

# ICF CONVERGE

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# ***From Competency to Mastery***

*Integrating Transformational  
Development in Coaching & Education*



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# Overview

## **Purpose:**

Bridge adult learning science & human development science.

## **Why now:**

Manager engagement, wellbeing, and workplace readiness are in decline.

# Gallup 2025 Key Insights

Global engagement dropped from 23% to 21%.

Manager engagement fell from 30% to 27%.

70% of team engagement variance is attributable to the manager.

Development reduces active disengagement by half.

[Add Gallup URL](#)

# Adult Learning~Human Development~AI

Spacing and retrieval beat cramming for durable learning

Identity, autonomy and relatedness drive sustained behavior change.

Manager capacity is strained, and AI is shifting skill needs, which raises the bar on transformational approaches.

# Competency versus Mastery

**Competency** = skill proficiency, knowledge retention, meeting standards.

**Mastery** = identity shift, autonomy, sustained adaptability.

**Risk** = The Competency Trap<sup>(1)</sup> – over-relying on known skills despite evolving needs.

(1) <https://link.springer.com/article/10.1007/s10648-019-09465-5?utm>

# Internal Coherence

**Definition:** Alignment of values, beliefs, sensations, thoughts, and actions.

**Example:** Retail leader shifts from "be liked" to "be clear and kind" under peak-season stress.

**Impact:** Greater self-regulation and decision-making.

# Somatic Dimension

**Definition:** Using body awareness as a data source.

**Neuroscience:** Interoception + neuroplasticity accelerates behavior change 【126†source】 .

**Example:** Negotiators trained to notice breath and jaw tension reduce conflict escalation.

# Reflection Gap

**Definition:** Lack of structured pause for integration.

**Research:** Reflection improves judgment accuracy and skill transfer.

**Example:** Sprint review teams add 8-min “sense-making” pauses → less rework

# Transformational then Transactional

**Transactional** = checklist completion, passing assessments.

**Transformational** = integrating skills with identity and purpose.

**Case Study:** CE program adding sovereignty + somatic practices saw higher post-program client outcomes.

# Tension as Catalyst

Productive discomfort signals potential growth.

Must be framed inside a safe container.

**Example:** Simulated crisis exercise → deeper self-awareness & resilience.

# Generative Wholeness™

**Definition:** Harmonizing transactional and relational competence.

**Application:** Sovereignty, reflection, choice as learning anchors.

**Outcome:** Leaders sustain performance while evolving.

# Application Activities

**Guided Reflection:** Compare a learning vs. development outcome.

**Facilitated Dialogue:** Identify limiting beliefs in CE contexts.

**Micro-action:** Modify one teaching or coaching practice.

# Integration Checklist

- Map objectives to behavioral indicators.
- Include sovereignty micro-practice.
- Design “desirable difficulties” with debrief.
- Build somatic micro-drills.
- Schedule structured reflection cadence.

**Your Choice:**  
Maintain standards &  
integrate  
transformation.

**Call to Action:**  
“What’s one  
change you’ll  
make this week?”



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