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| PhD, BEng (Hons), FHEA,  PG Cert PGTHE, PG Cert Student Engagement,  Lego® Serious Play® trained facilitator,  Lean Practitioner (Lean Competency System with OEE)  PRINCE2 foundation | **Dr Tammi J Sinha** | E: [Tammi.Sinha@winchester.ac.uk](mailto:Tammi.Sinha@winchester.ac.uk)  Mobile: 07802 366690  Twitter: @tammisinha  LinkedIn: tammisinha  Skype: tammi sinha  Website: [www.drtammisinha.com](http://www.drtammisinha.com) |

### **Current Position (s)**

Senior Lecturer Project Management Solent University

Co founder Wessex Green Hub

Small Business Leadership Programme (CABS / Solent)

Previously Director Centre for Climate Action University of Winchester (2018-2020)

Lean Consultant for Continuous Improvement Unit UoW

Steering committee Lean HE Europe

Treasurer for BAM SIG Operations and Logistics

Convenor for joint Solent and UoW Sustainability Community of Practice and Improvement Community of Practice

Co-founder Learn Engage Play 2019 to date

### **Academic & Professional Qualifications**

2019 Lego ® Serious Play ® trained facilitator

2019 PG Cert Student Engagement in Higher Education

2018 Accreditation Lean Practitioner (Pass) [OEE]

2018 Accreditation FHEA awarded Sept 2018 [Higher Education Academy]

2018 Accreditation PRINCE2 foundation (Pass) [PRINCE2] *Projects in Controlled Environments*

2017 Accreditation Lean awareness (Pass) [OEE]

2013 PG Cert Research Methods (Merit) [University of Portsmouth]

2005

2000 PG Dip Strategies for teaching and learning in higher education [University of Plymouth]

1998 PhD A soft systems approach to the formation of a manufacturing strategy [University of Plymouth]   
*in conjunction with BAE Systems*

1996 Teaching Certificate Graduate Teaching Assistant Certificate [University of Plymouth]

1992 BEng (Hons) Engineering with Business Studies (2:1) [Sheffield Hallam University]

**Professional Employment & Experience**

***Harmony in Education: 2019 – to date***

Working with the Princes Foundation and Sustainable Food Trust to embed principles of Harmony within Education Programmes. Principles of interdependence, health, adaption, oneness, the cycle and diversity.

***Climate Emergency and climate action: A manifesto for a healthy planet for all***: Working with Wessex Global Health and Dr Joanne Nurse (visiting public health Professor) to promote communities of practice to tackle climate change, and promote education for sustainable development.

***Learn – Engage – Play 1.0 and 2.0***

A social enterprise to develop practices with ‘play with purpose’ using LEGO ® Serious Play ® type methodologies to engage with strategy development, team and individual development, and pedagogy.

***Secondment to the Continuous Improvement Unit at the University of Winchester 2016 – 2019*** (0.4 secondment) successfully launched a Lean ambassador’s network for colleagues and students. 100 + trained to the Lean Competency System (LCS) Foundation and 45 + to LCS Practitioner. Multiple improvement projects launched across the University with tangible and intangible benefits achieved across all faculties and many professional services. Currently acting as a Lean Consultant for the Unit.

L***ean Six Sigma Course for the Public Sector with Hampshire County Council (2016 - 2019)***   
Developed and delivered In partnership with Hampshire County Councils’ Transformation Team and the University of Winchester Business School, Lean Six Sigma for the public sector course - practitioner level. Contributed to the course development, to training days and to the setting up of HCC Transformation Community of Practice.

***Co-founder, Convenor and Host for Improvement Community of Practice (2008 – to date)***   
The Improvement CoP brings together many sectors (public, private, HEI) to share experiences and develop tools for high performance, transformation and continuous improvement.

***Production Cell leader and Training Team leader at Ocular Sciences Ltd (2000 - 2002***)   
Responsible for development, management and manufacturing output of a cellular manufacturing unit and manufacturing training team: Implemented Lean within the production area. Team of 120 operators. Carried our Lean Research with Cardiff Business Schools’ ‘Learn to’ Programme.

***Research Fellow in Operations Management at University of Plymouth***, Manufacturing and Business Systems Research Group in the School of Computing (1998 - 2000). EPSRC Business Process Re-engineering project. Awarded an alpha 4.

***Engineer. at BAe Systems (1992 - 1998)***

Roles in Core Engineering, Logistics, Quality Management, Training for Integrated Logistics Support and Logistics Support Analysis. Business improvement and Total Quality Management.

EPSRC Research Student in partnership with Bae Systems and the University of Plymouth.

Integrated Logistics Support specialist “ BAE Systems

Quality Improvement Facilitator.

