

*Communicating*  
— TO —  
**RESULTS**  
*Beyond Judgments To Actions*



**DAVE ELLIS**

*Author of 7 books with over 7 million sold*

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## **Cover Art – Go with the flow.**

The idea behind this art is to surrender to what you cannot control — and row like hell.

You cannot control the fast flowing river or the rocks. Watch them like an interesting movie. You cannot control your thoughts or feelings. Honor them and watch them carefully. Talking much about them might distract from your focus on rowing.

Surrender to the past, which you cannot change and which you have already learned from — even if you do not understand what you learned or have judgments about it. Trust your spontaneous actions.

Surrender to the future that you cannot control and is only partially influenced by your actions. Be aware of the distant horizon. It can help guide your current actions.

Put most of your attention on what you are doing now and the rocks and water right in front of you.

# Acknowledgements

In the spirit of this teaching, as I have always said, this information does not come from me. It comes through me — as a result of all of my ancestors, parents, sisters, children, grandchildren, friends, teachers, coworkers, and the thousands of students I have had the privilege to teach. It arises from the entire evolution of life on planet Earth.

**Mimi Russo**, my wife, has been my muse. She inspired me to return to work and has been my greatest teacher of the strategy of Surrender. Her journey through a major health challenge has inspired me deeply and taught me patience. My love for her grows stronger every day. Discovering new ways to communicate with her has become a foundation of this teaching.

**Rory Smith** is someone without whom this work simply would not exist. He is a master programmer and computer systems genius which is part of the source of this material. He is also an outstanding website developer, and a gifted graphic artist. More than any of that, he is an exemplary human being.

**Bill Rentz** has been my number-one friend and coworker for nearly forty years. A few years ago, he saved my life. His clear speaking and decisive actions led me to treatment — and to a spiritual rebirth.

**Stan Lankowitz** has been my coach for most of the last forty-five years. Throughout our shared history, Stan has devoted much of his professional life to supporting me to become a more productive worker — and a much better man.

**My children** continue to be my greatest teachers. My grandchildren are a constant source of inspiration. And I send special appreciation to the thousands of people with whom I have had the honor of working directly.

**My grandchildren** have been a true source of inspiration, and even though I can only count four of the 10 as my direct descendants, I get to be a grandfather to them all.

As I have spoken many times before, I send special appreciation to the thousands of people who I got to work with directly.

# Overview

***Communicating To Results: Beyond Judgments To Actions*** is a discipline of action-oriented communication. It integrates more than five decades of David B. Ellis's work in computer science, systems thinking, teaching, coaching, and applied research.

This method emphasizes focusing only on what is directly observable and controllable—your actions—while surrendering everything else: the past, the future, the thoughts and feelings of others, and even your own internal judgments.

Communication itself is treated as action. When structured intentionally, it influences outcomes in complex human systems. This work introduces a new linguistic structure designed to produce measurable results.

# Introduction

Communicating To Results was coined in 2025 to describe a way of speaking and acting that most directly influences outcomes in complex human systems. While rooted in earlier books and teaching, this naming represents a substantial shift—both in clarity and application.

The earliest roots of this work trace back to Ellis's academic training in computer programming and systems analysis in the 1970s. In programming, symbolic input could influence systems too complex to fully explain mechanistically. Structured input produced predictable results. This insight later translated into human communication: language functions as structured input into relational systems.

Further influence came from multi-system statistical modeling in fisheries research, where outcomes were understood as multicausal and correlated rather than linear. Effects arise from many contributing factors. Causes produce multiple effects. Human interaction follows similar complexity.

In 1976, Ellis began teaching computer languages and systems design. By 1979, as Co-Director of the Development Center at National College, he co-created an experiential course emphasizing self-responsibility. He often remarked, 'Students first learned to program the computer—and then themselves.'

Over subsequent decades, these principles were refined through books read by millions, including *Becoming a Master Student*, *Creating Your Future*, *Falling Awake*, *Life Coaching*, and others. Across these works, the consistent theme was action over explanation and responsibility over blame.

Communicating To Results sharpens this theme into a linguistic discipline. It asks a simple but demanding question: What can you actually control? The answer reduces to one thing—your actions. Everything else must be surrendered.

Surrender, in this work, does not mean passivity. It means releasing the attempt to control what cannot be controlled: other people's thoughts, feelings, and behaviors; the past; the future; and even the present moment as it unfolds. What remains is choice—movement of the body, speech, breath, posture, and deliberate action.

Speaking is central. Human thinking can exceed 2,000 words per minute. Speaking slows cognition to fewer than 200 words per minute, introducing structure and embodiment. Writing slows further, increasing clarity. Each reduction in speed deepens learning.

