



## 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



*We didn't just talk about leadership; we lived it. Astronaut selection drills, mission simulations, the kind of immersive exercises that make you forget you're learning until you feel the shift in how you lead. Six hours that felt like weeks of growth. The premise was simple but powerful that high-performing teams aren't born from brilliance, but from behaviour. From how we listen, include, and show up for each other when things get uncomfortable. It's rare to see a leadership model so deeply human, one that values psychological safety and accountability as much as technical skill.*

**Space Engineer**



*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?



## It's About To Get Four Dimensional

### About the Program

The explosion of Space Shuttle Challenger four decades ago rocked the world. The seven astronaut fatalities set off a chain reaction within NASA and a string of subsequent failed missions led to senate inquiries and the eventual realisation that it was social context, and not equipment failure, that was the root cause.

The 4-D System was developed to address these shortfalls, fostering eight core behaviours that have transformed life at NASA. 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

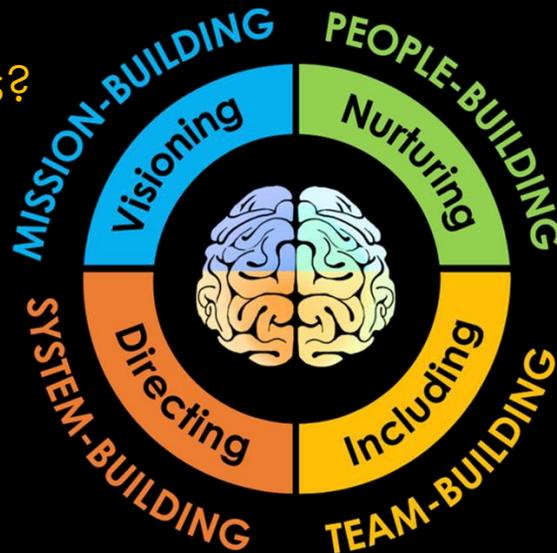
- Creates a shared leadership lexicon that addresses social context directly, enabling leaders to rapidly assemble high-performing teams, without the usual 'forming, storming, norming and performing' dramas.
- Delivers a compelling return on investment, with NASA's ROI on this program conservatively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

### TEAM-BUILDING

- ☀ Teams acquire the ability to rewrite the 'unwritten rules', establishing internal team standards and diligently keeping agreements with external stakeholders.
- ☀ Team dynamics are established for the inclusive exchange of social currencies like power, attention, information and recognition, whilst avoiding wasteful over-inclusion.

### SYSTEM-BUILDING

- ☀ Clarity and alignment of roles, responsibilities, accountabilities and authorities reduces friction, duplication, resentment and confusion in human systems.
- ☀ Leaders learn to self-regulate in moments of stress or conflict, recognising and redirecting dysfunctional belief systems and disagreeing agreeably.

### MISSION-BUILDING

- ☀ Leaders and their teams co-design missions grounded in reality, but leveraging the inspirational and compelling elements of a moon shot.
- ☀ Having developed a compelling vision, teams prioritise initiatives to determine what has 100% commitment and then communicate this using a 4-D narrative.

# 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 reliant on purely theoretical foundations. It links firmly with contemporary social neuroscience and associated brain imaging to reveal deep human drivers and actual (rather than theoretical) behaviour.





## Immersive and Transferrable

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

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

Studies conducted under conditions of Isolation, Confinement, and Extreme weather (ICE), in 'analogs' like Antarctica, provide a unique insights on what makes some teams cohere, when others fall apart.

We use simulations from the current space program so that participants practice behaviours under pressure, which is when they become most valuable.

