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La Jolla, California
26 February 1984

General Introduction

THIS ESSAY IS part of a continuing investigation of the ways in which users—commonly assumed to be passive and guided by established rules—operate. The point is not so much to discuss this elusive yet fundamental subject as to make such a discussion possible; that is, by means of inquiries and hypotheses, to indicate pathways for further research. This goal will be achieved if everyday practices, "ways of operating" or doing things, no longer appear as merely the obscure background of social activity, and if a body of theoretical questions, methods, categories, and perspectives, by penetrating this obscurity, make it possible to articulate them.

The examination of such practices does not imply a return to individuality. The social atomism which over the past three centuries has served as the historical axiom of social analysis posits an elementary unit—the individual—on the basis of which groups are supposed to be formed and to which they are supposed to be always reducible. This axiom, which has been challenged by more than a century of sociological, economic, anthropological, and psychoanalytic research, (although in history that is perhaps no argument) plays no part in this study. Analysis shows that a relation (always social) determines its terms, and not the reverse, and that each individual is a locus in which an incoherent (and often contradictory) plurality of such relational determinations interact. Moreover, the question at hand concerns modes of operation or schemata of action, and not directly the subjects (or persons) who are their authors or vehicles. It concerns an operational logic whose models may go as far back as the age-old ruses of fishes and insects that disguise or transform themselves in order to survive, and which has in any case been concealed by the form of rationality currently dominant in Western culture. The purpose of this work is to make explicit the systems of operational combination (*les combinatoires d'opérations*) which also compose a "culture," and to bring to light the models of action characteristic of users whose status as the dominated

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element in society (a status that does not mean that they are either passive or docile) is concealed by the euphemistic term "consumers." Everyday life invents itself by *poaching* in countless ways on the property of others.

1. Consumer production

Since this work grew out of studies of "popular culture" or marginal groups,[1] the investigation of everyday practices was first delimited negatively by the necessity of not locating cultural *difference* in groups associated with the "counter-culture"—groups that were already singled out, often privileged, and already partly absorbed into folklore—and that were no more than symptoms or indexes. Three further, positive determinations were particularly important in articulating our research.

Usage, or consumption

Many, often remarkable, works have sought to study the representations of a society, on the one hand, and its modes of behavior, on the other. Building on our knowledge of these social phenomena, it seems both possible and necessary to determine the *use* to which they are put by groups or individuals. For example, the analysis of the images broadcast by television (representation) and of the time spent watching television (behavior) should be complemented by a study of what the cultural consumer "makes" or "does" during this time and with these images. The same goes for the use of urban space, the products purchased in the supermarket, the stories and legends distributed by the newspapers, and so on.

The "making" in question is a production, a *poiēsis*[2]—but a hidden one, because it is scattered over areas defined and occupied by systems of "production" (television, urban development, commerce, etc.), and because the steadily increasing expansion of these systems no longer leaves "consumers" any *place* in which they can indicate what they *make* or *do* with the products of these systems. To a rationalized, expansionist and at the same time centralized, clamorous, and spectacular production corresponds *another* production, called "consumption." The latter is devious, it is dispersed, but it insinuates itself everywhere, silently and almost invisibly, because it does not manifest itself through its own

products, but rather through its *ways of using* the products imposed by a dominant economic order.

For instance, the ambiguity that subverted from within the Spanish colonizers' "success" in imposing their own culture on the indigenous Indians is well known. Submissive, and even consenting to their subjection, the Indians nevertheless often *made of* the rituals, representations, and laws imposed on them something quite different from what their conquerors had in mind; they subverted them not by rejecting or altering them, but by using them with respect to ends and references foreign to the system they had no choice but to accept. They were *other* within the very colonization that outwardly assimilated them; their use of the dominant social order deflected its power, which they lacked the means to challenge; they escaped it without leaving it. The strength of their difference lay in procedures of "consumption." To a lesser degree, a similar ambiguity creeps into our societies through the use made by the "common people" of the culture disseminated and imposed by the "elites" producing the language.

