

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.

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 ro-

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