

FG
FG

A
Kitchen
Debate

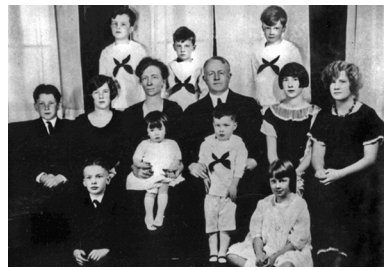
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In this project we decided to bring together two FGs—Frank Gilbreth and Félix Guattari.



The former was an American engineer who lived at the end of the nineteenth century and the turn of the twentieth (1868–1924), and the latter a psychotherapist and philosopher in the second half of the twentieth century (1930–1992).

Aside from their shared initials, both regularly worked as a duo. Although this is rare in the field of management—Frank Gilbreth worked with Lillian Gilbreth,¹ a doctor of psychology, industrial engineer, and mother of twelve children—, it is quite exceptional in the field of philosophy, as Félix Guattari co-authored many of his major works with the philosopher Gilles Deleuze.



1 Lillian Moller Gilbreth, *The Psychology of Management: The Function of the Mind in Determining, Teaching and Installing Methods of Least Waste*, Sturgis & Walton Company, New York, 1914.

2 Gilles Deleuze, *Foucault*, Minneapolis University of Minnesota Press, 1988, p.31.

Frank Gilbreth and Félix Guattari have a great deal in common, but they also have many divergences.

Firstly, their shared interest in organisation: in Frank Gilbreth's case 'scientific organisation' and in Guattari's political and revolutionary organisation.

This interest was reflected by their intensive use of diagrams. From the perspective that, precisely, the diagram according to Gilles Deleuze, 'is the map of relations between forces'.²

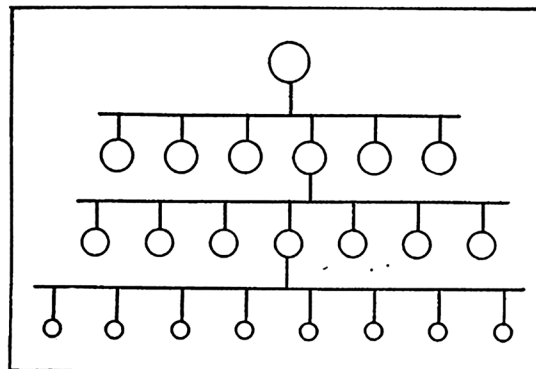


FIG. 2

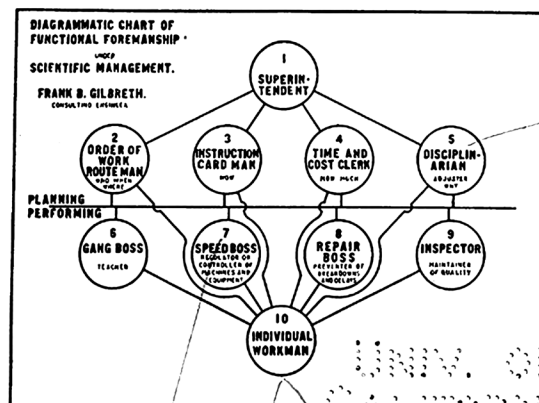
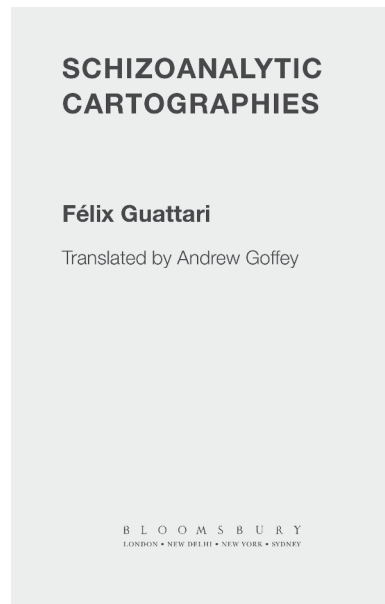
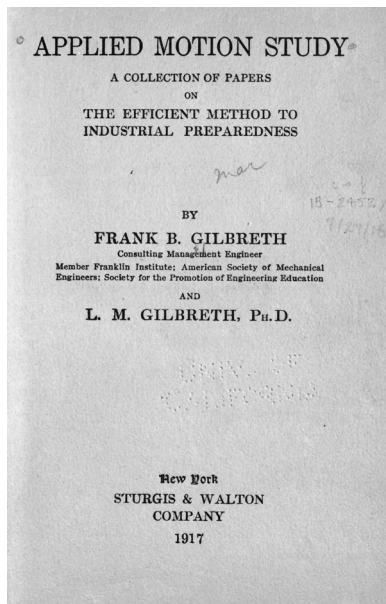


