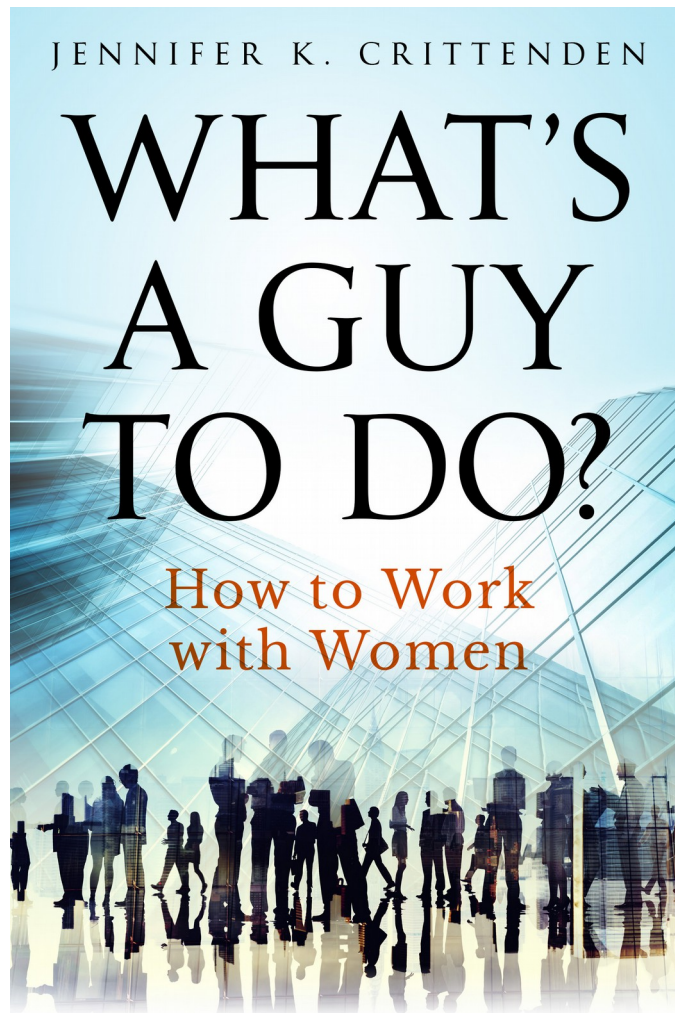


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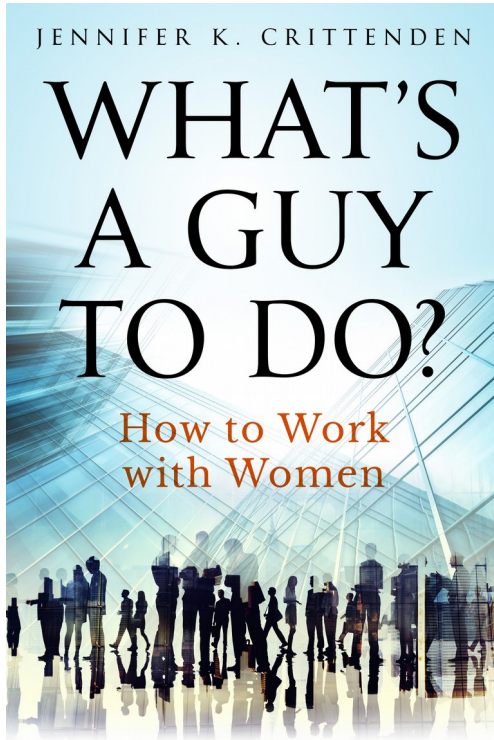
A new book by



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ABOUT THE BOOK



What's a Guy to Do? How to Work with Women

Non-Fiction (Business/Workplace Cultures)

Author: Jennifer K. Crittenden

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140 pages

includes an index

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FINALLY... AN ADVICE BOOK FOR MEN

ABOUT CREATING A WELCOMING CULTURE FOR WOMEN

ARE YOU ASKING YOURSELF... “How am I supposed to behave now?” “What’s allowed?” and “Am I making my female colleagues uncomfortable?” Those are good questions to be asking in the wake of #MeToo and the wave of sexual harassment claims. A veteran executive answers those questions and more in this practical and humorous guide to working with women.

ABOUT THE AUTHOR



Jennifer K. Crittenden

earned a BA in linguistics and French from Indiana University, a baccalaureate certificate in film studies, and an MBA in finance and MIS from the Kelley School of Business.

