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COURSE BROCHURE

Tone in the Middle Ethics and Conduct Training Course

1 – 5 February 2027
Madrid

Tone in the Middle Ethics and Conduct Training Course

Ref: 2342_87607 **Date:** 1 – 5 February 2027 **Location:** Madrid **Fees:** 5600 GBP

Tone in the Middle Ethics and Conduct is a 1-week training course for department heads and senior managers whose daily behaviour sets the real conduct standard for their units, and who leave with a Departmental Integrity Action Plan. Staff take their cue on conduct from the leader they report to, so lapses at unit level now carry legal, financial and reputational weight. Jupiter Prime Training delivers this tone in the middle ethics and conduct course.

Why Tone in the Middle Ethics and Conduct Matters Now

Three forces shape tone in the middle ethics today. Employees expect safe ways to raise concerns and judge leaders by how they respond. Regulators and courts increasingly ask what middle managers knew and did, not only what the board approved. Departments that handle this well catch problems early; those that do not normalise small breaches. The course rests on widely used practice in codes of conduct, speak-up channels, conflict-of-interest registers and proportionate case handling.

Who Gains Most from Tone in the Middle Ethics and Conduct

- Heads of operational departments applying policies on the ground
- Senior managers who approve spending, contracts, hiring and supplier relationships
- Functional leaders who receive concerns, complaints or misconduct allegations from staff
- Senior managers in finance, procurement and sales who face frequent conflict-of-interest exposure
- Unit leaders who must translate the organisation's code of conduct into team routines

A leadership team sending several department heads together gains most, leaving with a shared approach to dilemmas and reports.

Tone in the Middle Ethics and Conduct Capabilities

Participants practise the judgements a department head makes when values, rules and commercial pressure collide.

- Apply a structured ethical decision test to grey-zone dilemmas — choices on gifts, favours and exceptions
- Assess the department's conduct risks by process and role — priorities for controls and briefings
- Design team routines that bring the code of conduct into daily work — staff and new joiners
- Build a speak-up climate with clear non-retaliation signals — employees who witness wrongdoing
- Weigh declared conflicts of interest and set mitigations — approvals, contracts and recruitment

- Communicate a proportionate first response to a misconduct report — reporters, accused staff and investigators

Key Tone in the Middle Ethics and Conduct Terms

- Tone in the middle — the conduct standard staff actually see in their direct manager.
- Code of conduct — the organisation's written statement of expected behaviour, values and prohibited practices.
- Conflict of interest — a situation where a personal, financial or family interest could influence, or appear to influence, a work decision.
- Speak-up channel — a route through which staff can raise concerns about suspected wrongdoing without fear of reprisal.
- Retaliation — any adverse treatment of a person because they raised a concern or cooperated with an inquiry.
- Rationalisation — the reasoning people use to excuse a breach, such as "everyone does it" or "no one is harmed".

Tone in the Middle Ethics and Conduct Day by Day

Day 1: The Conduct Landscape of a Department

- Tone in the Middle Model — How Staff Read Their Manager's Standards
- Code of Conduct Walkthrough — Which Clauses Bite Hardest in the Unit
- Departmental Conduct Risk Map — Where Breaches Are Most Likely
- Pressure and Rationalisation Triangle — Why Good People Bend Rules
- Case Review of Unit-Level Failures — Lessons for Leaders in Charge

Day 2: Reasoning Through Ethical Dilemmas

- Ethical Decision Test Sequence — Legal, Policy, Fairness and Publicity Checks
- Grey-Zone Scenario Grid — Gifts, Hospitality, Favours and Exceptions
- Competing Duties Map — Loyalty to Team Versus Duty to Organisation
- Escalation Thresholds — When a Dilemma Leaves the Department Head
- Decision Record Template — Showing How a Judgement Was Reached

Day 3: Conflicts of Interest and Policy Adherence

- Conflict of Interest Declaration Process — Disclosure Triggers and Timing
- Interest Register Review — Spotting Patterns in Approvals and Suppliers
- Mitigation Options Ladder — Recusal, Oversight, Reassignment or Divestment
- Policy Exception Log — Controlling Approved Deviations From the Rules
- Control Self-Assessment — Testing Whether Unit Safeguards Actually Work

Day 4: Speak-Up Culture and Misconduct Reports

- Psychological Safety Signals — Making It Normal to Raise Concerns
- Receiving a Concern Conversation Guide — First Words and Note-Taking
- Report Triage Matrix — Grievance, Policy Breach or Serious Misconduct
- Non-Retaliation Safeguards — Protecting Reporters and Witnesses Afterwards
- Investigation Handover Protocol — Preserving Evidence and Confidentiality

Day 5: Practising the Departmental Integrity Plan

- Conduct Risk Map Refresh — Applying Day One to Participants' Own Units
- Dilemma Simulation Rounds — Applying the Decision Test Under Time Pressure
- Report Handling Role-Play — Applying Triage and Non-Retaliation Steps
- Team Briefing Script — Explaining Standards in Plain Departmental Language
- Departmental Integrity Action Plan — Commitments, Owners and Review Points

Applying Tone in the Middle Ethics and Conduct After the Course

- Run a one-hour dilemma discussion with the team using the grey-zone scenario grid.
- Review the unit's conflict-of-interest declarations and policy exception log.

Tone in the Middle Ethics and Conduct Questions FAQ

What is tone in the middle ethics and why does it matter now?

Tone in the middle ethics is the conduct standard a manager sets through daily decisions, words and responses to concerns. It matters now because staff, regulators and partners increasingly judge organisations by how middle managers behave, not only by written policies.

Which roles gain most from tone in the middle ethics training?

Department heads and senior managers gain most, especially those who approve spending, handle suppliers or receive staff concerns.

How does tone in the middle ethics differ from a compliance officer course?

Tone in the middle ethics focuses on the line manager's signals, not on running a compliance function. A compliance officer course covers monitoring frameworks and reporting to the board; this course covers dilemmas, team culture, conflicts and first responses inside a department.

What do you bring back from tone in the middle ethics training?

You bring back a departmental integrity action plan for your own unit. It sets out conduct risks, controls and report handling with named owners.

Tone in the Middle Ethics and Conduct: The Way Forward

The Departmental Integrity Action Plan turns the course into commitments a department head can act on. It first decides which conduct risk to address next, before the coming audit or supplier renewal. Compliance partners use it to agree priorities. After the first report handled under the plan, revisit the triage and non-retaliation steps to see what staff experienced.