

We thrive in information–thick worlds because of our marvelous and everyday capacity to select, edit, single out, structure, highlight, group, pair, merge, harmonize, synthesize, focus, organize, condense, reduce, boil down, choose, categorize, catalog, classify, list, abstract, scan, look into, idealize, isolate, discriminate, distinguish, screen, pigeonhole, pick over, sort, integrate, blend, inspect, filter, lump, skip, smooth, chunk, average, approximate, cluster, aggregate, outline, summarize, itemize, review, dip into, flip through, browse, glance into, leaf through, skim, refine, enumerate, glean, synopsise, winnow the wheat from the chaff and separate the sheep from the goats.

(.max = 60 .step = 1.0pt .hsize = 426.78743pt .used = 325.78743pt.)

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(.max = 40 .step = 1.0pt .hsize = 426.78743pt .used = 220.78743pt.)

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(.max = 40 .step = 1.0pt .hsize = 426.78743pt .used = 238.78743pt.)

- The Earth, as a habitat for animal life, is in old age and has a fatal illness. Several, in fact. It would be happening whether humans had ever

evolved or not. But our presence is like the effect of an old-age patient who smokes many packs of cigarettes per day—and we humans are the cigarettes.

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test We thrive in information–
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(.max. = 40 .step = 1.0pt .hsize = 426.78743pt .used = 212.78743pt.)

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_EX 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.

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● **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_EX 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.

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