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The first link has information on C++ careers at Adobe, links to our careers website, and videos of seminars my team gave (and in the future, there should be more contributions).

Adobe has development organizations in Hamburg and Bucharest, and almost 300 engineering positions are open, with about 35 in Europe.

The second link is to my vanity page - you'll find links to nearly all of my talks (at least all the ones I've been able to hunt down). This talk will be posted there soon.



The original idea for this talk was "Local Reasoning in Any Language" to document how I think about code, regardless of the language I'm programming in. The talk gets mired in the C++ details, so doing a set of languages seemed too much. Except for the details, the rules in this talk apply to all languages. I present here how I map these ideas into C++; it isn't the only mapping for C++, and if you program in a different language, figure out a set of conventions to map the ideas into that language.

My team is trying to build a culture of correctness - how to engineers write correct code, not how do you go about proving code is correct after-the-fact.



In the 1980s and '90s, when object-oriented programming was in its heyday, the idea that we could build complex systems from large networks of objects was the rage. This is an issue of Byte magazine from 1981 - it had a massive influence on the entire industry and launched "Object Oriented Programming." Even though Smalltalk never gained widespread adoption, it was a very influential language.



The seductive idea was that, as long as each component had a well-defined interface, we could build complex systems by simply connecting them like Lego bricks. This is a UML diagram - does anyone here currently use UML? This is a relatively small system - but it fits on a slide. A collection of classes all interconnected, what could go wrong?



NATO coined the term "software crisis" in 1968, and Dijkstra referenced it in his 1972 Turing Award Lecture.

Started •	Terminated -	System name 🔹	Type of system	Country or + region	Type of purchaser	Problems	Cost (expected)	Outsourced or in-house?	Outcome
2017 ^[11]	2023 ^[12]	Distributed Ledger Technology (generic name)	Electronic trading platform	Australia	Australian Stock Exchange	System was too complex and only 60% completed	\$AU 170m expended	Outsourced	Cancelled
2012	2014	Cover Oregon	Healthcare exchange website	United States	State government	Site was never able to accept online enrollments, so users were instructed to mail in paper enrollments instead.	approx \$200m	Outsourced	Cancelled, then client and supplier both sued each other
2011	2014	Pust Siebel	Police case management	Sweden	Police	Poor functioning, inefficient in work environments. ^[9]	SEK 300m (\$35m) ^[10]	Outsourced	Scrapped
2007	2014	e-Borders	Advanced passenger information programme	See United Kingdom	UK Border Agency	A series of delays.	over £412m (£742m)	Outsourced	Cancelled
2009	2013	The Surrey Integrated Reporting Enterprise	Crime & criminal intelligence	E United Kingdom	Police Force	Not fit for purpose ^[8]	£14.8m	Outsourced	Scrapped

"Failed" here means failed to ship or shipped but was so riddled with defects it was scrapped or so late it was irrelevant.



I'm sure someone will say, "If only these people knew about Agile and story points!"

I can't find a reference that considers the _code_ or the system's design.

These failures are as much an engineering failure as a management failure. Are there any university students here today? If you want a thesis, write a report on the *engineering* failures for some of these projects.



That is a big topic. I spent significant time looking for engineering analysis about why software projects fail. There are a _lot_ of management analyses, but I could not find a single paper with an engineering analysis. I will argue there is a specific point where engineering will, and often does, fail.

The failure occurs at the point where we lose the ability to reason _locally_ about code.



We already know the answer -

At some point, our ability to reason about the system breaks down. We can no longer understand what we are building, what effect a change will have, and we lose sight of the goal from the details in the code. Who here has worked on a software project that failed? Who has worked on a project where they felt lost? Uncertain of how the effect any change in the code will have. I work on a project that has over 50M lines of code... I can tell you, that the uneasiness is felt by the engineering team every day.