These learnings 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 System 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 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

**UPCOMING PROGRAM DATES**

## 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	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

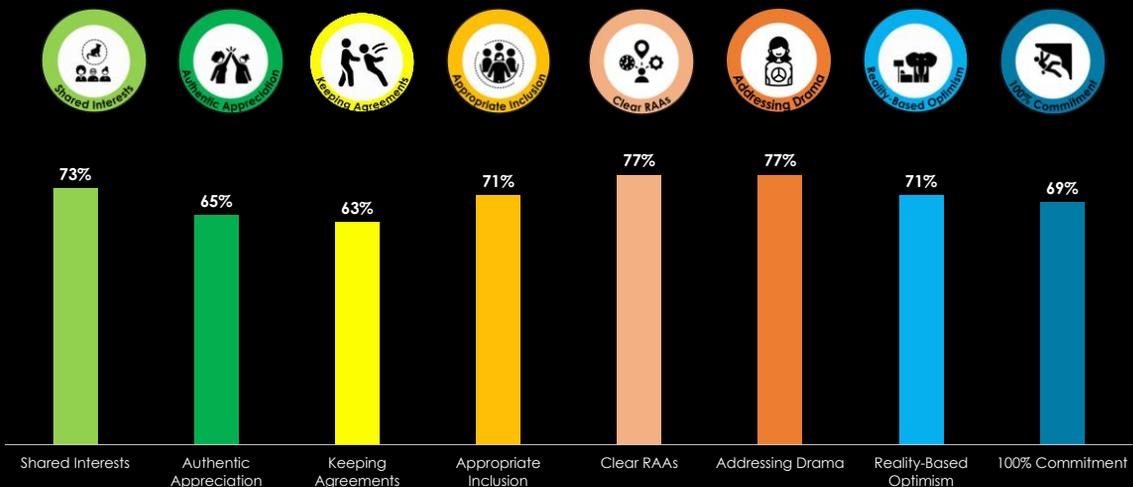
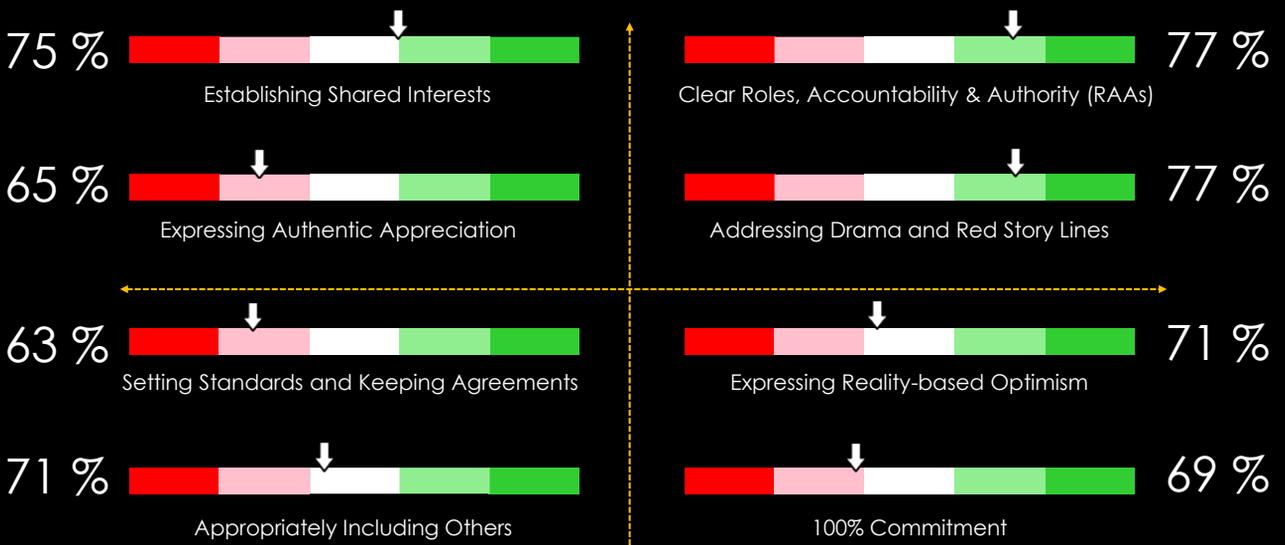
Monthly coaching sessions with in-house accredited NASA 4-D coaches operationalise and embed the new behaviours

# 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 people and organisations to innovate, collaborate and make a difference.



## | Method in our Madness

Our scientific approach to leadership and innovation, draws on our own proprietary research in specialist areas, such as human<sup>+AI</sup> (psycho-cyber) creativity.

Using immersive experiential approaches and simulations from the current space program, we train high-performing teams to recall critical behaviours under pressure.



## | Unique Programs

### **NASA 4-D System** |

Four-Dimensional Leadership

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

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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