

Meeting Architecture

A reusable template for designing meetings as an operating system: purpose, owner, decision rights, evidence, outputs, AI review, and retirement rules.

Built for website download, workshops, Lapemo onboarding, and future guided AI skills.

1. Object metadata

Field	Value
Object type	LPM Knowledge Object
Primary LPM layers	Communication Architecture, Decision Architecture, Information Ecology, Governance Architecture, AI Amplification
Connected layers	Ownership Map, Decision Rights Model, Decision Log, Evidence Checklist, Escalation Map, Incentive Alignment
Primary use	Define which meetings should exist, what each meeting is allowed to decide, what evidence is required, and what artifact must be produced.
Website use	Downloadable template, workshop guide, AI readiness resource, JSON object for Lapemo ingestion, and future guided skill.
Version	1.0
Owner	LPM / Lapemo
Last reviewed	2026-06-24

2. What this object does

The Meeting Architecture object turns meetings from calendar clutter into a governed coordination layer. It defines which meetings should exist, what each meeting can decide, what evidence must be prepared, what output must be captured, where the record lives, and when the meeting should be redesigned or retired.

This is especially important when companies scale AI. AI will create more summaries, more alerts, more recommendations, and more work-routing events. Without meeting architecture, the enterprise gets faster noise instead of faster coordination.

3. Core principles

Principle	Meaning
Meetings are part of the operating model	A meeting is not a calendar event. It is a coordination mechanism with a purpose, owner, input, output, and decision boundary.
Every recurring meeting must earn its existence	If it does not create a decision, resolve a dependency, surface risk, align tradeoffs, or produce an artifact, it should be redesigned or removed.
Meetings cannot be the source of truth	A meeting may create or validate truth, but the durable record must live in a decision log, work system, evidence pack, owner register, or knowledge base.
Decision rights must be explicit	People should know whether a meeting can inform, recommend, approve, reject, escalate, or only discuss.
Evidence comes before opinion	Material meetings need pre-reads, evidence owners, freshness windows, and documented assumptions before decisions are made.
AI should reduce meeting load	AI can summarize, prepare, route, and detect stale forums, but it should not create false consensus or hidden decisions.
Meeting architecture must be reviewed	As the company scales, old forums accumulate. The architecture needs retirement rules, consolidation triggers, and periodic hygiene reviews.

4. Required fields

Field	Definition	Required
Meeting ID	Unique identifier for the meeting, forum, ritual, council, standup, review, or escalation path	Yes
Meeting name	Plain-language name used on calendars, documentation, and operating maps	Yes
Meeting type	Decision forum, operating review, dependency review, risk review, AI governance, portfolio review, incident forum, change forum, learning review, or status sync	Yes
Purpose statement	Why this meeting exists and what organizational problem it solves	Yes
Allowed outcomes	Inform, align, decide, approve, reject, escalate, unblock, govern, learn, or retire	Yes
Not allowed outcomes	What the meeting is not allowed to decide or substitute for	Recommended
Accountable owner	Person or role accountable for the health, usefulness, agenda, evidence, and outputs of the meeting	Yes
Decision maker	Person, role, group, council, or control function with authority to make final decisions in the meeting	Required for decision forums
Facilitator	Person or role responsible for agenda flow, time discipline, participation, and output capture	Yes
Required attendees	Roles that must attend because they hold authority, evidence, risk ownership, dependency ownership, or execution accountability	Yes
Optional attendees	People who may be invited for context but are not required for authority or evidence	Optional
Input artifacts	Pre-read, dashboard, backlog, evidence pack, decision request, owner register, risk record, customer data, or AI evaluation	Yes
Evidence standard	Minimum evidence quality required before a decision, escalation, or approval can occur	Yes
Output artifact	Decision log entry, action register, escalation record, governance exception, owner update, risk update, or meeting summary	Yes
System of record	Where the output lives after the meeting	Yes
Cadence	Event-driven, daily, weekly, biweekly, monthly, quarterly, stage-gate, incident-based, or temporary	Yes
Duration	Expected time box and threshold for shortening, canceling, or splitting	Yes
Pre-read owner and due time	Who prepares evidence and when attendees must review it	Required for material meetings
Async alternative	What can be handled outside the meeting through comments, workflow, AI summary, dashboard, or decision request	Recommended
Escalation trigger	Condition that moves the issue, decision, dependency, risk, or AI event to another forum or authority tier	Required when material
AI involvement	None, AI agenda, AI summary, AI action extraction, AI evidence review, AI decision support, AI routing, or AI risk detection	Yes
Human review rule	When AI-produced notes, actions, summaries, recommendations, or decisions require human approval	Required when AI-assisted
Retention rule	How long agenda, pre-reads, summaries, recordings, decisions, and actions are retained	Yes
Health metric	Attendance quality, decision cycle time, action closure, meeting load, duplicate forums, stale items, or escalation rate	Yes
Review date	Date the meeting should be reviewed, redesigned, merged, retired, or reauthorized	Yes
Version	Artifact version, owner, last reviewed date, and change history	Yes

