

Crazy Might Work

CREATE

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

ACHIEVE NOTICEABLE

BEHAVIOURAL CHANGE

ACHIEVE A COMPELLING

450% RETURN*

THE FOUR-DIMENSIONAL SYSTEM

THE HUMAN PERFORMANCE SYSTEM USED BY NASA

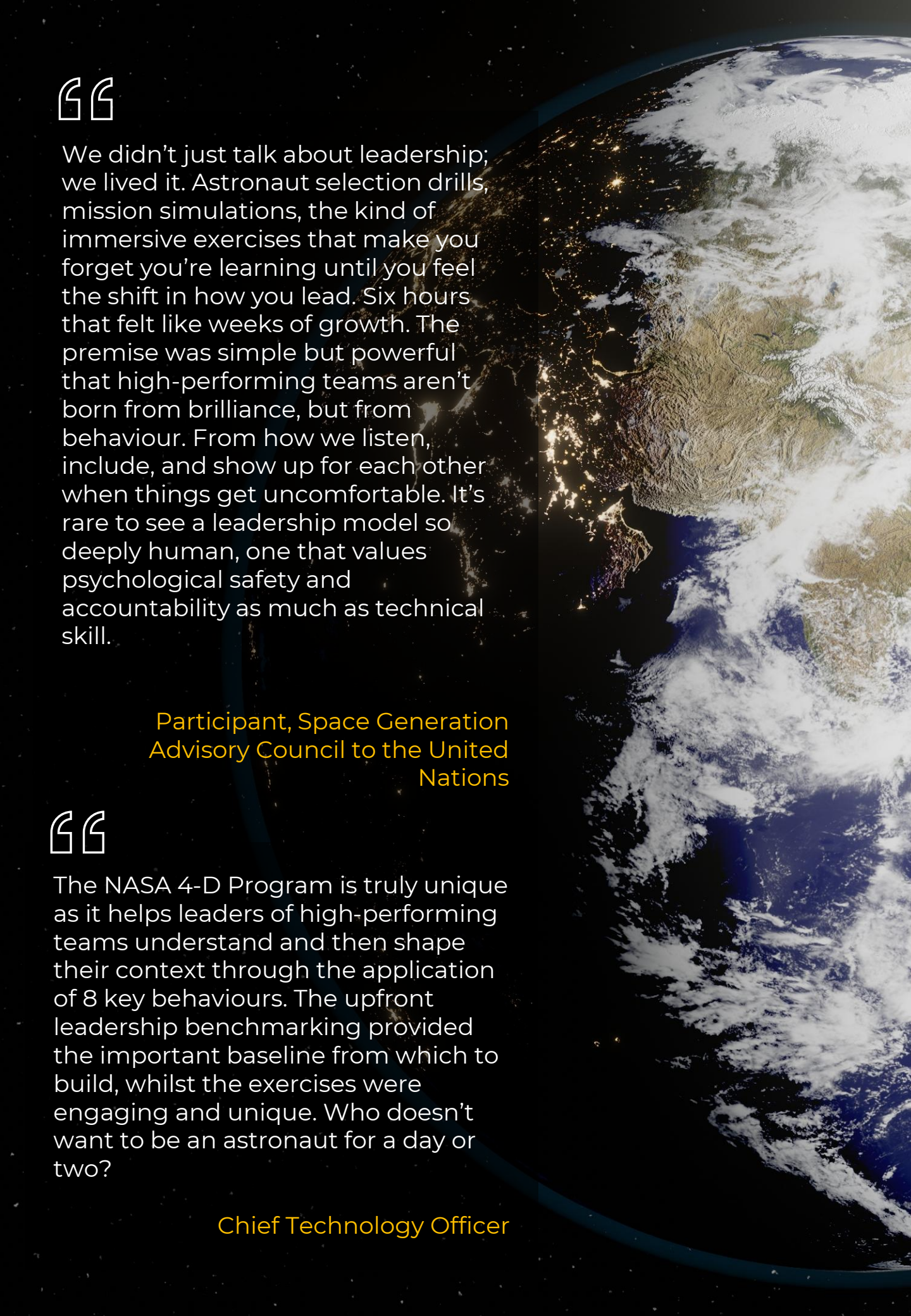
ATTRACT AND RETAIN THE BEST

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

*According to NASA's former Director of Astrophysics, and author of ***How NASA Builds Teams,*** Charlie Pellerin



“

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.

Participant, Space Generation Advisory Council to the United Nations

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The NASA 4-D 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 Choose the NASA 4-D Human Performance System?

