

## **MAYOR-ENTREPRENEUR AND TERRITORIAL DEVELOPMENT: PROPOSAL FOR A MODEL OF THE MAYOR'S CAPACITY TO UNDERTAKE**

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### **Abstract:**

The current context - the yellow vests crisis - seems to imply a need to rethink the relationship between elected officials and citizens, given their expectations, the loss of trust in the elites, and the decrease in state grants. The protest movement emphasizes the citizens' desire to be true actors rather than mere extras in politics. They are inserting themselves into the public debate. Is it the moment to innovate in practices and reinvent politics? Is it solely the role of the mayor or the role of all stakeholders (the idea of everyone as entrepreneurs)? To address this movement, the President of the Republic has launched a national debate with mayors at the forefront. Indeed, who better than the mayor embodies proximity with the citizens? However, this approach of the entrepreneurial mayor has its limitations. Indeed, the dynamics, the desire to innovate, and the willingness to take risks must be shared by the municipal team, by public or private actors, and also by citizens. In this article, the findings of a study conducted among political leaders and elected officials invite us to propose a model of the mayor's entrepreneurial capacity based on the work of Huron (2001) on the typology of mayors and Lopez (2018) on the capacity of leaders to undertake.

**Keywords:** Local authorities, Mayor-Entrepreneur, Skills, Stakeholder expectation

## **Introduction**

In France, a broad modernization and New Public Management movement has gradually evolved (Osborne and Gaebler 1992). This management approach entails a shift towards a managerial logic and involves the adoption of tools and practices derived from the private sector. Cost savings and increased operational efficiency are sought after, and the handling of user-client needs must also be enhanced. The Organizational Social Responsibility movement encourages improving dialogue among various stakeholders. Concerning local authorities and municipalities, the relationship between the mayor, their team, and the interactions with citizen-clients-voters must be analyzed in light of their expectations, the decline in trust in elites, or the reduction in state grants. Since late 2018, the "yellow vest" crisis has been a protest movement suggesting a desire among citizens to be true actors and not just mere bystanders in politics. They appear to be actively engaging in public discourse. Additionally, the President of the Republic initiated a national debate with the active participation of mayors, who are ostensibly considered the most suitable on-the-ground actors, given their proximity, to manage the relationship with citizens and address their expectations. To achieve this, the mayor's approach must be reconsidered in terms of their ability to manage the responsibilities that fall upon them, everything that will enable the successful execution of the elected official's role; an ability to innovate and undertake initiatives to fully integrate new issues and socially responsible expectations. While the mayor embodies proximity to citizens, the relationships with the various stakeholders they interact with, including the municipal team, public or private entities, and citizens-users-voters, need to be considered. In this article, we present the findings of a study conducted among officials and political representatives. The ongoing research has led us to utilize the typology of mayors, referring to Huron's work (2001), which we intend to adapt based on the research of Lopez (2018).

In our exposition, we conduct a literature review on the subject of local authorities, entrepreneurship, and entrepreneurial mayors (1), aiming to propose a model for the entrepreneurial capacity of our elected officials (2). The methodology and tools employed for this purpose (3) prompt us to refine the model under discussion (4). We conclude by highlighting the prospects emerging from this research.

## **Literature Review**

### **1. Local Authorities, Participatory Democracy, and Entrepreneurial Mayors?**

#### **1.1. Local Communities, Citizens, and Participatory Democracy**

Carassus et al. (2017) discuss the increasingly stringent budget constraints faced by local communities. These challenges include issues related to the transfer of responsibilities without corresponding financial compensation, reductions in state grants, and a rise in public expenditures.

The authors propose an analysis of the various mechanisms employed and available

to local communities to achieve cost savings and manage their expenses.

