



"These women need to lower their expectations as well as their voices," says Hollands (center), running a Bully Broads workshop.

Temper Trainer

Jean Hollands teaches women execs that a kind word can help them get ahead

Debra Martucci is flat-out going ballistic. "How did this happen?" shrieks the 46-year-old vice president of a Silicon Valley computer firm. "Who made this decision? Why wasn't I told about this? How do you expect me to absorb another million-three into my budget?" Martucci's face reddens and her neck veins bulge as she presses closer to a cowering coworker, and her meltdown ends only when Jean Hollands, sitting nearby, mercifully commands, "That's enough!"

Martucci's tirade, it turns out, is

just an act, a bit of role-playing staged for a cluster of high-powered women at war with their inner fury. Most of the 13 well-heeled women gathered in a semicircle in a Mountain View, Calif., conference room have, like Martucci, intimidated their coworkers and are now part of a controversial support group with a single goal: to rid them of their reputations as Bully Broads. "Even some of their bosses are terrified of them," says Hollands, 64, creator of the group and author of the new book *Same Game, Different Rules: How*

to Get Ahead Without Being a Bully Broad, Ice Queen or "Ms. Understood." "They are good at what they do, but they need help or they will be fired or, worse, isolated and left to fail."

These high-salaried women signed up for Hollands's three-month-long executive coaching program—which cost their companies up to \$20,000—and then joined her follow-up Bully Broad support group. Her advice: Lower your voice, smile more, hesitate before speaking and even cry at the office. This rein-in-your-anger