

# FUGITIVE FROM THE CUBICLE POLICE



A DILBERT™ BOOK



BY SCOTT ADAMS





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**A DILBERT™ BOOK BY SCOTT ADAMS**

**Andrews and McMeel**  
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**Kansas City**

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# Introduction

I was doing some thinking today. But I didn't enjoy it very much, so I decided to write this introduction instead.

It seems as though every time I turn around, well, I get dizzy. So I stopped doing that. Now I only walk straight forward and backward and it has made my life much simpler. Granted, sometimes I have to tunnel through sheetrock, which is hard on my teeth. And my annoying neighbors are starting to whine about the holes in their houses. And it can take a VERY long time to get where I'm going, given the circumference of the earth and the hassle with immigration.

But when it starts to get me down I remember the story about the tortoise and his hair. If I recall, the tortoise had hair that grew very quickly. For some reason this was a problem. The tortoise eventually triumphed by beating his hair with his flipper.

Now you might say that tortoises (torti to be proper) do not have flippers. But if that's true, how could they fly? Or you might say that torti do indeed have flippers—I'm not really doing a whole lot of research for this part of the book—in which case, shut up.

And this brings me to my main point: I've been spending far too much time alone in my house since I became a cartoonist. My friends told me that the isolation, combined with my newfound prosperity, would have a negative impact on my mental state. So I paid a guy to kill them.

I'm kidding. I don't have friends. At least not good ones.

But if you'd like to be my friend—and Lord knows that's a hot ticket—you can do that by joining Dogbert's New Ruling Class.

As you might already know, when Dogbert conquers the planet and becomes supreme ruler, everyone who subscribes to the free Dilbert Newsletter will form the New Ruling Class and have complete dominion over everyone else. The others (we call them individuals) will be our domestic servants. Don't let that happen to you.

The Dilbert newsletter is free and it's published approximately "whenever I feel like it," which is about four times a year. There's an e-mail version and a snail mail version. The e-mail version is better.

E-mail subscription (preferred): write to [scottadams@aol.com](mailto:scottadams@aol.com)

