



Crazy Might Work

## 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

# 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.

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

NASA found that eight behaviours were much more important than technical ability when it came to avoiding mission failures and fatalities. Behaviours that promoted inclusion, clarity of purpose, mission and role clarity, played an important role in establishing the accountability and trust required to turn NASA's culture around.

### Organisational Benefits

- **Creates a shared leadership lexicon that addresses social context and contracting 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 behaviour change**, with lasting momentum, by benchmarking periodically against the 1,500 NASA teams that have voluntarily completed it.
- **Your leaders will enjoy connecting as a leadership group** in an immersive learning experience based on the current space program, with immediately-transferrable learnings to your organisation.

*\*Tuckman (1965)*



# NASA's Four Dimensions

## DIMENSION

## WHY IT MATTERS

## LEADERSHIP CAPABILITY ACQUIRED

### People-Building

- Lack of cohesion delays projects and destroys teams.
- Authentic appreciation is the one of the key reasons that we turn up to work. Feedback must be habitual, authentic, prompt, proportional, specific and strengths-based.

- ☀ **Connect a team and create a sense of shared purpose.**
- ☀ **Develop individuals relative to their idiosyncratic strengths.**

### Team-Building

- Individual boundaries and team standards are crucial to the development of trust and high performance.
- The 'unwritten rules' and social contract of the team govern important behaviours, often unwittingly.

- ☀ **Set and maintain individual boundaries and team standards.**
- ☀ **Include appropriately, whilst avoiding wasteful over-inclusion.**

### System-Building

- Role clarity, accountability, authority and autonomy are essential for coordinated collaborative efforts.
- The collective belief system of the group can be an Achilles heel without the capacity to reconfigure red story lines.

- ☀ **Align role, accountability and authority to maximise autonomy.**
- ☀ **Challenge dysfunctional dramas and beliefs with radical candour.**

### Mission-Building

- Team vision and mission need to be grounded in reality and not false optimism in order for progress to occur.
- Conflicting priorities and lack of commitment to collective goals undermines high performance.

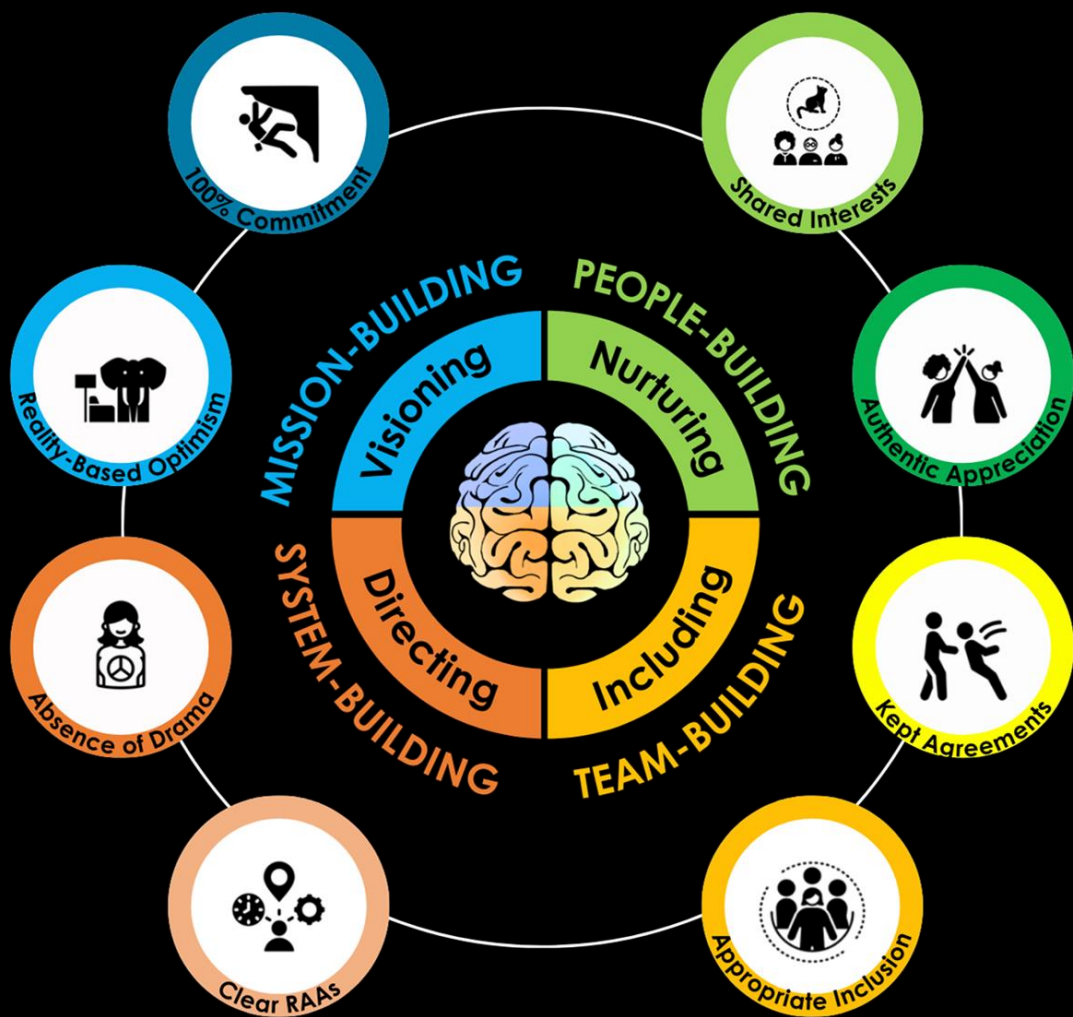
- ☀ **Acknowledge uncomfortable truths and create compelling missions.**
- ☀ **Co-create a collective vision and communicate it in an inspirational way.**

