

# **BUILD A BETTER LIFE BY STEALING OFFICE SUPPLIES**

**DOGBERT'S  
BIG BOOK  
OF  
BUSINESS**



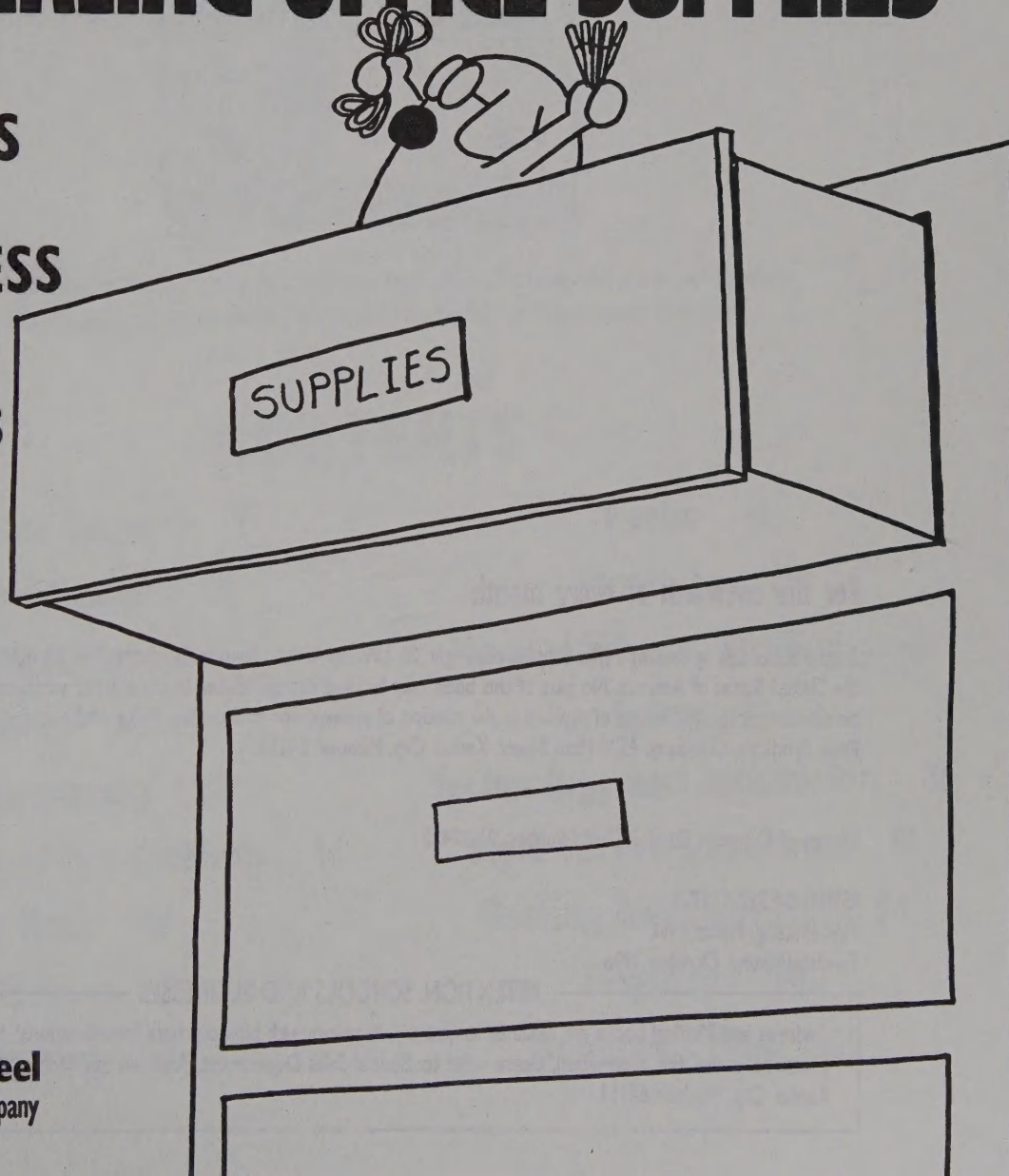
**illustrated by Scott Adams**



# BUILD A BETTER LIFE BY STEALING OFFICE SUPPLIES

## DOGBERT'S BIG BOOK OF BUSINESS

illustrated by  
SCOTT ADAMS



**Andrews and McMeel**  
A Universal Press Syndicate Company  
Kansas City

## For the twentieth of every month

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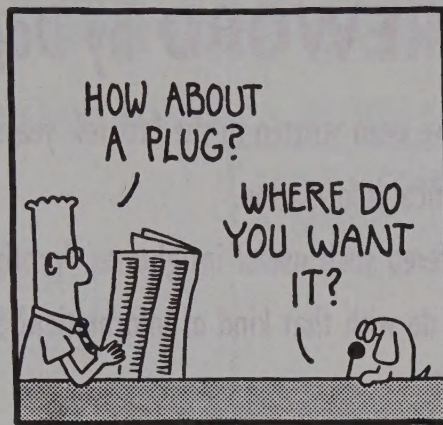
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Dogbert and Dilbert appear regularly in their own comic strip, **DILBERT™**, made available to your hometown paper, college newspaper, or business newsletter by the fine folks at United Feature Syndicate.

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# FOREWORD by Dogbert

Many pompous business books have been written in the last few years. This is another one. But unlike its predecessors, this book offers practical information.

Other business books have offered such useful insights as “profitable companies pay high salaries.” What exactly are we supposed to do with that kind of information? Should unprofitable companies raise salaries to become more profitable?

Let’s face it, companies that are profitable are usually in the right place at the right time, and that’s all there is to it. Those companies could be managed by gerbils and they would still make money hand over paw. Sure, in the beginning somebody invented something valuable, or stole it from somebody else, but since then it’s been strictly auto-pilot.

So forget about making the company more profitable; it’s out of your control. Put your energy where it will make the most difference: surviving your frustrating and thankless job.

What the world needs is a practical guide to business—one which the average white collar worker can understand and use. That’s why I wrote **Dogbert’s Big Book of Business**. That’s why it has simple cartoon pictures.

To research this book I spent nearly two weeks working at a large American company. This was long enough to become an expert by American standards, but not so long that the life force would be sucked out of me.

I hope you enjoy my book.

# DRESSING FOR SUCCESS

## MEN'S BUSINESS CLOTHES

A MAN'S BUSINESS CLOTHES ARE THE MOST IMPORTANT DETERMINANT OF HOW HE IS TREATED.



THESE CLOTHES SAY "I WILL BE A GRUMPY CLERK FOREVER. TREAT ME LIKE EAR WAX."



THESE CLOTHES SAY "I AM BOUND FOR MANAGEMENT. PRETEND YOU LIKE ME BECAUSE I COULD BE YOUR BOSS SOMEDAY."



THESE CLOTHES SAY "I'M THE ONLY ONE WHO UNDERSTANDS THE COMPUTER SYSTEM. WORSHIP ME."



S. Adams

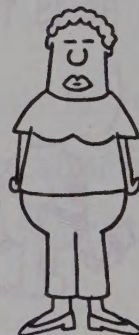


## WOMEN'S BUSINESS CLOTHES

WOMEN UNDERSTAND  
HOW TO USE BUSINESS  
CLOTHES TO CONVEY  
SUBTLE MESSAGES.



THESE CLOTHES SAY "I LIKE EATING  
CHOCOLATE MORE THAN I LIKE THIS  
STUPID JOB."



THESE CLOTHES SAY "I AM A  
SUCCESSFUL BUSINESS WOMAN.  
GET OUT OF MY WAY, DAMN IT."



THESE CLOTHES SAY "I HOPE YOU  
WILL IGNORE THE STUFF THAT  
COMES OUT OF MY MOUTH."

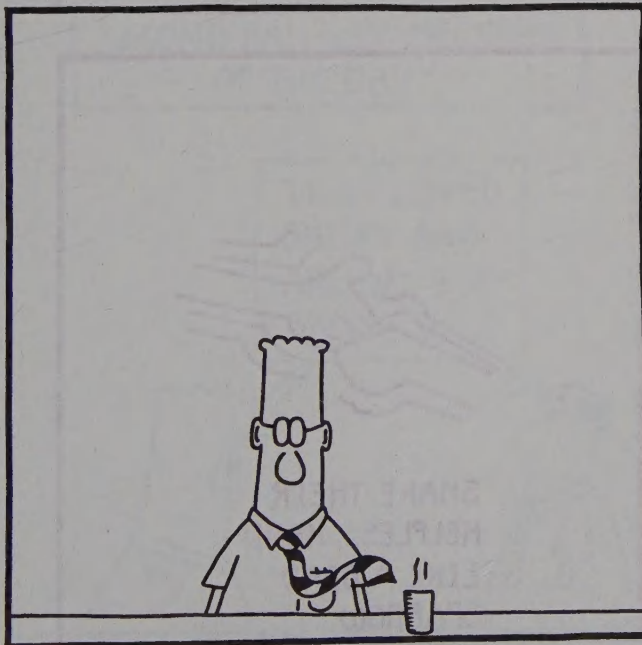
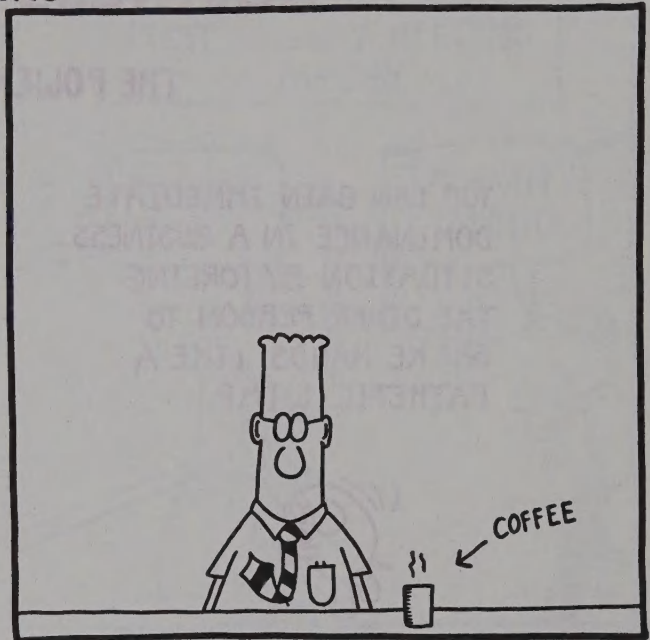


S. Adams



## STAINS

YOUR BUSINESS CLOTHES  
ARE NATURALLY ATTRAC-  
TED TO STAINING LIQUIDS.  
THE ATTRACTION IS STRONG-  
EST JUST BEFORE AN IM-  
PORTANT MEETING.

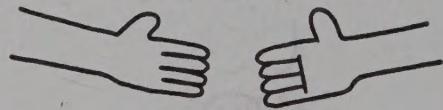
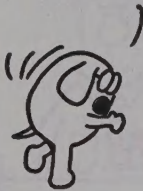


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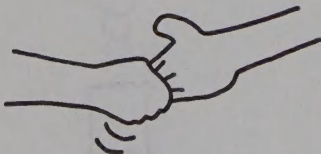
# BUSINESS ETIQUETTE

## THE POWER HANDSHAKE

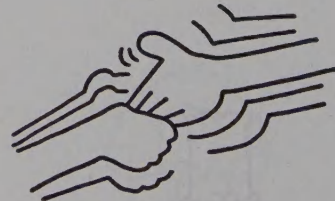
YOU CAN GAIN IMMEDIATE  
DOMINANCE IN A BUSINESS  
SITUATION BY FORCING  
THE OTHER PERSON TO  
SHAKE HANDS LIKE A  
PATHETIC WIMP.



APPROACH  
NORMALLY



CLAMP THEIR  
FINGERTIPS

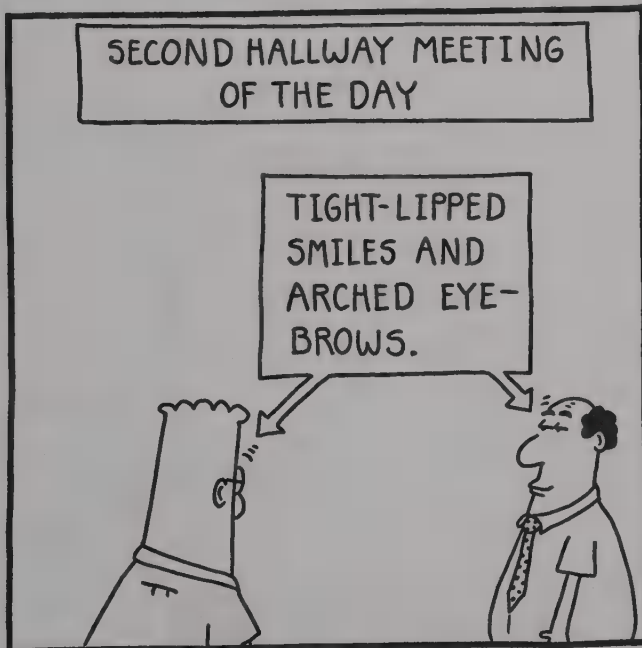


SHAKE THEIR  
HELPLESS HAND  
LIKE A DEAD  
SPARROW

S. Adams

## HALLWAY ETIQUETTE

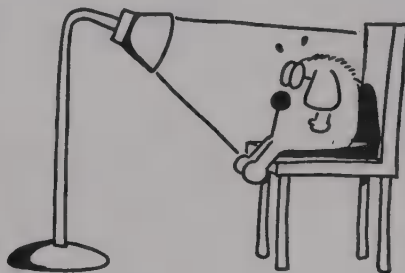
THE ACCEPTED RULES OF HALLWAY ETIQUETTE COVER ONLY THE FIRST TWO TIMES YOU RUN INTO THE SAME PERSON IN THE SAME DAY. AFTER THAT, YOU MUST IMPROVISE.





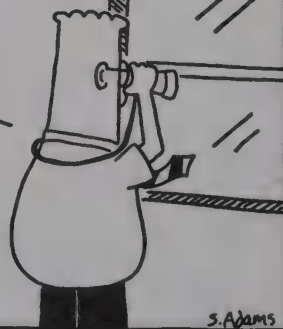
## SALARY ETIQUETTE

IT IS CONSIDERED IMPOLITE TO ASK CO-WORKERS THEIR SALARIES; HOWEVER, IT IS PERFECTLY ACCEPTABLE TO DEDUCE IT BY GRILLING THEM RELENTLESSLY ON THEIR SPENDING HABITS.



... AND WHAT KIND OF INTEREST RATE DID YOU GET ON THAT MORTGAGE ?

HE'S GOT A BEEMER, BUT I CAN'T MAKE OUT THE MILEAGE FROM HERE.



S. ADAMS

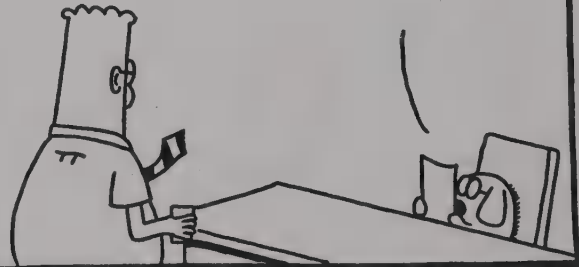
## DOGBERT'S LEISURE PERCEPTION PRINCIPLE

WHEN PEOPLE ARE NOT BUSY, THEY BELIEVE THAT YOU ARE ALSO NOT BUSY. YOUR SUBTLE HINTS TO THE CONTRARY WILL NOT BE EFFECTIVE. SOMETIMES IT WILL BE NECESSARY TO FAKE YOUR OWN DEATH.



HOW ABOUT THIS WEATHER, HUH?

I'M BUSY.  
GO AWAY.



WHAT A WEEKEND I HAD.

SHOO! SHOO!  
GET OUTTA  
HERE! I'M  
WORKING!



MY LAWN IS  
SO GREEN...

LOOK, I'M  
DECEASED! I  
CAN'T HEAR  
YOU! GO AWAY!



## THE DOGBERT HARP

IF SOMEBODY MISSPEAKS  
AT A MEETING, IT IS  
YOUR OBLIGATION TO  
HARP ON IT OVER AND  
OVER AGAIN.

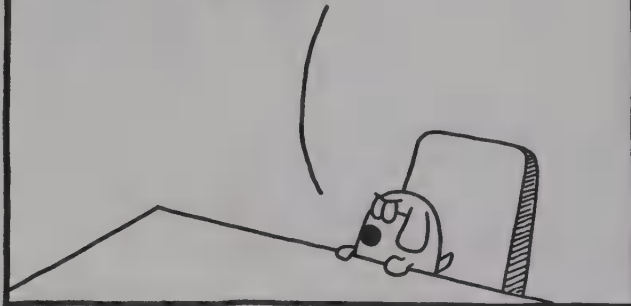


... AND GROSS  
SALES ARE DOWN  
TEN PERCENT THIS  
MONTH.

YOU MEAN  
YEAR, NOT  
MONTH.



TEN PERCENT THIS MONTH ?!!  
IT'S IMPOSSIBLE. YOU HAVE  
LOST ALL CREDIBILITY. HOW  
CAN WE TRUST ANYTHING YOU  
SAY ?!!



I MEANT  
"YEAR"... I  
MISSPOKE.

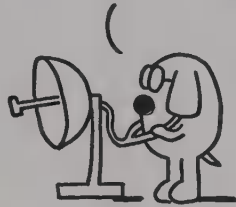
TEN PERCENT A  
MONTH ?!! DO  
YOU TAKE US FOR  
IDIOTS ?!!





## PERSONAL PHONE CALLS

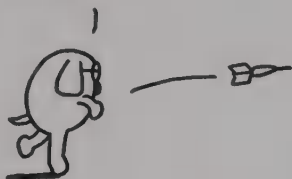
IF YOU HAVE A PERSONAL LIFE, LET EVERYBODY ENJOY IT. SIGNAL YOUR CO-WORKERS TO LISTEN TO YOUR PERSONAL CALLS BY CHANGING YOUR POSTURE AND LOWERING YOUR VOICE.



# OFFICE POLITICS

## DEMAGOGUERY

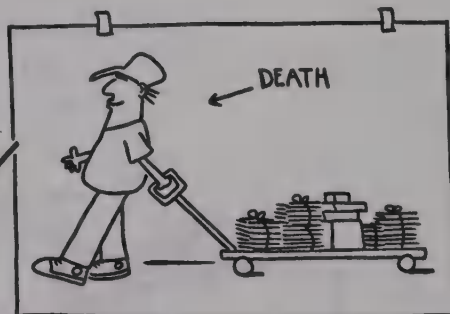
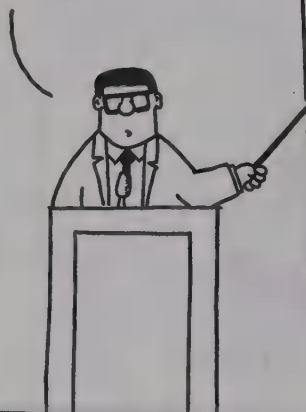
ONE SURE WAY TO THE TOP IS TO INVENT SCAPEGOATS IN THE COMPANY AND LEAD THE CHARGE AGAINST THEM. IDEALLY, THE SCAPEGOATS SHOULD BE POWERLESS AND FUNNY LOOKING.



I HAVE TRACED THE SOURCE OF OUR DECLINING MARKET SHARE TO WILLY, OUR MAIL DELIVERY BOY.



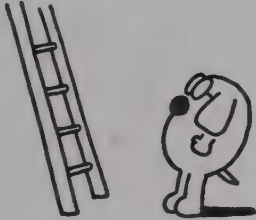
WILLY MUST BE ELIMINATED, AND I MUST BE PROMOTED FOR SOLVING THE PROBLEM.



SADAMS

## DOGBERT'S LAUGHTER GUIDE

THE AMOUNT OF ENERGY  
SPENT LAUGHING AT A  
JOKE SHOULD BE DIRECTLY  
PROPORTIONAL TO THE  
HIERARCHICAL STATUS OF  
THE JOKE TELLER.



LAUGHING AT YOUR BOSS'S JOKE

HEE HEE!  
I'LL HAVE TO  
REMEMBER  
THAT.



YOUR BOSS'S BOSS'S JOKE.

HA HA HA !!

I'LL HAVE TO  
WRITE THAT ONE  
DOWN.



YOUR BOSS'S BOSS'S BOSS'S JOKE

HA HA HA

I'LL HAVE TO TATTOO THAT  
ON MY BACK !!!

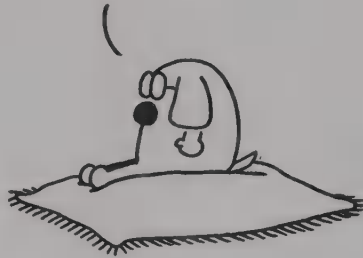


J. Adams



## STAYING OUT OF TROUBLE

IT IS BETTER FOR YOUR CAREER  
TO DO NOTHING, THAN TO DO  
SOMETHING AND ATTRACT  
CRITICISM.



IT'S EERIE... HE'S  
BEEN STANDING  
MOTIONLESS LIKE  
THAT FOR DAYS.

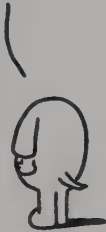
HE MUST BE A  
FAST-TRACKER.

MAYBE I'VE  
UNDER-ESTI-  
MATED HIM.

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## OFFICE POLITICS

YOUR BOSS REACHED HIS/HER  
POSITION BY BEING POLITIC-  
ALLY ASTUTE. DON'T TURN  
YOUR BACK.



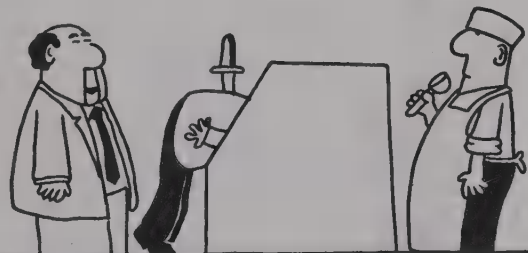
TWO SCOOPS OF...



ERK...



AM I NEXT ?



## TAKING CREDIT FOR OTHER PEOPLE'S WORK

IT IS MUCH EASIER TO TAKE CREDIT FOR OTHER PEOPLE'S WORK THAN TO DO YOUR OWN. GRAB EVERY OPPORTUNITY TO ASSOCIATE YOURSELF WITH PROJECTS WHICH ARE ALREADY SUCCESSFUL.



I AGREE WITH EVERYTHING YOU'RE SAYING HERE, SO PUT ME DOWN AS CO-AUTHOR.



I CAN DROP THAT REPORT OFF WITH THE BOSS FOR YOU.

WHY DON'T WE JUST ADD YOUR REPORT TO THIS COVER PAGE I CREATED ALL BY MYSELF.





## DE-POLITICIZING YOUR BUSINESS WRITING

BE CAREFUL THAT WHAT YOU WRITE DOES NOT OFFEND ANYBODY OR CAUSE PROBLEMS WITHIN THE COMPANY. THE SAFEST APPROACH IS TO REMOVE ALL USEFUL INFORMATION.