They aim to reconcile the optimization of expenditures with the level of services provided to users. To achieve this, a survey was conducted among local communities in 2015 to observe the practices implemented to control their budget and generate savings. Based on 120 responses obtained, the results primarily highlight that local communities are actively seeking to reduce expenditures in the future. Additionally, within these communities, there is a predominant emphasis on control mechanisms to achieve savings, and a trend towards a policy-driven approach is emerging. Baslé (2014) reminds us that evaluating public policies and programs within local authorities requires the development of internal capabilities focused on performance and a new public governance approach. An impact on society that incorporates the expectations of the public and citizens is desired. Fundamentally, the author urges us to integrate the concept of innovation into the management of local authorities.

According to Baslé (2014), and based on several case studies (cities, departments, regions), the specificity of evaluating public policies is explained by the budget size, organizational mode, and human resource recruitment. The proximity between elected officials, citizens, and managers in local authorities is also a crucial consideration. According to the author, local authorities with limited budgets can compensate when they belong to networks and when there is a closer proximity between elected officials, services, and citizens. Innovations arise from this proximity. Some cities are developing evaluation missions, emphasizing the importance of the (close) link between elected officials and managers. An increasing importance is being given to citizens. It would then be a matter of involving citizens in the development of projects/evaluation of public policies, contributing to the strengthening of participatory democracy.

Engaging in dialogue with stakeholders reveals their expectations (D'Humières, 2013), and taking these into consideration is necessary to develop effective territorial management using management and governance tools and to achieve a collective project (Zardet and Noguera, 2013).

The lessons here, regarding performance measurement and the evaluation of public policies, prompt us to question the role of our elected officials and their skills, not only in steering but also in innovating and developing a new management approach for local authorities. This involves fully engaging stakeholders and, in particular, citizens.

## **1.2. Local Elected Officials, Entrepreneurial Capacity, and Mayor- Entrepreneur**

From a sample of 262 local elected officials, Navarre (2014) observes that they are unevenly trained for the exercise of their mandate. They primarily learn on the job, and training programs are reportedly underutilized. It appears that political longevity explains the training of elected officials. This is why, according to the author, young elected officials often seek guidance from more experienced ones, particularly women and those with lower educational qualifications. Consequently, many elected

officials prefer to educate themselves without going through formal training organizations. The knowledge of elected officials is derived either from their mode of activism, their affiliation with a political party or union throughout their professional journey, or their academic background for the more educated. However, professional experience remains the primary source of training for elected officials in politics.

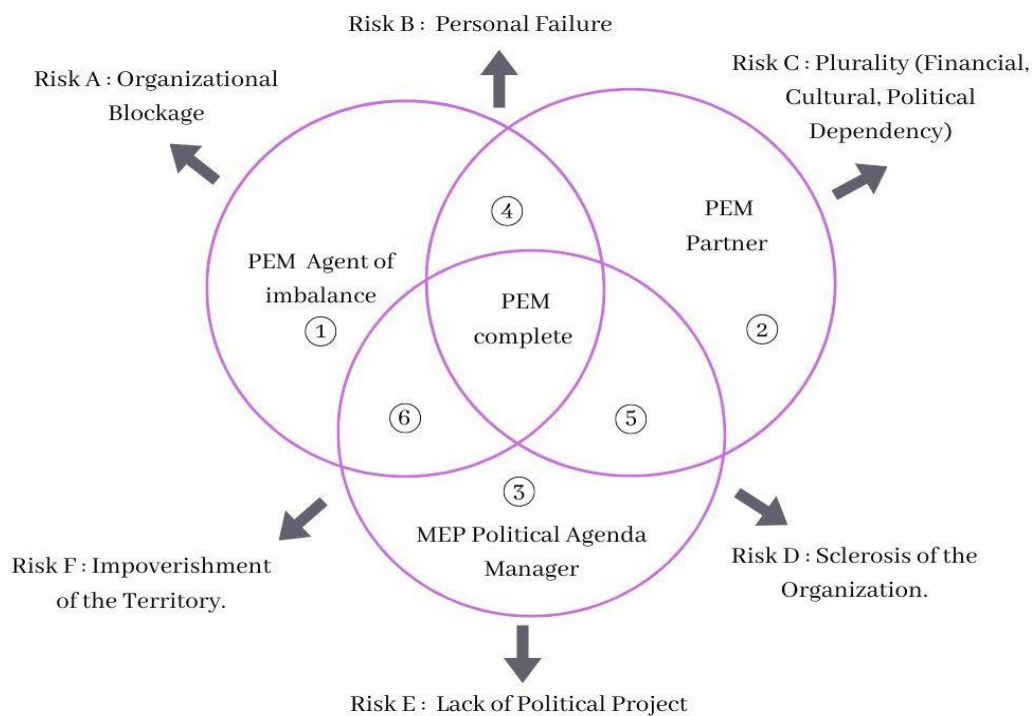
Are elected officials capable of making sound decisions? Furthermore, how can they autonomously make decisions in relation to services?

