



GUINEA

PRESIDENT ALPHA CONDE

REMOTE BEHAVIOURAL PROFILE AND RISK ANALYSIS

PRESIDENT ALPHA CONDE

PRESIDENT OF GUINEA



NOTE:

This is a preliminary remote behavioural profile and risk assessment based on 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 and determine the risks involved.

When required a comprehensive behavioural profile can be provided.

Remote Behavioural Profile and Risk Analysis

Version 1: April 2014

Table of Contents

INTRODUCTION	5
EXECUTIVE SUMMARY	6
Synopsis of Open Source Data	6
Conclusion	7
Risk & Threat Analysis	7
Behavioural risk analysis	8
Threat Index Based on Current Information	8
Recommendations and Influencing Strategies	10
BACKGROUND INFORMATION	11
President Alpha Condé	11
Introduction	11
Background	12
Political career	12
Condé's inner circle	17
Condé's friends and alliances	18
Condé's enemies as well as people & organisations that he may have angered	19
2012 presidential elections	20
Controversies	21
BEHAVIOURAL & INTERACTIONAL OBSERVATIONS	32

Observations from Open Source Information – Behavioural & Interactional Observations	32
Deception	34
ESSENTIAL CHARACTERISTICS.....	36
Intentions, Motivations & Beliefs/Values.....	36
Leaving a legacy – gaining prestige	36
Support base.....	36
Centre of power should be concentrated around the leader	37
COGNITIVE AND BEHAVIOURAL PREFERENCES	38
Summary of Cognitive-Behavioural Preferences.....	38
Motivational Driver: What Motivates President Condé?	38
Task Focused or People Focus: Primary Focus of the Person.....	39
Performance Focus: Relating to Tasks/Projects/Activities/Decisions – How Does the Person Approach Decisions and Tasks, as well as his Problem Solving Skills?.....	40
Sensory Focus: Preferred Way of Receiving Information Via Sense	49
People Focus: Relating to others – How Does the Person Approach Relationships?	50
Decision-Making Preferences: How Does PRESIDENT CONDE Make Decisions?	54
Conflict Management: How Does president conde Approach Conflict?	57
Change Management: How Does president Condé Approach Change?	59
Crisis Management: How Does president Condé Function/Make Decisions in a Crisis Situation	60
Leadership Style: How does president Condé Lead/Manage Others?	62

RISK ANALYSIS..... 63

 Behavioural risk analysis..... 63

 Threat Index Based on Current Information 63

RECOMMENDATIONS AND INFLUENCING STRATEGIES 66

..... 66

INTRODUCTION

The client requested a behavioural profile of *President Alpha Condé* in order to gain a better understanding of him, his intentions, motivations, weaknesses, thought processes and behaviour. A brief risk analysis was also prepared.

The purpose of a *behavioural profile* is to reflect a person's *communication, relational and behavioural preferences* within a specific context. Ideally it contains recommendations on the most appropriate approach to follow when *communicating and interacting* with the person for the greatest possible impact. It can also be used to assist in developing strategic interventions to eliminate risk factors.

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. This profile aims to deepen the reader's understanding of the person and will put the person's behavioural preferences into context. This deeper understanding could then enable the reader to influence the person in the language related to his behavioural traits.

The user of the profile should also be briefed in how to fully utilise 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.

The information contained in this report is based on open source information only. Additional information is required to verify the information and provide additional insights.

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!

EXECUTIVE SUMMARY

SYNOPSIS OF OPEN SOURCE DATA

There are strong allegations and evidence to suggest that Alpha Condé rigged the presidential elections with the assistance of the South African Government and Waymark Infotech (a South African company allegedly formed by the South African Government during the apartheid era). There are also allegations that any competition to Alpha Condé was alienated through the support of General Sekouba Konate, who Condé controlled in return for a hefty cash payment. Alpha Condé has also, in cooperation with his son Mohamed Alpha Condé and family protégé, Aboubacar (Bouba) Sampil, managed to make significant private capital gains from the mineral resources by “flipping” mining assets. There is evidence of multiple acts of corruption, human rights abuses and suspicious activities conducted by President Condé since 2010. There are several million dollars that remain unaccounted for and allegations have been made that the money was transferred to President Condé’s personal bank account.

President Condé presents with a serious demeanour and does not seem to take input from others easily. He often makes independent decisions without seeking the cooperation or involvement of other parties. He does not seem to appreciate interference from others. It has also been suggested that he orchestrated the delay of the legislative election to ensure sole decision making powers. He is a realist and does not hesitate to take risks and seems prepared to face the consequences. He presents as confident, perhaps even arrogant at times and seems to be driven by the need for prestige and power. It seems like he wants to leave a legacy similar to that of Nelson Mandela and Barack Obama. He publically drives and advocates democracy, but his actions (rigging the elections, personally benefitting from Guinea’s mineral resources) contradicts his drive for democracy.

He seems to work very strategically and seems to focus on long term goals.

CONCLUSION

President Condé presents with an elevated self-esteem and level of confidence. He does not appear to shy away from risks or challenges. Not even death threats seem to deter him. He equates himself to Nelson Mandela and Barack Obama. In comparison to the previous leaders of Guinea, President Condé does appear less autocratic and more democratic, which makes it easy to play down his actions and decisions. The possibility exists that he truly believes that he is acting in a justifiable manner and that what he is doing is right and acceptable. He seems to function from a more independent position and does not seem to take input easily. His lack of response to the atrocities and human rights violations that occur in his country (and that are performed by his own security forces) could indicate a lack of empathy for others and the lack of a second person perspective and even a third person perspective. It is possible that he is unaware of the people that he has angered through his actions and broken promises. The above characteristics might create a greater risk as he might be unlikely to respond to threats of being removed from the Presidency, threats of being exposed and even threats of a Coup. He might actually believe that he is powerful enough to withstand any such attempts, especially in line with the success he obtained during the elections.

RISK & THREAT ANALYSIS

It seems as if President Condé still enjoys the support of the South African Government, George Soros and influential individuals such as Bernard Kouchner. He also has a friendship with Gaby Peretz, the head of AD Consultants Ltd, an Israeli consulting company that specialized in military and security training. This could mean that he has access to intelligence and military resources.

President Condé also made some enemies along the way with his decisions and intervention, especially his decisions to reform the military and review BSGR's mining contracts, which could count against him and lower the level of threat he poses slightly.

BEHAVIOURAL RISK ANALYSIS

President Condé presents with the following behavioural risks:

- He does not take input from others easily. This could apply to alternative strategies suggested by other parties and opposition parties.
- He is a realist, has a high tolerance for risk and is willing to face the consequences.
- He has high levels of self-esteem and confidence.
- He does not seem to take on a second or third person perspective naturally and is thus unlikely to see and understand the impact of his decisions and actions on others.

These characteristics create certain behavioural risks that could be detrimental to Guinea, as President Condé is likely to act independently and in his own interest, without due consideration for the consequences, especially the consequences his actions might have on others.

THREAT INDEX BASED ON CURRENT INFORMATION

Threat to well-being of Guinea



Low Risk

Medium Risk

High Risk

- President Condé has been accused of many human rights abuses or at the very least the lack of acting on the human rights abuses that has occurred in his country.
- There is clear evidence that he rigged the democratic elections in his favour.
- He seems to be acting to the benefit of himself, his benefactors and those close to him, enriching themselves in the process.

His decisions and actions are not in the best interest of the people of Guinea.

- He has broken promises made to supporters and benefactors, risking retaliation and revenge.

- He is eliciting frustration and anger amongst the opposition and his enemies, risking retaliation and violence.

Guinea has been rated as one of the countries, most likely to undergo a Coup. This puts Guinea at risk for political instability and violence/unrest.

His decisions and actions surrounding the mining industry (reviewing mining contracts and flipping assets) is likely to lead to withdrawal and reluctance of foreign investment and thus puts Guinea's economic well-being and growth at risk.

Threat to anyone who opposes or threatens him



Low Risk

Medium Risk

High Risk

- President Condé presents as a very determined and persistent individual.
- He has an internal locus of control and locus of feedback and is therefore unlikely to give in to input and instructions given by others, especially opposition members.
- He has a high personal risk tolerance and does not shy away from challenges and consequences.
- He is driven by a need to leave the same kind of legacy as Nelson Mandela and obtain the same kind of prestige.
- He seemingly lacks the skill and/or willingness to take a second person and third person perspective and could remain oblivious to the impact of his actions on others.
- Due to his perceived lack of insight into his own actions, it is possible that he does not see his decisions and actions as wrong or undemocratic.
- He often acts in an independent manner and can be prescriptive at times.

If confronted or challenged, he is unlikely to back down easily. He is likely to do whatever it takes to achieve his goals. This makes him a relative threat to those who oppose him as they can certainly expect resistance and/or retaliation. With the support base that he still has, he might be able to resist effectively.

RECOMMENDATIONS AND INFLUENCING STRATEGIES

President Condé presents with an elevated and almost narcissistic sense of himself and the power that he holds. He presents with a high risk threshold and risk profile and is unlikely to be deterred by threats. Even threats of death or imprisonment might not deter him. He might be caught up in his own (first person) perspective and might not be open to input, especially input that contradicts his own views. A slow and systematic exposure to evidence that demonstrates his waning power and influence could prove helpful. His power-influence base needs to be challenged through strong evidence demonstrating how those who have supported him in the past are now disillusioned with him and slowly withdrawing their support. This could have the effect of creating doubt in his perceived power and influence.

An alternative and/or additional strategy would be to demonstrate how he could regain power and influence and the admiration of others through alternative and more desirable methods that are more in line with the client's new strategy. For example, demonstrating how stepping down could earn him respect and admiration of someone who was willing to sacrifice themselves for the good of the country and how he could change the situation in his country. He has stated that his challenge is to live up to the expectation of the youth that saw him as someone who could bring about a new leadership in Africa – one based on democratic freedom and good governance. This challenge could be used to motivate him to change his ways and act in a more democratic manner. Direct comparison to Nelson Mandela might be effective.

BACKGROUND INFORMATION

PRESIDENT ALPHA CONDÉ



INTRODUCTION

The 75 year old Sorbonne law professor, Alpha Condé, won the first democratic elections in 2010 after spending most of his life as an opposition activist, fighting the battle against a series of autocratic and military regimes which sent him into exile and prison. He took over from a military junta which seized power after the death of President Lansana Conte in 2008.

The elections kindled ethnic tensions, as Mr Condé hails from the Malinke ethnic group, which makes up 35% of the population. The defeated, Cellou Dalein Diallo, is a member of the Peul ethnic group, to which 40% of Guineans belong. Mr Diallo has repeatedly accused the president of side-lining his constituents, including many Peul members.

In July 2011, armed men launched an attack on the President's residence in Conakry, partially destroying the building and killing a body guard. The President was unharmed.

In the run-up to parliamentary elections scheduled for 27 December 2011, the opposition accused President Condé of attempting to rig the elections and of failing to consult it about the date. The President agreed to delay the vote and pledged to hold an "inclusive dialogue" with the opposition.

The voting process finally took place in 2013, with President Condé's Rally of the Guinean People coming close to winning an absolute majority, with 53 out of 114 seats.

Opposition parties alleged fraud, and wanted to have the results annulled, but the Supreme Court ruled against them.

BACKGROUND

Alpha Condé was born on the 4th of March 1938 in Boké (Lower Guinea). His parents were from Baro a small town in Karoussa Prefecture in the Kankan region of Upper Guinea. Condé is married to Djene Kaba Condé and they have one son, Mohamed Alpha Condé.

In his early life Condé left for France at the age of 15 to attend high school and university (Sciences Po Paris, Sorbonne). After studying at the Sorbonne, he obtained a Ph.D. in public law at the Law Faculty of Paris, Pantheon. His professional career began as a teacher and he was a member of the Faculty of Law and Economics (Paris I, Panthéon Sorbonne) for over ten years and at the School of Post, Telephone, and Telecommunications (PTT). He was active in parallel within the National Union of Higher Education (SNESUP) and combined the functions of charge within the Association of Guinean students in France (AEGF), and within the Federation of Black African Students in France (FEANF), in which he was the Executive Coordinator of African National Groups (NG) from 1967 to 1975, overseeing the activities of the Directorate of FEANF.

Summary of Background particulars

Date of Birth:	1938-03-04
Political Party:	Rally of the Guinean People (RPG)
Presidential Term:	21 December 2010 – (Present)
Spouse:	Djene Kaba Condé
Alma Mater:	Pantheon-Sorbonne University
Religion:	Islam

POLITICAL CAREER

Condé is a Guinean politician who has been the President of Guinea since December 2010.

