



A Note of Thanks...

Just wanted to say a big “thank you” to everyone who turned out for my talk this Friday. Your thoughts and questions during the presentation have been added in various ways to this upgraded version... and really, would it be a true KBE presentation *without* that?

I’m told that some folks couldn’t make it in and hear it in person, and wanted handouts. I’ve added a couple of slides in order to make the presentation more useful to them, since my style is to speak *about* the presentation and just assume everyone can read. It’s still better to be there yourself, of course, but this should help some.

Blogging is an internet phenomenon that has really taken off since 9/11. Prominent magazines now have their own public blogs, and many bloggers have become paid and published columnists. More important, many hundreds of thousands of people read blogs daily. Bottom line: the format works.

Given past patterns where technologies like portals, personalization etc. have found their way from the public Internet to mainstream enterprise use after 3 years or so, I figure blogs have about 12-18 months to go. Here’s a preview on what I think is coming – and why.

Joe Katzman
November 24, 2002

Open Source Knowledge Management

The blogging phenomenon:
what the Internet may have to
teach corporate managers

Queen's University KBE Presentation
Nov. 22, 2002 | Kingston, Canada



Our Conversation



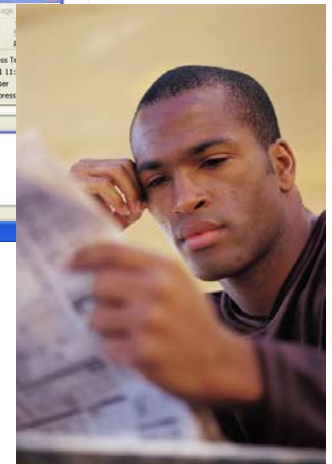
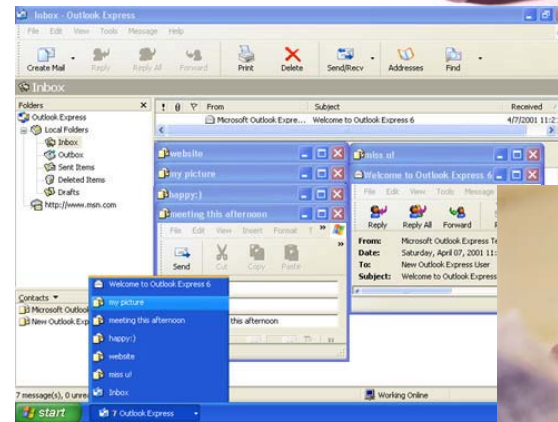
I won't be the only one talking today... feel free to ask and participate

1. What's a Blogger?
2. Traditional Knowledge Management Minefields
3. Communities of Practice (CoPs): Catching the Cluetrain!
4. Are Blogs A Match?
5. K-Logs: Set Up & Tips
6. Closing the Spiral
7. Conclusion

What's A Blogger...?

Private or semi-private web sites, using simple browser-based publishing tools that give each entry its own individual URL. Tremendous growth on the Internet 2001-2002.

- Vodkapundit.com
- Blogcritics.org
- Instapundit.com
- Nanodot.org



Individual Posts Have URLs... and Comments

The screenshot shows a web browser window with the address bar containing the URL <http://www.vodkapundit.com/archives/003074.php#003074>, which is circled in red. The browser's sidebar includes links for Favorites, History, Search, Scrapbook, and Page Holder. A 'SITE METER' widget shows 537,107 visits. The main content area features a yellow callout box with the text: "Stephen 'Vodkapundit' Green is a prominent blogger with a sharp audience." Below this, there are navigation links: « Welcome Aboard | Main | Discovery ». The post is dated November 19, 2002, and titled "Separated at Birth – Twice?". The text of the post begins with "Al Gore – modern Adlai Stevenson or post-modern William Jennings Bryan?". A comment form is visible on the right, with a text area containing the following text: "Ken, good point. However, a 'poseur', as opposed to a 'poser' (one who poses) is defined in Websters to include one who is 'an affected or insincere person'. While not insincere, I would maintain that Adlai was 'affected'. Also, put a 'not' in front of my 'necessarily...'"

Address: <http://www.vodkapundit.com/archives/003074.php#003074>

Stephen "Vodkapundit" Green is a prominent blogger with a sharp audience.

« Welcome Aboard | Main | Discovery »

November 19, 2002

Separated at Birth – Twice?

Al Gore – modern Adlai Stevenson or post-modern William Jennings Bryan?

If you don't know, Stevenson was the governor of Illinois, and two-time loser to Dwight Eisenhower. When Harry Truman retired in '52, the Democrats nominated the liberal governor, who was soundly beaten by the popular war hero. Democrats, entranced by Stevenson's brand of liberalism, ran him against Ike again in '56. You don't need me to tell you who won.

Ken, good point. However, a "poseur", as opposed to a "poser" (one who poses) is defined in Websters to include one who is "an affected or insincere person". While not insincere, I would maintain that Adlai was "affected". Also, put a "not" in front of my "necessarily..."

Posted by: **Lloyd** on November 20, 2002 12:52 PM

Post a comment

Name:

Email Address:

URL:

Comments:

Blogcritics: A Team Blog

Blogcritics.org

A sinister cabal of superior bloggers on music, books, film, popular culture, and technology - updated continuously.

Just click on the title to read the whole story. Help Blogcritics while you help yourself - Blogcritics is an excellent place to do your holiday gift shopping!