For more than twenty years, she worked in corporate finance for big pharma and biotech companies in the US, UK, and Europe, rising from financial analyst to CFO.

She is the author of *The Discreet Guide for Executive Women: How to Work Well with Men (and Other Difficulties)*, an Amazon bestseller and winner of the 2012 National Independent Excellence Award in the Business-Motivational Category. In 2014, she published

her second book, *You Not I: Exceptional Presence through the Eyes of Others*.

Jennifer offers professional development training programs through her company *The Discreet Guide*® on interpersonal, communication, performance, presentation, and language skills. She was also the executive coach for the Executive Presence program offered through the University of Wisconsin and MBA Women International. She writes and speaks frequently on topics related to gender, communication, and work.

Jennifer lived in Mammoth Lakes, California, for two years and wrote *The Mammoth Letters: Running Away to a Mountain Town*, which was published in 2017 and won an NIEA award in the Non-Fiction West category.. She lives in San Diego, California, with her family.

WHY SHE WROTE THE BOOK: Besides having guys ask her what was “okay” in the workplace now after #MeToo and all the sexual harassment claims, Jennifer was dismayed at the advice she was hearing and the angry tone of the discourse about diversity in the workplace. As a person who has dedicated the last six years to improving our workplaces so that they are welcoming to a diverse population, she was concerned that the battle between the sexes had gotten worse over the past year. She was inspired to write this book to introduce common sense and kindness back into the conversation. Despite the large amount of ink that has been spilled, men and women can work productively together, really enjoy each other’s company, and develop collegial relationships that last a lifetime.

EARLY PRAISE for *What's a Guy to Do?* *How to Work with Women*

“In our current interconnected and interdependent work environment, all teammates need to feel supported, encouraged and valued to go higher together. This is equally true for how men and women work together, both laterally and vertically. With *What's a Guy to Do?* Jennifer Crittenden addresses these very real and very sensitive topics in a candid and easily understood manner that will also have you laughing out loud even if you might recognize yourself in a description or two. If learning to work better with women is your goal, this book is your answer.”

~ Keith Ferrazzi, author of the #1 *NY Times* Bestseller *Who's Got Your Back* and *Never Eat Alone*

“This is the honest and private conversation men have been waiting for. You can't afford to miss out on this important advice, both practical and nuanced.”

~ Julie Kantor, CEO, Twomentor LLC

“Jennifer Crittenden's frank guide offers level-headed advice for those seeking to build a diverse workplace. Too often this laudable goal has been subsumed by highly divisive debate, leaving those who need to effect change disheartened, confused, or conflicted. Crittenden's voice is therefore a welcome one: her boots-on-the-ground advice is both blunt and wise, having the tone of a pragmatic older sibling rather than a sanctimonious parent. Even where it is stern, her guide is uplifting; yes, the challenges of achieving a diverse workplace are real, but the path there is simpler than we might have realized in that it demands of us most of all an emphasis on our universal values like decency and integrity.”

~ Bryan Cantrill, Chief Technology Officer, Joyent

“Ever catch yourself saying (or thinking) “Can't you take a joke?” or “Must be shark week”? This book will teach you how and why not to be That Guy. Even if you think you are totally woke, specific examples will make you re-evaluate your behavior and help you up your Good Guy game. Ms. Crittenden has been there, done that, and her experience is up-to-the-minute. Let this book be the mentor you should have been so lucky to have. When people are taking names, make sure yours isn't on the list.”

~ Andrew Duncan, programmer, musician, teacher

“It's absolutely necessary for companies to tackle the challenge of hiring and cultivating a diverse workforce by first changing themselves. It starts with creating a welcoming and supportive environment where everyone can do their best work. This book shows us how to all be better allies, so we can achieve greater results together.”

~ Tom Gilmour, Sr. Engineering Manager, LinkedIn

“A practical, enjoyable, and easy-to-read guide to a sometimes confusing and rapidly-changing environment. Filled with plain-spoken examples for how people should treat each other—naturally, respectfully, and focused, irrespective of gender or other irrelevant traits. The author challenges all of us by providing a balanced, realistic, and even humorous approach to a serious subject. Jennifer shows us all how to be more trusting, more respectful, and more productive by doing the right thing.”