FIG. 3



The first two diagrams that we are presenting here are contained in Frank and Lillian Gilbreth's *Applied Motion Study*, published in 1917; they present respectively traditional management (fig.2) and scientific or functional management (fig.3).³

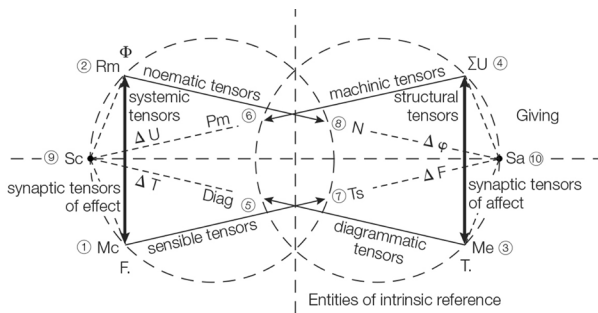
The preceding two diagrams are extracts from Félix Guattari's *Schizoanalytic Cartographies*: they represent the 'Map of entities and tensors' and the 'Intersection of the Given and the Giving'.⁴

In addition to this diagrammatic practice, Frank Gilbreth and Félix Guattari were both interested in grids.

Frank Gilbreth (whom we shall henceforth refer to as FG) did in fact design a system of writing in the space within an orthonormal grid.

3 And the authors continue: 'This can be done best by showing graphically two plans of management: the first of these (see Fig.2) represents what is variously known as military or traditional management [...] and has also been used many times in religious organisations and political organisations. [...] Fig.3 represents the lines of authority in functional or scientific management. Here the division is by functions, the first functional division being the separation of the planning from the performing', Frank B. & Lillian M. Gilbreth, *Applied Motion Study: A Collection of Papers on the Efficient Method to Industrial Preparedness*, Sturgis & Walton Company, New York, 1917, pp.22-23.

4 Félix Guattari, *Schizoanalytic Cartographies*, Bloomsbury, 2013, p.60.



- | | | |
|-----------------------------------|---------------------------------------|---------------------------------------|
| 1 Mc: matters of content |] entities of intrinsic reference |] codes and systems |
| 2 Rm: Machinic rhizomes | | |
| 3 Me: existential matrices |] entities of pragmatic manifestation |] ordination and structures |
| 4 ΣU: Constellations of Universes | | |
| 5 Diag: diagrams |] semiotic entities |] expression |
| 6 Pm: Machinic propositions | | |
| 7 Ts: sensible Territories |] entities of pragmatic manifestation |] content |
| 8 N: noema | | |
| 9 Se: synapses of effect |] entities of pragmatic manifestation |] entities of pragmatic manifestation |
| 10 Sa: synapses of affect | | |

FIGURE 2.4 Map of entities and tensors

existence of two domains of intrinsic reference, without immediate intersection, whose relations can only be mediated by tensors of discursivity or by Assemblage synapses. This argument can be stated thus: 'An intrinsic systemic Referent corresponds to the Given (Rsy); an intrinsic structural Referent corresponds to the Giving (Rst)' (Figure 2.5).

