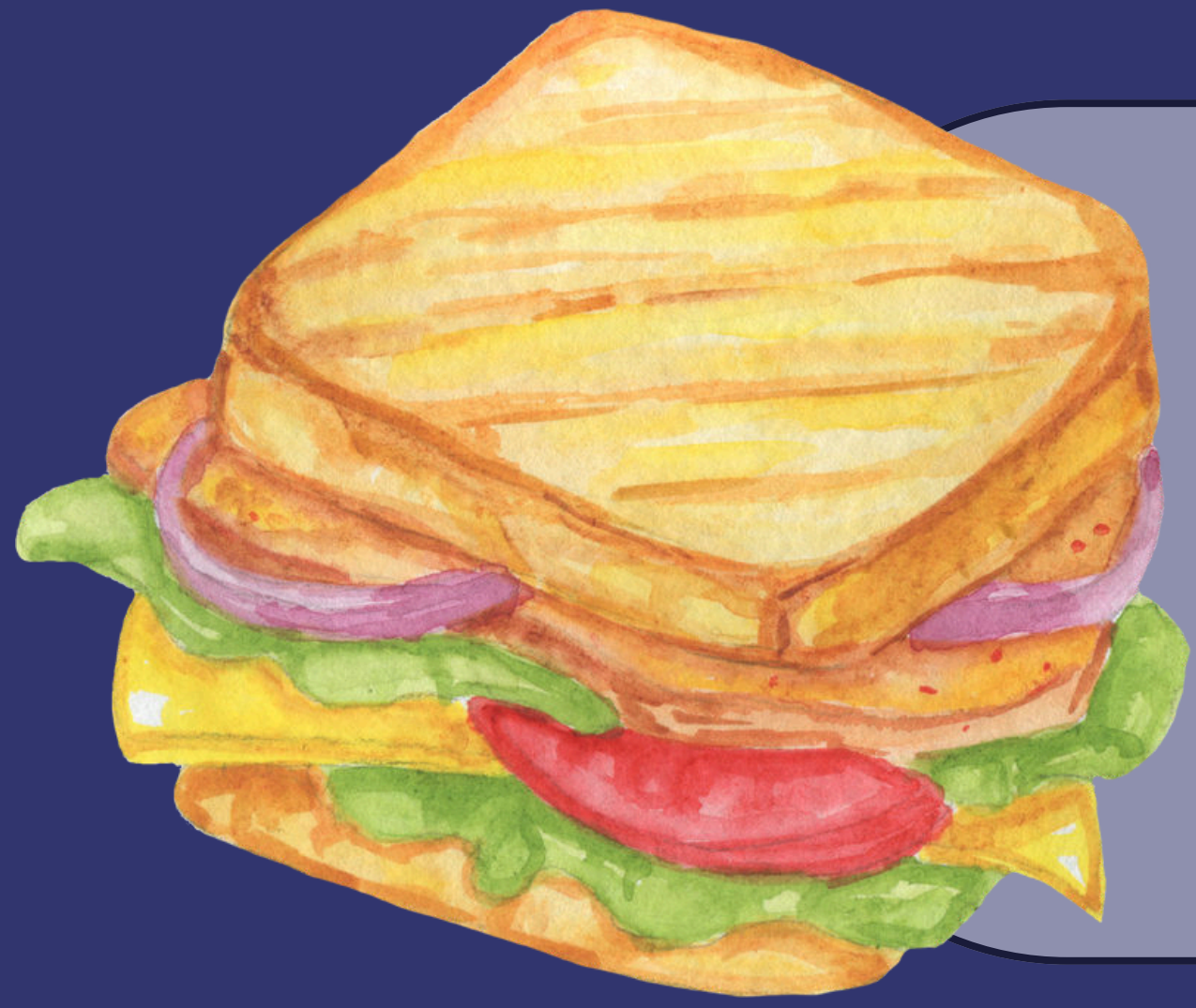


# Leading in the Sandwich Position - Unappreciated High Performers in Middle Management



Most people think of a sandwich as something to eat, with various fillings held between two slices of bread or toast. Just like the pressure from the top and bottom can squeeze out the fillings, leaders in the 'sandwich' position experience pressure too, but squeezed between layers rather than applying pressure themselves.

The greatest challenge of "leading in the sandwich" lies in bridging the gap between the more strategic upper management and the operational level of direct employees. Moreover, these leaders face pressure from their own superiors while also receiving pressure from their employees in return.



Mostly at least one boss above them to whom they report



Every leader has employees hierarchically "under" them that they manage



	Promotion Based on Performance in Previous Roles	Managing Perceptions of Superior Knowledge	Opportunities for Sandwich Leaders	
<b>Pressure from both sides</b>	Many leaders in middle management are promoted primarily based on their exceptional performance in technical or operational roles, rather than their leadership potential or ability to manage people. This mismatch can result in leaders who are ill-prepared for the complexities of their new managerial responsibilities.	Employees often perceive their sandwich leaders as having superior knowledge, especially during periods of change or uncertainty. This perception can lead to misunderstandings and conflicts, highlighting the importance of transparent communication and managing expectations effectively	Despite its challenges, the sandwich position offers opportunities for leaders to demonstrate resilience, strategic thinking, and effective communication skills. Successful navigation of this role can lead to personal growth and organizational success.	
<b>Mental and Emotional Stress</b>				<b>Managing Communication Gaps</b>
Sandwich leaders often experience mental and emotional stress due to the dual pressures of managing up and down, highlighting the risk of burnout in these roles.				<b>Lack of Training for Sandwich Positions</b>

## Leader in a Sandwich Position Challenges and Requirements