TAKE OUT THE DISCUSSION OF THE PROBLEM; IT COULD EMBARRASS SOMEBODY.



AND DON'T MENTION THE ALTERNATIVES; IT WILL JUST RAISE QUESTIONS.

OKAY, WHAT'S LEFT?

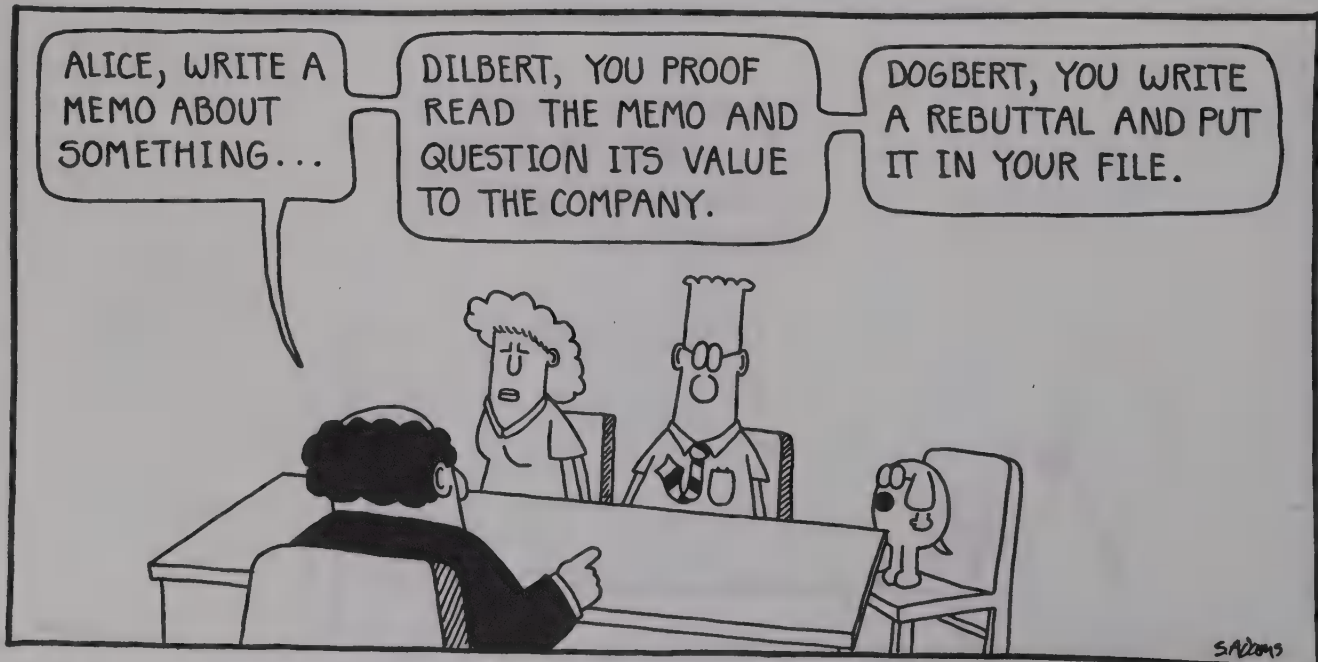
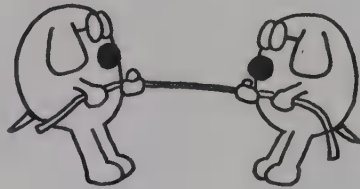
THE PAGE NUMBERS.



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## INEFFICIENCY AND YOUR CAREER

YOUR CAREER DEPENDS ON HOW MANY PEOPLE WORK UNDER YOU. IT IS IN YOUR BEST INTEREST TO INVOLVE AS MANY PEOPLE AS POSSIBLE IN ANY TASK. THAT WAY YOU CAN JUSTIFY INCREASING YOUR STAFF.



## KISSING UP

IF YOU HAVE NO SPECIAL  
TALENTS, AN UNGLAMOROUS  
METHOD IS AVAILABLE TO  
DISTINGUISH YOURSELF IN  
YOUR BOSS'S EYES.



I THINK YOU COULD  
ALL TAKE A LESSON  
IN CORPORATE RESPECT  
FROM WHAT'S-HIS-FACE  
HERE.



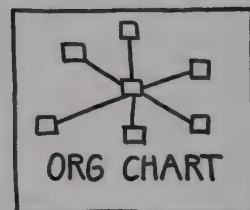
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## CHANGE FOR THE SAKE OF PROMOTION

YOU WILL APPEAR TO BE A VISIONARY PLANNER IF YOU DECENTRALIZE EVERYTHING WHICH IS CENTRALIZED AND CENTRALIZE EVERYTHING WHICH IS DECENTRALIZED.



WE'VE GOT TO DECENTRALIZE TO REMOVE THE BOTTLENECKS.

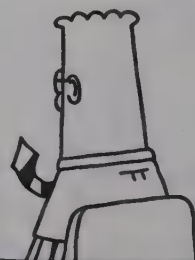


ONE YEAR LATER

WE'VE GOT TO CENTRALIZE TO BE MORE EFFICIENT.



THE MAN IS A MANAGEMENT GENIUS.

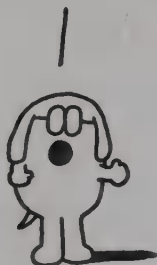


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# INSENSITIVITY: YOUR KEY TO MANAGEMENT SUCCESS

TO BE A SUCCESSFUL MANAGER,  
YOU MUST LEARN TO BE INSEN-  
SITIVE TO THE NEEDS OF  
YOUR EMPLOYEES.



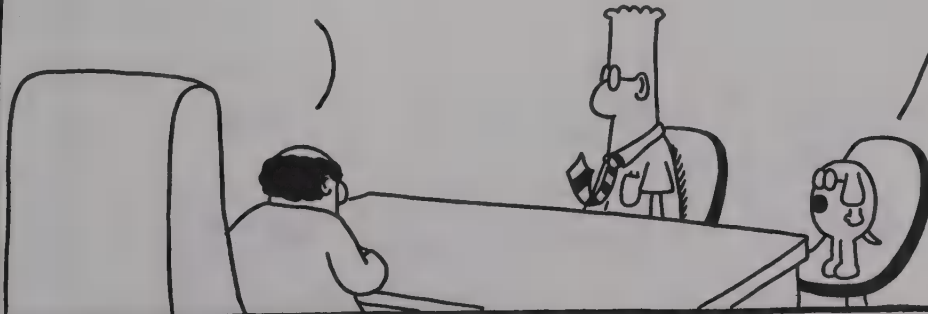
I WILL PROMOTE WHOMEVER  
CAN GIVE THE MOST INSEN-  
SITIVE ANSWER TO THIS  
QUESTION...



WHAT DO YOU SAY  
TO AN EMPLOYEE  
WHO ASKS FOR  
TIME OFF TO  
ATTEND A FAMILY  
FUNERAL?

"YOU WERE PROBABLY  
ADOPTED ANYWAY."

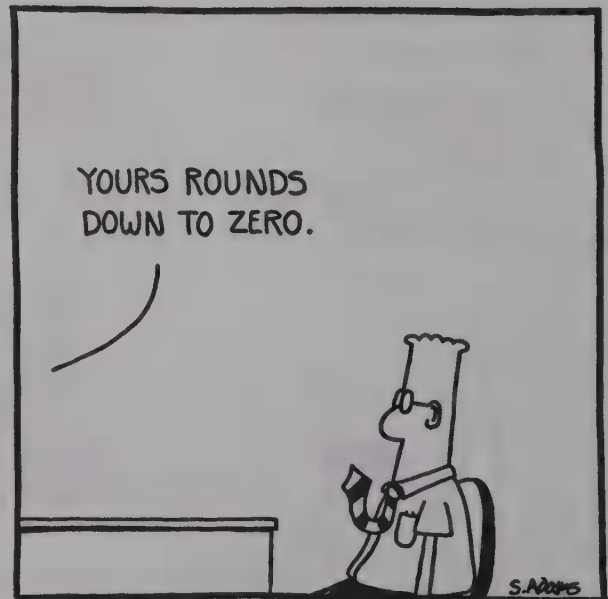
"SOMETIMES THEY  
POP BACK TO LIFE  
AFTER YOU PUT 'EM  
IN THE GROUND."



# MONEY

## CHANGES TO THE SALARY PLAN

ANY CHANGE TO THE SALARY PLAN WILL RESULT IN LESS MONEY FOR YOU. IF THEY WANTED TO GIVE YOU MORE MONEY, THEY WOULDN'T HAVE TO GO THROUGH ALL THE TROUBLE OF CHANGING THE PLAN.



## YOUR SALARY

EVERY NIGHT, AFTER THE EMPLOYEES LEAVE, THE EXECUTIVES GET TOGETHER TO LAUGH ABOUT YOUR SALARIES.



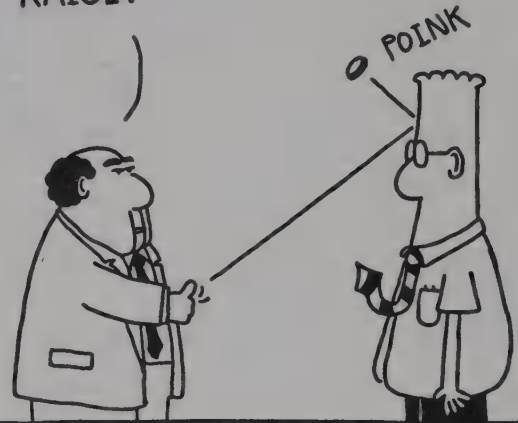
# WHAT MOTIVATES MANAGERS

COMPANIES WITH NO  
MEANINGFUL MANAGE-  
MENT INCENTIVES  
OF THEIR OWN END UP  
BEING MANAGED BY  
AIRLINE BONUS MILES  
PROGRAMS



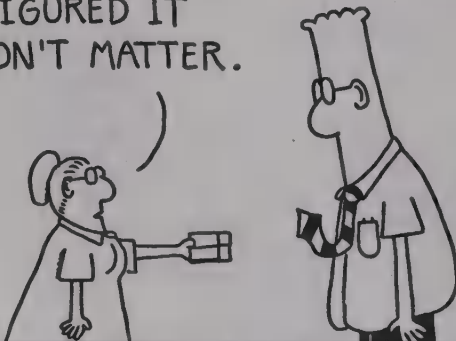
## MONEY AS A MOTIVATOR ...

HERE'S YOUR  
RAISE.



## PRIDE AS A MOTIVATOR ...

HERE ARE YOUR NEW  
BUSINESS CARDS.  
THEY SPELLED YOUR  
NAME WRONG BUT  
I FIGURED IT  
DIDN'T MATTER.



## BONUS MILES AS A MOTIVATOR ...

THE STAFF MEETING  
WILL BE IN AUSTRIA  
THIS WEEK!



I'LL BE  
THERE !

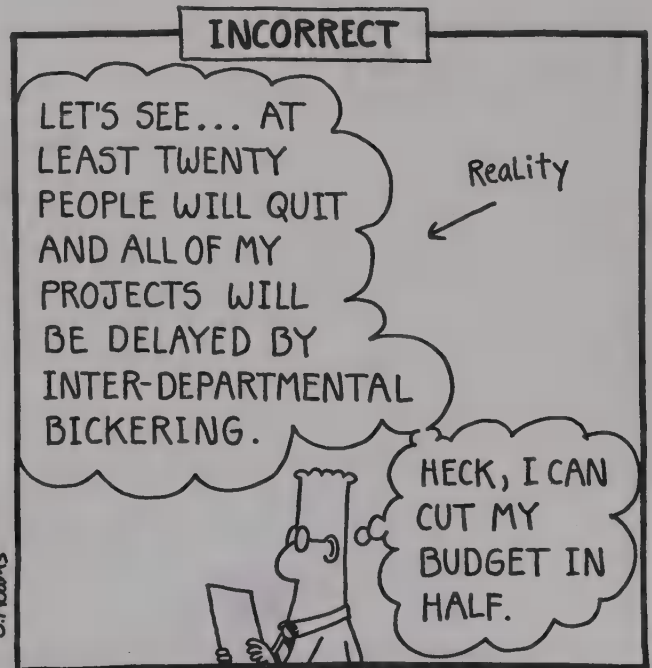
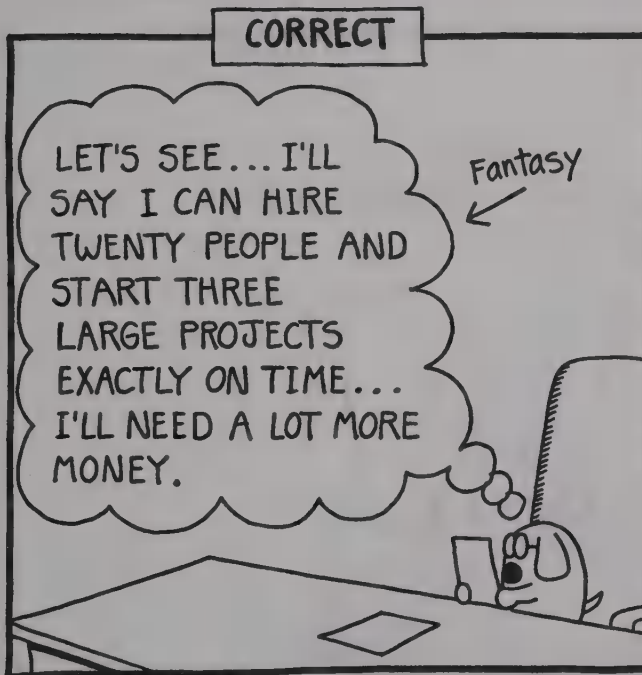


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## FANTASY BUDGETING

NEVER BASE YOUR BUDGET REQUESTS ON REALISTIC ASSUMPTIONS, AS THIS COULD LEAD TO A DECREASE IN YOUR FUNDING.



## PLANNING YOUR BUDGET

THERE IS NO RELATIONSHIP  
BETWEEN YOUR ASSESSMENT  
OF YOUR BUDGET NEEDS AND  
WHAT YOU ACTUALLY RECEIVE.



### HOW YOU CALCULATE IT

PERFECT... IT TOOK MONTHS,  
BUT I'VE DOCUMENTED MY  
BUDGET NEEDS DOWN TO THE  
DETAIL OF EVERY PENCIL.



### HOW YOU GET IT

TAKE LAST YEAR'S  
BUDGET AND SUBTRACT  
TEN PERCENT.



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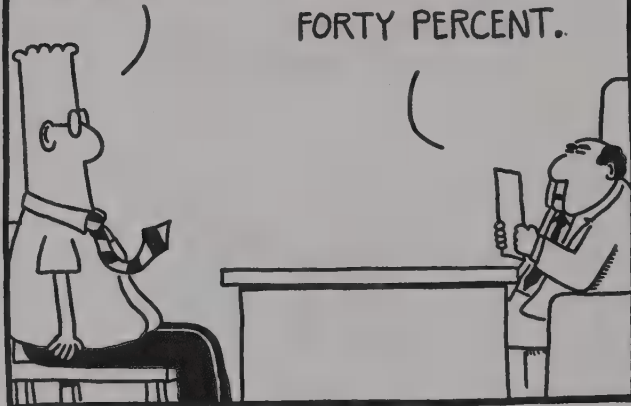
## THE GOOD MANAGEMENT PENALTY

IF YOU SPEND LESS THAN  
YOUR BUDGET, YOUR  
BUDGET WILL BE CUT THE  
FOLLOWING YEAR AS A  
PENALTY.



AS YOU CAN SEE,  
I'M FORTY PER-  
CENT UNDER  
BUDGET !

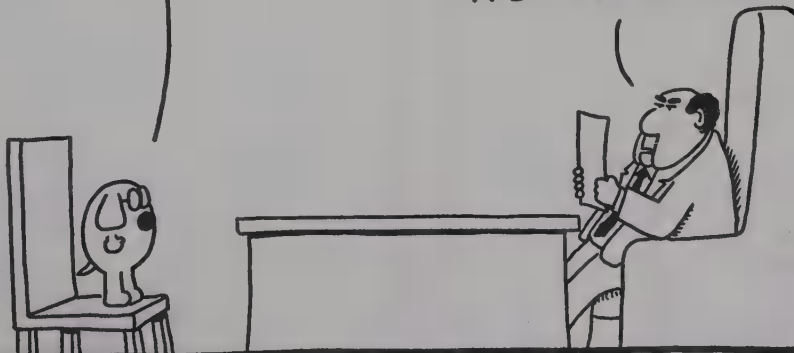
GOOD. I'M CUTTING  
YOUR BUDGET BY  
FORTY PERCENT.



## THE CORRECT METHOD

I'M FORTY PERCENT  
OVER BUDGET.

I'LL JUST HAVE TO  
GIVE YOU MORE  
MONEY... DON'T LET  
THIS HAPPEN AGAIN!



## MANAGEMENT SALARY INCENTIVES

MANAGEMENT SALARY  
INCENTIVES ARE DESIGNED  
TO EVENTUALLY ELIMI-  
NATE ALL EMPLOYEES.



I COULD GIVE  
YOU A BIG  
RAISE ...



OR I COULD FIRE YOU,  
EARN A BIG BONUS  
FOR CUTTING EXPENSES,  
AND MAKE THE OTHERS  
IN YOUR GROUP WORK  
HARDER ...



DECISIONS,  
DECISIONS...

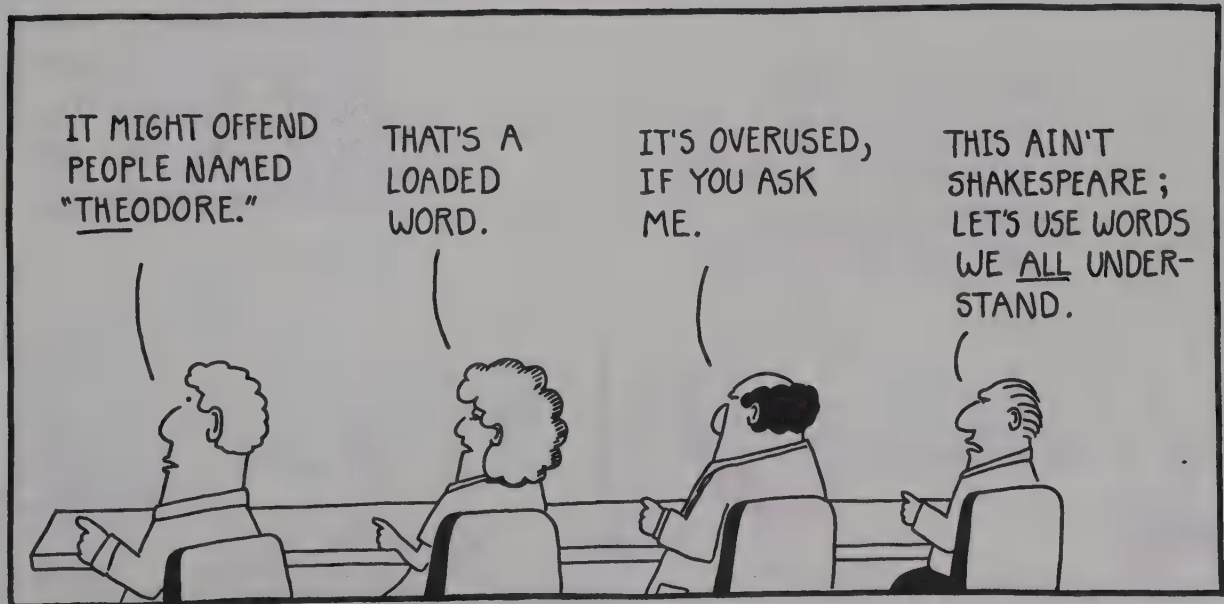
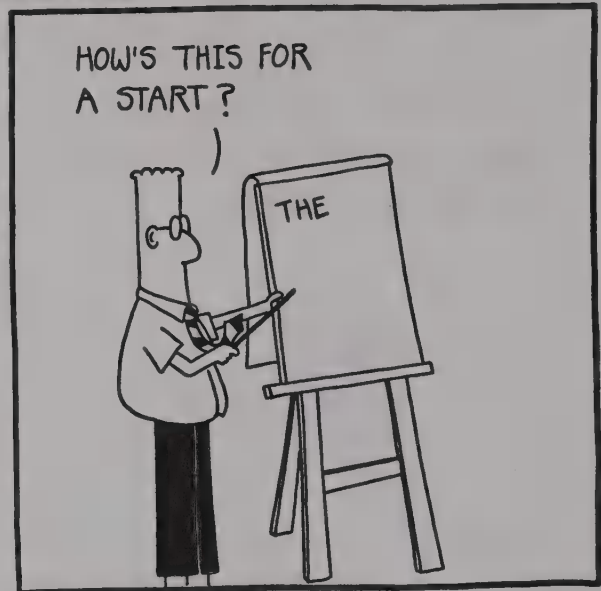


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# THE BUREAUCRACY

## GROUP WRITING

FEW THINGS IN LIFE ARE LESS EFFICIENT THAN A GROUP OF PEOPLE TRYING TO WRITE A SENTENCE. THE ADVANTAGE OF THIS METHOD IS THAT YOU END UP WITH SOMETHING FOR WHICH YOU WILL NOT BE PERSONALLY BLAMED.



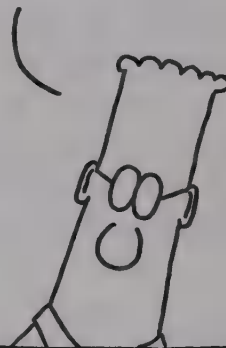


## DOGBERT'S THEORY OF EMPLOYEE SUGGESTIONS

EMPLOYEE SUGGESTIONS ARE ALWAYS EVALUATED BY THE PERSON WHO SHOULD HAVE THOUGHT OF THE IDEA IN THE FIRST PLACE.



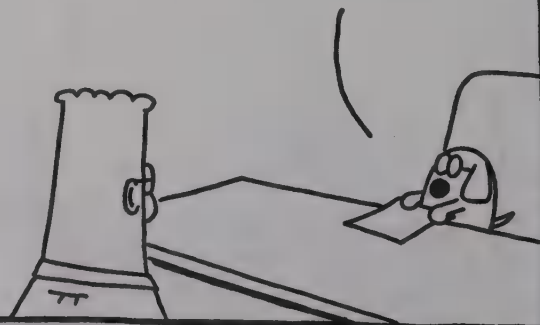
WILL I GET A CASH AWARD FOR MY EMPLOYEE SUGGESTION?



WELL, GEE, YOUR SUGGESTION MAKES ME LOOK STUPID BECAUSE YOU'RE TELLING ME HOW TO DO MY JOB.



SADLY, YOU ARE NOT ELIGIBLE FOR A CASH AWARD BECAUSE I THOUGHT OF THIS EXACT IDEA AN HOUR AGO.



SADAMS

## KNOWING THE ENEMY

BEFORE YOU CAN DEFEAT  
THE COMPETITION, FIRST  
YOU MUST DEFEAT YOUR  
OWN COMPANY.