Editor:

Eric Olsen ([contact](#))

Administrator:

Stacy Tabb ([contact](#))

Special Thanks:

Glenn Frazier
 John Scalzi
 Matt Welch
 Ken Layne
 Oliver Willis
 Glenn Reynolds
 Martin Devon
 Michael Croft
 Jim Schwab

Music

[8 Mile: Eminem's foray into acting](#)

Steve Sabo
 2002.11.23, 08:33 PM - As a general naysayer, I will admit I thought this movie was going to suck. Despite a few less significant shortcomings, there were several strong points to the film.
 Music, Music: Rap, Video:
 Music, Video: Suspense

[Sparta - Wiretap Scars](#)

Books

[Communion](#)

Chris Webb
 2002.11.23, 03:38 PM - A revisiting.
 Books, Books:
 Horror, Books:
 Nonfiction

[Physician, Kill Thyself](#)

Rodney Welch
 2002.11.23, 02:18 PM - Grim, bleak, Freudian -- and gripping. Hjalmer Soderberg's 1905 novel Doctor Glas

Video

[Reality Show = Prostitution - No, Really](#)

Eric Olsen
 2002.11.22, 03:22 PM - HBO takes you to the Cathouse: Just when it strains credulity to see how far ordinary people will go for...
 Video, Video: News,
 Video: Television

[Taking Sides](#)

James Russell
 2002.11.22, 01:53 AM

Et Cetera

[Whither Miss World](#)

Chris Monks
 2002.11.22, 11:49 PM - I'm quite fond of beauty pageants. I think they represent what is best and true and wicked awesome about our...
 Et Cetera

[Cooked Crotch](#)

Eric Olsen
 2002.11.22, 08:20 PM - Scientist burns penis with laptop.
 Et Cetera

Producer Eric Olsen maintains this one... with a little help from his (180) friends.

Blogcritics: Authoring

Address:

MovableType PERSONAL PUBLISHING SYSTEM

MENU HELP LOGOUT VIEW SITE

Blogcritics User: [Joe Katzman](#)

POST

-
-

UTILITIES

-
-

Main Menu > Blogcritics Editing Menu > Create New Entry

Title

Primary Category

Main Entry Text

Additional Entry Text (?)

Vertical sidebar: Favorites, History, Search, Scrapbook, Page Holder

Do you have a browser? Can you type?

Instapundit.com: Blog Star

Address: <http://www.sitemeter.com/default.asp?action=stats&site=s11instapundit>


[Site Add](#) | [Site Meter](#) | [Site Post Office](#) | [Site Ask](#)

[Home](#) | [Statistics](#) | [Manager](#) | [Help](#) | [Search](#) | [Logout](#)

General		InstaPundit Site Summary	
Summary Who's On? Traffic Prediction			
Recent Visitors		VISITS	
By Details By Referrals By Search Words ↕ By Entry Pages By Exit Pages		Total	5,433,732
		Average Per Day	45,397
Visits		Average Visit Length	0:32
Day Week Month Year		Last Hour	365
Visits and Page Views		Today	1,910
Day Week Month Year		This Week	317,780
Moving Average			
Visits ↕ Page Views ↕		PAGE VIEWS	
Referral Ranking		Total	7,357,817
Web pages ranked by Visits ↕ Page Views ↕		Average Per Day	57,554
Web sites ranked by Visits ↕ Page Views ↕		Average Per Visit	1.3
Search engines ranked by Visits ↕ Page Views ↕		Last Hour	526
Search words ranked by Visits ↕ (+) Page Views ↕ (+)		Today	2,668
		This Week	402,877
What's New? Added 5 new referral ranking reports!			

Glenn H. Reynolds... law prof., nanotech expert, now a published columnist & the blogosphere's Grand Central Station.

Advanced Blog: Nanodot.org



nanodot

News and Discussion of Coming Technologies

Foresight Institute
website

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- [About](#)
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- [Older Stuff](#)
- [Past Polls](#)
- [Submit Story](#)

This page was generated by Foresight Institute for [Anonymous Coward \(1\)](#).

PRI Releases Paper on Nanotech Regulation

posted by [JimLewis](#) on Friday November 22, @06:13AM
 from the **important-policy-papers** dept.

cjf writes "The Pacific Research Institute has released a paper on the possible regulatory futures for Nano Technology. The paper concludes that 'a regime of modest regulation, civilian research, and an emphasis on self-regulation and a responsible professional culture offers the greatest prospects for reaping nanotechnology's benefits while minimizing any risk.'" The author of the paper "Forward to the Future: Nanotechnology and Regulatory Policy", Glenn H. Reynolds, is a member of the [Foresight Institute Board of Directors](#).

About Foresight

([Read More...](#) | [12](#) comments)

Features

Save the date for the [Next Senior Associates Gathering](#) May 2-4, 2003, Crowne Plaza Cabaña, Palo Alto, California.

Want to list current Nanodot headlines on your site? Grab the file <http://nanodot.org/nanodot.rdf> (you'll need to know how to handle the [RDF](#) format).

Comments and feedback about this server can go to [Ben Harper](#), the system administrator.

Nanodot

- [About Foresight Nanotechnology](#)
- [Web Enhancement](#)
- [News](#)
- [Events](#)
- [Annual Gathering](#)
- [Technical Conference](#)
- [Publications](#)
- [Prizes and Awards](#)
- [Senior Associates](#)
- [Free E-membership](#)

Motorola/ASU Electrically Test Single Molecules

posted by [JimLewis](#) on Thursday November 21, @09:12AM
 from the **better-measurements-make-better-science** dept.

E. Hughes writes "From a Motorola Press Release dated 11/20/02, Motorola Labs and Arizona State University

Molecular Nanotechnology

Poll

The Senate is considering a ban of some or all cloning research. Which of these is your preferred outcome?

