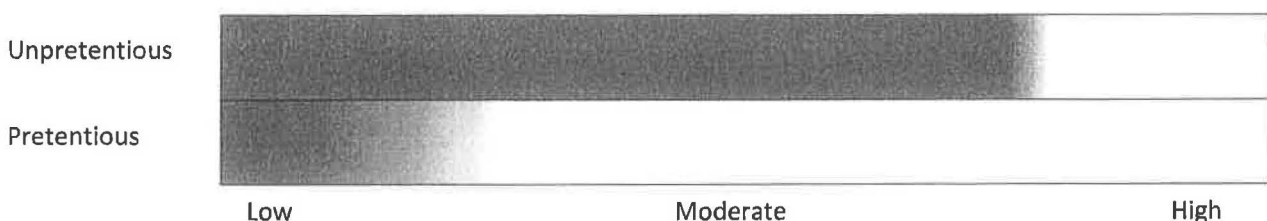


**Feeling preference/ Associated with emotions:** tends to be in touch with own feelings and emotions and might react in an emotional manner to stressors. Often speaks with emotion and sees the value of emotions in business.

**Thinking preference/ Dissociated from emotions:** tends to remain in control of emotions and not necessarily in touch with own or other's emotions. Sees things in a rational and intellectual manner and believes emotions have no place in business.

General Konate display an intellectual interactional style. He does not display emotion easily and does not seem to establish emotional closeness with others. He is unlikely to express his emotions easily and if he does, his emotional display is likely to be limited to anger and frustration. He is likely to remain in control of his emotions at all times and one is thus unlikely to see an emotional display.

#### *Level of Pretentiousness*

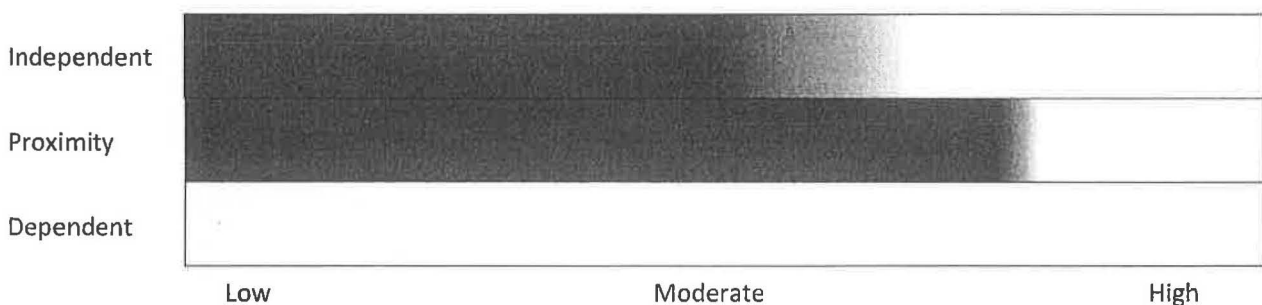


**Unpretentious:** remains true to who s/he is. Not likely to put on any pretences or facades and remains consistent in behaviour.

**Pretentious:** puts on a façade, pretends to be someone s/he is not, tries to impress.

General Konate appears to be unpretentious. He is by large himself and does not pretend to be something that he is not. He seems consistent in his behavior.

#### **Performance Style**



**Independent:** prefers to work on own, in isolation with clearly defined territory and objectives. Does not like working in groups/ teams.

**Proximity:** prefers to work in teams, will liaise with others and work together to achieve a goal, but needs clearly defined territory and responsibilities.

**Dependent/ co-operative:** prefers to work jointly with other, in cooperation. Likes to come up with solutions and goals in cooperation with others. Enjoys and needs input from others before making decisions.

Indications are that General Konate might prefer to work in proximity with others in order to achieve goals. He might need a clearly defined areas of responsibility. He would probably need to work more independently at times and/or make certain decisions independently.