THIS IS THE PROJECT  
PLAN...



WE'LL IGNORE OUR LEGAL  
DEPARTMENT...

BYPASS THE ACCOUNTING  
DEPARTMENT...

INSTIGATE A FIGHT  
BETWEEN MARKETING  
AND OPERATIONS...

AND PRAY  
NOBODY  
NOTICES OUR  
PROJECT.



S. Adams

## THE DOGBERT PHONE METHOD

FOLLOW THESE STEPS  
TO GET RID OF CALLERS  
WHO WANT INFORMATION.



**1.** NO MATTER WHAT THEY  
ASK, JUST GIVE THEM  
THE INFORMATION YOU  
HAVE RIGHT IN FRONT OF YOU.

I'VE GOT SOME GOOD  
INFORMATION ON  
THE DAYS OF THE  
WEEK...



**2.** IF THE CALLER PROTESTS,  
MAKE THEM RESTATE THE  
QUESTION. IN AS MANY  
FORMS AS POSSIBLE.

HOW WOULD THE  
HOPI INDIANS  
PHRASE THAT?



S. Adams

**3.** ACT LIKE THE CALLER'S  
QUESTION MAKES NO  
SENSE WHATSOEVER.

ARE YOU TALKING  
PIG LATIN? WHAT  
DO ALL OF THOSE  
WORDS MEAN?



CONTINUED...

## CONTINUED: THE DOGBERT PHONE METHOD

4.

PAUSE TWENTY SECONDS  
AND PRETEND YOU'VE  
FORGOTTEN THE ENTIRE  
CONVERSATION.

HELLO, HAVE YOU  
BEEN HELPED?



5.

NOW PUT THE CALLER ON  
HOLD AND DISCONNECT  
AFTER TEN MINUTES.

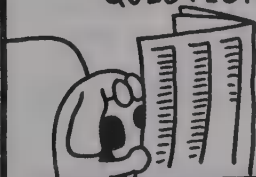
OOPS!



6.

IF THEY CALL BACK, SCAN  
THE OBITUARIES AND REFER  
THE CALLER TO THE RECENTLY  
DECEASED.

BOY, I HOPE NOTHING EVER  
HAPPENS TO OL'... BEN...  
BECAUSE HE'S THE ONLY  
ONE WHO CAN ANSWER YOUR  
QUESTION.



7.

IF THE PEST CALLS YOU  
AGAIN, SLIP INTO A  
FOREIGN ACCENT AND  
START OVER AT STEP ONE.

YA, VEE GOT ZUM  
DAYS OF ZE VEEK  
RIGHT HERE, BY  
YIMMINY!



J. Adams

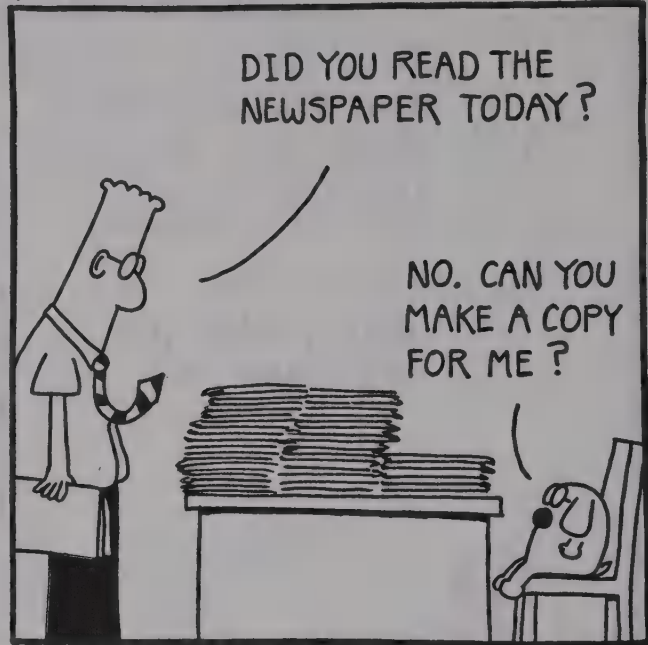
## THE DOGBERT SHUFFLE

YOUR PERCEIVED VALUE TO THE COMPANY IS DIRECTLY RELATED TO THE VOLUME OF PAPER YOU SHUFFLE. REQUEST COPIES OF ALL DOCUMENTS, NO MATTER HOW UNRELATED TO YOUR RESPONSIBILITIES.



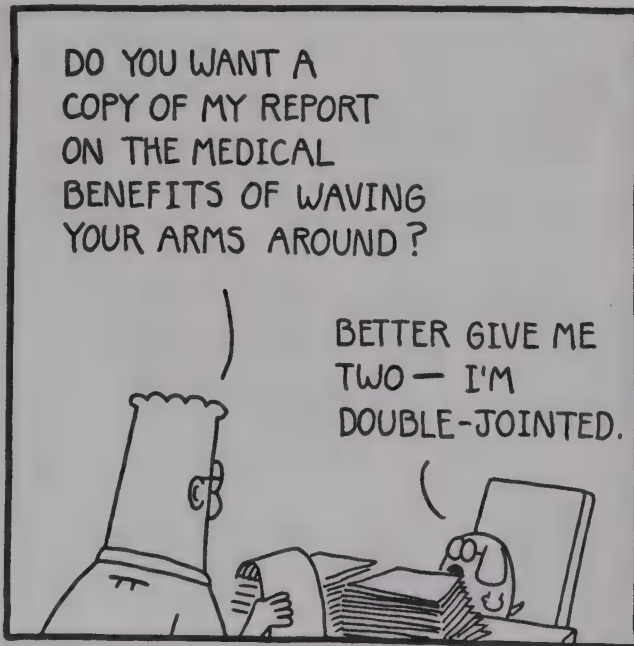
DID YOU READ THE NEWSPAPER TODAY?

NO. CAN YOU MAKE A COPY FOR ME?



DO YOU WANT A COPY OF MY REPORT ON THE MEDICAL BENEFITS OF WAVING YOUR ARMS AROUND?

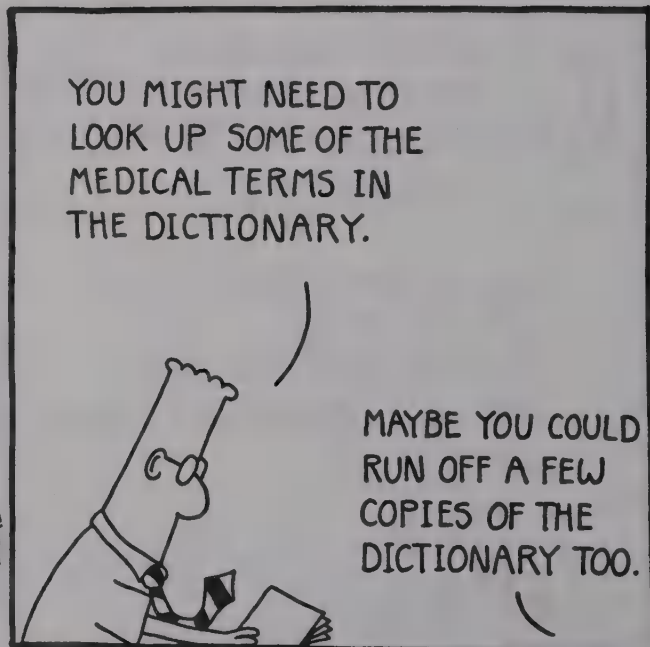
BETTER GIVE ME TWO — I'M DOUBLE-JOINTED.



YOU MIGHT NEED TO LOOK UP SOME OF THE MEDICAL TERMS IN THE DICTIONARY.

MAYBE YOU COULD RUN OFF A FEW COPIES OF THE DICTIONARY TOO.

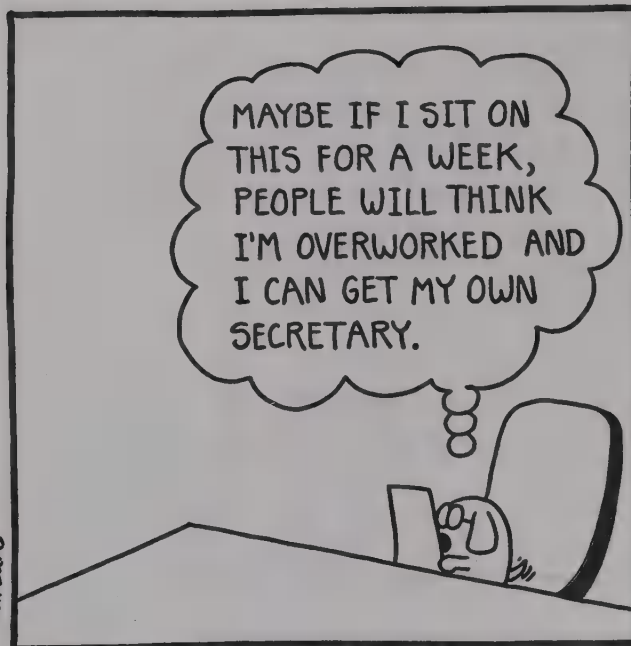
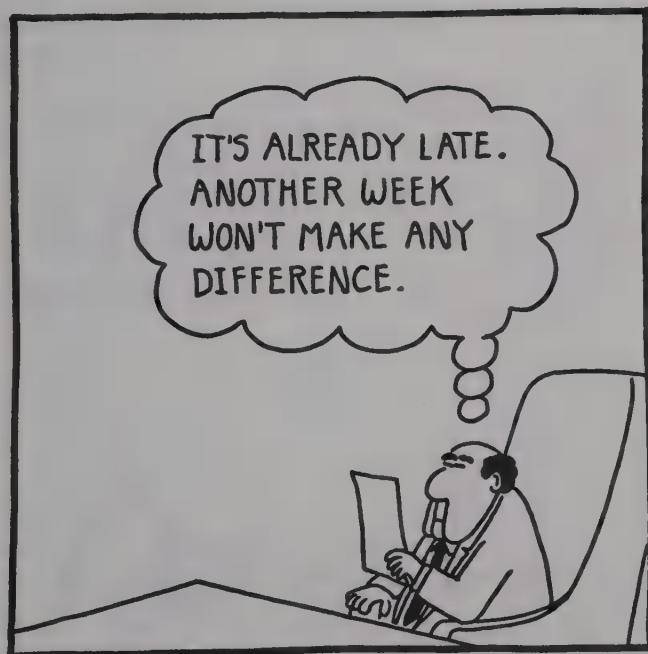
S. Adams





## DOGBERT'S PROJECT PLANNING FORMULA

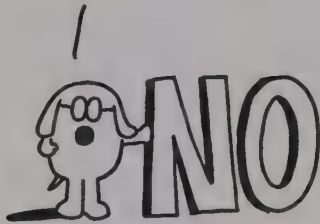
THE TIME TO COMPLETE ANY PROJECT CAN BE ESTIMATED BY MULTIPLYING THE NUMBER OF PEOPLE INVOLVED BY ONE WEEK.



S. ADAMS

## MAKING EXCEPTIONS

EXCEPTIONS MUST NEVER  
BE MADE; THEY ONLY LEAD  
TO WIDESPREAD EFFICIENCY  
AND A DIMINISHED NEED  
FOR PEOPLE IN YOUR JOB.



I'M REQUESTING  
SEVEN DOLLARS  
FOR MY RESEARCH  
PROJECT.



WHAT? THERE'S NO COST-  
BENEFIT ANALYSIS ... NO  
EXTENSIVE DISCUSSION OF  
ALTERNATIVES... NO FINAN-  
CIAL ANALYSIS ...



THAT WOULD  
TAKE MONTHS,  
AND I'D HAVE  
TO MAKE UP  
MOST OF THE  
NUMBERS ...

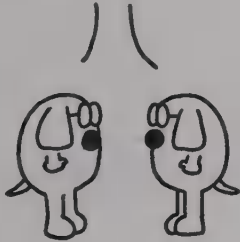
IF YOU FOLLOW  
PROCEDURES, I  
WON'T HAVE TO  
RISK MAKING  
A DUMB DECISION.

S. Adams



## DOGBERT'S LAW OF BUREAUCRATIC GRIDLOCK

BUREAUCRATIC GRIDLOCK  
IS CAUSED BY PEOPLE WITH  
DIFFERENT PRIORITIES  
WHO PRACTICE GOOD TIME  
MANAGEMENT.



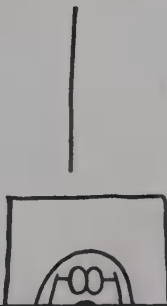
DID YOU GET THE  
INFORMATION I  
NEED FOR MY  
IMPORTANT  
PROJECT ?



NO. IT'S NOT  
IN MY TOP  
THOUSAND  
PRIORITIES.



DID YOU BRING THE  
INFORMATION I  
REQUESTED FOR MY  
IMPORTANT PROJECT.



NO, BECAUSE  
YOUR PROJECT  
DOESN'T MATTER  
TO ME.



THOSE TIME  
MANAGEMENT  
CLASSES SURE  
HAVE FREED UP  
OUR SCHEDULES.



S. ADAMS

## THE ANSWER DEPENDS ON THE ASKER

NEVER ANSWER A QUESTION  
UNLESS YOU KNOW EXACTLY  
WHO IS ASKING, WHY IT IS  
BEING ASKED, AND WHAT  
WILL BE DONE WITH THE  
INFORMATION.



CAN I ASK YOU  
A QUESTION?



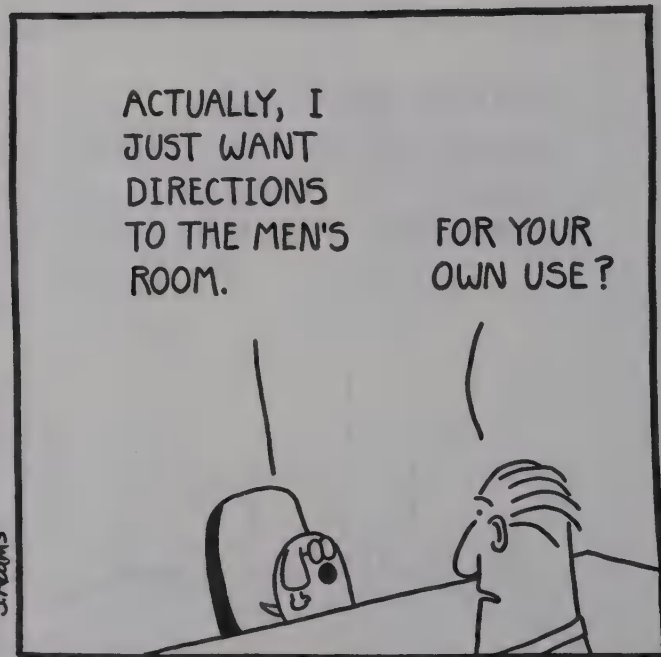
WHY DO YOU WANT TO KNOW?  
WHAT GROUP ARE YOU WITH?  
HOW WILL YOU USE THIS IN-  
FORMATION? ARE YOU GOING  
TO QUOTE ME? WHO ELSE  
ARE YOU TALKING TO? WHAT'S  
YOUR REAL MOTIVE HERE?



ACTUALLY, I  
JUST WANT  
DIRECTIONS  
TO THE MEN'S  
ROOM.

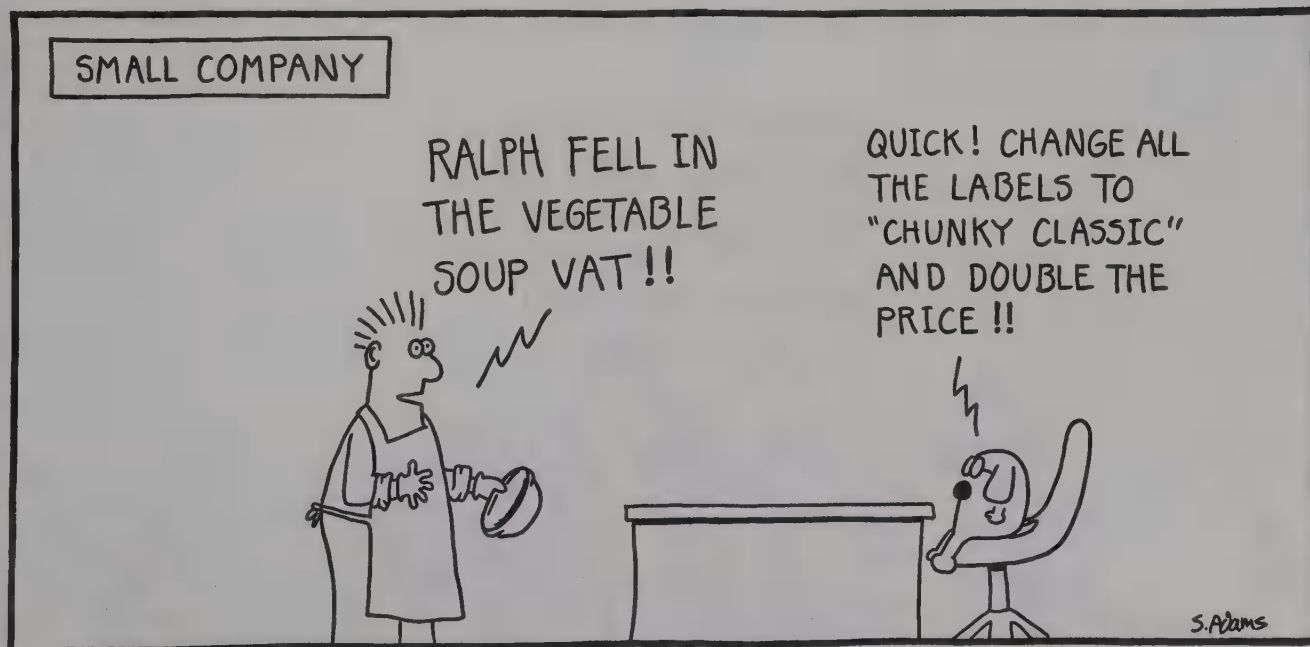
FOR YOUR  
OWN USE?

S. ADAMS



## THE ADVANTAGE OF SMALL COMPANIES

BIG COMPANIES USE MOST OF THEIR RESOURCES TRYING TO KEEP PEOPLE FROM GETTING MAD AT THEM. SMALL COMPANIES HAVE MORE FLEXIBILITY.





## MANAGEMENT BY SHAKING THE BOX

WHAT MAY SEEM LIKE  
RANDOM MANAGEMENT  
CHANGES IS ACTUALLY  
A CLEVER STRATEGY TO  
REDUCE SALARY COSTS  
BY MAKING YOU SO  
STRESSED OUT THAT YOU  
QUIT.



GEE, WE HAVEN'T  
HAD A REORGANI-  
ZATION IN A FEW  
WEEKS.



S. Adams

I KNOW -- WE'LL PLAY  
DODGE-BALL AND THE  
LOSERS GET TRANSFERRED  
TO GUAM. BUT BUSINESS  
AS USUAL FOR NOW ...



## THE BENEFITS OF TITLE INFLATION

INFLATED JOB TITLES  
IN MIDDLE MANAGEMENT  
ALLOW THOSE AT THE  
BOTTOM OF THE COMPANY  
HIERARCHY TO AVOID  
TRULY DEMEANING  
TITLES.



VICE  
PRESIDENT

ASSISTANT  
VICE  
PRESIDENT



EXECUTIVE  
MANAGER

MANAGER

PEON

ASSISTANT  
PEON

TEMP

BOOT-LICKING,  
LOWER-THAN-DIRT,  
ASSISTANT PEON.



S. Adams

# PERFORMANCE AND PRODUCTIVITY

## COFFEE PERFORMANCE GUIDE

YOUR HAPPINESS AND JOB PERFORMANCE ARE INFLUENCED MORE BY COFFEE THAN BY ANY OTHER FACTOR.

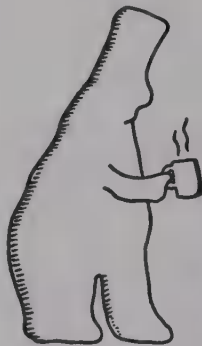


NO COFFEE

S. Adams



ONE CUP



TWO CUPS



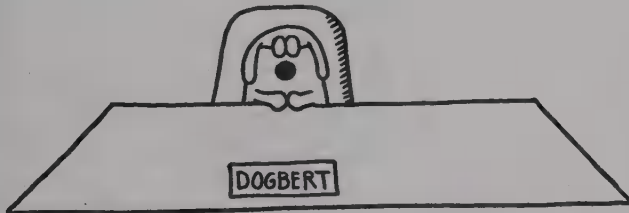
THREE CUPS



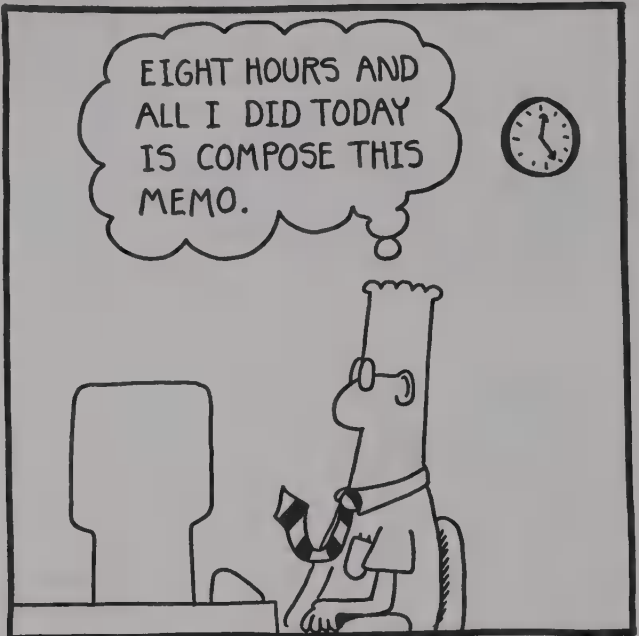
FOUR CUPS

# DOGBERT'S THEORY OF MONDAYS

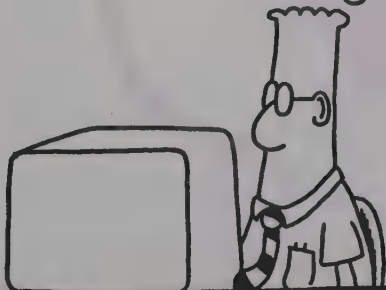
MONDAYS ARE  
NOT PART OF THE  
PRODUCTIVE WORK  
WEEK. |



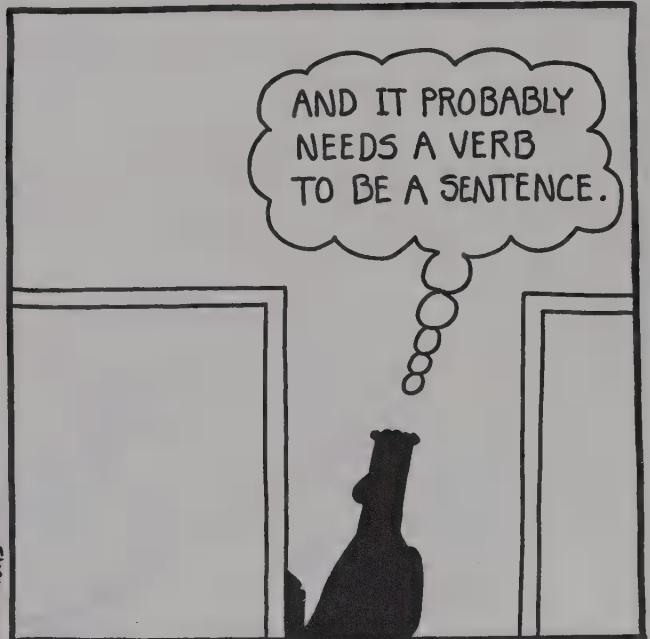
EIGHT HOURS AND  
ALL I DID TODAY  
IS COMPOSE THIS  
MEMO.