- Ban everything.
- Ban nothing.
- Ban reproductive cloning.
- Ban therapeutic cloning.
- No ban and promote reproductive cloning.
- No ban and promote therapeutic cloning.

KM: What's The Issue? (Audience Answers)

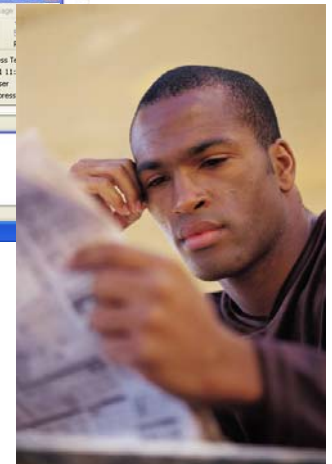
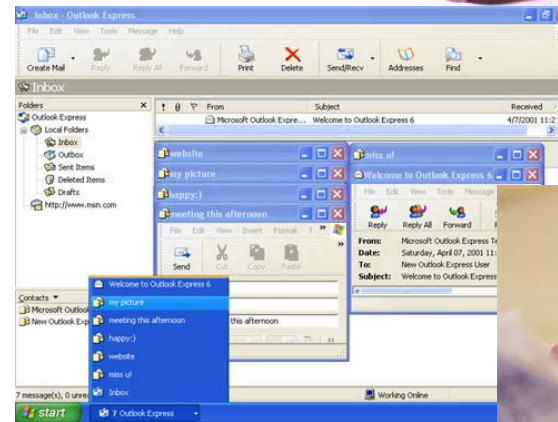
- What usually gets in the way of successful Knowledge Management implementations?
 - Inadequate search, difficulty finding something relevant
 - Keeping them up to date
 - Don't know what we don't know
 - Keep knowledge to selves
 - Value to myself of being the only one
 - Quality control: Junk accumulation problem
 - Barrier of use (tools)

KM: What's The Issue? (ctd.)

- What usually gets in the way of successful Knowledge Management implementations?
 - Don't trust what's there
 - Haven't built up positive experiences
 - If credibility of the sources in question, how is that acquired?
 - Accreditation
 - Word of mouth
 - Relationship built or grown over time
 - Want to work it out by themselves... enjoy the challenge
 - “Teenager syndrome” (this has never happened to anyone else but me, so why bother to look elsewhere for answers?)

3 More Thoughts...

1. It isn't about planning, it's about publishing
2. No tools or wrong tools = friction
3. Have to match the systems (human and technical) to the style / need

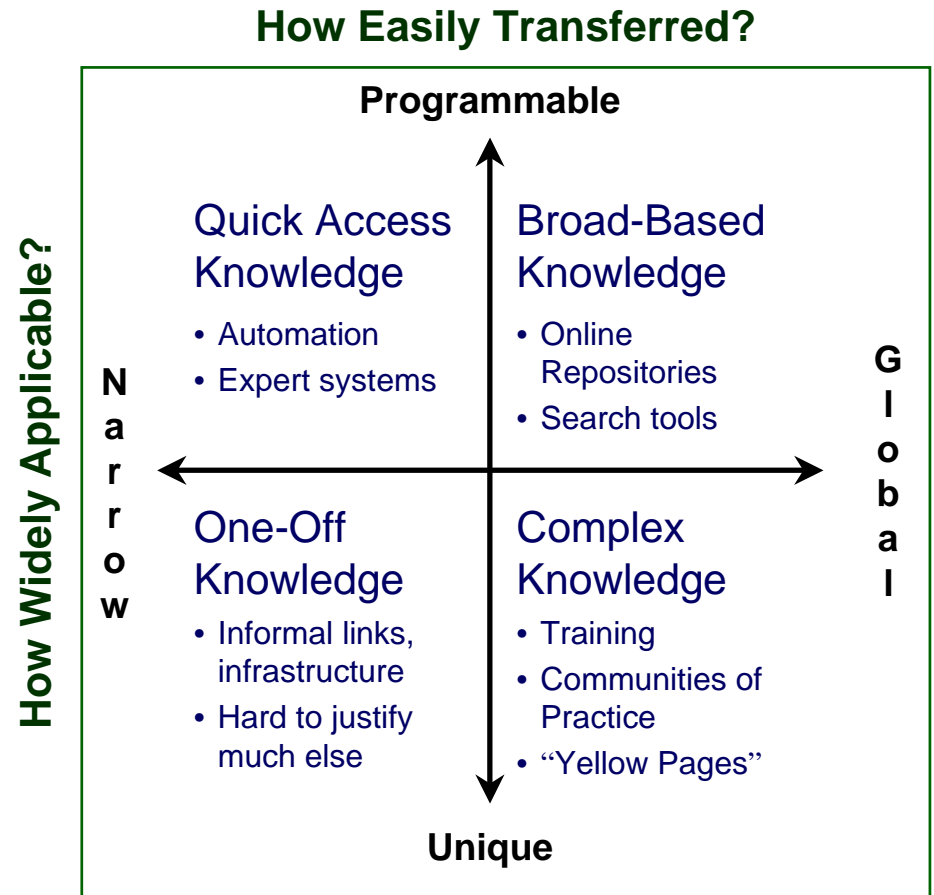


A Big 5 Take: “3 Implementation Scenarios” (What’s Wrong?)

