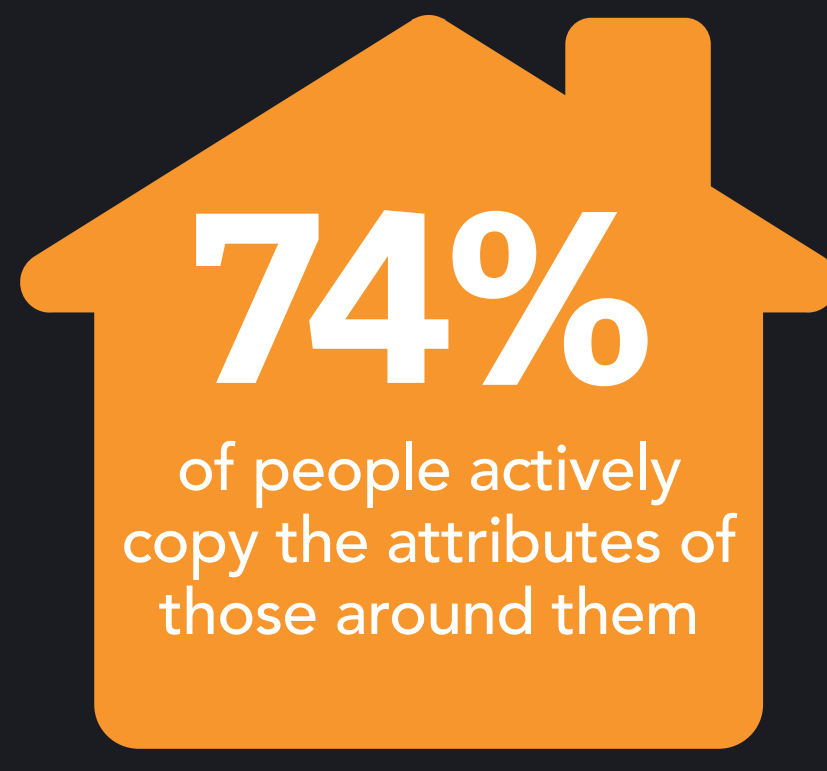
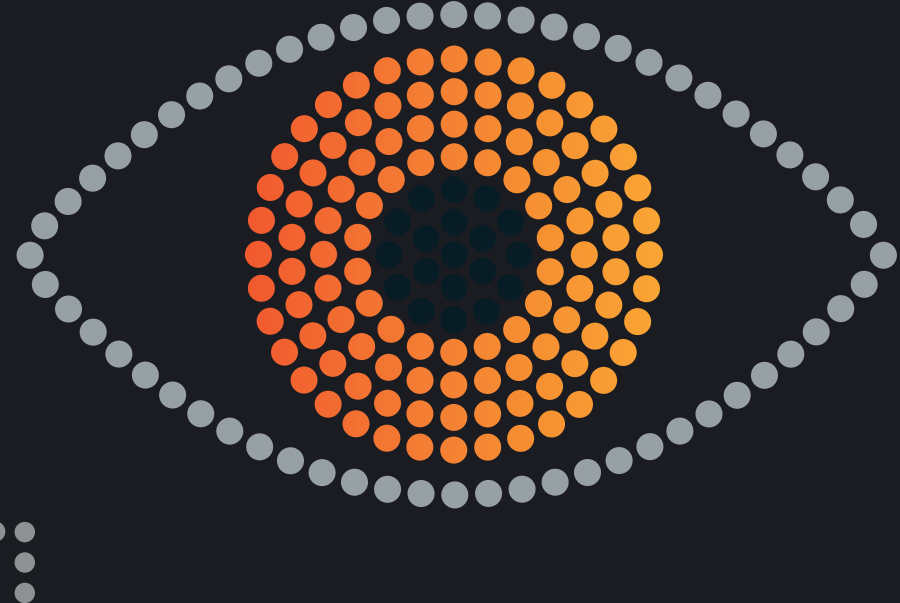




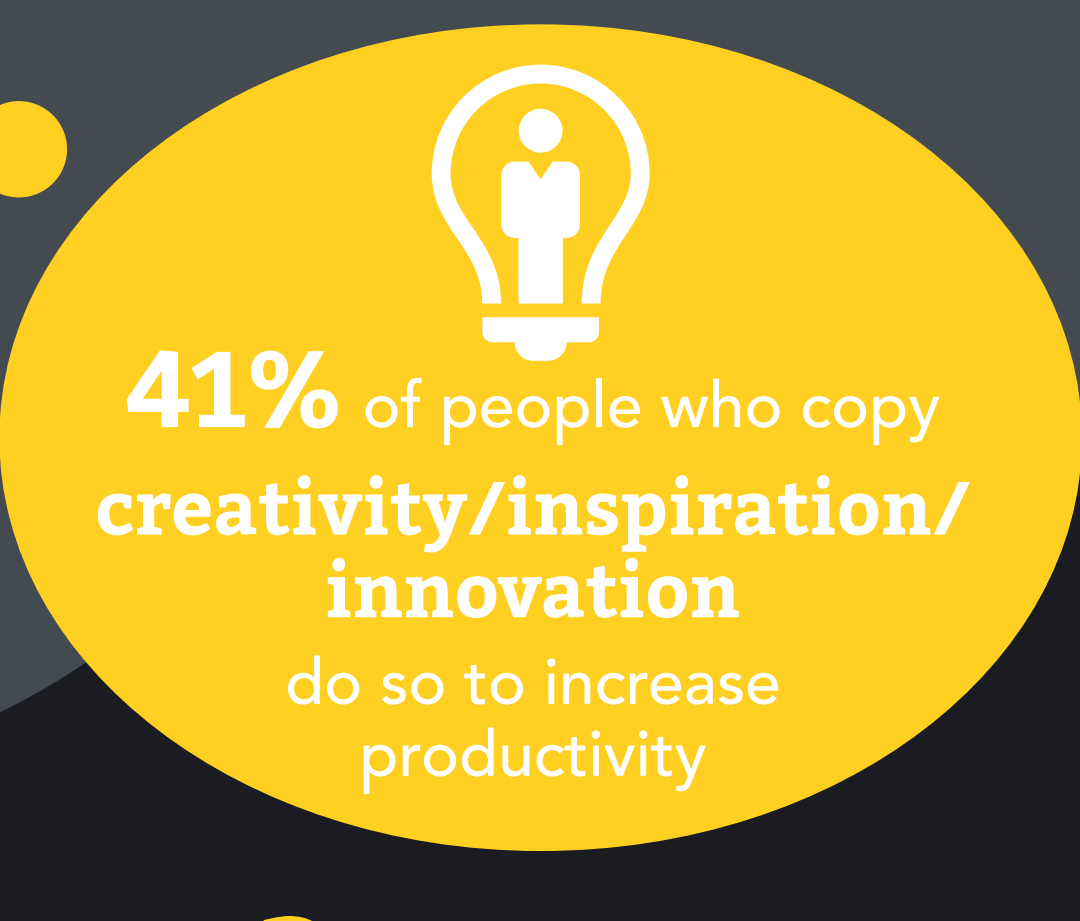
# 'Contagious Leadership' rife in the UK workplace

