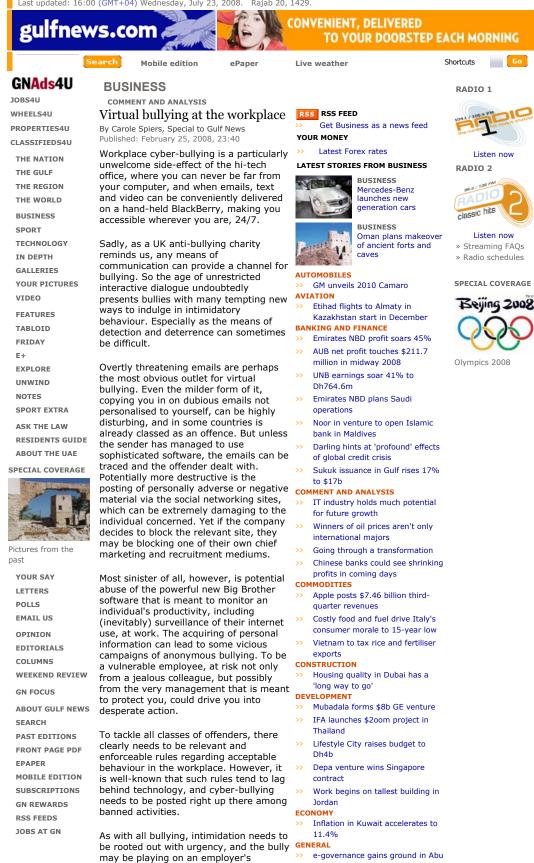
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reluctance to face adverse publicity. A

good alternative is mediation, ideally in its quicker and less formal version,

facilitation, taking care to use a neutral

outsider in such a sensitive context.

But regulations apart, line managers might also try to interpret the psychological terrain in which cyberbullving has been allowed to flourish in the first place. The hi-tech office itself, where long hours, continuous pressure and little relief may increase an overheated urge for mischief.

Keeping the technical and human elements of a department in correct balance may yet become the standard test of managerial competence.

Key points: Cyber-bullying

- Hi-tech communications have enabled a virulent cyber-bullying culture
- House rules need to be adapted in line with the relevant technology
- Managers should discourage total dependence on internale-dialogue

The writer is a BBC broadcaster and motivational speaker, with 20 years' experience as CEO of Carol Spears Group, an international stress consultancy based in London.

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