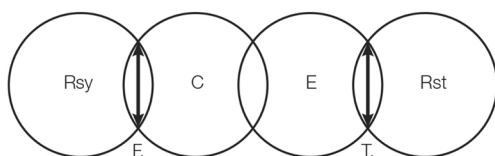
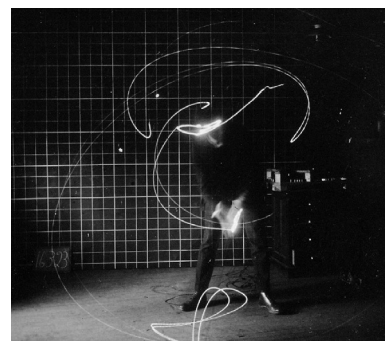


FIGURE 2.5 Intersection of the Given and the Giving



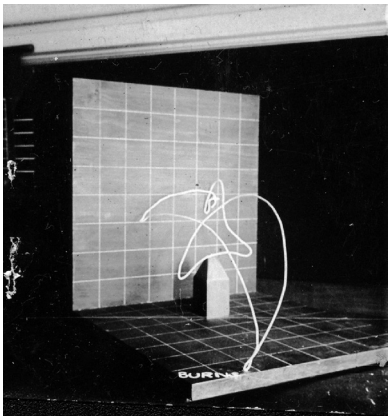
Here is the instrument for recording human movement, the cyclograph, a light ring placed on the participant's finger.



And two applications of this can be seen, in this instance with a typist, and here with a workman.



The curves of light produced via photography were then transcribed in 3D, represented with wire.



Obviously, the aim was to organise the production process, to increase productivity by eliminating unnecessary movements throughout—represented by the ‘knots’ on the diagram, which then have to be eliminated.



Félix Guattari (henceforth FG2) used grids in an entirely different way. FG1, as we have seen, was more interested in objectivity and seriality; in contrast, FG2 wished to increase the potential for action of subjectivity.

In the La Borde Clinic that he co-managed with the psychiatrist Jean Oury ‘to develop new forms of subjectivity’, FG2 invented ‘new organisational solutions’: ‘It was therefore necessary to introduce a system that one could describe as the disorder of the “normal” order of things; the system

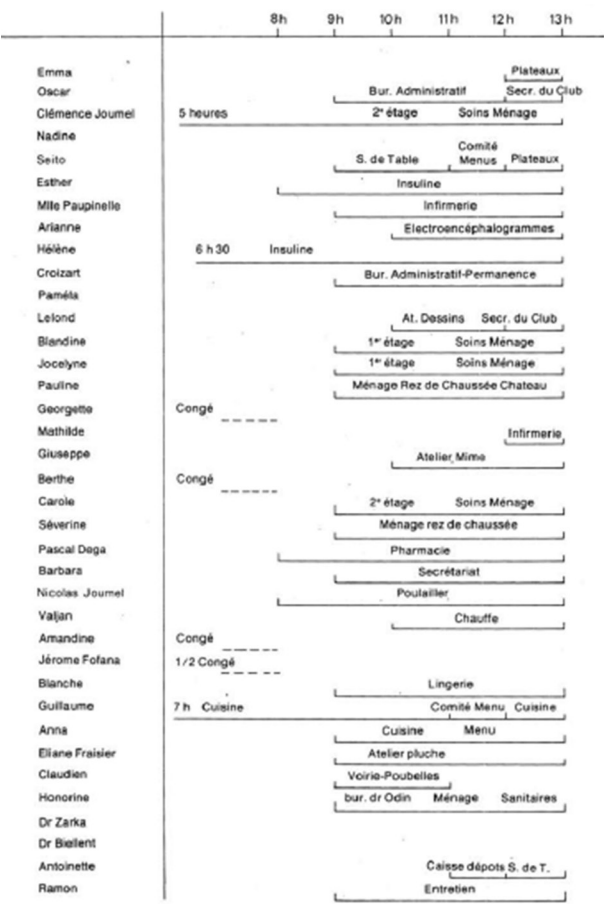


TABLEAU I SIMPLIFIÉ DES TACHES ET DES ACTIVITÉS
assumées par le personnel « roulant » pendant une semaine