This discipline also moves beyond judgment. We observe what people say and do—not what we imagine they think or feel. We notice our own thoughts without being ruled by them. We replace justification with description. We replace apology with corrective action. We replace blame with agency.

Communicating To Results reflects a shift from linear, Newtonian cause-and-effect thinking toward a more correlated and quantum-informed view of human systems, where observation influences behavior and language functions as relational force.

This Introduction sets the stage for a disciplined practice: surrender what you cannot control, act with clarity on what you can, and allow communication itself to become a measurable instrument of change.

# Results You Can Achieve

With full participation using this book, and with partners, you can expect remarkable results.

## **Expecting the unpredictable.**

Most people stop themselves from taking actions to get what they want by believing they have tried for years and being sure they can't achieve it. In our course, in only a few months, we are confident you will create significant, measurable, and permanent results you never imagined possible.

## **Resolving major losses.**

This includes the death of a parent, spouse, or even a child. It also could be the loss of your money, your treasured possessions, or even close friends.

Effectively coping with death.

## **Releasing major regrets.**

We often regret some of the big mistakes we have made in our lives. We can move to full self-forgiveness.

These mistakes include damaging your health, wealth, and important relationships.

## **Significantly improve communication.**

Learn to communicate in many brand-new, almost radical ways so that your most important results are achieved quickly.

## **Letting go of traumas.**

These can include traumatic events such as physical violence, sexual assault, and incest.

## **Making peace with dementia.**

Alzheimer's and other related cognitive struggles in those we love are challenging. You can develop new and effective ways to deal with and communicate with them. You can make peace with the disease.

## **Handling parenting challenges.**

This is specifically relevant if your children are causing you significant grief, exhibiting troubling behavior in school, or even having difficulties with the law.

## **Achieving financial independence.**

In nine months, you might even be able to achieve it. We are confident that you can be well on your way.

**Bringing new life to marriage.**

After a few years, people often lose the romance. It can be rekindled within weeks with proper communication that includes way fewer words.

**Increased business revenue.**

Thirty percent or more is easily achievable with new actions that increase your income and your profit while increasing the results you deliver to your clients.

**Resolving skepticism.**

If this list sounds too good to be true, and if you've gotten this far, you are already moving beyond skepticism. The next step is experimentation. In this course, we ask you to test new suggestions, even if you don't understand them or believe they will work.

# Strategies

## **Treat these ideas as tools.**

- You don't have to understand a new tool (like a new kind of electric drill or your new phone) to use it. You don't even need to believe that it will work for you. Just experiment with it.
- If it works, use it. If not lose it.

## **Whenever you are upset or confused, surrender, then act differently.**

- Consider only actions you can control. Start from the most primal to the most sophisticated.
- **Breathe** (consciously)
- **Drink** (and/or eat thoughtfully)
- **Smell** (scents, pheromones)
- **Move** (head, hands, legs/feet, face)
- **Touch** (your skin, others, life)
- **Vocalize** (sounds, notes, melodies)
- **Speak** (words, sentences, paragraphs)
- **Write** (by hand, by typing)

## **Surrender to everything you cannot control.**

- You can trust the evolution of the universe, and besides, you can't control it anyway.
- You cannot control your thoughts, and when you're having ones that you do not like or ones that are confusing, do one of the actions you can control.
- Is almost impossible to think one thing and speak or write another. Speaking slows down and starts organizing your thoughts. Writing slows and organizes thoughts and actions even more and solidifies them.
- When you're upset with feelings you do not like, the fastest way to change them is to breathe, drink, smell, move, touch, make sounds, and speak only a little until the feeling changes. Speaking usually stops emoting. Put motion into emotion.

## **Think less, speak more.**

- Conventional wisdom is to think before you speak. We are recommending you more often just speak. If you discover that you have said something you regret, don't keep your mouth shut, speak some more. You can learn from the reaction of others when you talk.
- If you are upset or confused, speak but not to the people who you are blaming for it.
- Speaking your thoughts slows down your jumbled mind from over 2,000 words a minute to less than 200 words. For many people, when they are speaking thoughtfully, it's less than 100 words a minute.

- Once you've reached clarity, write what you spoke to further clarify and reinforce it. Most of us handwrite at about 20 words a minute and even when we type, it much slower than we speak.

### **Listen for 3.8 seconds of silence.**

- When another person stops talking or even stops to take a breath, wait for at least 3.8 seconds.
- People want time to think and maybe say more.
- Your pause indicates your continued interest in what they have to communicate.
- Keep your eyes on their face and their breath. Those will also send clues as to their interest in what you have to communicate.

