

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.

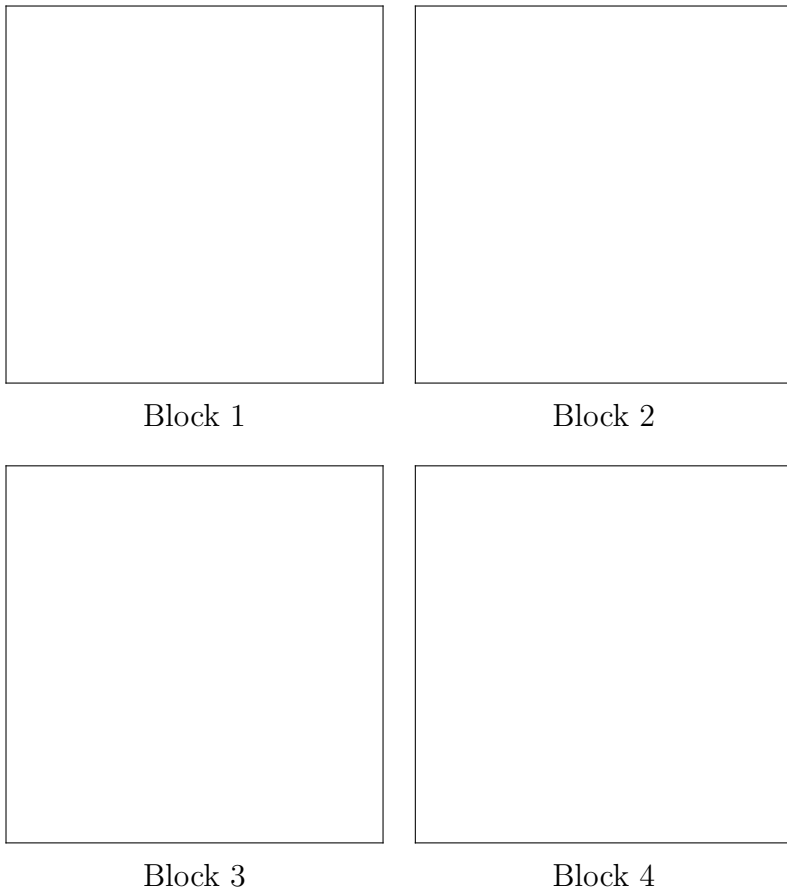
The separation of any of these four components would have hurt T<sub>E</sub>X significantly. If I had not participated fully in all these activities, literally hundreds of improvements would never have been made, because I would never have thought of them or perceived why they were important.

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.

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.



**Figure 1** Four blocks