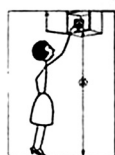
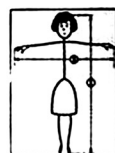
	Moniteurs	Libellé de la tâche	Points-valeur de la tâche	Points obtenus en une semaine
Tâches assumées par les « roulants » et comptant pour leurs points de roulement.	A	nuits 2 (2 fois par sem.)	8 pts × 2 =	16
	B	nuits 5	8 pts × 5 =	40
	C	cuisine	5 pts × 7 =	35
	D	vaisselle	5 pts × 7 =	35
	E	5 heures (1)	5 pts × 7 =	35
	F	repas salle à manger	2 pts × 7 =	14
	G	soins étage premier	5 pts × 7 =	35
	H	soins étage second	5 pts × 7 =	35
	I	ménage I	5 pts × 7 =	35
	J	ménage II	5 pts × 7 =	35

« Roulants » effectivement dans les roulements pendant la semaine considérée = 10 personnes.

Total des points de roulement pendant une semaine = 350 points.

Tâches et activités assumées par les « roulants » mais ne comptant pas pour leurs points de roulement.	L	pharmacie	
	M	insuline	
	N	lingerie	0
	O	aménagements	0
	P	litière	0
	Q	chauffe	0
	R	plateaux	0
	S	surveillance, plaque tournante, SCAJ	0
	T	club, caisse de dépôts	0
	U	ateliers de la serre	0
		(journal, dactylo, dessin, imprimerie)	0
	V	atelier du gd salon : couture, tapisserie	0
	W	ateliers poulailler, jardin, autres ateliers	0

(1) Service d'infirmier, commençant à 5 h et finissant à 13 h : préparation des godets de médicaments, recensement et préparation des traitements, réveils, etc.



DATA FOR A KITCHEN MADE TO MEASURE

NAME:

ADDRESS:

DATE:

1. Height..... inches.
2. Reach (The measurement from finger tip to finger tip.)..... inches.
3. Space needed to move about freely at each work place..... inches, based on
4. Hip measurement..... inches.
5. What is the highest shelf you can reach?..... inches.
6. Standing quite straight, with arms relaxed at sides, and elbows bent, move hands up and down till you find that particular horizontal plane which will be most comfortable as a work surface. How far is it from the floor?..... in. Its location is governed largely by
7. The distance from elbow to floor..... inches. and affected somewhat by
8. The length of your forearm..... inches.
9. Sitting on an ordinary kitchen chair find the distance from your elbow to floor..... inches. The difference between this measurement and the distance from your elbow to the floor when standing (see No. 7) should be added to
10. The present height of chair..... inches.

The Kitchen Planning Service of the Brooklyn Borough Gas Company, Coney Island, New York, will be glad to assist you in planning your kitchen, and will take these measurements for you, explaining how to apply them. If you want advice in the selection of proper equipment and choice of color scheme, they will be happy to aid you in this respect, as well.

BROOKLYN BOROUGH GAS COMPANY

May M. Sloan President



Félix Guattari devoted several pages to La Borde's kitchen in *Chaosmosis*, his last book⁶. In this work he designed the kitchen as 'a little opera scene'. And, indeed, 'while food is prepared in a kitchen, it is also a place for exchanging matter in flux, signage, and all kinds of performances'.



But we also need to open up our behaviors, attitudes, gestures, spirits, ideas...

known as "the grid", which consists of creating a flexible chart on which everyone changes their place depending on 1) regular tasks, 2) occasional tasks, and 3) "rotations", that is to say collective tasks that are not the specialisation of any particular personnel category.⁵ Further on, Guattari specifies: 'The aim of the grid is to make the organisation of labour adjustable, with subjective dimensions which could not exist in a rigid hierarchical system.'⁵

Lastly, one place was particularly significant for both the Gilbreths and Guattari—the kitchen.