The solution is to construct systems that can be reasoned about locally. That is what this talk is about. I attended Patricia's workshop on insecure software at the start of this conference. I learned a lot. But I didn't learn how to write _correct_ code. Even formal methods focus on how you prove the code you write is correct - it doesn't focus on the construction of correct code. I want my team at Adobe to build a culture of correctness. Local reasoning is a key part of that.



I'll sometime use _caller_ and _callee_ when discussing functions, but client and implementor generalize to classes.



Let's start with a simple function interface. <click>

Either this function does nothing, or whatever it does is entirely through side effects. Either way, we should document it. <click> Now we can implement `f` <click>



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I hope everyone is convinced that `f()` is implemented correctly. A requirement for local reasoning is a specification, a contract.

Suppose a piece of code has a contract, and everything it invokes also has one. In that case, we can read the implementation and verify that the function body is correct and fulfills the contract. But this isn't a talk about contracts; instead, it is about general principles for constructing code that is _simple_ to reason about and that we can verify.

Let's make our function a little more complicated < click >



Still very simple, this code is easy to understand at a glance. It doesn't have a great name—we'll get to that—but it does what the specification says. There is a simple precondition. If preconditions are satisfied and a function cannot satisfy the postconditions, the function should return an error... we can keep the code simple by just stating the precondition. <click>



Let's add a little more complexity <click>





This function is still simple; is it correct? We introduced a second precondition (maybe a third). What is it I'm looking for?

What if another thread is readying `x` when we update it? That would be a data race. There is an implicit precondition <click>



This precondition cannot be tested or verified by `a()`. The client must ensure it. By introducing indirection (passing the argument by reference), we raise the prospect of _aliasing_ in the interface, having more than one way to access an object. The rest of this talk is about techniques to control aliasing and confine the effect of an operation so it can be reasoned about locally.

[Make bigger point - and in summary - aliasing of mutable state is the whole thing...]

We certainly don't want to write preconditions like this with every function. So, instead, we're going to develop a set of general preconditions that must be upheld for all operations unless otherwise specified.



And now we can remove our precondition. Everyone already makes these assumptions - but they need to be written down. Otherwise, you forget the "unless otherwise specified" and it gets out of control.



We don't normally pass an `int` by reference; we pass an object by reference as an optimization to avoid unnecessary copies. But for types where the cost of taking the reference is as much as passing the value, we pass the value. By convention, arithmetic types and pointers are passed by value. In generic code, iterators and invocable (function objects) are passed by value because they are likely small and trivial.



How would I replace the battery in my car, compared to rebuilding an equivalent vehicle with a new battery?

In situ operations are more space-efficient and may be more time-efficient.



Let's define a couple of more terms.

An action is sometimes referred to as a functional update.



For a given operation, either an action or transformation may be a more efficient implementation. All other things being equal prefer transformations.

Because of the duality - you only need to write one. But the nature of the operation may tell you which one to implement. And we'll see later that sometimes there is value in writing both forms.

sort is an example that is more efficient in situ, and partition is more efficient as a transformation.

The transformation here is taking the argument by value, but we need to say a little more about passing arguments <click>



I'm borrowing the argument terminology from Hylo because C++ doesn't have a good nomenclature for this.

[regarding if T is deduced] We want the sink to be a non_const rvalue reference, I leave it as an exercise to write is_sink_v constraint. Unfortunately, I don't see a way to do it as a concept where you could say `auto sink a`

Consider `!std::is_reference_v<T> && !std::is_const_v<T>`.

template <class T>
inline constexpr bool is_sink_v{std::is_const_v<std::remove_reference_t<T>> && std::is_rvalue_reference_v<T>};



We want each of these to behave like the corresponding transformation form was used. We already found we cannot alias the value across threads. Are there other preconditions?

Regarding sink - In C++ you still have a named object if it was an lvalue.

sink arguments are used when the argument is escaped - either stored or returned, possibly with modification.

