



## CREATE

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

## THE GOLD STANDARD FOR HIGH-PERFORMING TEAMS

BECOME PART OF THE GLOBAL ALUMNI OF 75,000  
BENCHMARK AGAINST 1,500 NASA TEAMS  
GO BEYOND THE CONVENTIONAL



“ 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 core behaviours that have transformed life at NASA with the realisation that these are much more important than technical ability when it comes to avoiding mission failures. Behaviours that promote inclusion, clarity of purpose, accountability and trust, have played an important role in establishing a culture that makes NASA Best Place to Work in federal government.

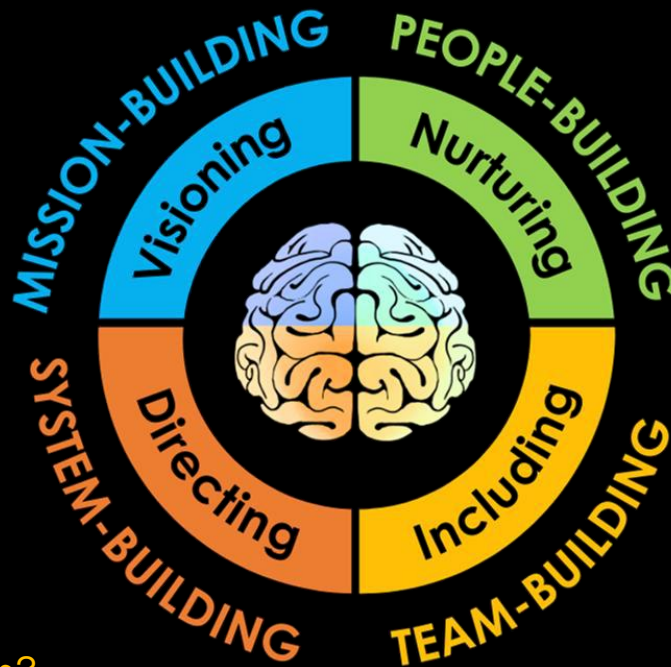
The **NASA 4-D Program** takes participants on a simulated mission to Mars, emulating relevant elements of the social preparation of astronauts, whilst equipping leaders and their teams with context-shifting skills.

### Organisational Benefits

- Creates a shared leadership lexicon that addresses social context directly, enabling leaders to rapidly assemble high-performing teams, without the usual 'forming, storming, norming and performing' dramas.
- Delivers a compelling return on investment, with NASA's ROI on this program conservatively estimated at 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.

The **NASA 4-Dimensional program** is the international gold standard for over 100,000 leaders in 75 countries.

# 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 and creating cultural alignment and cohesion.
- Development is accelerated by focusing on strengths, enabling individuals to thrive in an environment where feedback is habitual, authentic, prompt, proportional, integrated, non-avoiding, empathetic, specific and strengths-oriented.

### TEAM-BUILDING

- Establishing and keeping agreements, including team standards and boundaries, is critical in the development of trust and trustworthiness.
- The ability to both surface and rewrite the 'unwritten rules', whilst exchanging social currencies like power, attention, information and recognition enhances agility and resilience.

### SYSTEM-BUILDING

- Clarity and alignment of roles, responsibilities, accountabilities and authorities reduces friction, duplication, resentment and confusion in human systems.
- Leaders learn to recognise and disarm dysfunctional belief systems before they become an Achilles heel.