ACTUALLY, IT'S  
MORE LIKE A  
SENTENCE THAN  
A WHOLE MEMO.



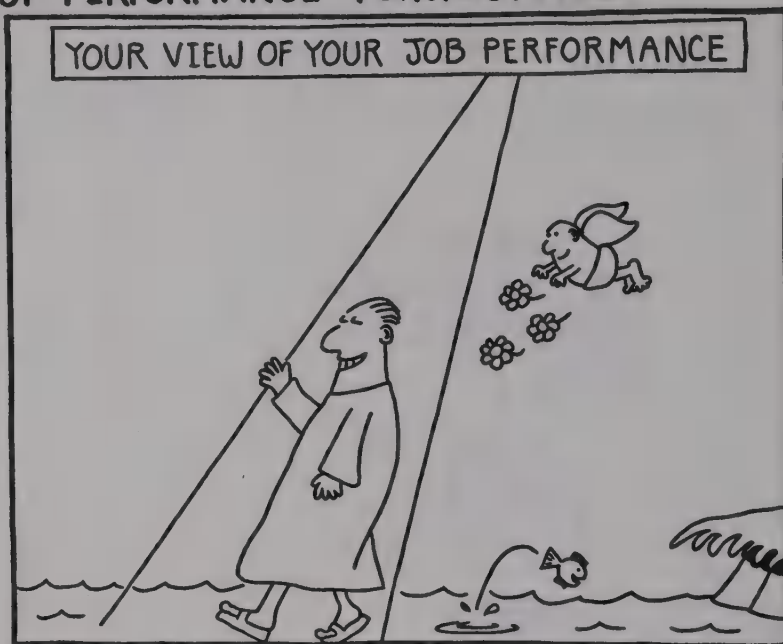
AND IT PROBABLY  
NEEDS A VERB  
TO BE A SENTENCE.



S. Adams

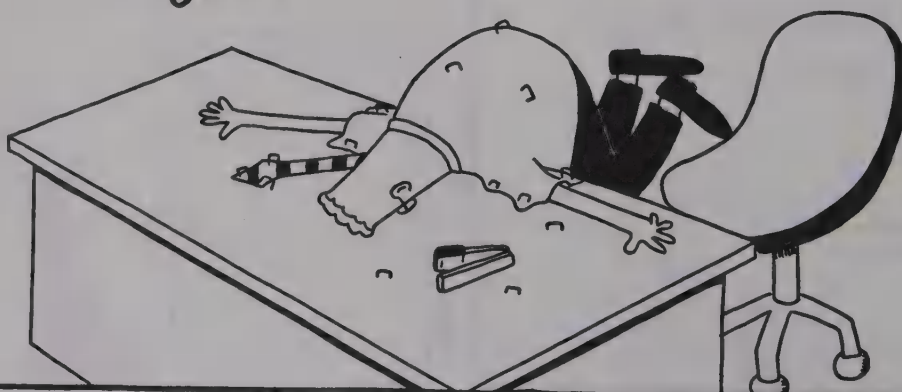
## DOGBERT'S THEORY OF PERFORMANCE PERSPECTIVES

YOU AND YOUR BOSS  
WILL HAVE A DIFFERENT  
PERSPECTIVE ON YOUR  
PERFORMANCE.



YOUR BOSS'S VIEW OF YOUR JOB PERFORMANCE

HELP HELP!!  
STAPLER MISFIRE!!



S. Adams



## CUBICLES

CONTRARY TO ANY COMMON SENSE NOTIONS YOU MIGHT HAVE, SCIENTISTS HAVE PROVEN THAT EMPLOYEES ARE HAPPIER AND MORE PRODUCTIVE IN CUBICLES THAN IN OFFICES.



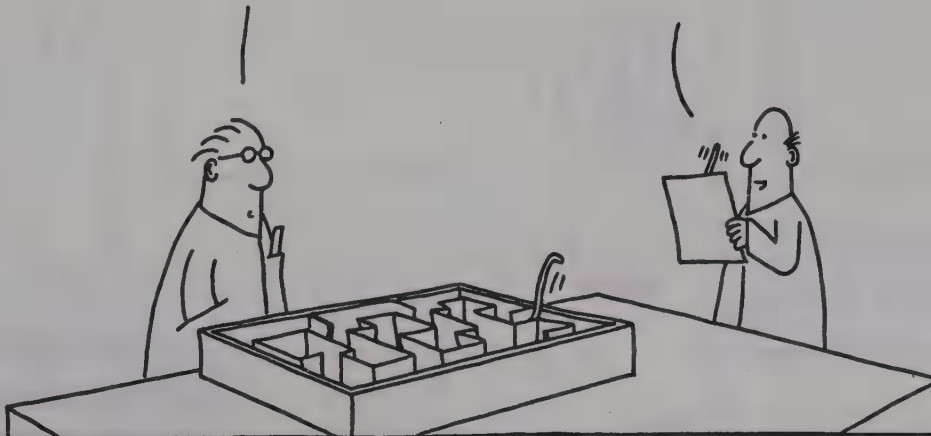
I THINK I'D BE MORE PRODUCTIVE IN AN OFFICE INSTEAD OF THIS CUBICLE.

RIDICULOUS. SCIENTISTS HAVE PROVEN THAT PEOPLE LOVE CUBICLES.



HE FOUND THE CHEESE AGAIN.

HE LOVES IT IN THERE.



3. Adams

# YOUR BOSS

## LAW OF PROXIMITY

THE NEARER YOU ARE TO YOUR BOSS'S OFFICE, THE LOWER THE QUALITY OF YOUR ASSIGNMENTS.



## BASIC MANAGEMENT TYPES

ALL MANAGERS FALL INTO ONE OF SEVERAL CATEGORIES. THE BEST YOU CAN HOPE IS TO HAVE A BOSS WHO DOESN'T NAUSEATE YOU OR KILL YOU.



### TRADITIONAL

GET ME SOME COFFEE OR I'LL SLAY YOUR ENTIRE FAMILY.



### SELF-DEPRECATING

I AM UNWORTHY TO BREATHE THE AIR YOU HAVE BURPED.



### CHEERLEADER

OKAY EVERYBODY, LET'S FORM A HUMAN PYRAMID!!



J. ADAMS

## MANAGEMENT STYLES (CONTINUED)

AND MORE...



### READ TOO MANY BOOKS

LET'S KEEP SEARCHING  
FOR EXCELLENCE IN THE  
QUALITY CHAOS... OR  
WHATEVER THE JAPANESE  
ARE DOING THIS MONTH.



### DO IT YOURSELF

MAKE UP SOME OBJECTIVES  
AND GIVE YOURSELF A  
PERFORMANCE REVIEW...  
BE OBJECTIVE.



### ABSENTEE

I'M OFF AGAIN TO DO  
INCREDIBLY IMPORTANT  
THINGS WHERE YOU  
CAN'T EASILY FIND ME.



S. Adams

## INSTRUCTIONS FROM THE BOSS

YOUR BOSS IS A BUSY PERSON WHO CANNOT WASTE TIME CLARIFYING SIMPLE INSTRUCTIONS. YOU HAVE TO USE YOUR OWN BEST JUDGMENT.

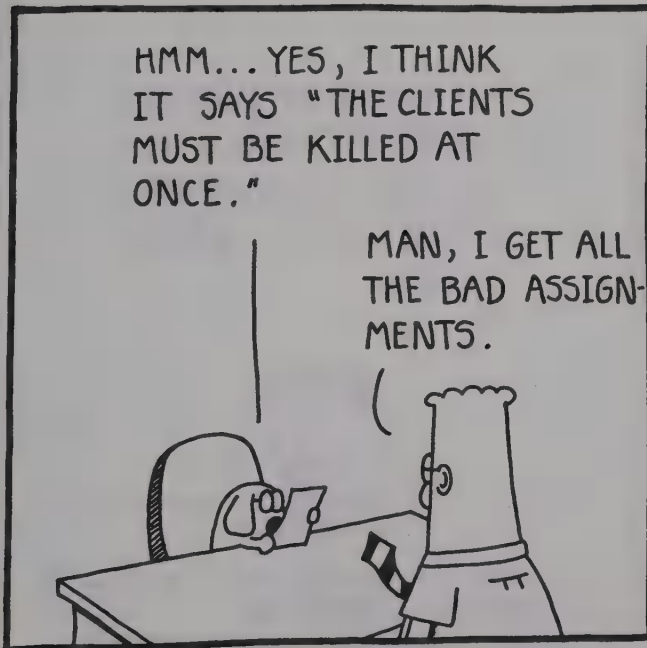


CAN ANYBODY READ THE BOSS'S HAND-WRITING? THIS NOTE IS INCOMPREHENSIBLE.



HMM... YES, I THINK IT SAYS "THE CLIENTS MUST BE KILLED AT ONCE."

MAN, I GET ALL THE BAD ASSIGNMENTS.

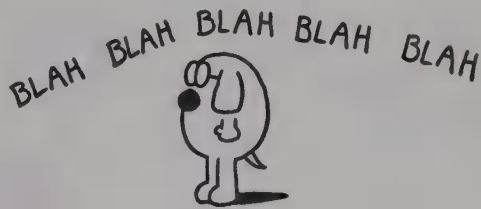


OR IT COULD HAVE SAID "...BILLED AT ONCE."



## UNDERSTANDING THE BOSS

YOUR BOSS WILL SPEAK  
A LANGUAGE THAT IS  
RELATIVELY EASY TO  
LEARN, ONCE YOU  
RECOGNIZE THE PATTERN.



EMPLOYEES ARE OUR MOST  
IMPORTANT ASSET.



MEANING: NOTHING

OUR STRATEGY IS TO  
IMPROVE LONG TERM  
PROFITABILITY.



MEANING: NOTHING

WE ARE STUDYING THAT  
IMPORTANT ISSUE SO  
WE CAN PREPARE AN  
APPROPRIATE ACTION  
PLAN.



MEANING: NOTHING

S. Adams



# THE BIGGER THE BUILD-UP, THE WORSE THE ASSIGNMENT

THE MORE TIME YOUR BOSS SPENDS DESCRIBING YOUR NEXT ASSIGNMENT, THE STUPIDER IT PROBABLY IS.



ANGELS WILL SING YOUR NAME... THE ENTIRE FABRIC OF EXISTENCE WILL DEPEND ON YOUR SUCCESS !!



WOW! ANGELS? REALLY?!



I HAD NO IDEA THAT SCRAPING GUM OFF THE BOTTOMS OF DESKS WAS SO IMPORTANT.



S. Adams

## KEEPING THE BOSS INFORMED

BOSSSES NEVER UNDERSTAND WHY THEIR STAFF IS RELUCTANT TO WARN THEM ABOUT PROBLEMS UNTIL IT'S TOO LATE.



THE PROJECT MIGHT NOT BE AS EASY AS WE HOPED.

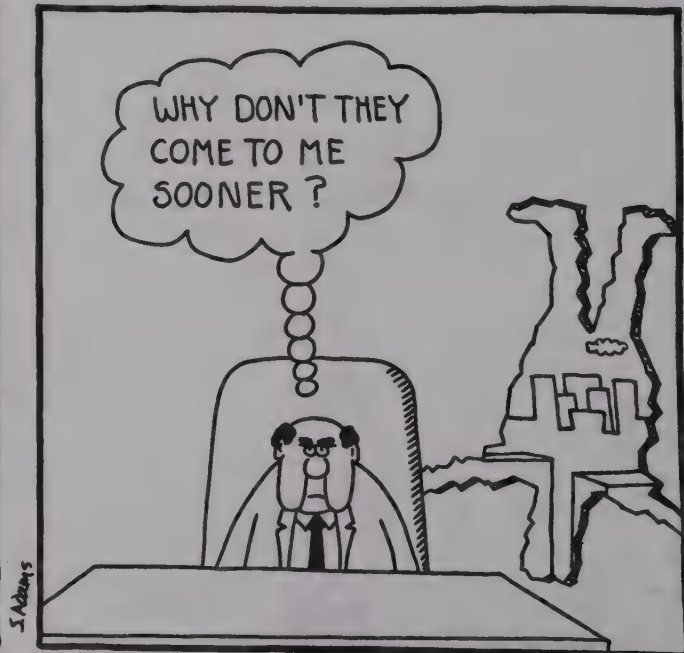
WHAT?!!



YOU IDIOT!!  
I'LL FIRE YOU  
AND ANYBODY  
WHO LOOKS  
LIKE YOU!!



WHY DON'T THEY  
COME TO ME  
SOONER?



S. Adams

## READING BODY LANGUAGE

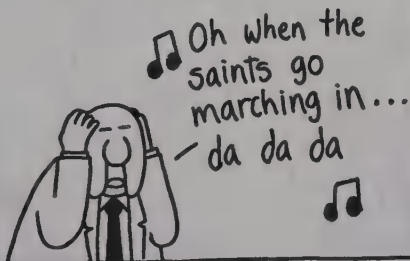
YOU CAN TELL WHAT  
YOUR BOSS IS THINKING  
BY LEARNING TO READ  
THE SUBTLE, UNCONSCIOUS  
SIGNALS OF HIS/HER  
BODY.



THIS POSITION SAYS  
"I AM NOT OPEN TO  
YOUR SUGGESTION."



THIS POSITION SAYS  
"I AM NOT LISTENING  
TO YOUR SUGGESTION."



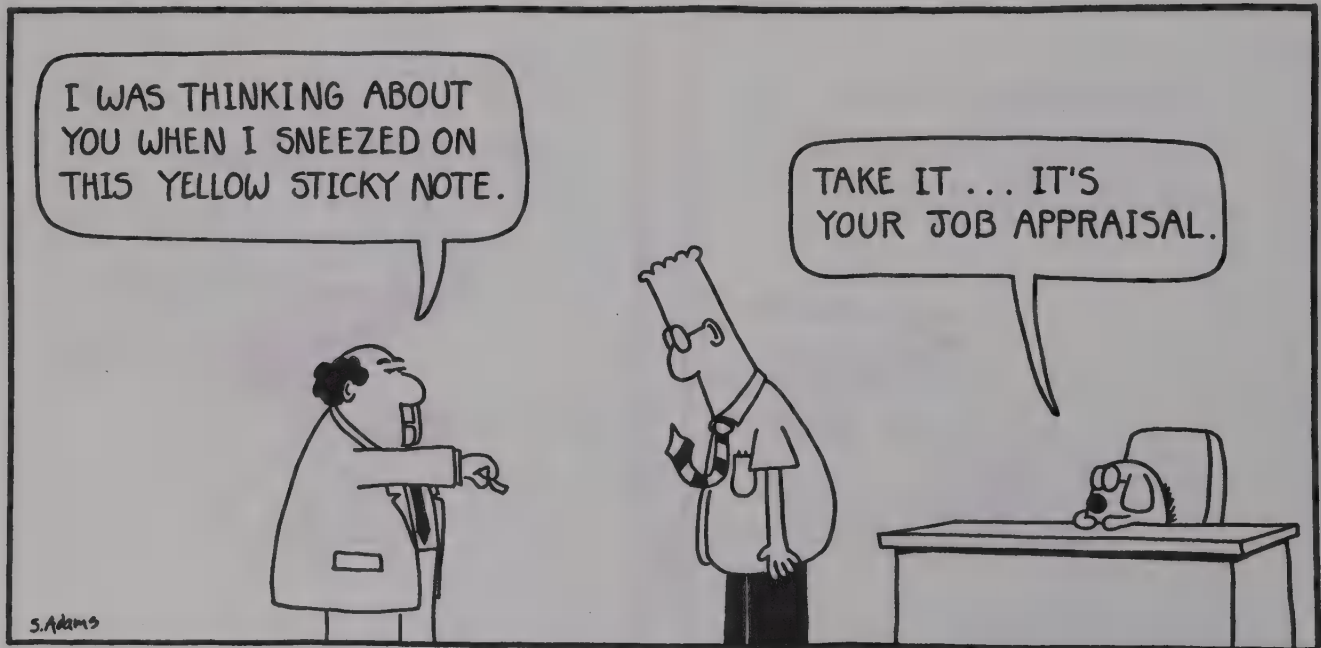
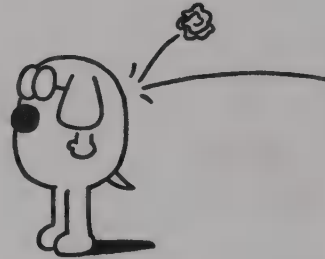
THIS POSITION SAYS  
"YOU HAVE REPEATED  
YOUR SUGGESTION TOO  
MANY TIMES."



S. Adams

## PERFORMANCE APPRAISALS

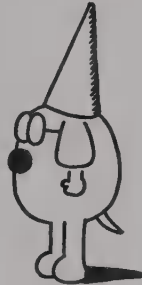
IF A MIRACLE OCCURS AND YOUR BOSS ACTUALLY COMPLETES YOUR PERFORMANCE APPRAISAL, IT WILL BE HASTILY PREPARED, ANNOYINGLY VAGUE, AND AN INSULT TO WHATEVER DIGNITY YOU MIGHT STILL POSSESS.



# CO-WORKERS

## SUFFERING FOOLS

AS YOU SUSPECTED, ALL OF YOUR CO-WORKERS ARE FOOLS. YOU MUST LEARN TO PITY AND TOLERATE THEM.



## DATING CO-WORKERS

THE WORLD IS FULL OF ATTRACTIVE PEOPLE WHOM YOU WILL NEVER MEET. YOUR ONLY HOPE FOR ROMANCE IS TO LOWER YOUR STANDARDS UNTIL CO-WORKERS LOOK GOOD.



YOU KNOW, WHEN I STARTED HERE, I THOUGHT YOU WERE A COMPLETE LOSER.



BUT NOW I ONLY THINK YOU'RE A SEVEN-EIGHTHS LOSER.



WHEN SHE GETS DOWN TO FIVE-EIGHTHS I'LL MAKE MY MOVE.



S. ADAMS



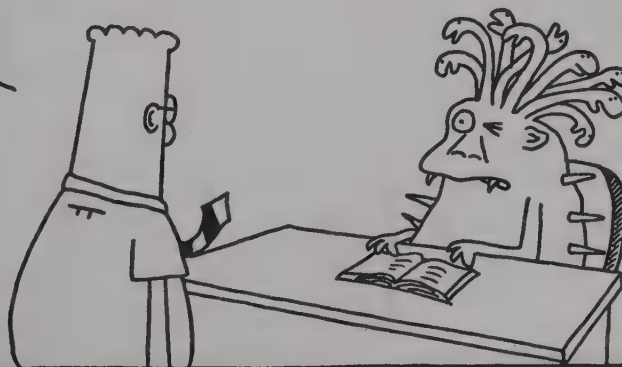
## THE BOSS'S SECRETARY

THE MOST PERILOUS CHALLENGE YOU WILL EVER FACE IS DEALING WITH THE BOSS'S SECRETARY. IT MAY BE NECESSARY TO OFFER A LIVE CALF OR A SUMMER INTERN AS AN ANIMAL SACRIFICE.



I JUST NEED A FEW MINUTES ON THE BOSS'S CALENDAR.

FIRST, YOU MUST DEFEAT ME IN A BATTLE TO THE DEATH IN THE PIT OF THE FIRE-BREATHING LIZARDS.



SADAMS

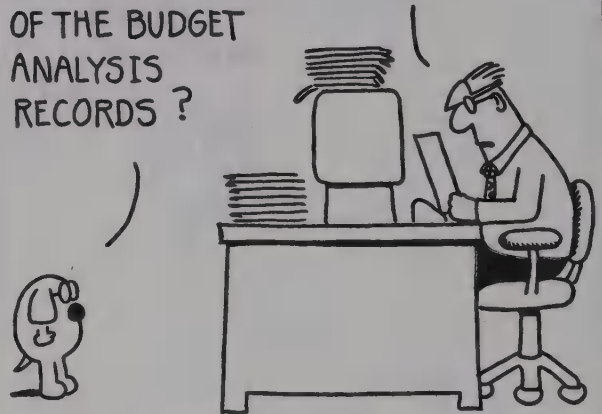
## UNDERSTANDING ACCOUNTING PEOPLE

PEOPLE WHO WORK IN ACCOUNTING DEPARTMENTS OFTEN WORK TWELVE-HOUR DAYS CREATING REPORTS THAT NOBODY CARES ABOUT. THIS GIVES THEM A VERY BAD ATTITUDE. DO NOT ATTEMPT HUMOR AROUND THEM.



ARE YOU THE CLERK WHO RETAINS ALL OF THE BUDGET ANALYSIS RECORDS ?

WHAT IF I AM ?



THEN I GUESS YOU COULD BE CONSIDERED "ANALYSIS RETENTIVE."



Hee  
Hee

HE WAS MIGHTY FAST WITH THOSE SCISSORS.



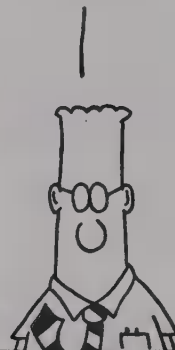
SADAMS

## UNDERSTANDING TECHNICAL PEOPLE

TECHNICAL PEOPLE  
RESPOND TO QUESTIONS  
IN THREE WAYS.



IT IS TECHNICALLY  
IMPOSSIBLE.



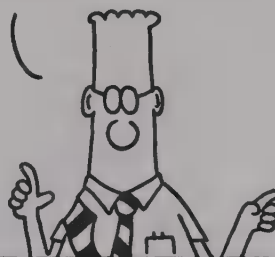
MEANING: I DON'T FEEL LIKE  
DOING IT.

IT DEPENDS...



MEANING: ABANDON ALL HOPE OF  
A USEFUL ANSWER.

THE DATA BITS ARE FLEXED  
THROUGH A COLLECTIMIZER  
WHICH STRIPS THE FLOW-  
GATE ARRAYS INTO VIRTUAL  
MESSAGE ELEMENTS...



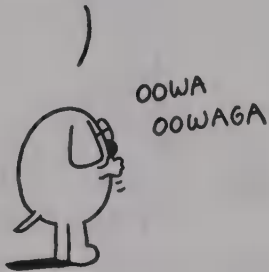
MEANING: I DON'T KNOW.