The presence and circulation of a representation (taught by preachers, educators, and popularizers as the key to socioeconomic advancement) tells us nothing about what it is for its users. We must first analyze its manipulation by users who are not its makers. Only then can we gauge the difference or similarity between the production of the image and the secondary production hidden in the process of its utilization.

Our investigation is concerned with this difference. It can use as its theoretical model the *construction* of individual sentences with an *established* vocabulary and syntax. In linguistics, "performance" and "competence" are different: the act of speaking (with all the enunciative strategies that implies) is not reducible to a knowledge of the language. By adopting the point of view of enunciation—which is the subject of our study—we privilege the act of speaking; according to that point of view, speaking operates within the field of a linguistic system; it effects an appropriation, or reappropriation, of language by its speakers; it establishes a *present* relative to a time and place; and it posits a *contract with the other* (the interlocutor) in a network of places and relations. These four characteristics of the speech act[3] can be found in many other practices (walking, cooking, etc.). An objective is at least adumbrated by this parallel, which is, as we shall see, only partly valid. Such an objective assumes that (like the Indians mentioned above) users make (*bricolent*)

innumerable and infinitesimal transformations of and within the dominant cultural economy in order to adapt it to their own interests and their own rules. We must determine the procedures, bases, effects, and possibilities of this collective activity.

The procedures of everyday creativity

A second orientation of our investigation can be explained by reference to Michel Foucault's *Discipline and Punish*. In this work, instead of analyzing the apparatus exercising power (i.e., the localizable, expansionist, repressive, and legal institutions), Foucault analyzes the mechanisms (*dispositifs*) that have sapped the strength of these institutions and surreptitiously reorganized the functioning of power: "miniscule" technical procedures acting on and with details, redistributing a discursive space in order to make it the means of a generalized "discipline" (*surveillance*).[4] This approach raises a new and different set of problems to be investigated. Once again, however, this "microphysics of power" privileges the productive apparatus (which produces the "discipline"), even though it discerns in "education" a system of "repression" and shows how, from the wings as it were, silent technologies determine or short-circuit institutional stage directions. If it is true that the grid of "discipline" is everywhere becoming clearer and more extensive, it is all the more urgent to discover how an entire society resists being reduced to it, what popular procedures (also "miniscule" and quotidian) manipulate the mechanisms of discipline and conform to them only in order to evade them, and finally, what "ways of operating" form the counterpart, on the consumer's (or "dominee's"?) side, of the mute processes that organize the establishment of socioeconomic order.

These "ways of operating" constitute the innumerable practices by means of which users reappropriate the space organized by techniques of sociocultural production. They pose questions at once analogous and contrary to those dealt with in Foucault's book: analogous, in that the goal is to perceive and analyze the microbe-like operations proliferating within technocratic structures and deflecting their functioning by means of a multitude of "tactics" articulated in the details of everyday life; contrary, in that the goal is not to make clearer how the violence of order is transmuted into a disciplinary technology, but rather to bring to light the clandestine forms taken by the dispersed, tactical, and makeshift creativity of groups or individuals already caught in the nets of

"discipline." Pushed to their ideal limits, these procedures and ruses of consumers compose the network of an antidiscipline[5] which is the subject of this book.

The formal structure of practice

It may be supposed that these operations—multiform and fragmentary, relative to situations and details, insinuated into and concealed within devices whose mode of usage they constitute, and thus lacking their own ideologies or institutions—conform to certain rules. In other words, there must be a logic of these practices. We are thus confronted once again by the ancient problem: What is an *art* or "way of making"? From the Greeks to Durkheim, a long tradition has sought to describe with precision the complex (and not at all simple or "impoverished") rules that could account for these operations.[6] From this point of view, "popular culture," as well as a whole literature called "popular,"[7] take on a different aspect: they present themselves essentially as "arts of making" this or that, i.e., as combinatory or utilizing modes of consumption. These practices bring into play a "popular" *ratio*, a way of thinking invested in a way of acting, an art of combination which cannot be dissociated from an art of using.

