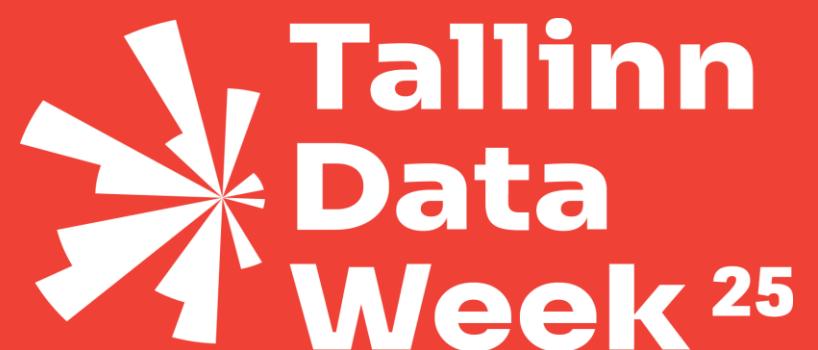


ANDRES KÜTT

DATA, ORGANIZATIONS AND CHAOS:
BUILDING COHERENCE AND ORDER



30.09.2025
Mövenpick Hotel, Tallinn



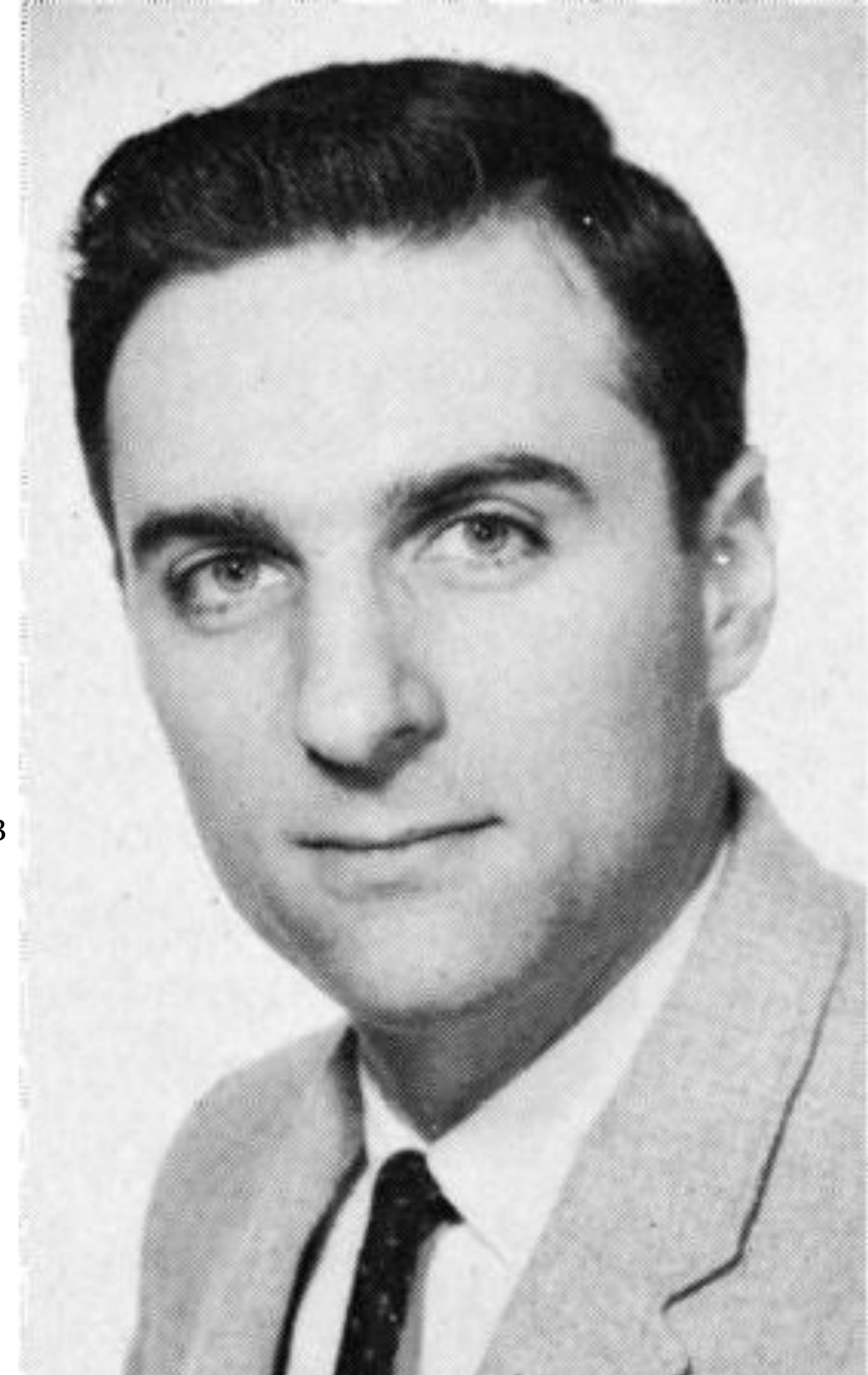
Data, organizations & chaos

Building coherence and order

Conway's law

“Organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations”

