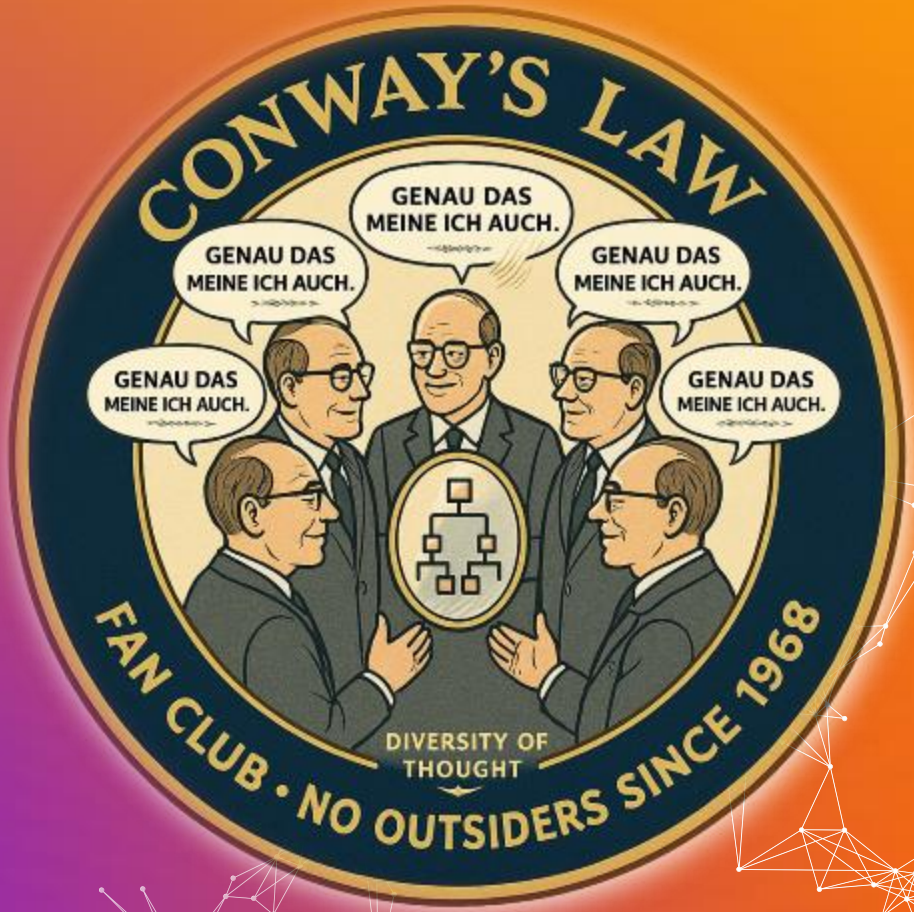
01.07.2026

Wenn Conway's Law auf KI trifft

Frank Kilian

Enterprise Architect


CONWAY'S LAW
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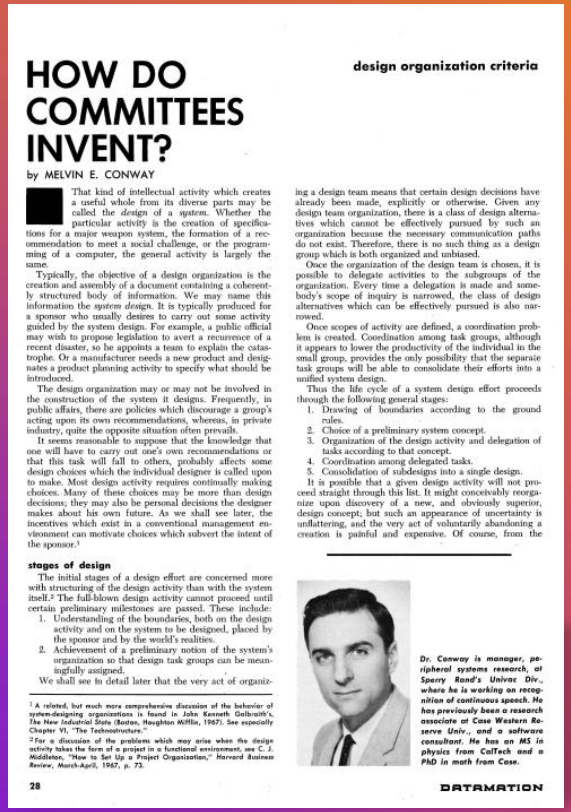
DIVERSITY OF THOUGHT
FAN CLUB • NO OUTSIDERS SINCE 1968