Elaboration of Condé's political career by sequence of date:

Pre-2001

Condé spent decades in opposition to a succession of regimes in Guinea, however, unsuccessfully running against President Lansana Conté in the 1993 and 1998 presidential elections, by leading the Rally of the Guinean People (RPG), an opposition party. Condé won 19.6% of the vote in Guinea's first multiparty presidential election, held on 19 December 1993. Conté, who had been president since a bloodless 1984 coup d'état, won the election with 51.7% of the vote. Condé's supporters' alleged fraud in this election after the Supreme Court nullified results in the Kankan and Siguiri prefectures, where Condé had allegedly received more than 90% of the vote. In the 1998 presidential election, Condé ran again and reportedly received 16.6% of the vote, placing third behind Conté (56.1%) and Mamadou Boye Bâ (24.6%). On 16 December, two days after the poll, Condé was arrested and charged with trying to leave the country illegally. During this time he was also charged with attempting to recruit forces to destabilize the government.

Condé's incarceration without trial raised a strong international protest movement. Amnesty International during this time alleged a violation of Human Rights. The Council of the Inter-parliamentary Union alleged a violation of parliamentary immunity that Alpha Condé had enjoyed as a member of the parliament of Guinea. Many voices throughout his imprisonment requested his immediate release. Albert Bourgi, organized a major movement to support "the committee of Liberation of Alpha Condé". Tiken Jah Fakoly had written a book "Free Alpha Condé" wherein he turned into hymn the glory of martyrs and political prisoners in Africa. Tiken Jah Fakoly had addressed this book to General Conté. Diplomatic foreign heads like French President Jacques Chirac, Madeleine Albright (U.S.) and other heads of state had then formally requested the quick release of Alpha Condé. In spite of global support, he was kept in prison and the Government of General Conté established a special court to try Condé.

The trial of Condé was scheduled to begin in September 1999, but began on April 2000. Condé, along with forty-seven co-defendants, were charged with hiring mercenaries, planning to assassinate President Conté, and upsetting the state's security. Defence lawyers began the proceedings by calling for the judge to immediately release their clients, then the lawyers quit, saying that under the circumstances they

could not properly make a defence. The trial was thus delayed several times, during which time Condé refused to speak in court, and his co-defendants denied all of the charges. The trial finally continued in August, and in mid-September Condé was sentenced to jail for five years.

2001

During his incarceration period Condé became highly famous particularly amongst the youth who compared him with Mandela. Condé himself also often cited Mandela. On May 2001, he was pardoned by President Conté and released on the condition prohibiting him from engaging in any kind of political activity. Condé accepted the condition and on his release cited Mandela, "on the African political scene, one can speak of a before and an after Mandela. It is, henceforth, the reference and model for all those struggling for unity, reconciliation and peaceful advent of democracy". Following his release, Condé left Guinea for France.

2005

Condé returned to Guinea in 2005. Upon his return from France, some reports indicated that he intended to organize the RPG for the municipal elections which was held in late 2005, but later stated his intention to boycott them. Condé did not take part in any political activity during this time, in accord with his pardon conditions when he was released from jail in 2001.

2008-2009

President Conté died in December 2008 and power was seized by the military junta of Moussa Dadis Camara, the President of the National Council for Democracy and Development (CNDD). Condé met Camara on 27 December 2008 and called the members of CNDD junta "patriots". Later that year Condé opposed the military CNDD junta and placed his focus on the return to civilian rule and fair elections, transparent and inclusive. During September 2009, security forces had massacred over 150 people at a protest rally against the military junta's attempts to cling to power during which women were publicly raped. In an article published by Le Monde, Condé declared that the massacres of September 28 in Conakry stadium highlighted the need for a complete break with the past: "The trauma, once again, this

day by the people, definitely discredits all those who, near or far, have their share of responsibility in these killings."

2010

In February 2010, Condé announced in Conakry his party's (RPG) candidacy for the presidential elections of June 2010.

The two candidates who competed in the presidential election on 11 October 2010 came to an agreement that the winner would include the loser in a unity government. Some form of accommodation by the rival candidates had been expected, with the losing party unlikely to be completely excluded. A spate of political deal-making after the run-off was inevitable as myriad interests jostled for government positions. The two candidates, Cellou Dalein Diallo and Alpha Condé, and junta leader Konate also agreed to discourage their supporters from causing unrest. Diallo and Condé represented the country's two largest ethnic groups, and delays to the electoral process during 2010 had heightened tensions. Two people were killed and 70 injured in September when supporters of the rival candidates had clashed in the capital of Conakry.

Both candidates had accepted the new date for the presidential run-off amid mounting pressure to proceed with the polls. There was controversy surrounding the appointment of Louceny Camara as head of the National Independent Electoral Commission (CENI) for the 2010 elections, whom Diallo had accused of showing bias towards his rival. However, as poll favourite at that time, Diallo had an interest in avoiding delays that could have given Condé time to narrow the gap.

Diallo and Condé on 27 June had recorded 43.69% and 18.25% of the vote respectively in the first round. The result was then contested but was eventually confirmed by the Constitutional Court.

The second-round run-off was initially scheduled for 19 September 2010, but was delayed at short notice on CENI's recommendation. The reason for the delays were listed as extensive technical and logistical challenges, which appeared to have been legitimate at that time. Reports indicated that polling station equipment such as envelopes for ballot papers and voting cards had not arrived in the country, which

had left no time for distribution to rural polling stations. However, Condé was elected as the President of Guinea after the second round of voting took place later that year.

2013 Pre-election violence

Condé had received criticism during week long protests and violence in late February/early March, after opposition supporters had taken to the streets of Conakry to protest against his alleged attempts to rig the May elections in 2013. The opposition coalition then withdrew from the electoral process in mid-February, which was allegedly due to Condé's proposed insistence on using a South African firm Waymark Infotech to draw up the registered voter list for the 2013 May elections. The ensuing violence in anticipation of the 2013 elections had resulted in at least nine deaths and hundreds injured, many were from the alleged brutality of the security forces who had reportedly used live fire to disperse some of the crowds.

Condé presidential vision and promise to the people of Guinea

The following vision and promise statement was taken from the political party's official website, the statements remain their current (2014) vision and promise to the people of Guinea.

"Dream big Guinea, your best has yet begun."

President Condé's vision is all encompassing for the common good of his people of Guinea. His promise is that since its inception, the Rally of the People of Guinea (RPG) has and will fight for one thing: to unite all Guineans and work together for change toward democratic stability and real economic and social development. Improving the lives of all Guineans and Guinea, has always been the primary concern. In 2010, more than ever they remain faithful to this mission and their vision is based on five priorities:

- National unity in the observance of democracy and fundamental freedoms.
- Food self-sufficiency in 3 years.
- School and health for all.
- Economic development for all developed agriculture, a productive informal sector, structural reforms.

- Encourage foreign investment and regional integration.

President Condé's vision and promise ensures the overall change of the whole Guinea for the upliftment and betterment of all Guineans via "Travail, Justice, Solidarité" (Work, Justice, Solidarity).

CONDÉ'S INNER CIRCLE

Condé reportedly counts among his advisors the following individuals:

- Tony Blair (former UK Prime Minister). Some reports suggest that Blair was misled by the clean-up image that Condé was presenting to the world and that Tony Blair now possibly regrets his involvement.
- George Soros (hedge fund billionaire) who was also responsible for formulating the new mining code that President Condé allegedly used to his own benefit to negotiate with miners and to flip assets to his benefactors from South Africa. Mining deals signed under the previous government are being reviewed and reversed. The new mining code was drafted under the auspices of transparency and the clean-up of corruption. It would seem, however, as if this was just a front for self-enrichment and a ploy to honour promises made to benefactors. Beny Steinmetz has claimed that even though George Soros has contributed to social organisations, he has still gained personally from his contributions.
- President Condé's son Mohamed Alpha Condé – whom he appointed as special advisor following his election in 2010. Mohamed seems to focus on matters related to South Africa. Mohamed shares his office with good friend and family protégé Aboubacar Sampil (Bouba).
- Aboubacar Sampil – he shares an office with Mohamed Condé at the Presidential Palace, despite having no official governmental position. He has close involvement with the state affairs and mining projects whilst also being actively involved in business as local entrepreneur. His close relationship with the President and his son raises suspicion. He is said to be a key advisor and negotiator on behalf of the Government in areas ranging from mining to real estate. It has been reported that he was



involved in the strategic sale of the CBG shares to UAE's Mubadala Development Co. as well as the controversial negotiations with UC RusAl. He is currently President and CEO of Guinean-based Rio Pongo SA. He was previously CEO of PPM SA and non-executive director of Sable Mining Africa Ltd since 2012. He is also director of: Rio Nunez SA, West Africa Exploration SA, Guinea Metaux de Base SA and Kakande Natural Resources Ltd.

CONDÉ'S FRIENDS AND ALLIANCES

- Bernard Kouchner, former French foreign minister and school friend. Kouchner has been close to the President even after his election. He was invited to the inauguration ceremony in Conakry and was in Guinea every month in the beginning of the construction of a maternity hospital in Conakry. It has been stated



that it was his project, funded by sponsors such as Sonafi, EDF and Total. The sponsors allegedly paid for his tickets to Conakry. He claimed he was merely a volunteer in the project. He also claimed that he volunteered his advice to his friend, President Condé. He was apparently the one who recommended the implementation of a social security. He is often seen in a vehicle of the Presidency when in Conakry.

He was allegedly also responsible for getting the President in touch with Christene Legarde at the IMF, George Soros and Tony Blair.

- Gaby Peretz, head of AD Consultants, an Israeli consulting company specializing in security and military training. He allegedly paid for 75% of one of the Presidential Jets.
- Image consultants and reputation managers, which might include journalist Patrick Keefe. It has been stated that President Condé has image consultants that often assist to ensure that focus is diverted away from controversies surrounding the President onto issues such as the Simandou iron ore project and how Beny Steinmetz offered bribes to the wife of former President Conte. They also seemed to create the impression that he attended by G-8 summit when he apparently

did not. Patrick Keefe seemed very biased during the interview for the article “Buried Secrets” and for example cut Steinmetz off when he spoke about Condé’s human rights abuses.

CONDÉ’S ENEMIES AS WELL AS PEOPLE & ORGANISATIONS THAT HE MAY HAVE ANGERED

- Beny Steinmetz (Israeli diamond tycoon). BSGR (Beny Steinmetz Group Resources) believes that the President’s contract review is driven by an attempt to expropriate their assets. President Condé steers clear of commenting on his clash with Mr Steinmetz. Mr Steinmetz has vowed to fight back and with his financial backing is likely to take the President on and offer resistance. He has stated that he would take the issue to International arbitration.
- Military soldiers. President Condé’s reform of the military seems to have created some unhappiness amongst members and it is believed that they were behind the assassination attempt and attack on his house in 2011.
- Mining companies. President Condé has created a lot of unhappiness amongst the mining companies through his attempt to raise the government’s stake in mining companies from 15% to 35% by changing the mining code. His review of the mining contracts of Vale and BSGR has also created an enemy in Beny Steinmetz and might have created distrust and anger amongst many others. He is also likely to have made a few enemies and created distrust within Rio Tinto and RusAl.
- The opposition leader, Cellou Dalein Diallo.
- Peul people who present about 40% of the population of Guinea.
- President Blaise Compaore of Burkina Fasso?
- Said Djinnit the UN West African representative. The Guinean Government lied to him by stating that Government’s candidate for international facilitator was the choice of all the parties in order to get him to sign off. When Djinnit was appointed dialogue facilitator, Alpha Condé issued a decree to set the date for the legislative elections for June 30. It is alleged that Condé sabotaged the talks so that he did not have to face Djinnit, who had gotten to know him too well.

2012 PRESIDENTIAL ELECTIONS

There is significant evidence from open sources to suggest that Alpha Condé seized presidential power in Guinea through a pre-designed strategy put into action at the beginning of his political campaign for president. In order to win the election from a mere 18.3% obtained during the first round he needed to:

- Control the National Independent Electoral Commission (CENI), which he allegedly did with the help of Watermark Infotech, the South African based company and CENI's VP, Mr Louceny Camara.
- Ensure powerful support of the incumbent President and Chief of Staff of the armed forces. He allegedly had the backing of General Sekouba Konate. The period leading up to the second round was marked with violence against the Peul ethnic group. The actions of General Sekouba Konate suggested that he acted in favour of Alpha Condé and that he received money to do this.
- Build an alliance with a strong foreign government with the financial and technical capacity to sway the process. The technological and financial assistance is believed to have come from South Africa (the government and possibly some South African businessmen).