### MISSION-BUILDING

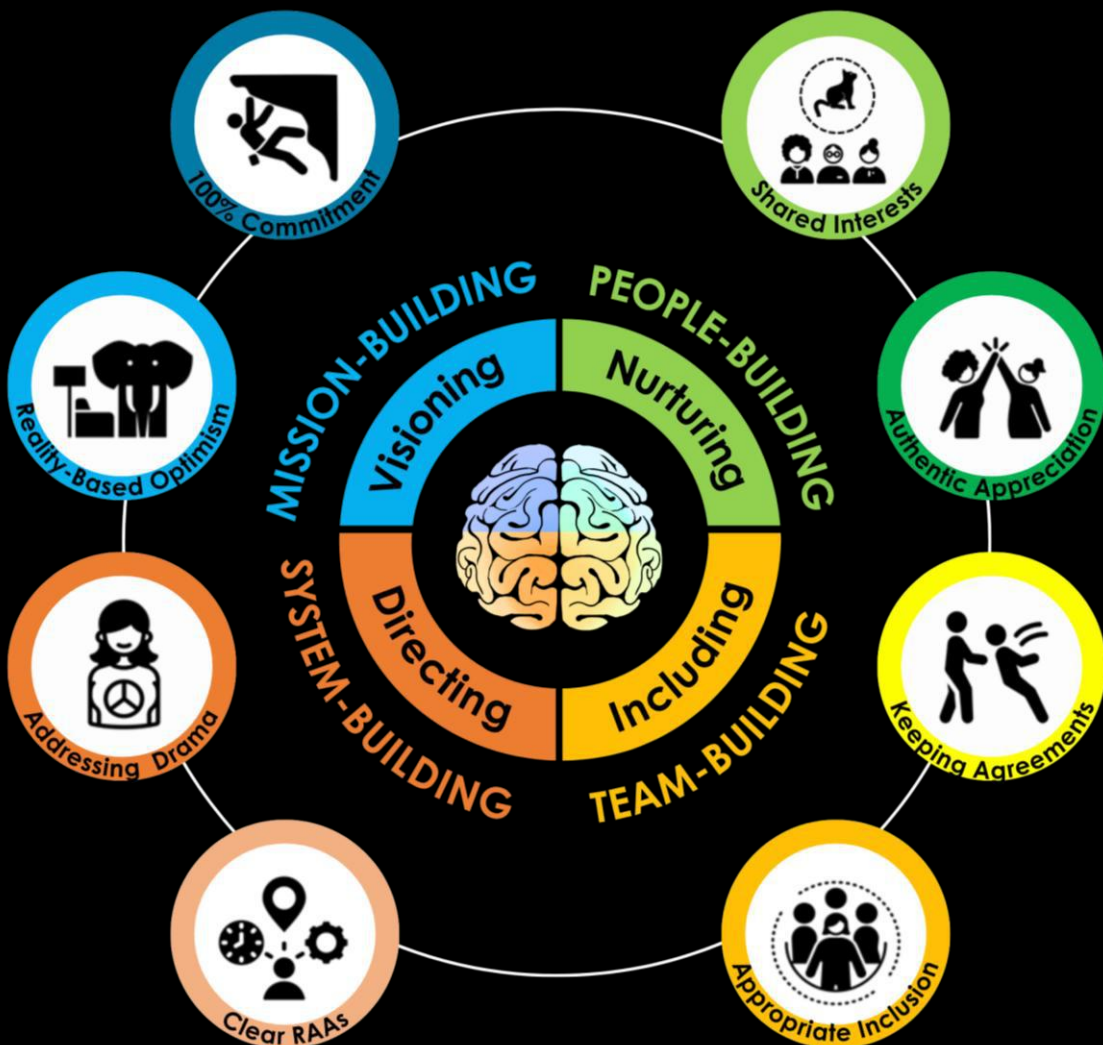
- Leaders co-design missions grounded in reality, but, at the same time, inspirational and compelling.
- Having developed a compelling vision, leaders bring it to life through narrative, habit formation and mission support systems.

# 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.





## Immersive and Transferrable

As leaders progress through this immersive program, they are treated to highly engaging simulations based on the current space program. Although these may look like astronaut training, they are fundamentally about leadership, not space.

Space has become a frontier for research in leadership and team cohesion, as NASA and other space agencies prepare leaders for deep space missions.

