Anecdotes and Antidotes: Organizational Learning Through the Ages

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Anecdotes and Antidotes: Organizational Learning Through the Ages

By Tom Cockburn <tomc529@hotmail.com>

Legends of the beginning of organized and organizational learning:

In some parts of the world apparently, there are folk tales of how grandmothers used to be very skilled at sucking eggs in olden times. Don’t ask me why or how they acquired such skills. That story is lost in the swirling mists of antiquity. The actual process of sucking eggs involved manually removing the egg yolk. You first make a small hole in the top and another in the bottom of an egg. Then, by blowing (not sucking) the yolk and albumen or ‘white’ of the egg can be removed. I suppose you might also remove the contents by sucking them out but then you’d only need one small hole and strong cheek muscles. In either case, once the insides of the egg have been removed the hollow eggshell is retained for some nefarious purpose best left undiscussed by menfolk, I think. These grandmothers did not need further enlightenment in the ‘egg-sucking’ arts. They were held in high regard for such learning in this esoteric activity. However, they jealously guarded these secret craft skills even from younger women nevermind any men seeking enlightenment. The tale is told below.

Once upon a time long ago, in an age when grandmothers sucked eggs, apprentice grandmothers learned the secret skills of the wise women at their own grandmother’s knees. Basically that was how learning a trade or profession occurred way back then for all kinds of apprentices in all industry types. Egg-sucking, like all the others, was a cottage industry at that time. Then along came the industrial age and mass-produced factory egg-suckers required a different form of training. Training and learning in egg-sucking workshops across the land occurred by trainees watching their mentor, an experienced egg-sucker. That’s where the old adage “don’t try to teach your grandmother to suck eggs” began. The grandmothers had a union—Egg-sucking Craftswomens’ United (ECU).
That old system didn’t train enough people fast enough to produce the amount of sucked eggs demanded. So the egg-sucking factory owners hired an expert to ‘scientifically’ improve the process. So the expert, one Edward George Gilbert Taylor (‘Eggy’ to his friends and ‘stinker’ to the ECU) divided up the egg-sucking into several simpler tasks and was able to reduce training time. The owners began to keep notes on how they trained people and they trained new trainers the ‘Eggy’ way. These people and those notes became part of the ‘organizational memory’ of each egg-sucking factory and pretty soon other organizational learning occurred and all this knowledge needed managing.

**Introduction and Overview**

If I look as if I am trying to teach my (metaphorical) ‘grandmother’ to ‘suck eggs’ in this article, I apologize. However, since I don’t have any evidence that my grandmother—or anyone else’s grandmother— is actually reading this, I’ll continue. I think its best not to assume familiarity too soon in any relationship. So, I’ll begin with some basic stuff and a global overview of the topic of organizational learning and then some data on the geographic spread of the activity. I won’t provide a comprehensive literature review but I will suggest some extra reading for those interested and would be more than happy to get some feedback from readers. I will leaven this flippancy with some more ‘serious’ stuff in the next article when I will discuss my own research interests in emotional regimes in communities of practice.

There is no arguing—even from grandmothers—with the view that change is the common element in most societies in the 21st century. Arguably, those resisting change are simply delaying the inevitable. Hence, the business of business is now learning and organizing the organization as a learning vehicle. Thus, once that learning organization ideal is accepted all else will follow. Professor Reg Revans famously observed that, “Learning inside an organization must be equal to or greater than change outside the organization.” The alternative to that level of learning is, of course, that the organization fails to evolve in time and in sync with the world and, inevitably, dies out.

What sort of changes and how will such changes occur, who might be able to control or influence these changes and who will become the new ‘top dogs’? These are all key questions that are exercising minds in governments, organizations and societies across the globe [1]. These are big, important, hairy questions and there is no easy answer to them. However, in the network age, knowledge is a key commodity in short supply. Getting knowledge and then keeping it updated is becoming increasingly difficult to do. So attention to how we learn, and especially how people and organizations learn, has become a critical field of study.