It has been alleged that President Condé orchestrated the above with the assistance of his son Mohamed Alpha Condé and their protégé, Aboubacar Sampil. Since seizing the reins of government, his son Mohamed and several close associates have been implicated in political and economic scandals, which have exposed the President's premeditated plans to flip back mining assets in return for the support of his benefactors while gaining significant wealth in the process.

Some opposition members claim that Mohamed Condé worked for Waymark Infotech in the past. (This allegation needs to be verified).

CONTROVERSIES¹

Obtaining control over mining assets and big operations

President Condé led a systematic program aimed at terrorizing big companies to obtain millions of dollars from them in compensation and to get them to “voluntarily” give up parts or all of their assets.

Condé allegedly masterminded a scheme to bully three large operators in the country. He threatened to renegotiate (or nationalize) three of the large projects that were allegedly signed under improper conditions (through bribes). These included Vale BSG Resources’ concession on Simandou, RusAl’s acquisition of the Friguia alumina refinery and Hyperdynamics and their rights to nearly a third of Guinea’s offshore oil blocks. Nationalization or expropriation would have had serious implications from an investment point of view, so an alternative strategy was sought. The strategy was intimidation to agree to a settlement in which they would pay millions of dollars in compensation and give up part of their assets which Condé could give to his benefactors. Rio Tinto reached an agreement and was allowed to pursue its development of Block 3 and 4 with its JV partners in Simfer SA, Chinalco and the IFC. A settlement fee of \$700 million was paid to government and a rights transfer to government of up to 35% shares in the \$10 to \$20 billion project. Rio, in partnership with government would build an export route across Guinea through Simfer SA. Government would own 51% of the infrastructure company and would build 700 km of rail, 35 bridges and a jetty of approximately 11 km, starting in 2015. The \$700 million was paid to the State Treasury. **The money cannot be accounted for and allegations were made by a senior official in the Ministry of Finance that this money was diverted to President Condé and his family.**

In April 2011 Condé went after RusAl using a report from American company Alexander Steward International (ASI). It was stated that RusAL purchased the Friguia alumina refinery for an undervalued amount, leading to a loss of revenue linked to the privatization of Friguia in 2006. ASI who conducted the

¹ Guinea Special Analysis (2013)

audit estimated that in the process the Russian Group had cost Guinea \$ 836 million. In September 2011 President Condé signed an agreement with RusAl for the debt. The deal for the \$ 836 million was organised by Mohamed Condé with the help of Aboubacar Sampil. Oleg Deripaska apparently provided President Condé with a private jet to use for his international travels. The fate of Friguia alumina is apparently still not clear. Some rumours suggest that the refinery was going to be sold to the UAE without a bidding process. The 2006 acquisition process is still under review.

Mohamed Alpha Condé and protégé Aboubacar Sampil – selling part of an asset belonging to the people of Guinea to a UAE business entity.

It has been suggested that Mohamed Condé has taken a keen interest in the Compagnie des Bauxite de Guinee (CBG) since his father came into power. The Government held a 49% share in CBG alongside its partner Halco Mining (a JV between Alcoa and Rio Tinto Alcan), which holds a 51% share. In December 2011 Mohamed Condé and Aboubacar Sampil entered negotiations to sell 23% of the company to UAE State Company in the Arab gulf, without consulting the other shareholders. A framework agreement selling the 23% was signed by Minister Mohamed Lamine Fofana and Waleed Al Mokarrab Al Muhairi (Director of Operations of the Mubadala Development Company (MDC)). Upon discovery of the deal Alcoa and Rio Tinto Alcan successfully prevented the share transfer to MDC. In November 2012, the Compagnie des Bauxites de Guinee (CBG) signed another long-term agreement with the UAE for bauxite.

SOGUIPAMI, the new state mining company indirectly transferred part of Guinea shares in the Simandou infrastructure JV with Simfer SA and the IFC to Chinese companies.

SOGUIPAMI was established in 2011 with Ahmed Kante as the CEO. It entered into a partnership with African Iron Ore Group Limited (AIOG) without any formal or transparent bidding process. The connection between AIOG and Mohamed Condé was allegedly facilitated through Arnaul Houndete. These two groups formed a joint venture company named Infrastructures Minières de Guinee Holdings Ltd (IMG). SOGUIPAMI would hold 60% of the shares and IMG 40%. Together they would develop and

finance the infrastructure for the Simandou iron ore mining project. IMG would own Government's 51% interest in SPV Simfer, the special purpose vehicle that would build, to operate and own the associated infrastructure, including the railway and deep-water port, for the Simandou South iron ore mining project. Rio Tinto, Chalco and the International Finance Corporation would each have interest in the remaining 49% of SPV Simfer. Each of the shareholders in SPV Simfer was expected to fund the cost of the infrastructure pro-rata to their shareholding. Lamine Fofane was chairman of IMG. This could create an ownership structure of Simandou South in blocks 3 and 4 along the following lines: GOG – 35%, RT – 31.49%, Chinalco – 30.26% and IFC – 3.25%.

AIOG signed a relationship agreement with IMIC (International Mining and Infrastructure Corporation Plc), parallel to the joint venture company IMG with Guinea for Simandou/SPV Simfer. According to a company announcement by IMIC, it had converted the Heads of Agreement signed with African Iron Ore Group Limited on 30 November 2011 (before the AIOG & SOGUIPAMI joint venture) into a Relationship Agreement. The Agreement granted IMIC an option to acquire 90% of the shares in AIOG. IMIC thus announced its first joint project with AIOG under the Infrastructure Agreement in Guinea on the Simandou South iron ore related infrastructure project. The Relationship defines the framework for the exclusive collaboration between IMIC and AIOG to acquire, finance and develop iron ore mining and related infrastructure projects in Africa. In the same period of time IMIC signed three agreements with Chinese companies: 19 April 2012 – with China Railway Group Limited, 23 April 2012 – with China Machinery Engineering Corporation (CMEC), 24 April 2012 – with Metallurgical of Chin Limited.

In the summer of 2012, SOGUIPAMI, signed two MoU's in China with Gezhouba Group International Engineering Co. Ltd. (CGGC) with Auspicious Team Investments Ltd.

Credit from Angola deposited into private account.

It has been reported that in February 2012 Angola transferred a credit of \$150 million to Guinea to meet the basic needs of the population. UFDG Oury Bah claims that President Condé made personal use of this money and transferred it into his private account, using very complex financial arrangements supported by shell companies created for the purpose.

Control over the Central Election Commission (CEC)

As indicated earlier in the report there are serious allegations of irregularities during the parliamentary elections.

Money of the dictator Lansana Conte

In October 2012 \$1, 007, 000, 000 million belonging to former President Conte was detected in a Brazilian bank. During 2010-2012 Mohamed Condé travelled to Brazil regularly, allegedly to try and get his hands on the money.

Condé's presidential plane

An Israeli company, A.D. Consultants Ltd headed by a long-standing friend of President Condé, Gaby Peretz is believed to have paid 75% of the costs of the presidential jet. AD Consultants Ltd specializes in providing military and security training and consultancy services to global clients.

Chinese International Fund's (CIF) attempt to seize the Simandou Project

Allegedly China International Fund (CIF) attempted to negotiate a deal with the Government through Mohamed Condé in respect of the Simandou project. They offered \$700 million as repayment of mining tax and profit.

BTG Pactual – Roger Agnelli and Mohamed Condé's plan to control the entire Simandou Complex and advise the Government on negotiating with the mining companies

Mr Roger Agnelli, (CEO Vale 2001-2011), and the investment bank BTG Pactual (controlled by André Esteves) set up a Joint Venture named B&A which subsequently extended an offer to the

Government to become its exclusive financial consultant in all transactions with investors involving the entire Simandou Complex. BTG Pactual also offered to advise in respect of the restructuring of the Republic's assets and offered to assist the government in seeking funding for its mining project commitments. Negotiations were conducted with Mohamed Condé as the intermediary, Mohamed Lamine Fofane (Minister of Mines) and Ousmane Bah (Minister of Public Works and Transportation) and Mamadi Condé. Terms of payment state "cash or non-monetary assets". B&A also bid for BHP mining's assets in Mount Nimba. With Mohamed Condé as a connection this deal is likely to be trouble free.

Fraud at the Central Bank and the Assassination of Aissatou Boiro

Aissatou Boiro (Director of the Office of the National Treasury) was investigating a high-level corruption case when she was shot dead in her vehicle on the way home by unidentified men in military uniforms. It is alleged that she was investigating the embezzlement of more than \$1.8 million from public funds, which involved high ranking public officials.

There seems to be a general lack of discipline in the security agencies, inadequate support and protection for the judiciary and corruption.

China Power and Djene Kaba Condé (Condé's wife)

It has been reported that Djene Kaba Condé has taken a keen interest in the aluminium refinery project of China Power Investment Corporation (CPIC). She has been casually referred to as the Ambassador of CPIC. It is unknown how much influence she has in the Presidency and Mining Ministry.

Bollere-Getma Affair

It is alleged that the Getma Port Concession in Conakry was cancelled to the benefit of Condé's friend, Vincent Bollere in return for his financial support. The French port group, Bollere signed a deal in 2011

to take over management of the container port of Conakry. This came after Condé annulled an accord with Getma International to manage and expand the port.

Contact of Mohamed Condé obtains waiver to export iron ore through Liberia

President Condé allegedly issued an export licence agreement to a Sable Mines, small British AIM-listed Company to export iron ore from Mount Nimba to Liberia. This whilst an export licence (to export minerals via Liberia) to Rio Tinto, BHP and Vale was denied, stating that issuing export licences would deliver a death blow to the trans-Guinea railway line. Phil Edmonds (a contact/friend (“straw man”) of Mohamed Condé) sits on the board of directors of Sable Mines. Sable Mines also obtained an exploration permit for 123.5 square kilometres on Mount Nimba in February 2012. Sable Mines then prepared to sell the project to mining giant, with possible buyers including Glencore, Xstrata, Anglo American and AcelorMittal, resulting in a capital gain of millions of dollars².

Aboubacar Sampil nominated non-executive director of Sable Mining Africa Ltd (SBLM)

Shortly after Sable Mines was granted a 123.5 sq. km exploration permit in the strategic Mount Nimba area, through its 80% Guinea subsidiary West Africa Exploration SA, Aboubacar Sampil was nominated as non-executive director. He is director at both companies. He shares an office with Mohamed Condé in the Presidential Palace. This raises serious questions about their modus operandi and their dealings.

² Guineenews.org

Dren Newpan

Ms Newpan is at the helm of Waymark Infotech affair. She is said to have been instrumental in raising the required campaign funds for Condé's election campaign amongst South African donors. She is also believed to have been highly influential and efficient in backing Condé to win the elections with the involvement of Waymark Infotech.

Backing from the South African Government through President Jacob Zuma



It is apparent that meetings were held between President Condé and President Zuma prior to the 2010 Presidential Elections. It is alleged that during these meetings Condé asked for South Africa's financial and technical support in return for a role in the Simandou iron ore deposits. The South African Government was in full support of all initiatives to establish democracy on the continent and especially in Guinea. They were confident that once a civilian government was in place, Guinea would become a pillar of economic development in West Africa and a key player in regional integration. Considering that the motivation behind the support could have been related to ensuring that Guinea becomes a democratic country, it is likely that the South African Government may no longer be as supportive, given President Condé's recent actions. This needs to be confirmed through further research.

Waymark Infotech Ltd.



Founding members and executive directors of Waymark Infotech are Pikie Monaheng, Clive Fynn, Leslie Mampe and Louis Buys.

Mohamed Condé is alleged to have worked for Waymark and introduced the firm to the presidential administration. A former South Africa Intelligence officer stated that Waymark was born out of a government department during the apartheid era and has maintained its close relationship with the Government of RSA. The source states that the founding partner, Mr Pikie Monaheng continues to have close ties with a former head of the SA Intelligence Service and that they worked together to rig the Guinea elections. There is ambiguity surrounding the payment of Waymark's services. Some state that the services was a "gift" from SA, others state that Waymark received payment of \$14 million from the South African Secret Service.

Human Rights and Fundamental Freedom Violations in the Republic of Guinea

Amnesty International has indicated that it is alarmed that President Condé seems to be resorting to the same brutal methods that his predecessors used. The violations against human rights seem to be part of a state of mind encouraged by the President himself. This includes actions of intimidation, harassment, arrests and killings of intellectuals and opposition activists.