#### **Level of Trust**

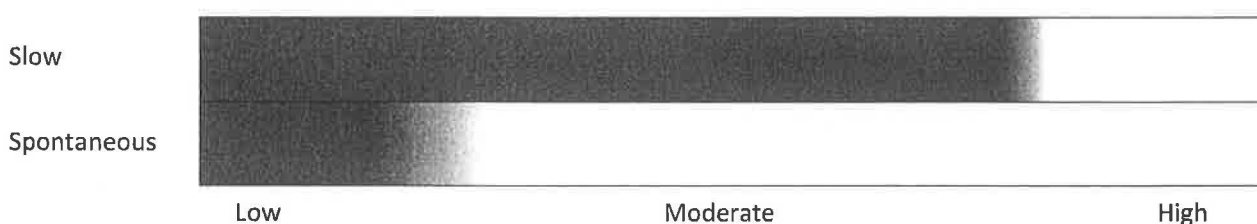


**Cynical:** prefers and tends to distrust people – remains cynical/ sceptical of others and what others are saying.

**Trusting:** prefers and tends to trust others easily. Might also value it when others trust him/her.

General Konate does not seem to trust others easily. Although he enjoys trust from international communities he does not seem to afford others the same amount of trust. He seems to remain more skeptical and often requires signed documents and contracts to obtain commitment and confirmation on promises made.

#### DECISION-MAKING PREFERENCES: HOW DOES THE PERSON MAKE DECISIONS?



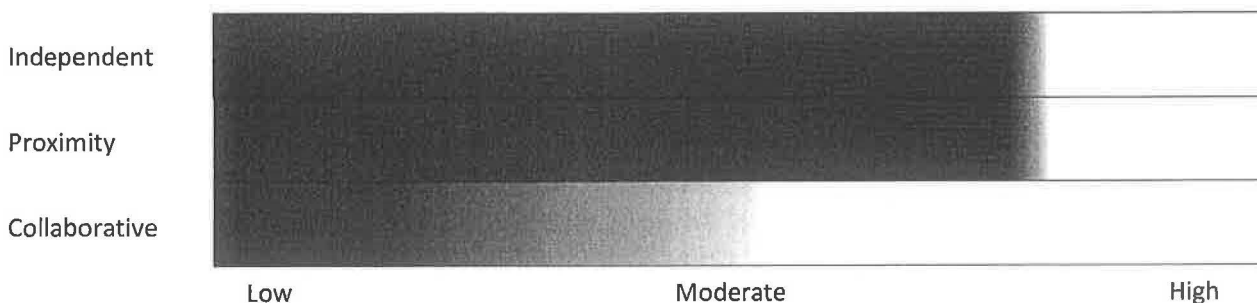
**Slow Decision-Making:** Person prefers to take his/her time to make decisions. Likes to gather information/ do research/ think before making a decision.

**Spontaneous Decision-Making:** Person prefers to make immediate, quick decisions, without over-thinking it or necessarily gathering information/ doing research prior to making decisions.

This trait needs to be confirmed through further research.

Based on limited information the hypothesis is made that General Konate is more likely to take his time in making decisions. He is likely to have the need to gather information and think about something before making a decision. He is not likely to make spontaneous decisions.

#### Decision-Making Source



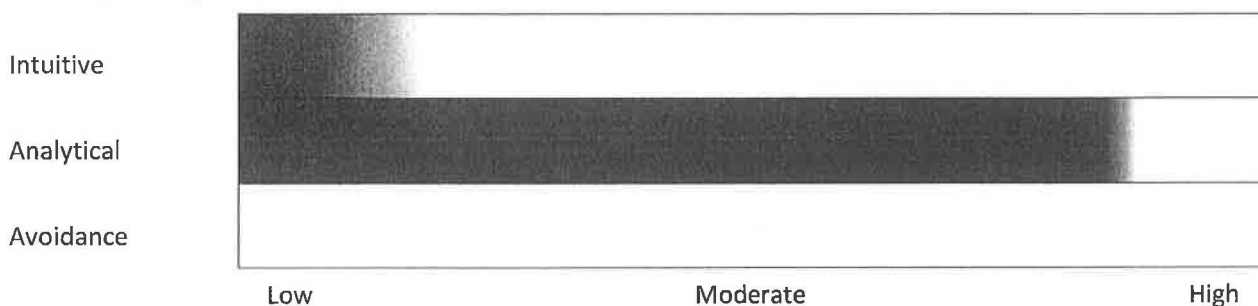
**Internal/ Independent decision-making:** Person prefers to make decisions independently and without external input.

**Proximity decision-making:** Person prefers to gather external input before making a decision, but tends to make the final decision independently once input has been gathered. Takes responsibility for the final decision.

**Collaborative decision-making:** Person prefers to make decisions in collaboration with others. Needs external input and combined decision-making.