In order to grasp the formal structure of these practices, I have carried out two sorts of investigations. The first, more descriptive in nature, has concerned certain ways of making that were selected according to their value for the strategy of the analysis, and with a view to obtaining fairly differentiated variants: readers' practices, practices related to urban spaces, utilizations of everyday rituals, re-uses and functions of the memory through the "authorities" that make possible (or permit) everyday practices, etc. In addition, two related investigations have tried to trace the intricate forms of the operations proper to the recompositon of a space (the Croix-Rousse quarter in Lyons) by familial practices, on the one hand, and on the other, to the tactics of the art of cooking, which simultaneously organizes a network of relations, poetic ways of "making do" (*bricolage*), and a re-use of marketing structures.[8]

The second series of investigations has concerned the scientific literature that might furnish hypotheses allowing the logic of unselfconscious thought to be taken seriously. Three areas are of special interest. First, sociologists, anthropologists, and indeed historians (from E. Goffman to P. Bourdieu, from Mauss to M. Détienne, from J. Boissevain to E. O.

Laumann) have elaborated a theory of such practices, mixtures of rituals and makeshifts (*bricolages*), manipulations of spaces, operators of networks.[9] Second, in the wake of J. Fishman's work, the ethnomethodological and sociolinguistic investigations of H. Garfinkel, W. Labov, H. Sachs, E. A. Schegloff, and others have described the procedures of everyday interactions relative to structures of expectation, negotiation, and improvisation proper to ordinary language.[10]

Finally, in addition to the semiotics and philosophies of "convention" (from O. Ducrot to D. Lewis),[11] we must look into the ponderous formal logics and their extension, in the field of analytical philosophy, into the domains of action (G. H. von Wright, A. C. Danto, R. J. Bernstein),[12] time (A. N. Prior, N. Rescher and J. Urquhart),[13] and modalisation (G. E. Hughes and M. J. Cresswell, A. R. White).[14] These extensions yield a weighty apparatus seeking to grasp the delicate layering and plasticity of ordinary language, with its almost orchestral combinations of logical elements (temporalization, modalization, injunctions, predicates of action, etc.) whose dominants are determined in turn by circumstances and conjunctural demands. An investigation analogous to Chomsky's study of the oral uses of language must seek to restore to everyday practices their logical and cultural legitimacy, at least in the sectors—still very limited—in which we have at our disposal the instruments necessary to account for them.[15] This kind of research is complicated by the fact that these practices themselves alternately exacerbate and disrupt our logics. Its regrets are like those of the poet, and like him, it struggles against oblivion: "And I forgot the element of chance introduced by circumstances, calm or haste, sun or cold, dawn or dusk, the taste of strawberries or abandonment, the half-understood message, the front page of newspapers, the voice on the telephone, the most anodyne conversation, the most anonymous man or woman, everything that speaks, makes noise, passes by, touches us lightly, meets us head on."[16]

The marginality of a majority

These three determinations make possible an exploration of the cultural field, an exploration defined by an investigative problematics and punctuated by more detailed inquiries located by reference to hypotheses that remain to be verified. Such an exploration will seek to situate the types of *operations* characterizing consumption in the framework of an economy, and to discern in these practices of appropriation indexes of the

creativity that flourishes at the very point where practice ceases to have its own language.

Marginality is today no longer limited to minority groups, but is rather massive and pervasive; this cultural activity of the non-producers of culture, an activity that is unsigned, unreadable, and unsymbolized, remains the only one possible for all those who nevertheless buy and pay for the showy products through which a productivist economy articulates itself. Marginality is becoming universal. A marginal group has now become a silent majority.

That does not mean the group is homogeneous. The procedures allowing the re-use of products are linked together in a kind of obligatory language, and their functioning is related to social situations and power relationships. Confronted by images on television, the immigrant worker does not have the same critical or creative elbow-room as the average citizen. On the same terrain, his inferior access to information, financial means, and compensations of all kinds elicits an increased deviousness, fantasy, or laughter. Similar strategic deployments, when acting on different relationships of force, do not produce identical effects. Hence the necessity of differentiating both the "actions" or "engagements" (in the military sense) that the system of products effects within the consumer grid, *and* the various kinds of room to maneuver left for consumers by the situations in which they exercise their "art."

