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*An operational construction of the sum of two non-commuting observables in quantum theory and related constructions*

The existence of a real linear-space structure on the set of observables of a quantum system i.e., the requirement that the linear combination of two generally non-commuting observables  $A, B$  is an observable as well is a fundamental postulate of the quantum theory yet before introducing any structure of algebra. However, it is by no means clear how to choose the measuring instrument of the composed observable  $aA + bB$  ( $a, b \in \mathcal{R}$ ) if such measuring instruments are given for the addends observables  $A$  and  $B$  when they are incompatible observables. A mathematical version of this dilemma is how to construct the spectral measure of  $f(aA + bB)$  out of the spectral measures of  $A$  and  $B$ . We present such a construction with a formula which is valid for generally unbounded selfadjoint operators  $A$  and  $B$ , whose spectral measures may not commute, and a wide class of functions  $f : \mathcal{R} \rightarrow \mathcal{C}$ . We prove that, in the bounded case the Jordan product of  $A$  and  $B$  can be constructed with the same procedure out of the spectral measures of  $A$  and  $B$ . The formula turns out to have an interesting operational interpretation and, in particular cases, a nice interplay with the theory of Feynman path integration and the Feynman-Kac formula.

Based on arXiv:1909.10974, joint work with N. Drago and S. Mazzucchi.