



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

THROUGH 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

Why NASA 4-D?

You Are About To Get Four Dimensional

The explosion of the *Space Shuttle Challenger* disaster rocked the world and the 7 astronaut fatalities led to senate inquiries that gave technical reasons for the tragedy. Several failed missions, and more fatalities, forced NASA's eventual realisation that those disasters were a result of leadership failure and social context, and not technical incompetence, or equipment failure.

With this program, you learn how NASA became the **Best Place to Work** in federal government for the 11th year in a row. You will become a better leader with the 4-Dimensional Leadership program that has been voluntarily completed by over 1,500 NASA leaders and teams. Architected by Charlie Pellerin, the former Director of Astrophysics at NASA, the 4-Dimensional Leadership Course is critically different in that it equips leaders to create the social conditions for high performance. Updated with contemporary neuroscientific studies and simulations from the current space program, this leadership framework is peerless.

You will address the invisible settings that make up the social contract of high-performing teams and bypass the usual forming, storming, norming and performing dramas (Tuckman, 1965) that teams endure to become high-functioning. NASA found that eight practical behaviours enabled leaders to shift social context, build trust, and establish a compelling sense of shared purpose.

This Is For You If...

- You are a leader wanting to create the conditions for high performance in your team and the organisation as a whole.
- You are an HR professional seeking a world-class enhancement to your leadership programs.
- You are curious about how high-performing leaders and their teams are trained for the isolated, confined and extreme conditions of space.

*Tuckman (1965)



WHAT ARE NASA'S FOUR DIMENSIONS?

(And why should I care?)

DIMENSION	WHY IT MATTERS	HOW IT IS ADDRESSED
People-Building	<ul style="list-style-type: none">▪ Lack of cohesion delays projects and destroys teams.▪ Authentic appreciation is the one of the key reasons that we turn up to work. Feedback must be habitual, authentic, prompt, proportional and specific to be effective.	<ul style="list-style-type: none">▪ Creates group cohesion through establishment of shared interests.▪ Develops a strengths-based approach and team inventory.
Team-Building	<ul style="list-style-type: none">▪ Individual boundaries and team standards are crucial to the development of trust and high performance.▪ The 'unwritten rules' and social contract of the team govern important behaviours, often unwittingly.	<ul style="list-style-type: none">▪ Establishes individual boundaries and team standards.▪ Practices appropriate inclusion by sharing the four social currencies.
System-Building	<ul style="list-style-type: none">▪ Role clarity, accountability, authority and autonomy are essential for coordinated collaborative efforts.▪ The collective belief system of the group can be an Achilles heel if there is no capacity to reconfigure red story lines.	<ul style="list-style-type: none">▪ Creates an autonomous zone within role clarity, accountability and authority for team members.▪ Addresses red storylines directly.
Vision-Building	<ul style="list-style-type: none">▪ Team vision and mission need to be grounded in reality and not false optimism in order for progress to occur.▪ Conflicting priorities and lack of commitment to collective goals undermines high performance.	<ul style="list-style-type: none">▪ Acknowledges uncomfortable truths and establishes reality-based optimism.▪ Harnesses commitment to the vision.

4-Dimensional Leadership

NASA discovered that exceptional leaders are fluent in four dimensions. You will learn to move effortlessly through these invisible social fields to create the social settings that underpin high performance.



Benchmark your team against the 1,500 NASA teams that have completed this program.

8 Neurogenetic Behaviours

The NASA system introduces eight neurogenetic* behaviours to establish trust and psychological safety as a foundation for high performance. What makes these behaviours different to others (such as those developed from psychometric factors, or organisational values) is that they are neurogenetic and therefore universally relevant in human social settings.



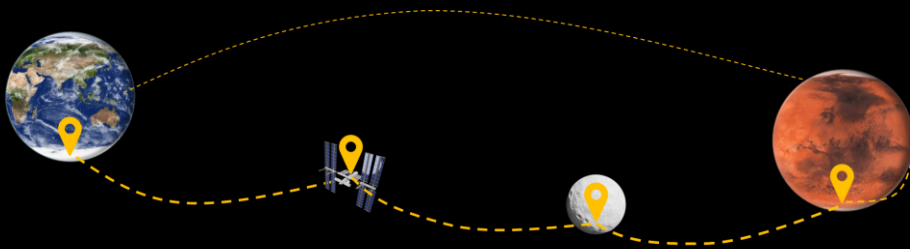
*Deeply wired into the human brain, with a demonstrable effect on human social behaviour, according to neuroscientific and psychological studies).