~ Daniel J. Adams, Senior Vice President, Business Banking, Wells Fargo Bank

“It took me nearly 40 years to learn and put into practice what Jennifer has artfully condensed into these few pages. I remember walking in to one of my first jobs in the early '80s and seeing a banner above a desk saying ‘Sexual harassment will not be reported, but it will be graded.’ A lot has changed since then... and a lot has not. Open mockery and harassment may be taboo; however, it is extremely clear from the #MeToo movement that the bad behavior is hiding behind a thin veil of political correctness—or an office door. *What’s a Guy To Do?* provides anyone with a trove of tools to tear down biases in our workplaces. This is a must read.”

~ Todd C. Williams, President, eCameron, Inc.

FORTHCOMING NEWS RELEASE for

What's a Guy to Do?

How to Work with Women

A new book, “What’s a Guy to Do? How to Work with Women,” is published today

San Diego, CA, June 15, 2018 -- Whistling Rabbit Press announced today the publication of *What’s a Guy to Do? How to Work with Women*, a new book for men who wish to improve their working relationships with their female colleagues, particularly in the wake of the #MeToo movement and a wave of sexual harassment claims.

“Guys are asking me what’s okay in the workplace now, and this book provides those answers. There’s been a lot of vitriol over the past year, and I don’t want that to damage our work relationships and make us trust each other less,” said Jennifer K. Crittenden, author of the new book, “If men step away from working with women out of fear of being accused of something or because they see them as risky, we have taken a big step in the wrong direction.

“It’s a quick read. We’ve focused on takeaways, not on regurgitating facts and figures. The goal is for men to have more comfortable interactions with their female colleagues. Despite the large amount of ink that has been spilled, men and women can work productively together, really enjoy each other’s company, and develop collegial relationships that last a lifetime.”

The book addresses topics such as communication, innuendo, humor, discrimination, sexual harassment, social occasions, and romance. It also includes ways men can check themselves for sexism and can test their companies for systemic bias and the appearance of favoritism in compensation, hiring practices, assignment of duties, and the selection of vendors.

Early Praise for the Book

“With What’s a Guy to Do? Jennifer Crittenden addresses very real and very sensitive topics in a candid and easily understood manner that will also have you laughing out loud even if you might recognize yourself in a description or two.”

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~ Andrew Duncan, programmer, musician, teacher

About the author: Jennifer K. Crittenden earned an MBA in Finance and MIS from the Kelley School of Business. For more than twenty years, she worked in corporate finance for big pharma and biotech companies in the U.S., U.K. and Europe, rising from financial analyst to CFO. She is the author of *The Discreet Guide for Executive Women: How to Work Well with Men (and Other Difficulties)*, an Amazon bestseller and winner of the 2012 National Independent Excellence Award in the Business-Motivational Category. In 2014, she published her second book: *You Not I: Exceptional Presence through the Eyes of Others*. Jennifer offers professional development training programs through her company *The Discreet Guide*® on interpersonal, communication, performance, presentation and language skills. She writes and speaks frequently on topics related to gender, communication, and work.

About Whistling Rabbit Press: Whistling Rabbit Press is a boutique publishing house located in San Diego, California. Review copies can be requested by writing to info@whistlingrabbitpress.com.

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OTHER MEDIA APPEARANCES by Jennifer K. Crittenden



Jennifer has appeared on CNBC Power Lunch and has been interviewed by Bloomberg Businessweek, the Ledger-Enquirer, IU News, IU Kelley School of Business, Women Leading the Way Radio, Women's Ally, Millionaire Girls Movement, Women at the Top Radio, WNWS, Women Evolution, KIXI Chat with Women, ProSolo Radio, Your Story Matters, and Classy Career Girl.

Jennifer keynoted for the IU Women MBA annual dinner and for Accounting Day. She spoke at the NAWMBA 2013 National Conference, MBA WI 2012 National Conference and has given talks at AWIS, Connected Women of Influence, San Diego Women in Finance, Rady Ladies (UCSD), Qualcomm, Barney & Barney, San Diego Employers Association, IU Linguistics department, other private professional women's groups and in selected academic settings. She was a roundtable speaker at the 2012 Women in Business Symposium and has conducted webinars and informational interviews on issues related to her books.

