1. Organizational capabilities represent the last truly sustainable source of competitive advantage.
2. Organizational architecture provides a conceptual framework for employing strategic design to develop organizational capabilities.
3. At every level of the organization, design constitutes one of the most powerful tools for shaping performance.
4. Regardless of its scope or scale, there are certain fundamental concepts that apply to design at every level.
5. There is a logical sequence of actions and decisions that applies to the design process at any level of the organization.
6. There are no perfect design; the design process requires the weighing of choices and the balancing of trade-offs.
7.The best designs draw upon the knowledge, experience, and expertise of people throughout the organization.
8. Even the best designs can be derailed by ill-planned, poorly executed implementation.
9. As continual redesign becomes a fact of life, successful organizations will learn to create flexible architectures that can accommodate constant change.
10. Flexible architectures and designs that leverage competitive strengths will themselves become the ultimate competitive weapons.