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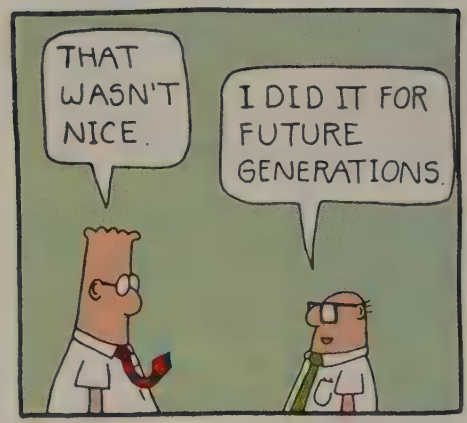
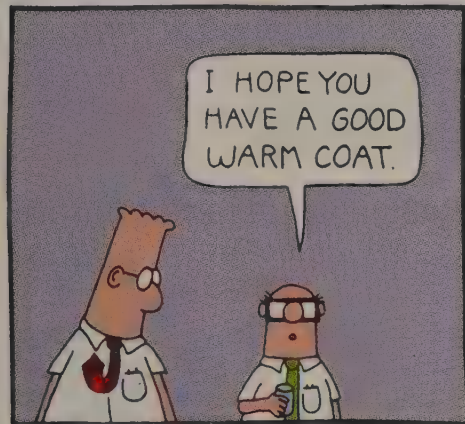
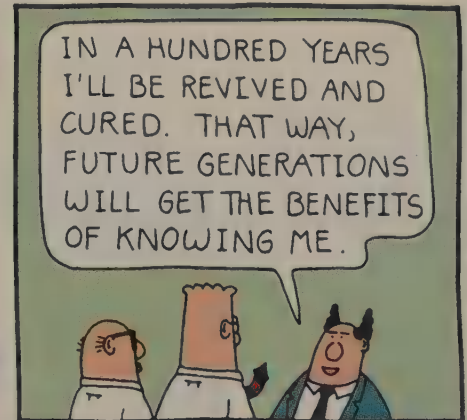
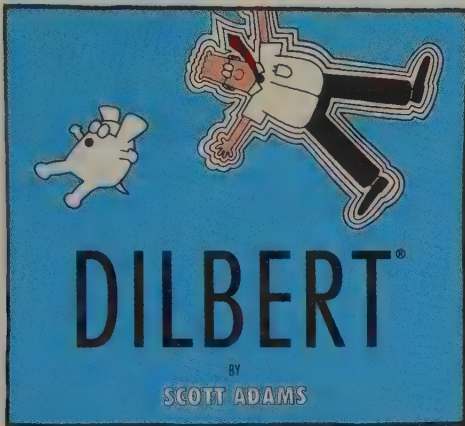
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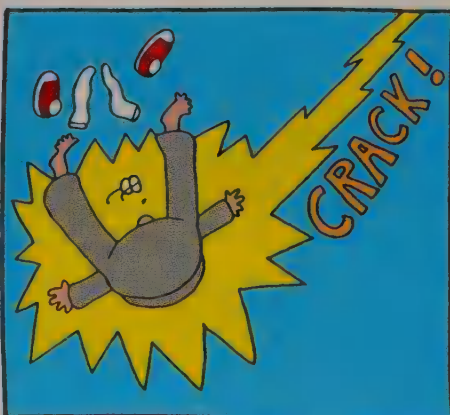
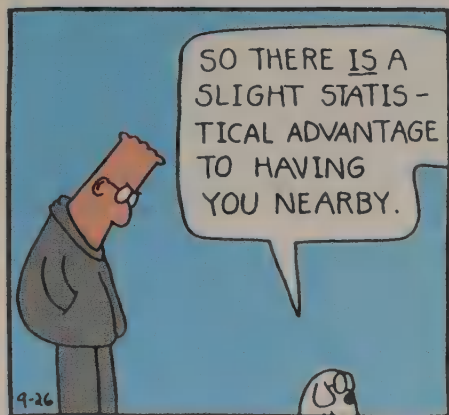
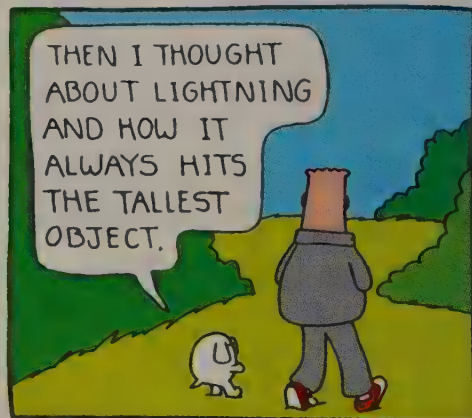
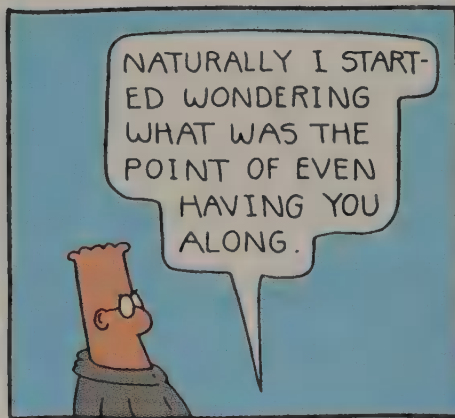
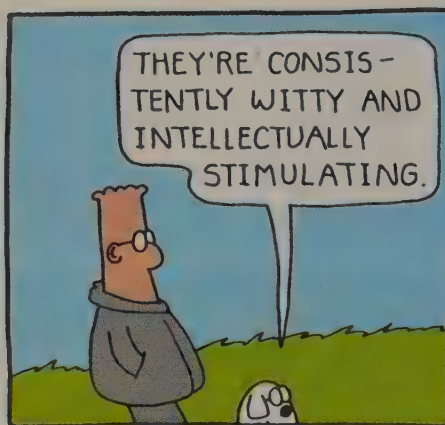
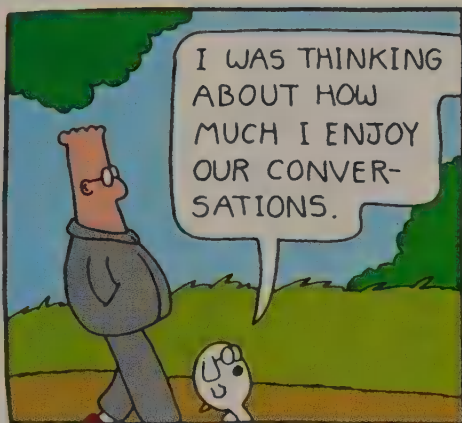