Mr Condé has used bloody repressions of all peaceful demonstrations initiated by the opposition. These include:

- **February 2011** in Saoro (Prefecture of Yomou): Rural people protesting against the unlawful expropriation of their land in favour of SOGUIPAH (a state owned firm), were victims of brutal

and repetitive repressions. Three murders, one rape, public humiliation and destruction of agricultural crops took place.

- **April 3, 2011** in Conakry: The day the leader of the UFDG (Union of the Democratic forces of Guinea) Elhadj Mamadou Cellou Dallein Diallo returned from a trip abroad, bloody repressions were carried out by government forces against party members. One person was killed, arbitrary arrests were made (72 members) and the conviction and firing of officers previously assigned to the leader for his protection.
- **May 10, 2011:** Residence of Cellou Diallo was invaded by armed men without a warrant (violation of Article 13 of the Constitution).
- **July 19, 2011:** attempt to abduct Bah Oury, Vice President of UGDG, on the erroneous assertion that he sponsored the attack of the private residence of Mr Alpha Condé.
- **September 2011:** Bloody repression by the armed forces during a peaceful demonstration organized by the collective of the political parties for the finalization of the transition. Four people of the opposition were assassinated, 600 citizens were detained on arbitrary charges, most of whom were home at the time. Of these citizens, 323 were tried without any motive.
- **October 2011:** Rural populations across the country were victims of restrictions of their freedom to move freely and conduct business. These measures were reinforced by armed security forces that set up checkpoints to harass the population in this region.
- **November 2011:** Repression by the armed forces of the members of the UFDG party and their leader, following the return of their leader. Public places were banned to party supporters, passages were restricted and they were prevented from refuelling their vehicles.
- **January 2012** in Upper Guinea: Mr. Lansana Kouyate, President of the party PEDN was blocked by the armed and security forces and prevented from participating in festivities organized to honour Mr Lansana Kouyate. Supporters were violently dispersed by the use of tear gas. Dozens were wounded, property was illegally confiscated or destroyed.
- **January 8, 2012:** Death of Thierno Sofiane Diallo, whilst in prison under unclear conditions. He was arrested on 29 August 2011 and held by security forces on arbitrary charges. He was also allegedly tortured during his arrest and detention.

- **January 2012:** The campaign tour of Sidya Toure, President of the Union of Republican Forces (UFR) in lower Guinea, recorded the same violence and obstructions to the freedom of movements of the leader and his supporters.
- **January 16, 2012** in Kamsar: Violent repression of the population, mostly young students protesting against the lack of electricity during the African cup of Nations. One death was reported and dozens were wounded.
- **January 26, 2012:** Mrs Bano Sow and Saliou Sow, both members of the UFDG party, were kidnapped and jailed without justification.
- **February 2, 2012:** Mr Abdoulaye Manet, President of the Hamdallaye section of UFDG was arrested at a café not far from his residence and was deprived of all contact with his lawyers and his family.
- **February 1, 2012:** Mr Ben Salla Traore, Federal Secretary of PEDN in Beyla, was summoned by the Mr Amoudou Kourouma, and ordered to resign immediately from the PEDN to join the RPG party, or face severe consequences.
- **February 3, 2012:** Mr Aboubacar SIDIBE, Federal Secretary of PEDN, was subjected to the same threats from the same government officials.
- **April 19, 2012:** More than hundred women from the opposition who demanded the restructuring of the then Independent National Electoral Commission were violently dispersed in the town of Dixinn where they held a sit-in at the institution in charge of organizing elections in Guinea headquarters. Police used tear gas, batons against unarmed women.
- **February 27, 2013:** Unarmed and peaceful opposition demonstrators were met with brutal violence by state security forces. The state supplemented the violence with mercenaries and ethnic-based militias. For five days afterwards the opposition's neighbourhoods were ravaged, primarily the neighbourhoods of the Peul. Hundreds of supporters were arrested, homes and businesses were burnt. A marketplace was also burnt. It is also alleged that several people were executed.
- **April 18, 2013:** Opposition members returned to the streets on April 18. Unarmed, peaceful demonstrators were met with brutal violence by state security forces.



With all these violations, the government has consistently refused to open investigations to determine responsibility for the killings during peaceful demonstrations.

In addition, under instructions from the government, the courts refuse to take complaints from victims' relatives.

³ <http://guineaoye.wordpress.com/2013/04/22/guinea-is-a-rogue-state-and-alpha-conde-is-the-rogue-in-chief/>

OBSERVATIONS FROM OPEN SOURCE INFORMATION – BEHAVIOURAL & INTERACTIONAL OBSERVATIONS

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



President Condé often presents with a serious demeanour. He is rarely seen smiling in photos. He speaks in an even, serious tone of voice.

President Condé seems to present the image of a democratic leader who is a dedicated reformer of the mining industry and determined to iron out all the corruption from the previous government. On closer inspection he seems to be less than honourable, presenting a façade to the world whilst enriching himself and his son and grabbing mining assets to pay his “debt” to the South African benefactors that assisted him in winning the election. As with many African leaders, President Condé seems keen to partner with the Chinese as they promise and deliver on infrastructure development in return for resources.

Based on open source information President Condé presents as a serious individual and a realist. He often refers to the reality of a situation. He also presents as very confident and is unlikely to steer away from a situation even if the risks are high. Considering his history and the fact that he has been jailed for what he believes in, he is unlikely to shy away from challenging situations easily, or give in to threats. Even when there were reports that mercenaries were conducting covert recruitment missions for an anti-government mission, he merely stated that he is not worried and that they can cope with any attempts to destabilize government. He has also made statements like: "That exposes me to a great deal of risk, politically and personally... but in life you have to take risks"⁴. This seems to allude to an almost reckless sense of confidence and risk taking behaviour.

President Condé has made several references to Nelson Mandela in the past and has on more than one occasion equated his situation to that of Mandela – stating that his fight, imprisonment and finally his release was very similar to that of Nelson Mandela and also demonstrated the fight for freedom. He has also made more direct statements such as: "I will be both the Mandela and the Obama of Guinea." "I will be Mandela for what he did for freedom fighting and Obama for what he's done for hope." These are arguably very arrogant statements. It could be argued that his confidence could sometimes border on arrogance and narcissism (egotistic admiration of yourself – your own physical or mental attributes that derive from arrogant pride and an elevated self-esteem).

Together with his confidence President Condé is also very determined and driven, especially when he has set his mind on something. It seems as if sets clear goals for himself and is unlikely to be steered off course. He will face whatever consequences arise. Imprisonment and death threats are unlikely to deter him.

As a result, President Condé might be unlikely to be perturbed by threats of destabilisation, being removed from his position, being exposed or even a coup. In comparison to his predecessors, President Condé appears to be more of a democrat and less of a dictator. If he is using his predecessors as a frame

⁴ <http://www.ft.com/cms/s/0/fe6786ca-56cb-11e3-8cca-00144feabdc0.html#axzz2xoIVgLfH>

of reference, he might appear to himself (and even to others) as a nobler and more honourable man, who is more focused on democracy. The possibility thus exists that President Condé, with his elevated self-esteem and confidence might actually believe that what he is truly powerful and that what he is doing is right and justifiable and that he is doing honourable things for the country.

President Condé does not appreciate interference from others. He criticized the European Union's involvement in the election monitoring process and diverted the criticism against him (on the breaches and irregularities) by focusing on the interference of a country's sovereignty. Indications are that he does not like to be dictated to or told what to do. One reason for this might be that he knows he is guilty and would want to avoid any confrontation on the issues raised. Another reason could be that he does not like it when others tell him what to do and does not take input from others easily. He might have a tendency to make up his own mind and decide things for himself. He often speaks in an independent manner, speaking from his own perspective.

He tends to see the problems and obstacles and tends to move away from problems, rather than towards goals.

DECEPTION

President Condé made the following statement in an interview with the media: *"With 50 years of misrule, of corruption, bad habits have set in. But I think there is now truly the will to change things."* This statement is very unconvincing. He uses the word *"truly"* almost as an overemphasis and perhaps in an attempt to convince. He uses truly together with the absence of a pronoun indicating a lack of personal commitment to his statement. He also states *"I think"* that can be an indication that he is an *"intellectual"* and often thinks about things, but it could also indicate a lack of commitment to his statement. He also seems to manoeuvre for lee-way at times, offering excuses for why transformation is taking so slow and stating that *"people are impatient"*. He seems to justify criticism through statements like these and appease the people. This can be seen as a manipulative manoeuvre. President Condé also very effectively uses diversions to address criticism or avoid commenting on controversial issues. Diversion can be seen

as a form of deception as it is a very effective way to avoid answering a question and in the process either telling the truth or being forced to lie.

ESSENTIAL CHARACTERISTICS

INTENTIONS, MOTIVATIONS & BELIEFS/VALUES

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

LEAVING A LEGACY – GAINING PRESTIGE

President Condé seems to be driven by the need to live up to legacy of Nelson Mandela and Barack Obama. It appears as if he has the need to live up to the expectation (that especially the youth have of him) as a leader that has changed the face of Guinea and Africa. He states that it is important for him to bring about a new leadership based on good governance and respect for democratic freedom. His actions are often in contradiction to this vision, and his statements are arguably non-committal at times. He does, however, seem to have the belief and vision that he can be another Nelson Mandela, indicating a strong need to leave a legacy and gain prestige. It is still unclear whether he is deceiving people outright or whether he is able to justify his actions and perhaps believes that he is being a democratic leader (especially in comparison to the previous dictators). His need for prestige and recognition, however, is evident.

SUPPORT BASE

Linking with the above statement, President Condé has stated that whilst he was in prison he had a “*tremendous*” support base throughout Africa. Living up to the expectation of these supporters is what is driving him. It is thus likely that he believes firmly that many people admire and support him, especially the youth. This might provide him with a sense of confidence. Not disappointing this support base might encourage him to act in a more democratic manner and changing his actions to keep the respect of his supporters.

CENTRE OF POWER SHOULD BE CONCENTRATED AROUND THE LEADER

President Condé made the following statement to the media:

"Mr Blair is helping the country in capacity building. We are the first francophone country he has come into. He has learned from his experience at Downing Street that it is not enough for a leader to have a vision; the centre of power should also be concentrated around the leader so he can empower himself to bring about his vision."

It could be argued that President Condé believes that he needs to ensure that the centre of power is concentrated around him so that he can empower himself to bring about his vision. This might assist him to justify his actions, especially his actions that are self-enriching and self-empowering. He could believe that he needs to empower himself to act on his vision of creating a democracy. Furthermore, being powerful might place him in the arrogant position of believing that it is his right to make certain decisions, even controversial decision. It also seems as if President Condé works very strategically and it thus seems possible that his current actions can be justified within a long term plan that he believes to be a democratic plan, even if his short term actions do not seem to be in accordance with that of a democratic leader. It has been suggested that his continuous postponement of the parliamentary elections created a situation where there was little institutional structure that could prevent him from making certain decisions.

COGNITIVE AND BEHAVIOURAL PREFERENCES

SUMMARY OF COGNITIVE-BEHAVIOURAL PREFERENCES

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

The preferences/traits are elaborated on in this section and some engagement guidelines provided.

MOTIVATIONAL DRIVER: WHAT MOTIVATES PRESIDENT CONDÉ?

Power/Prestige						
Affiliation						
Achievement						
	Low		Moderate			High

Power/prestige and achievement focused

President Condé can be said to be more achievement and power focused. As argued earlier, he is especially motivated by the need for status and leaving a legacy. Part of his strategic plan seems to include obtaining power (having "the centre of power...concentrated around the leader..."). This seems to indicate a need for power which is justifiable as it can be seen as a necessity to achieve a vision. As argued above, the postponement of the parliamentary elections also gave him unilateral power to make certain decisions.

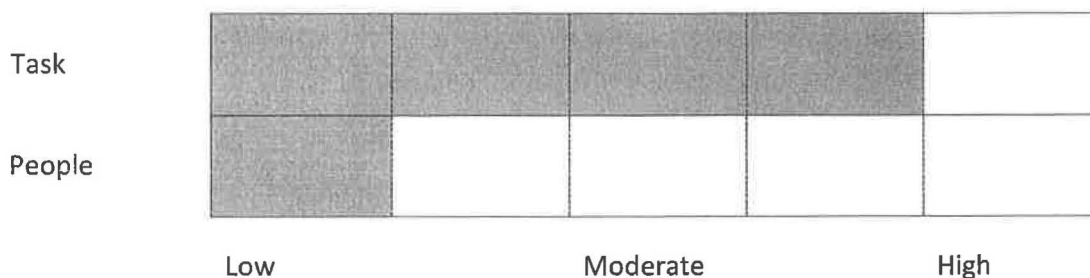
He is very driven and focused once he has set himself a goal. He has proven in the past that when he sets his mind to something he does not give up until he has achieved his goal.