S. Adams

# MARKETING

## TRANSLATING MARKETING TALK

PEOPLE IN MARKETING  
JOBS ALWAYS SPEAK  
IN CODE.



WE DID EXHAUSTIVE  
CUSTOMER RESEARCH.



MEANING: I ASKED MY CAT,  
MITTENS.

I'M SURE WE CAN SELL  
A MILLION UNITS.



MEANING: YEAH, RIGHT, WHEN  
PIGS FLOSS.

WE'RE WORKING CLOSELY  
WITH THE ENGINEERS.

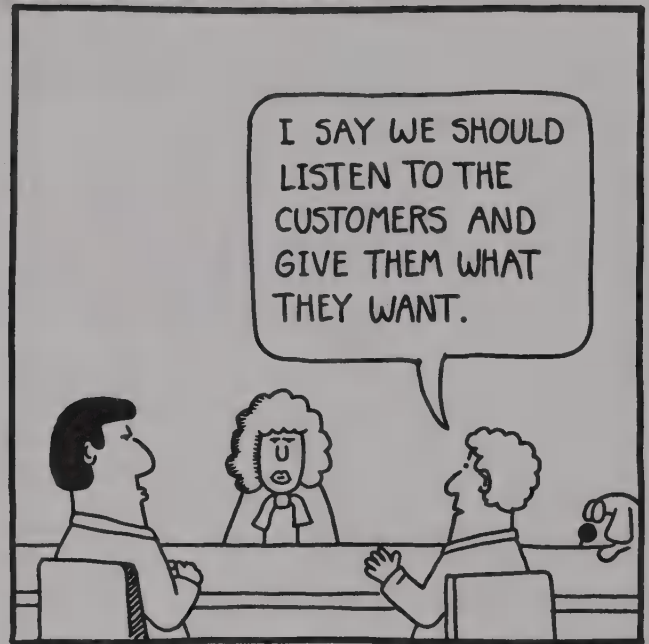


MEANING: WE TOLD THEM OUR  
FAVORITE COLORS.

S. Adams

## UNDERSTANDING MARKETING PEOPLE

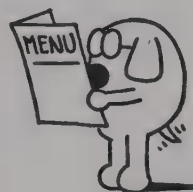
PEOPLE ENTER THE MARKETING PROFESSION AFTER THEY REALIZE THAT THEY HAVE GROWN UP WITHOUT ANY PARTICULAR SKILLS.



# PERKS

## BUSINESS LUNCHES

WHEN USING THE COMPANY'S MONEY  
TO PAY FOR A MEAL, IT IS EXPECTED  
THAT YOU WILL ORDER THE MOST  
EXPENSIVE ITEMS ON THE MENU.



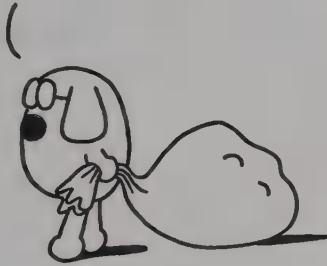
I'LL HAVE THE  
ENDANGERED  
SPECIES KABOB.

GIVE ME THE  
BIGFOOT SIRLOIN  
GRILLED OVER  
MOON ROCKS.



## STEALING OFFICE SUPPLIES

MOST COMPANIES CONSIDER THE THEFT OF OFFICE SUPPLIES AN UNSPOKEN COMPANY BENEFIT. THAT'S HOW PEOPLE WITH YOUR SALARY CAN AFFORD NICE THINGS.

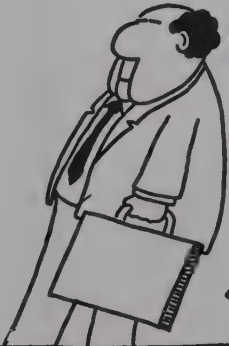


THINKING ABOUT HIS NEW SUMMER HOME.



STOLEN  
PAPER-  
CLIPS

THINKING ABOUT HIS NEW PORSCHE



STOLEN  
STAPLES

THINKING ABOUT HER TAHITI VACATION



STOLEN  
DISKETTES

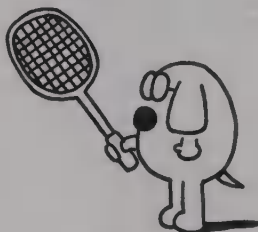
THINKING ABOUT HIS LUNCH



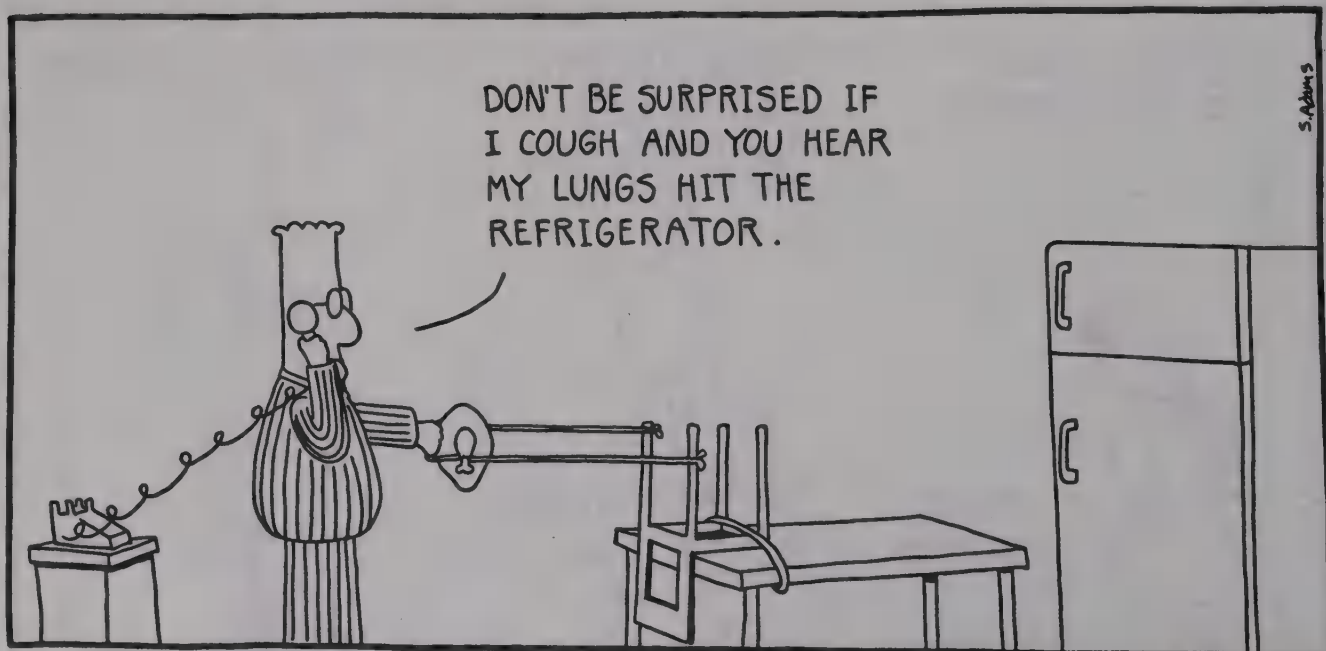
LUNCH

## SICK DAYS

SICK DAYS ARE THE SAME  
AS VACATION DAYS, BUT  
WITH SOUND EFFECTS.



DON'T BE SURPRISED IF  
I COUGH AND YOU HEAR  
MY LUNGS HIT THE  
REFRIGERATOR.



S. Adams

## THE JOY OF FEEDBACK

FEEDBACK IS A BUSINESS TERM WHICH REFERS TO THE JOY OF CRITICIZING OTHER PEOPLE'S WORK. THIS IS ONE OF THE FEW GENUINE PLEASURES OF THE JOB, AND YOU SHOULD MILK IT FOR ALL IT'S WORTH.



THANKS FOR  
REVIEWING  
MY REPORT.

IT'S GARBAGE.



I'LL SPRAY PAINT  
THE REALLY STUPID  
PARTS.



AND WHAT FLEA  
MARKET SOLD YOU  
THAT GOD-AWFUL  
DRESS ?



## UNWATCHED PENS

LEGAL OWNERSHIP OF YOUR PEN ENDS WHEN YOU TAKE YOUR EYES OFF OF IT. YOUR CO-WORKERS ARE WAITING FOR ANY OPPORTUNITY TO MAKE IT THEIR OWN.



J. Adams

# MEETINGS

## USING STEREOTYPES TO SIZE UP A MEETING

YOU CAN USE STEREOTYPES TO RAPIDLY DETERMINE WHO HAS THE MOST POWER AT A BUSINESS MEETING.



RETURNING CALLS DURING A MEETING: MUST BE A MIDDLE MANAGER.



BROUGHT A BAG LUNCH: MUST BE A TECHNICAL PERSON.



HAS NO WRITING MATERIALS: MUST BE A SENIOR EXECUTIVE.



UNAWARE THAT VESTS ARE NOT IN STYLE: MUST BE A BUDGET ANALYST.



TOO MUCH MAKE-UP AND CLEAVAGE: SECRETARY WHO MAY BE HAVING AN AFFAIR WITH AN EXECUTIVE.



TRYING TO LOOK MORE RELAXED THAN ANYBODY ELSE: PROBABLY AN EXECUTIVE.



## THE IMPORTANCE OF DONUTS

NEVER CALL A MEETING  
BEFORE NOON WITHOUT  
DONUTS OR ALL ORDER  
WILL BE LOST.



IS IT JUST ME OR  
IS THERE A DEFINITE  
LACK OF DONUTS IN  
THIS MEETING?

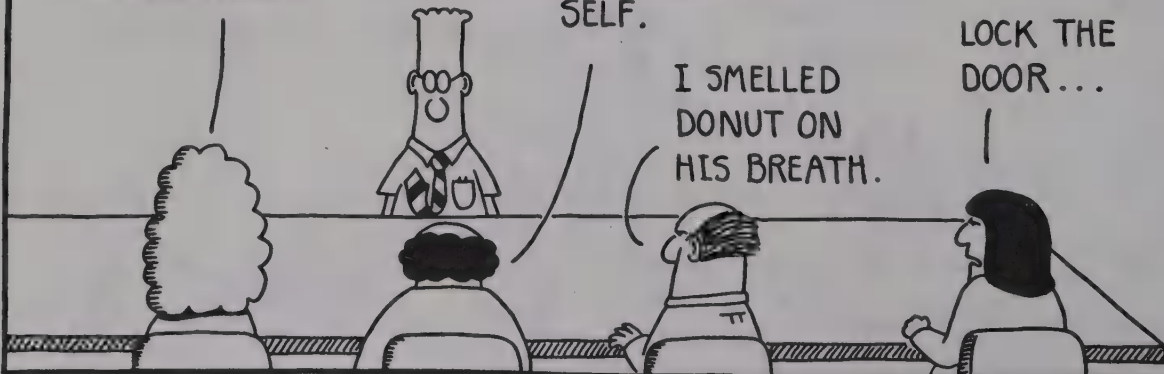


I HAVE AN OLD ONE  
IN MY PURSE, BUT  
IT'S ONLY FOR  
EMERGENCIES.

I THINK YOU  
ATE ALL THE  
DONUTS YOUR-  
SELF.

I SMELLED  
DONUT ON  
HIS BREATH.

LOCK THE  
DOOR...

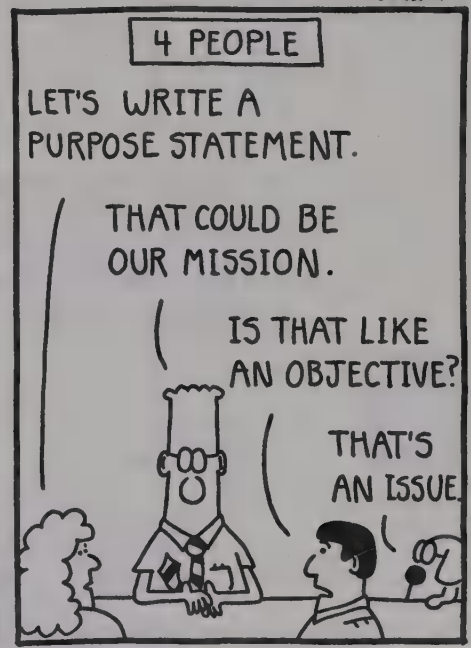
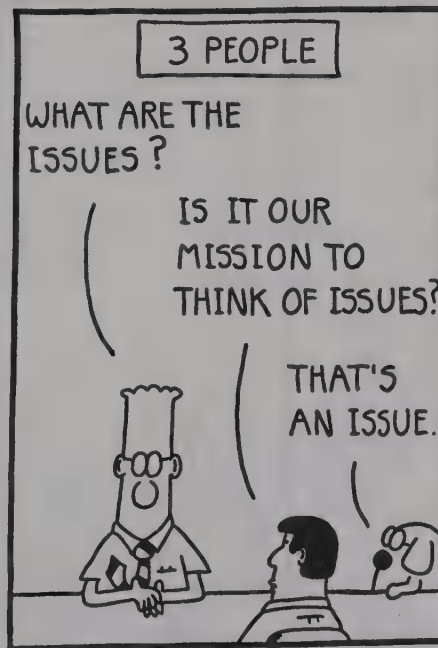
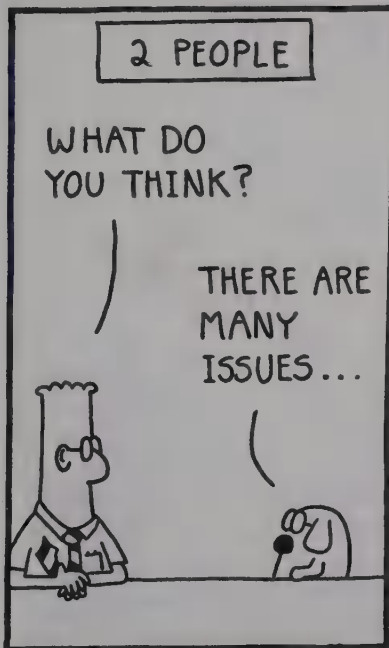
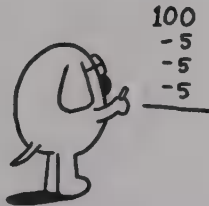


S. Adams



# DOGBERT'S GROUP I.Q. FORMULA

THE INTELLIGENCE QUOTIENT OF ANY MEETING CAN BE DETERMINED BY STARTING WITH 100 AND SUBTRACTING 5 POINTS FOR EACH PARTICIPANT.



## DEALING WITH MEETING BOREDOM

YOU CAN ACTUALLY DIE FROM THE BOREDOM CAUSED BY LONG BUSINESS MEETINGS. THERE ARE THREE BASIC STRATEGIES FOR SURVIVAL:

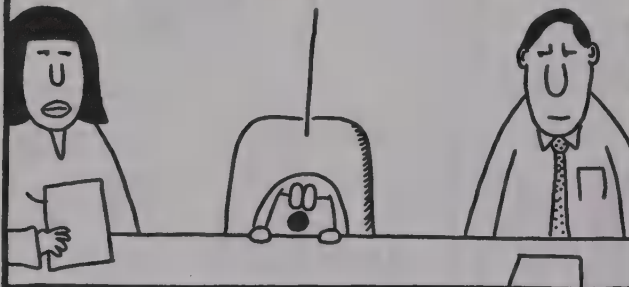


### FANTASIZE



### CRACK JOKES

IS THAT YOUR NOSE OR DID A WEASEL CLIMB ON YOUR FACE AND DIE?

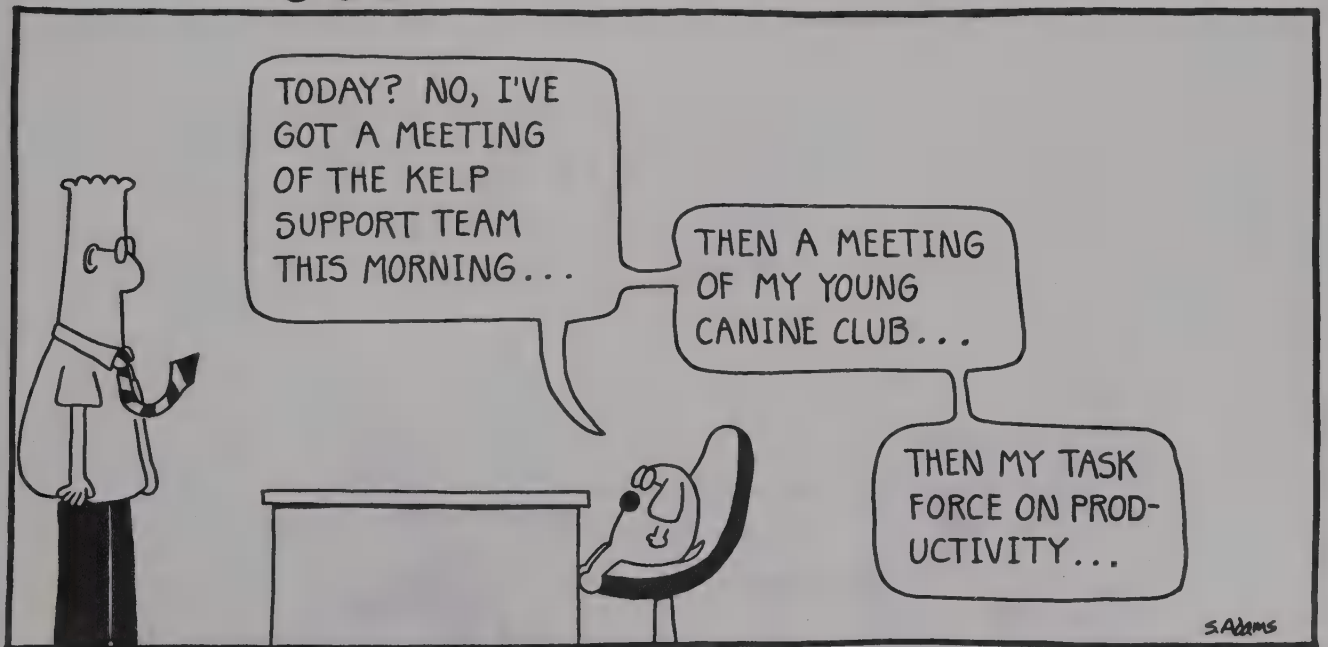
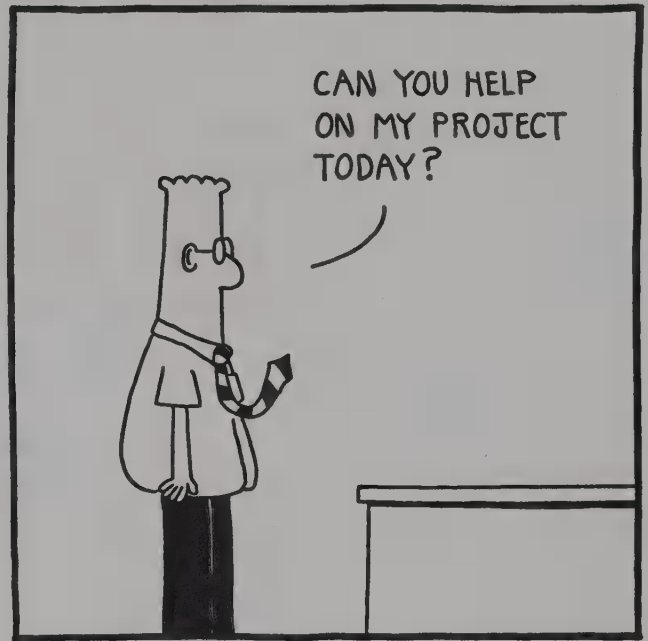


### GO FOR IT



## USING MEETINGS TO AVOID WORK

ATTENDING MEETINGS IS CONSIDERED "WORKING" EVEN IF YOU DON'T DO ANYTHING BUT SIT THERE. TRY TO ATTEND AS MANY MEETINGS AS POSSIBLE.



## DOGBERT'S RULE OF THREE

NOTHING PRODUCTIVE EVER HAPPENS  
WITH MORE THAN THREE PEOPLE IN  
A ROOM, BECAUSE SOMEBODY IS  
ALWAYS TOO DISTRACTED TO  
PARTICIPATE IN A MEANINGFUL WAY.



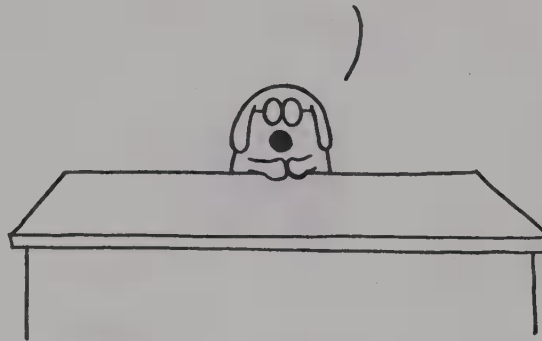
HEY, HOW ABOUT A  
LITTLE BREAK HERE...  
COFFEE'S GOING RIGHT  
THROUGH ME TODAY.



S. Adams

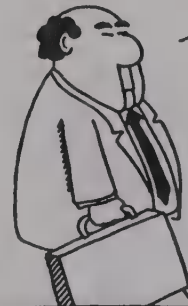
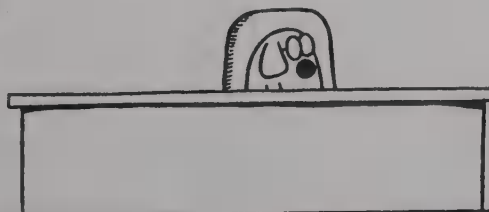
## FRIDAY AFTERNOON MEETINGS

BY COINCIDENCE, MOST FRIDAY  
AFTERNOON MEETINGS ARE NEAR  
WHERE YOU LIVE.



ARE YOU OFF TO A VITAL  
FRIDAY AFTERNOON  
BUSINESS MEETING,  
COINCIDENTALLY MINUTES  
FROM YOUR HOUSE?

LUCKY  
GUESS.



S. ADAMS

## CALENDAR MULTIPLIER EFFECT

IT IS FUTILE TO TRY TO ARRANGE A MEETING WITH MORE THAN THREE PARTICIPANTS. BEYOND THREE IT IS STATISTICALLY IMPOSSIBLE TO FIND A DATE WHEN ALL OF YOU WILL BE AVAILABLE.



S. Adams



## THE DILBERT DRONE

THE MOST EFFECTIVE WAY TO RESPOND TO A QUESTION IS TO DRONE ENDLESSLY ABOUT UNRELATED TOPICS. THIS HAS THE DUAL ADVANTAGE OF AVOIDING GIVING WRONG ANSWERS AND REDUCING THE VOLUME OF FUTURE QUESTIONS.



YOUR QUESTION REMINDS ME OF MY LAST CAMPING TRIP...



IT WAS A TUESDAY...  
OR MAYBE A WEDNESDAY,  
NOT THAT IT MATTERS,  
ANYWAY...



MUCH LATER

ANY MORE  
QUESTIONS ?