It’s About To Get Four-Dimensional

About the Program

The explosion of Space Shuttle Challenger marked the start of a series of failed missions and fatalities that ultimately led senate inquiries to the conclusion that it was social context, rather than equipment failure, or human error that caused these events.

The **NASA 4-D Human Performance System** was developed to address those deficiencies, fostering eight core behaviours that transformed life at NASA. Designed to create cohesive, high-performing teams, this program played a pivotal role in establishing the culture that made NASA Best Place to Work in federal government 13 years in a row.

NASA 4-D takes participants on a simulated journey to Mars and back, emulating elements astronaut selection, training and the Artemis program to experience what it is that makes teams highly cohesive under immense pressure.

Organisational Capability

A repeatable framework for team effectiveness that begins with establishing shared interests and then rewrites the unwritten rules, creating the conditions for innovation and high performance.

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.

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, and individuals thrive where feedback is habitual, authentic, prompt, proportional, specific and strengths-oriented.

TEAM-BUILDING

Team dynamics are established for the inclusive exchange of social currencies like power, attention, information and recognition, whilst avoiding wasteful over-inclusion.

Teams acquire the ability to rewrite the 'unwritten rules', establishing internal team standards without unnecessary conflict and whilst rigorously keeping agreements with external stakeholders.

SYSTEM-BUILDING

Clarity and alignment of roles, responsibilities, accountabilities and authorities reduce 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.

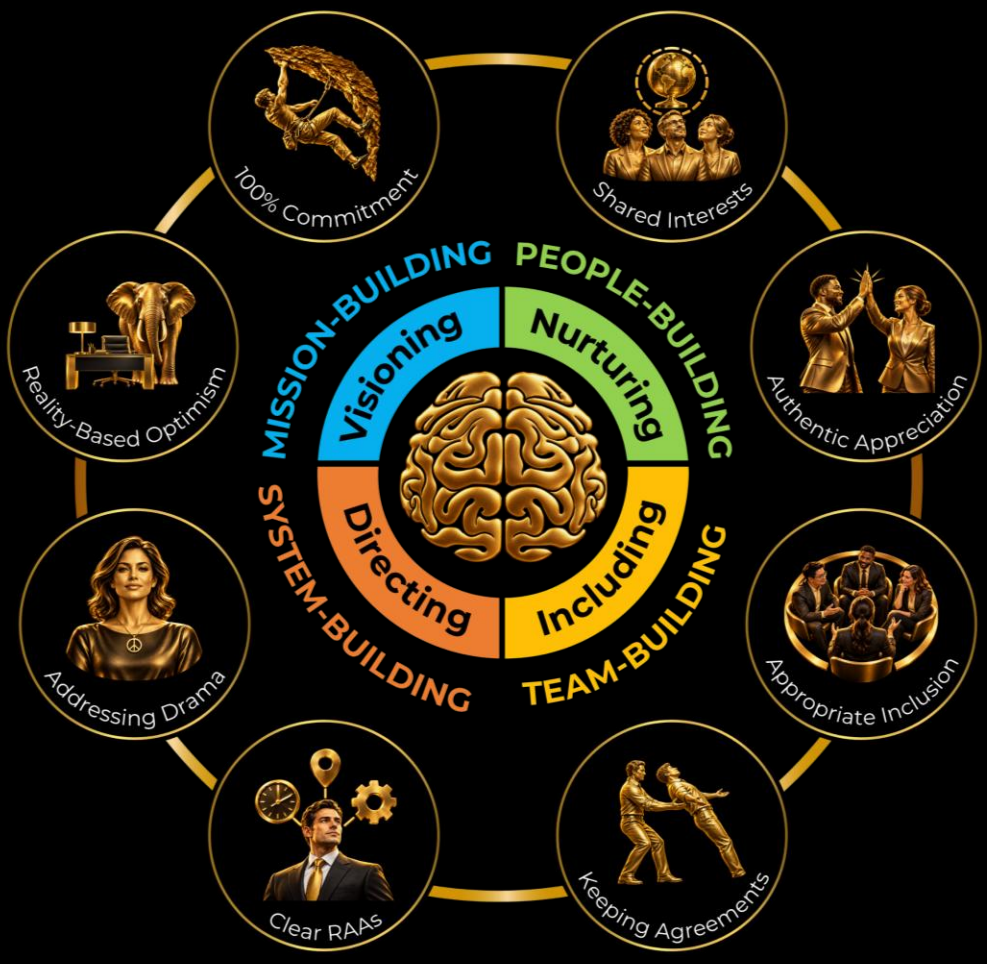
MISSION-BUILDING

Leaders and their teams co-design missions grounded in reality, but leveraging the inspirational and compelling elements of a moonshot.