The studies, conducted in 'analogs' like Antarctica, under conditions of Isolation, Confinement, and Extreme weather (ICE), provide a unique perspective on what constitutes great leadership.

These lessons from 'White Mars' transfer well into organisational practice, as evidenced by over 100,000 leaders in over 75 countries, for whom the NASA 4-D program is a gold standard.

# 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

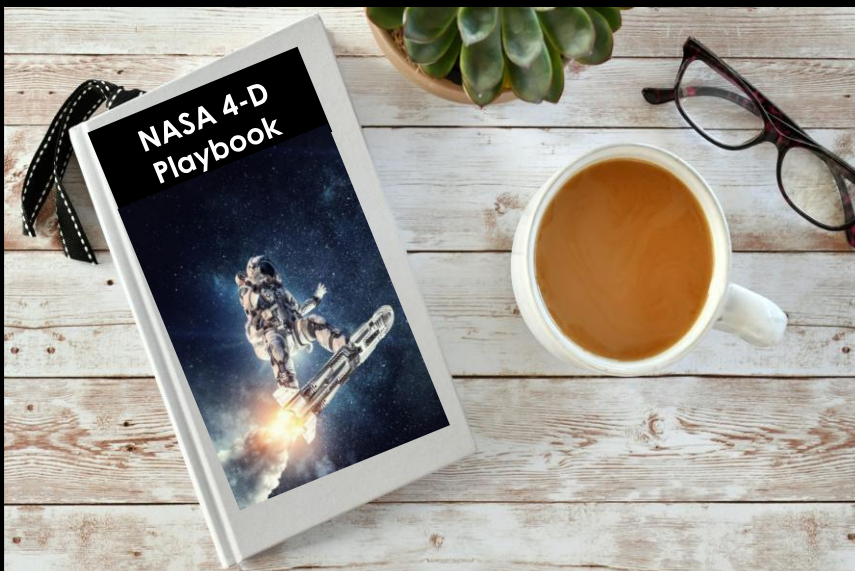
**Digital Certification** Upon successful completion of the course assignment (which applies NASA 4-D in a real context) leaders receive a digital accreditation

**When:** 30 October to 18 December 2025  
(8-week standard program with one weekly 2-hour session)

**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. 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<br>Delivered in a 2-hour online virtual session, over 8 consecutive weeks. |                                                                                               |              |              |                                                                                               |      |      |      |

