Reward and Punishment Sensitivity: Implications for Psychological Coaching?

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Causes of job performance
(e.g., Robertson & Callinan, 1998; Spencer & Spencer, 1993)

Context

IQ

Personality

Behaviour

Competencies

Overall Job Performance
A generic causal model of work-related behaviour and performance (Burch & Anderson, 2008)
Psychological coaching & change

- Psychological coaching helps to facilitate behavioural change, and ultimately enhance performance.

- Given the role of BIS/BAS in the genesis of behaviour/performance, do interventions that seek to change cognitions and behaviour have the potential to influence neurobiological mechanisms or “reverse-hardwire”?
Brain imaging and psychotherapy

“All mental states have correlates in the brain and any change in our attitudes, beliefs, cognitive styles, preferences and modes of interaction must therefore be accompanied by changes in the brain.” (Linden, 2008, p. 271)

Psychotherapies and neurobiological effects

• Kumari (2006) examined whether psychological therapies modulate brain activity:

  – Depression (e.g., Goldapple et al., 2004)
  – Panic disorder (e.g., Prasko et al., 2004)
  – Phobia (e.g., Paquette et al., 2003)
  – Obsessive compulsive disorder (e.g., Schwartz et al., 1996).
So what?

• Can we expect the same for psychological coaching? 
  If so, so what?

• Important for our wider understanding of brain – behaviour – performance linkages (both in general and the workplace).

• May lend support for psychological coaching?

• Or is this all too reductionist for the world of work and organizations?!?