



YOU CREATE

THE SOCIAL CONTEXT FOR HIGH-
PERFORMANCE BY ADDRESSING THE
INVISIBLE FORCES THAT MAKE UP THE SOCIAL CONTRACT
IN YOUR ORGANISATION

ACHIEVE A COMPELLING
450% RETURN*

ACHIEVE NOTICEABLE
**BEHAVIOURAL
CHANGE**
BY INTRODUCING
COLLECTIVE MICRO-HABITS

FOUR-DIMENSIONAL LEADERSHIP

THE POWERFUL 4-D PROGRAM USED BY NASA

ATTRACT AND RETAIN THE BEST

BY ESTABLISHING SHARED INTERESTS
AND A COMPELLING PURPOSE

BECOME A NASA 4-D COACH

GO BEYOND THE FOUNDATIONAL PROGRAM
BENCHMARK AGAINST 1,500 NASA TEAMS
TO MEASURE AND EMBED CHANGE



“ The NASA 4-D Leadership Program is truly unique as it helps leaders understand and then shape their context through the application of 8 key behaviours. The upfront leadership benchmarking provided the important baseline from which to build, whilst the exercises were engaging and unique. Who doesn't want to be an astronaut for a day or two? ”

**Chief Technology Officer,
listed property group**

Why NASA 4-D?



You Are About To Get Four Dimensional

About the Program

The explosion of Space Shuttle Challenger rocked the world. The seven astronaut fatalities and a string of subsequent failed missions led to senate inquiries and the eventual realisation that it was social context, and not technical incompetence, that led to this and other failures.

The 4-D program was designed to foster eight key behaviours that have transformed life at NASA. NASA found that these eight behaviours were much more important than technical ability when it came to avoiding mission failures and fatalities. Behaviours that promote inclusion, clarity of purpose, mission and role clarity, played an important role in establishing the culture that makes NASA Best Place to Work in federal government for 13 years in a row (as of May 2025).

The **NASA 4-Dimensional Leadership Program** takes participants on a simulated mission to Mars, emulating relevant elements of the social preparation of astronauts, whilst equipping leaders and their teams with context-shifting skills.

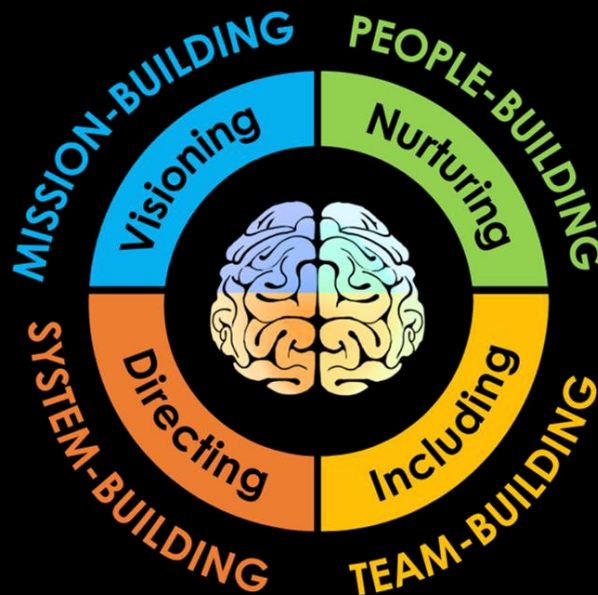
Organisational Benefits

- **Creates a shared leadership lexicon that addresses social context directly**, allowing teams to assemble rapidly, without the usual 'forming, storming, norming and performing' dramas*.
- **Delivers a compelling return on investment**, with NASA's ROI on this program estimated in excess of 450%.
- **Drives noticeable behavioural change and impact**, as measured against internal and external benchmarks, including the 1,500 NASA teams that have voluntarily completed the program.

**Tuckman (1965)*



NASA's Four Dimensions



Why it Matters

PEOPLE-BUILDING

- This dimension establishes shared interests, linking personal and team interests to the organisation's overall purpose to create alignment and cohesion.
- Development becomes focused on strengths, but unafraid of difficult conversations, enabling individuals to thrive in an environment where team feedback is habitual, authentic, prompt, proportional, integrated, non-avoiding, empathetic, specific and strengths-oriented.

TEAM-BUILDING

- Keeping agreements, as well as setting team standards and boundaries are crucial for the development and maintenance of trust and cohesion.
- The ability to both surface and rewrite the 'unwritten rules' and trade social currencies like power, attention, information and recognition makes high-functioning teams.

SYSTEM-BUILDING

- Clarity and alignment of roles, responsibilities, accountabilities and authorities for effective human systems.
- Leaders recognise and disarm dysfunctional belief systems and behaviours before they become an Achilles heel.

MISSION-BUILDING

- Leaders co-design a mission grounded in reality but navigate towards an aspirational North Star.
- Having developed a compelling vision of the future, leaders must bring it to life through narrative, support systems and habit formation.

