psychological contracts 'iceberg' model

The psychological contracts 'iceberg' model illustrates the complex, multi-layered nature of the employer-employee relationship. It consists of two main sections: 'inputs' and 'rewards', which represent different aspects of the contract.

**Employee 'inputs':**
- time/hours
- effort/ideas
- performance
- results
- commitment
- loyalty
- mobility
- supervision
- innovation
- management
- drive change
- leadership
- sacrifice/tolerance
- risk/investment

**Employer 'rewards':**
- security
- safety/care
- training/dev
- recognition
- qualifications
- workspace/equip
- promotion/growth
- responsibility
- life-balance/well-being
- interest/variety/travel
- flexibility/tolerance
- status/respect
- benefits/pension
- control/influence
- ownership/equity

The 'iceberg' tends to rise with maturity and length of service, increasing depth, visibility, and clarity of the contract, producing benefits for both sides.

External factors – each side is mostly blind to external factors on the other side.