### **Minimize or eliminate questions.**

- They often guide or even attempt to control the speaker instead of letting that person fully express themselves before they are complete.
- Questions often contain advice disguised as curiosity. They can always be replaced by a clear statements of desire. "I would like to know more." Even when you are in need. "I'm curious where the bathroom is."
- Of course, questions can be expressing curiosity and sincere interest. They can also be an opening for "discussing" (or debating) what was said.

### **Get clear about the future you want.**

- This is not an unusual strategy, but it is one that most people don't use.
- You cannot predict or control the future, and trying to control it is a waste of energy. Create a detailed picture of a future beyond your current dreams. This can then be a magnet that pulls you into new actions which you can control.
- Set aside hours a week where you mostly speak about and then write about what you want in all areas of your life for the rest of your life and beyond. Do this with others while they do it also. Speak, listen, and write. Gather in groups of two or three.
- You can do it with different people depending on the areas of life most important to you.
- Create a detailed vision for every aspect of your life including your happiness (mode, emotions), health (your body and your environment), love (all your relationships), wealth (money, possessions), and contribution (all ways you give to others).
- For assistance doing this, you can refer to *Creating Your Future*.

### **Write your values, align your actions.**

- Create a long list of the ways of being that you most want to manifest in your life. Start from scratch and then seek inspiration from others. One quick place to look is in the first chapter, page 32, of *Falling Awake*.
- Take the time to arrange it, polish it, and prioritize what is most important to BE in your life. We are not Human Havings or Human Doings. We are Human Beings. Our number

one suggestion is to have your values lead to your actions, and not have actions driven by your results. The ends never justify the means.

- From your long list of values, pick two or three you can constantly check yourself for alignment. When you're not living your values, act differently. You really can't predict the future, and your best guess is often wrong. That leads to actions not at all consistent with what you most value.

### **Move yourself.**

- The biggest missing action in producing the results that you want is your movement. Get off your seat. Most everything you do can be done more effectively when you're not sitting down.
- As you read that sentence, notice all the arguments you have floating through your mind. Instead of arguing with this idea, give it a try.
- Even meditation is often recommended to be done while standing, swaying, dancing, or walking.
- If you want to relax, you can fully relax by lying down. If you want to sleep, don't do it in a chair. If you want to write or type, use a standup desk.

### **Careful of saying "you."**

- It is often followed by a judgment of the the other person.
- When you use the pronoun you to describe a behavior, it can be very useful.
- When we interpret the behavior and speak that, we usually label, blame, or shame the other.
- We say things like *You are irresponsible*, or *You are a liar*. Both are shaming and hardly ever produce the results we want.

### **Look when you listen, don't when you speak.**

- Our eyes can tell us a lot more about what a person is communicating than the words we hear.
- When listening look at the person's eyes and also their face and actions.
- Actions really do speak louder than words.
- When speaking, do not pay attention to what you are looking at. Instead, pay attention to what you are hearing.
- If you hear something you are saying, that you want to change, speak it right then.
- The way to hear something better is to close your eyes. If you don't do that, at least look away at something using a soft focus.

### **Get to your feet.**

- Do it dozens of times a day.

- Once on your feet, move them a lot. Walk them, run them, dance them, bounce them, and even pace with them. When you want to have a conversation with someone, go for a walk. When you're on the phone walk outside, around your house, and where you work.
- Communicate way less on video platforms. Most people do it while sitting, and even if you do it from your feet, you tend to stand in one position much too long.

### **Move your hands.**

- In addition to moving your feet, use your hands a lot.
- In addition to typing, write by hand.
- Massage yourself many times a day. Have one hand touch, stroke, and massage the other. Massage every part of your own body. Also, involve those hands in all of your communication. Gesture.
- Touch others as often as possible. Shake their hand. Pat them on the back. When you can, massage them.

### **Move your face.**

- Many of us talk a lot. Talk more when upset or confused. Move your mouth and lips even when you are not talking. Your face movements communicate much more than your words. Have it send the messages you want.
- When listening, have your face send your respect and interest. When speaking, have it match your words and notice how often it doesn't.

### **Avoid answering *why* questions.**

- Don't ask this of yourself and don't answer it the way it often implies. Often we dive into psychological explanations and stories about past influences. Human beings are too complicated to explain with our limited knowledge of how our amazing systems work.
- Such questions also drive us to being defensive. We do what we do, and we often can't accurately explain or justify it.
- They can be answered with a variation of, "I talked it through and got clear that this was the action that would be most likely to produce the result I want."
- Such questions can be replaced with questions such as "What are the many benefits of..." or "What are several possible causes of...". Better yet, they can be replaced with statements like "Tell me what benefits would provide." Or "Talk about the several possible causes of that."

