Part 1: vision-leadership needed, the right employee or service worker and the team- it is what I called structural, since in this first part we find the bases or foundations of the whole theory and method. Without this part of management, we wouldn't be able to advance. We could also say it is the toughest part.

Part 2. It is a working method. When we have said that the purpose is to improve jobs, in this part I do propose a way of working that I have been putting into practice.

Part 3. The last part or that I call it strategic, because as a consequence of the rest, we may have merging strategies.

Chapter 2:

The Vision: A shared Vision

Peter Senge was the first to develop the concept of "shared vision" in his book *The Fifth Discipline.* He said that a shared vision is not another management concept but a powerful force if it touches the hart of the people. It generates a sense of connectedness and a shared passion by all business-working activities. There is a greater sense of community and teamwork

in a business in which a shared-vision is happening. Workers´ motivation is more powerful, not being only intrinsic but also a kind of transcendent motivation, seldom experienced in many businesses.

Peter Senge also advised that there isn't organizational intelligence without an established shared vision. A shared vision differs from the traditional concept of company vision, because it brings people together into a better way of working. It does not really matter if the vision is first established on top, unless community workers do not share it with commitment at all levels.

James C. Collins and Jerry I. Porras, in their article *Building your company vision* (HBR-1996) described the vision as a core ideology: "A core ideology has two parts: **(1) Core values** are the handful of guiding principles by which a company navigates. They require no external justification. For example, Disney's core values of imagination and wholesomeness stem from the founder's belief that these should be nurtured for their own sake, not merely to capitalize on a business opportunity. Instead of changing its core values, a great company will change its markets—seek out different customers—in order to remain true to its core values. And **(2) Core purpose** is an organization's most fundamental reason for being. It reflects people's idealistic motivations for doing the company's work. Disney's core purpose is to make people happy—not to build theme parks and make cartoons".

How could we establish then a shared vision or purpose in our concept of Collective Hospitality Management? As it has been mentioned, the purpose of this new synthesis in hospitality management is to boost innovation and innovators. Innovation

it is above all a process, indeed a social process embedded in most of the working activities. Innovators could be all knowledge service workers in our organization.

Our core purpose of Collective Management is to provide more value to our guests. Thus, in order to accomplish that purpose, we should establish two basic core values: (1) constant learning and (2) innovation in work while working. The vision must be first developed on the top, however is more important to make employees and managers being hooked with that vision.

What does it mean and what does it imply?

Developing a vision to be shared.

The vision: *to create a hotel organization that seeks innovation providing more value to guests; and that constantly learns through its operations, managers and service workers.*

Note that the core purpose is to provide more value to our guests, and not profitability. Profitability is important to shareholders, and certainly a very important business objective, but making money is a purpose that won't inspire many workers. Money or profits should be seen as a consequence of innovation. The customers and searching how to provide value to them, indeed it is a purpose that must engaged to our employees.

So together with guest and listening carefully to them, we should improve and perform better. Also by being very concerned about customer value and committed to providing it, we may obtain better business opportunities such discovering consumers' new trends; understanding better their purchasing behavior; and how customers are evolving, since there are social,

demographical, financial or technological evolutions happening all the time. go further and have an organization that shares knowledge, projects and information, among hotels, in order to share best practices. Also merge strategies.