



ADAPTIVE BUSINESS PARTNERING

*A development program to strengthen the impact of your
Business Partner community.*

**Expanding the capacity to work with complexity, influence
effectively, and enable shared ownership.**





WHY ADAPTIVE BUSINESS PARTNERING

Business Partner roles are often designed to bring strategic perspective into the business. In practice, they can become more operational over time — shaped by demand, urgency, and the need to respond.

In many organisations, Business Partners are expected to operate strategically while continuing to meet day-to-day demands.

Over time, a familiar pattern can emerge:

- Requests are handed over rather than explored
- Business Partners step in to resolve issues for others
- Conversations happen after key decisions are made
- Expertise is relied on, but influence remains limited

This is not simply a capability gap.

It reflects how the role is positioned within the system — how work flows, how decisions are made, and where ownership sits.

Over time, this can limit both the impact of the Business Partner role and the organisation's ability to build shared ownership.

Adaptive Business Partnering is designed to work directly with this pattern.

It brings together cohorts from within the same organisation, grounding the work in your context, relationships, and live challenges.

Through an adaptive, systems lens, participants build on their technical expertise while strengthening their capacity to work with complexity, influence across boundaries, and support clearer ownership of decisions and outcomes.



WHO IS IT FOR

Business Partners and those in enabling, shared services and Centre of Excellence roles

Working across areas such as :

- People & Culture
- Finance, Risk & Compliance
- Technology & Digital
- Legal & Procurement
- Health, Safety & Quality

Finding themselves :

- Working across boundaries without formal authority
- Navigating competing stakeholder expectations
- Stepping in to resolve issues for others
- Seeking to contribute at a more strategic and systemic level
- Balancing the tension between advising and owning outcomes

PARTICIPANTS IN ADAPTIVE CULTURES PROGRAMS OFTEN DESCRIBE CHANGES SUCH AS:

“

I see much more of the dynamics at play in the organisation. I have a new way of working with my stakeholders.

”

“

I am less focused on fixing problems and more able to support better thinking and clearer ownership.

”

THE EXPERIENCE

Participants join a cohort of peers from across the organisation.

The program provides a structured space to examine how the Business Partner role is currently experienced – and how it might evolve in practice. The work is grounded in real organisational situations, relationships, and challenges.

Participants bring live work into the program, experiment with different ways of engaging, and reflect on what changes in their practice.

The program brings together:

- Practical frameworks that can be applied in day-to-day work
- Reflection on personal patterns, assumptions and responses
- Dialogue across functions to build shared understanding
- Application between sessions using live organisational situations

Over time, participants begin to:

- Stay with questions long enough to understand what is really being asked
- Work more effectively with complexity across people, relationships and structures
- Clarify issues before moving to action
- Build influence through trust, credibility and connection
- Support others to take ownership of decisions and outcomes

PROGRAM STRUCTURE

Delivered in-house, grounded in your context

- Delivered exclusively in-house, this program brings together cohorts from within the same organisation.
- This creates the conditions for shared understanding, stronger alignment across functions, and learning that translates directly into practice.



**COHORT JOURNEY
(VIRTUAL)** 7–9 sessions
Delivered over several weeks
Supported by workbooks and
online resources



**INTENSIVE EXPERIENCE
(In-person)** 3-day format
(2 consecutive days) with a
follow-up day Highly interactive
and application-focused

ABOUT ADAPTIVE CULTURES

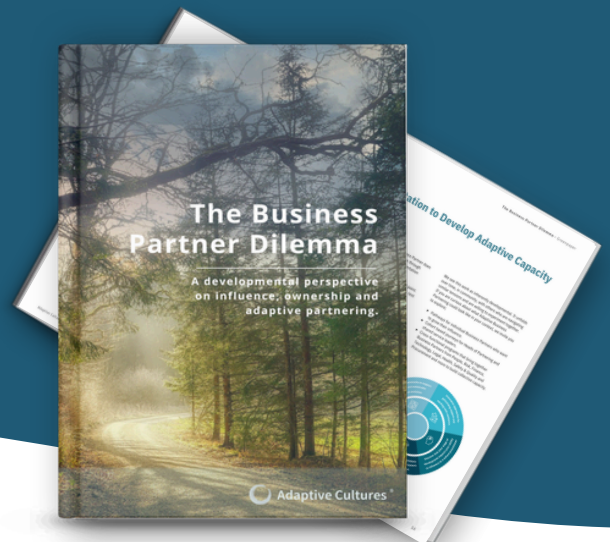
Adaptive Cultures works with organisations navigating complexity, uncertainty and meaningful change.

We focus on building adaptive capacity at both individual and collective levels, enabling organisations to respond thoughtfully to evolving challenges and sustain meaningful change over time.

INTERESTED IN LEARNING MORE?

Download our Greenpaper
The Business Partner Dilemma - A developmental perspective on influence, ownership and adaptive partnering

[DOWNLOAD](#)



NEXT STEPS

To explore how Adaptive Business Partnering could be shaped for your organisation, please get in touch.

 **Adaptive Cultures**[®]
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Part of
WDHB