

**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, pigeon-hole, 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, synopsisize, winnow the wheat from the chaff and separate the sheep from the goats.

**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  $\text{\TeX}$  significantly. If I had not participated fully in all these activities, literally hun-

dreds 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.

**Imagine trying** to live in a world dominated by dihydrogen oxide, a compound that has no taste or smell and is so viable in its properties that it is generally benign but at other times swiftly lethal. Depending on its state, it can scald you or freeze you. In the presence of certain organic molecules it can form carbonic acids so nasty that they can strip the leaves from trees and eat the faces off statuary. In bulk, when agitated, it can strike with a fury that no human edifice could withstand. Even for those who have learned to live with it, it is often murderous substance. We call it water.

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