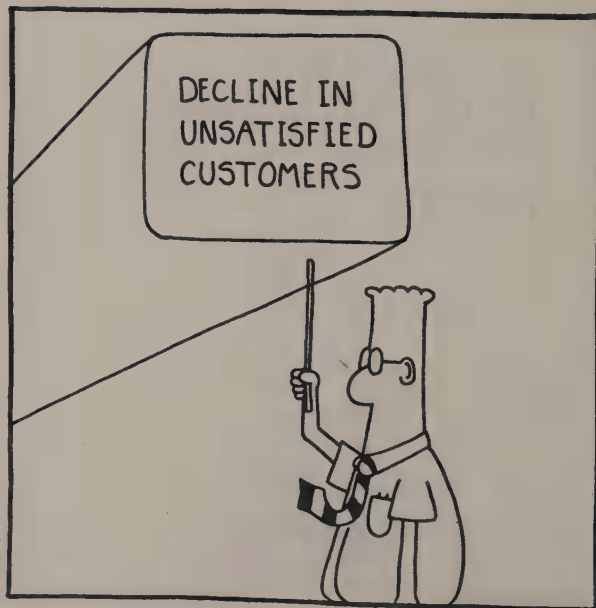
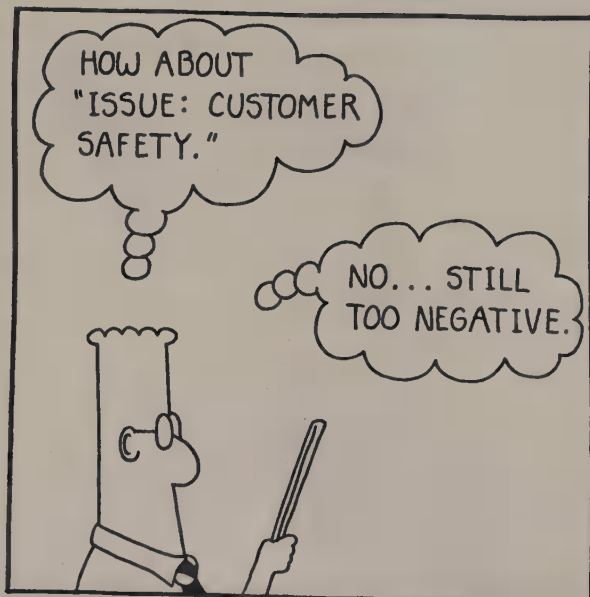


S. Adams

# WEASEL WORDS, BLUFFING, AND LYING

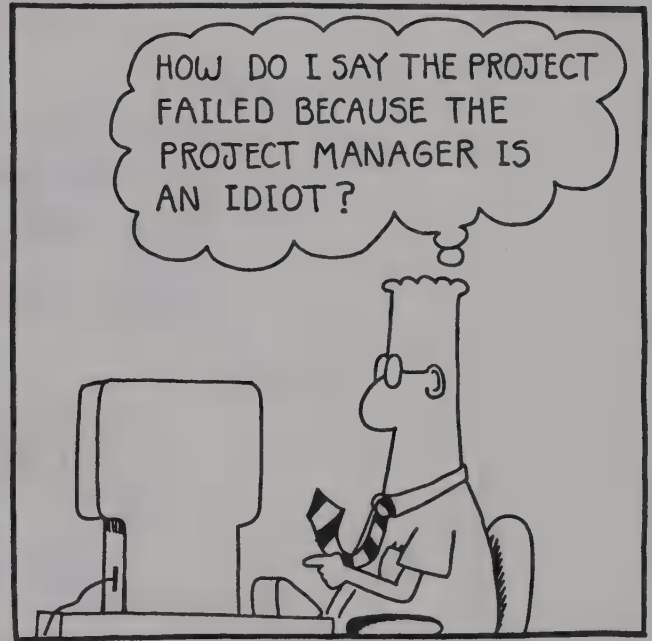
## PRESENTING BAD NEWS

NEVER PRESENT BAD NEWS. IT JUST MAKES THE AUDIENCE HATE YOU. EMPHASIZE THE POSITIVE, EVEN IF THERE ISN'T ANY.



## WEASEL WORDS

WEASEL WORDS ARE WORDS THAT ARE TRUE WITHOUT BEING INFORMATIVE. THEY ARE USEFUL IN SITUATIONS WHERE A CLEAR EXPLANATION WOULD BE EMBARRASSING.



WHAT DID YOU MEAN WHEN YOU SAID I HAVE A "GENETIC PREDISPOSITION TOWARD SUB-OPTIMAL PERFORMANCE"?

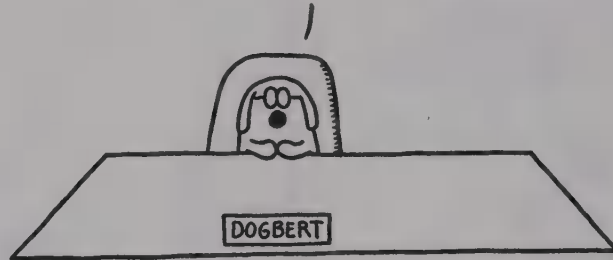
IT MEANS IT'S NOT YOUR FAULT.



J. Adams

# THE VALUE OF BUZZWORDS

BUZZWORDS ARE VALUABLE  
FOR INTIMIDATING OUT-  
SIDERS AND MAKING THEM  
THINK YOU'RE SMARTER  
THAN YOU REALLY ARE.



S. Adams

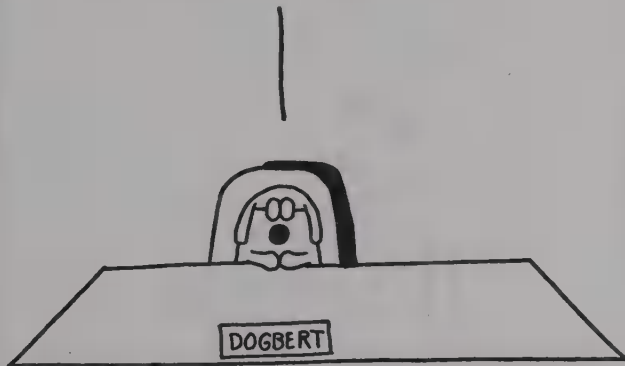
I'M WANTING  
A JOB.

WE'VE PROACTIVELY PRIORITIZED  
OUR QUALITY MISSION OBJECTIVES  
AND REACHED A BREAKTHROUGH  
STRATEGIC CONSENSUS THAT OUR  
BOTTOM LINE WOULD BE NEGATIVELY  
IMPACTED BY THAT  
PATH FORWARD.

YEAH, AND WE  
DON'T HIRE  
PEOPLE WHO  
TALK FUNNY.

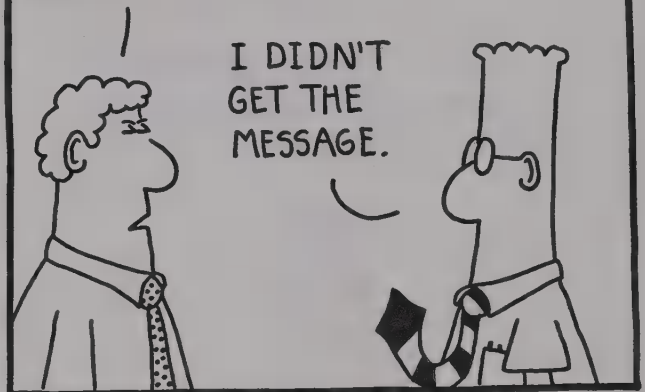
## DOGBERT'S RULE OF BUSINESS LIES

ONE LIE IS ALWAYS  
MORE CONVINCING  
THAN TWO LIES.



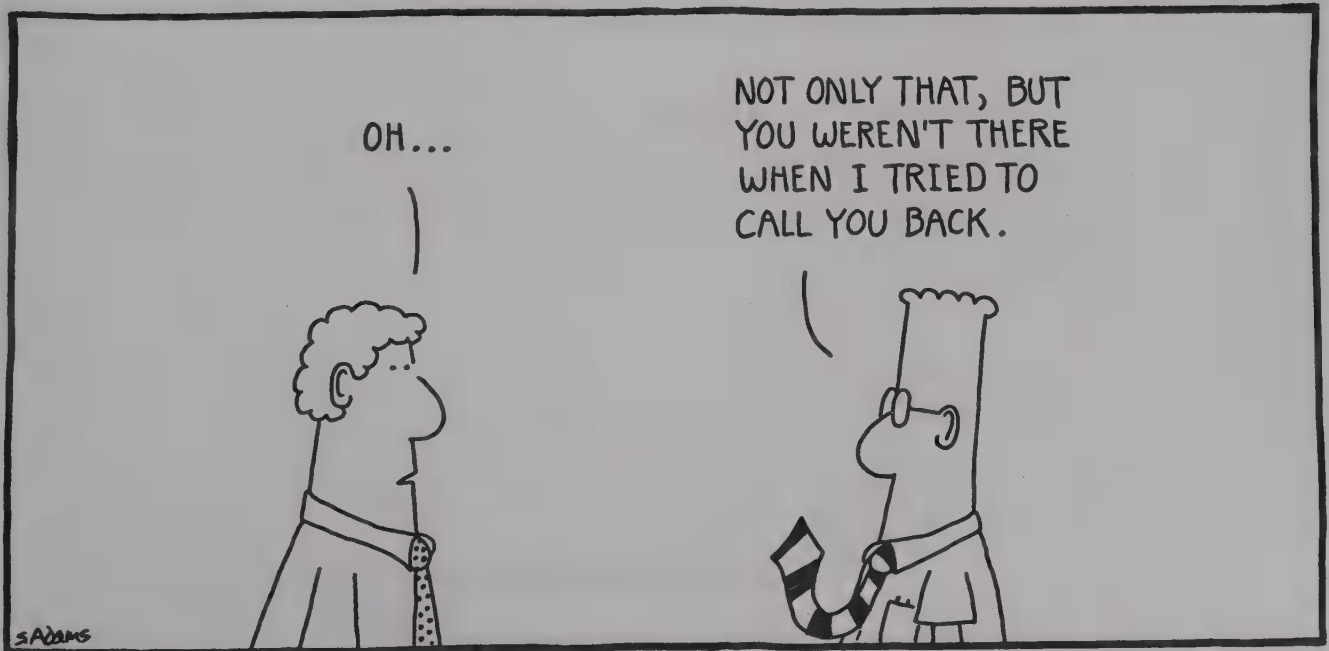
I LEFT A MESSAGE  
LAST WEEK. WHY  
DIDN'T YOU CALL ME  
BACK?

I DIDN'T  
GET THE  
MESSAGE.



OH...

NOT ONLY THAT, BUT  
YOU WEREN'T THERE  
WHEN I TRIED TO  
CALL YOU BACK.



## VENDORS

VENDORS ARE ALWAYS ANXIOUS TO DEFINE THEMSELVES AS YOUR PARTNER, PART OF YOUR TEAM; IN FACT, ANYTHING BUT THE MONEY-SUCKING-BRIEFCASE-TOTING-LEECHES THAT THEY ARE.



I'M NOT JUST A VENDOR ... I'M PART OF YOUR TEAM!



AND I'LL BE HAPPY TO HOLD ONTO "OUR" MONEY FOR US.



SADAMS



## LYING ON YOUR RÉSUMÉ

NOBODY EVER GOT A JOB BY BEING COMPLETELY HONEST ON THEIR RÉSUMÉ. MAKE YOUR LIES BOLD, CREATIVE, AND ABOVE ALL: UNVERIFIABLE.



YOUR RÉSUMÉ SHOWS  
TWENTY YEARS AS A  
SENIOR EXECUTIVE AT  
THE CIA...

YES, AND THEY ARE  
INSTRUCTED TO KILL  
ANYBODY WHO TRIES  
TO CHECK ON IT.



S. ADAMS

## EXCUSES FOR BEING LATE

NOBODY GOES TO MEETINGS  
ON TIME AND NEITHER  
SHOULD YOU. JUST REMEM-  
BER THAT YOUR EXCUSE  
MUST BE MORE DRAMATIC  
THAN THOSE WHO ARRIVE  
BEFORE YOU.



YOU'RE  
LATE.

TRAFFIC WAS TERRIBLE.  
I THINK THERE WAS  
AN ACCIDENT.



I WAS THE ACCIDENT.  
I RAN OVER SOME  
KIND OF BIG ANIMAL.



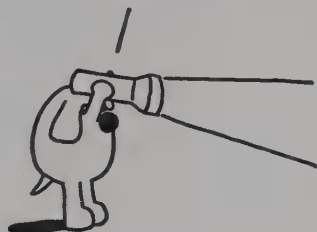
SOMEBODY RAN  
OVER MY MOTHER.



S. Adams

## NOBODY KNOWS ANY MORE THAN YOU DO

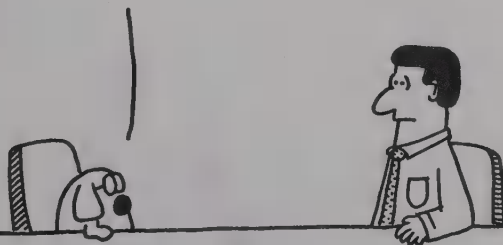
PEOPLE WHO SOUND SMART  
ARE USUALLY BLUFFING.  
YOU CAN UNCOVER THEIR  
BLUFFS BY USING SIMPLE  
INTERROGATION.



IT'S A LOT LIKE  
THE WIGMAN  
LEAST SQUARES  
INVENTORY  
METHOD.



COULD YOU  
EXPLAIN THAT  
METHOD RIGHT  
NOW?



AH, YES, WELL, YOU GOT  
YOUR INVENTORY, RIGHT?  
THEN YOU DO SOME MATH  
AND... HEY, IS THAT  
MY PHONE RINGING?

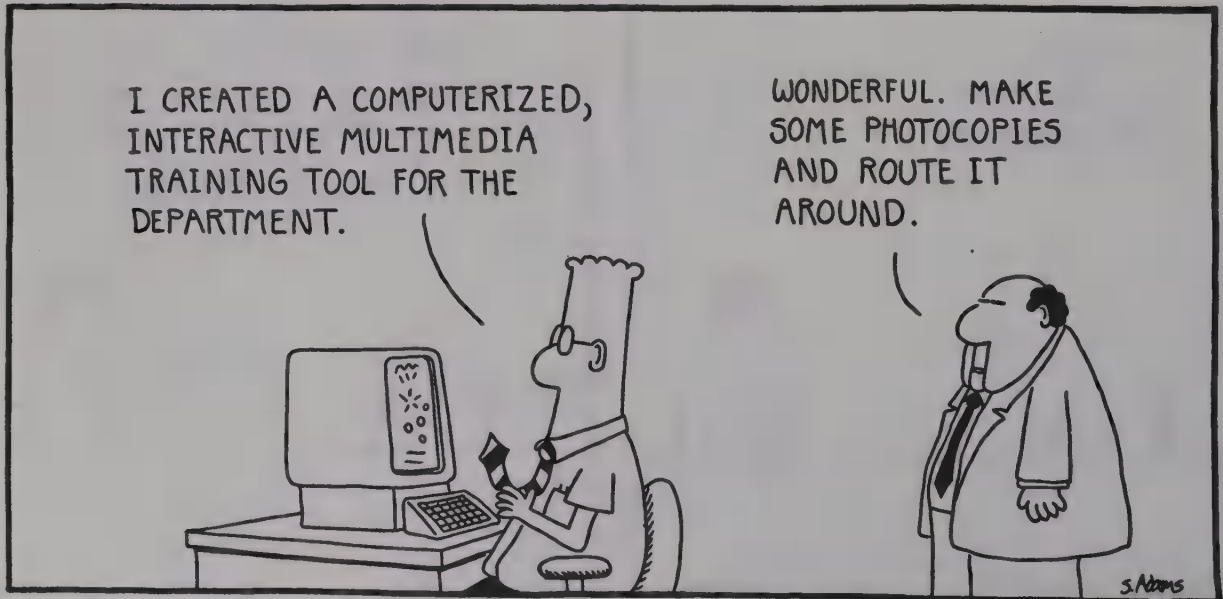
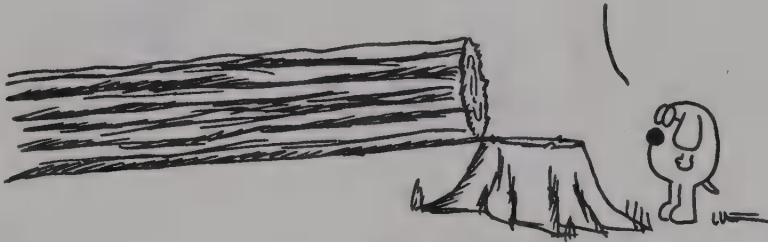


S. Adams

# TECHNOLOGY AND INNOVATION

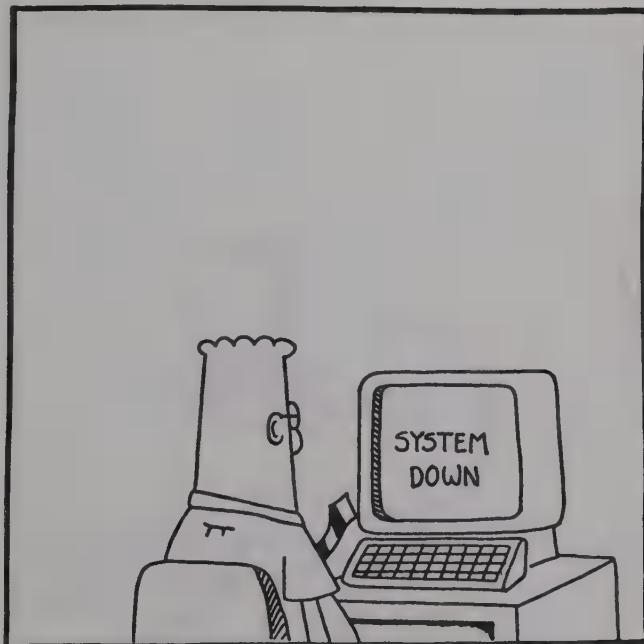
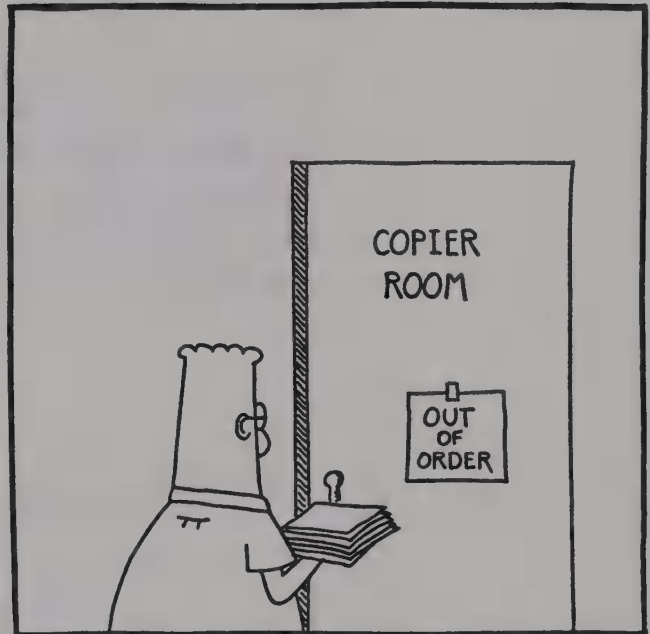
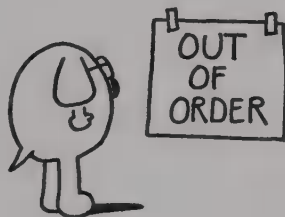
## INNOVATION

COMPANIES ARE GENERALLY SLOW TO ADOPT NEW WAYS OF BUSINESS, ESPECIALLY IF IT MEANS A REDUCTION IN THEIR BELOVED PAPER.



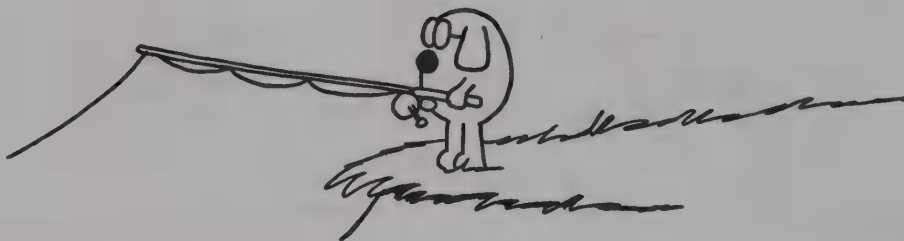
## HOW TECHNOLOGY FREES US FROM WORK

TECHNOLOGY HAS MET ITS PROMISE OF REDUCING OUR WORK LOAD. IT DOES THIS PRIMARILY BY PREVENTING US FROM DOING ANY WORK AT ALL.



# TELECOMMUTE YOUR WAY TO MORE LEISURE TIME

FOR ONE BRIEF TECHNOLOGICAL WINDOW IN HISTORY, IT IS POSSIBLE TO CLAIM YOU ARE WORKING AT HOME BUT NEARLY IMPOSSIBLE FOR YOUR BOSS TO CHECK ON YOU. YOU SHOULD ARRANGE FOR AT LEAST ONE TELECOMMUTE DAY PER WEEK.



NEXT ON OPRAH:  
WORKERS WHO GET  
PAID FOR STAYING  
HOME DOING NOTHING.



## LIE TO YOUR COMPUTER

COMPUTERS HATE PEOPLE. THEY WILL DESTROY YOUR DATA JUST TO BE MEAN. YOUR BEST STRATEGY IS TO LIE TO YOUR COMPUTER AND CONVINCE IT THAT YOU DON'T CARE ABOUT YOUR DATA.



NO IMPORTANT DATA  
HERE... NO, JUST  
A BUNCH OF TRIVIAL  
WORDS AND NUMBERS  
THAT I COULDN'T  
CARE LESS ABOUT...

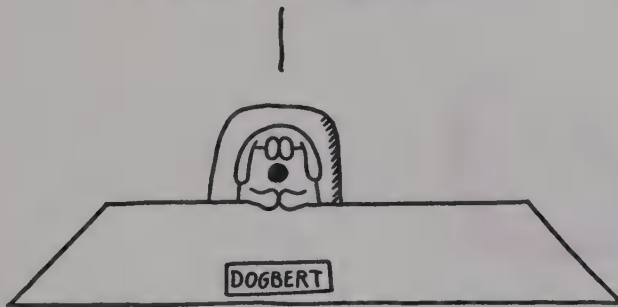


S. Adams



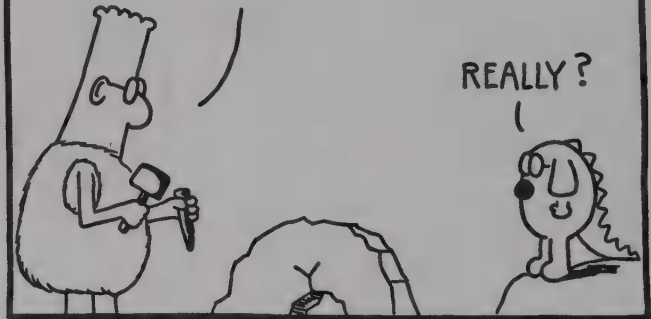
# ALL PROGRESS IS BASED ON FAULTY ASSUMPTIONS

NOBODY WOULD TRY ANYTHING NEW IF THEY UNDERSTOOD THE CONSEQUENCES. THEREFORE, ALL PROGRESS IS BASED ON FAULTY ASSUMPTIONS.