She has been quoted in Business Week, The Glass Hammer, NBC Chicago, HR Executive, and *Keys to the Corner Office*. She has had articles published in Leadership Excellence, Florida Diversity Newsletter, Mission3 Newsletter, Managing Partner Magazine, the San Diego Union Tribune and the Del Mar Times. She contributed a chapter on Executive Presence and Branding to *The Business Woman's Personal Branding Guide*.

MEDIA QUESTIONS for

What's a Guy to Do?

How to Work with Women

What prompted you to write the book?

In the aftermath of #MeToo and the sexual harassment claims, guys were saying to me that they didn't know what was okay anymore. In the course of one week, two guys told me in confidence that they were thinking back over their history and wondering if they had done something wrong or if they had ever made their colleagues uncomfortable. I was concerned that their reaction could lead to an *increase* in tension between the sexes and make our interactions at work less natural and less trusting. And that would be a bad outcome for women *and* men.

Also, I think some nuance is being lost in the conversation, that flirting is being confused with harassment, and that all men are being painted with the same black brush, that, as Dave Barry said that there's been a national consensus that men are pond scum with hands. That's not fair, and we'll lose credibility if we act as though all sexual behavior is criminal. There's a spectrum of behavior from assault to inappropriate, and we should be able to have an adult conversation about that.

Are you saying the #MeToo movement was a bad thing?

Not at all. This is an important moment when women finally feel like they can come forward and be believed and have these immoral men brought to justice. It's been very eye-opening and painful to see how prevalent sexual harassment is in our workplaces. Now that we have a good view of the problem, we can start working on it. We have an opportunity here to make progress in improving our work cultures and to gain a better understanding of each other by having a dialogue where we listen and learn from each other. I don't want that opportunity to be lost in a blitzkrieg with accusations flying fast and furious and people's reputations being ruined.

Are you worried about a backlash from the movement?

I'm worried about some of the outcomes that are already being felt because I'm hearing some really bad advice out there. Some attorneys are advocating for the Mike Pence rule and telling guys that they shouldn't socialize with their female colleagues or meet in private with their female subordinates. That's nonsense. We build good relationships with our colleagues by socializing, and some work situations require private meetings to talk about confidential matters. That's if you're trying to do real work to make your team and your company successful, not doing what some risk-averse attorney says. It would be a real step backward for women in the workplace if men started treating them like dangerous creatures and stayed away from them. That would be very bad for women *and* men and their companies. It's impractical and the wrong outcome.

So what would you tell guys to do instead?

We need to work on building strong respectful trusting relationships between men and women at work. When men and women interact in the workplace, there are assumptions and bias on both sides that keep us from working as well together as we should. We need to delve into specific behaviors and understand how they are perceived by the opposite sex to really uncover why so many of our workplaces are uncomfortable places for women.

Is it really that complicated? I mean, shouldn't an adult just know how to behave?

Some behavior is obviously wrong and illegal, of course—the Weinstein case stands out—but there's a lot of subtle stuff that happens between people. I think it's fair for a reasonable guy to be asking for some guidance. These stories in the media are causing people to panic. That's clearly the wrong reaction, but there's room for better awareness and more sensitivity to these gender issues. We should have a mature conversation about what's okay and bring some common sense back into the discussion.

I'll mention for example how often I hear women complain about unwanted touching at work. A lot of men feel perfectly comfortable putting their hands on a woman or talking about her body, and they may not be aware that she doesn't like it and wishes that he wouldn't. If he's her boss or a powerful guy, she may not say anything, so the guy has to pick up on other clues. Clearly, there are times and relationships when it's fine to hug someone or touch their arm, but I'd be pretty cautious because I hear that complaint so much.

How did you gather your information for the book?

I worked in the corporate world for over 20 years, so I had a lot of personal experience to draw on. A few years ago, I wrote a book called *The Discreet Guide for Executive Women* which was an advice book for women working in male-dominated companies, so I had already done a lot of research in this area and written the other side of the story so to speak. Since then I've been working as a career coach, so I hear a lot of stories from women about their experiences in the workplace. I also ran a roundtable discussion to gather some consensus about common complaints, and early readers provided me some comfort that the book wasn't off the wall.

The thing is the complaints are really common. Some situations are unique, of course, but interestingly the same issues come up again and again.

Give me an example.

I'd say the most common complaint from women is that they aren't listened to at work. That runs the gamut from simply being ignored in meetings to not having their suggestions or even their career taken seriously. I'm sorry to generalize, but I think there are a lot of guys out there who just don't think women are worth listening to; they've carried their general attitudes about women into the workplace, and they assume women don't have good ideas or valuable input or that she's an expert in anything. Also, when guys are competing for air time, it's hard for a women to get her voice in the middle of all that to get heard.

