



Customer Spotlight

Keith Allman
President & CEO

MASCO

Keith Allman takes a leap of faith and lands even higher.

Keith is a born storyteller. As an experienced business leader, he has the confidence to stand in front of any audience, anywhere, and tap into his innate communication skills to deliver an effective presentation.

The career-altering moment of truth.

Keith was in the running to ascend to the role of CEO for a large, publicly-traded organization. A number of highly qualified candidates were being floated for CEO succession. While Keith's reputation was solid, he knew that he needed a transformative new way to present himself, distill his message and forge a meaningful and lasting connection with this critical audience.

The power of communication.

Keith Allman's personal ethos is to continually strive to make himself, and his organization, better each day. To him, one catalyst to personal and professional growth, is effective communication.

"Communication is the cornerstone and enabler of positive change and transformational leadership," says Allman.

Keith engaged Mandel Communications.

Based on his strengths, style, business objectives, and personal vision, Keith was matched with a coach with whom he forged an immediate relationship of trust and candor that thrives to this day. Their success plan included the application of a simple, repeatable model from Mandel that provided him with a vehicle to think and speak differently and connect with the audience.

In Keith's words, ***"If you have a method for painting a clear picture of a given situation; if you can assume and understand another's point of view; and if you can do it in a way that is truly captivating, you'll experience amazing results."***

About Masco Corporation

Headquartered in Livonia, Mich., Masco Corporation is a global leader in the design, manufacturing and distribution of branded home improvement and building products.

Comprised of more than 20 companies, the Masco family operates nearly 60 manufacturing facilities in the United States and over 20 in other parts of the world.

Reframe. Refine. Repeat.

Throughout his career, stretching back to his engineering roots, Keith Allman has witnessed the benefit of practicing and refining a model. Engaging with Mandel enabled him to be more effective at:

- Defining a situation
- Spotlighting issues that need resolving
- Laying out what's at stake
- Creating listener relevance
- Combining critical facts with personal flair
- Telling stories that hit you in the gut and are remembered



It worked.

It wasn't long before Keith Allman was awarded the CEO position for Masco Corporation — a Fortune 300 conglomerate of building products and businesses, employing more than 30,000 people worldwide.

“The Mandel methodology taught me how to set up a business scenario simply, through way of conversational story, and get people to listen and take action,” says Allman.

In Keith's role as CEO, he recognized that there could be great benefit if he could apply those skills to those who present to him and those who present on his behalf. He engaged Mandel to cascade the skills across the enterprise. Today, the broadly applicable methodology is used by people at all levels, across multiple disciplines and business units:

- Communicate new business ideas with clarity
- Better engage with external stakeholders
- Launch or strengthen cultural change initiatives
- Convey corporate news and ideas more succinctly

“If you really believe that communication can move mountains in terms of culture change, and you're willing to work hard to learn a new approach, Mandel's methodology is unlike anything else out there.”

Impact of SCIPAB and key outcomes for Keith Allman and Masco:

- Improved equity performance significantly over the past four years \$20/share to \$40/share
- Named Best Analyst Day 2017 by Institutional Investor
- Amplified investor and analyst confidence in business direction
- Increased focus on talent development, diversity and inclusion
- Ignited organizational culture of transparency and openness

“We wanted to transform how we communicate with our customers, with Wall Street and with each other. Mandel and SCIPAB upped our game and got us there.” - Keith Allman

About Mandel Communications

Mandel Communications is a global communication skills training company that readies business professionals and executives to THINK well and SPEAK well, in order to improve their personal impact and their company's success.