# DILBERT®

BY

SCOTT ADAMS







HAVE I TOLD YOU  
RECENTLY THAT I  
HAVE A LUCRATIVE  
JOB OFFER FROM OUR  
COMPETITOR?



YES

THE PAY IS OBSCENE,  
THEY WEAR CASUAL  
CLOTHES AT WORK,  
AND WEDNESDAY  
THROUGH FRIDAY IS  
FREE BEER  
AND PIZZA.



AS THE NEW GUY I GET  
TO DATE THE MASSEUSE  
UNTIL THE COMPANY  
MATCHES ME WITH AN  
ATTRACTIVE CO-WORKER.



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NEXT WEEK I'LL BE AT MY  
NEW JOB, REAPING  
HUGE  
REWARDS.



WE'RE SO HAPPY  
FOR YOU.

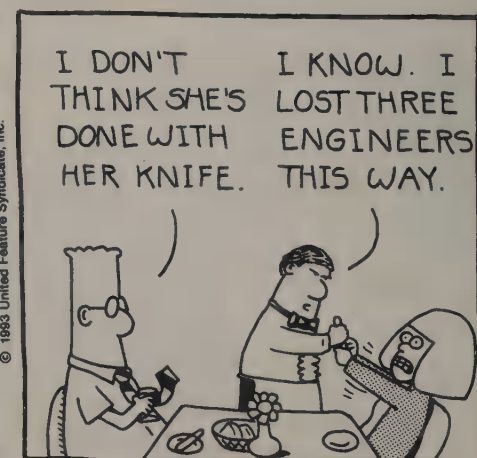
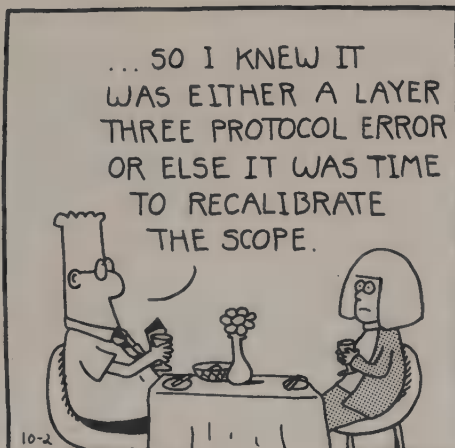
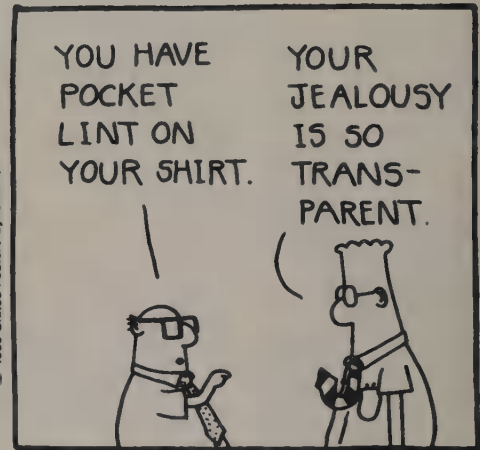
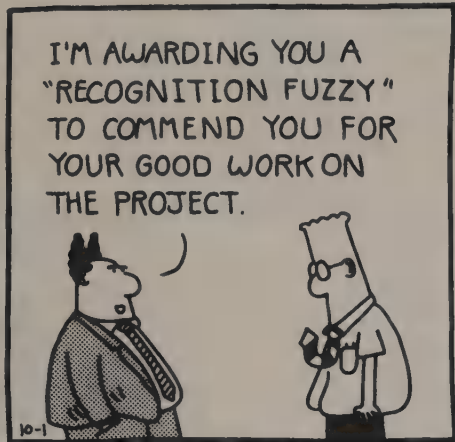
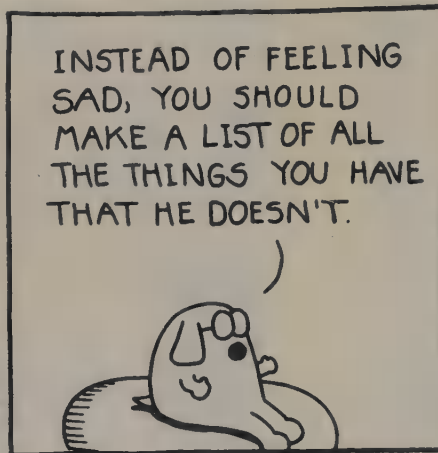
BUT I'LL STILL HAVE  
A LITTLE CUBICLE  
LIKE YOURS.