New research from ILM, which surveyed 2,000 UK employees in full and part-time work, reveals that employees are strongly influenced by the teams they work with every day – picking up both helpful and detrimental skills from colleagues and co-workers.



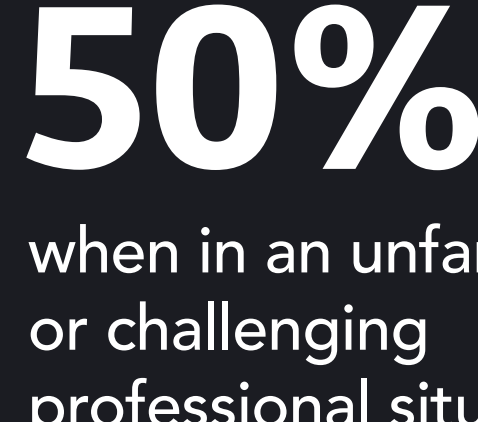
## Why?

Workers imitate colleagues for different reasons, depending on the infecting behaviour.



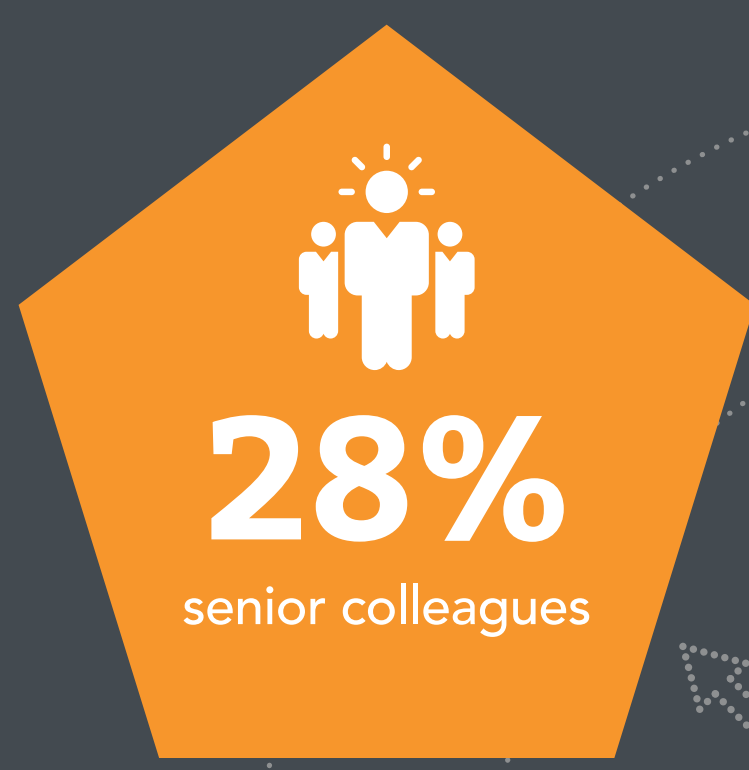
## When?

People are most likely to mimic the leadership styles they've seen in colleagues when faced with risky or stressful situations.



## Who?

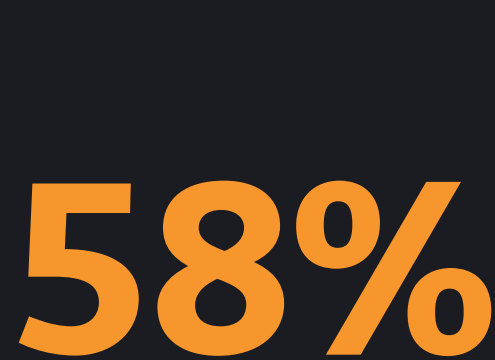
People are not influenced by traditional hierarchies when it comes to who they emulate, but mirror behaviours from people across their organisation regardless of their age or seniority.



People at work are most influenced by:

## But is contagion the best way to learn?

However, most employees would prefer more formal training and development when it comes to acquiring new skills and capabilities.



*"When properly managed, emulation can be a highly valuable way for people to learn. However, organisations should not rely on contagion to upskill employees; with bad habits as likely to spread as good, it is vital that employees at every level of an organisation understand, develop and role model positive leadership skills. By utilising more formal training systems that employees value so highly, businesses can feel confident that their employees will be embodying and transferring to others the skills they really need for success."*

**John Yates, Group Director ILM**