- **Content scenario**
 - Determine what information is needed to support decision making
 - Define taxonomy
 - Define KM administration functions
 - Apply KM processes
- **Collaboration scenario**
 - Determine what information is needed to support decision making
 - Define virtual communities
 - Encourage collaboration and information sharing
 - Identify experts and make them visible
- **Process scenario**
 - Determine what information is needed to support decision making
 - Identify and document key business processes
 - Define steps where knowledge is created or captured and used
 - Redefine and publish revised business processes

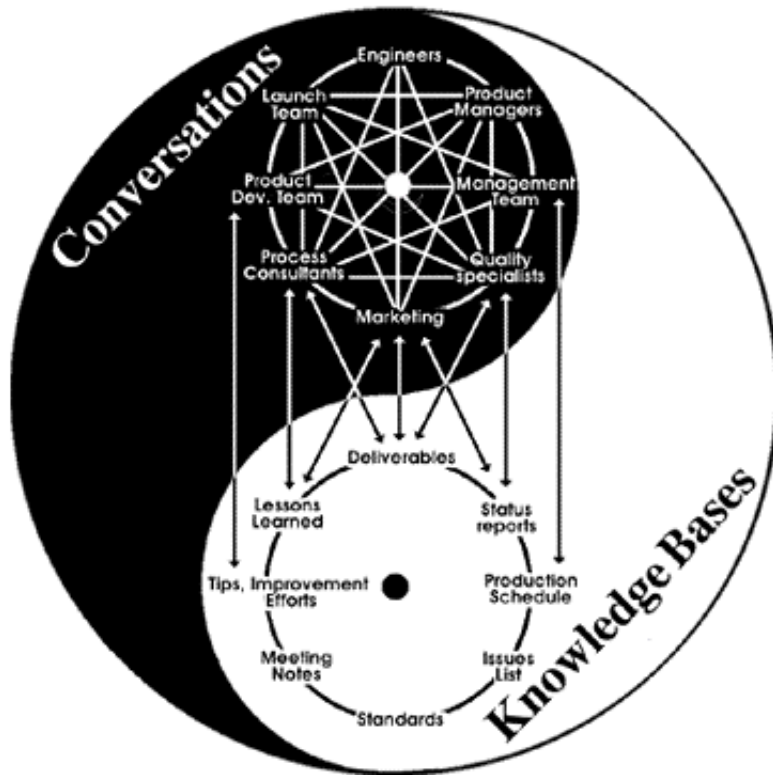
Match the Tools to Type

- How easily transferred?
 - Programmable
 - Rule-based, can be stated simply and definitively
 - Can be applied multiple times
 - “Learning from history” to reduce mistakes
 - Unique
 - Context sensitive
 - Judgment based and/or many factors
 - “Just in case” knowledge
- How Widely Applicable?
 - Global
 - Widely applicable across the business
 - Crosses process, industry, technical, or cultural bounds
 - Narrow
 - Apply only to a limited set of conditions
 - “Detailed,” depend on function/ geography
 - “Narrow” = “Global” if big enough, though



(Hat Tip: Ernst & Young Center for Business Innovation)

Match the Focus to Need



Engineering Firm Example
Graphic Source: George Pór,
Community Intelligence Labs

- **Not 100% either-or, but an 80/20 focus is wise**
 - Very difficult to pursue both effectively, as mindsets and enablers differ
- **K-Bases and “Embedded KM” great for reproducible problems**
 - Standard set doesn't change much, so connect people to documents and promote reuse
 - Judgement lies in assembly not craft
 - “Customers want a reliable solution, for a reasonable price”
- **In some situations, however, the K-Base approach breaks down**
 - If many variables or very contextual, we need to connect to people instead
 - “Customers want an innovative, customized solution - and will pay”

Programmable Knowledge: The Embedded Approach

- Thomas H. Davenport and Ron Glaser, “Just-in-Time Delivery Comes to KM...” Harvard Business Review, July 2002. See also:
- ProCarta
<http://www.procarta.com/>
- Zero Attrition
<http://www.zeroattrition.com>



...But that isn't today's focus

Conversations Approach: The Cluetrain's 95 Theses



<http://www.cluetrain.org/#manifesto>

“...Thanks to the web, markets are becoming better informed, smarter, and more demanding of qualities missing from most business organizations.”

45. Intranets naturally tend to route around boredom. The best are built bottom-up by engaged individuals cooperating to construct something far more valuable: an intranetworked corporate conversation.
48. When corporate intranets are not constrained by fear and legalistic rules, the type of conversation they encourage sounds remarkably like the conversation of the networked marketplace.
75. If you want us to talk to you, tell us something. Make it something interesting for a change.

Conversations Approach: Community of Practice (CoP)

1. Processes don't do the work; people do.
2. Learning & work are both social activities
3. Organizations are webs of participation



(Hat Tip: Queen's University KM Forum)

CoP Technical Requirements

- Local practitioner support
- An enterprise-wide library and web-access, as well as the ability to access both expertise and documents
- Conversational technology (beyond e-mail) facilitating sharing both locally and globally
- Collaborative technology
- Tools which make it easy to connect with, contribute to, and access the community

(Hat Tip: Queen's University KM Forum)

A Sensei's View

“One thing I found with new KM projects is the tendency to dive into complexity. In other words: these projects attempt to slice and dice available knowledge in so many ways that it is almost impossible to understand. This, in my view, can tank a project.

My recommendation: Start simple. Get that working and then add complexity when there is demand for it.”

