

# Alex Wolf (they/them)

Systemic Engineer · SRE for Human Systems

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Most delivery failures aren't technical — they're alignment failures under load. Alex helps teams surface repeating failure modes and redistribute cognitive load before it encodes as tech debt.

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## What I Do

### Systemic

Observation, mediation, and intervention at decision points — surfacing what's invisible and load-bearing

### Architecture

Conway's Law-aware, code and organizations (DDD, EventStorming, Wardley Mapping)

### Operations

SRE, CI/CD, observability, automation, postmortem design

### Culture

Ambiguity resolution before it hardens into structure. Engineering culture as structure, not vibes.

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## Experience

### Systemic Engineer – Freelance (Sep 2025–present)

Socio-technical systems work. Surfaces where unclear requirements, unowned decisions, and communication under load cause failure. Systemic practitioner in high-cost family systems (supervised).

### Technical Leadership & Architecture – 7Mind (Aug 2021–Sep 2025, ~4y)

Built a psychologically safe, load-bearing engineering culture. Introduced DDD-inspired architecture that reduced lead times from months to weeks and significantly cut defect rates and code volume.

### Platform Engineering & Health Tech – BetterDoc (Jun 2019–Jul 2021, ~2y)

Took ownership of a central Elixir component in a polyglot microservice landscape. Transformed it into foundation for nearly all internal tooling. Technology wasn't the bottleneck — alignment was.

### Distributed Systems & Technical Consulting – grandcentrix (Jul 2017–May 2019, ~2y)

Elixir, CQRS, EventSourcing. Customer-facing consulting, cross-functional facilitation. Technical Coach for RWTH Aachen IOTA PoC.

### Software Engineering – imagine on (Apr 2015–Jun 2017, ~2y)

iOS, web, backend. Team lead across multiple projects with direct customer contact.

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Tech: Kubernetes · Docker · AWS · GCP · Azure · Elixir · Ruby · JavaScript · Argo · TDD · CQRS · EventSourcing · CI/CD · Monitoring & Observability ...

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*"Conway's Law originates in the nervous system."*

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*"Silence is a lawful adaptation to systems that punish signal."*

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*"This is not a 'communication problem'. This is a distributed load problem. And only structure can redistribute load."*

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*"Leadership's job is not to craft a narrative — it's to collapse fragmented reality into a shared coherent model."*

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