

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 T<sub>E</sub>X SIGNIFICANTLY. IF 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.