He often speaks from his own perspective and has been accused of making unilateral decisions. It has also been suggested that he orchestrates plans to ensure that he has “centralised” power.

Power motivated people tend to make themselves visible and well known to others, are active in organizations and are drawn to situations that give the opportunity to directly control and sanction the behaviour of others. They tend to be successful, able to create high morale in their subordinates even if they are not personally liked. They are adept at building alliances with others and in small groups, they actively define the situations, encourage people to participate and influence others. They have a sense of responsibility and self-control. **They are vulnerable to ingratiation and flattery. They tend to improve after success, not after failure. In making decisions they give relatively little attention to moral considerations. They can take extreme risks, be verbally and physically aggressive and display impulsive behaviour. The drive for power can corrupt.**

President Condé seems to have the need gain recognition and leave a legacy – becoming the next Nelson Mandela. When trying to influence him, a sense of control and admiration will need to be conveyed. He is likely to respond to suggestions and options that offer him prestige, recognition and to an extent riches.

TASK FOCUSED OR PEOPLE FOCUS: PRIMARY FOCUS OF THE PERSON



Task focused

President Condé does not seem to be aware of the relationships that he is ruining through his actions. He also does not seem to be too focused on investigating or resolving the clashes between demonstrators and the security forces. He thus seems to lack empathy and the need to ensure that relationships are kept

intact. The only relationships that he seems to be focused on is his relationship with his South African investors. He does not seem to engage the opposition and thus does not seem to be interested in maintaining a relationship with them. It has been suggested by internal sources that he has not lived up to the promises made to various powerful individuals and has thus soured these relationships. The conclusion can thus be made that he might be more focused on the task and not on the relationships. He states publically that his task is to build a democracy, but seems to forget about the people within the democracy. What his true focus is could be argued and some evidence seem to suggest that enriching himself and his family and acquaintances might be his task.

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	[Shaded Area]				
Thought	[Shaded Area]				
Overthinking					
Inaction					
	Low	Moderate		High	

President Condé seems to have the ability to initiate action once he has devised his strategic plans. He seems to focus on long-term goals and work strategically to put plans and actions in place to ultimately reach his goals. This seems to indicate that he has the skill to put thought into his actions, but is also likely to take action once he has made a decision. Therefore, once action is taken it will normally be well thought through taking the best course of action based on the information available and his perception of the situation. He will need both an opportunity to think and take action.

He is more realistic, rational and pragmatic in his decision making and in taking action.

When communicating with President Condé words should indicate that there is movement and energy and that things are happening. There is also need for caution, indicating the need to think things through and to assess before taking action.

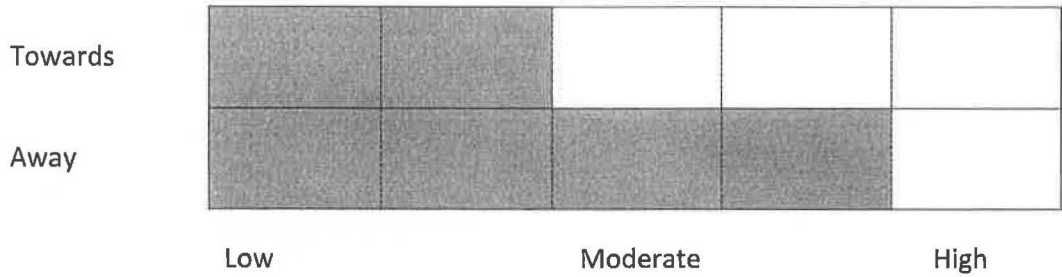
Use words such as: consider, think, analyse, verify, rational, calculated, understand, take charge, initiative, action, results now.

Response timeline

Proactive					
Reactive					
	Low		Moderate		High

This trait needs to be confirmed through further research, but indications are that he is proactive. Through his strategic plans he seems to anticipate scenarios and plan for them in advance. Being a realist allows him to be aware that there are often obstacles, resistance and problems when trying to execute certain plans. He also seems to have a preference to identify and address (potential) problems and obstacles. This seems to indicate that he is more likely to act in a proactive manner and has possibly already considered various options and actions that others might take.

Motivation Direction



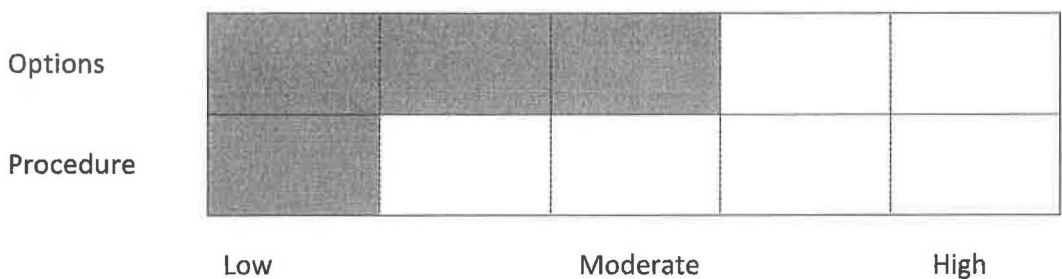
Indications are that President Condé is driven by solving problems and overcoming obstacles.

As he moves towards goals, he might focus on identify problems or potential problems and solving them.

When communicating with President Condé words should be presented in a fashion that focuses on how achieving goals and objectives are linked to overcoming or preventing problems and obstacles.

Use words such as: accomplish, solutions, avoid, prevent, fix it, problems, find out what is wrong, don't, problems.

Level of Structure



President Condé has changed a lot of the procedures implemented by previous governments. He also states that there are many priorities that need to be tackled at once. This seems to indicate a preference for having options and possibilities to create new and different ways of doing things. He might prefer to create new procedures as he is able to consider multiple options of achieving goals and solving problems.

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. He seems to change the rules as he sees fit and therefore does not seem too perturbed by previously set down procedures. His position and the government structure has, up to now, allowed him to change the procedures and set his own procedures, rather than following the rules and procedures laid down. It is, however, unlikely that he will follow the rules of others easily.

During interpersonal interaction when concepts and suggestions are presented, they must be presented in a fashion that allows for 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.

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.

Attention Scope

Detail					
Overview					
	Low		Moderate		High

This trait needs to be confirmed through further research.

Change Scope

Sameness				
Improvement	■	■		
Difference	■	■	■	
	Low	Moderate		High

President Condé seems to prefer to initiate and drive change and improvement within Guinea. He has reformed the military, reviewed the mining contracts and speaks of changing the agricultural industry to facilitate more export of products and less import of products. Together with this he also speaks of reversing current trends of investment to change the focus from import-driven activities that “do not add value”. He would probably prefer more drastic changes but refers to the reality that change and progress often takes time. Whilst he might thus prefer faster change, he is likely to drive more gradual, long term changes. He will possibly need a drastic change once every 5 to 7 years. A need for change and doing things differently might be driven by a need to gain popularity and achieving something significant (in his personal capacity). In order to do this, he might have the need to do things differently.

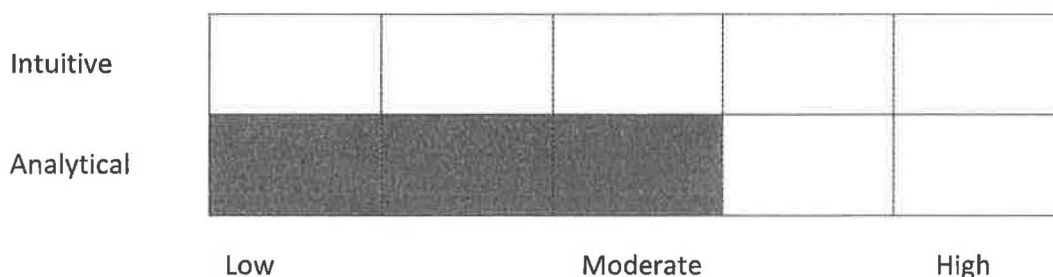
He might notice and emphasize the differences first and then the similarities. There will be a need for diversity and constant improvements on how things were before.

He is likely to be comfortable with initiating and managing change if the change is perceived as well thought-through and in line with his own ideas.

When communicating with President Condé words should indicate how things can be changed or improved. The differences should be emphasized and focused on.

Use words such as: improvement, gradual change, better, improved, progressive, same except, situation will develop, reliable, upgrade.

Thinking Process



President Condé speaks in an intellectual manner. He is likely to make decisions based on his analysis of facts and information. Decisions might therefore 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. He will probably adapt to most stressful situations and will respond in a calm way as he believes to be appropriate. He is less likely to express his emotions and one might thus not know what he is thinking or feeling, unless he deems it appropriate to express it.

When communicating with President Condé it is important to speak in an intellectual manner, focusing on the facts and logic rather than emotions. Where the community is involved the expression and emphasis on emotions might be appropriate but gaining his empathy through this might be a challenge.

Use words such as: makes good sense, it's appropriate and empathy.

Rule Structure

Prescriptive					
Oblivious					
Non prescriptive					
	Low		Moderate		High

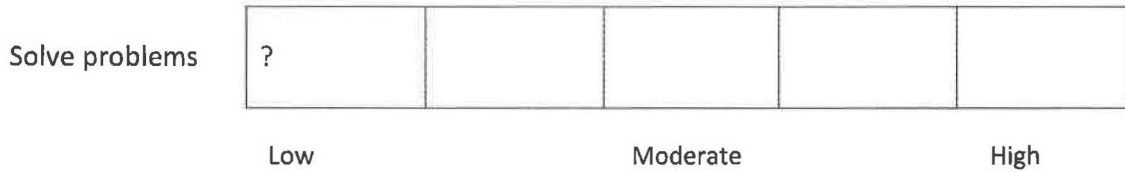
President Condé seems to follow his own rules to a large extent and it would appear as if he would apply these same rules to others. He might be prescriptive, and state clearly what he wants and expects from others. He is likely to expect others to work the same way he does. He might, however, have his own rules for him, as he might view himself as having more power and privileges.

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.

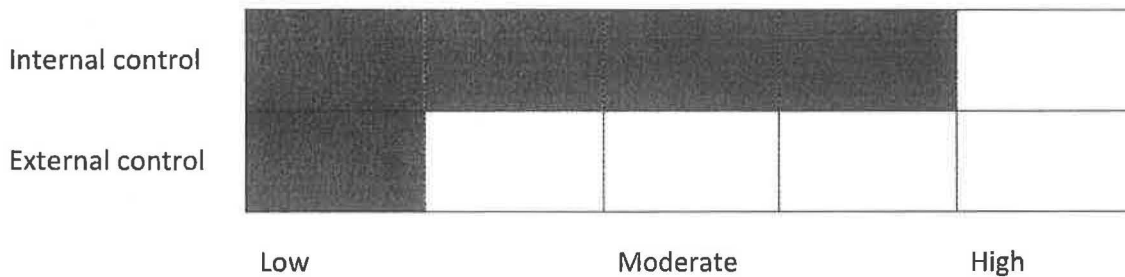
Use words such as: something for you to decide, want to consider, it's up to you, I suggest or I propose.

Problem Solving Skills



President Condé’s skill to solve problems still needs to be determined through further research.

Internal/External Locus of Control



President Condé displays an internal locus of control and is thus likely to look for solutions within himself. He might, however, consult with trusted advisors to obtain input about the problem at hand before reaching a solution. He is unlikely to wait for others to come up with solutions.

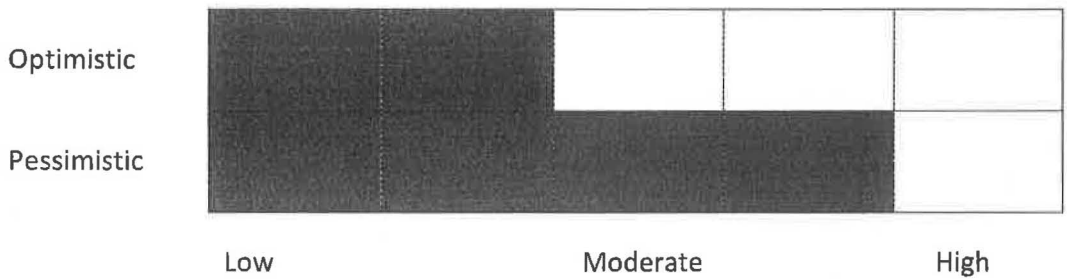
He should be able to come up with solutions to problems, but it is likely that solutions will always favour him and those closest to him and not necessarily be in favour of the country or investors.