Upon the death of Frank Gilbreth, for professional reasons relating to the division of work according to gender, Lillian Gilbreth recycled the expertise she had acquired in the industrial sphere and applied it to the domestic field of the kitchen.

The idea of efficiency, standardisation, and normalisation is clearly evident in this diagram of *The Kitchen Practical* (1929), which was also illustrated in various photographs.

However, that depends on the ‘degree of openness (coefficient of transversality) of the institution’, which will, or will not, make it a place in which there are ‘collective agents of unconscious enunciation’ (i.e. a ‘heterogeneous multiplicity’).

The final similarity between the two authors is that some of their children became writers.

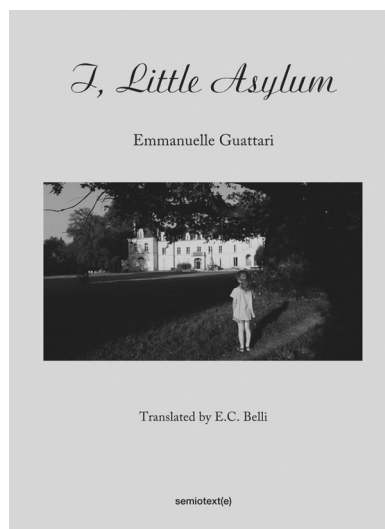
Frank B. Gilbreth Jr. and Ernestine Gilbreth Carey wrote one of the best-sellers in children’s literature, *Cheaper By the Dozen*,⁷ one of whose illustrations can be seen here (the Gilbreth family at the dinner table, with twelve children, is somewhat reminiscent of an industrial assembly line).



Emanuelle Guattari wrote *I, Little Asylum*,⁸ in which she describes her childhood in the La Borde Psychiatric Clinic.

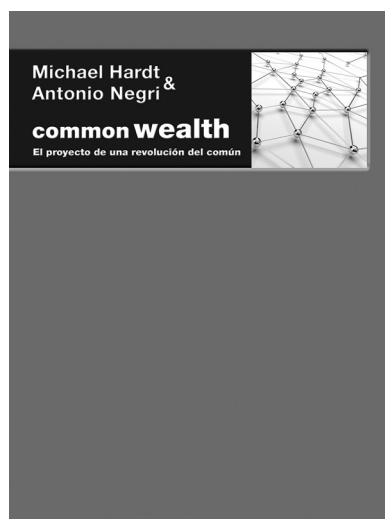
In this book she relates, in particular, several anecdotes relating to food and Félix Guattari’s domestic management of food.

Emmanuelle Guattari
La petite Borde



One of these stories is about her brother who was made to regularly eat lemon-flavoured yoghurts bought in packets of twelve by their father. Her younger brother’s only means of overcoming this imposition was to gradually empty the carton’s contents into a chest, until, of course, he was caught doing so.

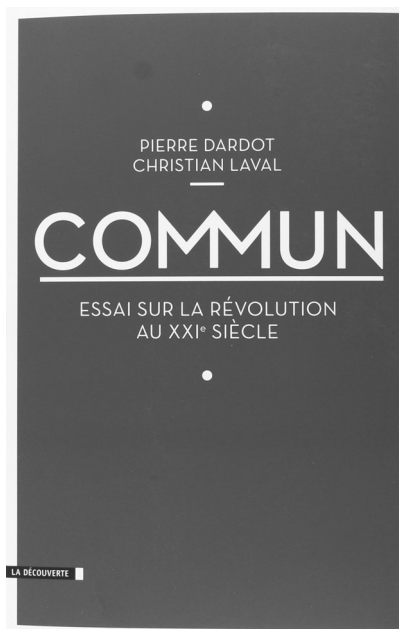
Following this overview, which could be termed *archeo-genealogical*, let us now move on to the relevance and, above all, the future of these questions. If we consider each of the various points that have been raised, let us say that with this project ‘FGFG—A Kitchen Debate’, we would like to tackle the question of duos—and we form one with the KVM—from the perspective of the notion of ‘common’. According to Pierre Dardot and Christian Laval, the organisational rules that have been established collectively are deemed to be common.⁹