Conway, Melvin E. "How do committees invent." *Datamation* 14, no. 4 (1968): 28-3



If your organization is a mess,
your system is a mess

And so is your data model

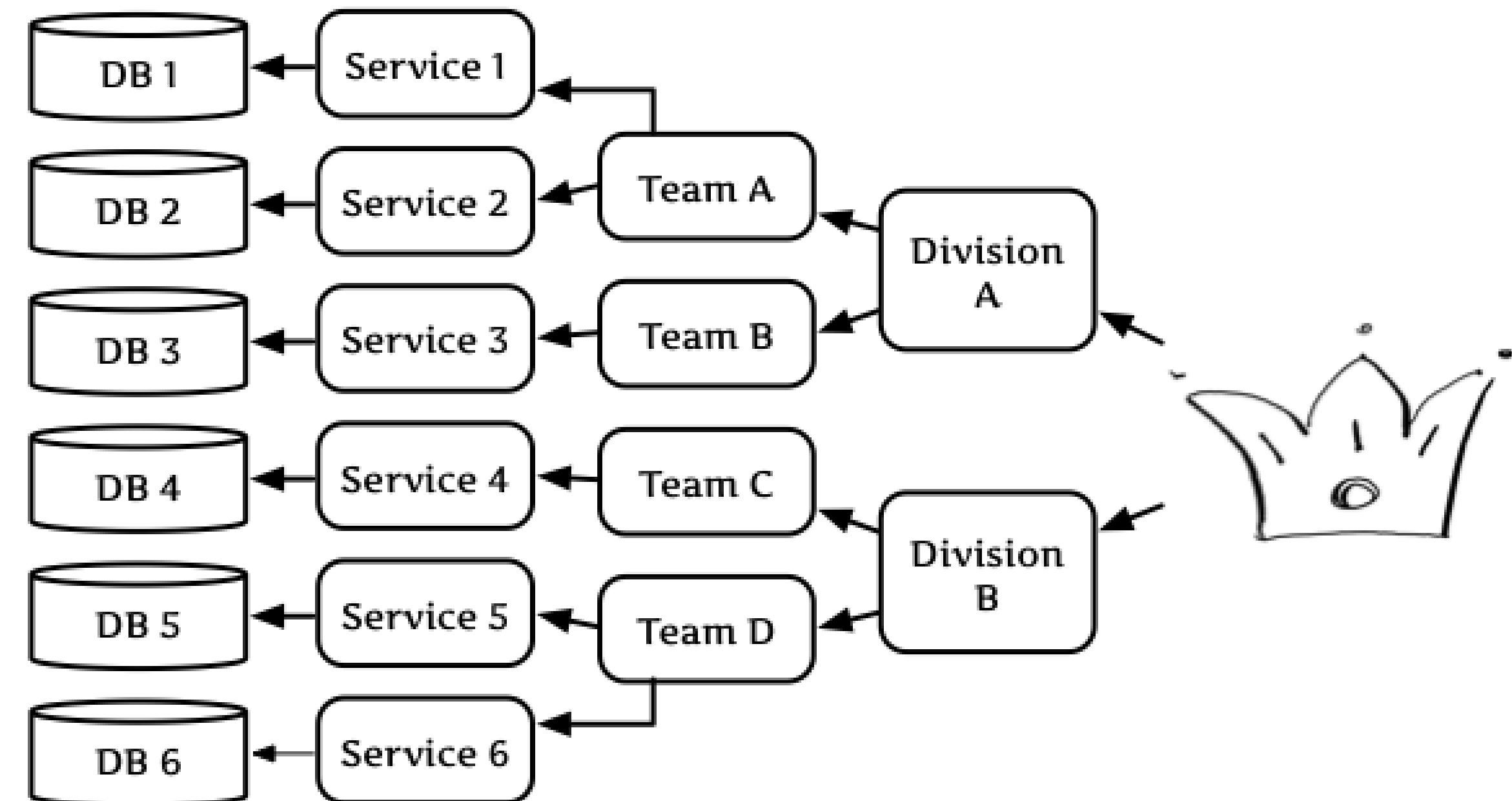
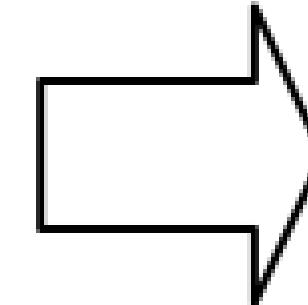
Organizations and information systems
have different inertia