Maybe we should teach women how to get their voices heard instead of trying to change the environment. That seems easier.

You'd think so, right? The thing is, we've been working on that for a long time with, I would

say, only limited success. Take my first book for example, it's full of great advice about how to argue your point, how to *be heard*, how to be tough and keep at it to win your co-workers' respect. It's a really good book, BUT, it's one of a dozen books all targeted at women, about how they need to do this, or that, or a bit more of that, but not too much. And where are we? We've been at this for decades, and what do we have now, 23 of the Fortune 500 CEOs are female? That's not much progress. I think it's time we turned the tables and asked guys for their help with this problem. We need everyone for this fight. They're asking, the time is right, and we need to invite them into the conversation.

So, what can a guy do to help a woman who is trying to be heard in a meeting?

First, awareness and sensitivity to the problem is a great start. Make sure you are listening when women speak. Also, notice if the other guys in the meeting routinely ignore what a woman says so that her comments are met by ...crickets and then the discussion just picks up where it was as though she has said nothing. Don't let that happen in your meetings.

There's also a phenomenon that so common I named it. It's called "I Just Said That." So many women complain that they make a point in a meeting, and no one reacts, and then a few minutes later, a guy makes the same point, and then everyone says how brilliant he is. That makes women mad as heck. I counsel women to intervene and say, "Yes! That's what I was trying to say," and stay with the conversation to drive the discussion forward, and not to worry about getting credit for every little idea. But it really would help if the guys stepped in to see what was happening and gave her some credit. Otherwise the women get discouraged and stop contributing, and that's a real loss. Diversity works best when everyone talks and everyone listens.

You mentioned the Weinstein case. I think a lot of guys see that what he did was wrong. But what about all these other cases out there? I mean, should a guy be worried about being accused of something he didn't do?

They certainly *are* worried about that, and thank you for bringing up the elephant in the room. From what the reporting agencies tell us, totally false accusations are rare. In my experience, they are quickly revealed to be lies. Much more often, it's complicated: memories are hazy, things were misinterpreted—it's a mess. My first nugget of advice is make your interactions clear and professional. Don't let your behavior be open to interpretation. Don't start sliding the goalposts to move into sexual territory. Don't engage in ambiguous behavior. Really, don't. It's very dangerous, for you and her. Be very cautious until you have a really solid trusting relationship with her before you start flirting and kidding around with sexual overtones. And read my book.

So, I take it that you're not a fan of office romance.

Absolutely not. That is a really bad idea for men and women, and I think we're not honest enough about that with our children, our subordinates, and those we mentor. I won't list the dozens of reasons why they're bad—you can read them in the book—but they almost always end in tragedy and heartbreak and damaged reputations and sometimes lawsuits.

Any last words of advice?