The relation of procedures to the fields of force in which they act must therefore lead to a *polemological* analysis of culture. Like law (one of its models), culture articulates conflicts and alternately legitimizes, displaces, or controls the superior force. It develops in an atmosphere of tensions, and often of violence, for which it provides symbolic balances, contracts of compatibility and compromises, all more or less temporary. The tactics of consumption, the ingenious ways in which the weak make use of the strong, thus lend a political dimension to everyday practices.

2. *The tactics of practice*

In the course of our research, the scheme, rather too neatly dichotomized, of the relations between consumers and the mechanisms of production has been diversified in relation to three kinds of concerns: the search for a problematics that could articulate the material collected; the description of a limited number of practices (reading, talking, walking, dwelling, cooking, etc.) considered to be particularly significant; and the extension of the analysis of these everyday operations to scientific fields

apparently governed by another kind of logic. Through the presentation of our investigation along these three lines, the overly schematic character of the general statement can be somewhat nuanced.

Trajectories, tactics, and rhetorics

As unrecognized producers, poets of their own acts, silent discoverers of their own paths in the jungle of functionalist rationality, consumers produce through their signifying practices something that might be considered similar to the "wandering lines" ("*lignes d'erre*") drawn by the autistic children studied by F. Deligny (17): "indirect" or "errant" trajectories obeying their own logic. In the technocratically constructed, written, and functionalized space in which the consumers move about, their trajectories form unforeseeable sentences, partly unreadable paths across a space. Although they are composed with the vocabularies of established languages (those of television, newspapers, supermarkets, or museum sequences) and although they remain subordinated to the prescribed syntactical forms (temporal modes of schedules, paradigmatic orders of spaces, etc.), the trajectories trace out the ruses of other interests and desires that are neither determined nor captured by the systems in which they develop.[18]

Even statistical investigation remains virtually ignorant of these trajectories, since it is satisfied with classifying, calculating, and putting into tables the "lexical" units which compose them but to which they cannot be reduced, and with doing this in reference to its own categories and taxonomies. Statistical investigation grasps the material of these practices, but not their *form*; it determines the elements used, but not the "phrasing" produced by the *bricolage* (the artisan-like inventiveness) and the discursiveness that combine these elements, which are all in general circulation and rather drab. Statistical inquiry, in breaking down these "efficacious meanderings" into units that it defines itself, in reorganizing the results of its analyses according to its own codes, "finds" only the homogenous. The power of its calculations lies in its ability to divide, but it is precisely through this ana-lytic fragmentation that it loses sight of what it claims to seek and to represent.[19]

"Trajectory" suggests a movement, but it also involves a plane projection, a flattenîng out. It is a transcription. A graph (which the eye can master) is substituted for an operation; a line which can be reversed (i.e., read in both directions) does duty for an irreversible temporal series, a

tracing for acts. To avoid this reduction, I resort to a distinction between *tactics* and *strategies*.

I call a "strategy" the calculus of force-relationships which becomes possible when a subject of will and power (a proprietor, an enterprise, a city, a scientific institution) can be isolated from an "environment." A strategy assumes a place that can be circumscribed as *proper* (*propre*) and thus serve as the basis for generating relations with an exterior distinct from it (competitors, adversaries, "clientèles," "targets," or "objects" of research). Political, economic, and scientific rationality has been constructed on this strategic model.

