

## Examples of means of workplace bullying and workplace mobbing in academia

*Harassment, ostracism and intimidation are typical means of workplace bullying and workplace mobbing.*

- **Harassment**, such as using abusive, insulting or offensive language or any other form of unwanted (physical) behaviour towards a target
- **Ostracism** (social rejection), such as through deliberately excluding the target from work meetings, team activities, and isolation through jeopardizing the target's (work-related) relationships
- **Intimidation**, including verbal, physical and psychological intimidation, such as threatening with contract termination, vandalising target's laboratory equipment, or staring at the target



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'Mind your Head: An introduction to Workplace Bullying in Academia'

*Behaviours and actions may have a broader range with blurry boundaries and increasing severity over time, e.g.:*

- **Setting the target up to fail**, through, for instance,
  - withholding information vital to workplace performance,
  - setting unreasonable deadlines or constantly changing them,
  - setting tasks that are far beyond the target's skill level.
- **Humiliating the target**, through, for instance,
  - setting tasks that are unreasonably low,
  - ridiculing or belittling in front of colleagues, collaborators, etc.,
  - spreading rumours to make the target look like trouble/enemy.
- **Limiting the target's freedom**, through, for instance,
  - making up rules/standards that apply only to the target,
  - falsely accusing of wrongdoing ("blaming the victim"),
  - denying chances to communicate (e.g. interrupting).
- **Hindering professional development**, through, for instance,
  - denying access to resources or opportunities,
  - denying credit for scientific ideas and results (authorships),
  - discrediting the target in front of (future) collaborators/employers.