For Faure (2015), local elected officials assume a hybrid political role: they don both the attire of a notable and that of an entrepreneur, considering the manner in which they contribute to the development of new forms of steering public policies.

Huron (2001) proposed a typology of political entrepreneur mayors, highlighting associated risks for each type. The author based this classification on a questionnaire survey conducted in January 1997 among 400 mayors of French municipalities with over 20,000 inhabitants; the sample comprised 186 mayors.

The author underscores the two integrated and inseparable underlying logics of their actions: an entrepreneurial logic concerning decisions and another that is political - their dependence on pressure groups. Additionally, the mayor's actions can be characterized by positions on the balance/imbalance axes of the organization, consideration or non-consideration of the political agenda, and the presence/absence of partnerships.

The political entrepreneur mayor (PEM) is defined as a cooperative actor who innovates and plays a structuring role in the local environment. If the mayor lacks qualifications, they are not a PEM; otherwise, situations at risk may be observed.

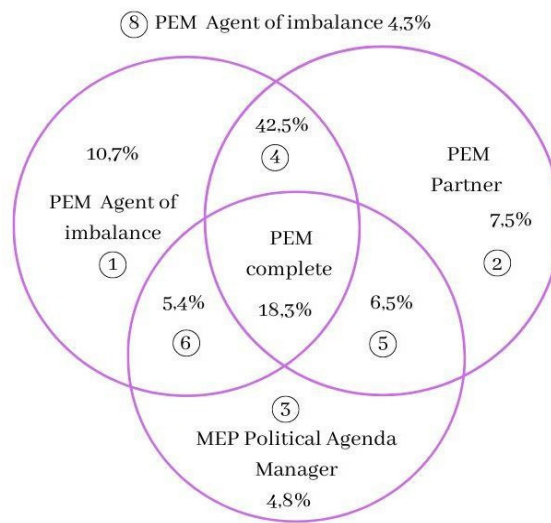


**Figure 1:** The risks faced by mayors. *Source : Huron (2001)*

**Table 1:** Risks according to the organizational, partnership, and policy balance axes

<b>The risks in the field of organizational balance</b>	Risk A: Excessive imbalance and the risk of organizational deadlock (Adaptation; Resistance to changes; Disorganization, strikes by civil servants, services not carried out or poorly executed, absenteeism...)	Risk D: Lack of imbalance and the risk of organizational sclerosis (Inertia; Bureaucratic administration; Routine; Lack of quality)
<b>The risks in the field of partnership</b>	Risk C: Excessive partnership and plural risks (Majority of its action at the level of partnership implementation; relations with various stakeholders; uncertain municipal decisions related to the significant number of partners; risks of cooperation breakdowns.)	Risk F: Lack of partnership and the risk of impoverishment of the territory (Risk of precariousness; depopulation due to the absence of certain infrastructures or services; congestion of the municipality; isolation.)
<b>The risks in the field of political balance</b>	Risk E: Deviation from the initial political project due to excessive consideration of the political agenda.	Risk B: Failure to consider the political agenda and an electoral risk.

