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“We spend all our time modifying existing code. The problem is that our code is not adequately evolvable, it is not adequately modifiable to fit the future. In fact what we want is to make systems that have property that they are good for things that the designer did not think of or intend. . . . When we build systems, whatever they are, we program ourselves into holes. . . What does that mean? It means that we make decisions early in some process that spread all over our system—the consequences of those decisions, such that the things that we want to change later are very difficult to change because we have to change a very large amount of stuff. That’s the problem, and I want to figure out ways that we can organize systems so that the consequences of the decisions we make are not expensive to change.”