$$\begin{pmatrix} 1 & -2 & 1 & 2 \\ 2 & 3 & -2 & 3 \\ 4 & -1 & 3 & -1 \\ 3 & 2 & -4 & 5 \end{pmatrix} \begin{array}{l} \mid \cdot (-2) \quad \mid \cdot (-4) \quad \mid \cdot (-3) \\ \longleftarrow \quad + \\ \longleftarrow \quad + \\ \longleftarrow \quad + \end{array} \tag{9.16}$$

$$\begin{pmatrix} 1 & -2 & 1 & 2 \\ 0 & 7 & -4 & -1 \\ 0 & 7 & -1 & -9 \\ 0 & 8 & -7 & -1 \end{pmatrix} \begin{array}{l} \mid \cdot (-1) \quad \mid \cdot (-\frac{8}{7}) \\ \longleftarrow \quad + \\ \longleftarrow \quad + \end{array} \tag{9.17}$$