Having developed a compelling vision, teams prioritise initiatives to determine what has 100% commitment and then communicate this using a 4-D narrative.

Eight Core Behaviours

Create the conditions for high performance and innovation



NASA discovered that exceptional leaders work fluidly across four invisible social fields to bring out the best in their people.

The program is underpinned by social neuroscience, leveraging eight neurogenetic behaviours, across four dimensions to establish psychological safety and accountability as foundations for high performance.

What makes this program critically different to others is that it is not based on purely theoretical foundations. It links with contemporary social neuroscience to reveal deep drivers for human behaviour.

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

Four Dimensions

Learning objectives

PEOPLE-BUILDING



Shared Interests
Discover personal motivations and establish a shared purpose.



Authentic Appreciation
Identify individual strengths and make these the focus of development.

TEAM-BUILDING



Appropriate Inclusion
Share interests, power, attention, information and recognition appropriately.



Keeping Agreements
Rewrite the unwritten rules as intentional team standards and keep these agreements.

SYSTEM–BUILDING



Clear RAAs
Clarify and align responsibilities, accountabilities and authorities for autonomous decision-making.



Addressing Drama
Challenge dysfunctional beliefs and address conflict directly and compassionately.

MISSION-BUILDING

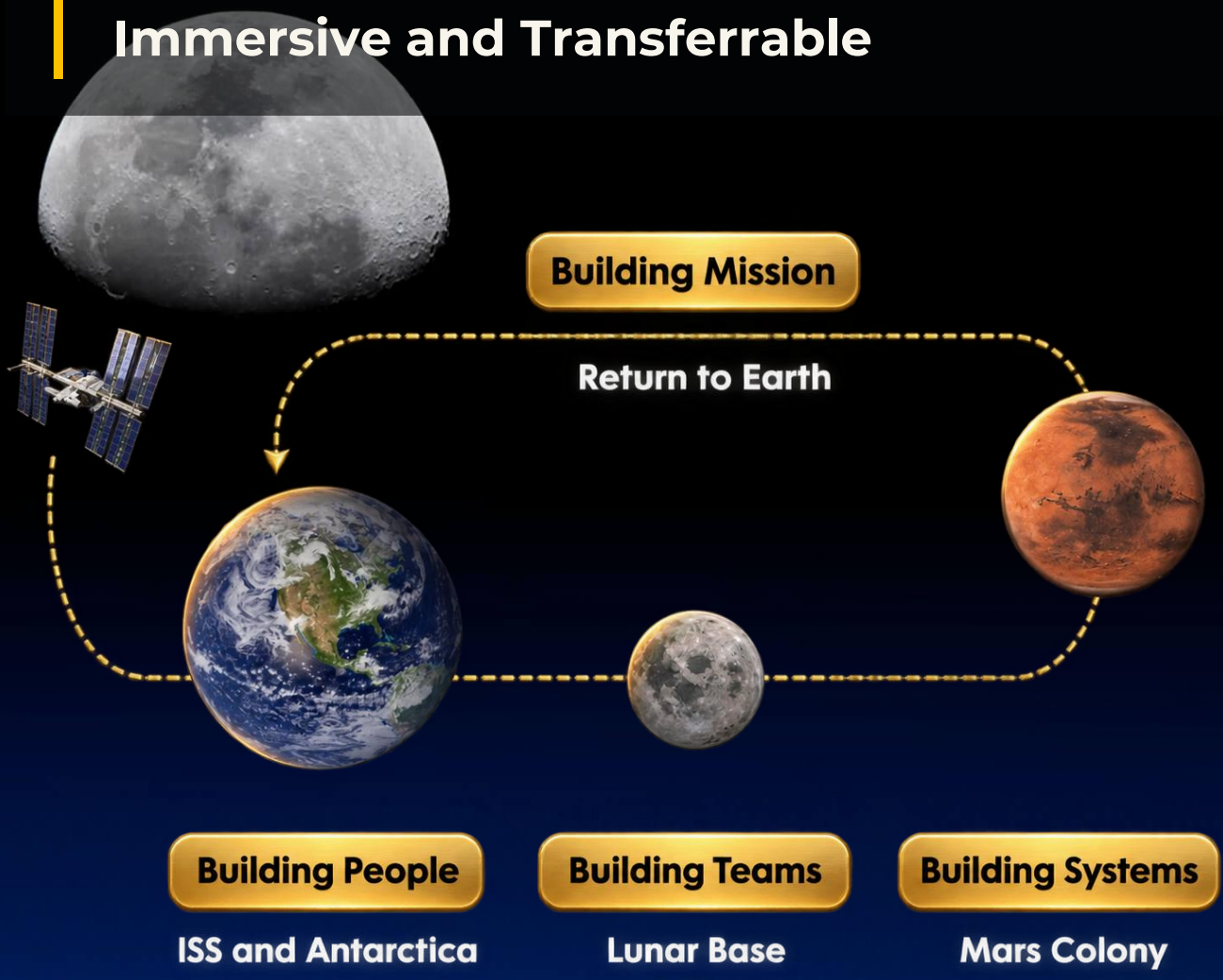


Reality-Based Optimism
Confront current realities and transition rapidly to an optimistic but credible plan.



100% Commitment
Define and articulate a compelling mission and then fully commit to it.

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 transferrable to any high-stakes team environment.

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 (ICE) environments, in analogs like Antarctica, provide unique insights into what makes some teams cohere, when others fall apart.

We use simulations to practise behaviours under pressure, which is when they become most valuable.