**Higher Education Employment & Experience (Teaching and learning, Research, Knowledge Exchange and Administration)**

**Teaching and learning: (University of Winchester Business School from October 2013 to date)**

Senior Lecturer, Project and Operations Management [University of Winchester]

Module Leader for the following: L7 Approaches to Project and Programme Management, L7 Visual Management for Projects, L7 Governance in Projects and Programme, L7 Principles of Portfolio, Programme and Project Management, L7 Research Methods in Business, L7 Project Life Cycle.

L6 Project Management,

L6 Innovation L6 Managing Change L5 Operations Management, L4 Introduction to Project Management, L4 Fundamentals of Project Management.

Contribute to: L7 Sustainable Innovation and Change

**Research:**

* ***Previously Director Centre for Climate Action (Education and Communication University of Winchester 2018 - 2020)***

Current Projects

* Green Wessex Hub – in progress, exploring carbon footprint and circular supply chains in the Wessex region.
* The Harmony Project (Harmony in Business and Education, in collaboration with the sustainable food trust,
* Whole Earth Festival in collaboration with mark Edwards (hard rain),
* Student fellow projects with Dr Charmaine martin exploring student perceptions of the UN Sustainable Development Goals,
* Student Consultancy project addressing students engagement with opportunities including climate action.
* Tree of Life project – umbrella programme for student engagement work for Climate Action.

Previous Projects

* Commonwealth E Health platform in collaboration with Sri Lankan Government and Prof Jo Nurse – visiting professor at Southampton,
* 2018 ECIS co chair for workshop stream [University of Portsmouth]
* 2014 - 2015 Senior Lecturer, • Leadership Development for Entrepreneurship Education [University of Winchester] Funding: Leadership Foundation in [partnership with University of Portsmouth
* 1998 - 2000 Research Fellow [University of Plymouth] Funding: EPSRC for EPSRC Grant GR/L41479 (2000) ‘A methodology for the Re-Engineering of Business Processes’. Awarded an alpha

**Knowledge Exchange:**

Current

* 2009 – to date. Co convenor and founder of the Improvement Community of Practice with Nigel Ward.
* 2019 – Chair and Convenor of Learn – Engage –Play – a 1 day conference bringing together novices and experts in the Lego Serious Play method. LEP 2.0 is postponed due to covid-19 to 2021.
* 2018 – to date Sustainability Community of Practice Convenor at the University of Winchester
* Lean in Higher Education Steering Group Europe

Previous

* 2016 – 2019 Secondment 0.4 Academic Project Manager and lean Consultant, Continuous Improvement Unit [University of Winchester]
* 2018 Women into Digital Enterprise Programme – Lecturer and Mentor.
* 2018 Development of Lean diagnostic tool for Centre for Innovation and Enterprise through HEIF
* 2017 Project Leader, lean foundation and lean practitioner accreditation with LCS (lean competency system) [University of Winchester] Funding: SMT
* 2015 - 2017 Various, Lean in Higher Education [University of Winchester] Funding: RKE time

**Administration:**

Programme Leader, MSc Project Management [University of Winchester] 2015 – 2018. Successfully led revalidation in 2018.

External examiner for Bournemouth University Business and Management Programmes and project / Operations Management modules (from September 2018)

2017 - 2019 Responsible Futures Steering Group

University of Winchester

2016 Values Champion University of Winchester

**Papers**

**Journal Articles & published reports**

1. Welch C, Sinha T and Milner C (2020) Variety, innovation and readiness for change in organizations. The Systemist 41 (1) p133
2. Farquharson L, Sinha T, Clarke S (2018) “Researching Organisational Change in Higher Education: A Holistic Tripartite Approach” *The Electronic Journal of Business Research Methods,* Volume 16 Issue 3 pp 150 – 161
3. Welch C Sinha T Ward N (2016) Pursuit of Operational Excellence: A systemic approach *International Journal of Systems and Societ*y V3 I2 pp21 - 34
4. Sinha T (2013) “A catalyst for delivery” The Public Servant March 2013.
5. Dann Z, Meldrum T, Sinha, Ely P (2015) LDEE Summary report
6. Greswell T (2007) ‘A typology of creative tools and techniques for Operations Managers’ The Systemist.

**Book chapters**

1. Sinha T (2020) Chapter 8 Designing strategic and transformative tourism education programs and education strategies. In Overtourism and Education: A Strategy for Sustainable Tourism Futures Editors Hugues.Seraphin and Anca Wallop (awaiting publication)
2. Sinha T (2020) Chapter 15 Humanising Higher Education through Sustainable Development Education in Devis-Rozental C & Clarke S Editors (awaiting publication)
3. Sinha T & Lorrain C (2019) Inspiring Sustainable Higher Education and Lean through a lean ambassador’s network.

