Thus, I came to the conclusion that the Thus, I came to the conclusion that the designer of a new system must not only designer of a new system must not only be the implementer and first large-scale be the implementer and first large-scale 3 user; the designer should also write the user; the designer should also write the first user manual. first user manual. The separation of any of these four com-The separation of any of these four components would have hurt TFX significantly. ponents would have hurt TFX significantly. 7 If I had not participated fully in all these If I had not participated fully in all these 8 activities, literally hundreds of improveactivities, literally hundreds of improvements would never have been made, bements would never have been made, because I would never have thought of them cause I would never have thought of them 11 or perceived why they were important. or perceived why they were important. 12 But a system cannot be successful if it is But a system cannot be successful if it is 13 too strongly influenced by a single pertoo strongly influenced by a single per-14 son. Once the initial design is complete son. Once the initial design is complete 15 and fairly robust, the real test begins as and fairly robust, the real test begins as 16 people with many different viewpoints people with many different viewpoints 17 undertake their own experiments. undertake their own experiments. _ 30 38 _ 39 40