



# We rebuilt our company around a graph.

*Here's what broke.*

Balto Energy · 6 frictions from six weeks forward-deployed in Foundry

THE BET

# Our CEO didn't delegate it.

He did the engineering himself, rebuilding the business as a graph you can ask questions of and watch answer back.



EVERYTHING IS A GRAPH

# Slack. Linear. GitHub. The ontology.

*All the way down to the vault. Once you see it, you can't unsee it.*



FRICITION 01

# One sentence cost us days.

*A load-bearing assumption buried in a  
description. Nothing errored. Every answer was  
just quietly wrong.*

FRICTION 02

# **A live ontology is harder to evolve than a database.**

An int-vs-double mismatch surfaces as a wrong number, not an error. The worst way for it to surface.

FRICTION 03

# No source of truth? You hand-roll the sync.

Two mirrored repos kept in lockstep by discipline, not a platform guarantee. Every mirror is a place drift enters.

FRICTION 04

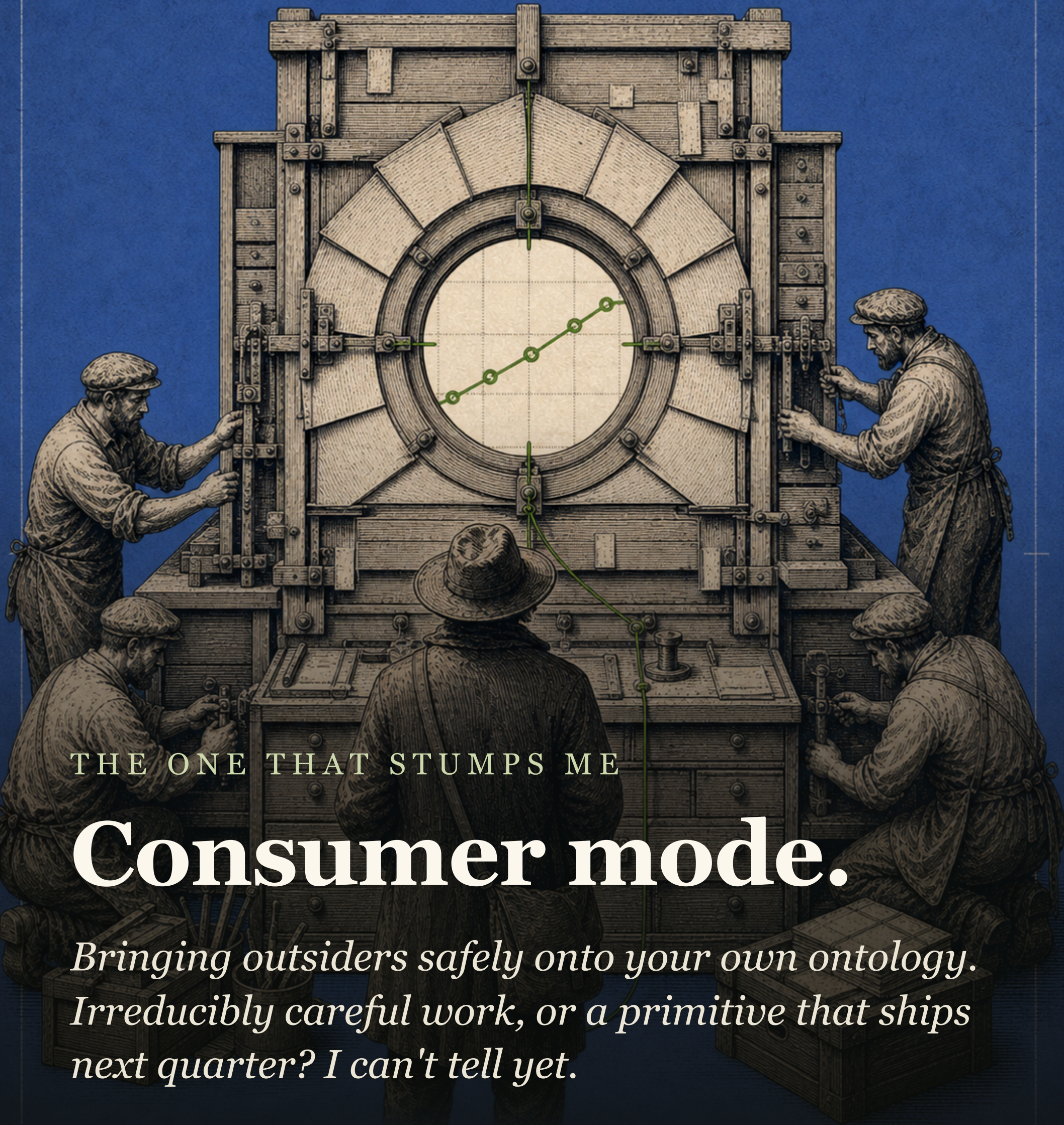
# Caching that protects most teams bit us.

We iterate live, so a cache built for stability serves a stale answer that looks like a bug.

FRICTION 05

# Reading cost is a skill.

The same action runs from cents to dollars on hidden context. Most of our bill was a skill gap, not the tool.



THE ONE THAT STUMPS ME

# Consumer mode.

*Bringing outsiders safely onto your own ontology. Irreducibly careful work, or a primitive that ships next quarter? I can't tell yet.*



THE REFRAME

# Foundry isn't young.

*It's a tool the forward-deployed engineers built for themselves. Work the cutting edge, you pick up small cuts. I'd make the same call again.*

Full essay in the comments. · Balto Energy