Learning occurs in all organizations to varying degrees. The learning may be seen at an individual level, a team/departmental level, or it may be at a corporate or even a sectoral level within an industry. Such learning may be positive or negative, deliberate or accidental. The organization may be a private corporation, Non-Governmental Organization (NGO), a public university or a small startup business. Organizations may even be virtual entities.
Virtual Organizations (VO) are coordinated groups of individuals and institutions who collaborate towards a common purpose or shared business goal. Members of a VO can be geographically distributed and can access the organizational resources at any time. Some organizations aim to deal with the complex and turbulent changes in the world by becoming a virtual organization and reducing, if not eliminating, physical structures such as company premises, in favor of virtual offices.

In fact, some [2] have defined the four key ways learning in organizations as:

- **Adaptive learning**, which occurs when an individual or organization learns from experience and reflection on that experience. Adaptive learning may be either single-loop (focused on gaining information to stabilize and maintain existing systems), or double loop (questioning the system itself and why the errors or successes occurred in the first place).
- **Anticipatory learning** arises when an organization learns from how it expects the future to emerge or evolve.
- **Deutero-learning** occurs when the organization learns from critically reflecting upon its taken-for-granted assumptions and paradigms.
- **Active learning** involves (a group/team) working

Organizational learning, therefore, as the name implies, means that the learning is a collective accumulation of knowledge or skills and occurs across the organization in some way. There are many definitions of organizational learning. For instance, one way to define Organizational Learning is as an organizational process undertaken to acquire, access, and revise organizational memory, thereby providing direction to organizational action [3]. However, that doesn’t give us much detail on the process, distribution or salience of organizational learning across the hierarchical levels and structures involved. Others define organizational learning as an interacting set of four processes—intuiting, interpreting, integrating, and institutionalizing [4] or socializing, externalizing, combining and internalizing (SECI) in a conversation between explicit and tacit learning components [5]. The last two connect the individual, group/team, and a number of hierarchical, organization levels. Thus individuals, teams, groups and the whole organization are who is learning, the set of four processes explain how learning is taking place.

Organizational learning therefore can be episodic, cumulative, culturally or historically mediated, socially constructed, emotional, physical, ‘political’, ‘spiritual’, aesthetic or sensual, emergent, programmatic, reductionist or holistic. In whatever form, there is a clear need to balance the learning needs of individuals within organizations with the perceived learning needs of the organization. Thus, it is easier said than done.

The learning ‘content’ and delivery may be explicit—structured into the processes and policies of the organization like job descriptions and standard operating procedures. Or, it may be tacit—part of the informal and unspoken assumptions that ‘socialize’ people into the culture and helps make the specific organization ‘tick’. Organizational learning may therefore be targeted at individuals (orientation and induction for instance), teams (bonding and rites of passage),
levels (sales training, budget-consciousness) or the complement of staff for an organization (motivation, esprit de corps and pride in excellence) depending on the purposes, relationships or resources.

Organizational learning is a necessary precondition for establishing a learning organization as defined by Peter Senge [6], but on its own, organizational learning is not sufficient to create a ‘learning organization’. That is because learning organizations go beyond routine monitoring of performance and correcting their mistakes and begin to challenge their own thinking. They move beyond single loop learning and engage in double or even triple loop learning; challenging the basis for their own modes of thinking, beliefs and values. They begin a spiral process of learning to learn and critically evaluate their own paradigms, systems, practices, ‘sacred cows’ or ‘taboos’ in order to elevate their business practices. Thus emotions are a key component and these emotions crop up in various ways.

Such organizational learning as described above may also be seen by some managers, at certain times and in certain organizations or sub-units, as ‘subversive’ or ‘counter-productive’. That is particularly the case when such learning is seen as occurring at the expense of other ‘legitimate’ activities. That is, the learning is perceived as taking up time and effort employees might otherwise spend on core production tasks or key service activities.