7
Frank B. Gilbreth Jr. & Ernestine Gilbreth Carey, *Cheaper By the Dozen*, Grosset and Dunlap, 1948.

8
Emanuelle Guattari, *I, Little Asylum*, Semiotext(e), 2014.

9
‘Acting in common derives its strength from the practical commitment that links all those who have established the rules of their activity collectively’, Pierre Dardot and Christian Laval, *Commun — la révolution du XXI^e siècle*, Éditions de la Découverte, 2014/2015, p.580.



That is what we are striving to achieve with this theoretical and practical project: to collectively define, together with the participants in the various debates and dinners, the evolving management rules that we abide by.¹⁰

The question of a diagram, chart, and map... Again, the idea is to challenge an idea that is overly binary.



In place of the major, imperial cartography—which is synonymous with the historical Kitchen Debate, the Cold War, and the famous International Fair in Moscow in 1956, during which the superpowers of the time, the USA and the USSR, via their respective president, Nixon and Khrushchev, stood nose-to-nose in a ‘model’ American kitchen and compared the merits of their respective economic and political systems—, we will focus on other less prominent, post-colonial cartographies.

To avoid the inflexibility of national identities (French fries, Italian pasta, etc.), which represent any number of ongoing ‘imagined communities’,¹¹ we will focus on mixed and hybrid conceptions and practices (or even ‘fusions’, to use the language of cooking).

With regard to grids: avoiding the attribution of a status and a function, we will organise, via the development of a revolving grid, debates and dinners attesting to a non-gendered, racial-, or class-based division of labour.

The centrality of the kitchen...

This is clearly a case of ‘transversal praxis’,¹² or, as we like to refer to it, of ‘philoso-food’ (philosophy, cuisine, art-design, and politics).



10
What Hardt and Negri call the ‘organization of the intellectual labor of the multitude’: ‘The elements that determine the disequilibrium of capitalist command are insubordination, sabotage, industrial jacquerie, demands for basic income, the liberation and organization of the intellectual labor of the multitude, and so forth’, in Michael Hardt & Toni Negri, *Commonwealth*, Cambridge, Massachusetts, The Belknap Press of Harvard University Press, 2009, p.319.

11
Benedict Anderson, *Imagined Communities: Reflections on the Origin and Spread of Nationalism*, Verso, 1983.

12
To use the formula employed by Dardot and Laval to define ‘institutional psychotherapy’, as practised initially by François Tosquelles, and subsequently by Jean Oury and Félix Guattari (op. cit., pp.445-449). Dardot and Laval refer more generally to ‘conductive praxis’ (*praxis instituante*), pp.405-451. On the subject of transversality, read: Félix Guattari, ‘Transversality’, in *Psychoanalysis and Transversality: Texts and Interviews, 1955-1971*, Semiotext(e), 2015, pp.102-120.

In one of his influential essays, 'What is Enlightenment?' (1978), Michel Foucault made examining the present a key philosophical activity.¹³ According to the philosopher, the idea was to reflect on where we are today in order to embark on the construction of a different future.

The aim of this cycle of conference-performances entitled 'FGFG—A Kitchen Debate', is to work collectively to develop a new 'organisational ecology', for a future that has yet to be invented.¹⁴



13
Michel Foucault, 'What is Enlightenment?', in *The Foucault Reader*, P.Rabinow (ed.), New York, Pantheon Books, 1984, pp.32–50.

14
'An ecology of organisations means a pluralism of forces, able to positively feedback on their comparative strengths', Nick Srnicek & Alex Williams, *Inventing the Future: Post-Capitalism and a World Without Work*, Verso, 2015, p.163.

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Image cover:
Frank B. Gilbreth.
Cyclograph—Record of the Path of a Rapier Used by an Expert Fencer, 1914.

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