Auswertung nach Nutzungskontext

Bereich	Erwartete Nutzung	Einschätzung
Softwarearchitektur	Sehr hoch	**Kernreferenz**
Enterprise Architecture	Hoch	**häufig zitiert**
DevOps / Platform Engineering	Hoch	**sehr anschlussfähig**
Agile Transformation	Mittel bis hoch	**oft im Kontext von Teams und Value Streams**
Digital Transformation	Mittel	**abhängig vom Reifegrad der Diskussion**
Operating Model Design	Mittel	**inhaltlich relevant, aber nicht immer namentlich genannt**
Change Management klassisch	Niedrig bis mittel	**eher selten explizit zitiert**
HR / Organisationsentwicklung	Niedrig bis mittel	**ähnliche Ideen, andere Begriffe**
Business Strategy	Niedrig	**selten als Conway's Law bezeichnet**



HOW DO COMMITTEES INVENT?

by MELVIN E. CONWAY

design organization criteria

That kind of intellectual activity which creates a useful whole from its diverse parts may be called the *design* of a *system*. Whether the particular activity is the creation of specifications for a major weapon system, the formation of a recommendation to meet a social challenge, or the programming of a computer, the general activity is largely the same.

Typically, the objective of a design organization is the creation and assembly of a document containing a coherently structured body of information. We may name this information the *system design*. It is typically produced for a sponsor who usually desires to carry out some activity guided by the system design. For example, a public official may wish to propose legislation to avert a recurrence of a recent disaster, so he appoints a team to explain the catastrophe. Or a manufacturer needs a new product and designates a product planning activity to specify what should be introduced.

The design organization may or may not be involved in the construction of the system it designs. Frequently, in public affairs, there are policies which discourage a group's acting upon its own recommendations, whereas, in private industry, quite the opposite situation often prevails.

It seems reasonable to suppose that the knowledge that one will have to carry out one's own recommendations or that this task will fall to others, probably affects some design choices which the individual designer is called upon to make. Most design activity requires continually making choices. Many of these choices may be more than design decisions; they may also be personal decisions the designer makes about his own future. As we shall see later, the incentives which exist in a conventional management environment can motivate choices which subvert the intent of the sponsor.[1]

stages of design

The initial stages of a design effort are concerned more with structuring of the design activity than with the system itself.[2] The full-blown design activity cannot proceed until certain preliminary milestones are passed. These include:

1. Understanding of the boundaries, both on the design activity and on the system to be designed, placed by the sponsor and by the world's realities.
2. Achievement of a preliminary notion of the system's organization so that design task groups can be meaningfully assigned.

We shall see in detail later that the very act of organizing a design team means that certain design decisions have already been made, explicitly or otherwise. Given any design team organization, there is a class of design alternatives which cannot be effectively pursued by such an organization because the necessary communication paths do not exist. Therefore, there is no such thing as a design group which is both organized and unbiased.

Once the organization of the design team is chosen, it is possible to delegate activities to the subgroups of the organization. Every time a delegation is made and somebody's scope of inquiry is narrowed, the class of design alternatives which can be effectively pursued is also narrowed.

Once scopes of activity are defined, a coordination problem is created. Coordination among task groups, although it appears to lower the productivity of the individual in the small group, provides the only possibility that the separate task groups will be able to consolidate their efforts into a unified system design.

Thus the life cycle of a system design effort proceeds through the following general stages:

1. Drawing of boundaries according to the ground rules.
2. Choice of a preliminary system concept.
3. Organization of the design activity and delegation of tasks according to that concept.
4. Coordination among delegated tasks.
5. Consolidation of subdesigns into a single design.