**Learning in organizations and organizing to learn:**

Issues and problems often arise with the organization of learning. That is, the modes of learning, learning styles, content and curriculum design, implementation and assessment of organizational, as opposed to individual, learning. Under modes of learning, there is an increasingly diverse range of non-traditional, non-classroom forms such as interactive e-learning. That is often referred to under the catch-all name of ‘Web 2.0’—not, incidentally, simply an upgrade on ‘web 1.0’ as such, but indicating the higher level of interactivity and engagement sought by staff and students today.

E-learning in organizations has become much more than just an alternative to traditional face-to-face learning today. The functions and capabilities of e-learning systems have increased and expanded far beyond expectations, and are increasingly being considered a necessity within the training and education space in organizations. The smart use of Information and Communications Technology (ICT) over the last few decades has shifted the concept of the teacher from being a broadcaster of information to an off-stage facilitator and co-learner. Although development costs of e-learning materials are high, delivery and maintenance costs are relatively low and, unlike some other traditional models of delivery the per-user costs decrease each time a course is used. The supporting e-environment needs to change too; teachers need to become aware of their changing roles. That is often difficult, especially at higher levels of the education system such as universities.

Many organizations, including colleges and universities, non-governmental organizations, charities
and private corporations, seek a blended approach. That is some mix of synchronous face-to-face or videoconferencing with e-learning because staff cannot always be spared for days at a time to physically attend traditional programs or the organization uses virtual teams, which are widely dispersed geographically. The e-learning is asynchronous rather than synchronous usually since this mode allows for self-paced learning at a convenient time for the participant who may be in a different time zone. Thus a blend of face-to-face, self-paced and asynchronous e-learning is seen as more flexible and ultimately more sustainable for staff training and development.

A lot of organizations still approach organizational learning as if all that is needed is an e-learning system and some minimal technical or training support. It is often assumed that all you need to be a learning organization is to ‘plug and play’ and that will provide the optimum e-learning resources to increase productivity, performance and job satisfaction.

The questions asked by many corporate buyers of e-learning systems are often about what things they can do and what they costs to buy, install, run and maintain. Consequently, organizations are increasingly checking out the latest learning initiatives such as wikis, blogs, RSS and mobile learning. They are really looking for a ‘silver bullet’— the one ‘killer application’ that will be a panacea for all their perceived problems and put them ahead of their competitors. In the course of (metaphorically) ‘keeping the wolf from their door’, in this way they often tend to ignore the business case. That is, they do not deal with key strategic aspects of organizational goal-setting, differentiation, quality, performance management and cultural as well as organizational alignment.

Organizations of all kinds are now realizing that generic e-learning systems are not satisfying the specific needs of their organizations in the network age. They are coming to terms with the realization that strategic learning systems, that are aligned with strategic performance goals, positively enhance organizational capability and learning, and effectively utilize their staff.

**Around the globe:**

There are also a number of problems with how networked organizations cope with learning. For instance, the flexibility of network organizations to add and subtract (discharge) members creates several organizational learning problems. One is the problem of diffusing existing information and interpretation to new organizational members. A second problem is the issue of safeguarding organizational knowledge and maintaining experience in-house after members leave. There are also hidden costs or penalties due to decentralization.

Decentralization disperses some learning, especially tacit forms of learning. Thus, it comes with a learning penalty, but on the other hand, it also means there is potentially a chance to avoid some of the mistakes of the past [8]. As markets or partnerships shift, and when knowledge and know-how are their key differentiator or main competitive advantage, organizations risk losing wealth in two senses. Firstly, there is loss of wealth in the sense of the loss of a strategic asset for innovating and differentiating products and services. Secondly, wealth is lost in ‘opportunity
cost’ terms; i.e. due to difference between the lost opportunities or gains that they might have obtained and what revenue streams they end up with [8].

