

Terms of Reference for the Cross-Organisational Leadership Team

Purpose

This group serves as a strategic and operational leadership team that strengthens cohesion, alignment, and collaboration across the department. It provides a space for shared reflection, decision-making, and mutual support in leadership matters.

The cross-organisational leadership team actively upholds and promotes the core values of the Department of Dentistry and Oral Health: respect, trust, recognition, and professionalism. It is also the group's responsibility to ensure that these values are lived throughout the department, guiding everyday practices, leadership decisions, and collaborative efforts.

Participants

The group consists of the department leadership team, section heads, head of studies, director of education, clinical team leaders, and other key personnel covering essential areas of the department with staff or other leadership responsibility. The head of department chairs the meetings, which are supported by the department secretariat. [Click to see participants.](#)

Key Functions

The cross-organisational leadership team plays a central role in shaping leadership practices and supporting effective collaboration. Its core functions include:

- Providing strategic advice and ensuring high-quality decision-making to the department leadership team and department head.
- Securing alignment on strategic priorities and implementation.
- Setting the agenda for cross-organisational leadership discussions of importance.
- Solving practical challenges and removing obstacles.
- Engaging in dialogue about leadership practices development.
- Sharing sensitive information in a trustful setting.
- Strengthening cohesion and working relationships.
- Sharing knowledge and insights from departmental work, ensuring information flows both between, into and out of the leadership team.
- Taking shared responsibility for communication across the organisation.

Intended Impact

The cross-organisational leadership team aims to improve decision-making quality and clarity across the department. Its work supports a coherent leadership culture,



where decisions are well-informed, collaboration is strong, and leaders are equipped to handle complex and sensitive issues. It also contributes to continuous leadership development and a shared understanding of the organisation's strategic and financial context. Furthermore, the intended impact includes:

- Enabling informed decision-making across the department as a whole.
- Ensuring that good collaboration within the cross-organisational leadership team positively influences collaboration in the wider organisation.
- Supporting leaders in explaining decisions clearly and consistently across the organisation.
- Reducing confusion and complexity in leadership processes.
- Providing a space to discuss political matters constructively.
- Supporting leadership development and continuous improvement.
- Building a shared understanding of financial and organisational frameworks and conditions.

Collaborative Foundation

The cross-organisational leadership team provides a structured space for open dialogue and mutual understanding. It ensures that leadership decisions are grounded in collective insight, promotes transparency, and prevent misunderstandings across the department.