Pass by value is a let argument from the caller side, and consumable (sink) by the implementor. For small (<= sizeof(void*)) basic types (move and copy are equivalent) pass by value is used.

A more complex action		
<pre>// Offsets the value of `x // Precondition: `(x + n)</pre>	` by `n` < INT_MAX`	
<pre>void offset(int& x, const x += n; }</pre>	int& n) {	
 What if this is called as: 		
<pre>int x{2}; offset(x, x);</pre>		
<pre>println("{}", x);</pre>		
4		
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Will this print `4`, or `2`, or something else? We can see from the implementation that the answer is `4`. This is breaking the client contract that the second argument is not modified. The postconditions conflict - a contradiction. But maybe this is what we "expected." But what if offset was implemented this way <click>

```
A more complex action
// Offsets the value of `x` by `n`
// Precondition: `(x + n) < INT_MAX`
void offset(int& x, const int& n) {
  for (int i = 0; i != n; ++x) { }
}
. What will this print?
int x{2};
offset(x, x);
println("{}", x);</pre>
```

the print statement is never reached. Because of the aliasing between arguments, where one is under mutation, the implementation cannot satisfy either postcondition.

This may seem like a contrived example. But here is a real one <click>

A more complex action		
vector a{ 0, 1, 1, 0 };		
erase(a, a[0]);		
<pre>println("{}", a);</pre>		
What will this print?		
[1, 0]		
		– <u>https://godbolt.org/z/qM8Teos5h</u>
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What will this print... It depends on the implementation, but here is one answer<click>

Why? After the code removes the first element matching a[0] (0), a[0] holds a 1, so the remaining 1s are removed, leaving the trailing 0. According to the standard, the answer is unspecified.

If arguments are aliased with mutation, local reasoning is broken for both the client and implementor.

Invalid References and References to	o Uninitialized	Objects
<pre>vector<int> a{a}; terminate called after throwing what(): std::bad_alloc Program terminated with signal:</int></pre>	an instance o SIGSEGV	f 'std::bad_alloc'
		https://godbolt.org/z/6zqM8neax
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We do have to say one more thing about references in C++. What does this line of code do?





I want to say that initializing a reference from an object outside of its lifetime (either before construction or after destruction) was forbidden, but it is not.

These preconditions appear in various forms in several [modern? safe?] languages



In Swift, this is known as "The Law of Exclusivity", a term coined by John McCall.



In Rust, the borrow checker enforces this restriction. C++ does not have such a restriction. We must rely on conventions and diligence.




We haven't talked about function results yet. So let's start our discussion of projections there...



Let's go back to an early simple function. Here, we are returning a new value. Would it ever make sense to return a reference from a function?



vector::back() is an example of returning a reference. There are many examples of returning references in the standard library, all assignment operators, indexing, and the min and max algorithms (by const reference, unfortunately)...

When we return a reference to a _part_ of something (and the whole is a part of the whole), we refer to it as a _projection_.



The fact that projection qualifiers mirror argument qualifiers is not a coincidence -By reference arguments _are_ projections.

Projection Qualifiers			
 Returning consumable projections are used but consumable projections are used but constrained by the second but constrained by the second but constrained by the second by the	uncommon onsumables may be more effic	ient when extracting a value	
T&& extract() &&;			
 Mutable projections may also be consumed but require an additional operation to restore invariants on the owning object. i.e. 			
auto e{std::move(a.back());} a.pop_back(); // erase the moved-from object			
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Projection Validity	
 A projection is invalidated when: The object they are projected from is modified other than through the projection. 	
<pre>vector a{0}; int& p{a[0]}; // p is a projection a.push_back(1); // p is invalidated</pre>	
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These are the general rules, a specific operation my provide stronger guarantees. It is the client responsibility to only pass valid projections to an operation