The questionnaire by Huron (2001) encompassed four themes related to the profiles of mayors and municipalities (region size, configuration; profession; number of mandates); the field of organizational balance through the mayor's ability to become a disbalance agent (introduction of innovations, organizational chart modifications, relations between elected officials and employees); the field of political balance, requiring an understanding of the mayor's ability to act as a manager of the political agenda (indicating an electoral behavior); and partnerships. In the end, 23,6% of mayors are characterized by a propensity to innovate much less than the entire studied population (mayors not acting as disbalance agents).



**Figure 2:** Quantitative distribution of different mayor types. *Source: Huron (2001)*

According to Nobile (2017), local authorities are no longer able to meet the expectations of citizens due to a crisis of confidence; they tend to adopt entrepreneurial behaviors to fulfill their mission of public service. Support is recommended. Nobile (2017) recalls that studies focusing on elected entrepreneurs were conducted by Le Duff and Orange (1996), Huron (1999), and Zerbinati and Souitaris (2005). Le Duff and Orange (1996) propose a typology of entrepreneurial mayors in large French cities with more than 30,000 inhabitants. (Huron 1999) analyzes the qualities required to be considered an entrepreneur and the risks faced by them.

Zerbinati and Souitaris (2005) study the entrepreneurial profiles of civil servants and municipal officials engaged in the competition for the allocation of European structural funds. These authors use Stevenson's (1997) entrepreneurship analysis framework, which comprises six dimensions: strategic orientation, pursuit of opportunity, resource allocation, resource control, managerial structure, and compensation policy. According to these authors, five profiles of public entrepreneurs are identified, including three elected entrepreneurs: the professional politician, the pioneering creator, the private entrepreneur in politics; the other two are the career-oriented civil servant and the civil servant with political ambitions.

According to Nobile (2017), the emergence of entrepreneurial behaviors is based on a network of elected officials, administrative leaders, and local agents. The entrepreneurial dimension relates to innovation, risk-taking, proactivity, competitive aggressiveness, and autonomy. In his case study applied to the Lorraine region, Nobile (2019) identifies the various sub-dimensions of the constituent variables of the entrepreneurial orientation in the non-market sector: innovation, proactivity, and risk-taking (Morris et al., 2011)<sup>1</sup>

<sup>1</sup> References cited by Nobile:

## 2. Proposal for a model of the mayor’s entrepreneurial capacity

By cross-referencing the typologies of entrepreneurial actions proposed in the literature, three major types of actions achieve consensus among many authors, namely: attempting new opportunities, seeking to increase activity, and trying new combinations

**Table 2:** Entrepreneurial tasks according to the literature *Source: Huron (2001)*

	SCHUMPETER (1535)	BAUMOL (15G8)	MARCHES NAY (1550)	AHMAD, SEYMOUR, (2008)	FAYOLLE (2010)	DOKOU (2015)
<b>Actions with entrepreneurial intensity</b>	Desiring to exhibit deviant behavior and leadership	The entrepreneur: classification	Activities favorable to small businesses	Entrepreneurial activity is the human action of undertaking in the pursuit of value generation	Analysis of entrepreneurial action	Categories of entrepreneurs
<b>Attempting new opportunities</b>	Introduce novel combinations	Innovative Entrepreneurship	Innovative and creative activities	Through creation	Innovation	Entrepreneurial creators
<b>Attempt to enhance activity</b>	Decide on a few objectives	Imitative Entrepreneurship	Service-intensive activity	Or the expansion of economic activity	Proactivity	Entrepreneurial managers
<b>Attempt new combinations</b>	Seeking profit opportunities	Business creation and management	Highly segmented micro-markets	By identifying and exploiting new products, processes, or markets	Risk-taking	Non-routine creator

The entrepreneur's behavior is oriented towards innovation, risk, and proactivity; the executive profile can also be 'conservative,' which also applies to entrepreneur mayors (Huron 2001); aggression and autonomy can also define it (Nobile 2017) if we refer to Tables 2 and 3.

