

The Science of How Experience Gets Structured

How understanding the structure behind a result makes you more effective at work — a practical companion to today's room.

THE CORE IDEA

Any behaviour that produces a consistent result has a structure. Structure, unlike talent, can be modelled and reproduced.

Modelling — the master skill

Admiring a skill leaves it magic. Modelling it turns it into a procedure you can actually try. Whenever you notice someone doing something exceptionally well, ask five structural questions instead of just admiring the result:

- What do they notice, that most people don't?
- What do they actually do — the specific, observable behaviour?
- What do they do immediately before they do it?
- What do they do when something goes wrong?
- What distinctions do they make that you don't?

Three domains, one capability

Company accounts — turning chaotic numbers into statutory accounts that satisfy Companies House. The structure: what gets checked first, what order the work runs in, what happens the moment something doesn't reconcile.

AI automation — building something that would take days to figure out unaided. The structure: inputs, decisions, processes, outputs, dependencies, feedback.

Jungle MC — controlling the energy of a room live. The structure: timing, language, rhythm, audience calibration, anticipation, state.

Three different environments. One underlying capability — observing what produces a result, and learning from the structure.

The Meta Model — precision at work

Probably the single most well-known tool to come out of NLP. Five everyday phrases, and the question that recovers the information they compressed away:

“The client doesn't understand.”	What specifically don't they understand?
“My team isn't engaged.”	What specifically are they doing — or not doing?
“Nobody is buying.”	Nobody?
“I don't have time.”	What specifically is taking the time?
“The market isn't ready.”	How do you know?

THIS WEEK'S EXERCISE

1. Pick one professional outcome — win better clients, present better, handle difficult conversations, lead more effectively, manage your attention, learn AI, build stronger professional relationships.
2. Find someone who already performs that behaviour exceptionally well.
3. Run the five structural questions on them. Test what you find.