Based on limited information it seems that General Konate might make decisions after consulting with others. The final decision might, however, lie with him. At times he might make decisions more independently. He might gather information from various sources and speak to many individuals about an issue, but he is likely to make the decision independently as he sees fit.

#### *Decision-Making Mode*



**Intuitive preference:** prefers to make decisions and act based on intuition/ gut feeling. Guided by emotion (what feels right), instinct and sentiment.

**Analytical/ Rational preference:** prefers to make decisions and act based on logic, facts, past experience, practicality and rationale. Makes decisions in a deliberate, logical, emotion-free and systematic manner.

**Avoidance preference:** prefers to avoid making decisions. Tends to procrastinate decision-making or would defer decisions to others.

An analysis of the available data seems to suggest that General Konate uses his analysis of the situation, issue or problem to make a final decision, more than his intuition. He might not necessarily follow his intuition (gut instinct) but would base his decision on some facts or the analysis of data.

## ACCOUNTABILITY

Accountability



Low

Moderate

High

**High accountability:** prefers to, and able to, take responsibility/ accountability for decisions.

**Low accountability:** does not take responsibility/ accountability for decisions.

It seems as if General Konate is likely to remain accountable for his decisions.

## Decisiveness

Decisiveness



Low

Moderate

High

**Very decisive:** tends to keep with decision once it has been made (unlikely to change mind after decision has been made).

**Indecisive:** tends to change mind after decision has been made.

Although General Konate is more likely to make decisions only after gathering the necessary facts and understanding, he seems to be rather decisive. It also seems that once he has made a decision he sticks to his decision. His level of decisiveness is thus regarded as moderate to high. He is likely to become frustrated with others who are not decisive.

## Risk

Risk taking



Low

Moderate

High

**Risk taking:** prefers to take risks – will make decisions that incur an amount of risk, uncertainty. Make risky decisions.

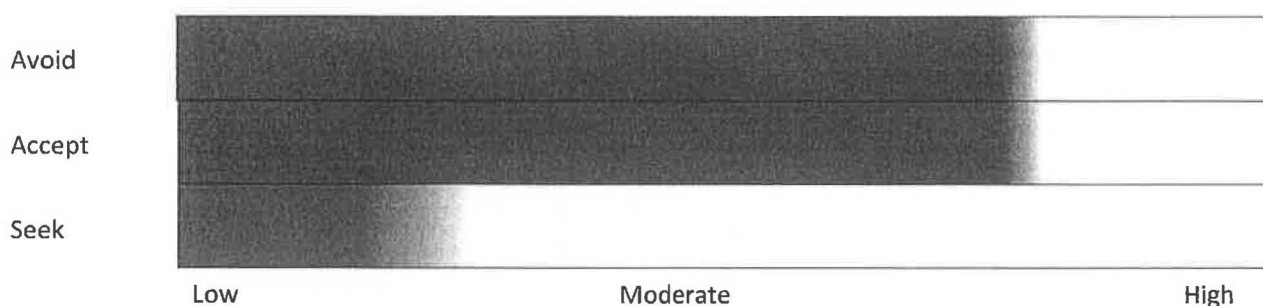
**Risk avoidance:** prefers to avoid risk – will make decisions that entail limited or no risk by avoiding situations/ ideas that involve risk or by only making a decision after consideration in order to avoid risks as far as possible.



It seems unlikely that someone with a military background will be risk averse. He also seems to have made some risky decisions in the past and one can thus argue that General Konate might be more inclined to take risks.

### CONFLICT MANAGEMENT: HOW DOES THE PERSON APPROACH CONFLICT?

#### *Level of Conflict Avoidance/ Seeking*



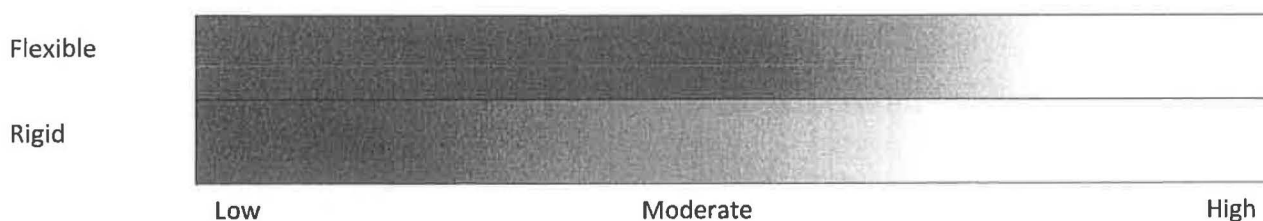
**Conflict avoidance:** Person prefers to avoid conflict, often by ignoring it, moving away from it and/or refraining from getting involved when conflict

**Accepts and deals with conflict:** Person does not necessarily seek confrontation or conflict, but will accept and deal with conflict as it arises.

