



## CREATE

THE SOCIAL CONTEXT FOR HIGH-PERFORMANCE BY ADDRESSING THE INVISIBLE FORCES AND THE UNWRITTEN RULES THAT GOVERN YOUR TEAM AND ORGANISATION

ACHIEVE A COMPELLING  
**450% RETURN\***

ACHIEVE NOTICEABLE  
**BEHAVIOURAL  
CHANGE**

# The **FOUR-DIMENSIONAL SYSTEM**


USED BY NASA TO CREATE HIGH-PERFORMING TEAMS

## ATTRACT AND RETAIN THE BEST

ESTABLISHING SHARED INTERESTS  
AND A COMPELLING PURPOSE

## THE GOLD STANDARD FOR HIGH-PERFORMANCE

BECOME PART OF A GLOBAL ALUMNI OF 100,000  
BENCHMARK AGAINST 1,500 NASA TEAMS  
GO BEYOND THE CONVENTIONAL



“ The NASA 4-D Leadership Program is truly unique as it helps leaders of high-performing teams 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**

# Why NASA 4-D?



## You Are About To Get Four Dimensional

### About the Program

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

The 4-D System was developed to address these shortfalls, fostering eight core behaviours that have transformed life at NASA and prevented subsequent mission failures. Designed to create cohesive, high-performing teams, this program has played a pivotal role in establishing the culture that makes NASA Best Place to Work in federal government for the 13<sup>th</sup> year in a row.

**NASA 4-D** takes participants on a simulated mission to Mars, emulating elements of the social preparation of astronauts for long space travel, and equipping leaders and their teams with context-shifting skills.

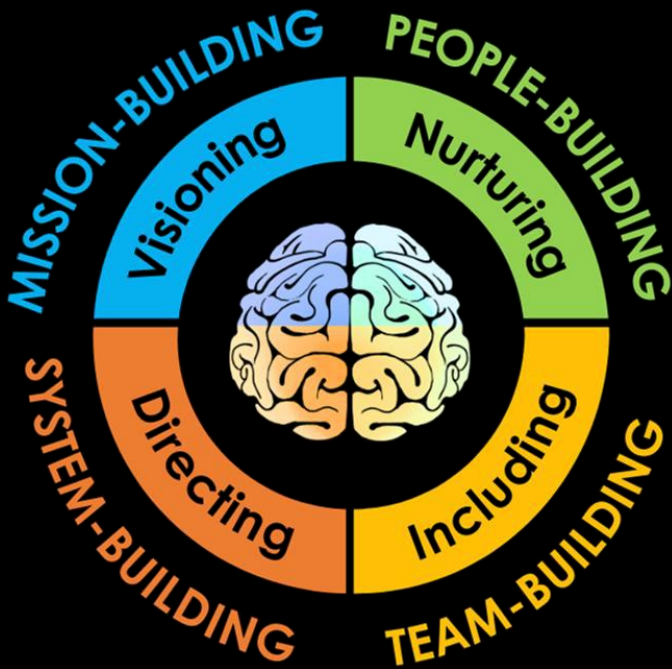
### Organisational Benefits

- 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 both 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 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 when transferred from 'White Mars' into organisational practice.