# 8 Neurogenetic Behaviours

NASA discovered that exceptional leaders are fluent in four dimensions.

You will learn to move effortlessly through these invisible social fields, leveraging the social neuroscience that underpins high performance. The NASA system introduces eight neurogenetic\* behaviours to establish trust and psychological safety as a foundation for high performance.

What makes these behaviours different to others (such as those developed from psychometric factors, or organisational values) is that they are based on contemporary social neuroscience and therefore universally relevant in human interactions.



Benchmark your team against the 1,500 NASA teams that have voluntarily completed this program.

*\*Deeply wired in the human brain, with a research-backed effects on human social behaviour, according to neuroscientific and psychological studies).*

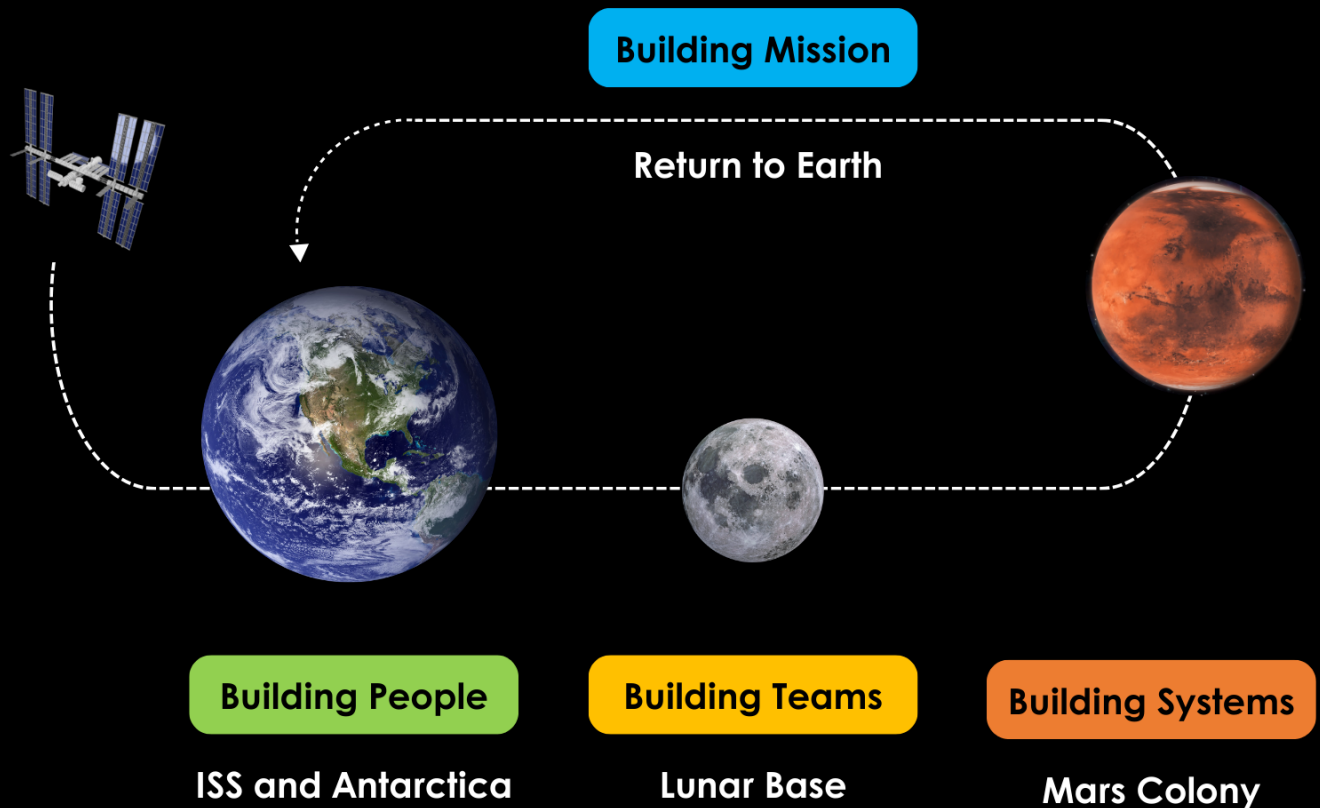
# An Immersive Experience

You will progress through this **immersive** program and be exposed to simulations based on the current space program. Although these experiential immersions may feel like astronaut training, they are not fundamentally about space.