These learnings from 'White Mars' have been adopted by over 100,000 leaders in over 75 countries, for whom the NASA 4-D Human Performance System is a gold standard.

Public Virtual Programs

Join one of our public programs, which are delivered in two-hour virtual sessions over 4 weeks (2 sessions per week).

Session times	10:00am - 12:00pm AEDT
How to Join	Virtually, via Zoom
Digital Certification	Upon successful completion of the course assignment, leaders receive digital accreditation

SEE PROGRAM DATES

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 (optional) followed by retaking the Benchmark**						
2 Full Days Spaced Face to Face	**4 Behaviours**		**4 Behaviours**		**Graduation, Coaching (optional) followed by retaking the Benchmark**			
4 Half-Days Spaced Face to Face	**2 Behaviours**	**2 Behaviours**	**2 Behaviours**	**2 Behaviours**	**Graduation, Coaching (optional) followed by retaking the Benchmark**			
Weekly Sessions Virtual Online	**1 Behaviour Each Week** **Delivered in 2-hour online sessions over 8 consecutive weeks.**							

Participant Journey

Benchmark your baseline
Complete the NASA 4-D Benchmark at the start to identify strengths and opportunities for development across the eight core behaviours.

Experience the behaviours in action
Participate in immersive space simulations and guided reflection, practising what it takes to lead and collaborate under pressure.

Apply the learning at work
Use the NASA 4-D tools to address a real organisational challenge and translate your insights into everyday leadership practice.

Review your progress
Retake the benchmark to assess behavioural change and identify your next development priorities.

What You Receive

- **Tailored benchmark feedback** to focus your development.
- **The NASA 4-D Playbook** to guide application of the eight core behaviours.
- **Context Shifting Blueprints** to diagnose team challenges and put your learnings into the workplace.
- **Innate Preferences Assessment** to give insight into your own natural leadership inclinations.
- **Digital certification** upon successful completion.
- **Coaching** to operationalise the new behaviours.

