THUS, I CAME TO THE CONCLUSION THAT THE DESIGNER OF A NEW SYSTEM MUST NOT ONLY BE THE IMPLEMENTER AND FIRST LARGE~SCALE USER; THE DESIGNER SHOULD ALSO WRITE THE FIRST USER MANUAL.

THE SEPARATION OF ANY OF THESE FOUR COMPONENTS WOULD HAVE HURT TEX SIGNIFICANTLY. IT I HAD NOT PARTICIPATED FULLY IN ALL THESE ACTIVITIES, LITERALLY HUNDREDS OF IMPROVEMENTS WOULD NEVER HAVE BEEN MADE, BECAUSE I WOULD NEVER HAVE THOUGHT OF THEM OR PERCEIVED WHY THEY WERE IMPORTANT.

BUT A SYSTEM CANNOT BE SUCCESSFUL IF IT IS TOO STRONGLY INFLUENCED BY A SINGLE PERSON. ONCE THE INITIAL DESIGN IS COMPLETE AND FAIRLY ROBUST, THE REAL TEST BEGINS AS PEOPLE WITH MANY DIFFERENT VIEWPOINTS UNDERTAKE THEIR OWN EXPERIMENTS.

Thus, I came to the conclusion that the designer of a new system must not only be the implemented and first large-scale user; the designer should also write the first user manual.

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The separation of any of these four components would have hurt Tex significantly. If I had not participated fully in all these activities, literally hundreds of improvements would never have deen made, because I would never have thought of them or perceived why they were important.

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But a system cannot be successpul if it is too strongly influenced by a single Person. Orce the initial design is complete and fairly robust, the real test begins as people with many different viewpoints undertake their own experiments.