



PERFORMANCE BY REALITY

**What if the problem weren't
your procedures, but the gap
between what is written and
what is actually lived?**



2026 edition

— THE OBSERVATION

Why your improvement initiatives eventually run out of steam

Lean, WCM, PDCA, DMAIC, 8D: these tools come from the engineering sciences. Their limit is not a failure of execution, it is **structural**.

They describe an ideal, never the real, and make « humans serve the machine ». Once the consultant leaves, the initiative fades away.

Here comes yet another quality expert about to walk us through some umpteenth project... and once he's gone, it'll die.

THE STATED SYMPTOM

« Here's what's wrong, fix it. »



THE REAL PROBLEM

Often elsewhere - in what plays out between people.

The prescribed is not the real

A procedure or an org chart describe an ideal way of working - never the real one.

« *An orchestra doesn't play the score, it interprets it.* »

The gap is irreducible, and necessary: applying 100% of procedures means working to rule. It is people's discretionary effort that produces quality. This is what grounds **Performance by Reality**.



Applying 100% of procedures means working to rule.

A scientific method, not a recipe

No copy-paste. With Durkheim, the primacy of the social: collective solutions outweigh individual ones. Q-SYNQ brings together the engineering sciences and the human sciences - uniting them, not opposing them - for a « 3D » view of the organisation, backed by a network of PhDs in sociology and anthropology.

Strategic analysis

Crozier, Friedberg

Power is the mastery of a zone of uncertainty - not a place on the org chart.

Sociology of organisations

Dupuy

Bureaucratisation at work: more procedures, more reporting, more indicators.

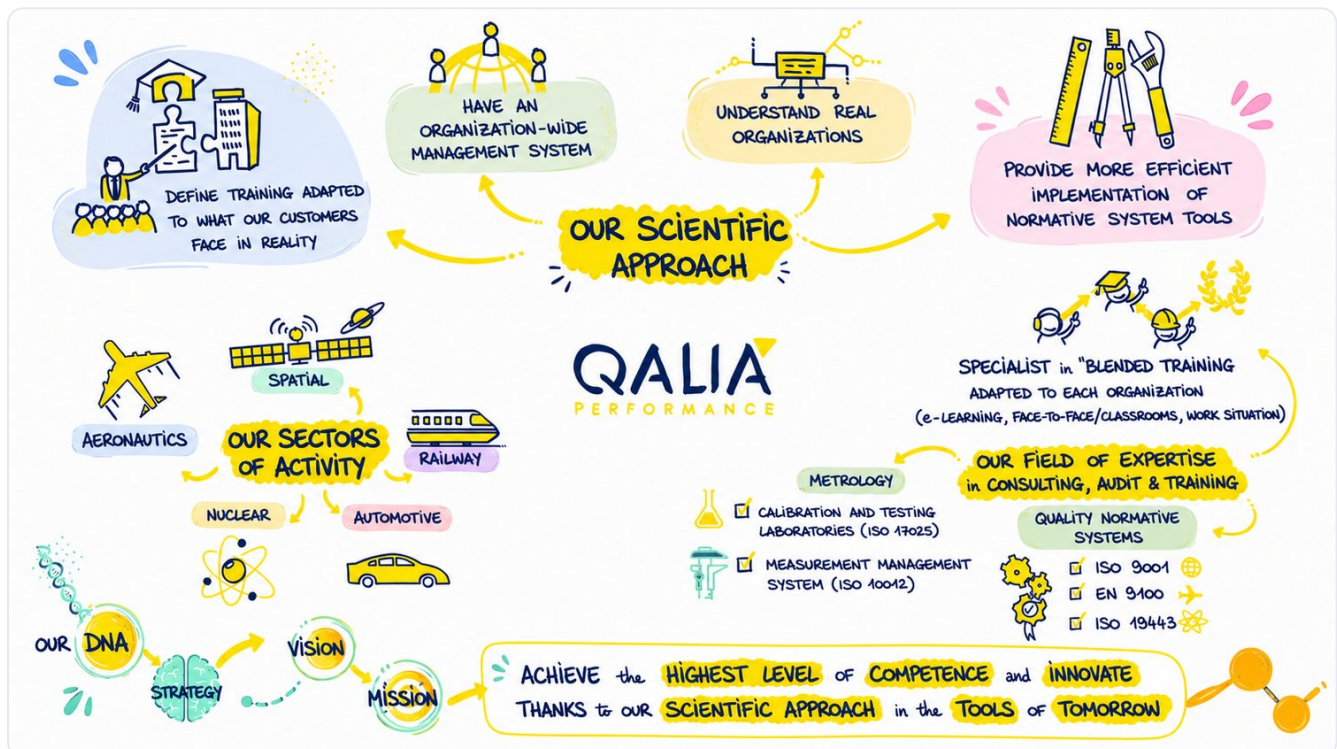
Anthropology

What makes an organisation: its culture, its beliefs, its rituals.

