



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



““ *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.

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, so feedback should 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 ability to rewrite the 'unwritten rules' is a game-changer for organisations.

- ☀ **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 can be an Achilles heel without the capacity to rethink red story lines.

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

Mission-Building

- Team vision and mission must be grounded in reality but also inspirational.
- Conflicting priorities and misalignment of resources will undermine performance.

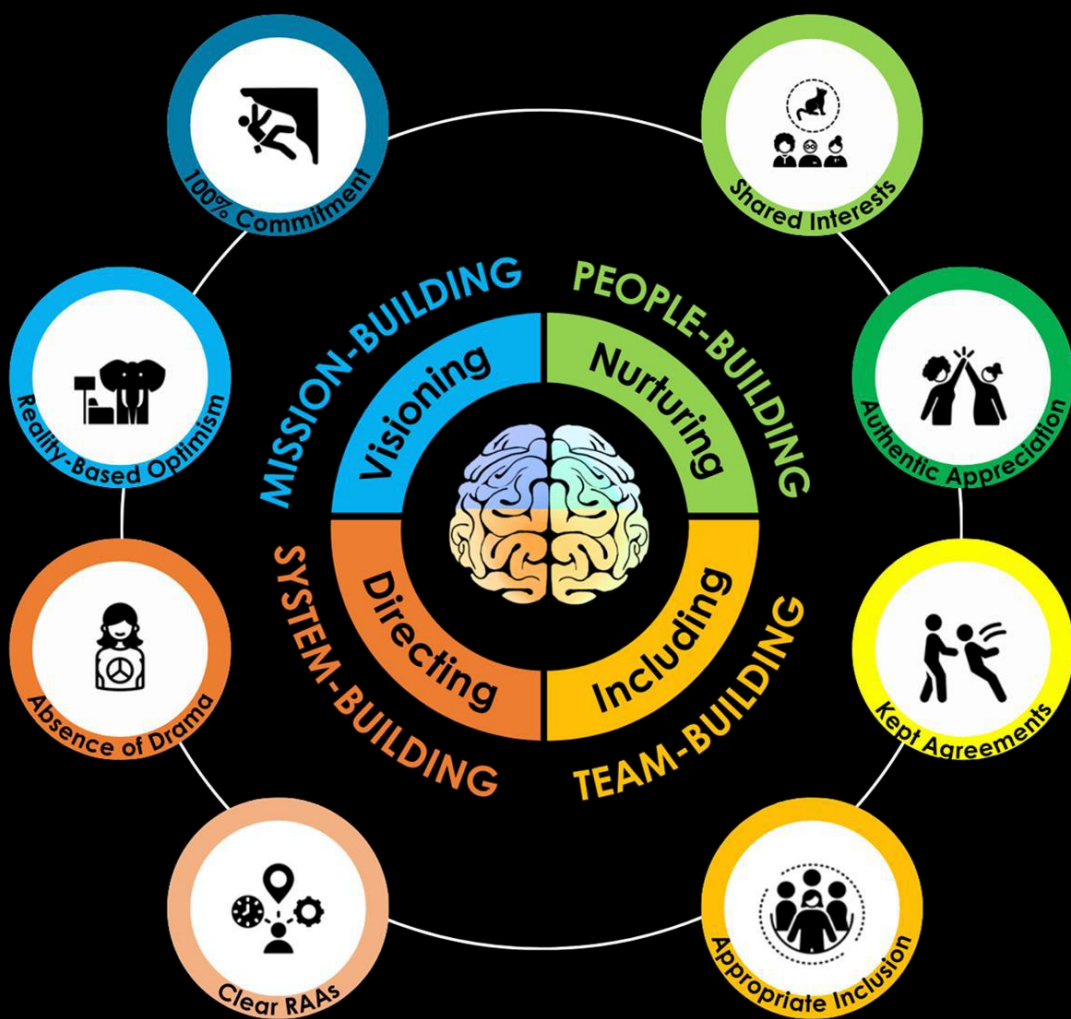
- ☀ **Acknowledge uncomfortable truths but set optimistic goals.**
- ☀ **Co-create a compelling vision and the support structures to achieve it.**

8 Neurogenetic Behaviours

NASA discovered that exceptional leaders are fluent in four dimensions and these invisible social fields, determine team, project and organisational performance.