Level of Complexity Thinking



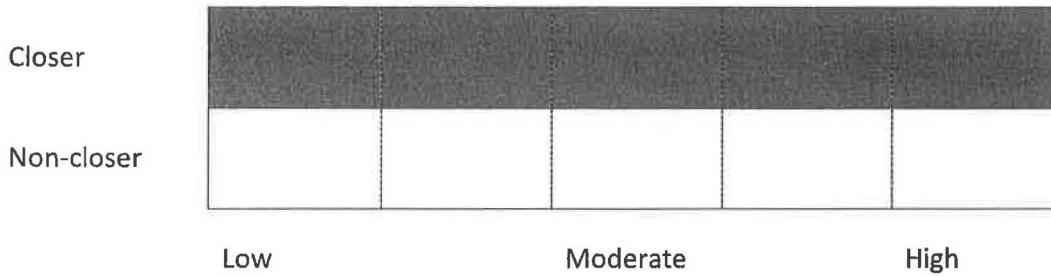
This trait needs to be confirmed through further research

Outlook on Life/Work



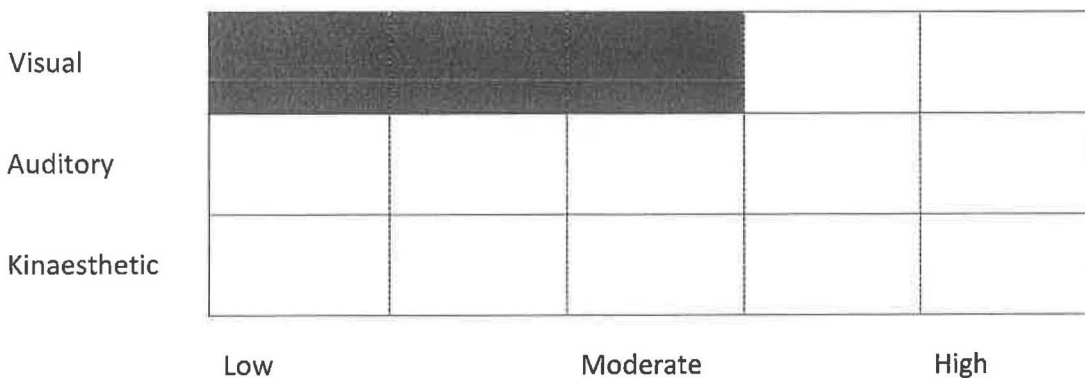
President Condé often presents with a serious demeanour and has faced numerous set-backs in his life. He often speaks of the reality of a situation. Based on this one could expect a more realistic approach to life – leaning towards more pessimistic rather than optimistic perspective. He is likely to anticipate set-backs and resistance which allows him to prepare for these and maintain control of a situation. A level of optimism might be associated with his persistence and determination – ensuring that he reaches his goals. He might therefore be optimistic that he will achieve his personal goals.

Level of Persistence



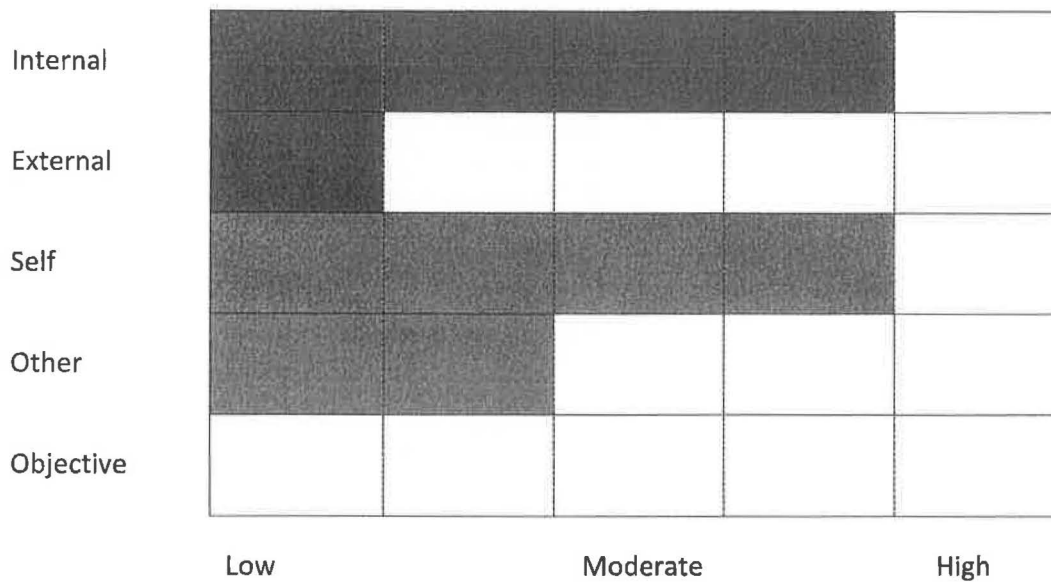
President Condé can be seen as someone who is very determined and likely to persist with a goal until it is achieved. He is unlikely to give up easily and would persevere. **If an objective is blocked, he is likely to seek an alternative solution or path to obtain his goal. Any intentions to block his objectives is likely to be met with resistance and an alternative counter-action.** The best option to prevent him from obtaining a specific goal will be to change his goal altogether or change his motivation level and not to block or prevent him from achieving a goal. Convincing him of achieving another goal or achieving the same goal, but in a more desirable manner will be more effective. A new goal or path to obtain his goal thus needs to be accepted by him, especially considering that he has a very internal locus of control. He has to buy-in to the new strategy or goal.

SENSORY FOCUS: PREFERRED WAY OF RECEIVING INFORMATION VIA SENSE



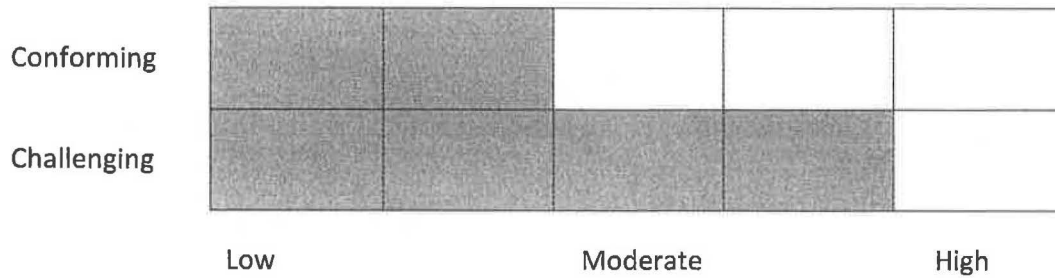
President Condé displays a visual preference. He would probably prefer to receive visual information in the form of documents, presentations, graphs etc. Visual information is likely to convince him more easily.

PEOPLE FOCUS: RELATING TO OTHERS – HOW DOES THE PERSON APPROACH RELATIONSHIPS?



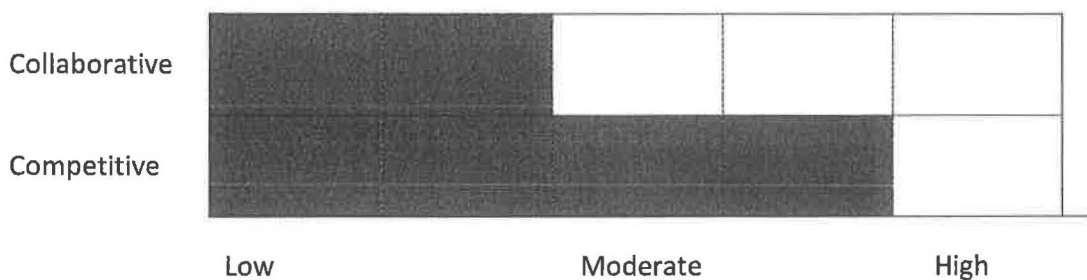
President Condé seems to present the impression that he is focused on others, especially the citizens of Guinea. It seems as if he has a select few advisors that share his goals that he takes input from. He seems to present with an internal frame of reference and is thus more likely to know within himself what he needs to do, rather than wait for input or accept input from others. It cannot be confirmed at this stage to what extent he pays attention to what others are saying or the level of rapport he is able to establish with others. From what is known it seems as if he was rather effective in gaining the support of international entities and individuals, which seems to allude to the fact that he is able to establish rapport with people and elicit support and cooperation. His confidence/arrogance might prevent him from fully obtaining a second and third person perspective and he might thus lack empathy at times and miss out on interactional cues from others. Maintaining interactional relationships might thus be a challenge.

Level of Cooperation



President Condé seems to have the skill to challenge and confront others easily, no matter what the consequences. He seems to confront and challenge with an unemotional confidence. He does not appear to become aggressive, but is more likely to become firm, assertive and prescriptive. When challenged by others he is likely to react the same – firm, assertive and prescriptive. He might seek the cooperation of others and likely to appreciate an amicable and cooperative approach from others. He is unlikely to be perturbed by confrontation and a challenging stance. When challenged he might react with strong resistance.

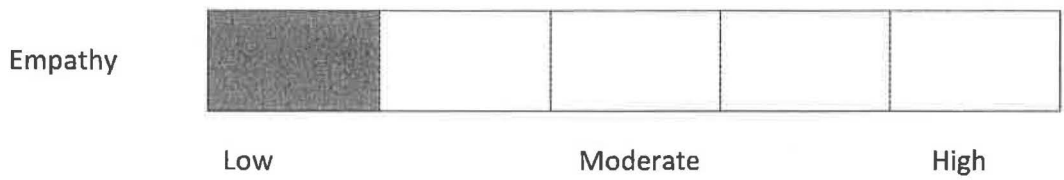
Level of Competitiveness



It appears as if President Condé will seek collaboration and cooperation with those who can benefit him and assist in achieving his goal. He might compete with others directly that have conflicting goals to his and might do whatever it takes to win/achieve his goal. His conviction that what he is doing is right and democratic might make him more determined to compete with opposing forces. He should, however, on

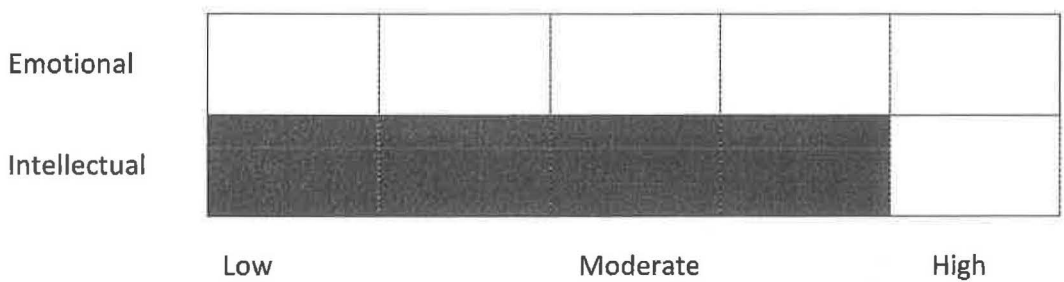
face value appear to collaborate with others, whilst acting in a manner that could be construed as being competitive.

Level of Empathy



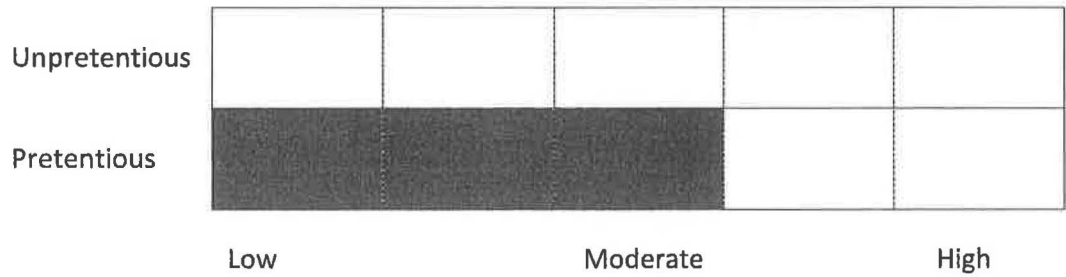
President Condé seems very task focused and in achieving his goals seems to display low levels of empathy for others. He seems to display some level of empathy for the youth in particular. The many human rights abuses that has taken place whilst in power seem to suggest a lack of empathy for the people.

