Leading Under Pressure

Building psychologically safer frontline services

Managers in complex-needs services are expected to hold risk, support distressed staff and deliver against competing organisational demands. Yet they are often given little protected time or specialist development to understand the psychological and ethical pressures of the work.

A 12-week programme, tailored to your organisation. Live online | Up to 12 managers | £4,995 plus VAT

Who is it for?

Operational and service managers, heads of service, safeguarding and quality leads, and senior leaders in housing and homelessness, social care, domestic abuse, substance use, mental health and other complex-needs services.

What will managers develop?

- Translate trauma-informed principles into everyday leadership, supervision and accountability.
- Recognise moral injury, cumulative exposure to distress and organisational sources of psychosocial risk.
- Strengthen professional curiosity, reflective decision-making and appropriate escalation when working under pressure.
- Respond to staff distress and conflict with compassion, clear boundaries and proportionate accountability.
- Create psychologically safer conditions for staff to raise concerns and learn from difficult situations.
- Identify practical changes to team routines and organisational systems that sustain learning.

Why Reflect?

Facilitated by Fiona Palmer BSc MSc, Director of Reflect Training & Consultancy, drawing on over 30 years of experience across safeguarding, trauma, homelessness, substance use, mental health and criminal justice, including senior commissioning and workforce development roles.

The programme supports organisational learning; it does not replace statutory safeguarding processes, clinical supervision or formal workplace risk assessment.

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The 12-week journey

From understanding pressure to changing everyday practice

Week 1 | Organisational consultation

Agree priorities, service context, management needs and practical measures of progress.

Week 2 | Trauma-informed management (full day)

Explore psychological safety, power, trust, boundaries, supervision and management responses to distress.

Week 3 | Moral injury and psychosocial risk (half day)

Distinguish ethical distress from burnout; identify organisational pressures and realistic leadership responses.

Week 4 | Complex risk and staff distress (half day)

Practise reflective decision-making, proportionate escalation, professional curiosity and difficult conversations.

Weeks 5–12 | Six facilitated reflective practice sessions

Six 90-minute sessions to apply learning, explore real management dilemmas safely and review actions between sessions.

Completion | Evaluation and recommendations

Summarise learning, anonymised themes and actionable recommendations for senior leadership. Agree next steps.

Included in the investment

Initial consultation, bespoke preparation, all live online sessions, relevant downloadable learning materials, facilitated reflection and a final organisational evaluation report. Dates and evaluation measures are agreed with the commissioner before delivery.

Programme investment: £4,995 plus VAT
To discuss your organisation's needs or request a proposal, contact fiona@reflect-training.co.uk or visit reflect-training.co.uk.

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