

Is your organisation ready for a performance culture?

Three diagnostic questions for leaders — based on what actually works.

A high-performance culture isn't built by targeting culture directly. It's built by pulling three specific levers in how your organisation measures performance. Harvard Business School researchers found that in every successful culture transformation they studied, culture changed as a result of leaders changing their systems — including measurement. This is exactly what Harald Matzke, CEO of cubus, discovered firsthand. Rate your organisation on each lever below.

Lever 1: Teams can see what success looks like at their level.

Can every team in your organisation describe — in one clear sentence — what success looks like for them, and how it connects to your strategy?

1 Teams have no shared picture of success 1 2 3 4 5 Every team has a clear, results-focused view of their contribution

WHAT HARALD DID: Harald gathered his management team the day after his first PuMP workshop and rewrote their "weasely" vision and mission into language everyone could understand. Then every team mapped their own results to the strategic direction. Once teams could see what success looked like at their level, everything else became easier.

Lever 2: Teams own their measures rather than report to them.

In your organisation, do teams actively use their KPIs to learn and improve — or do they manage the numbers to look good?

2 Measures are imposed & used to judge people 1 2 3 4 5 Teams own their measures & use them to drive improvement

WHAT HARALD DID: cubus had individual KPI-linked bonuses that were actually destroying trust — consultants over-charging clients, salespeople padding pipelines. Harald replaced the individual bonus system with a team bonus system and let teams design their own KPIs. The gaming stopped and what took its place was ownership.

Lever 3: Teams improve performance without being pushed to.

In your organisation, do managers spend more time coaching and enabling their teams — or directing and checking on them?

3 Teams wait to be directed; managers focus on pushing 1 2 3 4 5 Teams self-manage; managers focus on strategy & coaching

WHAT HARALD DID: Once cubus teams owned their results and measures, Harald and co-founder Thomas removed the management layer entirely. 35 people, five self-managed teams, no boss. The expert in each domain made the decisions and owned the results. PuMP was the connective tissue that made it work.

Your lowest score across the three levers is your culture's ceiling. The levers work together — strength in one doesn't compensate for weakness in another.

→ If your Lever 1 score is lowest, start with clarity. Teams can't own what they can't see.

→ If your Lever 2 score is lowest, start with ownership. A feedback loop changes more than a report card ever will.

→ If your Lever 3 score is lowest, start with trust. The system needs to invite ownership before teams will take it.

Watch the webcast replay
→ pump.academy/webcasts/

Listen to Harald's case study
→ pump.academy/case-studies/

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