# 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 AEDT

**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

**CHECK OUT THE  
PROGRAM DATES 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 Certification

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

## Coaching To Embed Behaviours

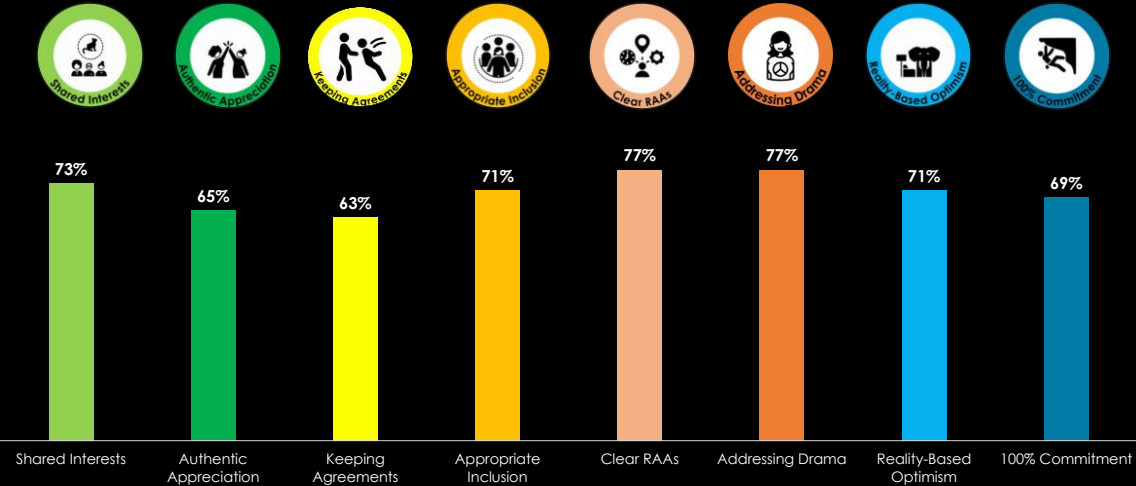
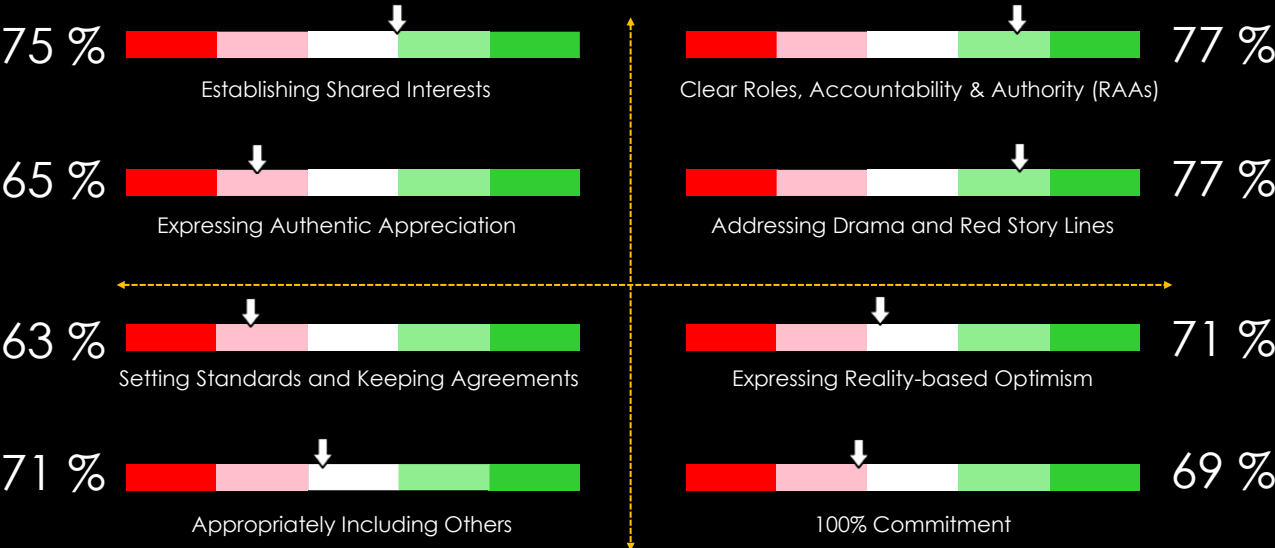
Monthly coaching sessions with in-house accredited NASA 4-D coaches operationalise and embed the new behaviours



# 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 and 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 psycho-cyber co-creation at the intersection of human and artificial intelligence.



“ 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



## | Mission

### **Bringing leadership and innovation learnings from frontiers like space to the workplace**

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 and current space program research.

Our unique approach enables leaders to lead creatively, and problem solve under pressure. We seek to understand the true nature of human intelligence so that it can be augmented effectively with AI.



## | 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.



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