I call a "tactic," on the other hand, a calculus which cannot count on a "proper" (a spatial or institutional localization), nor thus on a borderline distinguishing the other as a visible totality. The place of a tactic belongs to the other.[20] A tactic insinuates itself into the other's place, fragmentarily, without taking it over in its entirety, without being able to keep it at a distance. It has at its disposal no base where it can capitalize on its advantages, prepare its expansions, and secure independence with respect to circumstances. The "proper" is a victory of space over time. On the contrary, because it does not have a place, a tactic depends on time—it is always on the watch for opportunities that must be seized "on the wing." Whatever it wins, it does not keep. It must constantly manipulate events in order to turn them into "opportunities." The weak must continually turn to their own ends forces alien to them. This is achieved in the propitious moments when they are able to combine heterogeneous elements (thus, in the supermarket, the housewife confronts heterogeneous and mobile data—what she has in the refrigerator, the tastes, appetites, and moods of her guests, the best buys and their possible combinations with what she already has on hand at home, etc.); the intellectual synthesis of these given elements takes the form, however, not of a discourse, but of the decision itself, the act and manner in which the opportunity is "seized."

Many everyday practices (talking, reading, moving about, shopping, cooking, etc.) are tactical in character. And so are, more generally, many "ways of operating": victories of the "weak" over the "strong" (whether the strength be that of powerful people or the violence of things or of an imposed order, etc.), clever tricks, knowing how to get away with things, "hunter's cunning," maneuvers, polymorphic simulations, joyful discoveries, poetic as well as warlike. The Greeks called these "ways of operating" *mētis*.[21] But they go much further back, to the immemorial

intelligence displayed in the tricks and imitations of plants and fishes. From the depths of the ocean to the streets of modern megalopolises, there is a continuity and permanence in these tactics.

In our societies, as local stabilities break down, it is as if, no longer fixed by a circumscribed community, tactics wander out of orbit, making consumers into immigrants in a system too vast to be their own, too tightly woven for them to escape from it. But these tactics introduce a Brownian movement into the system. They also show the extent to which intelligence is inseparable from the everyday struggles and pleasures that it articulates. Strategies, in contrast, conceal beneath objective calculations their connection with the power that sustains them from within the stronghold of its own "proper" place or institution.

The discipline of rhetoric offers models for differentiating among the types of tactics. This is not surprising, since, on the one hand, it describes the "turns" or tropes of which language can be both the site and the object, and, on the other hand, these manipulations are related to the ways of changing (seducing, persuading, making use of) the will of another (the audience).[22] For these two reasons, rhetoric, the science of the "ways of speaking," offers an array of figure-types for the analysis of everyday ways of acting even though such analysis is in theory excluded from scientific discourse. Two logics of action (the one tactical, the other strategic) arise from these two facets of practicing language. In the space of a language (as in that of games), a society makes more explicit the formal rules of action and the operations that differentiate them.

In the enormous rhetorical corpus devoted to the art of speaking or operating, the Sophists have a privileged place, from the point of view of tactics. Their principle was, according to the Greek rhetorician Corax, to make the weaker position seem the stronger, and they claimed to have the power of turning the tables on the powerful by the way in which they made use of the opportunities offered by the particular situation.[23] Moreover, their theories inscribe tactics in a long tradition of reflection on the relationships between reason and particular actions and situations. Passing by way of *The Art of War* by the Chinese author Sun Tzu[24] or the Arabic anthology, *The Book of Tricks*,[25] this tradition of a logic articulated on situations and the will of others continues into contemporary sociolinguistics.

Reading, talking, dwelling, cooking, etc.

To describe these everyday practices that produce without capitalizing, that is, without taking control over time, one starting point seemed

inevitable because it is the "exorbitant" focus of contemporary culture and its consumption: *reading*. From TV to newspapers, from advertising to all sorts of mercantile epiphanies, our society is characterized by a cancerous growth of vision, measuring everything by its ability to show or be shown and transmuting communication into a visual journey. It is a sort of *epic* of the eye and of the impulse to read. The economy itself, transformed into a "semeiocracy" (26), encourages a hypertrophic development of reading. Thus, for the binary set production-consumption, one would substitute its more general equivalent: writing-reading. Reading (an image or a text), moreover, seems to constitute the maximal development of the passivity assumed to characterize the consumer, who is conceived of as a voyeur (whether troglodytic or itinerant) in a "show biz society."[27]