Neurogenetic Behaviours



NASA discovered that exceptional leaders work fluidly across four invisible social fields to bring out the best in their people. Underpinned by eight neurogenetic* behaviours, these four dimensions establish psychological safety and accountability as foundations for high performance.

What makes this program critically different to others is that it is not developed from psychometric factors, psychological theory, or any other purely theoretical foundations. It links firmly with contemporary social neuroscience as fundamental drivers of human behaviour.



**Based on contemporary social neuroscience and psychological studies.*

An Immersive Experience

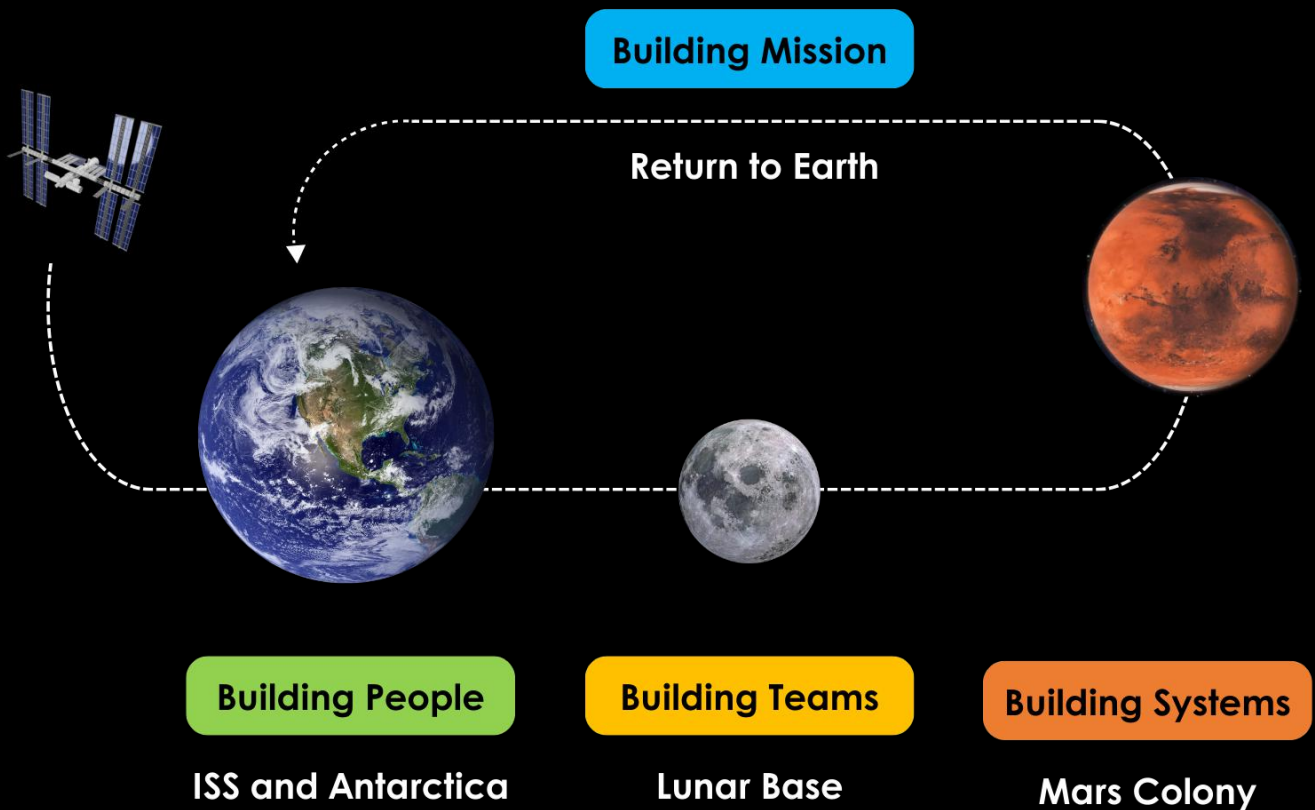


As participants progress through this immersive program, they are exposed to simulations based on the current space program. Although these may feel like astronaut training, they are not fundamentally about space.

Space is a frontier for research in leadership and team cohesion, where NASA and other space agencies prepare astronauts for deep space missions under conditions of **I**solation, **C**onfinement and **E**xtrême weather (**ICE**).

The research conducted in 'analogs' like Antarctica provides a unique perspective on what constitutes great leadership and what creates high-performing teams.

The 4-D program has transferred successfully from 'White Mars' into organisational practice, with over 100,000 leaders in over 75 countries using the NASA Playbook.



In-House or Public Online Programs

Run the program in-house, or join one of our public programs, which are delivered in two-hour virtual sessions, once a week, over 8 weeks.

