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 TEX 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.