In reality, the activity of reading has on the contrary all the characteristics of a silent production: the drift across the page, the metamorphosis of the text effected by the wandering eyes of the reader, the improvisation and expectation of meanings inferred from a few words, leaps over written spaces in an ephemeral dance. But since he is incapable of stockpiling (unless he writes or records), the reader cannot protect himself against the erosion of time (while reading, he forgets himself and he forgets what he has read) unless he buys the object (book, image) which is no more than a substitute (the spoor or promise) of moments "lost" in reading. He insinuates into another person's text the ruses of pleasure and appropriation: he poaches on it, is transported into it, pluralizes himself in it like the internal rumblings of one's body. Ruse, metaphor, arrangement, this production is also an "invention" of the memory. Words become the outlet or product of silent histories. The readable transforms itself into the memorable: Barthes reads Proust in Stendhal's text;[28] the viewer reads the landscape of his childhood in the evening news. The thin film of writing becomes a movement of strata, a play of spaces. A different world (the reader's) slips into the author's place.

This mutation makes the text habitable, like a rented apartment. It transforms another person's property into a space borrowed for a moment by a transient. Renters make comparable changes in an apartment they furnish with their acts and memories; as do speakers, in the language into which they insert both the messages of their native tongue and, through their accent, through their own "turns of phrase," etc., their own history; as do pedestrians, in the streets they fill with the forests of their desires and goals. In the same way the users of social

codes turn them into metaphors and ellipses of their own quests. The ruling order serves as a support for innumerable productive activities, while at the same time blinding its proprietors to this creativity (like those "bosses" who simply *can't* see what is being created within their own enterprises).[29] Carried to its limit, this order would be the equivalent of the rules of meter and rhyme for poets of earlier times: a body of constraints stimulating new discoveries, a set of rules with which improvisation plays.

Reading thus introduces an "art" which is anything but passive. It resembles rather that art whose theory was developed by medieval poets and romancers: an innovation infiltrated into the text and even into the terms of a tradition. Imbricated within the strategies of modernity (which identify creation with the invention of a personal language, whether cultural or scientific), the procedures of contemporary consumption appear to constitute a subtle art of "renters" who know how to insinuate their countless differences into the dominant text. In the Middle Ages, the text was framed by the four, or seven, interpretations of which it was held to be susceptible. And it was a book. Today, this text no longer comes from a tradition. It is imposed by the generation of a productivist technocracy. It is no longer a referential book, but a whole society made into a book, into the writing of the anonymous law of production.

It is useful to compare other arts with this art of readers. For example, the art of conversationalists: the rhetoric of ordinary conversation consists of practices which transform "speech situations," verbal productions in which the interlacing of speaking positions weaves an oral fabric without individual owners, creations of a communication that belongs to no one. Conversation is a provisional and collective effect of competence in the art of manipulating "commonplaces" and the inevitability of events in such a way as to make them "habitable."[30]

But our research has concentrated above all on the uses of space,[31] on the ways of frequenting or dwelling in a place, on the complex processes of the art of cooking, and on the many ways of establishing a kind of reliability within the situations imposed on an individual, that is, of making it possible to live in them by reintroducing into them the plural mobility of goals and desires—an art of manipulating and enjoying.[32]

Extensions: prospects and politics

The analysis of these tactics was extended to two areas marked out for study, although our approach to them changed as the research

proceeded: the first concerns prospects, or futurology, and the second, the individual subject in political life.

The "scientific" character of futurology poses a problem from the very start. If the objective of such research is ultimately to establish the intelligibility of present reality, and its rules as they reflect a concern for coherence, we must recognize, on the one hand, the nonfunctional status of an increasing number of concepts, and on the other, the inadequacy of procedures for thinking about, in our case, space. Chosen here as an object of study, space is not really accessible through the usual political and economic determinations; besides, futurology provides no theory of space.[33] The metaphorization of the concepts employed, the gap between the atomization characteristic of research and the generalization required in reporting it, etc., suggest that we take as a definition of futurological discourse the "simulation" that characterizes its method.