**Actively seeks out and engages in conflict:** Person actively seeks confrontation and conflict with others. Challenges and confronts others easily.

General Konate appears more reserved and serious. Whether he will confront others directly or not remains to be confirmed. He is likely to accept and deal with conflict if it arises, but is unlikely to actively seek conflict.

#### *Level of Flexibility during Conflict Situations*



**Flexible:** demonstrates flexibility in arguments, conflicts, disagreements and engagement. Willing and able to accept other views and change own position in conflict

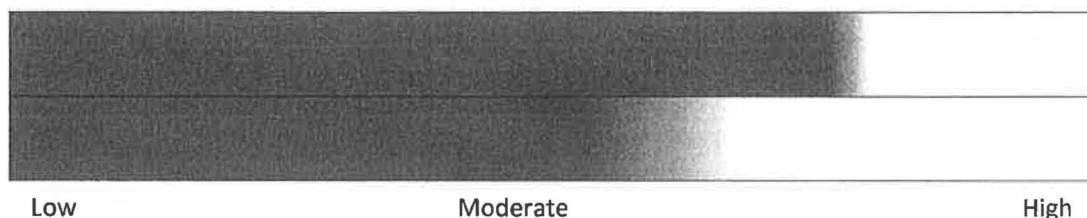
**Rigid:** remains rigid and unmovable in arguments. Not prepared to listen or change own position during disagreements, conflict or arguments.

It appears as if General Konate is more flexible rather than rigid in his management of conflict. He might adapt his style from accommodating to assertive when needed or from assertive to accommodating when needed. He has proven to be open to new input and one could expect some degree of flexibility in his view, leaving him open to being convinced of a contrary opinion if strong supporting evidence can be provided. Negotiations and more severe conflict situations, might be handled with less flexibility.

#### *Perspective*

Single

Multiple



**Single (own) perspective:** able to see things only from own/ subjective perspective. Cannot see it from another, or an objective perspective.

**Multiple perspectives:** able to see things from multiple perspectives – own, other person's perspective and objective perspective.

General Konate might gather as much information from **trusted** sources as he can. He might thus be open to input from others. He display conceptual complexity thinking and thus seems capable of seeing things from multiple perspectives. He is, however, likely to evaluate other's perspectives to his own. Although he thus remains somewhat flexible and open to other's perspectives, he is unlikely to be easily convinced. When there is a crisis or a serious conflict situation, he might revert more strongly to his own perspective and become less open to the perspective of others.

#### **CRISIS MANAGEMENT: HOW DOES THE PERSON FUNCTION/ MAKE DECISIONS IN A CRISIS SITUATION**

##### *Activity Level during a Crisis Situation*

Level of action



**Level of action:** low to high level of action – indicates the person's ability to act in a quick and decisive manner in a crisis situation.

This trait needs to be confirmed, but based on the fact that he is a military man and has been described as furious in battle, one could expect decisiveness and high levels of action during crisis situations.

#### ***Stress Reaction to Crisis Situation***

Level of stress

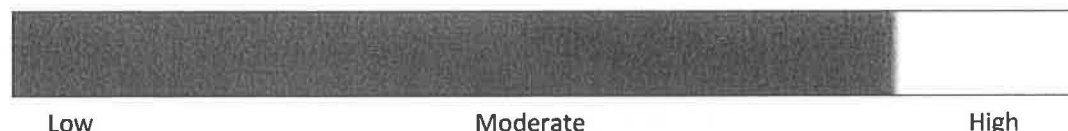


***Stress reaction:*** low (calm, cool and collected) to high (anxious, overwhelmed and immobilized by stress) – indicates the person's stress reaction in a crisis situation. A person with a low stress reaction is likely to manage a crisis situation more effectively as s/he will display the ability to remain calm and in control. A person with a high stress reaction is likely to manage a crisis situation less effectively as s/he might become anxious, overwhelmed and immobilized.