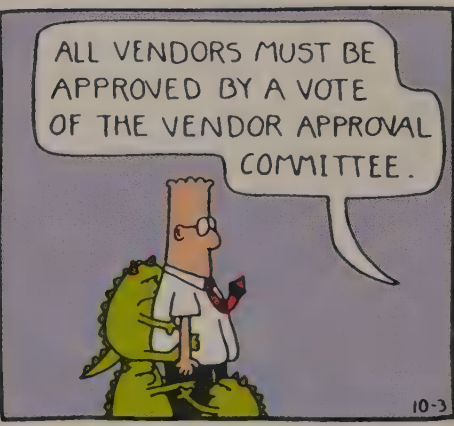
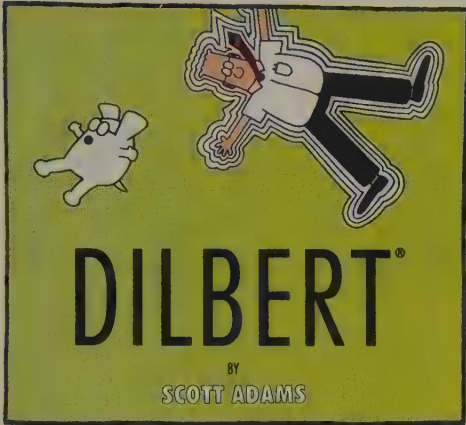
THE ONLY DIFFERENCE  
BEING THAT I'LL KEEP  
A PONY THERE. THAT  
WAY IT'S CLOSE TO MY  
OFFICE.

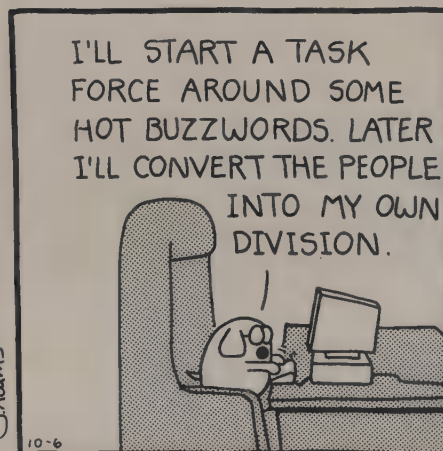
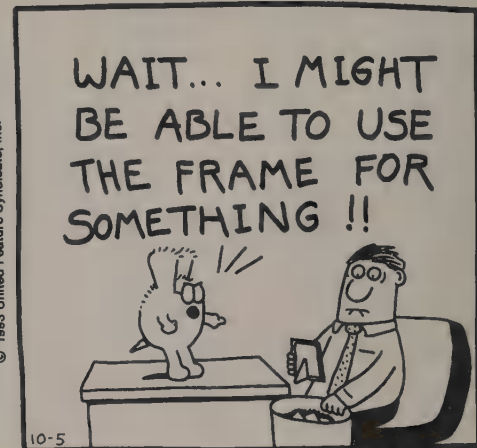
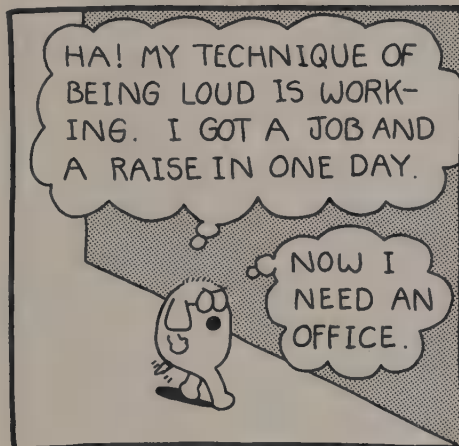
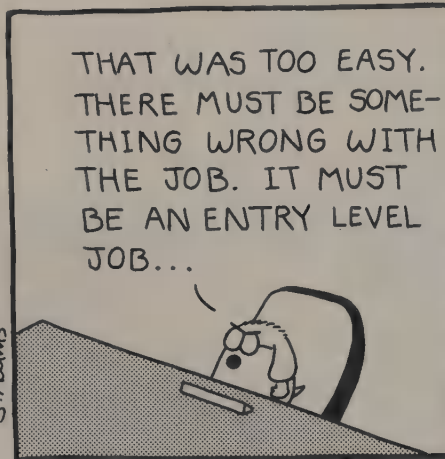


