

REP FIRM TOTAL PERFORMANCE AUDIT

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Manufacturers' Agents Association for the Foodservice Industry (MAFSI)

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Instructions

1. Rate how well each statement describes your firm today by circling the appropriate number. The audit is confidential and for your personal use only. Please be as honest as possible.
2. Total the score for each section.
3. Compute your overall organizational score and draw your profile.
4. Begin to plan for improvement.
5. Do something!

I. Customer Focus

	1 = Almost Never	2 = Seldom	3 = Sometimes	4 = Frequently	5 = Almost Always
1. We are constantly looking for ways to help our customers be more successful, not just for ways to make a sale.	1	2	3	4	5
2. We use a variety of ways to listen to our customers so that we can fulfill their current needs and anticipate future wants.	1	2	3	4	5
3. We make it easy for our customers to give us feedback.	1	2	3	4	5
4. We know the needs, wants, hopes and fears of ALL the key influencers and decision-makers in our targeted customers' organizations.	1	2	3	4	5
5. If something goes wrong, we take corrective action immediately, and we keep customers fully informed throughout the process.	1	2	3	4	5
6. We regularly measure customer satisfaction.	1	2	3	4	5
7. We have a formal process in place for reviewing customer complaints and feedback with ALL employees.	1	2	3	4	5
8. We serve as advocates of our customers with our principals.	1	2	3	4	5
9. We understand and can articulate the value we add as reps for our customers.	1	2	3	4	5
10. We develop and regularly update business profiles (mission, vision, strategic objectives, financial targets, business threats, development projects, etc.) for our targeted customers.	1	2	3	4	5
Customer Focus Total	_____				

II. Positive Principal Relationships	1 = Almost Never	2 = Seldom	3 = Sometimes	4 = Frequently	5 = Almost Always
	1. We have a clearly articulated long-term plan for creating and nurturing true “partnerships” with selected principals.	1	2	3	4
2. We use a variety of ways to listen to our principals and understand what they really want and expect from us.	1	2	3	4	5
3. We make it easy for our principals to give us feedback.	1	2	3	4	5
4. We regard our principals as allies, not as a necessary evil.	1	2	3	4	5
5. We regularly measure how satisfied our principals are with our firm.	1	2	3	4	5
6. We know the needs, wants, hopes and fears of our principals’ key influencers and decision-makers.	1	2	3	4	5
7. We regularly share information about our principals with our employees so they fully understand our principals’ businesses as well as their products.	1	2	3	4	5
8. We work with our principals in a truly consultative and mutually supportive fashion.	1	2	3	4	5
9. We constantly strive to educate our principals about changing customer needs.	1	2	3	4	5
10. We have well-developed systems and procedures for keeping our principals fully informed.	1	2	3	4	5
Positive Principal Relationships Total	_____				

III. Clear Direction

	1 = Almost Never	2 = Seldom	3 = Sometimes	4 = Frequently	5 = Almost Always
1. ALL our employees know how we add value for our customers.	1	2	3	4	5
2. Everyone in our firm can recite the essence of our mission and service strategy.	1	2	3	4	5
3. We set clear priorities and have the discipline to say “no” to opportunities that would divert us from our long-term plan.	1	2	3	4	5
4. We regularly monitor our performance with measures that are easily understood by all employees.	1	2	3	4	5
5. We have a concisely written business plan and service strategy for our firm.	1	2	3	4	5
6. The “voice of the customer” plays a critical role in every decision we make.	1	2	3	4	5
7. ALL employees understand the implications of our service strategy in their day-to-day work.	1	2	3	4	5
8. We all have specific written goals and objectives that make it clear what we are trying to accomplish.	1	2	3	4	5
9. We have strict standards for quality and timeliness to ensure consistently good customer service and principal support.	1	2	3	4	5
10. We regularly share our results with our employees so that everyone knows if we are achieving our goals.	1	2	3	4	5
11. We have a clear and systematic business development plan for identifying and creating new customers.	1	2	3	4	5
Clear Direction Total	_____				