It is possible that a given design activity will not proceed straight through this list. It might conceivably reorganize upon discovery of a new, and obviously superior, design concept; but such an appearance of uncertainty is unflattering, and the very act of voluntarily abandoning a creation is painful and expensive. Of course, from the

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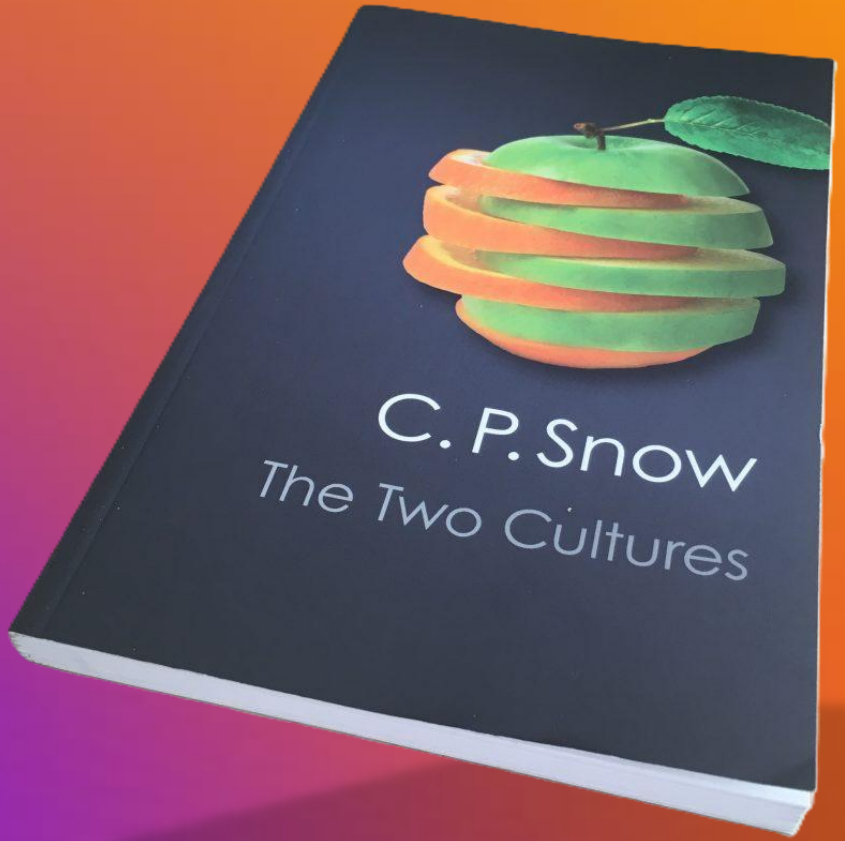
[1] A related, but much more comprehensive discussion of the behavior of system-designing organizations is found in John Kenneth Galbraith's, *The New Industrial State* (Boston, Houghton Mifflin, 1967). See especially Chapter VI, "The Technostructure."

[2] For a discussion of the problems which may arise when the design activity takes the form of a project in a functional environment, see C. J. Middleton, "How to Set Up a Project Organization," Harvard Business Review, March-April, 1967, p. 73.

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

Melvin E. Conway, 1968


C. P. Snow
The Two Cultures

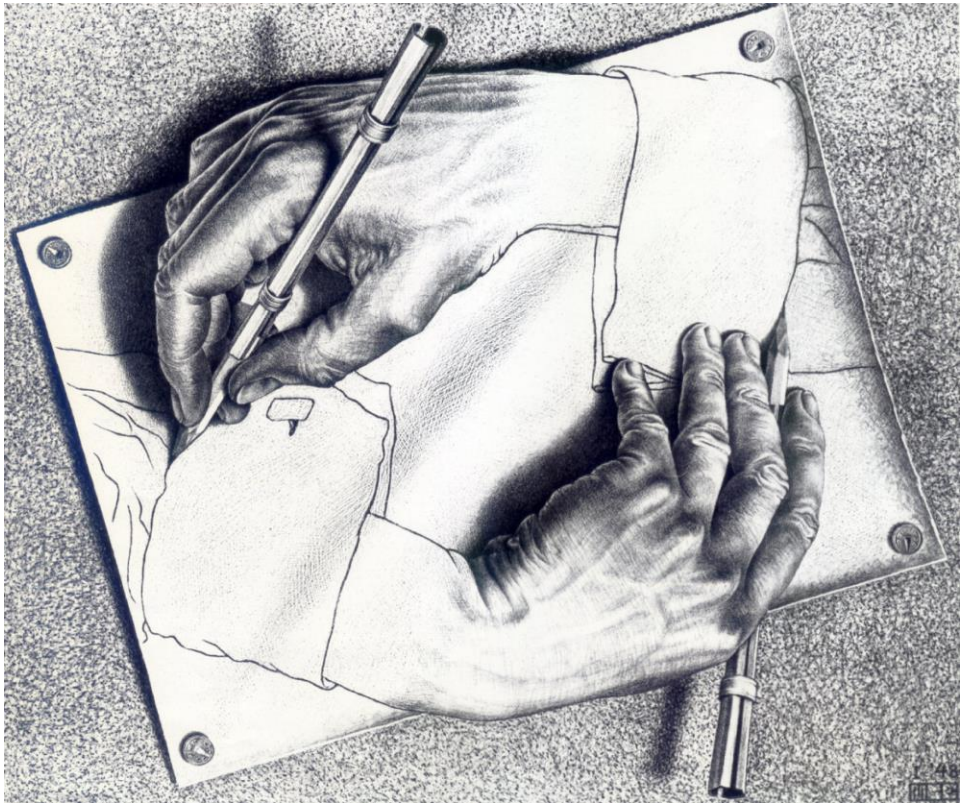
Wir sind ein privat geführtes Unternehmen, seit den Anfängen im Jahr 1959

