

Box 1—How can we today conceive and model what is commonly considered the administrative part of organisations pledged to combine a *public* function—e.g. artistic (KHIO) and archival (NLN)—with *research*? The *ordinal* approach to organisations is today greatly enhanced by the existence of computers. An unintended effect that we are mapping organisations without *cardinal* direction. The cardinal directions typically emerge with discoveries and findings of a cartographic nature, by the organisation's "fieldworkers".

What is presently discussed are strategies that will integrate ordinal and cardinal approaches to modelling what organisations—such as KHIO and the NLN—*do*, using diagramming methods alternating between 2D and 3D, defining a realm of interstitial growth, development, explanation and flowering (*anaptúxis*). The discoverable organisational changes emerging in the *long tail* of the Covid19 Pandemic, may indicate that the return to normal is challenged by the new organisational repertoires developed during the lockdown.

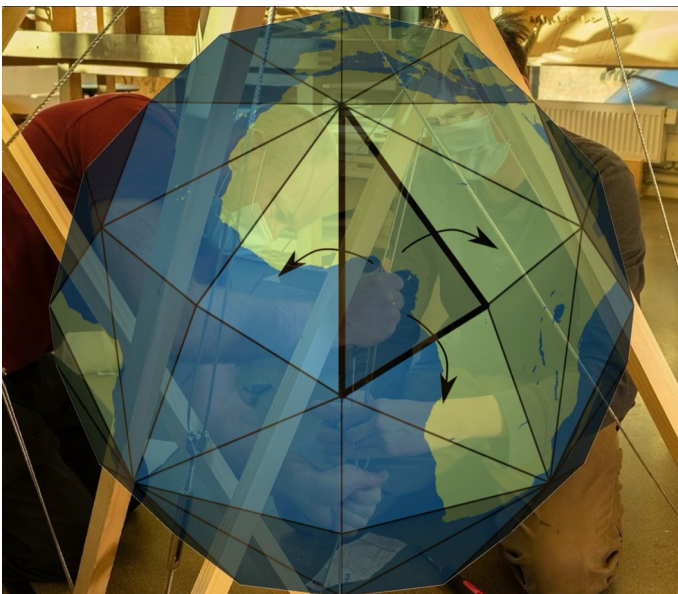
Above: From left to right, Hilbert, Peano, Sierpinski and Morton space filling curves. The order that the curve visits the cells determines the indexing (images taken from [36] licensed under Creative Commons BY 4.0.). The text below is based on a certain number of assignments: **1**) that *rituals* can be defined as the communicative aspect of all human behaviour [Leach]; **2**) we need *models* to intercept data vital to the organisation [that are otherwise lost]; **3**) polyhedra lend themselves to visualise the needed models.

The present approach to administration will be **psycho-cybernetic**. Not because administration is currently in need of therapy, but in order to examine whether administration—for all its virtues—in its **ritual aspect** [xiv] features a communicative momentum, with a truth and impact of *its own*. An impact, *beyond* its linguistic messages & semiotic flag-posts, tied to communicative aspects of *behaviour*: what it communicates at the behavioural (or, *agentic*) level with *truths* and *impacts* that more often than not, remain uncharted. Which may explain our present trouble at navigating.

The reason for inquiring into this *now* is something in work life that may signal *deep changes* in what we can expect of each other, and of society. For instance, we cannot expect that even highly qualified personnel will return correspondence. Nor, more generally, that *delayed reciprocity*—Marcel Mauss's **gift**—can be assumed/be expected. I venture that reciprocity may have changed, during the *C19 Pandemic*, into forms that do *not* require delay: they were sorted out *immediately* online. In sum, if things are *not* sorted out with everyone present, they might not be *at all*.

This means that—if the analysis is correct—that delegating a task will be inconsequential if there is not possibility to meet. Thus, people are becoming *busy* (and *increasingly* so). And people are empowered only to the extent that they are granted time to meet. Without this their power will remain nominal. It likely means that traditional line-management will encounter severe difficulties, and may even become obsolete. **Agamben's** little piece on Bartleby the Scrivener (**Herman Melville's novel**) where *preferring not to...* reveals a scenario that may be affecting us *collectively*.

As far as I know, though somehow revealed it may *not* have been discovered (at least not collectively). It just happened. To be discovered it would likely *have to* be modelled. Given that, in some areas, there *is* an inherent relation between *modelling* and *discovery*. Which is essentially why the truncated version of the Lacanian psychoanalytic nomenclature (**£**) may be of help in the hour of need. The elimination of delay makes the traditional bureaucratic organisation dysfunctional. The Teams/Zoom meeting is a case in point: all relevant documents are up, all that can be done is done immediately. Tasks requiring preparation and subsequent response appears a bit *pro forma*: we do our thing! The only snag—of course—is that *when* there is no more money, there is *no more job*. So, perhaps we want to move *onwards*.



Box 2—When mounting/enfolding a 3D polyhedron—here, a **disdyakis tricontahedron** (with 120 faces)—a number of emergent connections are discovered: while the **unfolded 2D diagram** hinges 144 triangles, there are an additional 120 new hinges as the 3D version comes together. My point here: not that the whole is more than the sum of its parts, but it is really *something else*. In the unfolded 2D version the triangular grid *supports* orientation, while in the mounted version the connections run cross-cross and it is the map that *orients* the triangular grid.