Epilogue:

Generic global strategic trends to watch include the following three [7]:

1. Increasing emphasis on integrated access to teaching and learning resources, ubiquity in the United States, of course management technology and the increasing use in other areas such as the UK, EU and Australasia [7].
2. Increasing self-directed learning programs, which include an instructor in the loop for entry-level education or domain-specific learning. This instructor-led paradigm is still the dominant form in the various higher education forms of organizational learning.
3. Evolving forms of collaborative learning such as The “Web 2.0” phenomena of social networking, blogging, video sites, wikis, texting and instant messaging replacing email are taking off. Wired has indicated that a number of US universities are looking into the use of sites such as Second Life for teaching and learning developments. Because of the recent development of Web 2.0 and social software, e-learning is moving beyond utilization of the internet for knowledge management, as a store of information, or for course management. Now, the internet may be used for participation, communication, sharing and collaboration. Within organizations, these new e-learning tools offer opportunities to create informal learning environments in which learning and development are integrated into organizational practice. Such a ubiquitous integration of e-learning in organizational development moves beyond blended learning towards pure e-learning.

(Next article will be on emotional capital, sustainability and organizational learning.)

References


companies create the dynamics of innovation, Oxford University Press, Oxford.


This entry was posted in Uncategorized by Editor. Bookmark the permalink [http://bcis.pacificu.edu/interface/?p=3390].

86 THOUGHTS ON “ANECDOTES AND ANTIDOTES: ORGANIZATIONAL LEARNING THROUGH THE AGES”

Muscle factor x and andromale
on January 31, 2014 at 11:26 PM said:

I all the time used to read piece of writing in news papers but now as I am a user of net thus from now I am using net for content, thanks to web.

forex signals
on February 1, 2014 at 5:28 AM said:

Hi there mates, fastidious post and fastidious urging commented here, I am in fact enjoying by these.

weight management
on February 1, 2014 at 5:59 PM said:

It’s great that you are getting ideas from this piece of writing as well as from our argument made at this place.
**muscle building supplements for men**

on February 2, 2014 at 4:37 AM said:

Right here is the right blog for anyone who wants to understand this topic.
You realize so much its almost hard to argue with
you (not that I actually will need to…HaHa).

You definitely put a brand new spin on a topic that’s been written about for a
long time. Excellent stuff, just wonderful!

---

**black diamond sports**

on February 2, 2014 at 6:04 PM said:

Great post. I was checking continuously this blog and I am impressed!
Very helpful info particularly the last part
😊 I care for such information much. I was looking for this particular info
for a very long time. Thank you and best of luck.

---

**http://www.spbfullhouse.kr**

on February 2, 2014 at 7:29 PM said:

I’m not sure exactly why but this site is
loading incredibly slow for me. Is anyone else having this problem or is it a problem on my
end?
I’ll check back later on and see if the problem still exists.

---

**www.caroselloblog.com**

on February 3, 2014 at 12:37 AM said:

Very shortly this site will be famous among all blogging
and site-building visitors, due to it’s nice articles
raspberry ketones free  
on February 3, 2014 at 5:26 AM said:

I’m not sure why but this weblog is loading very slow for me.  
Is anyone else having this issue or is it a problem on my end?  
I’ll check back later on and see if the problem still exists.

agila ecoflex  
on February 3, 2014 at 6:40 AM said:

I do consider all the ideas you’ve introduced for your post.

They are really convincing and will definitely work. Nonetheless, the posts are too quick for beginners. May just you please prolong them a little from subsequent time? Thanks for the post.

tony morisson  
on February 3, 2014 at 12:22 PM said:

I’m gone to tell my little brother, that he should also pay a visit this website on regular basis to obtain updated from most recent news update.

http://darkpan.ncity.net  
on February 3, 2014 at 2:41 PM said:

I blog frequently and I seriously thank you for your content.  
This article has really peaked my interest.  
I will book mark your blog and keep checking for new details about once a week.  
I opted in for your Feed too.
loreal anti aging
on February 3, 2014 at 5:33 PM said:

Thanks to my father who told me about this blog, this webpage is truly remarkable.

reviews for garcinia cambogia
on February 3, 2014 at 6:06 PM said:

Good info. Lucky me I recently found your website by chance (stumbleupon).