1. Generation:
Oskar und Ursula Ida Lapp gründeten das Unternehmen, erfanden ÖLFLEX® und legten den Grundstein für den heutigen Unternehmenserfolg.

2. Generation:
Siegbert und Andreas Lapp stärkten das Wachstum und die internationale Expansion.

3. Generation:
Matthias Lapp wird neuer CEO, Katharina Lapp tritt in den Aufsichtsrat ein.


„UNSER SCHREIBZEUG ARBEITET
MIT AN UNSEREN GEDANKEN.“
Friedrich Nietzsche



9/8 Zettelkasten 1

als kybernetisches System

Kombination von Unordnung und Ordnung
von Klumpenbildung und unvorhersehbarer,
im ad hoc Zugriff realisierter Kombination

Vorbedingung: Verzicht auf festgelegte Ordnung
Die vorgedachte Differenzierung: Stellplätze
vs. Inhalt; Register, Fragestellungen, Einfälle
v.s. Vorhandenes überformt und umstellt z.T.
[illegible]


„UNSER SCHREIBZEUG ARBEITET
MIT AN UNSEREN GEDANKEN.“
Friedrich Nietzsche

1

AI-native development platforms

What is it?
AI-native development platforms use generative AI to create software faster and easier than ever before. These platforms range from "one-shot" tools that generate software from a single prompt, through "vibe coding" tools that enable software development without deep technical knowledge, to AI agents orchestrated together to create software.

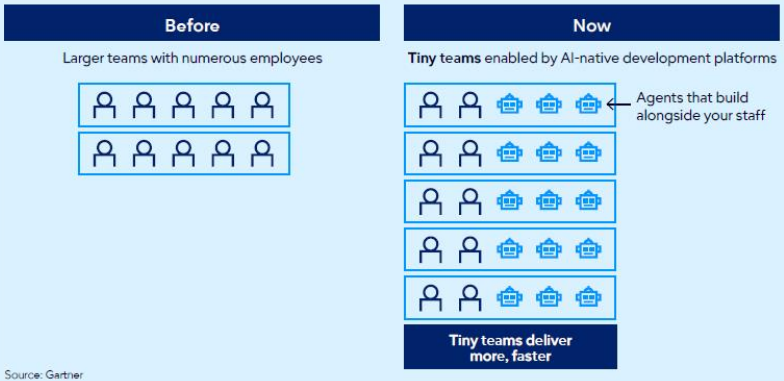
Why trending?
CIOs are enthusiastic about faster software delivery and productivity gains, while CEOs and CFOs recognize cost-saving potential. AI-native development platforms empower "tiny teams" to build more applications with the same resources — enabling, for example, five teams of two to deliver five applications at once. This trend helps CIOs address backlogs and shift the "build vs. buy" equation toward building.

What's next

80% of organizations will evolve large software engineering teams into smaller, AI-augmented teams by 2030.

40% of enterprise application portfolios will include custom applications built using AI-native platforms by 2030 (up from 2% in 2025).

Tiny teams



Source: Gartner


The Autonomous Enterprise:
A Vision for 2030


tv+
Happiness is contagious.
FROM THE CREATOR OF BREAKING BAD
PLURIBUS

Vielen Dank für Eure Aufmerksamkeit

Frank Kilian
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