

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Ethical Leadership and Integrity in Decision-Making

5 days | Classroom training | English

SMART HORIZON

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Amsterdam
The Netherlands

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Course content

Why attend

Trust in organisations depends on leaders who act with integrity and make sound ethical judgements under pressure. This course explores ethical frameworks, common ethical dilemmas in business, the psychology of unethical behaviour, building an ethical culture and speaking up. Participants analyse real cases, practise structured ethical decision-making and develop approaches to lead with integrity in their own roles.

Ethical failures can destroy reputations and careers overnight. This course helps you recognise ethical risks early, make defensible decisions in grey areas and create a team culture where people do the right thing.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Learning is built around case analysis, dilemma discussions, structured decision exercises, role plays and personal reflection.

Course objectives

By the end of this course, participants will be able to:
• Explain key ethical theories and their relevance to business
• Recognise ethical dilemmas and pressures in the workplace
• Apply a structured ethical decision-making process
• Understand why good people make unethical decisions
• Build an ethical culture and encourage speaking up
• Lead by example with integrity and transparency

Target audience

This course is suitable for:
• Managers and senior leaders
• Compliance and ethics officers
• HR professionals
• Board members
• Professionals in regulated industries



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Target competencies

Participants will develop competencies in:

- Ethical reasoning
- Integrity
- Ethical risk awareness
- Ethical culture building
- Speak-up leadership
- Transparent decision-making

Course outline

Day 1: Foundations of Business Ethics

09:00–09:54	Why ethics matters for organisations
09:54–10:48	Ethical theories in practice
10:48–11:00	Values, laws and codes of conduct
11:00–11:30	**Coffee break**
11:30–12:12	Values, laws and codes of conduct (continued)
12:12–13:06	Stakeholder perspectives
13:06–14:00	Exercise: Identifying ethical issues in a case

Day 2: Ethical Dilemmas

09:00–09:54	Common workplace dilemmas
09:54–10:48	Conflicts of interest, gifts and fairness
10:48–11:00	Pressure to meet targets
11:00–11:30	**Coffee break**
11:30–12:12	Pressure to meet targets (continued)
12:12–13:06	Grey areas and judgement
13:06–14:00	Workshop: Dilemma discussions



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Day 3: The Psychology of Ethics

09:00–09:54	Biases and ethical blind spots
09:54–10:48	Rationalisation and moral disengagement
10:48–11:00	Situational pressures and incentives
11:00–11:30	**Coffee break**
11:30–12:12	Situational pressures and incentives (continued)
12:12–13:06	Group influence
13:06–14:00	Case study: Analysing a corporate scandal

Day 4: Ethical Decision-Making

09:00–09:54	Structured decision frameworks
09:54–10:48	Consulting and escalating
10:48–11:00	Documenting decisions
11:00–11:30	**Coffee break**
11:30–12:12	Documenting decisions (continued)
12:12–13:06	Communicating difficult decisions
13:06–14:00	Practice: Applying the framework

Day 5: Leading an Ethical Culture

09:00–09:54	Leader role modelling
09:54–10:48	Speak-up and listening culture
10:48–11:00	Responding to concerns
11:00–11:30	**Coffee break**
11:30–12:12	Responding to concerns (continued)
12:12–13:06	Embedding ethics in processes
13:06–14:00	Capstone: Ethical leadership plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



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sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,450.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Cape Town Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,890.–**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.–**
Paris Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,860.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Istanbul Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,650.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,540.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Singapore Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,820.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
London Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,450.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Dubai Confirmed dates	15 Feb 2027	19 Feb 2027	**€3,150.-**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.-**
Frankfurt Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,650.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Vienna Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,940.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,450.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Paris Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,860.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Istanbul Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,650.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,450.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.-**
Amsterdam Confirmed dates	3 May 2027	7 May 2027	**€2,540.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Singapore Confirmed dates	17 May 2027	21 May 2027	**€2,820.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
London Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,450.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Dubai Confirmed dates	21 Jun 2027	25 Jun 2027	**€3,150.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Barcelona Confirmed dates	28 Jun 2027	2 Jul 2027	**€2,840.-**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.-**
Frankfurt Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,650.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,450.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Paris Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,860.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,650.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,890.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Amsterdam Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,540.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Singapore Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,820.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
London Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,450.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Dubai Confirmed dates	18 Oct 2027	22 Oct 2027	**€3,150.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,650.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Rome Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,450.–**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,450.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**



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Dates, venues and fees (continued)

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Paris Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,860.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Istanbul Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,650.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online