I’ve saved as a favorite for later!

website that make money
on February 3, 2014 at 7:08 PM said:

Hi! Do you know if they make any plugins to help with Search Engine Optimization? I’m trying to get my blog to rank for some targeted keywords but I’m not seeing very good success. If you know of any please share. Many thanks!

http://Www.you-watch.us/users/GabrielaC
on February 3, 2014 at 11:45 PM said:

Wow that was strange. I just wrote an extremely long comment but after I clicked submit my comment didn’t show up. Grrrr…

well I’m not writing all that over again.
Regardless, just wanted to say excellent blog!
best anti aging treatments

on February 4, 2014 at 2:14 AM said:

This is my first time pay a quick visit at here and i am actually pleasant to read all at single place.

Weight Lifting Supplements

on February 4, 2014 at 6:17 AM said:

Amazing things here. I am very happy to peer your post. Thanks so much and I'm looking forward to touch you. Will you please drop me a mail?

raspberry Ketones Where to Buy

on February 4, 2014 at 7:32 AM said:

Wonderful post! We will be linking to this particularly great content on our website.

Keep up the great writing.

liver detox diet

on February 4, 2014 at 11:24 AM said:

Hey There. I discovered your weblog the usage of msn. This is a very smartly written article. I’ll be sure to bookmark it and return to learn extra of your useful information. Thanks for the post. I’ll certainly comeback.

Buy Pure Yacon

on February 4, 2014 at 11:24 AM said:
I do not know if it’s just me or if perhaps everyone else experiencing issues with your site. It seems like some of the written text within your content are running off the screen. Can someone else please comment and let me know if this is happening to them as well?

This might be an issue with my internet browser because I’ve had this happen before. Kudos

best skincare  
on February 5, 2014 at 7:33 AM said:

We are a group of volunteers and starting a new scheme in our community. Your website offered us with valuable info to work on. You’ve done an impressive job and our whole community will be grateful to you.

Philipp  
on February 5, 2014 at 9:37 AM said:

Hello There. I discovered your weblog the usage of msn. That is a really smartly written article.

I will make sure to bookmark it and return to learn extra of your helpful information. Thank you for the post. I will certainly return.

バレンシアガ 財布 新作  
on February 5, 2014 at 9:38 AM said:

Very good content. With thanks.
Stunning story there. What occurred after? Good luck!

I don’t even know how I ended up here, but I thought this post was good. I don’t know who you are but definitely you are going to a famous blogger if you are not already 😊 Cheers!

There is certainly a great deal to know about this topic. I love all of the points you made.

I am truly pleased to glance at this website posts which includes plenty of helpful data, thanks for providing these kinds of statistics.

I am genuinely grateful to the owner of this web site who has shared this enormous article at at this time.
train toys

on February 5, 2014 at 9:47 AM said:

I just like the helpful information you supply in your articles.
I will bookmark your weblog and test once more here regularly.
I am moderately sure I’ll be informed plenty of new stuff right here!

Best of luck for the following!


camo curtains

on February 5, 2014 at 9:47 AM said:

Today, I went to the beachfront with my children. I found a sea shell and gave it to my 4 year old daughter and said “You can hear the ocean if you put this to your ear.” She placed the shell to her ear and screamed. There was a hermit crab inside and it pinched her ear. Shee never wants to go back! LoL I know this is totally ooff topic but I had to tell someone!

minion rush token hack

on February 5, 2014 at 9:52 AM said:

Appreciating the hard work you put into your website and in depth information you provide. It’s nice to come across a blog every once in a while that isn’t the same outdated rehashed information. Fantastic read! I’ve bookmarked your site and I’m adding your RSS feeds to my Google account.

Luxury

on February 5, 2014 at 9:53 AM said:
Hi, I do think this is an excellent site. I stumbled upon it 😊 I may return yet again since I bookmarked it.
Money and freedom is the best way to change, may you be rich and continue to guide other people.

Mobile Marketing BluePrint
on February 5, 2014 at 9:55 AM said:

I'm gone to say to my little brother, that he should also pay a visit this webpage on regular basis to get updated from newest information.

เสี่ยห้าแพร่ชัย
on February 5, 2014 at 9:57 AM said:

I blog often and I truly appreciate your information. The article has truly peaked my interest. I am going to take a note of your blog and keep checking for new details about once per week. I subscribed to your Feed too.

