

CLASS 1: FACTORS AFFECTING EXPERIMENTATION

Category	Subcategory	Example Quotation
Role of the immediate superior	Leading by example	<i>"Our immediate superior is such a lovely person, real idea bank herself!"</i>
	Supporting ideation and experimentation	<i>"It [feedback and appreciation from the upper level management] makes the experiment more viable, appropriate and bold."</i>
	Giving license to do experiments	<i>"Kirsi [leader] will give space to that [experimenting] and actually even requires that we start experimenting and ideating."</i>
Role of the team	Low hierarchy and democracy	<i>"--if the majority [of employees] says we will do like this, then we will do like that."</i>
	Supportive climate and team practices	<i>"But then I realize that the more I say my ideas out loud, the more others also get excited and ideas keep coming."</i>
	Attitude towards failing	<i>We don't have here that kind of attitude that we would not be allowed to fail."</i>
	Team engagement	<i>"I think that the workplace has a major role [in experiments to happen], and especially that everyone are engaged. Thus we get things going and forward.."</i>
Structures and practices of developing	Resources allocated for ideation and development	<i>"Well there is not that much time to ideate during them [weekly meetings]."</i>
	Collecting of ideas	<i>But yep, if someone has experimented some good thing in his own project, it will be informed to others as well.</i>
	Implementing new ways of working	<i>"And then, if it requires actions and processing we agree on who will start to do it. So that it won't remain only in speech, as happens so often."</i>
Characteristics and know-how of an employee	Substance know-how	<i>"I used my previous experience as an instructor.. It was useful for this experiment.."</i>
	Tolerance for uncertainty, self-criticism and confidence	<i>"I would have probably thought about this idea for ages and be like 'this is not good enough yet and it's not perfect'.."</i>
	Attitude and motivation towards developing	<i>"I guess I find the certain people to whom I... [tell ideas out loud]. Then I dare to tell to others and as I have an urge to develop and learn, so through that I try.."</i>
The gap between an idea and experiment	Characteristics of an idea and experiment	<i>"But of course one has to think through that the experiment benefits everyone and it won't cause any harm to anyone."</i>
	Static friction	<i>"One really learns from that [experimenting and developing], definitely yes. One only needs to begin and get involved, which is usually the hardest part.."</i>
	Stakeholder distance and customer involvement	<i>"Especially when the idea rises from customer himself, we take every idea into account and consider everything that concerns a customer."</i>