Global Lean for Higher Education: A themed anthology of case studies, approaches and tools. Yorkstone, S. (ed.). 1st ed. Routledge

1. Sinha T, Pastellas S (2015) Public service operations management in Chapter 6 service systems design and implementation 94-114 Radnor Z and Esain A (editors) London and New York Routledge

**Books**

Work in Progress – Contract with OUP for Supply Chain Management – a sustainability first approach – due for publication 2022.

**Conference papers**

1. Sinha, T., Ward, N. & Welch, C (2018) The voluntary cooperation of academics as an example of the peer learning activity and its role in human resources development in a university. The organisational improvement of the university of the future.
2. Sinha T, Clarke S, Farquharson L (2018) Shrek, Saunders and the Onion Myth: Using Myths, Metaphors and Storytelling. ECRM Rome
3. Sinha T and Lorrain C (2017) Knowledge and practice landscape of lean in the UK higher education sector –. [Napier University, Edinburgh]
4. Sinha T (2017) Setting the scene for lean: raising energy and commitment to lean through games - accepted for EurOMA 2017 Conference July 2017
5. Sinha T, Welch C, Ward N (2016) Knowledge Landscapes in Operations Management: exploring operational excellence through a Community of Practice EuROMA Trondhem 2016
6. Sinha T, Esain A, Williams S, Found P, Rich N (2016) Value Stream Mapping: an exploration and a critique EuROMA Trondhem 2016
7. Welch C, Sinha T, Ward N (2016) Towards a systemic landscape model for operational excellence. ECRM Malta 2016
8. Dann Z and Sinha T (2016) Leading the entrepreneurship curriculum: paradox, tensions and entrepreneurial actions – Society for Research in Higher Education International on research in higher education
9. Sinha T, Dann Z, Ely P, Meldrum T, (2016) Leadership Development in Entrepreneurship Education - next steps. Chartered ABS Learning, Teaching and Student Experience conference, Aston University April 2016
10. Welch C, Sinha T, Nicolian N, Ward N (2015) Fostering Collaborative Inquiry: Networks of Practice ECRM conference Malta June 2015
11. Welch C, Sinha T, Ward N (2015) Collaborative education for sustainable improvement. British Academy of management Sept 2015
12. Pastellas S and Sinha T (2014) ‘Change Management in the NHS: clinical integration in a sexual health service’ BAM September 2014 (full paper).
13. Welch C, Sinha T, Ward N (2014) ‘’Making a difference, making it happen, learning the lessons: collaborative learning through a community of practice of business improvement professionals’ EurOma Sicily 2014.
14. Welch C, Sinha T, Ward N (2014) From knowledge transfer to knowledge exchange and beyond: the story of a community of Inquiry. BAM September 2014 (developmental paper).
15. Sinha T (2013) Gamestorming UK Systems Society Conference St Anne’s College Oxford September 2013.
16. Allan R and Sinha T (2013) “Core training and staff engagement: an assessment of improvement initiatives in HE?” 1st International conference in lean six sigma in Higher Education: University of Strathclyde July 2013.
17. Milner C and Sinha T (2013) Creative employee engagement: a path of sustainable operations improvement 20th EurOMA conference Dublin June 2013.
18. Welch C, Sinha T, Ward N, (2012) “Making a difference – making it happen: exploring business improvement through a community of practice’ British Academy of Management, Cardiff September.
19. Sinha T, Welch C, (2012) “Sustaining operations improvement in health care – drivers for change in the UK health and well being sector” 4th World Production and Operations Management Conference July 1 – 4 Amsterdam.
20. Sinha T, E De Greef, Seymour J, Welch C (2011) “Lean Business Schools – A case study of Lean Implementation in Higher Education” Proceedings of the 18th International Annual EurOMA Conference, Cambridge UK.
21. Welch C, Sinha T (2011) “Value streams, effectiveness and the achievement of balance” Proceedings of the 18th International Annual EurOMA Conference, Cambridge UK.
22. Welch C, Sinha T (2011) “Communities of practice as a vehicle for research into business improvement practice” 10th European Conference on Research Methodology for Business and Management Studies Caen France.
23. Sinha T, Ward N, Welch C, Boydell B (2010) “Value Stream Mapping in a Service Environment: A Comparison of Approaches” Proceedings of the 17th International Annual EurOMA Conference, Oporto Portugal.
24. Boydell, B; Holtshausen, R; Sinha T; Ishizaka, A (2010) A Model for Critical Success Factors of the Supply Chain Relationship in the Automobile Industry Proceedings of the 17th International Annual EurOMA Conference, Oporto Portugal.
25. Sinha (nee Greswell) T (2008) ‘Creativity the buzz behind the business’ UK Systems Society Conference Oxford Sept 2008.
26. Greswell T (2006) ‘Transforming Operations through Systems Thinking: the evolution of Operations Strategy through Systems Engineering and the opportunity for change’. UKSS 10th International Conference. Oxford UK.
27. Greswell T, Childe S, Maull R (2005) ‘Strategic Operations – A process for operational change’ European conference on Intelligent Management Systems Salford June 2005.
28. Childe S J, Greswell T J, Rogers T, Wood C, Maull R, Smart P A (2001) ‘Development and testing of a methodology for process based change’ Manufacturing Information Systems Proceedings of the fourth SMESME International Conference.
29. Smart P.A, Maull R.S., Greswell T. and Radnor Z, (2000) "The characterisation and validation of a framework for process based change in SMEs", Proceedings of the 1st World Conference on Production and Operations Management, University of Seville, Seville, Spain 2000.
30. P A Smart, R S Maull, J Bennett, S J Childe, T Greswell, C Wood, T Rogers, (1999) "Characterising process- based change in SMEs: an empirical approach", in Bartezzaghi E, Filippini R, Spina G, Vinelli A (Eds), Proceedings of the 6th International Conference of the European Operations Management Association - Managing Operations Networks, SGE, pp. 489-496, ISBN: 8886281390.
31. P A Smart, T Greswell, R S Maull, S J Childe and D Tranfield, (1999) "Strategies for Enterprise Integration: the three lens model", in Chai T.Y., Zaremba M, Bernus P, Villa A, Proceedings of the International Federation for Automation Control 14th World Congress, Elsevier NL, pp.163 – 170.
32. Greswell T, Childe S, Maull R S, Smart P A, (1998), "The development of three manufacturing strategy making systems", The 3rd International Conference on Managing Innovative Manufacturing (MIM '98), University of Nottingham, Nottingham 6- 8 July.
33. Greswell T, Maull R, Childe S, Nash Z (1998) ‘A soft systems approach to the formulation of a manufacturing strategy’ European Operations Management Association Conference Proceedings Dublin 14 – 17th June 1998.
34. Greswell T, Childe S, Maull R (1998) ‘Three Manufacturing Strategy Archetypes - A Framework for the UK Aerospace Industry’ IFIP WG 5.7 Working conference 1998, 26 – 28 August, Marine Highland Hotel, Troon.
35. Greswell T, Childe S J, Maull R S, Bennett J, (1996) ‘The linking of Manufacturing Strategy to Business Process Re-engineering’ EurOma Conference Proceedings June 1996 London.
36. Greswell T, Childe S J, Maull R S, Bennett J, Campbell N, (1995), The role of manufacturing strategy within a Business Process Re-engineering change programme, Proceedings of the 13th International Conference on Production Research, Jerusalem, Israel August 6-10, pp 144-146 (ICPR95.ps)
37. Greswell T, Childe S J, Maull R S, Bennett J, (1995), ‘Linking Manufacturing Strategy to process improvement’, Advances in Manufacturing Technology IX, Proceedings of the 11th National Conference on Manufacturing Research 12-14 September, De Montfort University Leicester, pp 656-60 (NCMR95.ps)