5. Scoring logic

Score	Meeting architecture maturity
0	Meetings are informal, excessive, personality-driven, and disconnected from decisions, evidence, ownership, and systems of record.
1	Some recurring meetings have agendas, but decision rights, output artifacts, evidence standards, and retirement rules are unclear.
2	Key meetings are documented, but the architecture is not consistently linked to decision logs, owner maps, AI workflows, or governance controls.
3	Material meetings have owners, decision boundaries, evidence requirements, outputs, escalation paths, and review dates.
4	Meeting architecture is actively governed with AI-assisted prep, stale meeting detection, decision memory, output lineage, meeting load metrics, and executive visibility.

6. Meeting type taxonomy

Meeting type	Purpose	Expected output
Executive operating review	Review enterprise performance, risk, dependencies, value, and decisions needing executive attention	Executive decisions, tradeoff calls, escalations, priority shifts
Portfolio prioritization forum	Allocate capacity, funding, sequencing, and tradeoffs across product, transformation, or AI initiatives	Priority decision, capacity decision, defer or fund decision
Decision forum	Make or ratify decisions that require explicit authority and documented evidence	Decision log entry and owner assignment
Dependency review	Resolve cross-team blockers, platform dependencies, data dependencies, vendor dependencies, or timing conflicts	Dependency owner, date, escalation, and system record update
Risk and control review	Review policy exceptions, audit findings, regulatory risk, security risk, model risk, or control gaps	Risk decision, exception, mitigation, or escalation
AI governance review	Approve or monitor AI use cases, agents, models, controls, human review rules, and drift signals	AI owner update, risk tier, launch gate, or remediation action
Incident / war room	Coordinate urgent operational, customer, technical, compliance, cyber, or AI incidents	Incident decision, communication plan, remediation owner, postmortem trigger
Change and adoption forum	Coordinate rollout, training, stakeholder impact, enablement, adoption metrics, and feedback loops	Change decision, adoption action, risk issue, or communication update
Team operating sync	Align near-term execution, blockers, handoffs, and commitments within a team	Action updates and work-system changes
Learning / postmortem review	Convert outcomes, incidents, misses, and launches into durable learning	Lessons, control updates, operating changes, and owner changes

7. Meeting architecture rules

Rule	Operating standard
No decision without decision rights	A meeting cannot approve, reject, or reprioritize work unless the decision maker and decision tier are explicit.
No claim without evidence	Material claims must be tied to an evidence source, owner, freshness window, and confidence level.
No output, no recurrence	A recurring meeting without a durable output artifact should be canceled, merged, converted to async, or redesigned.
No hidden system of record	Meeting notes in private notebooks, slides, or chats are not enough for enterprise memory.
No permanent temporary meetings	Temporary incident, launch, or tiger-team meetings need an end date or retirement trigger.
No AI-only authority	AI may prepare, summarize, recommend, route, or flag risk, but material decisions require named human accountability.
No attendance theater	Required attendees must map to authority, evidence, execution, risk, or dependency ownership. Everyone else is optional or async.