Session times 12:00pm - 2:00pm AEST

REGISTER HERE

How to Join Virtually, via Zoom

Digital Certification Upon successful completion of the course assignment (which applies NASA 4-D in a real context) leaders receive a digital accreditation

When:

- 22 July to 14 August 2025 (4-week accelerated program; 2 hours twice a week)
- 4 September to 23 October 2025 (8-week standard program with one weekly 2-hour session)
- 30 October to 18 December 2025 (8-week standard program with one weekly 2-hour session)

Coaching Accreditation

Individuals who complete the NASA 4-D Leadership Program can go on to become an accredited NASA 4-D Coach, administering the NASA 4-D Benchmark, Playbook and Context Shifting Blueprint.



In-house Delivery Options



Delivery can be tailored with a combination of online, face-to-face or blended experiences. For example:

OPTIONS	WK 1	WK 2	WK 3	WK 4	WK 5	WK 6	WK 7	WK 8
2 Full Days Consecutive Face to Face	8 Behaviours	Graduation, Coaching and Coaching Accreditation (optional) followed by retaking the Benchmark						
2 Full Days Spaced Face to Face	4 Behaviours		4 Behaviours		Graduation, Coaching and Coaching Accreditation (optional) followed by retaking the Benchmark			
4 Half-Days Spaced Face to Face	2 Behaviours	2 Behaviours	2 Behaviours	2 Behaviours	Graduation, Coaching and Coaching Accreditation (optional) followed by retaking the Benchmark			
Weekly Sessions Virtual Online	1 Behaviour Each Week Delivered in a 2-hour online virtual session, over 8 consecutive weeks.							

NASA 4-D Benchmarking
Benchmark your team against over 1,500+ NASA teams, pre and post program.

NASA 4-D Certification
Participants obtain accreditation by demonstrating the ability to apply all eight NASA behaviours, using a Context Shifting Blueprint

Coaching Accreditation
Monthly coaching sessions with a NASA 4-D coach are recommended following the program to embed behaviours. Individuals who complete the core program can go on to become accredited coaches.



Program Facilitation Lead



Paul Hawkins |
Chief Combobulator

Paul founded Crazy Might Work in Antarctica in 2015, on a mission to bring leadership lessons from frontiers like space to the workplace. Today Crazy Might Work is the leading provider of the Four-Dimensional Leadership program used by NASA, receiving recognition for this in the AUS Space Industry Awards 2025. Under Paul's leadership, Crazy Might Work has also become the strategic innovation partner of various professional peak bodies, including Ageing Australia. Paul has worked in over 20 countries, on everything from mergers and acquisitions to global shared services and he chairs the Board of a Community Services not-for-profit. He is a sought-after speaker on the topics of leadership, innovation and creativity and how these come together effectively in organisations. Paul's PhD in breakthrough innovation examines the practices of over 300 serially creative individuals, in conjunction with the research on artificial intelligence, combining these for exponentially greater effectiveness.



“ The NASA 4-D leadership course came at a perfect time for me as I’m building a new team and I was able to immediately use the lessons and tools. I felt we were already on track to become a high performing team, but this course gave ownership to our individual team members, and I think that will make us a high performing team for a very long time. The course materials were relevant, professional, and engaging and I enjoyed learning about my incredible classmates’ challenges.”

Major, US Air Force

“ Having studied Leadership for many years, the NASA 4-D Leadership Program was an amazing life changing journey, helping me to build better teams and navigate the most hostile environments I could imagine. The program brought together a group of intelligent professionals and challenged them to see the world differently. The logical pathway from building people to developing them into a team and designing strong systems to create the ideas to drive progress makes sense and I have been applying it to my everyday life.”

Commander, Special Crimes Unit

About Us



Bringing leadership lessons from frontiers like space to the workplace



| Mission

Crazy Might Work is the first leadership and innovation academy to be launched in Antarctica. Our mission is to equip and inspire leaders and organisations to innovate, collaborate and make a difference.



| Method in our Madness

Like a great Michelin restaurant, we change our menu regularly, as fresh thinking emerges. What remains constant, is the scientific approach to leadership and innovation, drawing on proprietary research and hundreds of biographies exploring the most creative human minds.

Our unique approach enables leaders to lead inspirationally, and problem solve creatively under pressure. We believe that understanding the innate strengths of human intelligence is critical to effective augmentation with AI.



| Unique Programs

NASA 4-D |

Four-Dimensional Leadership

Leading⁴Breakthrough[®] |

Strategic Innovation for Leaders

Breakthrough Collaboration |

Cross-organisational co-design



| Clients

Our clients and partners number amongst the most innovative and progressive organisations in the world, including governments, space agencies, universities, multinationals and not-for-profits.



| Contact Us

Suite 402, The Cooperage
56 Bowman Street
Pymont NSW 2009
Australia

p: +61 (0) 2 8379 0500
e: info@crazymightwork.com

www.crazymightwork.com



| Stalk Us



[linkedin.com/company/crazy-might-work](https://www.linkedin.com/company/crazy-might-work)



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