

Rather "oops" than "what if"

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The short phrase in the title by an anonymous thinker summarises the original theme of the current Lumen spring issue. I spotted that sentence a while ago somewhere in the social media infostream and, for some reason, it stopped me in my tracks. That little "oops" in that set of words made me think deeper about its significance. Was it an expression of failure? Or surprise? Or was it an expression about the end result of a recent experiment where the experimenter learns new things from the successes and failures? And what is a failed experiment anyway? Can the experiment be a failure if you have learned something from it? We can probably think that the experiment is not necessarily failed if its outcome is "bad" from the perspective of the initial idea. However, an experiment is unsuccessful if no lessons are learned from what was thought as a "bad" outcome (Tieto käyttöön 2019; Antikainen, Kangas, Alhola, Stenvall, Leponiemi, Pekkola, Rannisto & Poskela 2019, 41). Inspired by the outmarch of these questions, the current issue of the Lumen theme issue presents experiments carried out in different contexts by Lapland University of Applied Sciences staff.

In general, an experiment refers to the implementation and testing of operating practices that differ from those previously used. Above all, an experiment is a development process during which the activities related to the experiment develop towards their final form (Ministry of Economic Affairs and Employment 2024). As the idea behind the experiments is to test and find new operating models, the end result of the activities is largely unknown in advance. This introduces the dimension of uncertainty and the possibility of failure (Antikainen et al. 2019, 25).

Experimentation is, therefore, about an open-minded way of thinking, so the

experimenter must be prepared for the realisation that reaching a successful outcome is more or less a gamble. This means that, in order to carry out the experiments, we need trust in our own and others' competence, courage to experiment with something new and an ability to learn from mistakes, as well as an open and interactive operating culture.

Implementing experiments in an organisation requires a culture of experimentation that enables and promotes experiments. A culture of experimentation refers to an atmosphere that encourages the presentation of innovative ideas, testing and space for both success and failure. According to Antikainen et al. (2019, 25-26), it is precisely in a tolerant culture that an unknown outcome is understood and accepted in advance. In this context, it is good to consider the consequences of possible failures: acceptance of a failed experiment and learning from it, or disapproval of defying an uncertain outcome. The organisation promoting a culture of experimentation has internalised the thought "allowed to experiment" and the experiments are part of the management culture. Therefore, strengthening the culture of experimentation is part of human management at the organisational level. (Antikainen et al., 2019, 62.)

The values of Lapland University of Applied Sciences, *trust, open-mindedness, and a sense of community*, can be understood as values that reflect a strong culture of experimentation. The values that will be used to respond to the task of the university of applied sciences described in the latest Government Programme as responding to the renewing competence needs of business life, supporting the renewal of companies and increasing the competence and education level of the population (Government 2023, 88). The above description of the Government Programme repeats the term "renewal". Applying the values that enable Lapland University of Applied Sciences' culture of experimentation, we can say that the various open-minded experiments we carry out in a communal manner enable the renewed development measures described in the Government Programme, the success of which requires trust in one's own and each other's expertise.

From a regional perspective, we contribute to the development of the region of Lapland through our experiments. According to the Lapland Convention (Finnish Council of Lapland 2021, 8), this will be implemented through open, constructive dialogue, enabling innovations and strengthening the culture of experimentation and

supporting experimentation. We have a responsibility and duty to respond to the needs of Lapland's business life and to support the key objectives stated in the Lapland Convention with new experiments: the green transition, benefitting from digitalisation, creating new business opportunities, safeguarding services and ensuring the inclusion, equality and good life of the Lapland residents (Finnish Council of Lapland 2021, 45).

What kinds of experiments have already been carried out at Lapland University of Applied Sciences? In our activities, experimentation can be as much about coming up with a new idea as it is about trying to change something specific, and everything in between. It may focus on the content of education, for example, or a teaching method, the renewal of operating methods or practices prevailing in industries, the promotion of a new RDI idea, any forgotten results of an already completed project or a change implemented in the work team. We are constantly carrying out a variety of experiments in the daily life of universities of applied sciences. For this Lumen issue, we got a delightful number of themes to present.

Oops! – Reaping the fruits of the culture of experimentation, the theme of the Lumen magazine spring issue

The theme of the second Lumen magazine in 2024 is *Reaping the fruits of the culture of experimentation*. We really appreciate the columnist of this issue, Director Kalle Nieminen, for his views on the culture of experimentation. We also really appreciate everyone for their theme articles, speeches and articles, for your willingness to share about your rewards and lessons learned.

