



## A Shared Mental Operating System for Developing Physician-Leaders

*Connecting clinical reasoning, patient communication and decision-making, emotional intelligence, and leadership through one practical framework.*

### Being An Effective Physician Requires More Than Clinical Expertise

Medicine rarely presents one challenge at a time. A physician may need to interpret information, communicate with an anxious patient or family member, collaborate across disciplines, and determine what happens next—all within the same encounter.

**COSMO equips medical students and faculty with one repeatable way to connect and apply these capacities in real situations.** As a practical meta-framework and shared language, COSMO helps them think clearly, communicate effectively, make sound decisions, and move forward with greater confidence and consistency—when situations are complex, uncertain, or high-pressure.

### Five Actions. One Framework Across Medical Education.

|                |                   |                     |                      |                   |
|----------------|-------------------|---------------------|----------------------|-------------------|
| Get<br>CLARITY | Take<br>OWNERSHIP | Create<br>STRUCTURE | Maintain<br>MOMENTUM | Reach<br>OUTCOMES |
|----------------|-------------------|---------------------|----------------------|-------------------|

*The same five-part mental map supports a patient or family conversation, faculty feedback, an interprofessional team challenge, a leadership decision, or a learner's own growth.*

### What Makes COSMO Distinctive

- **One framework across multiple contexts.** Learners do not have to retrieve a different model to think through every clinical, relational, or leadership challenge.
- **Inner development and outward execution.** COSMO develops self-awareness and emotional intelligence alongside decision-making, problem-solving, and follow-through.
- **Simple enough to use now; expansive enough to grow with the physician.** Its relevance can extend from medical school through residency, practice, and organizational leadership.
- **A shared language for learners and educators.** Faculty, mentors, and students can use the same framework to make teaching, feedback, and reflection more coherent.
- **Strengthens what already works.** COSMO reinforces existing clinical-skills, communication, mentoring, well-being curricula, leadership development, and frameworks without replacing them.

*"After 40+ years of research and developing systems for teaching, I found COSMO is, by far, the simplest and most effective approach to leading, coaching, and facilitating effective change."*

**DR. JOHN FRANCIS, MD, FACS | Trauma Medical Director & Associate Professor of Clinical Surgery**

### Early Observations in Medical Training

After three to four weeks of using COSMO practice during surgical rotations, Dr. Francis and the medical school observed changes in how his students learned, related, and performed:

- Greater confidence and competence in patient interactions
- Improved academic performance in classroom and testing settings
- Stronger interactions with faculty and patients, including improved faculty-rated performance
- Greater engagement with the school and with their own education



*"Introducing COSMO on day one helped me focus my entire rotation. Instead of treating it as an extra framework, I integrated it into daily practice, and it made all the difference."*

— BRIANNA, Emergency Medicine Student

## From Physician Development to Patient Care

After four years of using COSMO with attending physicians, Dr. Francis reports that participants consistently identify the COSMO framework and its accompanying EQ and relational skills as the most impactful parts of their time with him. He uses the framework to help attendings mentally track patient conversations, ask better questions, and reach shared understanding with greater confidence and efficiency.

### A practitioner observation from DR. FRANCIS

In his own patient care, Dr. Francis reports that COSMO has helped reduce some conversations from approximately 30 minutes to 10. Patients feel seen, heard, and cared for—and are less likely to raise unanswered questions as he is walking out the door.

## Voices From the Field

- **"Every medical student needs COSMO before residency."** — Chief Resident
- Another physician, Jill A. Grant, MD and IUSM Med Faculty, said **every physician and resident needs to learn COSMO before entering independent practice.**

## Ways COSMO Strengthens Medical Education and Practice

COSMO provides a practical, repeatable framework that physicians, learners, and faculty can apply across the moments that matter most in medical education and patient care.

- **Clinical reasoning and H&P:** Structure inquiry, identify missing information, and organize thinking to determine potential treatment, care plans, and next steps.
- **Patient and family communication:** Improve listening, uncover what matters, build shared understanding, and create greater clarity around decisions and next steps.
- **Faculty coaching and learner development:** Give faculty and learners a shared language for reflection, feedback, accountability, and continuous growth.
- **Interprofessional teamwork:** Help physicians communicate more clearly, navigate differing perspectives, communicate across disciplines in ways each person is heard and valued, make decisions, and move teams forward with aligned action.
- **Residency and leadership preparation:** Build the decision making, emotional intelligence and resilience, communication, and leadership capabilities physicians increasingly need as responsibilities and complexities grow.

## A Practical Path to Implementation

COSMO can be introduced through a focused faculty, learner, or clinical cohort and integrated into existing medical education, coaching, or leadership development programs.

**Start with a focused cohort. Measure what matters. Build from demonstrated results.**