Big farm Cheat codes
on February 5, 2014 at 9:58 AM said:

Hello! I've been reading your weblog for a long time now and finally got the bravery to go ahead and give you a shout out from Lubbock Tx! Just wanted to mention keep up the great work!

Viola
on February 5, 2014 at 9:58 AM said:

I am not sure where you're getting your info, but great topic.
I need to spend some time learning much more or understanding more. Thanks for fantastic info I was looking for this information for my mission.

**children toys**  
on February 5, 2014 at 10:01 AM said:

Hello! Do you know if they make any plugins to assist with Search Engine Optimization? I'm trying to get my blog to rank for some targeted keywords but I'm not seeing very good success. If you know of any please share. Appreciate it!

**http://g4games.x10host.com/**  
on February 5, 2014 at 10:11 AM said:

Hi, I do think this is a great site. I stumbled upon it 😊 I will revisit once again since I bookmarked it. Money and freedom is the best way to change, may you be rich and continue to help other people.

**clash of clans hack**  
on February 5, 2014 at 10:11 AM said:

It's going to be end of mine day, but before end I am reading this wonderful piece of writing to increase my knowledge.

**Stadtreisen**  
on February 5, 2014 at 10:15 AM said:

I got this web page from my friend who told me about this site and now this time I am browsing this web page and reading very informative content here.
Hi! I’m at work browsing your blog from my new iphone! Just wanted to say I love reading your blog and look forward to all your posts! Keep up the great work!

Hey! This post couldn’t be written any better! Reading this post reminds me of my old room mate!

He always kept talking about this. I will forward this page to him. Fairly certain he will have a good read. Thank you for sharing!

I think everything published was actually very logical. But, think on this, what if you were to write a awesome headline? I mean, I don’t wish to tell you how to run your website, however what if you added a post title to possibly grab a person’s attention? I mean Anecdotes and Antidotes: Organizational Learning Through the Ages | Interface is a little plain. You could peek at Yahoo’s home page and watch how they create post titles to get people interested. You might try adding a video or a related picture or two to grab readers excited about everything’ve written. In my opinion, it might bring your posts a little livelier.
Does your website have a contact page? I'm having a tough time locating it but, I'd like to shoot you an email. I've got some creative ideas for your blog you might be interested in hearing. Either way, great site and I look forward to seeing it expand over time.

Its like you read my mind! You seem to know so much about this, like you write the book in it or something. I think that you can doo with a few pics to drive the message home a little bit, but other than that, this is great blog. A great read. I'll certainly be back.

Hey There. I found your blog using msn. This is an extremely well written article. I'll make sure to bookmark it and come back to read more of your useful info. Thanks for the post. I'll certainly return.

Your way of telling everything in this piece of writing is actually pleasant, every one can easily understand it, Thanks a lot.
I’m gone to inform my little brother, that he should also pay a visit this weblog on regular basis to obtain updated from newest gossip.

Castle Clash hack on February 5, 2014 at 2:14 PM said:

It is not my first time to pay a visit this website, i am visiting this web site daily and obtain good data from here all the time.

dragon city hack tool on February 5, 2014 at 2:23 PM said:

This is a topic that is near to my heart… Thank you!

Exactly where are your contact details though?

Deer Hunter 2014 hack on February 5, 2014 at 2:35 PM said:

Outstanding quest there. What happened after?
Take care!

Garcinia fat buster on February 5, 2014 at 3:03 PM said:

I do not even understand how I finished up right here, but I believed this publish used to be good. I don’t understand who you’re however certainly you’re going to a well-known blogger in the
event
you are not already. Cheers!

---

**the hobbit kingdoms of middle earth mithril hack**
on February 5, 2014 at 3:10 PM said:

First of all I want to say fantastic blog! I had a quick question which I’d like to ask if you don’t mind. I was curious to find out how you center yourself and clear your mind prior to writing. I’ve had a tough time clearing my thoughts in getting my thoughts out. I truly do enjoy writing but it just seems like the first 10 to 15 minutes are generally lost simply just trying to figure out how to begin. Any suggestions or hints? Many thanks!