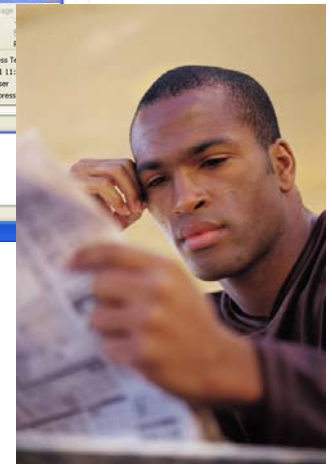
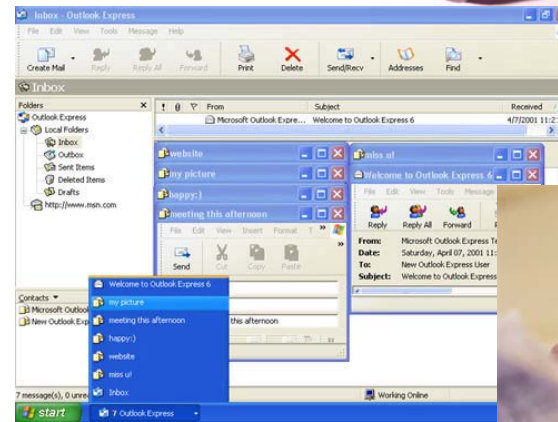
– John Robb



Recall: What's A Blogger...?

Private or semi-private web sites, using simple browser-based publishing tools that give each entry its own individual, linkable URL. This allows cross-linking to emerge naturally

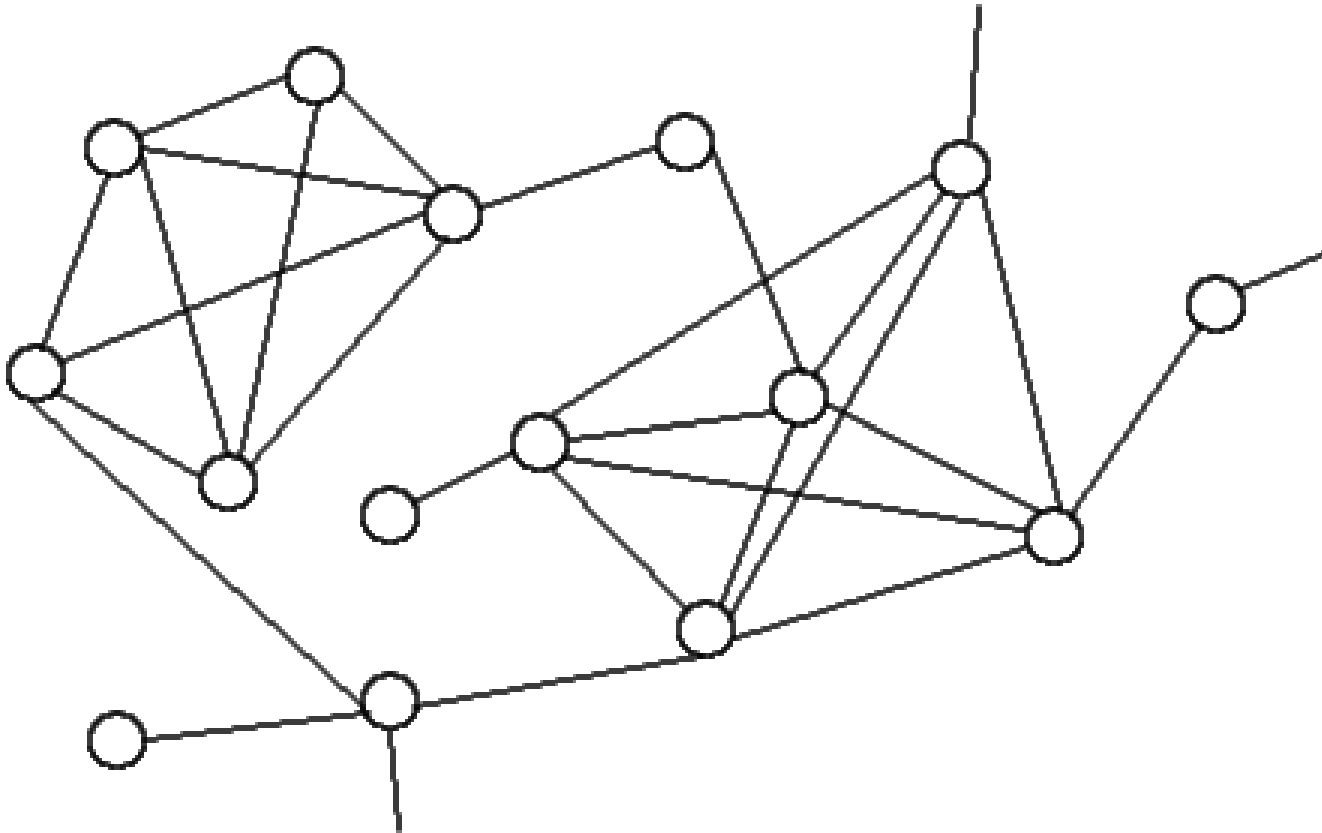
- Blogcritics.org
- Nanodot.org
- Vodkapundit.com
- Instapundit.com



CoP Requirements & Blogs

Local practitioner support	<ul style="list-style-type: none"> • Easy enough for local practitioners
An enterprise-wide library and web-access, as well as the ability to access both expertise and documents	<ul style="list-style-type: none"> • Anything with an URL can be linked via a blog post • Over time, blogs create a “library” of their own
Conversational technology (beyond e-mail) facilitating sharing both locally and globally	<ul style="list-style-type: none"> • That’s what web logs are • Tools exist to make this more advanced, if you wish
Tools which make it easy to connect with, contribute to, and access the community	<ul style="list-style-type: none"> • That’s what web log software is • “Team blogs” like Blogcritics.com add another dimension to this
Collaborative technology	<ul style="list-style-type: none"> • Make sure your system has a Comments feature built in • Tie in other technologies as appropriate later

Starting to See The Match?



