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- promoting a culture of health and wellbeing within the team
- ensuring the working environment is comfortable and safe
- providing employees with as much information and reassurance as possible during times of uncertainty
- providing opportunities for employees to build effective relationships with one another
- providing team members with regular feedback
- recognising team members' efforts and achievements.

Herzberg's theory suggests that leaders should take steps to both prevent employee dissatisfaction (e.g. by ensuring the working environment is safe and providing employees with all the tools and resources they need) and meet team members' high-level satisfier needs (e.g. by matching roles and responsibilities to employees' skills and interests, giving individuals increased responsibility when appropriate and recognising and rewarding their achievements). Few managers today are likely to subscribe wholly to the rather extreme, traditional approach of McGregor's Theory X. It could, therefore, be argued that McGregor's Theory Y most closely resembles a 21st century leader's view of what motivates employees.

However, this 'softer' style of motivation isn't always appropriate in every situation. In reality, leaders and managers need to strike an appropriate balance between the two approaches. In addition to Maslow, Herzberg and McGregor, a whole raft of psychologists and social scientists were at work throughout the 20th century developing their own theories of motivation. In the 1920s and 1930s, for example, Harvard professor George Elton Mayo conducted a series of experiments at the Hawthorne Western Electric Plant in Illinois. In doing so, Mayo uncovered a phenomenon – known as 'the Hawthorne Effect' –thereby productivity tends to increase when employees are supervised in a supportive manner and are encouraged to build positive working relationships with their managers and with one another.

Equity Theory, meanwhile, is based on the principle that employees are motivated when they feel their 'inputs' at work are matched by the 'outputs' they receive or experience. According to John Stacey Adams, the psychologist who proposed the theory in 1963, inputs include skills and experience, effort and working hours, while outputs include financial rewards and benefits, praise and recognition. The theory states that if employees feel that their inputs outweigh their outputs they are likely to become disgruntled, unproductive and unmotivated.
Developed by management expert Victor Vroom in 1964, Expectancy Theory seeks to explain why individuals are motivated to choose certain behaviours over others. Vroom proposes that there are three governing variables at work here:
Expectancy – the extent to which a behaviour or action is anticipated to help the individual achieve a certain performance outcome (i.e. will doing this help me achieve my goal?).
Instrumentality – the anticipated reward (financial or otherwise) associated with the behaviour or action (i.e. if I do this, how will I be rewarded?).
Valence – the value of the anticipated reward to the individual.

According to Vroom, individuals unconsciously use these variables to identify the 'motivational force' (MF) of each potential behaviour or action, and then select the option with the highest MF value. Like Adams' Equity Theory, the guiding principle is that people are motivated by the prospect of a return on their efforts.

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