Psychodynamics of work

Dejours, Clot

The link between the quality of work and the engagement of those who do it.



How we work

Two views of what exists advance in parallel - the prescribed and the real (AS IS) - then converge to build the TO BE, from step D onward.

The point: move from visible symptoms to the real problems. People's behaviour is rational - coherent with their context. The work is to identify the levers, those elements of the context one can act on to change the real organisation.



THE DIFFERENTIATOR

This is not an audit

An interview is not an audit. An audit checks compliance. The interview, by contrast, reconstructs the real: « it's almost an art » - the interviewer's craft (Bourdieu), the stage and the wings (Goffman).

« An audit is something else. There is no comparison to be made. »

The 8 steps

A Preliminary Analysis

FRAMING

OBJECTIVE Define the scope, stakes and priority objectives.

ACTION Gather initial information, frame expectations and plan the approach.

C1 Actors Dive

REAL (AS IS)

OBJECTIVE Understand the human and cultural dynamics.

ACTION Conduct interviews, observe and map key interactions.

C2 Real Analysis

REAL (AS IS)

OBJECTIVE Draw a faithful picture of real behaviours and build a sociogram.

ACTION Gather and synthesise qualitative data to understand the human levers.

E Implementation

TO BE

OBJECTIVE Implement the identified solutions.

ACTION Support the teams, adapt the tools and track progress.

B1 System Dive

PRESCRIBED (AS IS)

OBJECTIVE Analyse the existing processes and structure in depth.

ACTION Map information flows, roles and responsibilities.

B2 System Analysis

PRESCRIBED (AS IS)

OBJECTIVE Identify normative gaps and objective evidence of how things work.

ACTION Compare theoretical processes with operational reality.

D Pool & Plan

TO BE

OBJECTIVE Consolidate all the findings and define an action plan.

ACTION Prioritise recommendations, build a strategic roadmap.

F Results Evaluation

TO BE

OBJECTIVE Measure the impact of the changes and adjust if needed.

ACTION Assess progress, embed good practices, communicate results.

What it looks like in the field

Three real, anonymised situations. The same thread each time: a stated symptom, what we discovered, then the outcome.

1 When the standard wasn't the problem

STATED SYMPTOM	HR tensions, turnover, recurring conflicts between several sites.
WHAT WE DISCOVERED	The sites had deliberately cut ties to preserve their autonomy: a play of actors, not a failure to follow procedure. A purely normative reading would have wrongly penalised them and done « more harm than good ».
THE OUTCOME	Naming what was really resisting brought immediate relief to the organisation.

2 From turnover to engagement

STATED SYMPTOM	An SME wanting to « get structured around ISO 9001 », against a backdrop of high turnover.
WHAT WE DISCOVERED	A co-built overhaul: the processes were written WITH the people, in collective regulation.
THE OUTCOME	Almost no more turnover.

3 The counter-demonstration

STATED SYMPTOM	A request for e-learning: « the teams don't follow the instructions ».
WHAT WE DISCOVERED	The real issue wasn't training, but managerial distrust.
THE OUTCOME	The e-learning was delivered, but announced as fundamentally ineffective - and it was. Honesty as proof.

Quality of work, the primary driver of engagement

The main factor in psychosocial risk is being prevented from doing quality work (Dejours, Clot): work « neither done nor to be done ». Beautiful premises change nothing. Q-SYNQ is not just a diagnosis: it is a change-management tool.

The very act of questioning an organisation already sets change in motion.

About QALIA Performance

QALIA Performance supports organisations through a sociological and scientific approach. Q-SYNQ® is its analysis and optimisation tool: a fine-grained understanding of organisational dynamics and concrete levers for improvement.

Aerospace

Space

Rail

Automotive

Nuclear

LET'S TAKE ACTION

Let's talk about your organisation

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