More precisely, after permuting row k and row i (the pivoting step), if the entries in column k below row k are  $\alpha_{k+1k}, \ldots, \alpha_{nk}$ , then we add  $-\alpha_{jk}/\pi_k$  times row k to row j; this process is illustrated below:

$$\begin{pmatrix} a_{kk}^{(k)} \\ a_{k+1k}^{(k)} \\ \vdots \\ a_{ik}^{(k)} \\ \vdots \\ a_{nk}^{(k)} \end{pmatrix} \xrightarrow{\text{pivot}} \begin{pmatrix} a_{ik}^{(k)} \\ a_{k+1k}^{(k)} \\ \vdots \\ a_{kk}^{(k)} \\ \vdots \\ a_{nk}^{(k)} \end{pmatrix} = \begin{pmatrix} \pi_k \\ \alpha_{k+1k} \\ \vdots \\ \alpha_{ik} \\ \vdots \\ \alpha_{nk} \end{pmatrix} \xrightarrow{\text{elim}} \begin{pmatrix} \pi_k \\ \mathbf{0} \\ \vdots \\ \mathbf{0} \\ \vdots \\ \mathbf{0} \end{pmatrix}.$$

Then if we write  $\ell_{jk} = \alpha_{jk}/\pi_k$  for  $j = k + 1, \dots, n$ , the kth column of L is

$$\begin{pmatrix} 0 \\ \vdots \\ 0 \\ 1 \\ \ell_{k+1k} \\ \vdots \\ \ell_{nk} \end{pmatrix}.$$

Observe that the signs of the multipliers  $-\alpha_{jk}/\pi_k$  have been flipped. Thus, we obtain the unit lower triangular matrix

$$L = \begin{pmatrix} 1 & 0 & 0 & \cdots & 0 \\ \ell_{21} & 1 & 0 & \cdots & 0 \\ \ell_{31} & \ell_{32} & 1 & \cdots & 0 \\ \vdots & \vdots & \vdots & \ddots & 0 \\ \ell_{n1} & \ell_{n2} & \ell_{n3} & \cdots & 1 \end{pmatrix}.$$

It is easy to see (and this is proven in Theorem 8.5) that if the result of Gaussian elimination (without pivoting) is  $U = E_{n-1} \cdots E_1 A$ , so that  $L = E_1^{-1} E_2^{-1} \cdots E_{n-1}^{-1}$ , then

$$E_{k} = \begin{pmatrix} 1 & \cdots & 0 & 0 & \cdots & 0 \\ \vdots & \ddots & \vdots & \vdots & \vdots & \vdots \\ 0 & \cdots & 1 & 0 & \cdots & 0 \\ 0 & \cdots & -\ell_{k+1k} & 1 & \cdots & 0 \\ \vdots & \vdots & \vdots & \vdots & \ddots & \vdots \\ 0 & \cdots & -\ell_{nk} & 0 & \cdots & 1 \end{pmatrix} \quad \text{and} \quad E_{k}^{-1} = \begin{pmatrix} 1 & \cdots & 0 & 0 & \cdots & 0 \\ \vdots & \ddots & \vdots & \vdots & \vdots & \vdots & \vdots \\ 0 & \cdots & 1 & 0 & \cdots & 0 \\ 0 & \cdots & \ell_{k+1k} & 1 & \cdots & 0 \\ \vdots & \vdots & \vdots & \vdots & \ddots & \vdots \\ 0 & \cdots & \ell_{nk} & 0 & \cdots & 1 \end{pmatrix},$$

so the kth column of  $E_k^{-1}$  is the kth column of L.