Thus in futurology we must consider: (1) the relations between a certain kind of *rationality* and an imagination (which is in discourse the mark of the locus of its production); (2) the difference between, on the one hand, the tentative moves, pragmatic ruses, and successive *tactics* that mark the stages of practical investigation and, on the other hand, the *strategic* representations offered to the public as the product of these operations.[34]

In current discussions, one can discern the surreptitious return of a rhetoric that metaphorizes the fields "proper" to scientific analysis, while, in research laboratories, one finds an increasing distance between actual everyday practices (practices of the same order as the art of cooking) and the "scenarios" that punctuate with utopian images the hum of operations in every laboratory: on the one hand, mixtures of science and fiction; on the other, a disparity between the spectacle of overall strategies and the opaque reality of local tactics. We are thus led to inquire into the "underside" of scientific activity and to ask whether it does not function as a collage—juxtaposing, but linking less and less effectively, the theoretical ambitions of the discourse with the stubborn persistence of ancient tricks in the everyday work of agencies and laboratories. In any event, this split structure, observable in so many administrations and companies, requires us to rethink all the tactics which have so far been neglected by the epistemology of science.

The question bears on more than the procedures of production: in a different form, it concerns as well the *status of the individual* in technical systems, since the involvement of the subject diminishes in proportion to the technocratic expansion of these systems. Increasingly

constrained, yet less and less concerned with these vast frameworks, the individual detaches himself from them without being able to escape them and can henceforth only try to outwit them, to pull tricks on them, to rediscover, within an electronicized and computerized megalopolis, the "art" of the hunters and rural folk of earlier days. The fragmentation of the social fabric today lends a *political* dimension to the problem of the subject. In support of this claim can be adduced the symptoms represented by individual conflicts and local operations, and even by ecological organizations, though these are preoccupied primarily with the effort to control relations with the environment collectively. These ways of reappropriating the product-system, ways created by consumers, have as their goal a *therapeutics for deteriorating social relations* and make use of techniques of re-employment in which we can recognize the procedures of everyday practices. A politics of such ploys should be developed. In the perspective opened up by Freud's *Civilization and Its Discontents*, such a politics should also inquire into the public ("democratic") image of the microscopic, multiform, and innumerable connections between *manipulating* and *enjoying*, the fleeting and massive reality of a social activity at play with the order that contains it.

Witold Gombrowicz, an acute visionary, gave this politics its hero—the anti-hero who haunts our research—when he gave a voice to the small-time official (Musil's "man without qualities" or that ordinary man to whom Freud dedicated *Civilization and Its Discontents*) whose refrain is "When one does not have what one wants, one must want what one has": "I have had, you see, to resort more and more to very small, almost invisible pleasures, little extras. . . . You've no idea how great one becomes with these little details, it's incredible how one grows."[35]

Part I
A Very Ordinary Culture

Chapter I A Common Place: Ordinary Language

THE EROSION AND DENIGRATION of the singular or the extraordinary was announced by *The Man Without Qualities*: "Perhaps it is precisely the petit-bourgeois who has the presentiment of the dawn of a new heroism, a heroism both enormous and collective, on the model of ants."[1] And indeed, the advent of this anthill society began with the masses, who were the first to be subjected to the framework of levelling rationalities. The tide rose. Next it reached the managers who were in charge of the apparatus, managers and technicians absorbed into the system they administered; and finally it invaded the liberal professions that thought themselves protected against it, including even men of letters and artists. The tide tumbles and disperses in its waters works formerly isolated but today transformed into drops of water in the sea, or into metaphors of a linguistic dissemination which no longer has an author but becomes the discourse or indefinite citation of the other.

"Everyman" and "nobody"

There are, of course, antecedents, but they are organized by a community in "common" madness and death, and not yet by the levelling of a technical rationality. Thus at the dawn of the modern age, in the sixteenth century, the ordinary man appears with the insignia of a general misfortune of which he makes sport. As he appears in an ironical literature proper to the northern countries and already democratic in inspiration, he has "embarked" in the crowded human ship of fools and mortals,