Your next reorg won't plan for a restructuring of your entire core

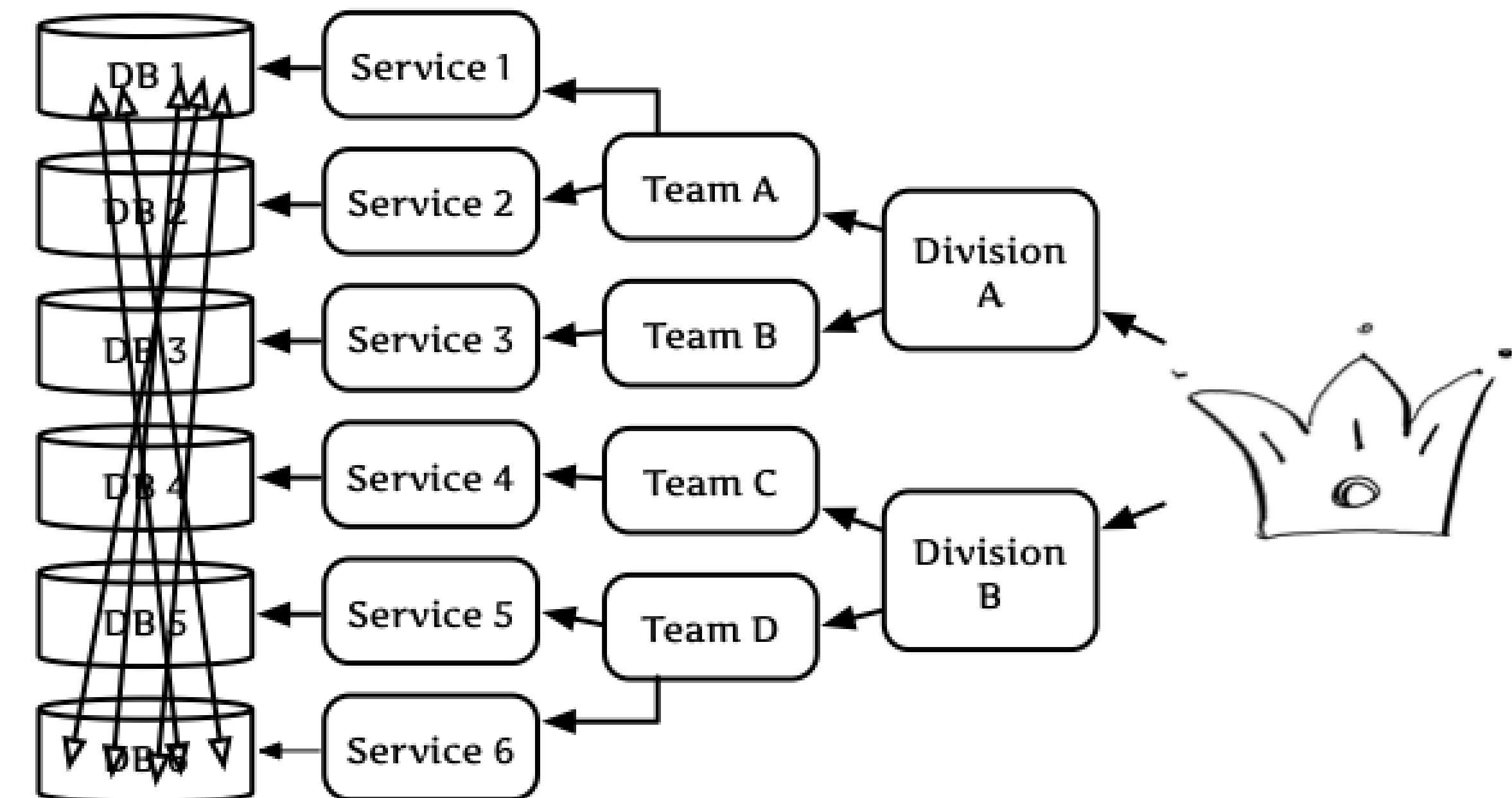
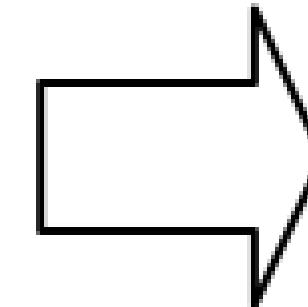
The quality of your data model depends on how well the architecture of your organization is managed