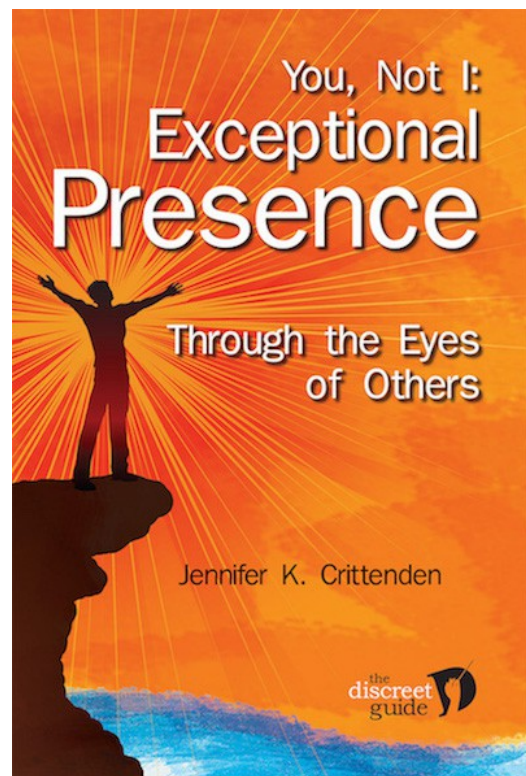
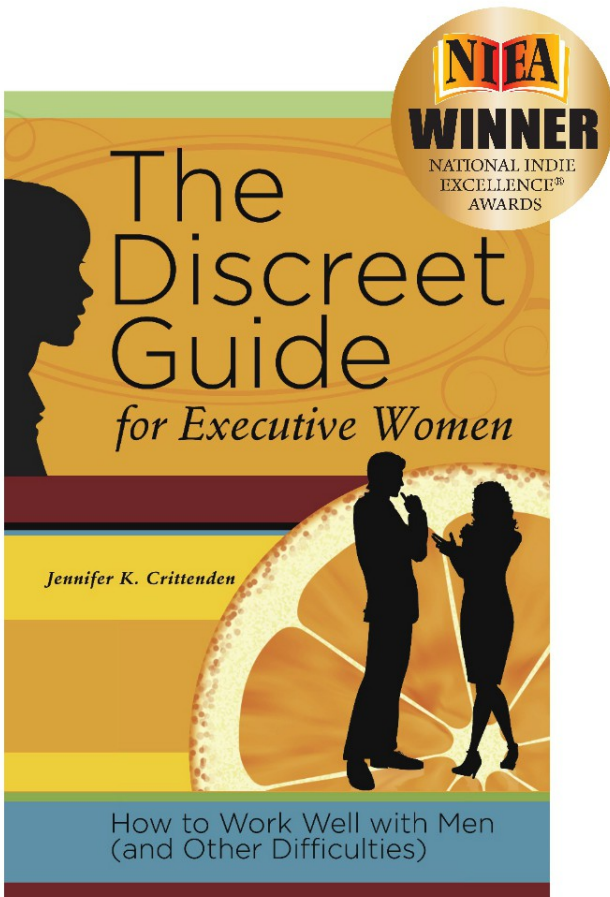
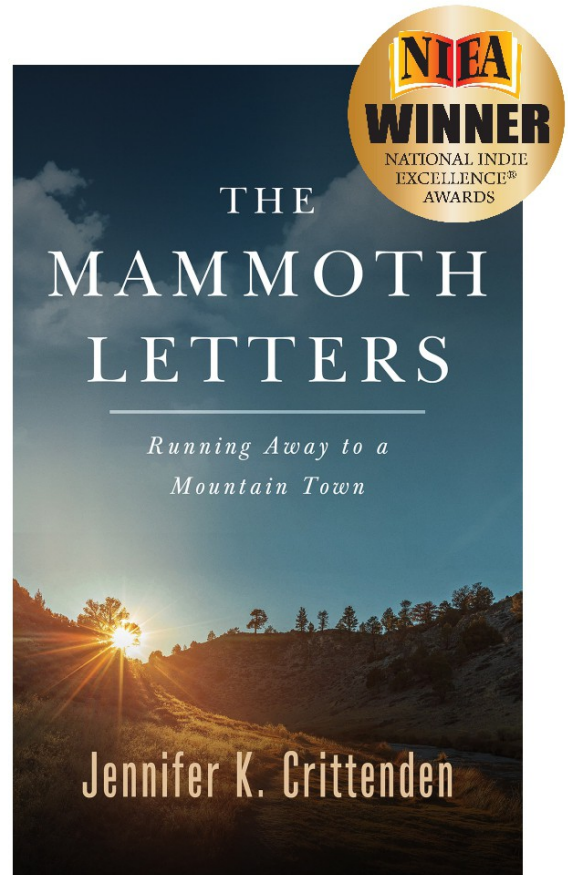
I would say this. I think a lot of guys think, hey, I'm no Harvey Weinstein, I'm pretty woke to all this, I'm good without reading this book. To them, I would say, you may not be as cool as you think.

There's a lot of nuance in our interactions, and guys might be really surprised to see all the ways that women are undermined or hurt in the workplace, from the way they're treated, the assignments they get, or the words that are used around them. My book is not a long book, but it's not that short either. We have a lot we need to address, and these good guys, the ones who are on the side of women, need to get in the game and help us fix this. Too many people are unhappy at work, and I find that very frustrating. We have the tools to fix our cultures, our managers, and our behavior, and we should grasp the opportunity.

I noticed on your website you have a signup option to join your quest. Is that what you're talking about?

Absolutely. I would love for your listeners to engage with me, share their experiences, and make this a conversation about improving our workplaces so that our employees can really thrive.

OTHER BOOKS by Jennifer K. Crittenden



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