We can look at the Zoom/Teams meeting in two ways: either the prolonged work-form caused the collapse of delay, *or* it modelled the collapse of delay. If it caused the col-

lapse it would be because the Pandemic somehow froze everyone in the state of *now*: a state of exception, and the imminent danger of C19 contamination. Then bringing it on—after the end of the lockdown—it could be an expression of *trauma*. If it *modelled* the collapse it would simply have communicated the collapse of *delay* as a new collective asset; inhabiting older organisations.

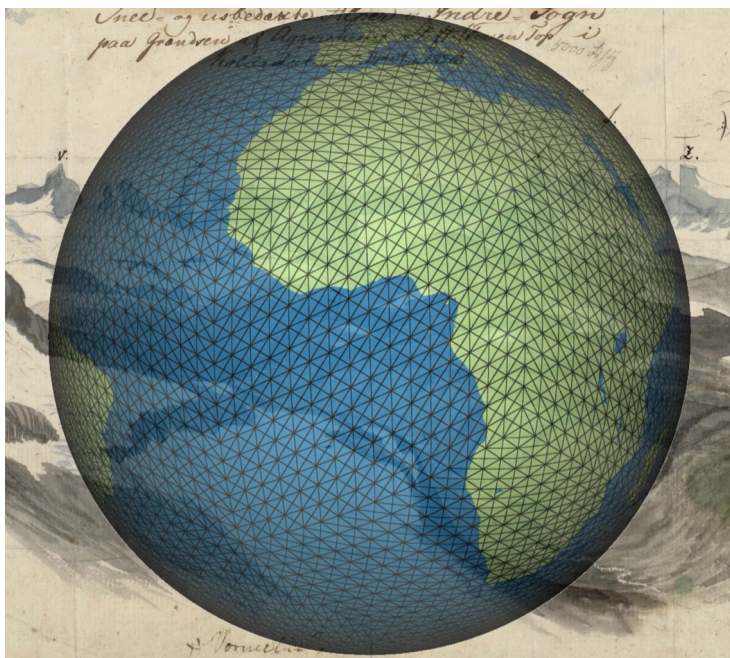
But it can also be *both* at the same time: a trauma *and* a ritual. A case in point of Lacan's split subject \$, and *a* the *cause* of jouissance (which is always *also* trauma). None of this is in broad daylight. All of it is somehow *derived*. Yet, it is quite effective. Which is why, at this point, we will turn to Buckminster Fuller's inventions of the [trim tab](#): a smaller element added to a larger one, which will make the larger operate with more ease. In other words, a communicative element according to Leach's (1964) definition of the *ritual*: communication at the behavioural/agentive level.

Among contingent elements there will always be *some* of this kind. It will contribute to making the psycho-cybernetic approach ventured here, *less* obscure than what it could have been. Broadly, it may allow a 3rd position *between* positivism *and* critical theory: that is, [complex studies](#). Not as a moderating element between the two—though in complex foundation studies positive science & critical theory are cross-readable—but a mode of inquiry of its own, closer to *natural history* than to art history and aesthetic theory. The realm of application of the *trim-tab* is on environments in flux.

So, if S_1 is the larger element operating in a flux-field, *and* S_2 is the trim-tab is the smaller adjoined fieldworking element, then we also have an idea of how \$ and *a* are dis/connected. Moreover, this basic gesture does what an *active model* does: it allows us to steer in the flux (monitory and manage change) but *one step off*: not a disconnected external vantage-point, but more like a swimmer whose head bobs over and below the water-surface. A model that models the function of the trim-tab, features in the *triangular flaps* making up the geodesic grid in *Bucky Fuller's* [Dymaxion map](#).

The advantage of using e.g. polygons to diagram the kinds of organisational challenges we may be facing—the *long tail* of the Covid 19 Pandemic, at the collective level—is that, contrary to the repertoire of charts in mainstream administration, they afford an alternation between 2D and 3D: this possibility of moving between *surface* and *volume* might be particularly important in organisations pledged to a *public* function: e.g. educating artists (KHIO) and keeping a cultural history archive (NLN). That is, organisations with 'management data' that are exceeded by 'field-data'.

That is, data related to budgets, plans and resource allocation *on the one hand*, and data records



Box 3—a geodesic grid of triangles can be used to project, index and refine the world map till it accommodates the [zetabytes](#) of information relative to the emergent cartography of the Earth. On the backdrop a digital rendering of B.M. Keilhau's drawing from his [mountain-trip](#) with his friend P.C.B. Boech (dated July 14th 1820). The triangles of the grid define at two levels: at the level of the projection and at the level of *usership* defined by: 1) the user location; 2) the screen; 3) archival storage.

resulting from the professional engagement with the fields the organisation is legally there to serve *on the other hand*: i.e. the *ordinal* bias of numbers in administrative circulation, vs. the *cardinal* bias of numbers from the field(s), in *counting what counts*. Polygon-models provide the occasion to chart the ordinal bias in counting what counts, in the 2D foldout mode. While the 3D allows to chart the emergent count discovered as the polygon is mounted and *make it count*.

Thus, it is possible to *integrate* the numbers that exceed organisational planning, into a *holistic process* which requires the back-and-forth between 2D and 3D views (and neither in isolation). The sum of the *elements* (2D) is not the same as the elements of the *sum* (3D). The difference is easy to visualise with the method of unfolded/enfolded polygons. [A difference that makes a difference.](#)