### **Replace *advice* with *suggestions*.**

- *Advice* comes from the Old French *avis* and is singular. We say "I offer you advice." This grammatical structure treats it as a single thing, not one of many. We don't say "I offer you my advices."
- We can say, "I offer you my suggestions." Even if we use the singular, as in "I offer you a suggestion", the word *suggestion* is preceded by the indefinite article *a*, which implies that it is one of many. We can't say or mean, "I offer you *an* advice."

- This is our *advice*, avoid the word *advice*. And know that is one of our many many pieces of *advice* or *suggestions*.

### **Replace *but* with *and* or *or*.**

- When two ideas are linked by but, separate them into two sentences. The but almost always negates or argues against the first part of the sentence.
- The idea of communication is to reinforce our continued practice of surrendering to that over which we have no control.

### **Avoid *however* and *therefore*.**

- These words qualify the two messages and usually create a false or single causation. They are also argumentative.
- There are always many causes for every result. And, every cause produces many results.
- Human beings are too complicated to be described with simple Newtonian Physics.

### **Provide feedback without reprimand.**

- Long-lasting change does not happen when you are scolding the other person.
- Even slight displeasure through words, tone, or expression is antagonistic. And, doesn't work.
- Say what you observe. Speak what you want.
- Repeat, repeat, and repeat while not being attached to the result.
- Long-term change generally requires a lot of practice.

### **Stop justifying, excusing, or explaining.**

- These communications reinforce in ourselves a lack of being fully responsible. People do it constantly, and it never changes the result. It halts our education and weakens our the effect of our communication.
- Instead describe past actions, and the next ones you plan. The movie was right "Love means never having to say you're sorry."
- The car still crashed and the damage is done no matter how good the excuses.

### **Replace *I'm sorry* with new actions.**

- This might be one of the most controversial suggestions. It reinforces guilt about what has already occurred rather than learning from it. When some action doesn't produce the results wanted, appreciate discovering that and plan more actions to get what you want.
- Saying that you are sorry or even that you regret it, is arrogant. It fails to recognize all of the factors that go into producing any result. You didn't produce the "good" or the "bad" ones by yourself. Even to assume that you made the biggest contribution often isn't accurate.
- The movie might be right "Love means never having to say you're sorry."

**If you accept that last suggestion, stop saying mistakes.**

- If you think some action was a mistake, no need to label it as such. You are not smart enough to know the eventual outcomes of what life brings us. You cannot really know if it was a mistake.
- All you can know is that your action was the best action you could have taken and the result is not what you want. Then, take more action.

**Listen to what you observe.**

- When listening, focus on only that which you can directly what you can receive. Particularly in one-to-one communication focus on only that what you can observe from another person.
- You cannot observe what they think or feel, and often your interpretations get way of achieving your results.
- Other people's output includes air, sound, subtleye and face movements, and the actions of their bodies including what they write. Most important is where they go and what they do.

## About the author.

Dave Ellis is a world-class teacher/facilitator and best-selling author who has written seven books, including *Falling Awake*, *Life Coaching*, *Creating Your Future*, and *Becoming a Master Student*, which was the best-selling college textbook in America for over two decades. He has taught across North America and around the world.

He has assisted national and international nonprofit leaders, social entrepreneurs, philanthropists, an NBA coach, and a Nobel Peace Prize winner.

Dave has developed a variety of powerful courses assisting people to realize their full potential. He and the thousands of teachers, leaders, and coaches he has trained encourage people to take actions they have never taken to get results they have always wanted. Through the courses, books, coaching, videos, and interactive online webinars, Dave has helped over six million people create a more wonderful life.

Dave has held the following positions at National American University:

- President
- Assistant Dean of Student Services
- Member of the Administrative Board
- Computer programming faculty
- Designer and teacher of an innovative first-year experience course for students to discover actions that will lead to success in college and life.

Education:

- Honorary Ph.D., Naturopathic Philosophy
- Work toward a Ph.D. in Psychology and Education
- Master's in Computer Sciences
- Bachelor's in Computer Science and Psychology

Dave started *The Brande Foundation* and has contributed millions of dollars to the work of his foundation and other organizations. He now operates New Breakthroughs, LLC, providing courses, AI products, and coaching. He is married and has four daughters and ten grandchildren. His hobbies are technology, jogging, singing, photography, and travel.