---

**best products for dry skin**
on February 5, 2014 at 4:03 PM said:

Hi there it’s me, I am also visiting this website daily, this site is really nice and the viewers are truly sharing good thoughts.

---

https://cantfindinthesshops.com/what-anticipate-when-pulling-colon-cleanse
on February 5, 2014 at 4:47 PM said:

What a data of un-ambiguity and preserveness of precious know-how regarding unpredicted emotions.

---

dragon city cheats
on February 5, 2014 at 5:42 PM said:

Thanks for another informative website. Where else could
I am getting that kind of information written in such a perfect way?

I have a project that I’m just now operating on, and
I’ve been at the glance out for such info.

---

detox colon cleanse

on February 5, 2014 at 7:25 PM said:

I like what you guys tend to be up too. This type of clever work and exposure! Keep up the fantastic works guys I’ve included you guys to blogroll.

---

anti aging vitamins

on February 5, 2014 at 8:46 PM said:

I will immediately grasp your rss as I can not find your e-mail subscription link or newsletter service.
Do you’ve any? Please allow me know so that I may subscribe.

Thanks.

---

work from home data entry

on February 5, 2014 at 9:26 PM said:

Hey! This is my first comment here so I just wanted to give a quick shout out and tell you I really enjoy reading your blog posts.
Can you recommend any other blogs/websites/forums that deal with the same subjects? Appreciate it!

---

hitmanabsolutionkeygen1.blogspot.com

on February 5, 2014 at 9:30 PM said:
Everything is very open with a precise description of the challenges.
It was really informative. Your website is very helpful. Thanks
for sharing!

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**Foreign Currency Trading**
on **February 5, 2014 at 9:43 PM** said:

I’ve been exploring for a little for any high quality articles or
blog posts in this sort of space. Exploring in Yahoo I finally stumbled upon this site.

Studying this information so I am satisfied to exhibit that I’ve an incredibly excellent uncanny feeling I found out exactly what I
needed. So much unquestionably will make sure to don’t disregard this
website and provides it a look regularly.

---

**BLack Diamond SKin**  
on **February 5, 2014 at 10:30 PM** said:

What’s up, the whole thing is going sound here and ofcourse everyone is sharing
information,
that’s really fine, keep up writing.

---

**earn extra cash**
on **February 5, 2014 at 10:39 PM** said:

Yesterday, while I was at work, my sister stole my
iphone and tested to see if it can survive a twenty five foot drop, just so she can be a
youtube
sensation. My iPad is now destroyed and she has 83 views.
I know this is entirely off topic but I had to share it with
someone!
minion rush iphone hack  
on February 5, 2014 at 11:39 PM said:

This paragraph will help the internet users for building up new web site or even a weblog from start to end.

monster warlord free jewels  
on February 6, 2014 at 12:36 AM said:

Appreciate the recommendation. Let me try it out.

Deer Hunter 2014 cash hack  
on February 6, 2014 at 1:54 AM said:

Wow, this post is good, my younger sister is analyzing these things, thus I am going to let know her.

Collagen Face Serum  
on February 6, 2014 at 3:01 AM said:

I like the helpful info you provide in your articles.  
I will bookmark your weblog and check again here regularly.  
I am quite sure I will learn many new stuff right here! 

Good luck for the next!

クロムハーツ リング レディース  
on February 6, 2014 at 3:56 AM said:

This is nicely expressed! .
camo shirts
on February 6, 2014 at 4:09 AM said:

If you wish for to increase your familiarity just keep visiting this website and be updated with the latest news update posted here.

Surpa CLeanse And Garcinia cambogia select
on February 6, 2014 at 5:51 AM said:

Currently it looks like Drupal is the best blogging platform available right now. (from what I’ve read) Is that what you are using on your blog?

where to buy garcinia cambogia extract
on February 6, 2014 at 6:33 AM said:

We stumbled over here different website and thought I might as well check things out.