Space just happens to be a frontier for research in leadership, as NASA and other space agencies prepare leaders for deep space missions in Isolated, Confined and Extreme conditions (ICE).

The research conducted in 'analog' like Antarctica gives us a unique perspective on what constitutes great leadership and what makes for high-performing, cohesive teams.

The 4-D program has been transferred successfully from 'White Mars' (Antarctica) into organisational practice by over 100,000 teams in over 75 countries, using the NASA Playbook.





# Online Public Program

Run the program in-house, or join one of our public programs, which run for 2 hours over 8 weeks on consecutive Thursdays.

**Session time:** 12:00pm - 2:00pm AEST

[REGISTER HERE](#)

**How to Join:** Virtual

**Graduation & Certification:** Post graduation we send your virtual certificate

**When:**

- 31 October to 19 December 2024
- 6 February to 27 March 2025
- 24 April to 12 May 2025
- 10 July to 28 August 2025
- 4 September to 23 October 2025
- 30 October to 18 December 2025

## Coaching & Accreditation

Individuals who have completed the **NASA 4-D Leadership Program** can go on to become an accredited **NASA 4-D Coach**. This accreditation prepares coaches to mentor individuals or teams using their **NASA 4-D Benchmark** results, in conjunction with the **NASA 4-D Playbook** and **Context Shifting Blueprint**.



# In-house Delivery Options

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

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

## Notes

- In-house programs are preceded by benchmarking against NASA alumni.
- The program culminates in a graduation and the Benchmark is retaken within 2-3 months.
- Monthly team-based coaching is recommended post-program to assist with embedding.

## NASA 4-D Benchmarking

Crazy Might Work offer the opportunity to benchmark your team/s against over 1,500+ NASA teams, pre and post program

## NASA 4-D Assessment and Certification

For certification purposes, participants use the NASA Context Shifting Blueprint to address a selected team or organisational group from dysfunction to high-performance. The act of completing this brings together all 8 of the NASA 4-D behaviours to demonstrate understanding and effect positive change.

## Coaching and Coaching Accreditation

Monthly coaching sessions with a NASA 4-D coach are recommended following the program to embed behaviours. Individuals who have completed the NASA 4-D program can also go on to become accredited as NASA 4-D coaches.

*“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 pretend they’re an astronaut for a day or so? 4-D was an investment in self-development and inspiration, and one that I would recommend to other leaders wishing to build high performing teams”*

**- Chief Technology Officer,  
listed property group**

# Program Facilitation Lead



**Paul Hawkins** |  
**Chief**  
**Combobulator**

Paul founded Crazy Might Work (the first leadership academy to be launched in Antarctica) in 2015, with a mission to bring important leadership lessons from frontiers like space into the workplace. Crazy Might Work is ACCPA's strategic innovation partner and the leading provider of the 4-Dimensional Leadership program used by NASA. Prior to launching Crazy Might Work, Paul worked in over 20 countries, on everything from mergers and acquisitions to setting up global shared services. Today, he chairs the Board of a Community Services organisation, as well as annual symposia like World Forum Disrupt and the Humans in Space Summit. He is a sought-after keynote speaker on the subjects of innovation and leadership, and a skilled master of ceremonies and moderator. With formal qualifications in education, business and innovation, and accreditations in neuroscience and appreciative inquiry, as well as a pending PhD in breakthrough innovation, Paul is able to explore a wide range of topics with humour, courage and a passion for social impact.

*“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. Though the class was virtual, I really felt connected through the discussion and exercises.”*

**- Major, US Military**

*“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. I can’t highly recommend this excellent program enough. Now I just need my own rocket!”*

**- Former Commander,  
Raptor Squad**



# About Us

Bringing leadership learnings from frontiers like space to the workplace



## Mission

Crazy Might Work is the first leadership academy to be launched in Antarctica. They are ACCPA's strategic innovation partner and the leading provider of the Four-Dimensional Leadership program used by NASA.



## 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 breakthrough, drawing on hundreds of years of research and the break-through strategies of the brightest human minds.

Our unique methods are drawn from Aerospace, Anthropology, Appreciative Inquiry, Biomimicry, Systems & Design Thinking, Cognitive & Social Neuroscience, Strategic Storytelling and Game Design.



## Unique Programs

### NASA 4-D |

Four-Dimensional Leadership

### Leading<sup>4</sup>Breakthrough® |

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

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