psychological contracts 'iceberg' model

pay

work

external factors – mostly visible to each side

time/hours effort/ideas performance results commitment loyalty mobility supervision innovation management drive change leadership sacrifice/tolerance risk/investment

employee

'inputs'

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 employer 'rewards'

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

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