(Graphic Source: Steven den Beste)

KM Issues That Blogs Address

- **Barriers to use** (no, nearly zero training on the authoring end)
- **Difficulty finding relevant material; quality control issues**
 - Favourite blogs act as filters and “bird dogs”
 - They point at key useful material in your repositories, build a channel
 - Also bring links in from the Internet, picked *because of* relevance to them
- **We don't know what we don't know**
 - Which includes the exact information people need; why not give them the tools and then see for yourself first?
- **Keeping secret knowledge to selves**
 - External links illustrate thinking and make points (“speaking in quotes”); feedback makes people react (collection by provocation).
- **Credibility and trust in the information**
 - Frequency, word of mouth, and blog links build credibility, personal brand, and relationships

Back-End Infrastructure

Builds heavily on open-source platforms, so set-up time and expertise are your biggest expenses...

- [Userland's](#) Radio & Manila, [Movable Type](#), [Slash](#), or other blogging server software
 - Should have some fail-over here, but this is cheap because the hardware & software is cheap
 - Blog Template designs are nice. Some come with, more are cheap to do by anyone with decent graphic design skills
- MySQL or flat-file databases (free, not always required)
- Web server and FTP space for web hosting (free, can use old hardware plus Linux OS & Apache server if needed)
- Some kind of basic search engine is nice (can be free)
- Make good set-up arrangements so an email will get it done ASAP, or build a web interface to make starting a blog easy!!!



7 Steps to KM Blogs (K-Logs)

1. Start with a simple system. Try it out with a small team to pilot it. Make sure they understand the basics.
2. Get 'em publishing about what they are working on (project, small change effort, could even start as a marketing outreach effort).
3. Help them to start "subscribing" (figuratively or technically) to each other and to essential news sources.
4. Begin to build / encourage "team blogs" around key categories/areas.
5. Build an overall community system for the weblogs, a "blog portal"; and improve the templates to sharpen the look and integrate other tools (search, newsfeeds, etc.)
6. Write up the results and begin to encourage other teams to join the community. Start to sell the concept.
7. Next, begin to experiment with ways to slice and dice the knowledge that is being generated. Advanced search engines, directories (ie. Active Renderer), add metacontent to the publishing process (ie. Live Topics), enable e-mail to weblog publishing, aggregate RSS streams, connect to Web Services, etc. There is so much that can be done at this point.

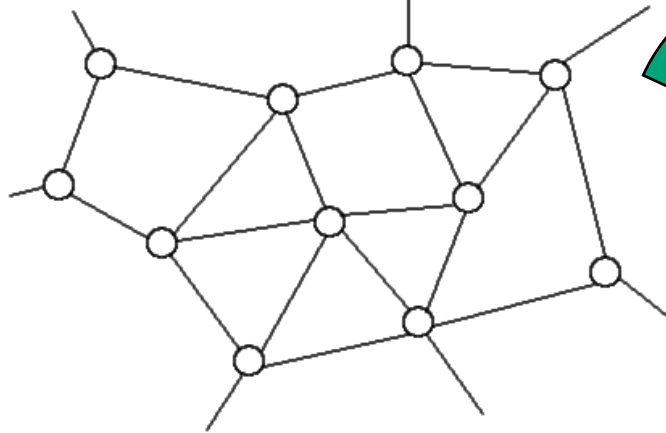
(Hat Tip: John Robb, [Userland Software](#))

Tips: Personal Transitions

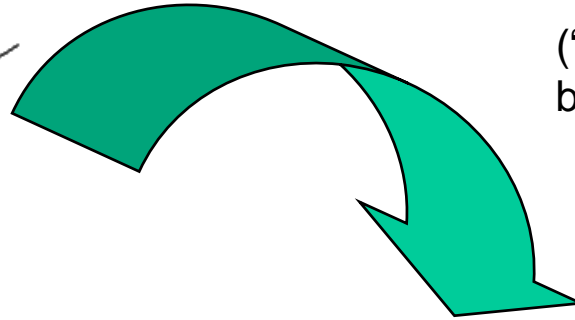
- First, recall that it's about publishing. Think like a marketer.
- Key is to encourage people to climb the ladder of commitment, and find their place
 - Readers
 - Passive occasionals... may add comments or send email tips
 - Authors (Malcolm Gladwell's Mavens)
 - Connectors (become gateways to other blogs, boundary-spanners)
 - Caretakers & Champions (Malcolm Gladwell's Salesmen)
 - Blog Gods... they can "make" other blogs with an endorsement
- Further inspiration and insights can be found at:
 - <http://www.kanga.nu/archives/MUD-Dev-L/1997Q2/msg00977.php>
 - http://www.gotomarketstrategies.com/tip_4_01.htm
 - http://www.gladwell.com/1997/1997_03_17_a_cool.htm

Tips: The System Transition...