8. Meeting inventory template

Meeting ID	Name	Type	Owner	Decision maker	Cadence	Output	Retire / redesign trigger
[Meeting ID]	[Meeting name]	[Type]	[Owner]	[Decision maker]	[Cadence]	[Output artifact]	[Retire / redesign trigger]
M-001	Executive AI Operating Review	AI governance / operating review	AI transformation owner	Executive sponsor / AI council	Monthly	Decision log + AI owner register update	No decisions or risks for 2 cycles
M-002	Cross-functional Dependency Review	Dependency review	Portfolio ops owner	Product / platform leads	Weekly	Dependency register update	Convert to async when blockers fall below threshold
M-003	Risk Exception Review	Risk and control review	Control owner	Governance chair	Event-driven	Exception record + mitigation owner	Merge with governance review if volume is low

9. Company version: 500+ employees

Scaling company with founder-led or executive-led coordination beginning to break. Meetings are often the operating system because ownership, decision rights, and source systems are still maturing.

Design goal: Create a minimum viable meeting architecture that reduces tribal coordination and makes decisions visible without adding bureaucracy.

Minimum architecture

- Executive operating review for priorities, risks, tradeoffs, and AI initiatives.
- Decision forum for material cross-functional decisions.
- Dependency review for blocked work across product, operations, technology, data, and support.
- AI initiative review for every material AI pilot, automation, vendor, model, or agent.
- Meeting kill list that removes recurring meetings without decisions, risk movement, or durable outputs.

Common anti-patterns

- Every decision still routes through founders or senior operators.
- Meetings exist because the work system is not trusted.
- Slack, Teams, and meetings become the source of truth.
- AI pilots are discussed in demos but not governed through owner, risk, and value records.

AI rules

- AI may draft agendas and summaries, but human owners approve meeting outputs.
- Every AI-related meeting must update the AI Initiative Owner Register or Decision Log.
- Do not let AI-generated summaries become the official decision record without review.

10. Company version: 5,000+ employees

Scaled enterprise with functional maturity but cross-functional drag. Meetings multiply across departments, portfolios, regions, and control groups.

Design goal: Create a federated meeting architecture that separates status, decision, governance, escalation, and learning forums.

Minimum architecture

- Portfolio prioritization forums with explicit decision rights and capacity ownership.
- Cross-functional dependency forums linked to Jira, ServiceNow, product roadmaps, and enterprise platforms.
- Risk, control, and AI governance forums with evidence standards and audit-ready outputs.
- Meeting taxonomy that defines which forum owns which class of decision, issue, or escalation.
- Quarterly meeting hygiene review to consolidate duplicate forums and retire stale rituals.

Common anti-patterns

- Multiple councils debate the same decision without one accountable authority.

- Status meetings are mistaken for decision forums.
- Teams create shadow meetings to bypass slow governance.
- AI decisions move faster than risk, data, legal, compliance, and platform owners can respond.

AI rules

- AI can classify meeting type, extract actions, compare decisions against policy, and detect duplicate forums.
- Material AI outputs must link to evidence, owner, decision, control, and review records.
- AI-generated meeting insights should flag stale decisions, unresolved actions, and missing owners.

11. Company version: 10,000+ employees

Complex enterprise with regions, business units, shared services, regulated controls, platform ecosystems, and many AI use cases. Meeting architecture becomes a control layer issue.

Design goal: Govern meetings as an enterprise coordination system with clear tiering, authority, auditability, and AI-assisted operating intelligence.

Minimum architecture

- Enterprise forum catalog with meeting tiers, decision rights, evidence standards, and ownership.
- Regional and business-unit forums that map to enterprise decision and escalation paths.
- AI control forums for agent activity, model risk, data lineage, value realization, drift, and human review exceptions.
- Meeting telemetry across time spent, decision cycle time, action closure, duplication, escalation rate, and forum effectiveness.
- Automated stale meeting detection and reauthorization for material recurring forums.