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**Table 3:** The 'entrepreneurial profile of SME owner-managers. *Source : St-Pierre, Cadieux (2011), in Lopez (2018)*

Conservative		Entrepreneur	
<b>Factors related to motivations</b>			
Motivations for entrepreneurial career	Having a lifestyle ensuring work-life balance and engaging in interesting work	Becoming wealthy, ensuring long-term financial security for oneself and one's family, facing challenges	Cassar (2007) Getz and Petersen (2005)
	Being independent, having flexibility	Seeking recognition	Gray (2002), Greenbank (2001), Gundry et Welsch (2001), Morris <i>et al.</i> (200G), Reijonen et Komppula (2007), Walker and Brown (2004)
<b>Factors related to education, experience, and values</b>			
Academic training	Technical	Technical, including non-technical sectors	Lee et Tsang (2001) Smith and Miner (1583)
Professional experience	None	Several, including Business takeovers	Getz et Petersen (2005)
Values	Love for work; prioritizes personal and family life	Ambition, Aggressiveness, Power, Sense of competition, Money, Creativity	Getz et Petersen (2005) Kotey and Meredith (1557) Gundry and Welsch (2001)
Leadership style	Paternalistic	Delegation	Gundry et Welsch (2001) Morris <i>et al.</i> (200G) Smith and Miner (1583)
<b>Factors related to strategic management</b>			
Product or service development	Improvement of existing products	New product development	Aragon-Sanchez and Sanchez-Marin (200G) O'Regan and Ghobadian (200G)
Market development/Opportunity identification	Reagent	Proactive	Kotey and Meredith (1557) Saddler-Smith <i>et al.</i> (2003), Ondoua <i>et al.</i> (2008) O'Regan and Ghobadian (200G), Wiklund <i>et al.</i> (2003)
Belonging to networks	Belongs to a professional association	Involved in various associations	Smith et Miner (1583)

An entrepreneur is considered as an individual who conceives, develops, and realizes visions (Filion 1997). Lagarde (2006) emphasizes the entrepreneur's ability to perceive, leverage existing untapped opportunities, and transform imbalances in their favor; this presupposes skills (Laviolette and Loue 2006).



The necessary adaptation of an organization to its environment requires efficient management of skills; these can be classified into three major groups: knowledge, know-how, and interpersonal skills (Piolle 2001). The link between knowledge/skills/interpersonal skills would enable achieving a set goal in a given situation (Minet and Malglaive 1995). Chandler and Jansen (1992) also make a distinction between entrepreneurial skills, managerial skills, and technical-functional skills. Entrepreneurial skills would then include the ability to identify and exploit opportunities, the ability to work intensively, the ability to lead individuals, political acumen to assert one's position in a business network, and technical capability.

These various abilities are; the ability to undertake, the ability to manage, and the ability to organize. We propose to mobilize Lopez's model (2018) applied to SME executives for the study of entrepreneurial mayor profiles from Huron (2001). According to Huron (2001), three fields of analysis seem to highlight the concept of political entrepreneur mayor. The mayor's action can be characterized by positions on the balance/imbalance axes of the organization, by consideration or not of the political agenda, as well as by the presence/absence of partnerships.

**Table 4:** Approach Lopez / Approach Huron (2018)

<b>Lopez (2018)</b>	<b>Huron (2001)</b>
Entrepreneurial skills	Unbalancing agent
Management skills	"Managing the political agenda."
Ability to organize	Partner

### 3. Data and Methodology

We began with a brainstorming session to choose the questions, decide between open-ended and closed-ended formats, determine the number of questions, and identify themes. We also drew on our respective experiences as an elected municipal official (SG) and a candidate (JCL). The sample consists of stakeholders related to the mayor, including deputies, municipal councillors, and DGS.

The questionnaire was sent for pre-testing to two elected officials to gather their observations and comments. Once we clarified that it was for scientific research and not for a political party, the two testers returned the questionnaire without any remarks intended for modification or clarification of the questions.

