Ethical Leadership and Compliance Culture Course

15 – 19 February 2027
Milan

AGILE LEADERS
Training Center

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Ref: 1242_191753 **Date:** 15 – 19 February 2027 **Location:** Milan **Fees:** 5700 Euro

Overview

Ethical Leadership and Compliance Culture Course is a one-week advanced programme for leaders responsible for making integrity visible in decisions, incentives, conduct, and organisational systems. Participants connect personal ethical judgement with board and executive oversight, compliance governance, codes of conduct, conflicts, speaking up, non-retaliation, investigations oversight, third-party integrity, incentives, accountability, culture measurement, and continual improvement. The course focuses on what leaders do before, during, and after difficult choices rather than treating ethics as policy awareness alone.

Each participant develops an Ethics and Compliance Leadership Charter and Operating Plan for a selected organisation or business unit. The plan defines leadership commitments, decision principles, governance roles, conduct expectations, culture interventions, speaking-up safeguards, response protocols, incentive alignment, third-party expectations, indicators, and a ninety-day action roadmap. Agile Leaders Training Center presents integrity as a governed organisational capability reinforced by consistent leadership action.

Who Should Attend

- Executives, senior managers, and business-unit leaders accountable for conduct and performance
- Board secretaries, governance professionals, and committee advisers supporting oversight
- Chief compliance officers, ethics officers, and compliance business partners
- Legal, risk, internal control, internal audit, and investigations leaders
- Human resources, reward, learning, employee-relations, and organisational-culture leaders
- Procurement, sales, finance, sustainability, and third-party management professionals

The course assumes leadership or professional responsibility for decisions, culture, or compliance. It does not provide legal advice, determine misconduct, direct a live investigation, or replace jurisdiction-specific employment, privacy, regulatory, and reporting requirements.

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Learning Objectives

- Translate values and ethical standards into repeatable leadership behaviours
- Apply a structured method to dilemmas involving pressure, conflicts, fairness, and competing duties
- Clarify board, executive, manager, compliance, legal, HR, and assurance responsibilities
- Align incentives, performance decisions, recognition, and consequences with integrity
- Create credible speaking-up, non-retaliation, triage, and escalation arrangements
- Provide appropriate leadership oversight of investigations and remediation without compromising independence
- Strengthen integrity expectations across customers, suppliers, agents, partners, and other third parties
- Measure ethics and compliance culture through evidence, indicators, and workforce insight

Practical Work Product

Participants build an Ethics and Compliance Leadership Charter and Operating Plan containing:

- Leadership commitments and observable behaviours
- Ethical decision protocol and escalation guide
- Governance and accountability map
- Incentive and consequence alignment review
- Speak-up and non-retaliation safeguards
- Investigation-oversight boundaries and response workflow
- Third-party integrity expectations
- Culture indicators and review dashboard
- Ninety-day leadership action roadmap

Day 1: Ethical Leadership, Values, and Organisational Trust

- Ethical leadership as choices, example, consistency, and stewardship
- Personal values, organisational purpose, codes of conduct, and behavioural expectations
- Power, authority, courage, bias, rationalisation, and pressure
- Tone from the board, executive leadership, and middle management
- Trust, fairness, transparency, and the credibility gap between words and action

Workshop: define observable leadership commitments and identify moments where integrity is most likely to be tested.

Day 2: Ethical Decision-Making and Conflicts

- Framing dilemmas, stakeholders, duties, consequences, rights, and values
- Conflicts of interest, gifts, hospitality, outside activities, and personal relationships
- Competing commercial, legal, human, social, and reputational considerations
- Decision records, consultation, challenge, escalation, and withdrawal
- Consistency across seniority, geography, performance, and commercial value

Workshop: apply an ethical decision protocol to a pressured business case and document the reasoning, safeguards, and escalation.

Day 3: Compliance Governance, Incentives, and Accountability

- Board and executive oversight of the compliance management system
- Roles of management, compliance, legal, HR, risk, investigations, and internal audit
- Authority, independence, access, resources, competence, and reporting lines
- Targets, bonuses, promotions, recognition, discipline, and consistent consequence management
- Embedding integrity into recruitment, onboarding, objectives, performance, and succession

Workshop: map governance accountabilities and review where incentives or performance systems may undermine stated values.

Day 4: Speaking Up, Investigations Oversight, and Remediation

- Psychological safety, reporting channels, confidentiality, accessibility, and trust
- Non-retaliation safeguards and indicators of overt or subtle retaliation
- Concern triage, independence, conflicts, evidence preservation, and case governance
- Leadership boundaries during investigations and protection of procedural fairness
- Root causes, control failures, accountability, remediation, and communication of lessons

Workshop: design a speak-up and response pathway from initial concern through triage, investigation oversight, remediation, and closure.

Day 5: Third-Party Integrity, Culture Measurement, and Improvement

- Ethics and compliance expectations for suppliers, agents, intermediaries, partners, and acquisitions
- Risk-based due diligence, contracting, onboarding, monitoring, renewal, and exit
- Culture surveys, focus groups, hotline patterns, HR data, audit evidence, and decision testing
- Indicators of programme effectiveness, behavioural change, and recurring weakness
- Management review, board reporting, lessons, and the ninety-day leadership roadmap

Capstone: present and challenge the Ethics and Compliance Leadership Charter and Operating Plan before a simulated ethics and compliance committee.

Training Methods

- Ethical dilemma cases and structured decision exercises
- Leadership-behaviour, incentive, and accountability workshops
- Speak-up and response pathway simulations
- Third-party integrity and culture-measurement exercises
- Peer review of leadership charters and operating plans

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Course Outcomes

Participants leave able to model ethical standards, make and explain difficult choices, align organisational mechanisms with values, protect credible reporting, oversee response without interference, and use evidence to strengthen culture. They also leave with an operating plan that turns leadership intentions into accountable routines.

Frequently Asked Questions

Is this a legal compliance course?

No. It focuses on leadership, culture, governance, ethical decisions, and programme effectiveness while requiring specialist advice for applicable law.

Does the course teach investigation techniques?

It covers leadership oversight, independence, fairness, escalation, remediation, and boundaries; it does not replace professional investigator training.

Is the course relevant outside regulated sectors?

Yes. Ethical leadership and compliance culture apply across private, public, and not-for-profit organisations.

What will I produce?

You will complete an Ethics and Compliance Leadership Charter and Operating Plan with decisions, governance, incentives, speaking up, response, third parties, indicators, and a ninety-day roadmap.