Level of Emotional Display



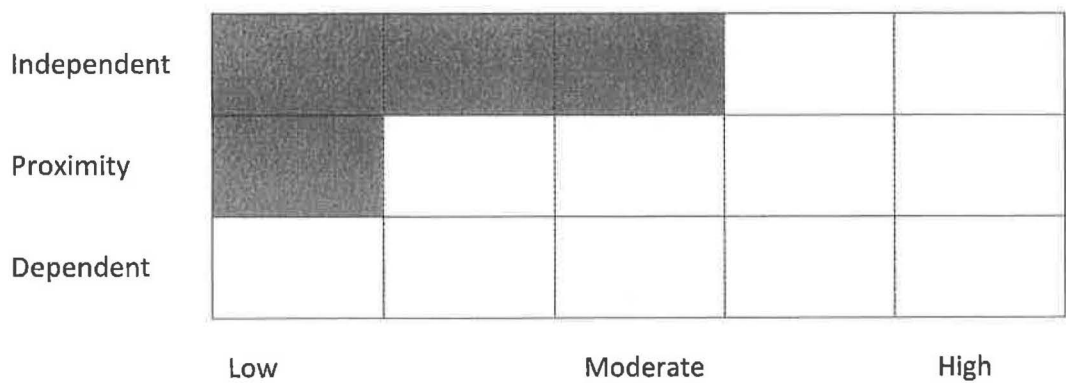
President Condé speaks in a very intellectual manner, often using words such as “understand” “believe” and “think”. This seems to indicate a more intellectual approach to life. He does not often show emotion or speak of his emotions. He maintains emotional distance with others. Even when speaking of the struggles that he experienced, he seems to speak more about the “reality” of the situation rather than the emotions.

Level of Pretentiousness



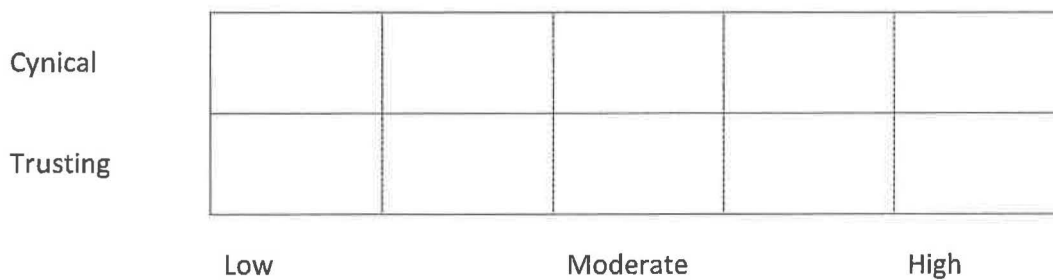
The evidence in this report seem to suggest that what he is presenting to people of Guinea and to his international audience is not in-line with his actions. It could thus be argued that he is putting on a façade to deflect attention away from his unscrupulous behaviour and to gain prestige.

Performance Style



President Condé has not demonstrated the need to cooperate and involve the opposition. He has made many unilateral decisions and it has even been suggested that he has orchestrated the situation to ensure that he has the ultimate decision-making power. He often refers to his own perspective and opinion. It seems as if he speak of the collective “we” when he distances himself from taking responsibility or committing to something. He seems to work in proximity with his son and others who share his goals and objectives.

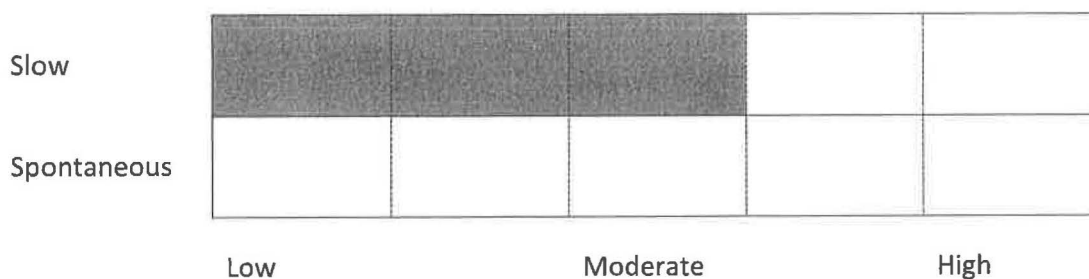
Level of Trust



This trait needs to be confirmed through further research.

DECISION-MAKING PREFERENCES: HOW DOES PRESIDENT CONDE MAKE DECISIONS?

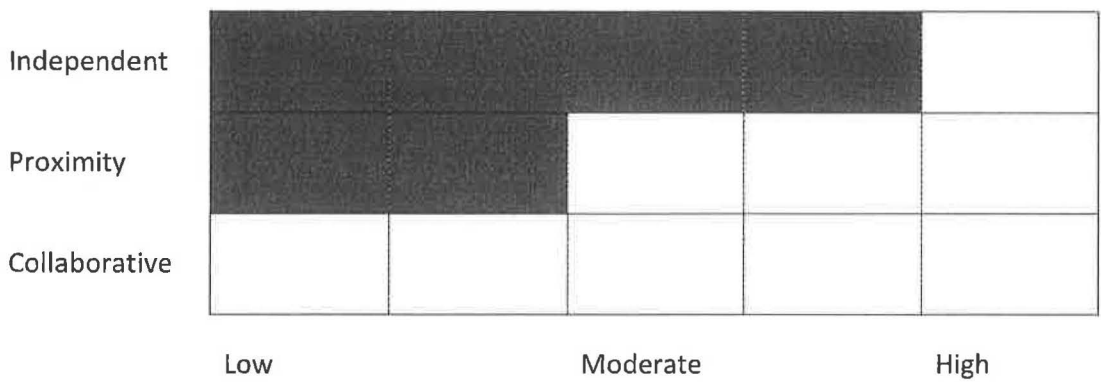
Decision-Making Pace



This trait needs to be confirmed through further research.

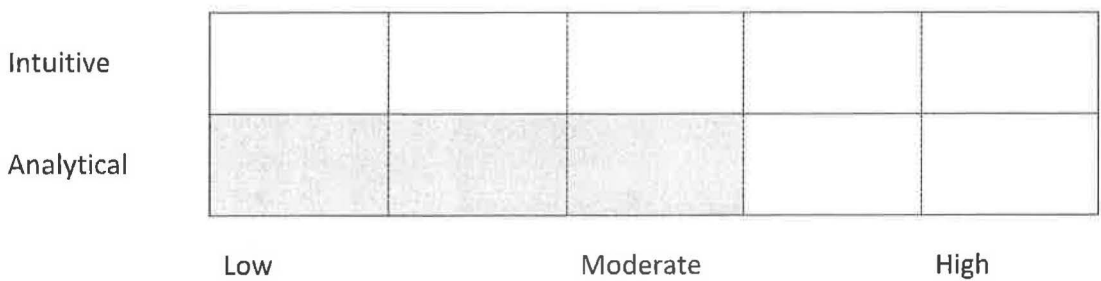
It seems as if President Condé is more inclined to work strategically and would possibly make decisions only after gathering the essential information and understanding of a situation, subject or problem. This process might slow down his decision making process. He is unlikely to make too many rash and spontaneous decisions.

Decision-Making Source



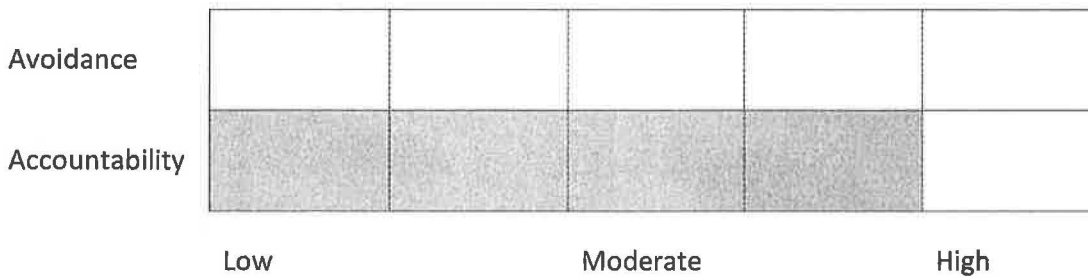
President Condé seems to make decisions more independently and possibly with the input from his trusted advisors.

Decision-Making Mode



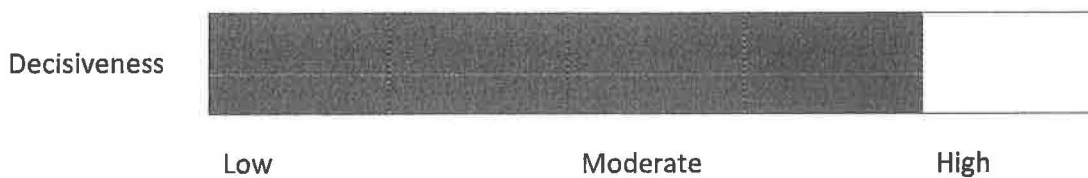
An analysis of the data available seems to suggest that President Condé uses his analysis of the situation, issue or problem to make a final decision, more than his intuition. He might not necessarily follow his intuition (gut instinct) but would base his decision on some facts or the analysis of data.

Accountability



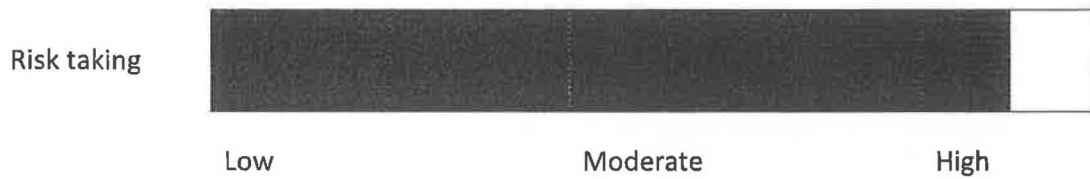
President Condé is a realist and seems to be willing to face the consequences of whatever decisions he makes or actions he takes. It can thus be said that he is likely to remain accountable for his actions. It is, however, debatable whether he would agree with criticism of his actions and would thus not necessarily agree with others on what he needs to be accountable for, or how he needs to be accountable.

Decisiveness



President Condé is very determined and persistent. He is thus likely to be decisive in his actions and stick to his decision once he has made up his mind. He is more likely to make decisions only after gathering the necessary facts and understanding, but seems capable of making decisions.

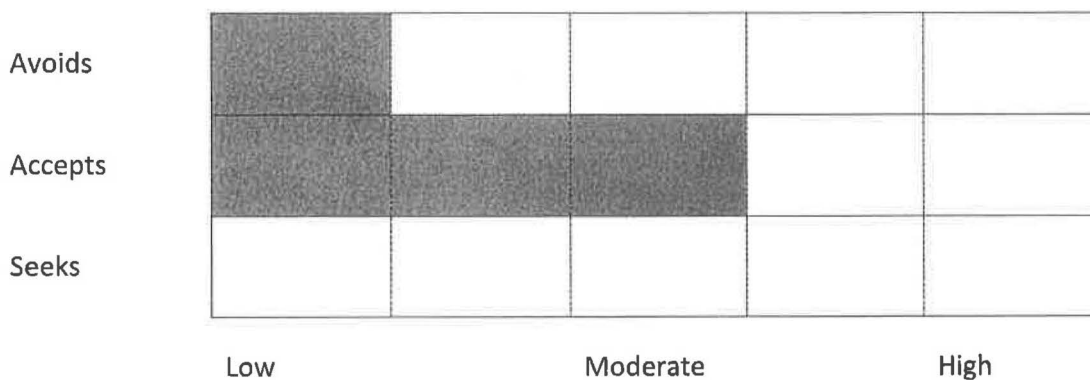
Risk Profile



President Condé seems to follow his own procedures and rules at times. He takes the risk of doing things his way rather than sticking to the rules as set by others. He seems willing to accept the consequences, and might even have a sense of arrogance believing in the absence of consequences. He has faced imprisonment and an assassination attempt and yet has not been deterred. His risk tolerance and risk taking profile is thus considered to be very high.

CONFLICT MANAGEMENT: HOW DOES PRESIDENT CONDE APPROACH CONFLICT?

Level of Conflict Avoidance/Seeking



President Condé often presents as democratic and seems to deflect questions or criticism on his wrong doing. Thus could be seen as a way to avoid confrontation and conflict. When confronted head on or challenged, he is, however, unlikely to back down and would defend himself and accept the conflict. When conflict arises he is likely to deal with it in an assertive and firm manner.

