



California Coalition on
22ND **Workers' Compensation**
ANNUAL CONFERENCE
LEGISLATIVE & EDUCATIONAL FORUM

MANAGING CHANGE CULTURE & SUCCESS DURING TRANSFORMATION

Moderator: Sheri Lawrence

**Panelists: Barry Bloom,
Matthew Howard, Angel Guerra**

June 8, 2026

Transformation is no longer optional in workers' compensation and risk management. Organizations are adapting to workforce changes, technology advancements, regulatory complexity, and increasing expectations around service, communication, and outcomes. Today's panel brings together leaders from different operational environments to discuss how organizations can lead change effectively while maintaining culture, trust, and long-term success.



OPENING QUESTION FOR PANEL

What do you believe is driving the biggest transformation in workers' compensation and risk management today?



PANEL DISCUSSION FOCUS

- Communication strategies that have been most effective during periods of uncertainty or transition
- Resistance to change and how do you address it
- Workforce expectations changing among newer generations entering risk management and claims professions
- The skills will claims, safety, and risk professionals need most over the next five years
- The opportunities—and potential pitfalls—of automation and AI in claims and risk operations
- How to ensure technology improves employee and claimant experience rather than creating additional barriers
- The metrics or indicators that are necessary to help determine whether a transformation initiative is actually successful
- Strategies help build trust among employees, leadership, unions, and stakeholders during periods of change



AUDIENCE ENGAGEMENT

- How are you preparing your workforce for future industry changes?
- What strategies have helped your organization maintain morale during times of uncertainty?
- What skills do you believe future workers' compensation and risk leaders will need most?



PANELISTS LIGHTNING ROUND QUESTIONS

- What is one leadership trait every change leader must have?
- What is one outdated practice the industry needs to let go of?



ACTION CHECKLIST: LEADING SUCCESSFUL TRANSFORMATION

Leadership & Communication

- Communicate early, consistently, and transparently during change initiatives.
- Create opportunities for employee feedback and dialogue.
- Train managers to lead teams through uncertainty and transition.
- Establish clear goals and measurable outcomes for transformation efforts.
- Recognize and address change fatigue proactively.

Workforce Development & Reskilling

- Invest in ongoing education and professional development.
- Identify future skill gaps in claims, safety, and risk operations.
- Create mentorship and knowledge-transfer programs.
- Encourage cross-functional learning opportunities.
- training on emerging technologies and data analytics.



ACTION CHECKLIST: LEADING SUCCESSFUL TRANSFORMATION

Culture & Employee Engagement

- Promote psychological safety and open communication.
- Reinforce organizational values during periods of change.
- Celebrate progress and small wins throughout transformation initiatives.
- Prioritize employee well-being and workload management.
- Build inclusive environments where employees feel heard and valued.

Operational & Strategic Readiness

- Evaluate whether current systems and workflows support long-term goals.
- Use data and metrics to guide transformation decisions.
- Align risk-management strategy with organizational objectives.
- Build contingency plans for operational disruptions.
- Foster partnerships across departments and industry networks.



THANK YOU FOR JOINING US!

Successful transformation is not simply about technology or process changes—it is about people, culture, communication, and leadership. Organizations that invest in trust, adaptability, and workforce development will be better positioned to navigate uncertainty, strengthen resilience, and achieve long-term success in workers' compensation and risk management.