Common anti-patterns

- Enterprise governance creates more meetings than decisions.
- Global and regional forums conflict on decision rights.
- AI agents act across systems faster than meeting-based governance can see or correct.
- Executives receive meeting summaries without lineage to decisions, evidence, risks, and owners.

AI rules

- AI may monitor meeting architecture health, summarize patterns, detect drift, and recommend consolidation.
- High-risk AI or regulated decisions require human-controlled forum outputs and audit-ready retention.
- Meeting architecture should feed an executive control plane showing where decisions, risks, and actions are stuck.

12. AI prompts

Prompt	Instruction
Classify meeting	Given a meeting name, agenda, attendees, cadence, and output, classify the meeting type and determine whether it is status, decision, risk, dependency, governance, incident, AI, change, or learning.
Detect weak architecture	Review this meeting inventory and identify meetings with unclear purpose, missing owner, missing decision rights, no output artifact, duplicate scope, or no retirement trigger.
Recommend redesign	For each low-value recurring meeting, recommend whether to keep, merge, split, convert to async, move to a decision forum, or retire.
Validate decision meeting	Determine whether this meeting has the required authority, evidence, decision maker, source of truth, and logging path to make a material decision.
Generate agenda	Create a decision-ready agenda using the meeting purpose, decision rights, evidence checklist, known risks, blockers, and required outputs.
Extract outputs	From meeting notes or transcript, extract decisions, actions, owners, deadlines, evidence gaps, escalations, AI involvement, and records that need updates.
AI governance check	Identify whether AI was used to prepare, summarize, recommend, decide, route, or execute work, then apply the correct human review rule.

13. Validation rules

Rule	Description
Meeting purpose required	Every meeting must have a purpose statement that explains why it exists.
Owner required	Every meeting must have one accountable owner for agenda quality, decision discipline, outputs, and review.
Decision boundary required	If a meeting can make or recommend decisions, its decision rights and decision maker must be named.
Evidence required for material decisions	A material decision cannot be logged without evidence source, owner, freshness, and confidence level.
Output required	Every recurring meeting must produce or update at least one durable artifact.
System of record required	Meeting outputs must be stored in an approved system of record, not only in chat, slides, or personal notes.
AI review rule required	Any AI-generated agenda, summary, action, recommendation, or decision support must have a named human review rule.
Retirement trigger required	Recurring meetings must define when they should be canceled, merged, converted to async, or reauthorized.
Review date required	Meeting architecture records must have a review date and version owner.

14. Mapping rules

Connected object	Mapping rule
Ownership Map	Meeting owners, decision makers, evidence owners, action owners, and escalation owners must map to named roles.
Decision Rights Model	Meeting authority must align to the approved decision tier and escalation path.
Decision Log	Material decisions made or ratified in meetings must create or update decision records.
Evidence Checklist	Meeting inputs for material decisions must meet the required evidence standard.
Escalation Map	Blocked, high-risk, high-impact, or unresolved items must route to the correct escalation path.
Communication Map	Meeting outputs must trigger the right communication path, not rely on attendees to spread the message.
AI Initiative Owner Register	AI-related meetings must update AI owners, use cases, risk tiers, controls, evidence, and value metrics.
Platform Structure	Meeting outputs must update the systems where work, risk, data, or decisions are managed.

15. Website artifact copy

Website field	Copy
Title	Meeting Architecture
Eyebrow	LPM Knowledge Object
Summary	A reusable template for designing meetings as part of the operating model, not as default coordination overhead.
CTA	Download the Meeting Architecture template
Primary uses	Audit current recurring meetings.; Separate status, decision, risk, governance, incident, dependency, and AI forums.; Define owners, decision rights, evidence standards, outputs, and systems of record.; Retire meetings that do not create decisions, unblock work, surface risk, or produce durable artifacts.; Connect meeting outputs to Lapemo onboarding, decision logs, owner maps, and AI governance workflows.