Projection Validity			
 A projection is invalidated when: 			
 The object they are projected from is modified other than through the projection or through another non-overlapping projection 			
<pre>vector a{0, 1, 2, 3}; const e& = a.back(); a.clear(); // invalidates e</pre>	vector a{0, 1, 2, 3}; const e& = a.back(); a[2] = 42; // e is not ir	nvalidated	
 The lifetime of the object they are projected from ends 			
int& p{vector{0}[0]}; // p is i	nvalidated right after crea	ation!	
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These are the general rules, a specific operation my provide stronger guarantees. Unless otherwise specified.

```
Projecting Multiple Values
• Iterator pairs, views, and spans project a collection of values from an object
• They follow the same rules as reference projections
vector a{3, 2, 1, 0};
copy(begin(a), begin(a) + 2, begin(a) + 1); // Invalid – overlapping
vector a{3, 2, 1, 0};
copy(begin(a), begin(a) + 2, begin(a) + 2); // OK – not overlapping
```

The copy algorithm has specific rules about overlapping ranges and copying to the left - as with our other rules there is an "unless otherwise specified" clause. If you rely on "otherwise specified" behavior - note it in a comment with a link to the documentation.



Argument independence allows us to reason about a function in isolation, but for that to work, our objects must be independent.



This seems like a ridiculous question - of course, the type is a shared widget pointer!

It could be a let or sink argument since it is pass by-value...

Do you think `f` is just operating on the pointer?

Maybe the type of the argument is the widget. And the widget is mutable so this could be an inout widget argument. It could be a nullptr, so it could be an optional inout widget argument!

f has exclusive access to the pointer (pass by-value). Am I confident f has exclusive mutable access to the widget for the duration of the call? Maybe the widget contains other child widgets held as shared pointers.

Why is the extent important?



Quick refresher on equality -



Equality also connects to move...

Recall the duality between transformations and actions -



This is an example of equational reasoning. Projections are a proxy for a value, with rules governing the validity of the proxy.



a is a composite object with 4 integer part b is a composite object with two named parts

disjointness - logically disjoint under mutation from other wholes - not necessarily other parts. The whole is responsible for not providing projections that alias. immutable and copy-on-write objects may share storage.

Pointers, shared, unique or otherwise, witness a relationship. Which may, or may not, be a whole-part relationship. In an interface, their meaning is ambiguous and they are best avoided. Alone, they are disconnected from any whole.



I prefer the sink/return-by-value form over mutation. It also allows for more concise code

But we need to talk a little about non-whole part relationships



[Say more here... To reason locally...]



No mutation is the functional programming approach.

Swift relies heavily on copy-on-write. It uses function bundles to associate a transform and action. When modifying an object, if the object is uniquely owned, the action is used. Otherwise, the transform is used, and the "copy" is free.

For example, if we have a copy-on-write dynamic array that is shared, and we insert an element, instead of copying, then inserting, we copy up to the insertion point, then move in the elements to be inserted, the copy the remaining elements.



In Rust this is down with ownership and borrowing, in Hylo this is done through whole/part relationships and projections. The advantage is less annotation.

In C++, the developer must manage projections.



This is the canonical template for a class. Well-behaved parts compose into well-behaved wholes. Copy and equality are part-wise. We don't need a default constructor unless there is a meaningful default value. It is nice that now we get != for free.