I like what I see so now i’m following you. Look forward to looking into your web page yet again.

reviews of raspberry ketones
on February 6, 2014 at 8:40 AM said:

Pretty section of content. I just stumbled upon your weblog and in accession capital to assert that I get in fact enjoyed account your blog posts. Anyway I will be subscribing to your feeds and even I achievement you access consistently quickly.
male enhance
  on February 6, 2014 at 8:56 AM said:

Excellent, what a website it is! This website gives helpful information to us, keep it up.

what is garcinia cambogia
  on February 6, 2014 at 9:16 AM said:

Greetings! Quick question that’s entirely off topic. Do you know how to make your site mobile friendly? My website looks weird when browsing from my iphone. I’m trying to find a template or plugin that might be able to correct this issue. If you have any recommendations, please share. Appreciate it!

babyliss
  on February 6, 2014 at 9:36 AM said:

It’s a pity you don’t have a donate button!
I’d certainly donate to this outstanding blog! I suppose for now i’ll settle for book-marking and adding your RSS feed to my Google account. I look forward to new updates and will talk about this website with my Facebook group.
Chat soon!

zuma deluxe
  on February 6, 2014 at 9:38 AM said:

Hey I know this is off topic but I was wondering if you knew of any widgets I could add to my blog that automatically tweet my newest twitter updates. I’ve been looking for a plug-in like this for quite some time and was hoping maybe you would have some experience with something like this.
Please let me know if you run into anything. I truly enjoy reading your blog and I look forward
to your new updates.

Yasmin

on February 6, 2014 at 9:39 AM said:

This web site really has all of the info I wanted concerning this subject and didn’t know who to ask.

mlm

on February 6, 2014 at 9:41 AM said:

I do accept as true with all of the concepts you’ve presented in your post. They are very convincing and can certainly work.

Nonetheless, the posts are too brief for beginners. Could you please prolong them a bit from next time? Thanks for the post.

Здраве

on February 6, 2014 at 9:43 AM said:

It’s not my first time to pay a quick visit this website, I am browsing this web page daily and get nice data from here every day.

Kristen

on February 6, 2014 at 9:51 AM said:

Everything composed was very logical. However, what about this? Suppose you were to write a killer headline? I am not saying your information isn’t good, however suppose you added something that grabbed folk’s attention?
I mean Anecdotes and Antidotes: Organizational Learning Through the Ages | Interface is kinda boring.
You could look at Yahoo’s home page and watch how they create article headlines to grab people to click.
You might add a related video or a related pic or two to grab people interested about everything’ve got to say.
Just my opinion, it could make your website a little bit more interesting.

http://Digitalconsciousness.org/
on February 6, 2014 at 9:59 AM said:

Wow that wwas strange. I just wrote aan very long commentt but ffer I clicked submit mmy comment didn’t appear. Grrrr… well I’m not writing all that over again.
Anyhow, just wanted to say fantastic blog!

ip camera
on February 6, 2014 at 12:01 PM said:

Hello there! This is my first visit to your blog! We are a team of volunteers and starting a new project in a community in the same niche. Your blog provided us useful information to work on. You have done a extraordinary job!

eating plan to lose weight
on February 6, 2014 at 12:52 PM said:

Do you mind if I quote a few of your posts as long as I provide credit and sources back to your website?
My blog site is in the very same niche as yours and my visitors would truly benefit from a lot of the information you provide here. Please let me know if this alright with you. Thanks!
male Enlargement reviews
on February 6, 2014 at 1:27 PM said:

My brother suggested I may like this blog. He was totally right. This put up actually made my day.

You can’t believe just how a lot time I had spent for this info! Thank you!

Buy Safer colon
on February 6, 2014 at 1:32 PM said:

Superb, what a weblog it is! This blog presents helpful data to us, keep it up.

how to gain muscle
on February 6, 2014 at 2:12 PM said:

Thank you for any other informative site. The place else could I get that kind of information written in such a perfect approach? I have a mission that I’m just now running on, and I have been on the glance out for such information.