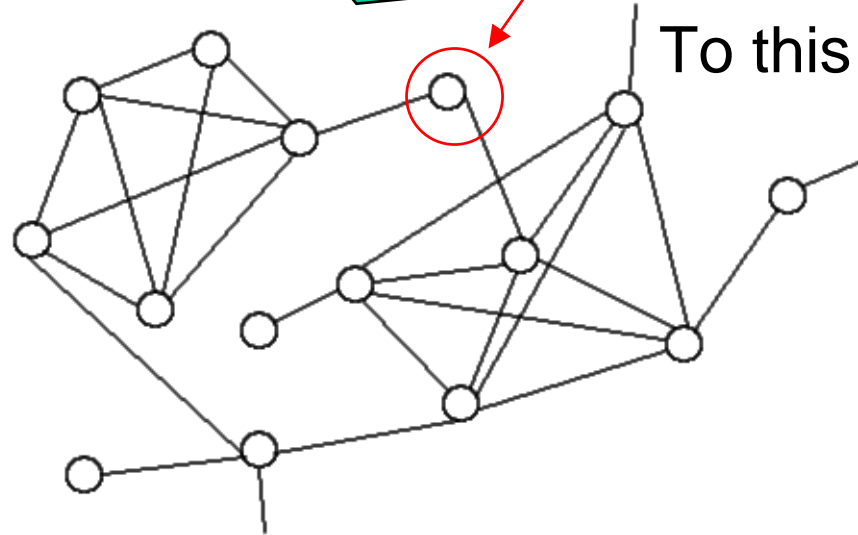
From this...



(“boundary spanners”
become very important)



To this



Steven noted this transition in the Internet “Blogosphere” as a whole... it’s a sign of health, and a good leading indicator of success within an organization and its value chain.

(Graphics Source: Steven den Beste)

Blog Traits & Rosenberegger's Laws Of Information

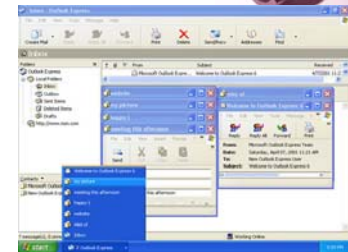
- ✓ 1. Faster information drives out slower information
- ✓ 2. Inexpensive information drives out expensive information
- 💡 3. **Information delivered directly to the customer drives out information not directly delivered to the customer's location**
- 👉 4. Content-rich information drives out content-lean information
- 👉 5. Customized information drives out uncustomized information
- ✓ 6. Timely information drives out untimely information
- ✓ 7. User-friendly information drives out less user-friendly information
- 👉 8. Secure, stable information drives out less secure, stable information

Source: "Answers are Easy," *Across the Board*, April 1997



Why Point #3 is a Big Issue

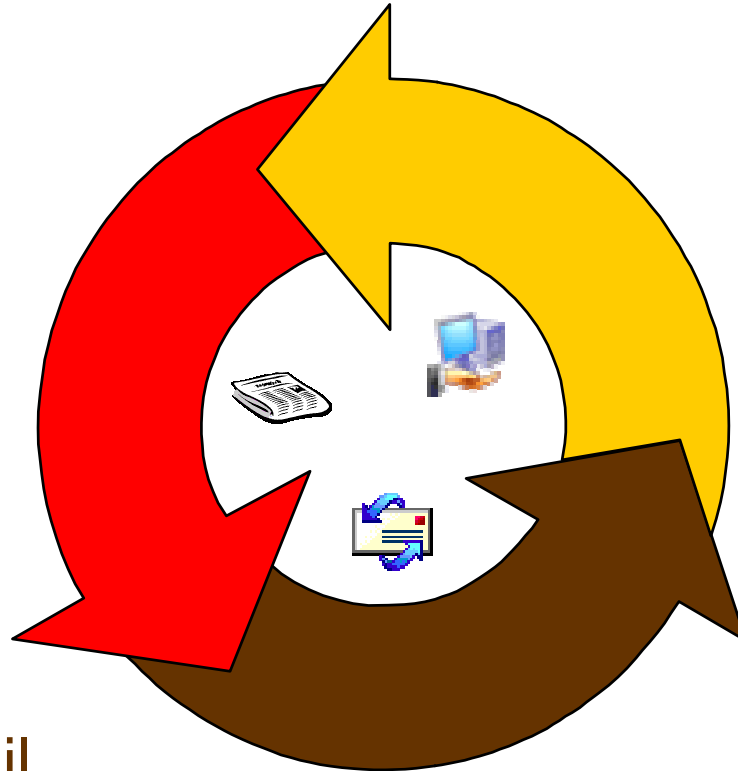
- e-Channels bring new capabilities, but they each have limitations
- **Web sites** require visitors to remember, motivate themselves, then interrupt themselves to take action
 - Result: poorly suited for frequency or curriculum-based campaigns
- **Email inboxes** are overloaded already, and unsolicited “spam” will enrage rather than attract
 - Result: reluctance to use to its full potential, and it is often used poorly
- So how do we achieve twin keys of relevance and repetition, and ensure solid ROI?



Closing the Spiral, Balancing Weaknesses: Spiral Branding

Traditional Channels

- Link between brand and emotion
- Goal: *Interest*
- Result: *Attention*
- Strength: *Richness*
- Weakness: *Low to zero ongoing interaction*



