

EXECUTIVE SELF-ASSESSMENT

Transportation Performance Diagnostic

A practical 10-minute assessment for executives responsible for transportation cost, service, growth, capacity and risk.

FOR SHIPPERS, CARRIERS AND LOGISTICS PROVIDERS

[START HERE](#)

How to use this diagnostic

Complete the 25 core questions, then select either the Shipper Lens or the Carrier & Logistics Provider Lens. Enter one score from 1 to 5 for every applicable statement.

ORGANIZATION

EXECUTIVE / ROLE

PRIMARY BUSINESS

ASSESSMENT DATE

Rating scale

1**UNCLEAR**

No consistent process,
visibility or ownership

2**REACTIVE**

Partial practice; heavily
dependent on individuals

3**DEVELOPING**

Defined approach, but
inconsistent execution

4**CONTROLLED**

Reliable process, measures
and accountability

5**LEADING**

Integrated, proactive and
continuously improved

Executive guidance

- Score current performance - not the intended future state.
- Use evidence such as lane data, service KPIs, margin reports and customer feedback.
- Where leaders disagree by two or more points, treat the gap as a finding.
- The diagnostic identifies priorities; it is not a substitute for detailed analysis.

Assess the operating foundation

1. Financial visibility & economics

Can leadership see where transportation value is created, lost or exposed?

- 1

We understand transportation cost or contribution by lane, customer, mode and service requirement.

1-5
- 2

Fuel, accessorial, detention, empty-mile and exception costs are consistently measured and assigned.

1-5
- 3

Pricing, procurement and bid decisions use current operating and market data.

1-5
- 4

Leadership can identify the small number of lanes or accounts driving disproportionate cost or margin pressure.

1-5
- 5

Savings, margin and return targets are defined before major transportation initiatives are approved.

1-5

2. Network & modal alignment

Does the transportation design fit today's freight flows and business priorities?

- 6

Our mode and provider mix reflects actual shipment size, distance, service sensitivity and seasonality.

1-5
- 7

We routinely test truckload, LTL, intermodal, rail, transload and specialized-equipment alternatives where relevant.

1-5
- 8

Network changes such as new customers, facilities, gateways or sourcing locations trigger structured review.

1-5
- 9

We understand imbalanced corridors, underutilized assets and repositioning requirements within the network.

1-5
- 10

Important network decisions include total landed cost, service, capacity and implementation feasibility.

1-5

Assess the operating foundation

3. Service execution & accountability

Are service commitments translated into visible measures and corrective action?

- 11

Critical service expectations are documented, measurable and understood by internal and external partners.

1-5
- 12

We monitor on-time performance, exceptions, claims, dwell and communication quality at a useful level of detail.

1-5
- 13

Recurring failures are investigated for root cause rather than handled as isolated incidents.

1-5
- 14

Escalation paths, decision rights and communication responsibilities are clear before disruption occurs.

1-5
- 15

Partners are reviewed on both service results and their ability to prevent repeat failures.

1-5

4. Capacity, resilience & risk

Can the network absorb disruption without creating uncontrolled cost or service failure?

- 16

We understand our concentration risk by provider, mode, gateway, facility, customer and corridor.

1-5
- 17

Credible backup capacity and routing options exist for business-critical freight.

1-5
- 18

Seasonal demand, weather, labour, rail and border risks are reflected in operating plans.

1-5
- 19

Insurance, cargo value, equipment integrity and accessorial exposure are reviewed before commitments are made.

1-5
- 20

Post-disruption reviews lead to specific improvements in sourcing, routing, communication or governance.

1-5

Assess the operating foundation

5. Leadership & implementation readiness

Can the organization convert analysis into accountable execution?

- 21

Every significant transportation initiative has an executive owner, operating lead and commercial lead.

1-5
- 22

Required data is available quickly enough to support decisions and measure results.

1-5
- 23

Business cases identify assumptions, sensitivities, risks, resource requirements and success measures.

1-5
- 24

The organization has a practical 30-, 60- or 90-day implementation plan for approved initiatives.

1-5
- 25

Results are reviewed regularly and corrective decisions are made without unnecessary delay.

1-5

CORE DIAGNOSTIC TOTAL

Add Questions 1-25. Maximum core score: 125.

Pause point: Circle the three lowest-scoring statements. These normally reveal the fastest path to measurable improvement.

CHOOSE ONE PERSPECTIVE

Shipper Lens

Complete this page only if it best represents your organization. Add the lens total to the 25-question core score for a maximum overall score of 150.

Shipper Lens

For manufacturers, retailers, importers and other freight buyers

- 26

Transportation procurement is segmented by lane, mode, service need and strategic importance - not treated as one undifferentiated bid.

1-5
- 27

Carrier awards reflect total value, capacity reliability and operational fit in addition to price.

1-5
- 28

We can quantify whether carrier and modal changes improved cost, service and risk outcomes.

1-5
- 29

Our providers receive usable forecasts and are engaged before major volume, facility or sourcing changes.

1-5
- 30

We have a prioritized roadmap for high-cost lanes, service failures and network redesign opportunities.

1-5

SHIPPER LENS TOTAL

Add Lens Questions 26-30. Maximum lens score: 25.

Lens observation

Which lens statement has the greatest financial, service, growth or risk consequence for the organization?

CHOOSE ONE PERSPECTIVE

Carrier & Logistics Provider Lens

Complete this page only if it best represents your organization. Add the lens total to the 25-question core score for a maximum overall score of 150.

Carrier & Logistics Provider Lens

For asset-based carriers, logistics providers and freight intermediaries

- 26

Target markets, industries, corridors and ideal customer profiles are explicitly defined and supported by network economics.

1-5
- 27

Sales activity is directed toward freight that improves density, asset utilization and contribution.

1-5
- 28

Pricing discipline accounts for empty miles, imbalance, service complexity, accessorials and capacity commitments.

1-5
- 29

The sales pipeline is governed with clear stages, probability, value, next actions and executive accountability.

1-5
- 30

New services and markets are launched with validated demand, operating readiness, partner alignment and success measures.

1-5

CARRIER & LOGISTICS PROVIDER LENS TOTAL

Add Lens Questions 26-30. Maximum lens score: 25.

Lens observation

Which lens statement has the greatest financial, service, growth or risk consequence for the organization?

TURN INSIGHT INTO ACTION

Interpret the result and set priorities

CORE SCORE

Questions 1-25 | Maximum 125

LENS SCORE

Chosen lens | Maximum 25

OVERALL

Maximum 150

Score interpretation

126-150	STRONG PLATFORM	Protect the strengths; target a small number of strategic improvements.
101-125	TARGETED OPTIMIZATION	Core practices exist, but selected gaps are limiting value or resilience.
76-100	MATERIAL PERFORMANCE GAPS	Prioritize diagnostic analysis and a focused 90-day improvement plan.
30-75	URGENT EXECUTIVE REVIEW	Cost, service, risk or growth exposure requires coordinated leadership action.

Your 90-day priority plan

1

HIGHEST-PRIORITY FINDING

2

SECOND-PRIORITY FINDING

3

THIRD-PRIORITY FINDING

Need an independent second look?

Inglis Logistics helps shippers, carriers and logistics providers turn transportation findings into practical commercial, network and implementation plans.

SCHEDULE A CONFIDENTIAL DISCUSSION