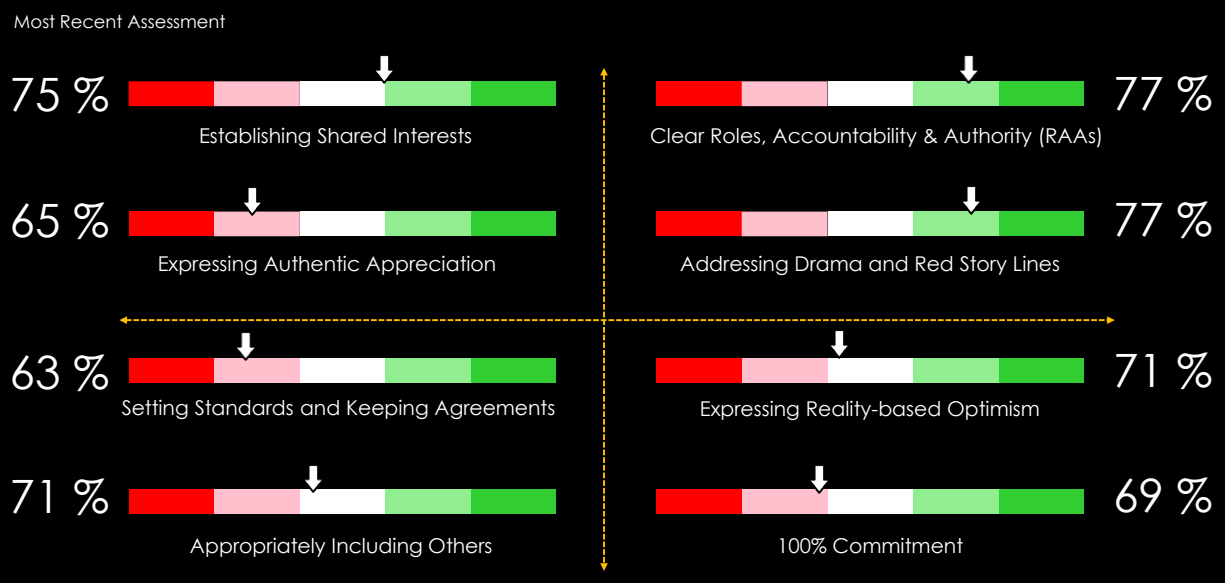
Discuss a Program for Your Team

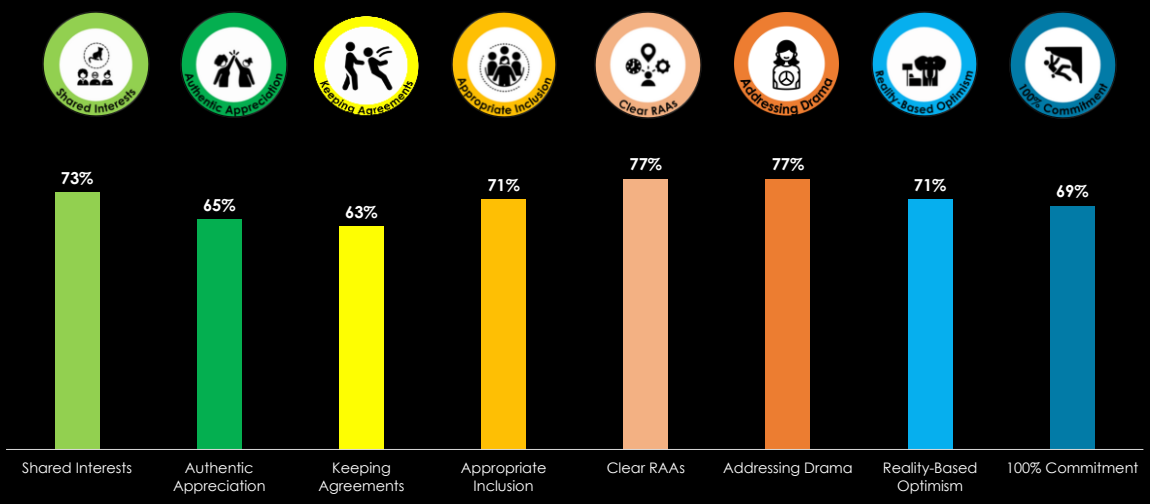
Explore how the NASA 4-D Human Performance System can help your leaders and teams strengthen collaboration, address conflict and turn shared goals into clear commitments. Contact us for a tailored proposal for in-house delivery at info@crazymightwork.com

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 each time.