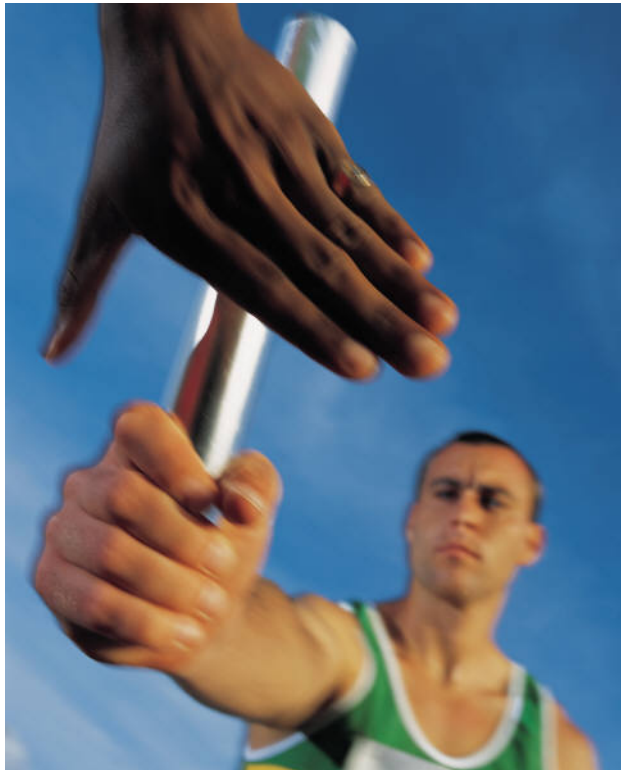
Online Interactive

- Branded Services & Forums
- Goal: *Involvement*
- Result: *Interaction*
- Strength: *Exchange*
- Weakness: *Effort*

E-Mail

- Opt-in bulletins
- Goal: *Intent, Action*
- Result: *Retention*
- Strength: *Low-effort reminder & gateway*
- Weakness: *Intrusiveness*

Result = Results!



- Costs little to start
- Business case is built by the time you need significant funds or infrastructure
- Deployment cycle teaches what it takes to serve people better
- Brings insights from the front lines; anyone can do it
- People are led from attraction, to interest, to conversation, to conversion!
- Your organization and your stakeholders profit... from enlightenment

Contact Joe Katzman

Joe Katzman
Toronto, Canada
e: joseph@katzman.net

“Thus, it is foreknowledge that enables a brilliant ruler and an excellent leader to triumph over others wherever they move, while producing useful achievements for the numerous.”

– *Sun Tzu*



Closing Thoughts...

Blogs can be used for far more than corporate publishing. Let me tell you a story, one I didn't share during my presentation. It starts with a friend of mine named Derek Shan, who worked as a journalist in Iran until the level of repression forced him to leave the land of his birth. He now lives here in Canada. But that isn't what makes him remarkable.

Derek also has a blog. Actually, he has two – one in English, and one in Farsi. Like so many of his fellow bloggers, he writes about his life and his views at <http://www.hoder.com/weblog/>. But that isn't what makes him remarkable.

Aware of his audience in Iran, Derek posted Farsi instructions in September of 2001 explaining how to set up an anonymous blog, using Blogger.com and its free North American hosting infrastructure through one's web browser. There are now over 8,000 Iranian blogs out there. Many are run by women inside Iran, who have a public voice of their own for the first time in their lives. A voice heard by Iranians of both sexes, and by expatriates around the world. Heard, and answered, as that country slips ever closer to revolution from within.

That's remarkable.

Joe Katzman
November 24, 2002

سردبیر: خودم

نگاه انتقادی حسین درخشان به ایران، فرهنگ عامه و تکنولوژی

ENGLISH VERSION درباره زندگی‌نامه فرستادن نامه دفتر یادبود آرشبو راهنمای ساخت وبلاگ

هوس باقلوا گردی؟

زنگ بزق به ایران بزات بفرستن. ۷ و نیم سنت در دقیقه‌س همش.

Wednesday, November 27, 2002

افکار خصوصی: «همشهری تو سایت روزنامه موسیقی گذاشته. Right-click هم که همیشه کرد. انتخاب برای روزنامه لینک دایم نداره. گویا (تازه یکی از بهترینها) گرافیکه (احتمالا به بهونه کاربران Mac). رویداد نسبت به قبل خیلی بهتر شده ولی تقریبا تمام نوشته هاش پیام Server busy یا به همین چیزی میند. امروز خبرها رو ده تا ده تا میذاره تو به صفحه بدون هیچ نظم و ترتیبی. درچه هم که... مطالبش مزخرفه. همشون هم میگن "مملکت رو بدین دست ما همچنین براتون میچرخونیم، آه."»

از دیده شوخ: «دست بر سر میزد، پنجره باز نمود و کودک به کوچه انداخت و به ویگردی مشغول گشت. و می گفت: "نعم الواعظ انت یا بنی" - نیکو واعظی تو ای کودکم!»

برای خودتان یک سخنرانی‌های بوشی بسازید. (از طریق Now Magazine)

یکی از بهترین جاهای پالپ فیکشن (که هزار می‌توان دیدش و خسته نشد) آنجاست که وینسنت (تراولتا)، میای (تورمان) مست و خراب را می‌رساند خانه و چون می‌داند که اگر چند دقیقه دیگر در خانه‌ی خالی زن جوان که رن ریپس هم هست درواقع- بماند، عنان از کف می‌دهد و بعله! برای همین می‌رود دستشویی و دو ساعت با خودش توی آینه حرف می‌زند و تمرین می‌کند که چطوری به میا بگوید که باید برود و نمی‌تواند بیشتر بماند. به خودش تذکر می‌دهد: «وفاداری خیلی مهم است.» اما اینقدر طول می‌دهد که زن جوان می‌رود سراغ جیب کت او و هروبین خفن را بر می‌دارد و بالا می‌کشد. حالا آقا که از توالت بیرون می‌آید، می‌بیند که از ترس خیانت در یک امانت نسبتا بزرگ، افتاده به خیانت در بزرگترین امانتی که یک آدم دارد. جان زن ریپس بزرگ در خطر است ...

Tuesday, November 26, 2002

اصلا کار خوبی نیست که گویا مطالب وبلاگ‌ها را بجای لینک دادن به آنها، کپی می‌کند در سایت خودش و نشان می‌دهد. اینطوری شانس این را که

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درگیری‌های کنونی

--- کتاب ---