We did not specify that it was to ultimately analyze the entrepreneurial mayor to avoid influencing the responses. We proposed twelve open-ended questions since politicians communicate little, or they carefully choose their communication. There is a genuine fear among politicians about the use of their responses. We had to convince them that it was for scientific research and that it would respect the confidentiality and anonymity of the respondents. The questionnaire was administered via email. The questionnaire is 'pilot'; it is part of a broader process and precedes the development of a questionnaire for mayors.

**Table 5** : Questionnaire survey

<i>Mayor and territory</i>	
<i>Before answering the questions, could you please specify your professional background and your political career (which mandate(s) have you held and for how long).</i>	
1	<i>Could you please specify the duties of a mayor?</i>
2	<i>In your opinion, what are the main skills that a mayor should develop to best manage their municipality? (Please provide reasons for your response).</i>
3	<i>Who are the main actors involved in the effective management of the mayor? (Specify their roles and responsibilities).</i>
4	<i>What are the main challenges faced by the mayor in managing the municipality? And the solutions ? (Illustrations welcome).</i>
5	<i>How can the mayor best meet the expectations of citizens?</i>
6	<i>How can the satisfaction of citizens with the work done by the mayor be measured?</i>
7	<i>What training do you think could be offered to the mayor?</i>
8	<i>Have you undergone any training in recent months?</i>
9	<i>How can innovation be introduced within the community?</i>
10	<i>How have you innovated within your community?</i>
11	<i>Do you involve citizens in your decisions?</i>
12	<i>Is there a topic you would like to address that has not been covered?</i>

#### **4. Data and Methodology**

##### **4.1. Results**

The pilot questionnaire had four respondents out of a total of 14 sent. Time constraints limited the number of respondents, and we reached out to leaders and elected officials from our respective networks. The lack of follow-up may explain this low response rate. A return date for the questionnaire was specified, i.e., before mid-April. Furthermore, elected officials have concerns about the use of their responses in a sensitive context related to the yellow vest crisis and one year before municipal elections. It also appears that some do not have the necessary training to formalize their responses in writing. A professional constraint for one of the respondents influenced the mode of administration.

**Table 6** : Profiles of respondents, municipalities and professions

Respondent profile	Position	Number of inhabitants	Occupation
Respondent 1	A municipal councilor	3433	Executive
Respondent 2	A municipal councilor	6528	Social worker
Respondent 3	A Mayor	68	Sales representative
Respondent 4	Un DGS	16.000	

- **Missions and key skills that mayors must develop to better manage their municipalities (Questions 1 and 2)**

A mayor has delegation from the municipal council to sign acts and police powers over the municipality (respondent 1). First and foremost, he ensures the sound financial management of the municipality. He represents the municipality and serves as the instigator of a positive dynamic, actively making proposals (respondent 2). He is responsible for the management of a territory and its residents (respondent 3). The mayor implements a policy of proximity, tasked with anticipating and leading impactful projects (respondent 4).

**Table 7:** The main skills of a mayor

<b>What, in your opinion, are the main skills that the mayor should develop to best manage his municipality?</b>	
<b>Respondent 1</b>	Finance, accounting, public law, market law.
<b>Respondent 2</b>	Listening, enthusiasm, team leadership, sharing, intelligence. And surrounding oneself with competent individuals (elected officials and technicians).
<b>Respondent 3</b>	Empathy and understanding of administrative language.
<b>Respondent 4</b>	Managerial skills, prospective analysis (somewhat visionary, entrepreneurial). Skills in communication and collaborative management

Here, the entrepreneurial behavior of the mayor is suggested by respondent 2; however, the logic appears to be more managerial. Respondent 4 articulates the various capacities of 'undertaking-managing-organizing

**- Primary resources for better management of the municipality (Question 3 and Question 4)**

The management of the municipality is the responsibility of a team. Mayors are primarily surrounded by the DGS and their deputies when an entrepreneurial approach is suggested.