In his column in the Lumen spring issue 2024, Kalle Nieminen highlights, among other things, the important perspective on the role of the culture of experimentation in improving the productivity of the public sector in a difficult social economic situation. In the column, Nieminen points out that the culture of experimentation strengthens society's ability to change.

In the magazine's first theme article, Tuulikki Keskitalo delves into the topic of "messaging up" in professional life and the demands that making mistakes makes on the work community and its members, from the perspective of experiments, even

potentially unsuccessful ones. Next, Loru Reinikka explores experiments by describing the contents of the VTST project (Virtual Studio Technologies project) jointly conducted by the higher education institutions of Lapland in the form of an adventurous virtual figure alongside the main character of a theatre play. Kati Koivunen, Marjo Jussila and Panu Pohjola also work in the field of art. In their article, they examine digital media as a tool for artists in a time when the integration of digital technology has revolutionised the way artists conceptualise, produce and distribute their works.

The experiments of Lapland University of Applied Sciences actors are powerfully represented by the piloted language and cultural awareness experiments described by Riikka Partanen and Sisko Häikiö: language mentoring, Finnish Club, Culture Bump and game-based language learning. These experiments have aimed to strengthen the language skills, enjoyment and integration of multilingual and multicultural students at the University of Applied Sciences in Lapland. In their article, Päivi Hanni-Vaara, Outi Kähkönen, Petra Paloniemi and Mirva Tapaninen highlight the role of the project as a platform for experimentation and experimental culture by presenting four different experiments (podcast, shared blog, Hotjar and eye tracking) of the eHospitality project at Lapland University of Applied Sciences.

New teaching methods have been tested in different contexts. In her article, Anzelika Krastina discusses sustainable entrepreneurship in the work against climate change, assessing the impact of a new teaching method on teaching sustainable entrepreneurship. Eija Kehus, Kaisa Tarkiainen and Mira Oinas-Mäenalanen describe their experiences with a fully web-based course in the nursing profession. In her article, Outi Kähkönen presents a way of implementing MOOCs (Massive Open Online Course) with tools that provide the teacher with sufficient basic digital skills. Sisko Häikiö, in her turn, highlights the development in which the poster presentation events of the Lapland University of Applied Sciences' restaurant management training as alternative presentations of the master's thesis have become established from experiment to practice.

In their contribution to participatory experiments, Outi Mikkola and Leena Välimaa describe the participation of nursing students in the development of digital services in the production of a home care virtual activity in the Lapland wellbeing services

county (Lapha). Further on participation and especially cooperation, Katri Hendriksson and Mari-Selina Kantanen discuss the project *Lapin teollisen kiertotalouden kiihdytyskaista*, a collaboration between Lapland University of Applied Sciences and Digipolis, which aims to strengthen Lapland's industrial circular economy by focusing on closer cooperation between different actors.

In addition to the theme articles described above, Jenny Kilpeläinen, Hanna Korpua and Julia Vuollet present thoughts about the development of the English-language Bachelor of Hospitality Management programme as a Blended Intensive Program (BIP) course with two international partners. And, quite obviously, we must experiment with artificial intelligence when we are on the topic of experiments. This is what Sirpa Kokkonen does in her contribution, in which she has asked ChatGPT to write an article on the culture of experimentation, as an experiment.

Further, in the spring 2024 issue, Tanja Heikkilä and Eija Jumisko discuss the experiences of care staff on the changing situation of home care services as digitalisation takes over the sector. The article by Hanna Grönlund, Katja Jussi, Tarja Jussila, Tanja Marjanen-Korkala and Mira Oinas-Mäenalanen presents a vision of an operating model that can enable a multidisciplinary learning environment that takes advantage of the opportunities brought by work–life connections, the third sector and technology.

In addition to the experiments above, we at Lapland University of Applied Sciences have carried out and will continue to carry out experiments that provide inspiration and innovations for solving local, regional and national challenges at the level of individuals and society alike. We are also committed to this through our public commitment to the world around us:

We are cold. We are hot. We are resilient and live passionately.

We shape things, act and get excited. We let the information flow, because together we are more.

We have the will to grow in all circumstances.

We are a northern craft. (Lapland University of Applied Sciences 2024.)

Dear reader, may you enjoy a mindset of curiosity with experimentation and many interesting moments with the Lumen 2/2024 online magazine!

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