Harassment may stem from the <u>frustration</u> of an individual or a group that needs <u>recognition</u> and that uses another person to build its reputation within the workplace. The group feels strong and intelligent by making fun of a victim. It considers itself "normal," and the victim "different," therefore "justifying" the acts of humiliation. The victim is isolated by its "predators."

Victims find themselves in a vicious cycle. It's a sort of game between them and the bullies, who can be friendly with them, but not always. Socially, the pressure of the bully group forces victims into a corner. They don't dare to reach out to others because of the shame they feel. Witnesses don't dare to speak to them for fear of retaliation by the bully group.

An error that victims can make is to forgive where they should have the courage to stand up for themselves. But with everyone against them, they don't have much of a choice. This forgiveness is often (self-) imposed, either for purely defensive reasons—"things might get better later"—or for hierarchical reasons that are inappropriate in this situation. This can cause a deep feeling of injustice in the victim—a severe trauma that they will carry for years. Victims may also seek vengeance against those that marginalized them and/or a society that most often ignores them, either because it doesn't care or turns a blind eye; or also, because there are always people who will put up with such situations, despite the dramatic lifelong consequences for victims, who are at an increased risk of depressive⁵ and suicidal tendencies, and for society as a whole.

Let us **NEVER** forget that harassment's greatest ally is **SILENCE**!

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