General Konate has participated in battle situations many times and is likely to be calm, cool and collected during these and others crisis situations. He is thus likely to manage the crisis effectively whilst the crisis is present. Once the crisis is over, he might need to de-stress. Following claims that he might have a history of alcohol abuse, the risks exist that he might use alcohol as a coping mechanism for such stressful situations.

#### ***Resilience During/ After Crisis Situation***

Resilience



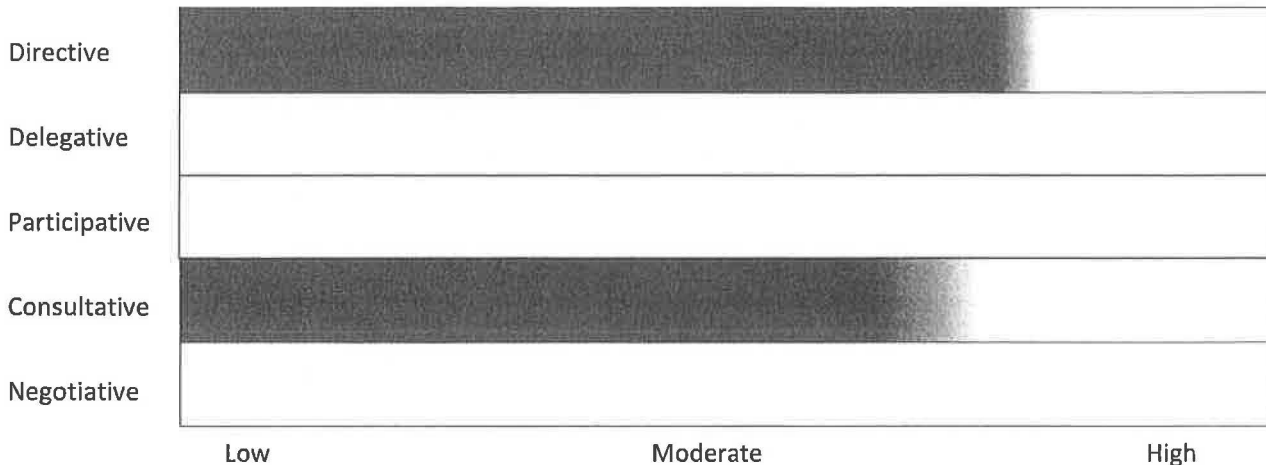
***High resilience/ tenacity:*** very resilient – exhibits positive behavioural adaptations when faced with a crisis, adversity or significant stressor. Has the ability to bounce back when things don't go smoothly. Tends to take personal responsibility for getting through the crisis and does not allow failures to get him/her down. Tends to see adversities as temporary setbacks.

***Low resilience/ tenacity:*** demonstrates no or little resilience – tends to become negative, overwhelmed/ anxious when faced with a crisis, adversity or significant stressor. Failures tend to get him/her down and struggles to bounce back from setbacks.

General Konate is likely to exhibit positive behavioural adaptations when faced with a crisis, adversity or conflict situation. He might be able to bounce back effectively and comprise alternative plans when things don't go smoothly. During these times he might rely more heavily on international supporters. Although he might experience heightened stress levels, he is likely to remain calm, take action, display flexibility and will probably not allow failures to get him down.

## LEADERSHIP STYLE: HOW DOES THE PERSON LEAD/ MANAGE OTHERS

### Leadership Style



**Directive:** Instructs subordinates – tells them what to do and how to do it. Maintains responsibility for planning and control. Specifies standards and exercises authority over subordinates.


**Delegative:** Takes a back seat towards decision-making and has minimal involvement. Believes in delegation of tasks and responsibilities and allows the team to take their own course of action. Might discuss possible decisions with team, but leave them to make the decisions.

**Participative:** Seeks consensus decision-making and everyone takes ownership in the final decision. Places himself as a member of the team and ensures involvement of all relevant individuals.

**Consultative:** Seeks the council of the team before making the final decision. Often task focused, but seeks the opinion of subordinates.

**Negotiative:** Employs a political approach to leadership. Influences others by identifying their needs and using these as a basis for negotiation. Has a personal interest in his decisions and uses incentives to entice subordinates to do certain things.

General Konate is likely to remain directive in his leadership style and remain responsible for planning and control. He is likely to exercise authority over others, especially under crisis situations. He is likely to be more consultative (with individuals and parties he trusts) during the planning phases, but once action needs to be taken he might become slightly more directive in his approach. This needs to be confirmed with further research.



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