Program Lead



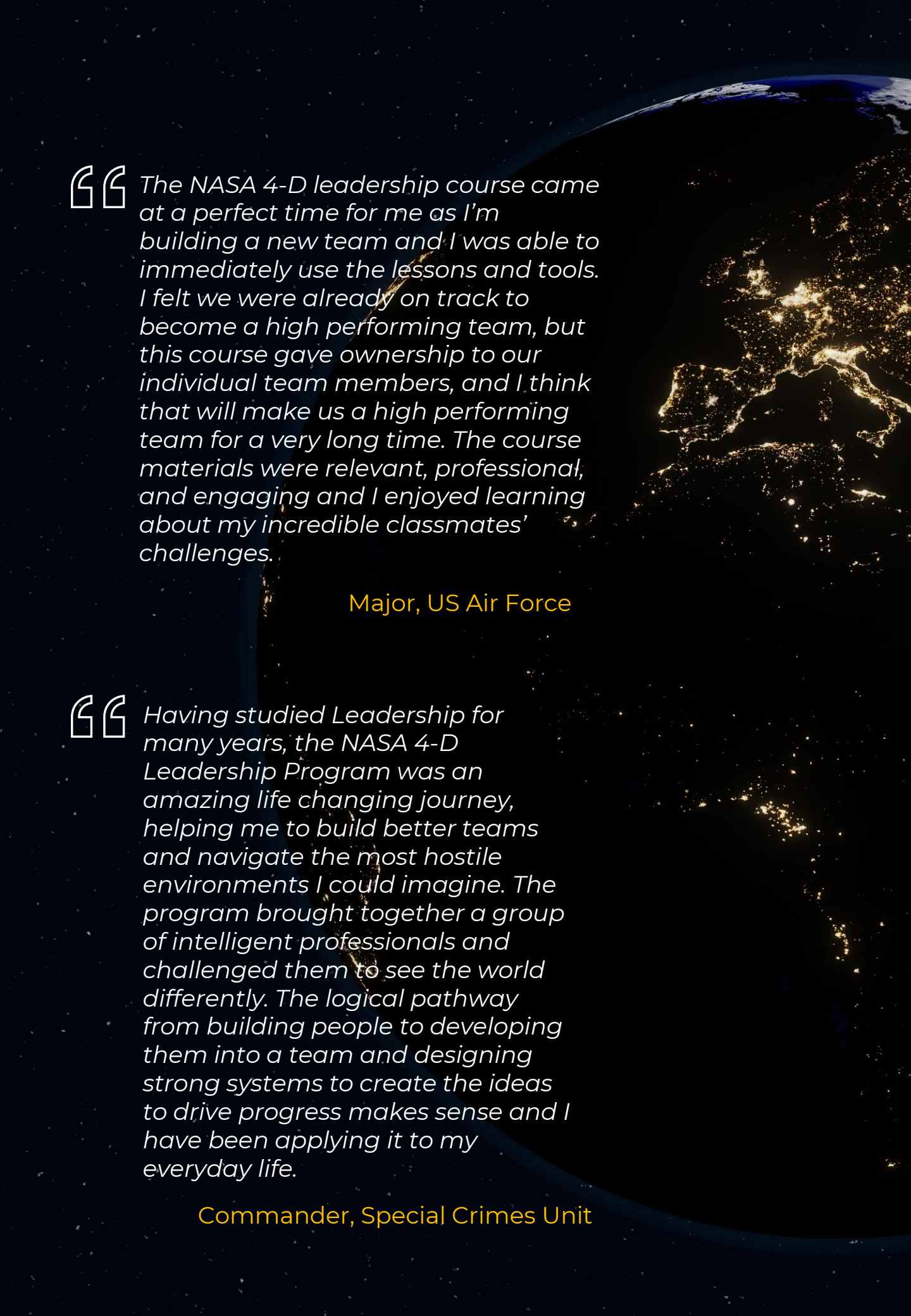
Paul Hawkins |
Chief Combobulator

Having worked in over 20 countries in executive roles ranging from mergers and acquisitions to product innovation, Paul left safe harbour to launch Crazy Might Work in Antarctica in 2015. The firm's mission is to unlock human genius and it works with organisations to create new value and achieve breakthroughs where conventional approaches have reached their limits. Paul leads the 4-D Human Performance System Program used by NASA, winning the Workforce Initiative of the Year at the 2025 Australian Space Awards.

He presents regularly to the Space Generation Advisory Council of the United Nations and chairs the APAC Chief Strategy Officers' Summit, the Strategy Circle, and the board of a community services not-for-profit. He is a sought-after speaker on leadership and innovation with a passion for breakthrough innovation, which is the focus of his doctorate.

Clients and Partners

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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



Our Mission

Crazy Might Work exists to unlock human genius. We help organisations achieve breakthroughs and create new value where conventional approaches have reached their limits. Combining the NASA 4-D Human Performance System with research-backed creative problem-solving methods and artificial intelligence, we amplify ingenuity.



Unique Offerings

NASA 4-D
NASA's Human Performance System
Interactive Keynotes and Space Simulations
Immersive Experiences for Audience Activation
Leading⁴Breakthrough® Innovation Accelerator
Strategic Innovation Accelerator to Create New Value Streams



Method in Our Madness

Keynotes, plenary simulations, innovation accelerators and leadership programs can be tailored to your strategic priorities. Practical and immersive, our approach is to engage participants in real organisational challenges to establish impact, whilst simultaneously building lasting capabilities.



Clients

Our clients and partners are amongst the world's most innovative and progressive organisations, including the United Nations, governments, space agencies, universities, multinationals and not-for-profits.



Start a Conversation

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