whole/part examples

```
class whole {
    shared_ptr<const part> _shared_part;
public:
    whole() = delete;
    explicit whole(state s) : _shared_part{make_shared<part>(s)} { }
    explicit whole(const whole&) = default;
whole(whole&&) noexcept = default;
    whole& operator=(const whole&) = default;
    whole& operator=(whole&&) noexcept = default;
    // bool operator==(const whole&) const = default; // OK
    bool operator==(const whole& w) const {
         return *_shared_part == *w._shared_part;
    }
};
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                                               56
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```

Here the part-wise equality is okay - representational equality implies equality.

whole/part examples class whole { unique_ptr<part> _remote_part; public: whole() = delete; explicit whole(state s) : _remote_part{make_unique<part>(s)} { } explicit whole(const whole& w) : _remote_part{make_unique<part>(*w._remote_part)} { } whole(whole&&) noexcept = default; whole& operator=(const whole& w) { return *this = whole{w}; } whole& operator=(whole&&) noexcept = default; // bool operator==(const whole&) const = default; // NOT OK bool operator==(const whole& w) const { return *_remote_part == *w._remote_part; } }; Adobe 57 © 2024 Adobe. All Rights Reserved.

We can't use the default equality because it violates the axioms for copy - copies are equal. If we use unique_ptr we need to implement copy explicitly.

There is a standard proposal for indirect_value that would encapsulate this. One could also imagine a shared_value (const). The stlab libraries have a copy-on-write abstraction, but it is overdue for revisiting.



But there is more to a system than just a bunch of objects - the objects are often somehow related.



Relationships exist all over in the code - the main challenge in programming isn't in functions or classes, but in finding and managing the essential relationships.



I'm emphasizing index - sometimes memory-safe or functional languages are described as solving the problems with pointers. They only solve the memory-safety problems, not correctness (because correctness doesn't compose), and surprisingly (in the case of functional languages), not the problem of local reasoning.

In any Turing complete language, you can build a C machine and write buggy C code.

If I have an index to the largest element of an array, and I change the element such that it is no longer the largest, my index, as a witness to the relationship, is invalid.

This is the severing of relationships and invalidation of witnesses that we describe as "spooky action at a distance."

You Have an Extrinsic Relationship If...

- Your class stores a non-owning pointer or any pointer that doesn't witness a whole/part relation.
- Your class stores a key or index.
- You reference a global variable.
- You use any synchronization primitive (mutex, atomic, etc.).

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Class invariants are extrinsic relationships on or between parts that always hold (for some definition of always).

Private access is used to protect the class invariants.

By encapsulating, we mean managing all the elements involved in a relationship. Those elements are _parts_.

"explicitly severed," such as by nulling a pointer or optional, or assigning a sentinel value such as a negative index to represent severed.

Linked list example. Splicing doesn't entangle lists—a container view of the world.



I started this talk by claiming that software projects fail because local reasoning breaks down. Failing to manage extrinsic relationships is where that happens.

This is why it is essential to avoid creating _potential_ extrinsic relationships where a whole/part relationship would suffice. This is why we don't want incidental data structures, but we want data structures encapsulated in a class, so we can reason about the relationships locally.

Even if we are well principled in doing this. If every component we write has a well-defined contract. Extrinsic relationships are _hard_. Computer scientists are bad at relationships.

To illustrate - consider this chess board. Not any chess board or chess game, just _this_ board. There are four distinct pieces. King, queen, knight, pawn. Seven classes if we encode color in the class. We can represent these as very simple types.

Chess pieces do not have state. You might say "position is their state" - but that is false. The relationship is extrinsic to the part, even if I use an intrusive witness to represent the relationship.

This is an end-game. We are not concerned with pawns moving 1 or 2 spaces, en passant, or castling. The board is only 8x8 - just 64 cells containing one eight pieces or nothing.

The relationship between the piece and the board is explicit. But that creates relationships and potential relationships between the pieces. Is another piece along a line of immediate attack? How do those relationships change if I move a piece. Is a king in check? In mate?

Even with this simple example I cannot reason through the relationship considering every possible move independently. There are just 30 allowed moves for white to take _next_ ruling out invalid moves, and about 30 responses to consider for each...