The NASA system introduces eight neurogenetic* behaviours that establish trust and psychological safety as a foundation for high performance.

What makes this program different to leadership frameworks developed from psychometric factors, psychological theory, or organisational values, is that it is grounded in contemporary social neuroscience and universally relevant to teams of all descriptions.



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

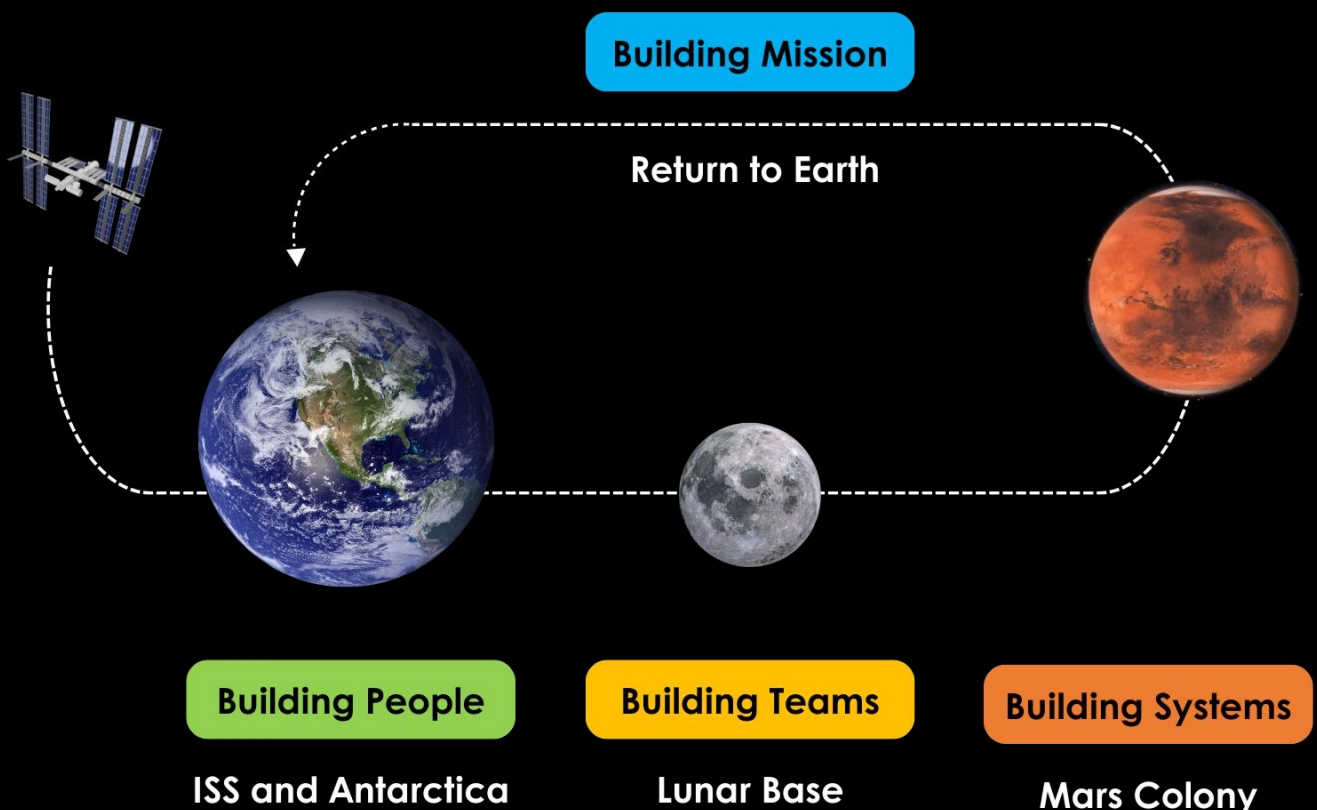
An Immersive Experience

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.