**Table 8 :** The main actors surrounding the mayor

<b>What are the main actors who contribute to the effective management of the mayor? (Specify their roles and missions)</b>	
<b>Respondent 1</b>	DGS, Municipal secretary and employees
<b>Respondent 2</b>	The deputies, delegated counselors, municipal councilors, the DGS, department heads, and staff.
<b>Respondent 3</b>	The municipal secretary who handles current affairs and monitors changes in legislative texts
<b>Respondent 4</b>	The deputy mayors and the DGS

The main resources (question 4) that are lacking are financial. Choices can be influenced by a pressure group and under the constraint of the upcoming election (Respondents 2 and 4 suggesting an entrepreneurial capacity). The managerial and organizational logic emphasizes administrative functioning (Respondents 1 and 3). A need for training is expressed (respondent 1).

**Table 9** : The main difficulties encountered by the mayor (1/2)

<b>What are the main difficulties encountered by the mayor in managing the municipality? And the solutions? (Illustrations welcome).</b>	
<b>Respondent 1</b>	Training problems (e.g. conflict management), financial management difficulties, administrative "mille-feuille" with communes, agglomeration, imposed mergers and links with other local authorities.
<b>Respondent 2</b>	Budget cuts, and positions are increasingly taken upstream.
<b>Respondent 3</b>	Lack of time, administrative burden
<b>Respondent 4</b>	Less and less financial leverage, make choices and assume them without thinking about re-election

#### - Training for mayors and mayoral staff (questions 7 and 8)

The training that could be offered to the mayor aligns more with a managerial logic. Various respondents have attended training sessions. The training of individuals - and the competence - of the mayor's direct collaborators will need further exploration, following the concept of 'collective human capital.' Respondent 2, for instance, underwent training on assisting residents in outlying neighborhoods.

**Table 10** : The main difficulties encountered by the mayor (2/2)

<b>In your opinion, what training could be offered to mayors?</b>	
<b>Respondent 1</b>	Finance, public accounting, public law, local authority law, conflict management, management and the mayor's role in municipal services
<b>Respondent 2</b>	Management, financial, general policy
<b>Respondent 3</b>	One day per month for small communes and a common starting point for large communes
<b>Respondent 4</b>	Interview techniques

#### - Citizen's expectations (questions 5 , 6 , 11 and 12)

To better meet the expectations of citizens, the mayor is 'obliged' to be accountable regularly to his constituents (Respondent 1), through informational meetings (Respondent 3); by prioritizing consultation and listening, assuming his choices, and explaining them (Respondent 4). Only the latter proposition suggests a dynamic relationship between the mayor and citizens, with a behavior more focused on risk-taking; the other two respondents (Respondents 1 and 3) suggest the notion of control and information.

The measurement of citizen satisfaction with the mayor's work is expressed during re-election (Respondents 1 and 2), and through consultation with representative associations (seniors' club, parents' associations, sports and cultural associations) (Respondent 1); during various encounters and events or common activities (Respondent 3). The measurement is therefore daily; the assessment of the mayor and membership in a political group 'sanctions' the work done by the mayor, and the mayor's proximity to elected officials follows different perspectives, not necessarily contradictory (elections, projects, etc.).

For respondents 1, 2, and 3, citizens would be involved in the mayor's decisions. It is noteworthy that respondent 4 does not answer or does not elaborate on questions related to citizen expectations.

**Table 11** : citizens and decisions made by the mayor

<b>Do you involve citizens in your decisions?</b>	
<b>Respondent 1</b>	Yes, through the Committee 21 and consultation of users during major projects (questionnaires, meetings).
<b>Respondent 2</b>	Rarely, they are informed in advance in their neighborhood through public meetings. Their opinions are welcomed.
<b>Respondent 3</b>	Yes
<b>Respondent 4</b>	(no response)

**Respondent 2 insists on maintaining local ties (question 12)**

**- Innovation within the community (questions 10 and 11)**

The respondents have not innovated (Respondents 2 and 3) or have innovated little (Respondent 3). Respondent 1 mentions innovation (digital, distribution of tablets at school); cultural innovation (atypical concerts, trompe l'oeil frescoes); innovation in youth structures (with a pump track) which seem to be more national directions (To be discussed).