IV. Supportive Systems

	1 = Almost Never	2 = Seldom	3 = Sometimes	4 = Frequently	5 = Almost Always
1. Our customers and principals tell us our systems and procedures are hassle-free.	1	2	3	4	5
2. We are always looking for ways to eliminate internal procedures that either don't add value or hassle our customers and principals.	1	2	3	4	5
3. "Bureaucracy busting" is a key part of everyone's job.	1	2	3	4	5
4. People have the information they need, when they need it and in useful forms to do their jobs well.	1	2	3	4	5
5. We hire people who like people and who want to please the customer. We are crystal clear about the qualities we want in our employees.	1	2	3	4	5
6. We invest heavily in developing our most important asset, our people.	1	2	3	4	5
7. We have quality and customer satisfaction measures for all employees, and we make them available for everyone to see.	1	2	3	4	5
8. We make it as easy as possible for our employees to be successful and effective.	1	2	3	4	5
9. We are always looking for ways to recognize and reward our employees when they go out of their way to satisfy a customer or principal.	1	2	3	4	5
10. All employees benefit financially when the firm does well.	1	2	3	4	5
Supportive Systems Total	_____				

V. Character and Leadership

	1 = Almost Never	2 = Seldom	3 = Sometimes	4 = Frequently	5 = Almost Always
1. We “walk our talk” in everything we do.	1	2	3	4	5
2. Management cares as much about the success of the people working for them as they do about their own success.	1	2	3	4	5
3. We truly believe that if we take care of our employees, our employees will take care of our customers, and our customers will take care of our bottom line.	1	2	3	4	5
4. We demand total integrity from all members of our firm, and we are tough on even the smallest infractions.	1	2	3	4	5
5. There is a high level of trust throughout our firm.	1	2	3	4	5
6. We have clearly articulated our values and guiding principles, and they serve as guides for everything we do.	1	2	3	4	5
7. Respect for people (employees, customers and principals) is the foundation of our firm.	1	2	3	4	5
8. For us, “quality” is a frame of mind everyone shares, not just a set of procedures.	1	2	3	4	5
9. We have high performance standards, and we strive to do everything well.	1	2	3	4	5
10. We respect our people and we treat them as adults, willing and able to do the right thing for our customers, our principals and the firm.	1	2	3	4	5
Character and Leadership Total	_____				

Developing Your Total Performance Profile

Transfer your totals from each section of the audit to the appropriate box below. Place an "X" for each category on the Performance Profile column. Starting at the top, draw a straight line between each pair of "X's." This is your Total Performance Profile.

Category Total	Performance Profile
<input type="checkbox"/> Customer Focus	0 10 20 30 40 50
<input type="checkbox"/> Positive Principal Relationships	0 10 20 30 40 50
<input type="checkbox"/> Clear Direction	0 10 20 30 40 50
<input type="checkbox"/> Supportive Systems	0 10 20 30 40 50
<input type="checkbox"/> Character and Leadership	0 10 20 30 40 50

Planning for Improvement

- What insights did you gain from your Total Performance Profile? What are your lowest and highest categories? Why?
- Choose two areas you would like to improve. How much would you like to increase your score in this category within the next 12 months?

Category	Today	Next Year
_____	<input type="text"/>	<input type="text"/>
_____	<input type="text"/>	<input type="text"/>
- For each of these areas, what one to two specific things do you want to improve? Review the questions in each category for ideas.
- Why do you want to improve your performance in these areas?
- What obstacles or challenges might get in your way and inhibit your progress?
- Translate the improvement areas you have identified into a few SMART goals (**S**pecific ... **M**easurable ... **A**chievable ... **R**esults-oriented ... **T**ime-bounded). For each goal, specify one to two steps that you will complete this month to get started. To help you track your improvement progress, create a Total Quality Rep Action Plan form. The form can be a simple one, divided into five columns with these headings, from left to right: Improvement Goal; Completion Date; Measure of Success; Who; Next Steps. Review the action plan regularly and jot notes to record your progress, any changes to the plan and when each goal is accomplished. The written record will help you develop realistic expectations and timelines for further goal