



/1 + 1 = 1/ is the formula defining 'idempotence'. The concept of work adding to work becomes mutually effective when the intention of an **operation**, is adjoined a **tactical** extension, that eventually turns out to be **one** in **substance**. This is a possible reformulation of what we might call the **strategical** project.

An alternative formulation of idempotence is 1-in-1: or, the real as the radical immanent. Arguably, the idea of a mutually effective relation between **added** levels of action—once they triangulate—can identify at some **machine** level. Whether the machine level is an old-fashioned **tool**, or a **digital** tool.

The difference between the digital and the analog tool is that the domain of application of digital tooling greatly exceeds analog tooling ever: visual, aural and kinaesthetic looped. The challenge lies in the **spatial-competence** among **digital users** needed to superpose **virtual** and actual **space**, and **materiality**.



Can the **spatial workstation** work strategy-developments? When I use the word 'work' it is in this sense: 'work works work'. The match with world-wide web is coincidental, but it may—in some ways—reveal itself as an alternative. It reads: A) operational [work]; B) tactical [works]; X) strategic [work].

The distinction between the operational, tactical and strategic levels of decision-making is well established, to say the least. What is less obvious, and never quite on the table, is how the action of conducting operations, communicates and is corrected by a tactical drill conducted **alongside** it.

And that the lopsided combination of the two—**operational** and **tactical** action—can phase-shift to a resource which is (fully) contained by **neither**. While the work of the operation is by intention, the work of tactics is to establish the extension, the work of strategy is to **gauge** substance. Non-exhaustively.

Which is to say that **clarity** on intention, extension and substance is **never** complete. But from the point of view of **substance**, intention and extension are the **same** thing. Intention and extension are in-1 when substance is established. And substance itself is 1-in-1: the radically immanent real.

So, the **spatial workstation** brings us the **first science** (what François Laruelle called his non-philosophy). To get down to earth, there may be something to learn from Paul Ryan's [Earth-score](#). Which he terms a 'way of composing human life on earth'. My first approach is likely to be more hard-nosed.

It features an attempt to move from bottom up—as the ordered sequence A, B, X above—to middle-out. Something I attempted with the MA1 class, is to use a **chance-method** to break up a linear account of learning-outcomes tied to a time-line. But there are more **analytical** ways of going about with this job.

In some cases it is enough to home in on conceptual **premises** (intention) and then to check for **consistency** (extension): this works when checking a written text for **substance**. However, this is knowledge is on level with correlation in statistics, and needs to be **identified** as it transposes into action.

This sort of identification is never exhaustive—as previously mentioned—and to be further established it may need to be developed: that is, if a strategy is substantial it will **individuate** at some point (which beyond, and according to a different logic than, identification). Strategic action is thus **preemptive**.

Chance-methods and the score are related in that they both move us from bottom-up to **middle-out**. This approach to strategy is not one which is developed and owned by the management. Strategy develops (its material) at the Edgelands **between** the immanent and the emergent: i.e., as a material.

That is, a material for **management** at all levels—given that management has to do with managing, at **all levels** of an organisation—dependent on the development of what we might call a strategic **culture** in a **learning** organisation. This is a harvest from my own experience over the years.