Now consider a system with shared pointers to mutable objects state-owned by more than one class and multiple instances... If you think, "it isn't that hard" add concurrency.



Here we have three objects, and three relationships. All have well-defined contracts (the physics are known). The resulting system is chaotic.



This is a Hénon map—a chaotic system with just two relationships.

- [To build systems we can reason about, we need to:
- make whole/part (strict hierarchical) relationships explicit in the code so we don't have to worry about them.
- encapsulate extrinsic relationships in an explicit class
- limit extrinsic relationships to a _small number_ (two might be too many if cyclical), up to about 12 if heterogeneous and acyclic.
- Larger numbers of relationships must be homogenous and solved algorithmically.]

Chaotic software - a small change in input leads to a dramatic change in output.



This is the whole/part relationship - little can go wrong here. Projections allow us to reason about local hierarchical structure.



Joins must be managed - this is the structure of race conditions and LOE violations. Joins are potential contradictions. Joins should be explicit and managed (last-one-in wins is almost always a bad join).

This isn't "bad" just more complex. Isolate polytrees between parts of a class.



DAGs can rejoin - if not directed, they would contain cycles. They introduce consistency concerns (is the data calculated on this path consistent with this other path). The s-combinator is a diamond-shaped relationship. S-combinators allow us to build a system effectively Turing complete without iteration or recursion.



Cycles should be factored out and replaced with a single node. "No raw loops" includes structural loops. Reasoning about cycles requires proving termination, convergence, loop invariants, limits and gates.

Chess boards are filled with essential cyclic relationships - the queen is related to the king and the king to the queen. Chaotic systems are cyclic relationships. A chaotic node in your graph means you cannot predict the output from the input unless you know how exactly how you arrived at the current state. Bugs that don't reproduce are chaotic.



In the 80s and into the 90s, there was a view that you could build systems at scale consisting of networks of objects. The entire OOP ethos was built around this idea. The view was always flawed but persists in reference-semantic languages.

The 80s programmers were the hippies from the 60s and 70s. Free the objects!



We only have local knowledge of each object, which follows a set of rules.


This paper is from 2019. Relatively recent.



Consistency As Logical Monotonicity (CALM).



Immutable globals are okay. They don't require any additional coordination. A monotonic system can never repeat its state. This is related to the class ABA problem in concurrent programming.

In 2008, I gave a Google tech talk on a possible future of software development. I conjectured that _at_ some scale, we require coordination-free computation. That scale is determined by the latency required for coordination. Significant progress has been made in recent years in this space (see CRDT and operational transforms), but many open issues remain. But we now know the bounds within which we are working.



In my relationships talk I presented this structure. The Russian Coat Check Algorithm (so named because I thought of it while watching how a woman managed coats at a coat check in Russia and as a nod to the Russian Peasant Algorithm - aka Egyptian Multiplication).

ordered is a relationship we can exploit Probably every coat check algorithm but we don't have coats in CA

[every add is a wide gap]



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Russian Coat Check	Algo	rithn	n						
	0	1	2	3	4	5	6	7	
	а	x	х	d	е	x	x	x	
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ordered is a relationship we can exploit Probably every coat check algorithm but we don't have coats in CA

[every add is a wide gap]



This structure is monotonic. It will never repeat the same state. A given element has 3 states and never cycle.

A Russian Coat Check can be safely shared without coordination.

- Has not been there
- Is there
- Was there

CALM is a tool to help you reason about what can be meaningfully shared and provides a framework for how to reason about objects required to be shared.



Existing Code

- Be conservative
- Avoid modifying shared data
 - If you don't know if it is shared, consider it immutable
- Avoid creating new sharing
 - Don't hold a member by a shared reference if you didn't create it
- If dealing with reference semantics
- Make it clear if you are returning a new object or a reference to an existing one
- Remember the power of preconditions and push responsibility to the caller

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Summary

- Interfaces should make the scope of the operation clear
- Projections provide an efficient way to achieve value semantics and manipulate parts
- It is the client's responsibility to uphold the Law of Exclusivity
 - Don't pass projections that overlap a mutable projection
- Implementors provide types with value semantics
- Confine extrinsic relationships between parts within a class
- As the relationships between parts scale, seek a general solution

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