Regarding innovation within the community, respondents focused on managerial logic are more focused on administrative aspects and national directions (Respondents 1 and 2); behaviors centered on personal motivation, interaction, and risk are mentioned by other respondents focused on an entrepreneurial logic (Respondents 2 and 4).

**Table 12** : innovation within local authorities

<b>How can we innovate within the community?</b>	
<b>Respondent 1</b>	Digital and cultural innovation
<b>Respondent 2</b>	It's all a question of the desire and involvement of local residents.
<b>Respondent 3</b>	Simplify administrative layers
<b>Respondent 4</b>	Dare to be an enterprising mayor

## 4.2. Discussion

The mayor may adopt a stance where he takes no risks, thus not inclined to initiate major projects during his term. These projects are often seen as costly, reflecting the mayor's desire to leave a mark, a brand, or an imprint, but not necessarily beneficial to the municipality or, rather, to the majority of citizens. The mayor may be in a state of immobilism where the fear of being sanctioned by voters outweighs his capacity to undertake. He will restrict himself to the prerogatives and obligations imposed by law, avoiding making waves or standing out from neighboring mayors. According to Huron (2001), the mayor 'juggles' between different roles, balancing the ability to be an agent of imbalance constrained by the 'political equilibrium' necessary for the mayor to succeed in entrepreneurial action.

The mayor may also be in a state of immobilism due to a lack of training and skills. Since the mayor's role is versatile, requiring competencies, knowledge, and skills, he may either rely on his own abilities or mobilize those of the individuals around him. This can include his municipal team, the deputies, municipal councillors, or engaging with his office, chief of staff, or mayor's secretariat.

Resources can be found within the municipality's staff, the General Secretary, and department heads. The mayor may also seek collaboration with partners, whether private or public actors.

Additionally, the mayor may want to consider the opinions of stakeholders, especially citizens. This means validating strategic directions, structuring projects, creating infrastructures, and implementing innovative projects through consultations, exchanges, and public voting. According to Lopez (2018), it is more relevant to measure the ability to undertake 'of an individual in a specific business.' Various parameters influence the need to activate this capacity: the urgent need to solve a problem, the analysis of an opportunity based on the individual's skills. Here, the mayor aligns with the entrepreneurial leader. His ability to undertake can be analyzed based on the actions he initiates to achieve an objective.

If the mayor adopts an entrepreneurial stance, he will develop various capacities: trying, innovating, amplifying actions, accelerating reforms, increasing the speed of his work, developing ambitious projects, uniting a multitude of actors, seeking new resources, exploring new opportunities, and creating new combinations. All this without considering the electoral calendar, with the sole compass being action.

If the mayor is in a managerial posture, he will surround himself with talent and mobilize their skills. He will delegate without fear and manage his team while effectively communicating, appropriating, and valuing the work in the service of the population.

If the mayor is in a managerial posture, he will be in control of expenses, managing the municipality like a good family father. He will take no risks, avoid taking initiatives, and adhere to administrative deadlines and legal texts.

## **Conclusion**

The role of the mayor is multifaceted, requiring knowledge, skills, and know-how. There is no typical profile for a mayor. Today, mayors are faced with factors that strongly influence their actions, decisions, and choices. The emphasis on decentralization, the transfer of responsibilities, budgetary constraints, and the demands and expectations of citizens make them actors under high pressure. To address these strong constraints, the mayor can adopt different postures. Our objective is indeed to establish a typology of the mayor's entrepreneurial capacity based on the models of Huron and Lopez. It seems appropriate to delve into these two models while fully integrating the various dimensions of Corporate Social Responsibility (CSR); the relationship between the mayor and citizens can be analyzed in light of stakeholder theory. A questionnaire aimed at a broad sample of mayors is the next step in our research.

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