

So I think when we think about bullying, harassment, and sexual harassment equally, we need to be curious about what it is that's being manifested in that behaviour. And it's usually helpful to think about it as a dynamic between people, whether it's between two individuals, in a team, in an organisation, or indeed across an organisation. Certain behaviours can be symptomatic of something that's amiss, and I think that's a really useful starting point when you're thinking about the psychology of certain behaviours: is what is this a symptom of? What is it that people might be trying to tell us in their behaviour that we can really begin to listen to from the perspective of curiosity, rather than shaming, blaming, or jumping to conclusions very quickly?

If we think about what the behaviour then might be connected to at an emotional level or at a psychological level, I think bullying and harassment in particular can be considered a kind of overload of very challenging it's almost like a constellation of different factors coming together that have overloaded our capacity to manage something from a healthy framework. One of the ways we might manage that stress is by being difficult or challenging to other people, so it's almost like we release our own excess onto somebody else and locate it in them, without really wondering about what's going on for me—actually, what is it that I might need?