An Immersive Experience

As you progress through this program, you will experience exhilarating simulations and exercises, extracted from the current space program. Although these experiential elements are extracted from the space program, it is not fundamentally about space. NASA 4-D extracts the leadership lessons that have been developed from social experiments, conducted in astronaut training 'analogs' like Antarctica.

Multi-year studies, like the **ICE** program (conducted under **I**solated, **C**onfined and **E**xtrême conditions) have distilled unique behavioural lessons like the crucial role that leaders play in establishing trust and team cohesion.

This program has been successfully transferred from 'White Mars' directly into organisational practice, by over 100,000 teams in over 75 countries, using the NASA Playbook.



Public Program

[**Register Here**](#)

Run the program in-house, or join one of our public programs, which run for 90 minutes over 8 weeks on consecutive Thursdays.

Session times: 12:00pm - 1:30pm AEST

How to Join: Virtual

Graduation & Certification: After graduation we send your virtual certificate

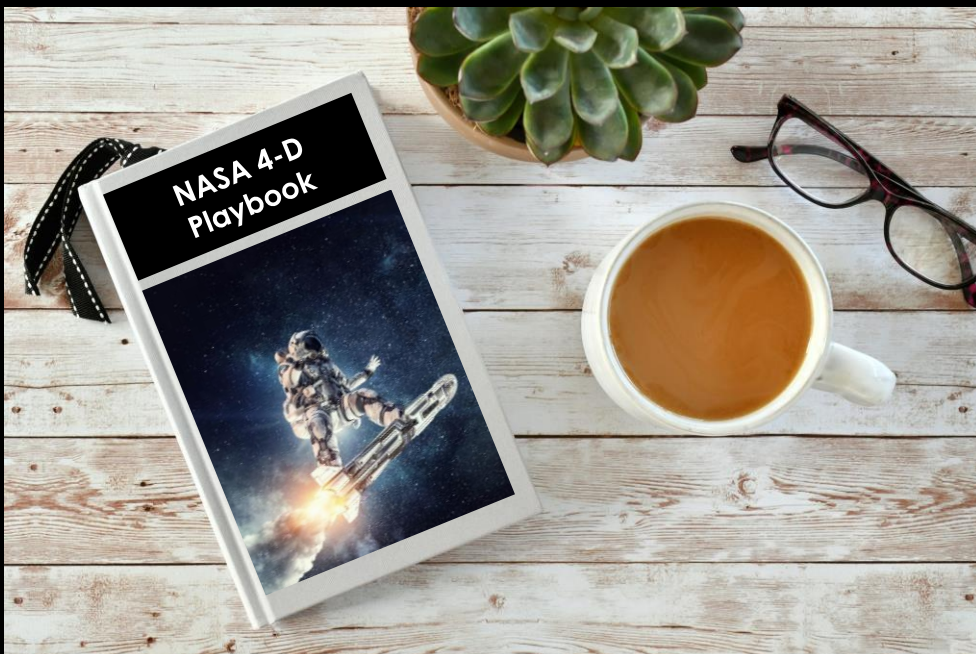
Dates

- 7th February to 27th March 2024
- 2nd May to 20 June 2024
- 25th July to 12th September 2024
- 17th October to 5th December 2024

Coaching & Accreditation

Individuals who have completed the **NASA 4-D Leadership Program** can go on to become an accredited **NASA 4-D Coach**. This accreditation prepares coaches to mentor individuals or teams using their **NASA 4-D Benchmark** results, in conjunction with the **NASA 4-D Playbook** and **Context Shifting Worksheet**. The process for accreditation is:

- Step 1: Eligibility Criteria
- Step 2: Application
- Step 3: Review and Interview
- Step 4: Training and Orientation
- Step 5: Observation and Practice
- Step 6: Supervised Coaching
- Step 7: Assessment and Feedback
- Step 8: Final Accreditation
- Step 9: Continuous Development
- Step 10: Maintaining Accreditation



In-house Delivery Options

Delivery can be tailored with a combination of online, face-to-face or blended experiences:

OPTIONS	Module 1	Module 2	Module 3	Module 4	Module 5	Module 6	Module 7	Module 8
Virtual Only	All online, typically 2-hour sessions, once a week, over 8 consecutive weeks, followed by graduation							
Blended 2 x face-to-face full-day sessions 3 x online sessions (2 hours each)	Module 1/2/3 (Face to Face)			Module 4 (Online)	Module 5 (Online)	Module 6 (Online)	Module 7/8 (Face to Face)	
Face-to Face Only 3 x face-to-face, full-day sessions	Module 1/2/3 (Face to Face)			Module 4/5/6 (Face to Face)			Module 7/8 (Face to Face)	

Notes:

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

NASA 4-D Benchmarking

Crazy Might Work offer the opportunity to benchmark your team/s against over 1,500+ NASA teams.

NASA 4-D Assessment and Certification

For certification purposes, participants use the NASA Context Shifting Worksheet to address a selected team or organisational group from dysfunction to high-performance. The act of completing this brings together all 8 of the NASA 4-D behaviours to demonstrate understanding and effect positive change.

Coaching and Coaching Accreditation

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

“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 pretend they’re an astronaut for a day or so?”

- Chief Technology Officer, listed property group

MEET YOUR FACILITATORS



Paul Hawkins |
**Chief
Combobulator**

Paul is the Chief Combobulator at Crazy Might Work, an award-winning, for-purpose innovation agency - and the first to be launched in Antarctica. Prior to founding Crazy Might Work, Paul worked for multi-nationals in over 20 countries, on programs ranging from mergers and acquisitions to global shared services. In 2005, he left the corporate world to start a cross-border mergers and acquisitions advisory firm, and, in 2015, took the plunge again, founding Crazy Might Work to provide leadership development and breakthrough thinking capabilities to multi-nationals, governments, agencies, and not-for-profits. He is certified in neuroscience, innovation, Lego® Serious Play® and appreciative inquiry through the Neuro-Leadership Institute, Stanford and Case Western Universities, respectively. He facilitates the 4-D program used by NASA and chairs the board of a community services not-for-profit, as well as events like World Forum Disrupt and the Humans in Space Summit. Paul is currently completing a doctorate in breakthrough innovation, whilst at the same time preparing for a charity boxing event, which he says makes him the only person on the planet who is actively becoming cleverer and stupider at the same time.



Melanie Farmer |
**Concierge of
Co-Creation**

Melanie has a Masters degree in Innovation and Marketing and is currently completing a Masters degree in Biomimicry. Previously, she launched a successful digital startup in the UK, creating impetus for her next move into the innovation consulting arm at the University of Sussex Innovation Centre in the UK. There, she co-designed hundreds of business models, ranging from the electric car charging posts to game design. In that capacity, she contributed to winning awards such as 'UK Business Incubator of the Year' and the 'Queen's Award for Enterprise'. She was asked to deliver innovation keynotes to the European Union and to judge the prestigious Eureka Prize. More recently, in the Australian university sector, she has negotiated and managed multi-million-dollar cross-sector research projects, launched investor networks and turned cultures around (winning an international award for impact in this arena). She now co-facilitates the NASA 4-D program for high-performing teams and is the first Australian businesswoman to qualify in the practice of biomimicry. She lives with her husband and dog, Holly, at the foot of the Blue Mountains in Sydney and plays piano, guitar and kayaks on the Nepean River for a change of pace.

ABOUT US

Crazy Might Work is an award-winning innovation agency and the first to be launched in Antarctica.



| Our Mission

Our vision is a world led by caring, courageous and capable leaders.

Our mission is to liberate creativity in the service of humanity, working with leaders and high-performing teams to create the culture, capability and capacity for innovation.



| 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, which draws on over 100 years of research and breakthrough strategies of some of the brightest human minds.

Our unique methods draw from Aerospace, Appreciative Inquiry, Biomimicry, Systems & Design Thinking, Cognitive & Social Neuroscience, Strategic Storytelling and Game Design.

[Crazy Might Work Highlights Reel | 1min 49sec](#)



| Unique Programs

NASA 4-D |

Four-dimensional leadership

Leading⁴Breakthrough® |

Innovation Leaders' Playbook

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, multinationals, universities and not-for-profits.

Suite 402, Level 4 The Cooperage
56 Bowman Street
Pymont NSW 2009
Australia

p: +61 (0) 2 8379 0500

e: info@crazymightwork.com

www.crazymightwork.com



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