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

How to Join Virtually, via Zoom for the public program

Digital Certification Upon successful completion of the assignment (applying the NASA 4-D behaviours to a real context) you will receive a digital accreditation

When:

- 25 November to 20 December 2024
(accelerated program, meeting twice a week)
- 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

[REGISTER HERE](#)

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:

OPTIONS	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 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

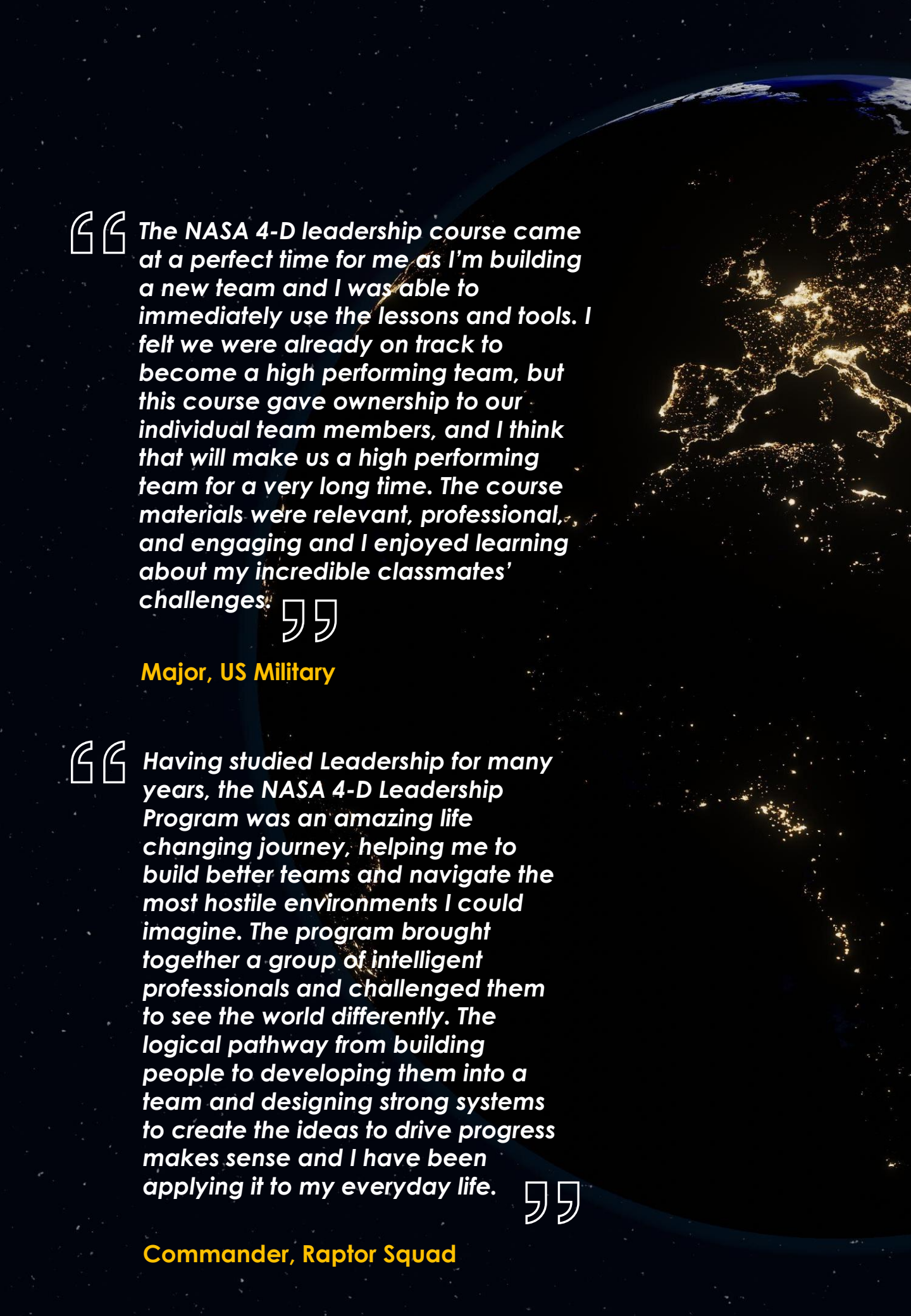
Coaching Accreditation
Monthly coaching sessions with a NASA 4-D coach are recommended following the program to embed behaviours. Individuals who have completed the core program can go on to become accredited coaches.

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. He chairs the Board of a Community Services organisation and is a sought-after keynote speaker on the subjects of innovation and leadership.



““ 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 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.”

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

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.



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