Every change in the organization leaves a legacy in the database

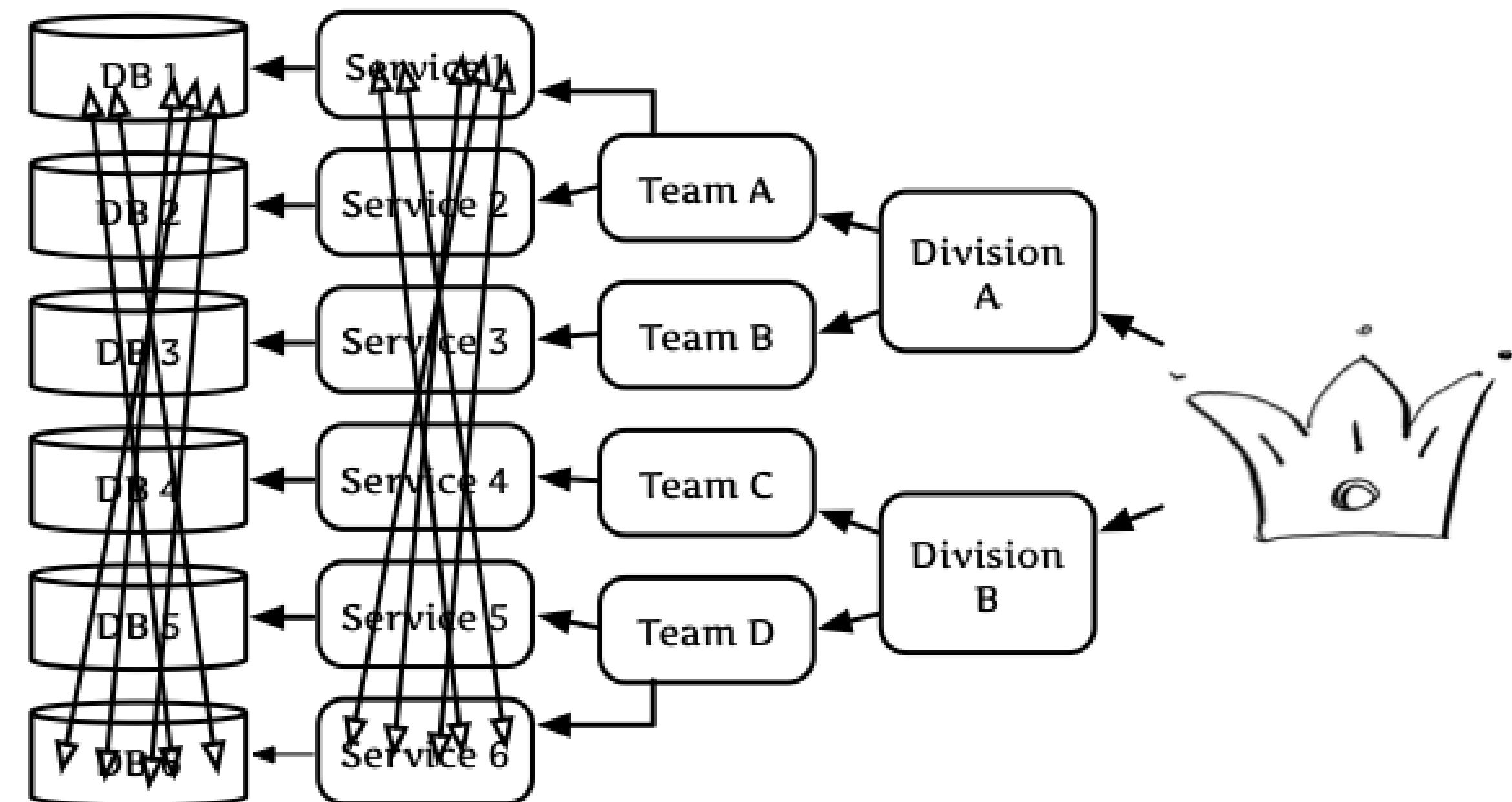
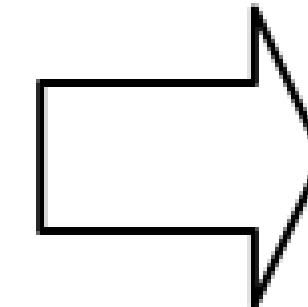
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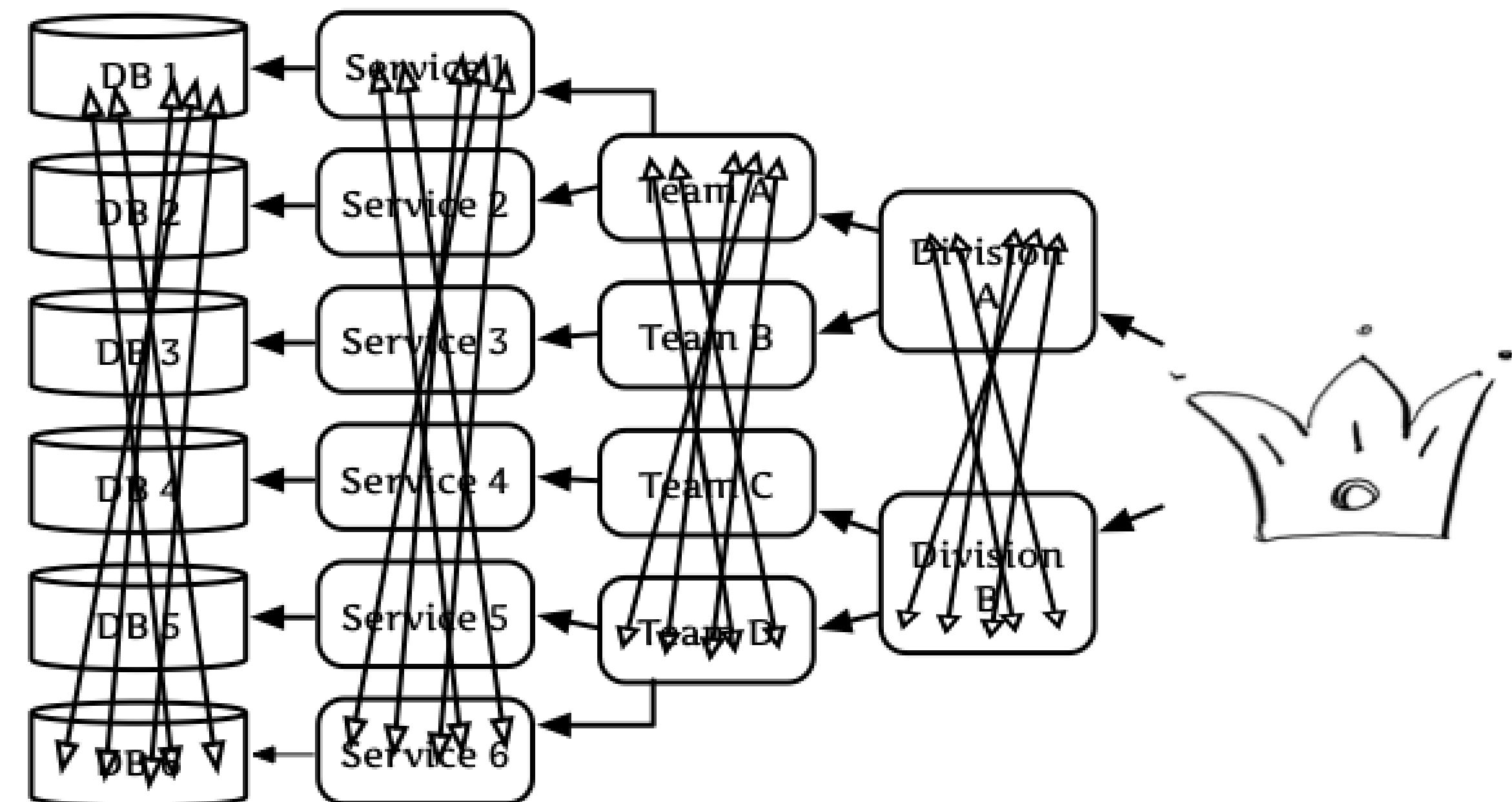
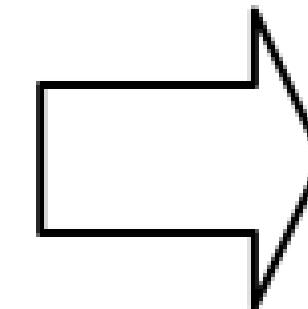




Image credit: ChatGPT



Image credit: DreamWorks



Image credit: KC. Green

Be smart about it

Figure out how to apply counter-force, make sure the source of that force is sustainable and have a plan for when the force turns out to be insufficient

Make sure your organization makes sense

And that it doesn't get rattled too carelessly

Build and manage bridges

Different disciplines from software to hardware to management have very different perspectives on what makes sense and why.

Bridges take maintenance.

**Give me coffee to
change the things
that I can change
and heavy metal
to accept the
things that I can't.**



thank you

I do really appreciate you being here

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