

The difference between a performance culture that lasts – and one that doesn't.



"I will explain to you why our vision and mission statements are so weaselly that people don't really understand what we really mean."

— Harald Matzke, on the day he decided to change how his company, cubus, measured performance

When measurement is imposed...

Lever 1: Clarity

Teams interpret strategy differently, default to activity, and measure what's easy to count rather than what actually matters.

Lever 2: Ownership

People manage the numbers to look good. Metrics get gamed, cherry-picked, or quietly dropped when they tell the wrong story.

Lever 3: Autonomy

Managers focus on checking, directing, and pushing. Teams wait to be told what to do and performance stalls when the pushing stops.

When measurement is owned...

Every team has a clear, shared picture of what success looks like at their level, connected visibly to the organisation's success.

Teams design and use their own KPIs to learn and improve. The measures trigger questions, not defensiveness.

Teams proactively improve their own performance. Managers shift their focus to coaching, enabling, and strategy.

"Why do I know the results are brilliant? It's because I have my PuMP measures."

— Harald Matzke, after cubus became a company of self-managed teams aligned to its success

Harald didn't set out to build a performance culture. He changed how results were defined, how measurement was used, and who owned it. The culture followed. PuMP gives you the techniques to do the same.

Watch the webcast replay
→ pump.academy/webcasts/

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

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