

Employee Perspective

	Transaction	Investment
Timeframe	Fixed, based on measurable milestone	Open-ended
Motivation	Quantifiable reward (e.g., financial gain, externally valued credential)	Achievement, career satisfaction, professional development
Discretionary Effort	Minimal or zero	Significant
Relative Attrition Risk	Higher	Lower
Employer Value Proposition	Maximum compensation, satisfaction of relevant credential requirements	Quality of work, demonstrated investment in professional development, clear career path, positive culture
Risk in Down Market	Higher	Lower

Employer Perspective

	Transaction	Investment
Selectivity in Recruiting	Lower	Higher
Benefits Package	Minimal (to meet market)	Expansive and creative
Impact of Compensation on Attrition	Higher	Lower
Impact of Culture on Attrition	Lower	Higher
Importance of Mentoring	Lower	Higher
Importance of Feedback	Lower	Higher
Importance of Transparency and Communication	Lower	Higher

What Happens When the Two Interact?

		Employee	
		Transaction	Investment
Employer	Transaction		
	Investment		