## NASA 4-D Certification

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

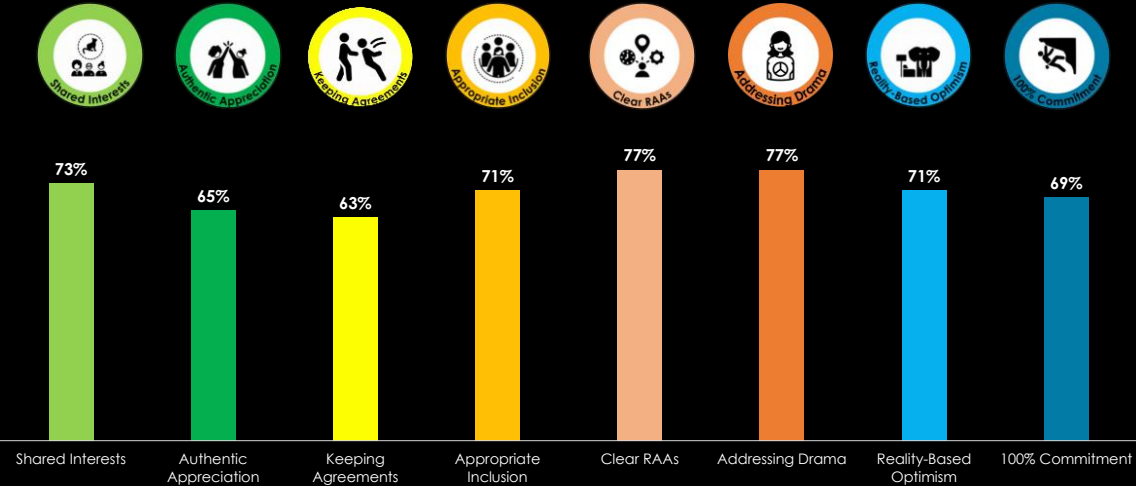
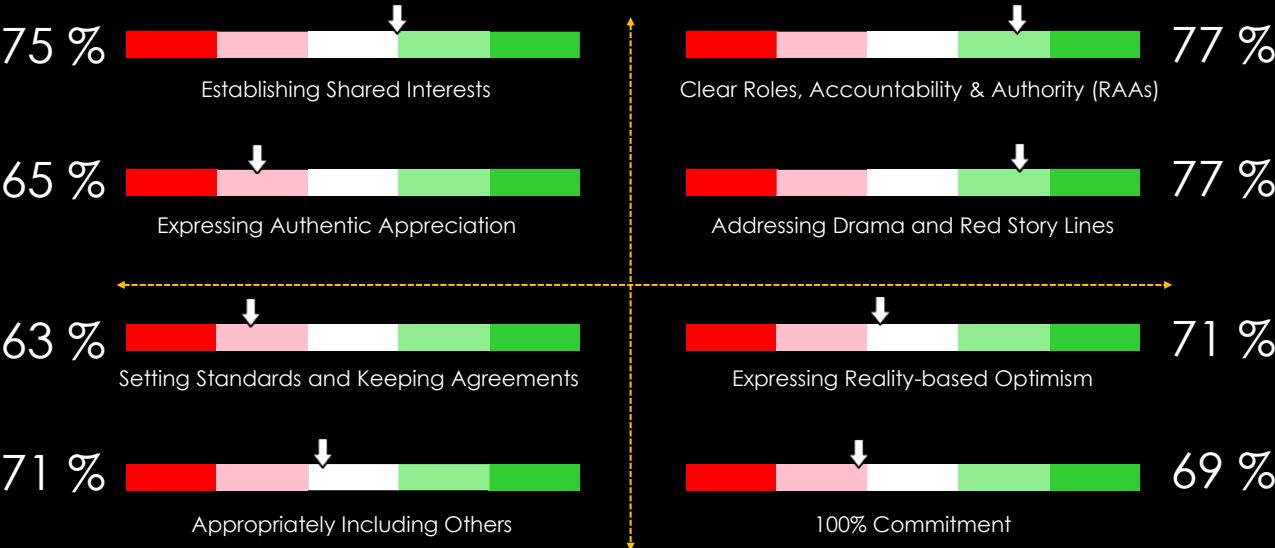
## Coaching To Embed Behaviours

Monthly coaching sessions with a NASA 4-D coach are recommended following the program to embed behaviours

# Benchmarking

The NASA 4-D benchmark is typically completed in advance of the program to provide a baseline comparison with the 1,500 NASA teams that have voluntarily completed the program. Results are used in conjunction with the **NASA 4-D Playbook** to improve performance. NASA's experience is that teams retaking the benchmark see an improvement of 4 - 5% each time.

Most Recent Assessment





# 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. Prior to that, he worked in over 20 countries, on everything from mergers and acquisitions to global shared services and product innovation. Today, Crazy Might Work is the leading provider of the Four-Dimensional Leadership program used by NASA, receiving recognition for this in the Australian Space Industry Awards 2025. Crazy Might Work is the strategic innovation partner of peak bodies like Ageing Australia, as well as governments, agencies and multinationals around the world.

Outside of Crazy Might Work, Paul chairs the Board of a Community Services not-for-profit and is a sought-after speaker on the topics of leadership and creativity, where his PhD explores human intelligence and how we realise its full potential (with a bit of help from 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 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

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

Strategic Innovation for Leaders

#### **Breakthrough Collaboration** |

Cross-organisational co-design



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### | 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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