

# THE COST OF SHADOW BEHAVIOUR

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## What is Shadow Behaviour and Why is it so Damaging?

Shadow Behaviour - put simply - is a negative, and often automatic, unintentional and unconscious, response to events, people and situations.

Different people exhibit different Shadow Behaviours and according to independent research these problems carry a huge cost.



42%

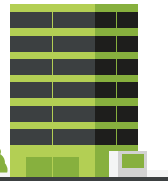
OF A MANAGER'S TIME IS SPENT ADDRESSING SHADOW BEHAVIOUR IN THE WORKPLACE



EXTREME SHADOW BEHAVIOUR FROM MANAGERS INCREASES EMPLOYEE'S RISK OF SERIOUS HEALTH PROBLEMS BY 38%



94% OF PEOPLE ON THE RECEIVING END OF SHADOW BEHAVIOUR VOW TO "GET EVEN" WITH THE OFFENDER



88% OF PEOPLE ON THE RECEIVING END OF SHADOW BEHAVIOUR VOW TO "GET EVEN" WITH THE ORGANISATION



96%

OF PEOPLE HAVE EXPERIENCED SHADOW BEHAVIOUR AT WORK

MORE THAN

36%

OF PERFORMANCE PROBLEMS ARE A RESULT OF SHADOW BEHAVIOUR



UP TO

90%

OF INVOLUNTARY DISMISSALS ARE A RESULT OF SHADOW BEHAVIOUR

IN A SURVEY OF OVER A MILLION EMPLOYEES IT WAS FOUND PEOPLE PRIMARILY LEAVE JOBS BECAUSE OF THEIR LEADERS, NOT BECAUSE OF PAY OR PERKS

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