## EXAMPLE #1

I CALL IT THE "WHEEL" AND IT WILL MAKE CIVILIZATION MUCH LESS COMPLICATED.



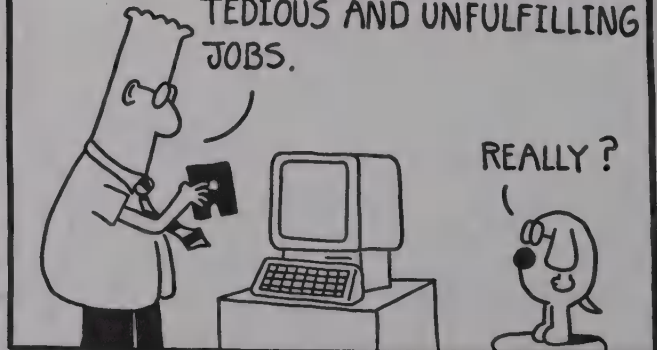
## EXAMPLE #2

I CALL IT THE "TELEVISION," AND IT WILL BE A BOON TO CULTURE AND EDUCATION.



## EXAMPLE #3

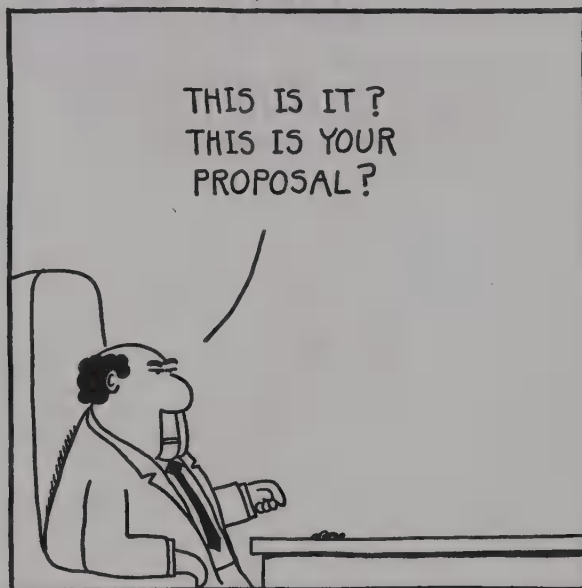
I CALL IT A "PERSONAL COMPUTER," AND IT WILL ELIMINATE PAPER WHILE FREEING US ALL FROM TEDIOUS AND UNFULFILLING JOBS.



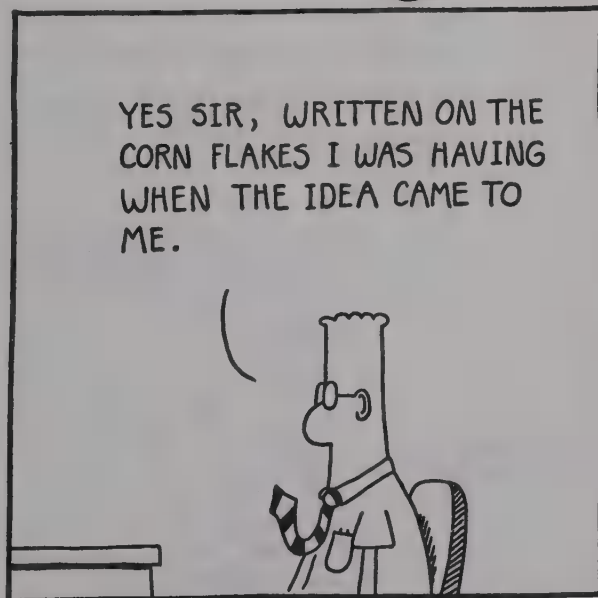
# STYLE VERSUS SUBSTANCE

## GREAT IDEAS CAN BE WRITTEN ON GARBAGE

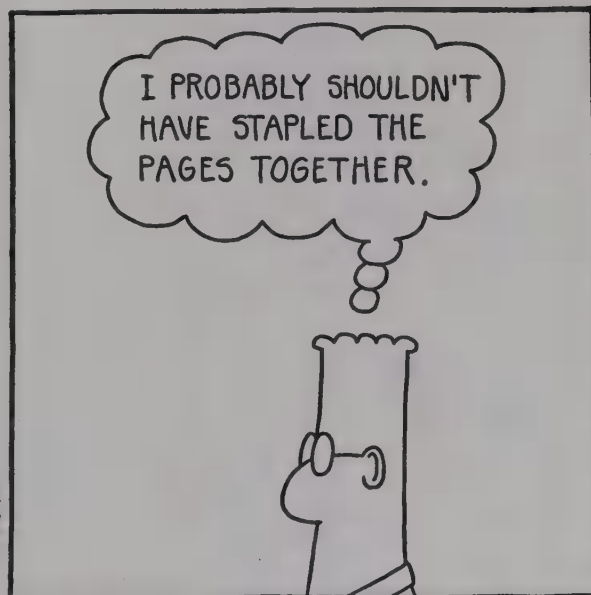
THROUGHOUT HISTORY, MANY GREAT IDEAS STARTED AS SCRIBBLES ON THE BACKS OF ENVELOPES, MATCH BOOKS, AND COCKTAIL NAPKINS. BUT UNLESS YOU'RE PRETTY CONFIDENT ABOUT YOUR IDEA IT IS BEST TO USE REGULAR PAPER WHEN YOU SHOW IT TO THE BOSS.



THIS IS IT?  
THIS IS YOUR  
PROPOSAL?



YES SIR, WRITTEN ON THE  
CORN FLAKES I WAS HAVING  
WHEN THE IDEA CAME TO  
ME.

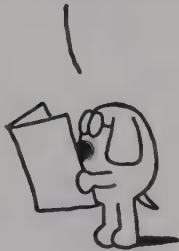


I PROBABLY SHOULDN'T  
HAVE STAPLED THE  
PAGES TOGETHER.

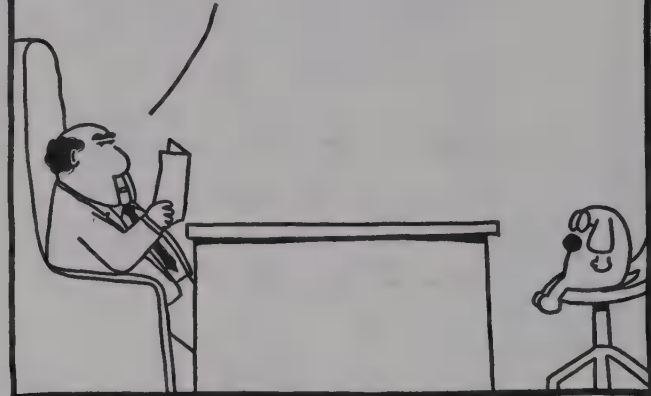
S. Adams

## THE POWER OF FORMATTING

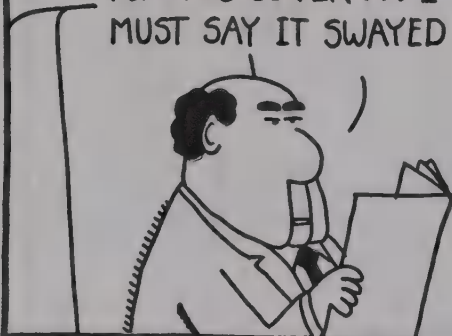
A WELL-FORMATTED, STUPID PROPOSAL WILL GET FARTHER THAN A GOOD IDEA WHICH IS POORLY FORMATTED.



AT FIRST, I THOUGHT YOUR PROPOSAL WAS RIDICULOUS...



THEN I NOTICED HOW WELL-FORMATTED IT IS, YOUR CREATIVE USE OF ITALICS, THE HIGH QUALITY OF THE PLASTIC COVER... I MUST SAY IT SWAYED ME.



WAIT... WHAT'S THIS LITTLE TWO-DOTTED THING?



IT'S A COLON, SIR. THEY'RE ALL THE RAGE.

S. Adams

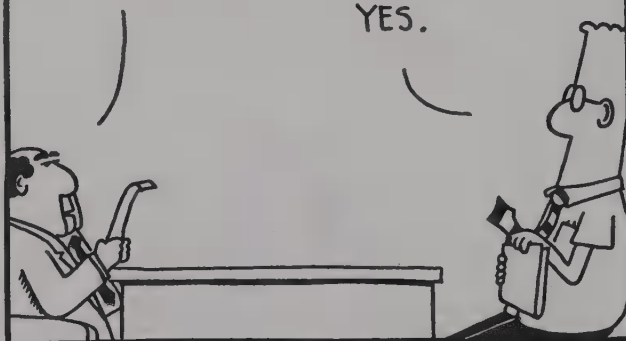
## ANALYSIS AS A TOOL TO AVOID DECISIONS

THE PURPOSE OF ANALYSIS IS TO AVOID MAKING HARD DECISIONS. THEREFORE, THERE CAN NEVER BE TOO MUCH ANALYSIS.



DID YOU DO A PRESENT VALUE ANALYSIS ?

YES.



ENVIRONMENTAL STUDY?

YES

BUDGET ANALYSIS?

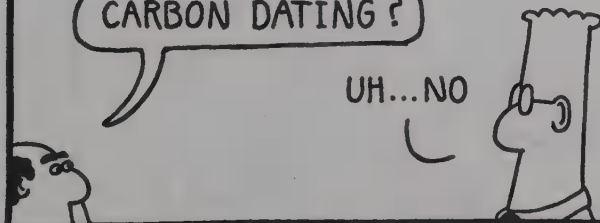
YES

STOCKHOLDER IMPACT?

YES

CARBON DATING?

UH...NO



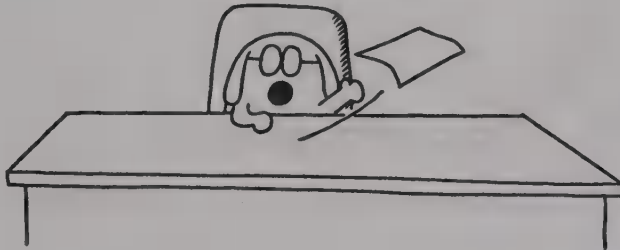
WELL, THEN YOU'RE WASTING MY TIME, AREN'T YOU.



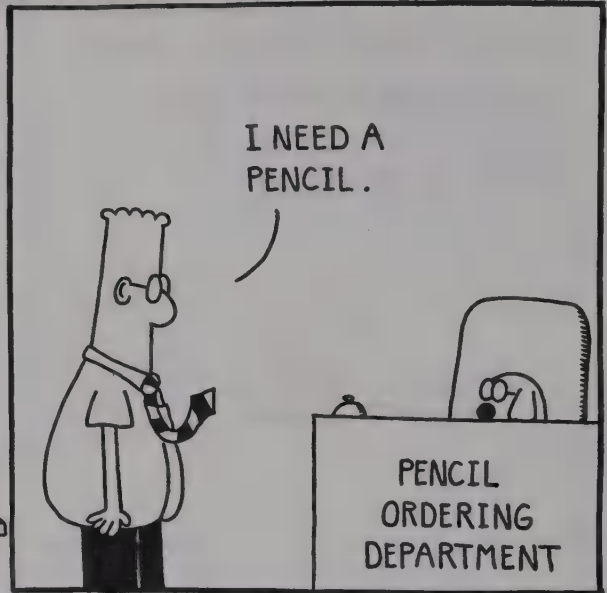
# GETTING AWAY WITH IT

## GETTING OTHERS TO DO YOUR WORK

NEVER DO YOUR OWN WORK WHEN THERE IS SOMEBODY STUPID ENOUGH TO DO IT FOR YOU.



I NEED A PENCIL.

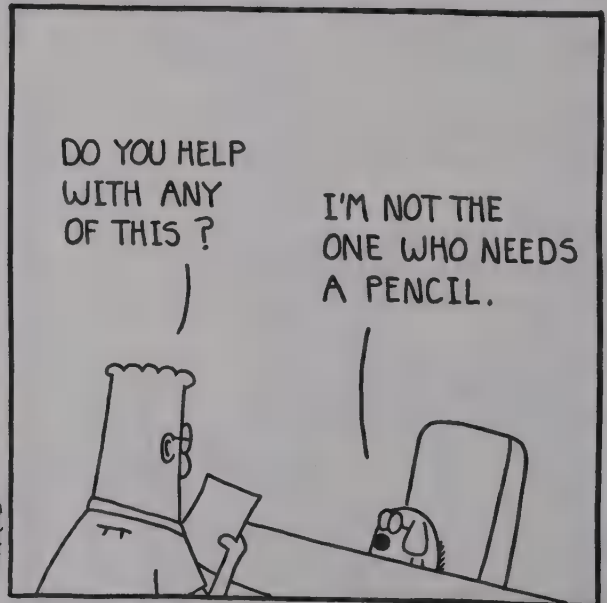


FILL OUT THIS FORM, THEN GO TO THE STORE IN TOWN AND BUY A PENCIL WITH YOUR OWN MONEY.



DO YOU HELP WITH ANY OF THIS ?

I'M NOT THE ONE WHO NEEDS A PENCIL.



# THE DOGBERT DEFLECTION

WHEN ASKED A QUESTION,  
NEVER ADMIT THAT YOU DON'T  
HAVE THE ANSWER. INSTEAD,  
RESPOND WITH AN IMPOSSI-  
BLE QUESTION OF YOUR OWN.



DOGBERT, DO YOU  
HAVE THE MONTHLY  
SALES TOTALS FOR  
THE BOSS?



YES, OF COURSE. DO YOU  
WANT IT BY INDUSTRY  
CODE, ZIP CODE, PRODUCT  
CODE, GOOMBA CODE,  
PENAL CODE OR BLAH BLAH  
CODE?



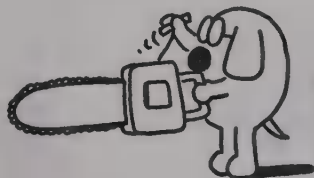
UH... I DON'T  
KNOW ...

IF YOU DON'T KNOW  
WHAT YOU NEED,  
WHY ARE YOU HERE?



## AVOIDING CRITICISM

THE BEST WAY TO AVOID  
CRITICISM IS TO ESTABLISH  
A REPUTATION FOR BEING  
IRRATIONAL AND BELLIGER-  
ENT AT THE SLIGHTEST  
EXCUSE.



YOUR REPORT IS  
ALMOST PERFECT.

ALMOST??!



YOU'RE PREJUDICED  
AGAINST DOGS, YOU  
BIGOT!! I KNOW  
YOUR TYPE... ALL  
SMILES, BUT SECRETLY  
A DOG HATER. I'VE  
GOT A LAWYER!!



OKAY, IT'S  
PERFECT,  
EXTRAORDINARY,  
INCREDIBLE.

REALLY, OR ARE YOU  
JUST SAYING THAT?

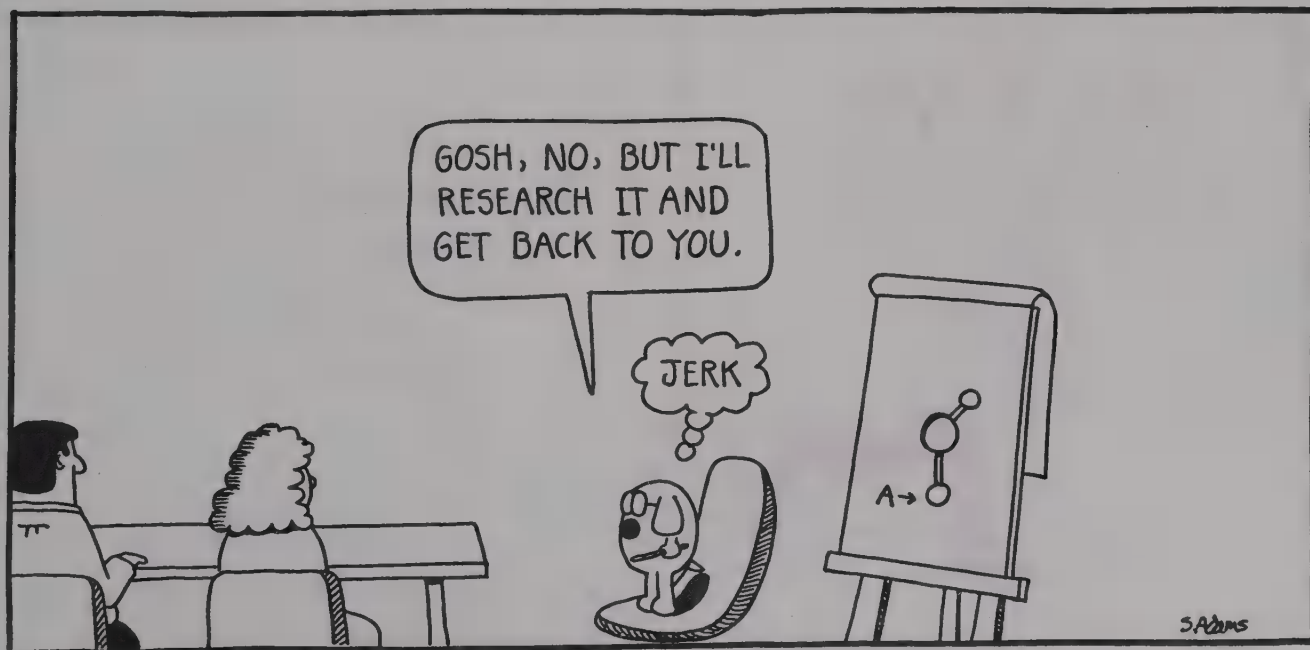
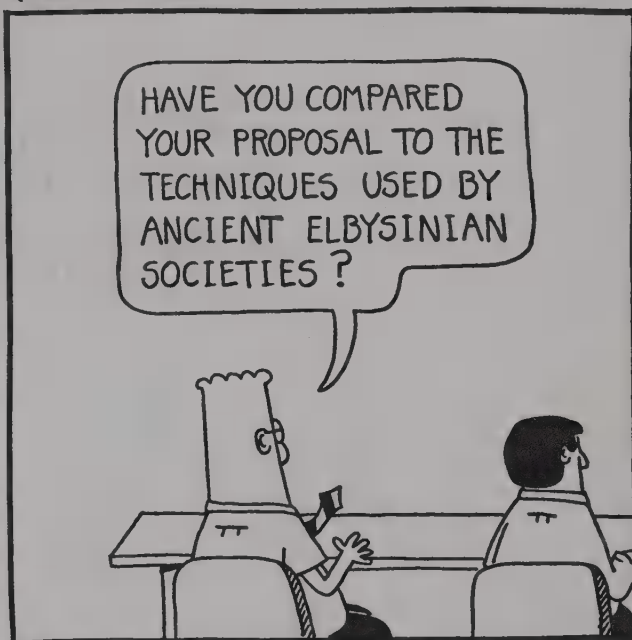
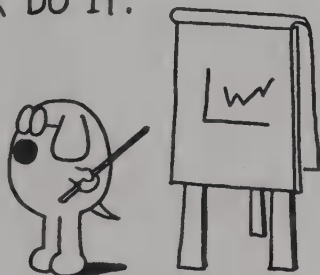


S. Adams



## HANDLING QUESTIONS

PEOPLE DON'T ASK QUESTIONS  
TO GET ANSWERS -- THEY  
ASK QUESTIONS TO SHOW  
HOW SMART THEY ARE. YOUR  
BEST STRATEGY IS TO SAY  
YOU'LL GET BACK TO THEM  
BUT NEVER DO IT.



## GETTING FIRED

BIG COMPANIES HAVE PROCEDURES THAT MAKE IT NEARLY IMPOSSIBLE TO FIRE ANYBODY. IF YOU HAVE NO CAREER AMBITION AND NO PRIDE YOU CAN TAKE GREAT ADVANTAGE OF THIS SITUATION.



WAAA-WAAA  
THWPTH !!

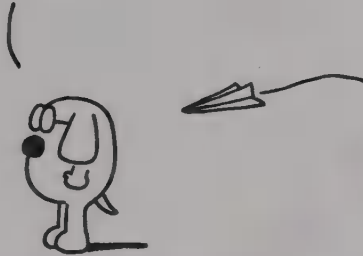


I'M WARNING YOU,  
JOHNSON! ONE MORE  
WEEK OF THIS AND  
I'M GOING TO START  
THE DISCIPLINARY  
PROCESS !!

SADAMS

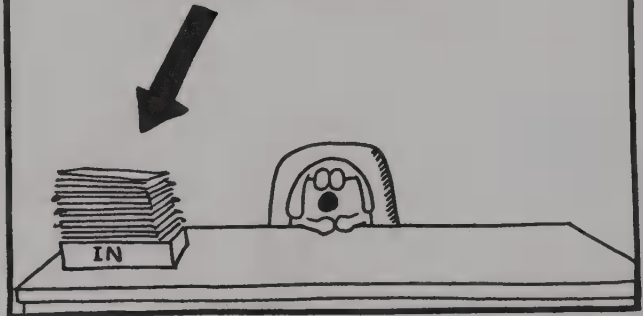
## PRIORITIZING YOUR WORK

YOU CAN TELL HOW  
IMPORTANT AN ASSIGN-  
MENT IS BY HOW IT IS  
COMMUNICATED TO YOU.



IN BASKET:

TOTALLY UNIMPORTANT.  
YOU MAY SAFELY IGNORE  
IT FOREVER.



TELEPHONE:

IGNORE IT. NO IMPORTANT  
ASSIGNMENT HAS EVER  
BEEN GIVEN OVER THE  
TELEPHONE.

