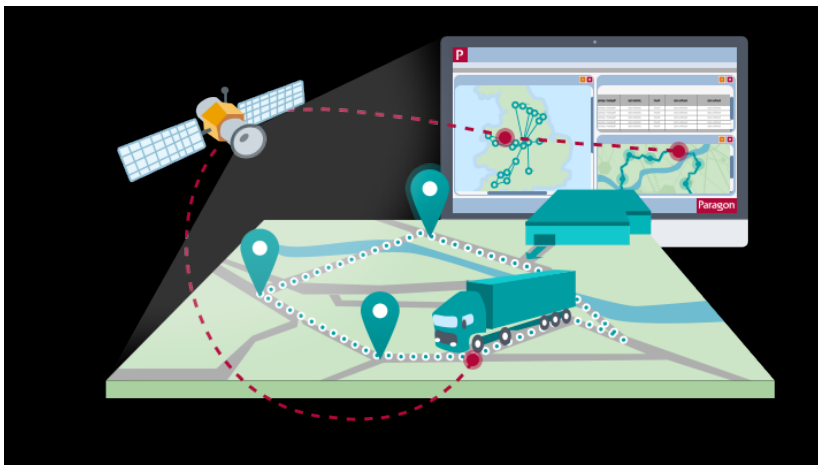




In a number of surveys—featuring a contemporary *management culture—statistical methods* are used to survey *sub-statistical* populations (and their subgroups). The result of the survey is then presented visually with *graphics* that are intended for the presentation of results based on statistical *premises*.

Under these conditions, there is an *underlying* premise—that populations must be over a certain size for the results to be *significant*—which is *not* being met. When questioned, the answer is regularly: the surveys and their results still indicate *something*. The question is then—what *exactly*?

The regular outcome of surveys like these—which tend to involve external consultancies—is that courses are being *offered to/imposed on* the staff. Usually, focussing on a *lack* of something which is thereby compensated. But *does this coursing deliver*? How good are we really at *monitoring delivery*?



Let me first make a statement of the principle and problem of “wheeling”. The principle of wheeling is taken from Gilbert Simondon’s notion of the wheel as a technological *concretisation* of the practice of rolling: the wheel comes about from *twice* applying of the *same* principle. At the *rim* and the *hub*.

The problem is that we—in our civilisation—push our exertions *up to a point*, where *something else takes over*, that we have a tendency to systematically overlook: for instance, that *violence* can take over from scientific *reasoning*, *delivery* takes over from *planning*, *reception* takes over from *production*.

The same principle is applied no matter whether the outcome is valued negatively, or positively. A tendency is to consider that if we have *problems of delivery*—that show immediately, or over time—we *will plan more*. Thinking that problems of delivery will be solved by more planning. Even if its *not*.

That is, even when there are strong indications that delivery requires an approach of its own, because the activities linked to delivery take place in *real time*. And although delivery requires major adjustment for people involved in it, the fact of its taking place in *real time* makes it problematic.

Logistics is much like handling waste. It requires advanced operations, to a point that abstract understandings may obstruct it, and the best available alternative are *active* models: that is, models that are applied in real time and where *understanding* and *operating* are *never* separate; and *always* joined.

In an increasing number of situations, ‘up to a point’ has taken the meaning ‘up to the sales point’. This means two things: **a)** the principal agent can cash in credits for its undertakings [*up to that point*]; **b)** the trouble is outsourced to a subsidiary agent [*when something else takes over*]. Like e.g. *security*.

Today this has been taking place on a big scale for quite some time. It does not constitute a poorly designed overall process, but one that completely lacks design. Given that we *define* a [designed process](#) where initial and final conditions are wheeled, where process as ‘*the work of time*’ is ongoing.

If rotation in a wheel combines stillness and motion—reverse at the hub, and movement at the rim—a designed process is one where the work of time results from the “wheeling” of *initial* and *final* conditions: **a)** the laws of nature & **b)** engineering; **a)** planning & **b)** delivery; **a)** production & **b)** reception.

In sum, there are three dimensions to account for in what could be called the axiology of work: **1)** setting *initial* conditions; **2)** settling *final* conditions; **3)** attending the *process*. The Japanese Go game can be used as a working metaphor, featuring the: **1)** *opening* game; **2)** *end* game; **3)** *middle* game.

Featuring **1)** placing pieces as strategically [*planning*]; **2)** retrieving the final points [*delivery*]; **3)** pattern intelligence [*process*]. Lemma: ‘an *active model* that succeeds at wiring/wheeling the *three*, will provide conditions where the distinctiveness of dimension **(2)** [delivery/final conditions] will emerge’.

The *wheeling of environmental humanities into design*, will take on the challenge of *attending* the cultural dimension of how these *dimensions* are attended in design-work, without necessarily being modelled: as a point of entry to a design culture where the wheeling of the three *can* be modelled.