



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.

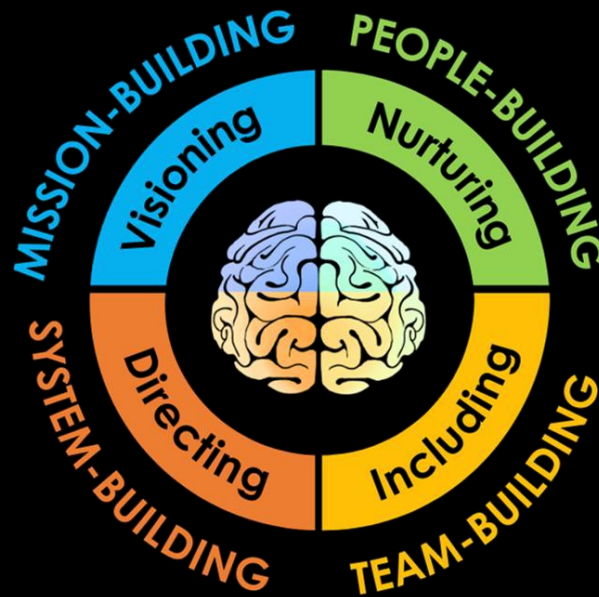
Organisational Benefits

- **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



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 group 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, including setting boundaries and team standards, as well as external commitments, is crucial for the development of trust and cohesion.
- The ability to both surface and rewrite the 'unwritten rules' and then trade social currencies like power, attention, information and recognition makes high-functioning teams.

SYSTEM-BUILDING

- Clarity and alignment of responsibilities, accountabilities and authorities creates effective human systems.
- The team learns to recognise and confront dysfunctional belief systems and behaviours before they become an Achilles heel for the entire group.

MISSION-BUILDING

- Teams co-design a series of missions, grounded in reality, that will deliver an aspirational vision.
- Teams develop and convey a compelling vision of the future and bring it to life by applying the science of habit formation to embed it in the organisation.

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.*

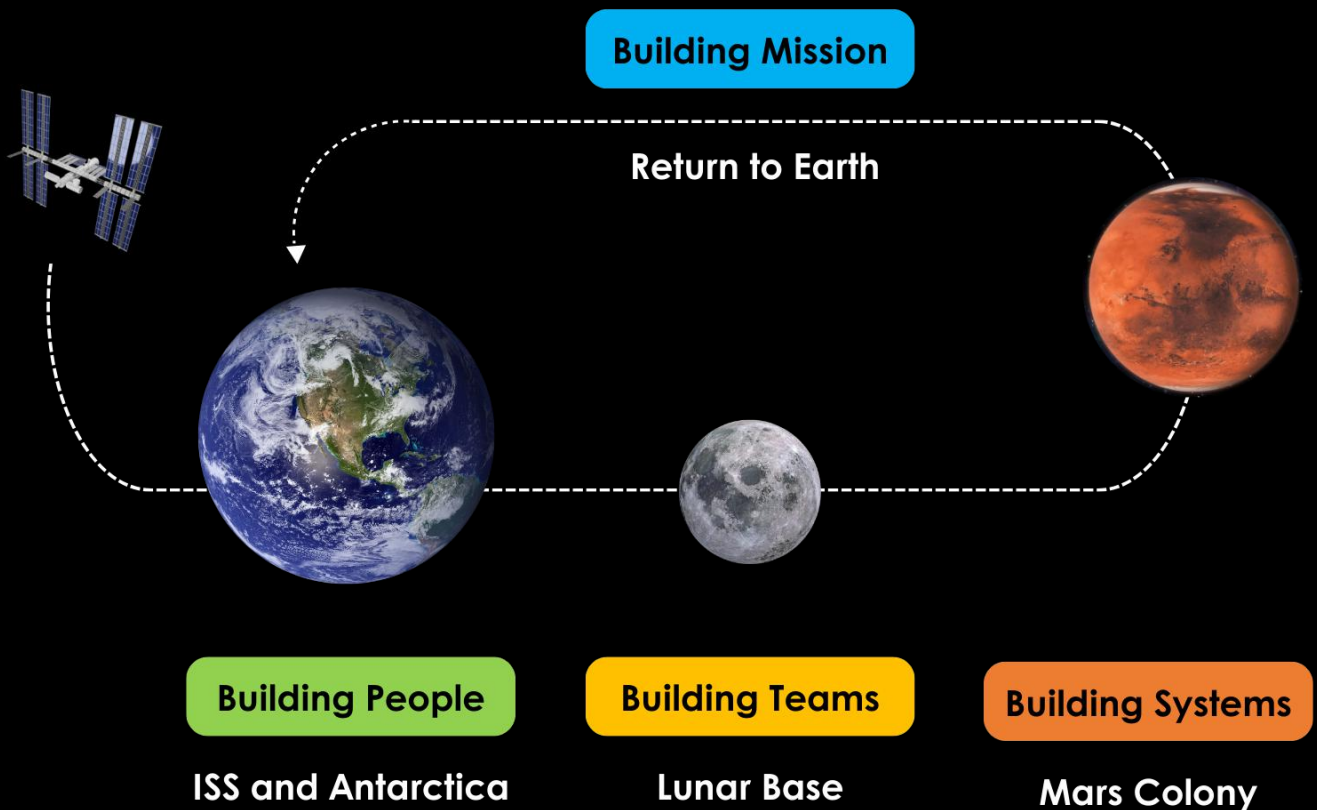
An Immersive Experience

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

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

The research conducted in 'analog' like Antarctica has provided a unique perspective on what constitutes great leadership and creates high-performing, cohesive teams.