**Post Graduate Student Supervision**

Completion

2008 - 2009 Director of Studies Christine Welch by publication: Systems analysis)

Current at University of Winchester ( as external supervisor

2018 DoS Claire Lorrain Part time

2019 DoS Susanne Clarke Part Time

2019 2nd supervisor Augustar Eliha

2019 3rd supervisor Steve Pybus

**Membership of Professional Bodies**

Fellow Higher Education Academy (2018)

Member, Institute of Engineers and Technologists. (lapsed)

Founder Member, Community of Practice Improvement Facilitators. (from 2008)

Committee Member, Lean HE Europe. (2015 to date)

Committee Member, Lean HE Global (2014 - 2018)

Member, British Academy of Management. (2013 – to date)

Member, European Operations Management Association. (1994)

***Previously at University of Portsmouth Business School (2003 – 2013)***

2009 - 2013 Course Director, MSc Leadership in Health and Wellbeing

2007 - 2009 Co-leader, MSc Business and Management Deputy CL

2005 – 2007 Course Leader, Foundation Degree Business and Management *University of Portsmouth Programme*

2011 - 2013 Chair, Library Committee

2009 - 2013 Team Leader, Knowledge Service lead for Operations and Systems Management Group

2009 - 2010 Principal Lecturer, Information literacy mentors, Internal Innovation fund in conjunction with the library

2013 - 2013 Project Leader, short KTP [University of Portsmouth] Funding:

2010 - 2012 Project Leader, Full KTP [University of Portsmouth] Funding: Technology Strategy Board 2009 -

