

A photograph of a modern, multi-story office building with large glass windows. In the foreground, there is a large, abstract, metallic sculpture. The sky is blue with some clouds. The image is partially covered by a green overlay on the right side.

# CUSTOMER SPOTLIGHT

**MASCO**  
**KEITH ALLMAN**  
President & CEO

## 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 this was his moment of truth. He needed to distill his message and earn the trust of this critical audience. 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.”*

**MANDEL**

Make every communication count.

## ABOUT MASCO CORPORATION

Headquartered in Livonia, Michigan, 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. Keith reported that engaging with Mandel enabled him to be more effective at the following:

- ✓ 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 the way of a conversational story, and get people to listen and take action,*” says Allman.

In Keith's role as CEO, he recognized that there could be a 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. Areas where the methodology is used include the following:

- ✓ Communicating new business ideas with clarity.
- ✓ Better engaging with external stakeholders.
- ✓ Launching and strengthening cultural change initiatives.
- ✓ Conveying 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.*”

## 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

We are the leading communication skills training company for organizations who believe in the power and potential of their employees. Available in 14 languages and across 75 countries, our transformative skill-building approach is easy to customize and deploy.

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