Level of Flexibility during Conflict Situations

Flexible				
Rigid				
	Low		Moderate	High

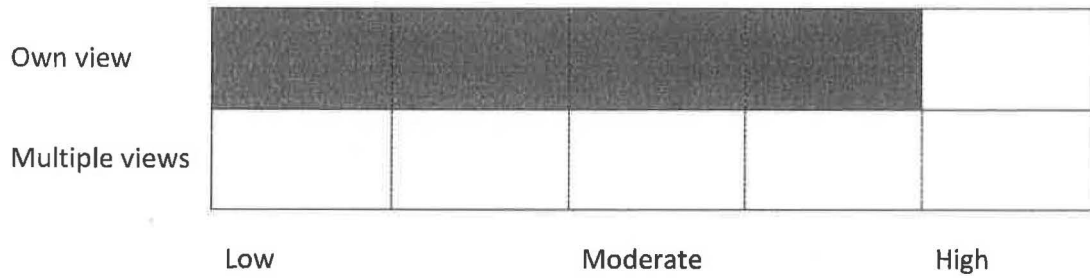
To be confirmed through further research.

Level of Openness to External Input/Arguments

Open				
Closed				
	Low		Moderate	High

It seems as if President Condé is more likely to remain closed off to new input from others, especially the opposition. He might be more open to counter-arguments and input from his close advisors. The input, however, is likely to remain subject to his own evaluation of the subject or opinion. It might thus be difficult to convince him of something if he has a counter perspective on the issue.

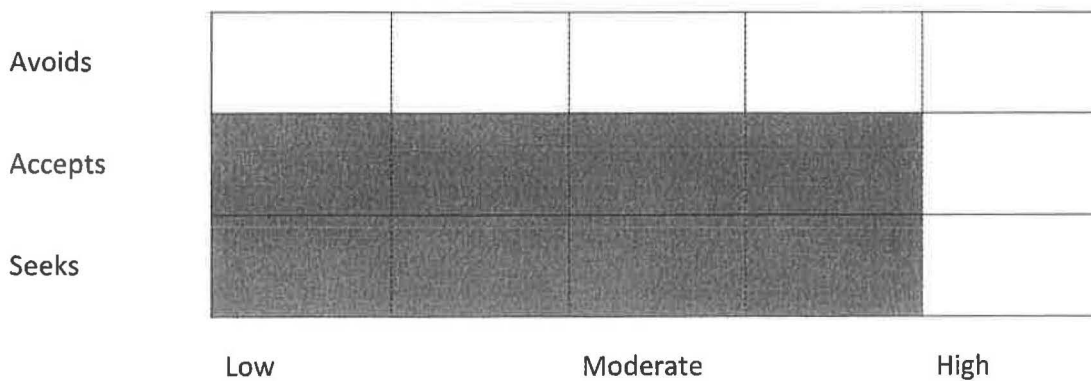
Perspective



President Condé might have the need to gathering as much information from his own sources as possible in order to gain a better understanding before reaching decisions or taking action. He often does not seem to take the input of others or consider the perspective of others. He might thus not be able or willing to see things from another person’s perspective or even entertain the idea that his own perspective is faulty.

CHANGE MANAGEMENT: HOW DOES PRESIDENT CONDÉ APPROACH CHANGE?

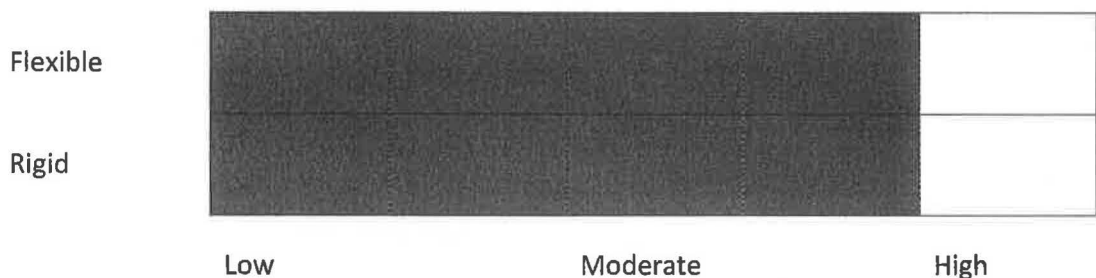
Level of Change Avoidance/Pursuing



President Condé seems to accept change and it has also been noted that he might initiate change that he regards as necessary or in his favour. He is likely to accept change that he agrees with easily, but might resist change that he does not agree with.

Proposals and suggestions that indicate change, improvements and a better way of doing things will attract his attention if he is in agreement with the outcome of the change process.

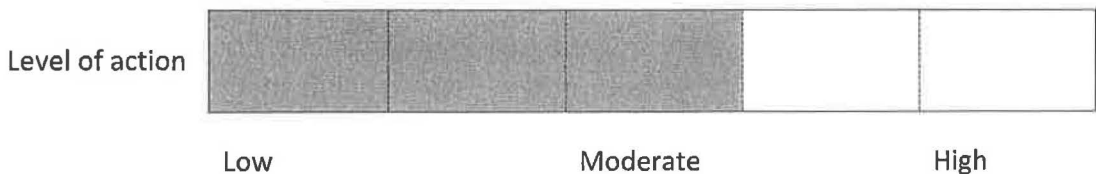
Level of Flexibility/Adaptability to Change



Since President Condé seem to accept and seek change, one could expect him to be more flexibility when change occurs, if he agrees with the direction of the change. At the same time, he might be very rigid and unaccepting of change that he does not agree with.

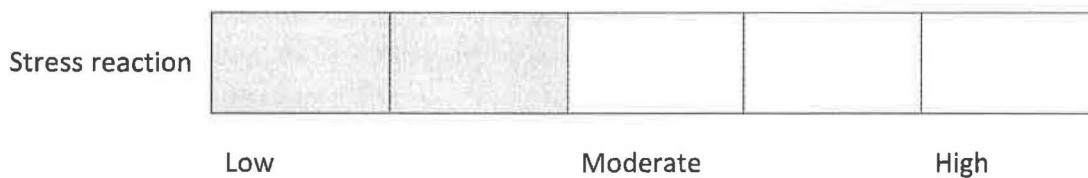
CRISIS MANAGEMENT: HOW DOES PRESIDENT CONDÉ FUNCTION/MAKE DECISIONS IN A CRISIS SITUATION

Activity Level During Crisis Situation



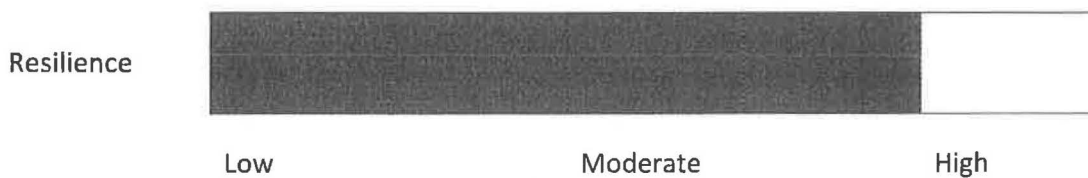
This trait needs to be confirmed through further research, but it seems likely that President Condé would take action in a crisis situation.

Stress Reaction to Crisis Situation



Indications are that President Condé might remain calm during crisis situations. His typical reaction might be to temporarily experience the emotion internally, but externally he could appear calm and in control. One is unlikely to notice signs of anxiety and tension. He might even refrain from sharing information until he feels he has regained control or has acquired the necessary information and can speak from a point of confidence.

Resilience During/After Crisis Situation



President Condé seems to present with a more realistic view on life. It appears as if he will react in a calm manner to crisis situations. He is open to change. He displays persistence and determination and is likely to persist even during crisis situations. He would probably attempt to gather as much information regarding a crisis and will take his time after a crisis to evaluate the situation and devise a strategic plan. It is probable that he will be rather resilient during and after a crisis and will continue on his path.

LEADERSHIP STYLE: HOW DOES PRESIDENT CONDÉ LEAD/MANAGE OTHERS?

Directive					
Delegative					
Participative					
Consultative					
Negotiative					
	Low		Moderate		High

President Condé presents with a directive leadership style. Although he would probably regard himself as a more democratic leader and would like to present the image of a democratic leader, his actions seem to indicate a more directive/autocratic leadership style. He would probably consult with his trusted advisors and delegate some of the decision making to his son, but for the large part he is likely to make the ultimate decisions. This needs to be confirmed through further research.

RISK ANALYSIS

President Condé still seems to enjoy the support of the South African Government, George Soros and influential individuals such as Bernard Kouchner. He also has a friendship with Gaby Peretz, the head of AD Consultants Ltd, an Israeli consulting company that specialized in military and security training. This could mean that he has access to intelligence and military resources.

President Condé also made some enemies along the way with his decisions and intervention, especially his decisions to reform the military and review BSGR's mining contracts.

BEHAVIOURAL RISK ANALYSIS

President Condé presents with the following behavioural risks:

- He does not take input from others easily. This could apply to alternative strategies suggested by other parties and opposition parties.
- He is a realist, has a high tolerance for risk and is willing to face the consequences.
- He has high levels of self-esteem and confidence.
- He does not seem to take on a second or third person perspective naturally and is thus unlikely to see and understand the impact of his decisions and actions on others.

These characteristics create certain behavioural risks that could be detrimental to Guinea as President Condé is likely to act independently and in his own interest, without due consideration for the consequences, especially the consequences his actions might have on others.

THREAT INDEX BASED ON CURRENT INFORMATION

Threat to well-being of Guinea



Low Risk

Medium Risk

High Risk

President Condé advocates and drives democracy publically, but has been accused of many human rights abuses or at the very least the lack of acting on the human rights abuses that has occurred in his country.

There is clear evidence that he rigged the democratic elections in his favour.

He is allegedly flipping mining assets in favour of his benefactors. His son, Mohamed Condé attempted to sell off 23% of government's shares in CBG to the UAE. It is unlikely that he had no knowledge of this and it could thus be said that he seems to be enriching himself, his son and those close to him through his decisions and actions and is therefore not act in the best interest of the people of Guinea.

He is creating anger amongst many of his past supporters (locally and internationally) through broken promises, which is likely to lead to retaliation. His actions have led to violence from opposition members in the past and is likely to lead to more anger and violence from opposition parties and enemies. Guinea has been rated as one of the countries, most likely to undergo a coup. This puts Guinea at risk for political instability and violence/unrest.

His decisions and actions surrounding the mining industry (reviewing mining contracts and flipping assets) is likely to lead to withdrawal and reluctance of foreign investment and thus puts Guinea's economic well-being and growth at risk.

Threat to anyone who opposes or threatens him



Low Risk

Medium Risk

High Risk

President Condé presents as a very determined and persistent individual. He has an internal locus of control and locus of feedback and is therefore unlikely to give in to input and instructions given by others, especially opposition members. He has a high personal risk tolerance and does not shy away from challenges and consequences. He has been imprisoned before for what he believes in and sees this as an honourable and noble action – in line with the actions and legacy of Nelson Mandela. He is driven by a

need to leave the same kind of legacy and obtain the same kind of prestige. He seemingly lacks the skill and/or willingness to take a second person and third person perspective and could remain oblivious to the impact of his actions on others. Due to his perceived lack of insight into his own actions, it is possible that he does not see his decisions and actions as wrong or undemocratic. He often acts in an independent manner and can be prescriptive at times. If confronted or challenged, he is unlikely to back down easily. He is likely to do whatever it takes to achieve his goals, possibly even face violence and threats to his life without hesitation. This makes him a relative threat to those who oppose him as they can certainly expect resistance and/or retaliation. With the support base that he still has, he might be able to resist effectively.

RECOMMENDATIONS AND INFLUENCING STRATEGIES

President Condé presents with an elevated and almost narcissistic sense of himself and the power that he holds. He has a high risk tolerance and risk profile and is unlikely to be deterred by threats. Even threats of death or imprisonment is unlikely to deter him. He might be caught up in his own (first person) perspective and might not be open to input, especially input that contradicts his own views. Threatening him or instructing him on what he needs to do is thus unlikely to be successful, unless done very strategically.

In order to convince him one might have to expose him slowly and systematically to evidence that demonstrates his waning power and influence. Focusing on his waning support base might also prove useful. This needs to be backed up with supporting evidence as he is not likely to take input easily. His power-influence base needs to be challenged demonstrating how those who have supported him in the past are now disillusioned with him and slowly withdrawing their support. This could have the effect of creating doubt in his power and influence.

An alternative and/or additional strategy would be to demonstrate how he could regain power and influence and the admiration of others through alternative and more desirable methods that are more in line with the client's new strategy. For example demonstrating how stepping down could earn him respect and admiration of someone who was willing to sacrifice himself for the good of the country and how he could change the situation in his country. He has stated that his challenge is to live up to the expectation of the youth that saw him as someone who could bring about a new leadership in Africa – one based on democratic freedom and good governance. This challenge could be used to motivate him to change his ways and act in a more democratic manner.