During my engineering course at the N7, I had the chance to interview two engineers on their professional experience on the theme of leadership and management.

One of the engineers told me about his experience as a sales manager for raw material purchasing. It was a managerial position on managed procurement services but transversal (intervention on the purchasing process but no management). This position was all the more delicate because it required a fairly consistent leadership on the dialogue with the teams to reach a common ground.
Moreover, having a certain leadership is in no way linked to a hierarchical position, it is the power to drive a project by being a leader, by having a professional recognition in the field, without having the necessary positioning.

The other engineer told me about his career as a project manager in a design office. It was a management position in an R&D team on the development of electronic equipment. I was told that leadership is crucial for relationships, to be able to communicate to find solutions. Leadership is the ability to lead others, to be an example, to be able to communicate well and to capture the attention of the team. Just because someone is at a high level in the hierarchy doesn't mean they are a good leader. As a manager and a good leader, he or she must be present to solve the team's problems, set an example, defend those around him or her and be exemplary. It is also important to know how to say no and above all to have a global and sharp vision on the whole project.

In terms of management, it is important to give the team goals that are attainable, or slightly above, but never failing. That the teams are in their field of competence, and thus create a certain evolution as they go along. But it is important to have a great rigor to check the status and progress of the project.

The last point would be the importance of communication and transparency. However, if there is conflict, it is important to address it and be fair.
These are recipes for achieving goals on time and for good team coordination throughout the development process.