

**Building Mutual Dependency and Trust through Expectations**  
Working Session Exercises to Foster Creativity and Innovation  
Handout 1

Our Principles:

**\*Teamwork\* Integrity\* Commitment\* Excellence\* Mutual Respect\* Innovation\***

- -“It is clear that a group can function only if members are able to depend on each other.”  
(Smith & Berg, 1987)
- -Mutual Dependency makes a group a team.
- -To deny this dependency stifles the group’s capacity to come together as a whole.
- -Mutual Dependency allows for successful task accomplishment.
- -The sense of dependency is imperative to build trust.
- -“Trust is reciprocal. In order to accept your help the other person has to believe in your good intentions, not that you will make him look incompetent in the eyes of a third person.” (Von Krogh et al., 2000)
- -To enhance the other person’s trust and your reputation, you should behave consistently with minimum surprises to help the other grow over time.
- -Create trust through carefully planned, off-site activities, joint activities and through casual, caring conversation.
- -“When trust is present, you will usually be able to create teamwork. When it is missing you won’t.” (Kotter, 1996)
- -“Trust is established by being completely honest and open, keeping actions (behavior) consistent with values, [integrity] and showing trust in followers.” (Yukl, 2002)
- Creativity is most likely to occur when people have the freedom to pursue their ideas. (Gryskiewicz, 1999)
- “By building commitment, trust and bonding, the organization gains control, not by controlling employees, but by freeing them.” (Michalko, 2001)