
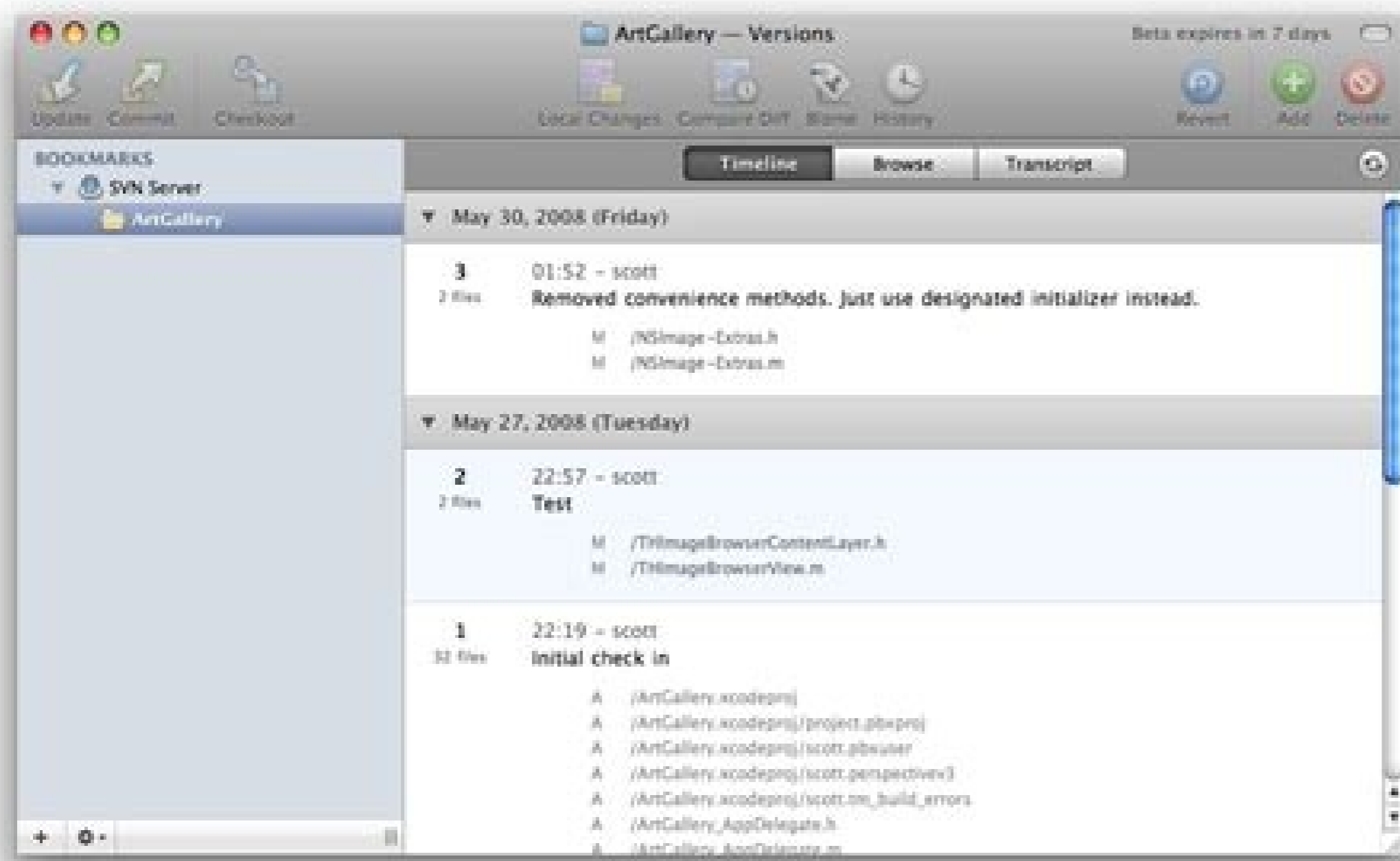


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BYTE Interview

eign alphabets for international correspondence, mathematical symbols, and other special characters. So there were some trade-offs. We didn't want to just keep jamming two of every key on the keyboard, so we decided what the priorities were and ended up being fairly close to the industry standard. We have one Apple key, one Enter key, and two Option keys.  
**BYTE: The user-interface design seems to have been difficult.**  
**Tesler:** That was the hard thing that affected the most people. A lot of software and hardware engineering issues were very difficult, but they affected only a few people. Interface issues affected half the division because Training, Publications, Marketing, and the software person implementing the application all had an opinion. People like us who were overseeing all the applications had opinions, in-between managers had opinions, kibitzers on the side had opinions, too. Not everybody can

talk about what gate to use in some circuit or what routine to use in some program, but everybody can talk about the user interface. So we had to accommodate all of these things. And it turned out that good ideas and good criticisms came from everywhere. We had to come up with some objective way to decide. That's why we established the methodology which involved user testing. We had a procedure for proposing changes, reviewing the changes, narrowing it down to a few choices, with certain criteria like consistency and parsimony. And then we actually implemented two or three of the various ways and tested them on users, and that's how we made the decisions. Sometimes we found that everybody was wrong. We had a couple of real beauties where the users couldn't use any of the versions that were given to them and they would immediately say, "Why don't you just do it this way?" and that was obviously the

way to do it. So sometimes we got the ideas from our user tests, and as soon as we heard the idea we all thought, "Why didn't we think of that?" Then we did it that way.  
**BYTE: Bruce, could you say something about the software architecture?**  
**Daniels:** There's an operating system underneath that we built ourselves because we felt that the ones that were out there didn't quite meet our needs.  
**BYTE: What does yours do that others don't?**  
**Daniels:** It's not just what it does, but what it doesn't do. Some other operating systems are basically timesharing systems like Unix that have a lot of features that we don't need, and why take up extra space for that? We wanted a system that the user didn't have to be experienced to understand, and it had to be very reliable. It had to maintain the user's data and keep it there. It also had to

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