

How one CEO built a high-performance culture — without a culture program.

The Harald Matzke story: from managing team performance to teams that manage their own performance.



Harald Matzke,
former CEO of
cubus,
now PuMP
Affiliate

What changed

Through PuMP, Harald pulled three levers that transformed how cubus managed performance — and, as a result, transformed its culture.

Lever 1: He gave every team **a clear, shared picture of real-world success** and what it looked like at their level — mapped to the company's strategic direction. Teams saw what they were working toward, and busyness transformed into results.

Lever 2: He stopped imposing measurement on teams and let them own it. Teams **designed their own KPIs and used them to learn and improve** — not to satisfy a reporting requirement — and genuine accountability took the place of gaming.

Lever 3: He **trusted teams to manage their own performance**. That trust, backed by evidence from their own measures, made it possible for teams to manage their own impact on the success of cubus.

"I'm totally convinced that this must be a self-experience by teams — not something that anyone from a hierarchical perspective tells them to do differently."

The challenge

As CEO and co-founder of cubus, a German IT company, Harald knew strategy was nothing without execution. But like most organisations, cubus had teams **defaulting to activity over results**, and a **measurement system undermining the very performance it was supposed to drive**.

His development team hated being measured. His sales and services teams were gaming their KPIs. And the vision and mission statement was, in Harald's own words, so "weasely" that people didn't really understand what the company was working toward or how they really contributed to its success. Harald wanted a high-performance culture. He just hadn't found the right lever yet.

"Strategy is great. But strategy is nothing without execution."

What became possible

The result was something Harald hadn't set out to achieve: a performance culture so strong that he and co-founder Thomas **could dismantle the traditional performance management system**. cubus reorganised into self-managed teams with no boss. **Each team owned its results, designed its measures, and made its own decisions** to drive performance.

There was no culture program, no values workshop, and no mindset shift campaign. The culture arrived as a byproduct of how measurement was used.

Harald has since sold cubus and his deep belief in this approach led him to help other organisations do the same — as a licensed PuMP Affiliate.

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

Watch the webcast replay
→ pump.academy/webcasts/

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

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