RRRRRING



S. Adams

PERSONAL THREAT:

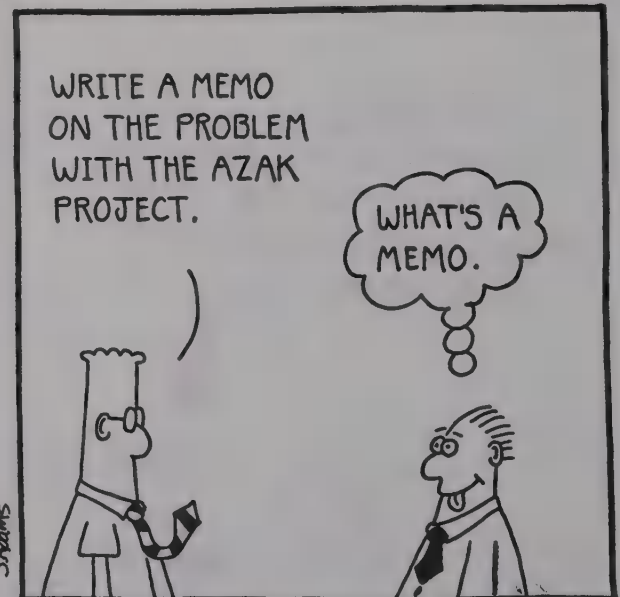
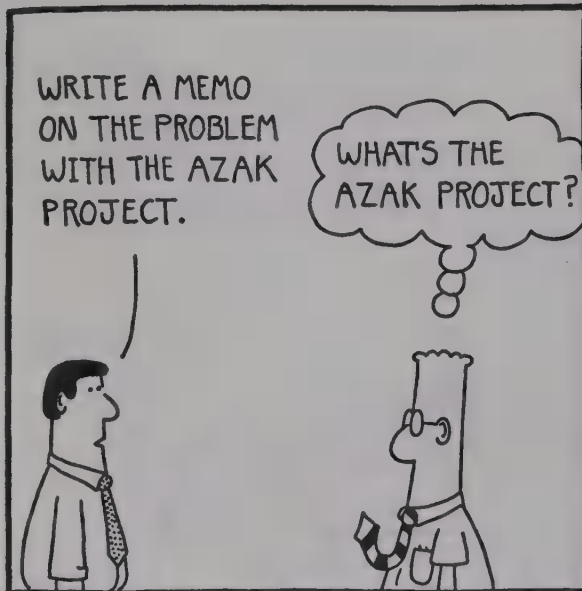
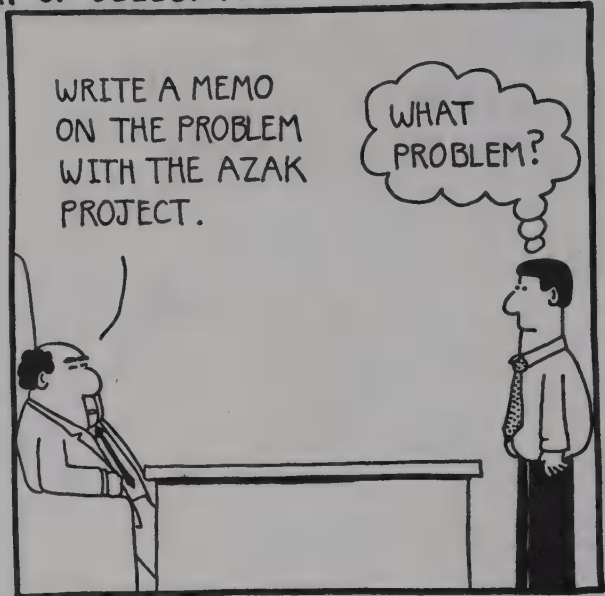
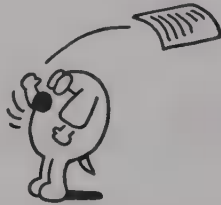
MAKE SOME TIME ON  
YOUR CALENDAR.



# DOGMAS

## DOGBERT'S THEORY OF DELEGATION

ALL ASSIGNMENTS ARE  
EVENTUALLY DELEGATED  
TO THE PERSON WHO  
UNDERSTANDS THEM THE  
LEAST.



SADAMS

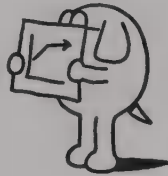
# THE IMPORTANCE OF STRATEGIES

ALL COMPANIES NEED A  
STRATEGY SO THE EMPLOYEES  
WILL KNOW WHAT THEY  
DON'T DO.



## PESSIMISM AND JOB EXPERIENCE

AN OPTIMIST IS SIMPLY A  
PESSIMIST WITH NO JOB  
EXPERIENCE. PESSIMISM  
INCREASES STEADILY OVER  
A CAREER UNTIL THE  
TENTH YEAR AND THEN  
REMAINS CONSTANT.



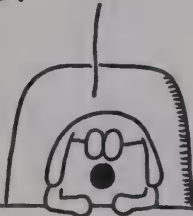
### JUST HIRED

GREAT IDEA! LET'S  
START RIGHT AWAY!



### FIVE YEARS EXPERIENCE

WE TRIED THAT IDEA  
FIVE YEARS AGO. IT  
DIDN'T WORK THEN  
AND IT WON'T WORK  
NOW.



### TEN YEARS EXPERIENCE

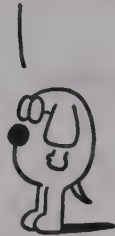
WE'RE ALL GOING TO  
DIE ... DIE OR GO  
TO JAIL ... IT'S  
THE END OF LIFE AS  
WE KNOW IT...



S. ADAMS

## THE RIGHT APPROACH

THE CORRECT APPROACH TO ANY SITUATION IS, BY AMAZING COINCIDENCE, THE ONLY APPROACH YOU KNOW.

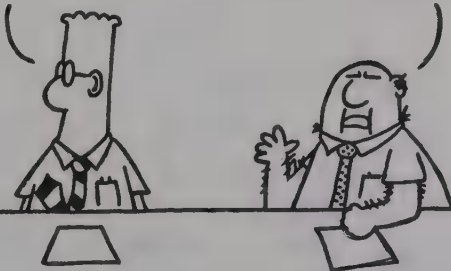


THIS IS A CLASSIC APPLICATION FOR THE "SWANSON WEIGHTED CASH FLOW ANALYSIS," WHICH I KNOW SO WELL.



NO, NO, WE NEED TO BUILD A COMPUTER MODEL.

BAH! WE JUST NEED TO KICK SOME HINEYS, THAT'S ALL.



LISTEN TO ME, PEOPLE! WE MUST STICK THEM WITH QUILLS - IT'S THE ONLY WAY!



S. Adams



# EVOLUTION OF A FACT

WILD GUESSES CAN BE  
TRANSFORMED INTO  
BUSINESS FACTS THROUGH  
THE MIRACLE OF  
COMMUNICATIONS.



## STEP ONE: WILD GUESS

I DUNNO... IT COULD  
BE ANYWHERE FROM  
ONE TO A MILLION.



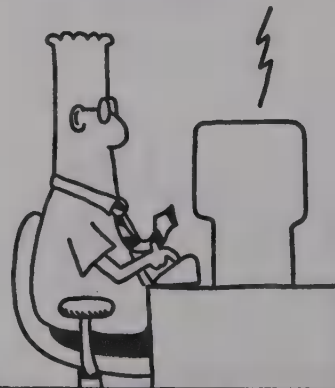
## STEP TWO: RUMOR

THEY SAY IT COULD  
BE A MILLION.



## STEP THREE: FACT

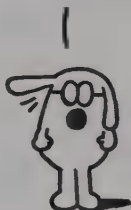
EXPERTS SAY  
ONE MILLION.



S. Adams

## RUMORS

ALL RUMORS ARE  
TRUE - ESPECIALLY  
IF YOUR BOSS  
DENIES THEM.



I HEARD THAT  
WE'RE ALL GOING  
TO BE RECLASSIFIED  
AS "SERFS."

AND THEY'LL  
MAKE US  
WEAR  
PAPER HATS.



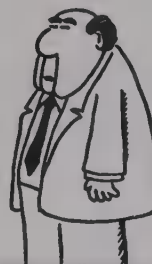
...AND WE'LL  
HAVE TO SALUTE  
ANYBODY FROM THE  
MARKETING  
DEPARTMENT!

THE LOBOTOMIES ARE  
SCHEDULED FOR  
TUESDAY!



THESE RUMORS ARE  
RIDICULOUS. WE ARE  
NOT CONSIDERING  
LOBOTOMIES...

CERTAINLY NOT  
AT THE PRICES  
WE WERE  
QUOTED.



S. ADAMS

## DOGBERT'S RULE OF STRATEGIES

ANY GOOD STRATEGY  
WILL SEEM RIDICULOUS  
BY THE TIME IT IS  
IMPLEMENTED.



### EXECUTIVE OFFICES

LET'S OFFER AN  
EARLY RETIREMENT  
INCENTIVE.



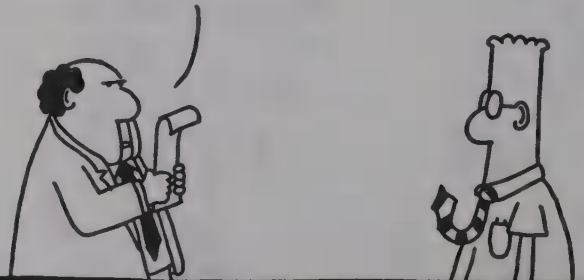
YEAH, THAT WAY  
WE CAN AVOID  
LAYOFFS.

THE EMPLOYEES  
WILL UNDER-  
STAND AND  
LOVE US.



### LOWER MANAGEMENT

WE HAVE TO ROUND  
UP THE EXPERIENCED  
EMPLOYEES AND PAY  
THEM TO LEAVE.



S. Adams

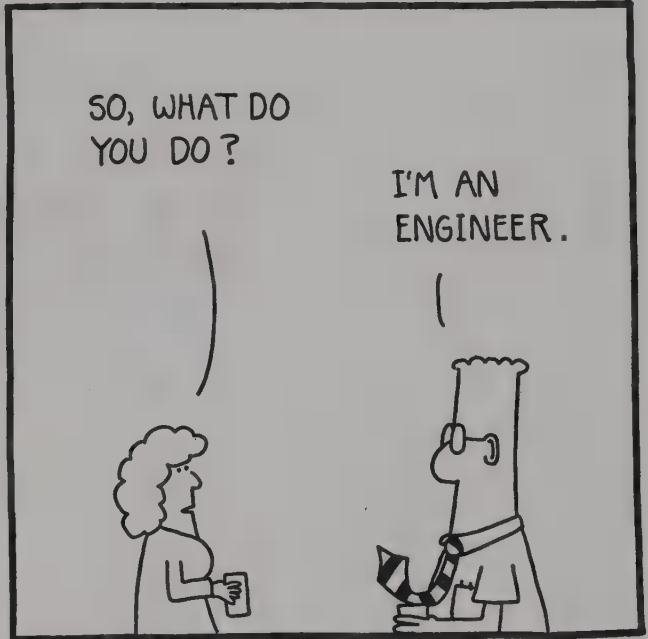
## WHAT YOU DO

WHAT YOU DO IS NOT  
NEARLY AS IMPRESSIVE  
AS WHAT YOUR JOB  
TITLE IMPLIES THAT  
YOU DO.



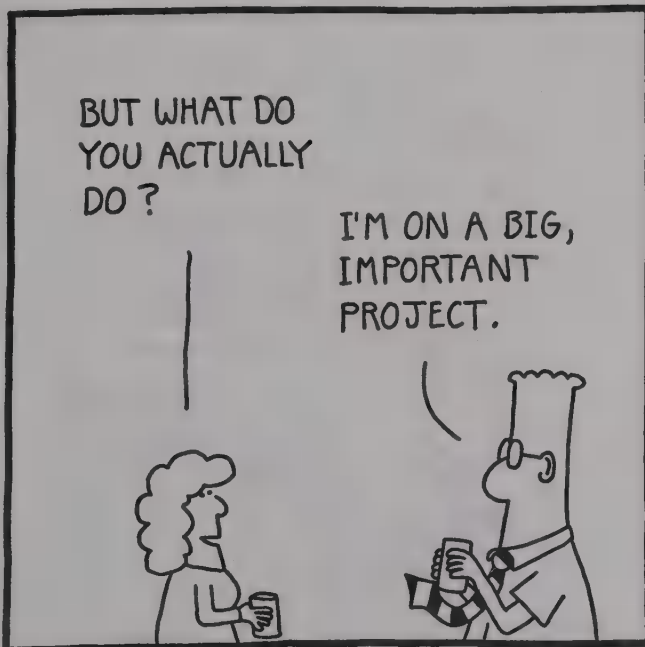
SO, WHAT DO  
YOU DO?

I'M AN  
ENGINEER.



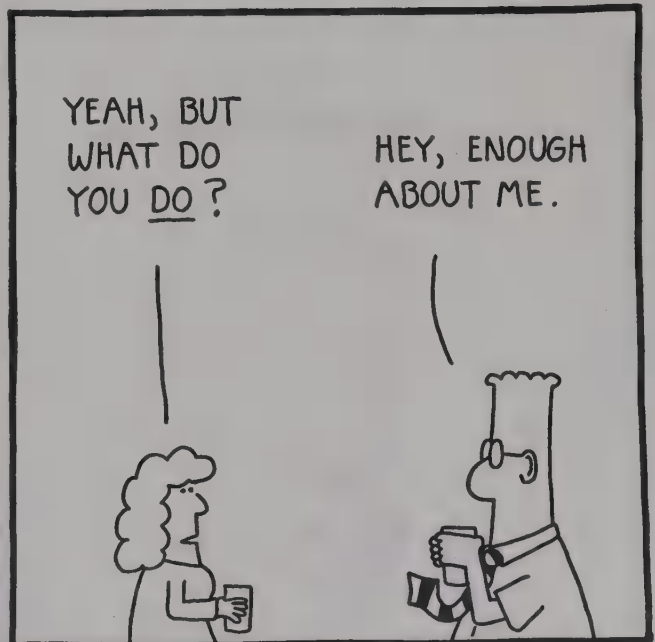
BUT WHAT DO  
YOU ACTUALLY  
DO?

I'M ON A BIG,  
IMPORTANT  
PROJECT.



YEAH, BUT  
WHAT DO  
YOU DO?

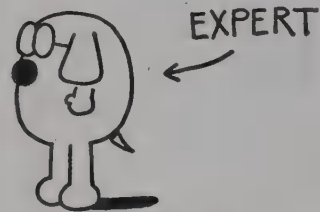
HEY, ENOUGH  
ABOUT ME.



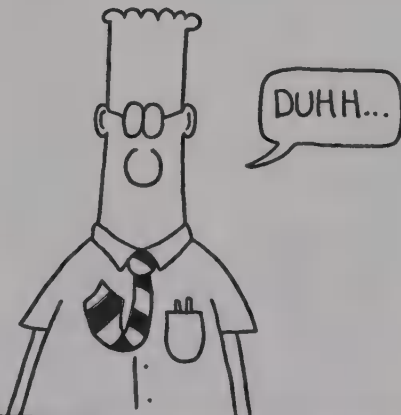
S. ADAMS

## HOW TO IDENTIFY AN EXPERT

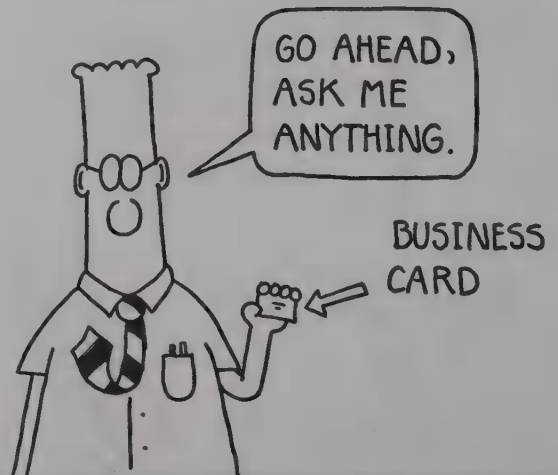
AN EXPERT IS A PERSON WHO HAS BEEN ASSIGNED TO AN EXPERT'S JOB. NO OTHER QUALIFICATIONS ARE NECESSARY.



NON-EXPERT



EXPERT



S. ADAMS

# DOGBERT'S TIPS

## HOW TO MAKE YOUR BORING JOB SOUND DANGEROUS

EVEN THE MOST MUNDANE BUSINESS ACTIVITIES CAN SOUND GLORIOUS IF YOU DESCRIBE THEM IN ANGRY AND VIOLENT TERMS. BUT REMEMBER TO SPEAK METAPHORICALLY, OR IT WILL SOUND SILLY.



CORRECT

I'VE BEEN PUTTING OUT FIRES ALL DAY!

SO I SAID "DON'T SHOOT THE MESSENGER!"



ALSO CORRECT

IT'S A BOMB WAITING TO GO OFF!

MAYBE I'LL DODGE A BULLET THIS TIME!

I'LL HAVE TO FALL ON MY SWORD IF THIS DOESN'T WORK!



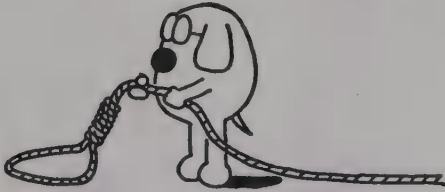
INCORRECT

I WROTE A MEMO AND WENT TO LUNCH!



## WHEN TO CHANGE JOBS

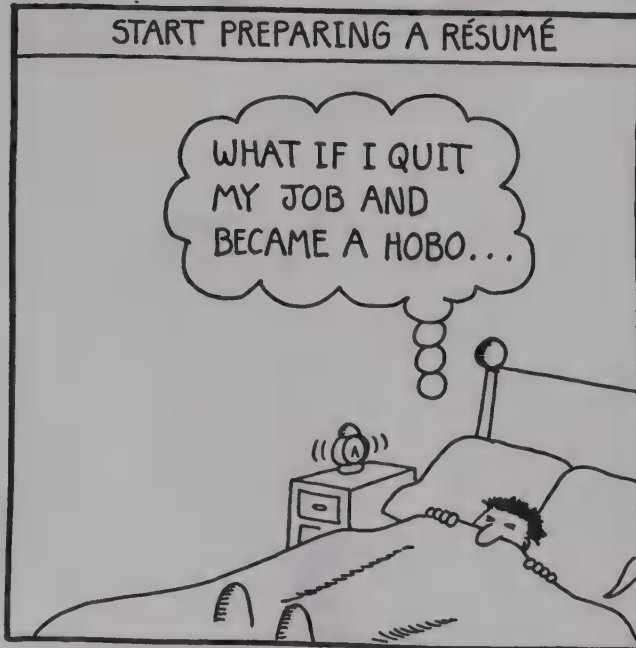
CHANGING JOBS IS A TRAUMATIC AND DEGRADING PROCESS. YOU SHOULD ONLY DO IT WHEN YOUR CURRENT JOB BECOMES UNBEARABLE. FIND YOURSELF ON THIS GUIDE TO HELP YOUR DECISION.



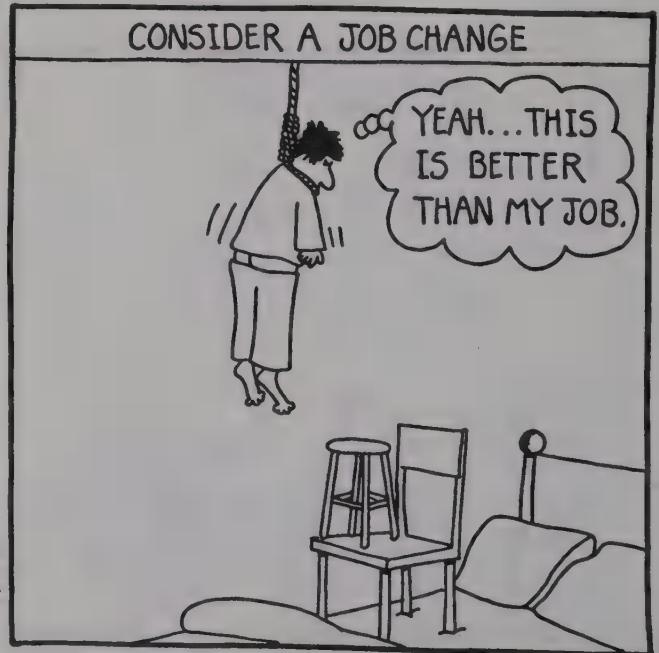
### NOT TIME TO CHANGE JOBS YET



### START PREPARING A RÉSUMÉ



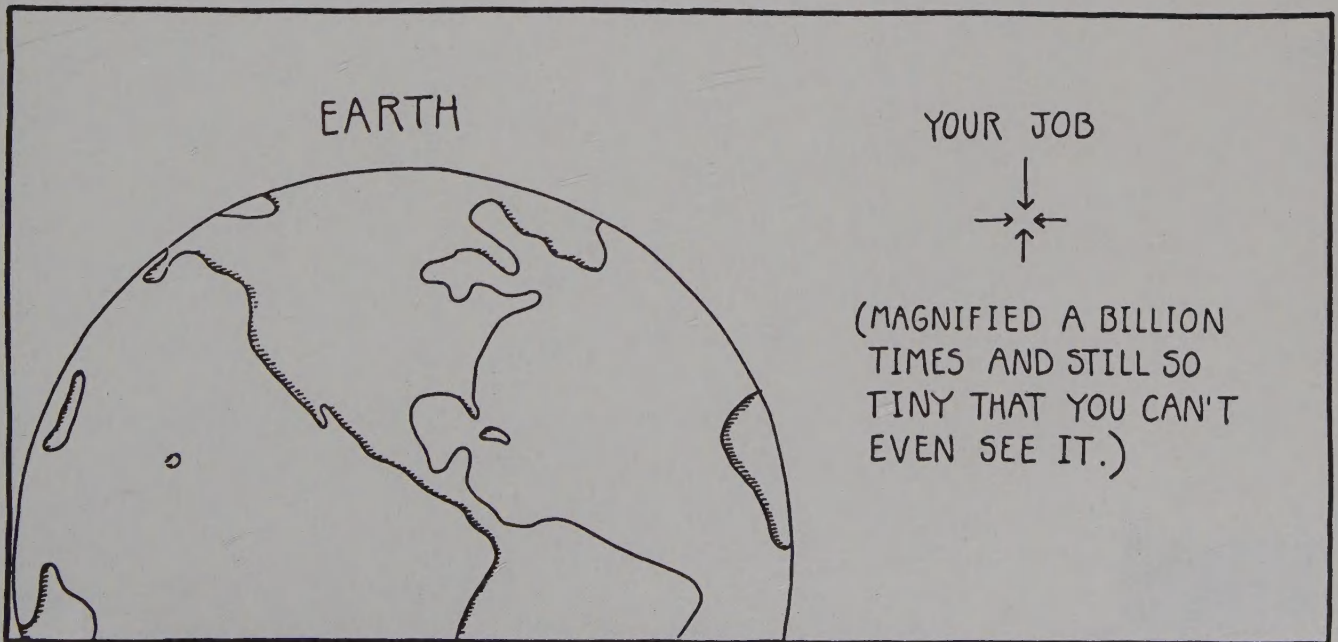
### CONSIDER A JOB CHANGE





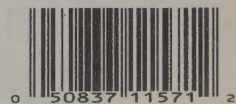
## KEEPING YOUR PERSPECTIVE

YOUR JOB IS UTTERLY INSIGNIFICANT. BUT ON THE PLUS SIDE, NOTHING YOU COULD DO WOULD SERIOUSLY DAMAGE THE PLANET. DON'T TAKE ANY OF IT TOO SERIOUSLY.





UPC



# BUILD A BETTER LIFE BY STEALING OFFICE SUPPLIES



**A**t last there is a business book that you won't have to lie about having read. This one has cartoons, so you can actually make it through the whole thing. You won't have to change the conversation when somebody says "Have you read the Dogbert book?". You can look them straight in the eye and quote an actual passage from the book.

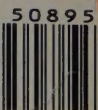
So far, all the people who have read the book have had affairs with attractive celebrities soon after finishing it. We can't promise that will happen to you, but hey, you're probably doing just fine without any help.

**Andrews and McMeel**  
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