The 4-D program has been transferred successfully from 'White Mars' (Antarctica) into organisational practice by 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
How to Join	Virtually, via Zoom
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:	<ul style="list-style-type: none">▪ 10 June to 4 July 2025 (runs over 4 weeks)▪ 22 July to 14 August 2025 (runs over 4 weeks)▪ 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	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

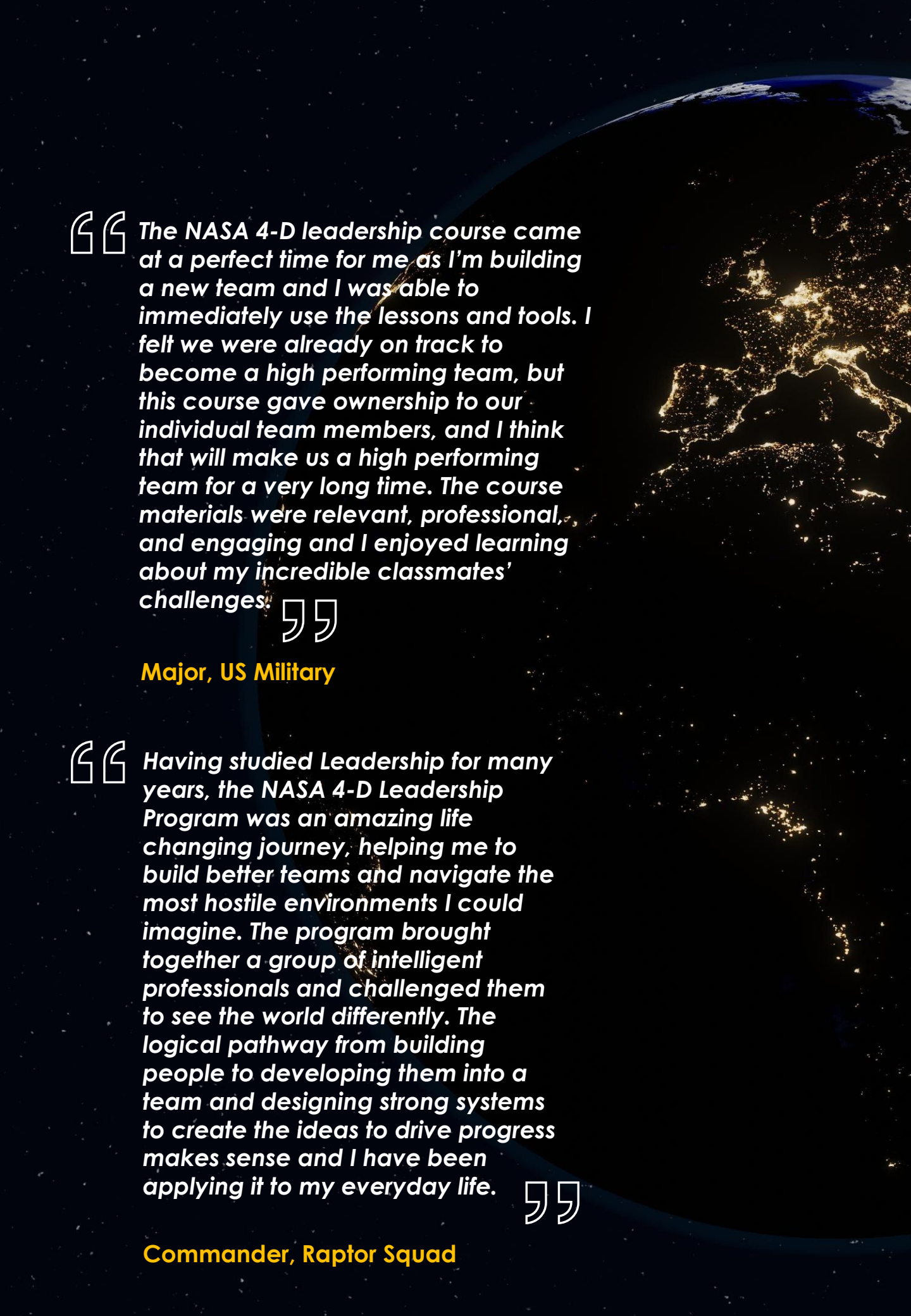
Coaching Accreditation
Monthly coaching sessions
with a NASA 4-D coach are
recommended following
the program to embed
behaviours. Individuals who
have completed the core
program can go on to
become accredited
coaches.

Program Facilitation Lead



Paul Hawkins |
Chief Combobulator

Paul founded Crazy Might Work in Antarctica in 2015, on a mission to bring learnings from frontiers like space to the workplace. Today Crazy Might Work is the leading provider of the Four-Dimensional Leadership program used by NASA and the strategic innovation partner of the Public Sector Network and Ageing Australia. Prior to launching Crazy Might Work, Paul worked in over 20 countries, on everything from mergers and acquisitions to global shared services. He chairs the Board of a Community Services not-for-profit and is a sought-after keynote speaker on the subjects of human and artificial intelligence (AI), innovation and leadership. Paul is a skilled master of ceremonies and moderator, with formal qualifications in education, business and innovation, and accreditations in neuroscience and appreciative inquiry. He has a pending PhD in breakthrough innovation which looks at how humans play to their strengths, augmented by AI.



“ 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. We are Ageing Australia's strategic innovation partner and the leading provider of the Four-Dimensional Leadership program used by NASA.



Unique Programs

NASA 4-D |

Four-Dimensional Leadership

Leading⁴Breakthrough® |

Strategic Innovation for Leaders

Breakthrough Collaboration |

Cross-organisational co-design



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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.



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.



Stalk Us



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