# Changes for Success – Made in Swiss



RAETO RAFFAINER

IIHF Council member



NSÜ NEMZETI SPORTÜGYNÖKSEG ZRT.



# 13 years professional ice hockey:

Zürich Lions SC Bern SC Rapperswil-Jona HC Ambri-Piotta





- IIHF Council Member
- IIHF Chairman Coaching Committee
- IIHF Chairman Associate Members
- Swiss Ice Hockey Board Member
- Swiss National Team Committee Member



### Switzerland

• 4 Official languages / 4 different cultures

• Population: 8`703`000

• Male Players 11`056

• Junior Players 16`098

• **Female** Players 2`206

• **Referees** 1`199

• Indoor Rinks 114

• Outdoor Rinks 94

# The Change-Manager



#### Strategic Situation Analysis: (Change-Skills)

- Swift assessment of new situation with immediate strategic adjustments.
- Selecting and nurturing a dedicated team that commits wholeheartedly to the organization.

#### **Dynamic Environment Management: (Human-Skills)**

- Recognizing the fragility of the team environment and proactively **nurturing positive conditions**.
- Understanding and developing individuals within the organization.

#### Trust-Based Team Building: (Communication – Skills)

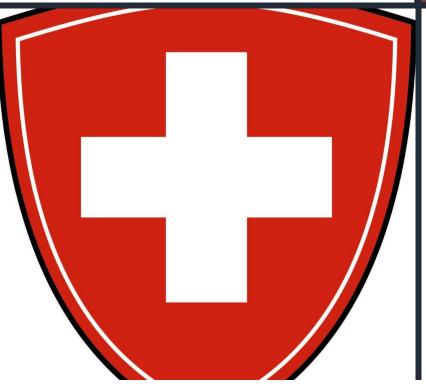
- Developing robust expectation management and effective communication skills for clear goal setting.
- Making critical decisions to establish and strengthen organizational structures.

#### Visionary Organizational Leadership: (Strategic-Skills)

- Effectively positioning the organization with a medium- to long-term vision.
- Building trust with media, players, and agents through transparency and integrity.

## **National Team**





2015-2019 General Manager

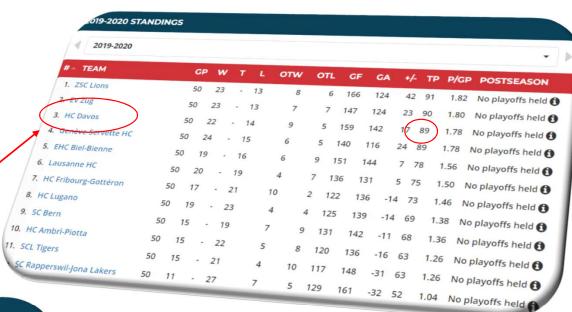
**Strategic change 2015** 

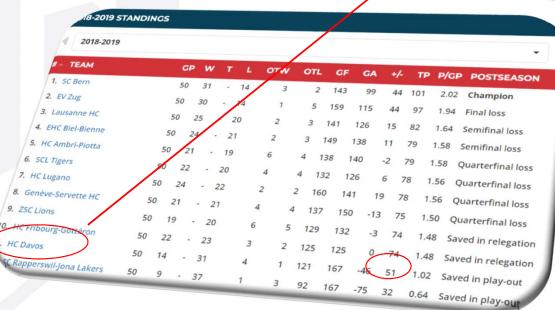
Men's Team – 2018 IIHF Silver Medal @ Copenhagen

Swiss Coaches: Patrick Fischer, Christian Wohlwend, Thierry Paterlini....

## **HC Davos**

Sports-Manager











## SC Bern

Hired as Chief Sport Officer

2022-2023 CEO

Ownership vs. Management

Looking for new challenges – Education!





# Thank you for your attention

Q+A