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THANK YOU ALL FOR  
VOLUNTEERING FOR  
MY TASK FORCE ON  
"PALMTOP PERSONAL  
MULTIMEDIA."



S. Adams

I'M SURE THAT YOU  
ALL HAVE A COMMON  
VISION ABOUT THIS  
PROJECT...



SPECIFICALLY, YOU THINK  
IT WILL LOOK GOOD ON  
YOUR RESUMES WHILE  
BEING TOO FUTURISTIC  
TO GENERATE ANY  
REAL WORK.



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YOUR ENTIRE STAFF  
VOLUNTEERED TO WORK  
ON MY TASK FORCE.  
NOW I WANT THEM  
AND THEIR BUDGETS  
TRANSFERRED TO  
ME.



S. Adams

WHY  
WOULD  
I AGREE  
TO THAT?

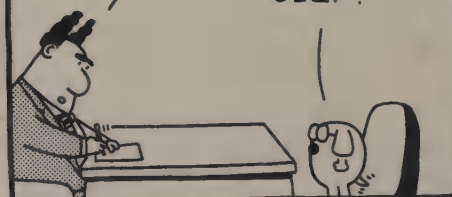
IF YOU DON'T,  
I'LL TELL  
EVERYBODY  
YOU'RE NOT  
A TEAM  
PLAYER...  
SIGN HERE.



10-8

SO... NOW  
I'M ON  
THE TEAM,  
RIGHT?

YEAH...  
THE LOSING  
TEAM...  
BY YOUR-  
SELF.



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DOGBERT MEETS THE  
COMPANY PRESIDENT.

YOU'VE MADE QUITE  
A NAME FOR YOURSELF  
IN THE WEEK YOU'VE  
WORKED HERE.



S. Adams

IT WAS EASY TO GRAB  
POWER, ONCE I  
REALIZED THE OTHER  
EXECUTIVES WERE  
JUST IMBECILES WITH  
GOOD HAIR.



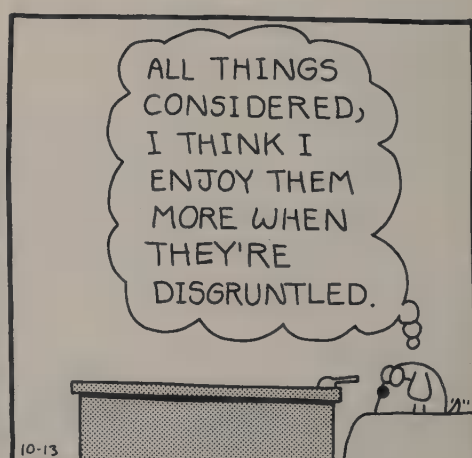
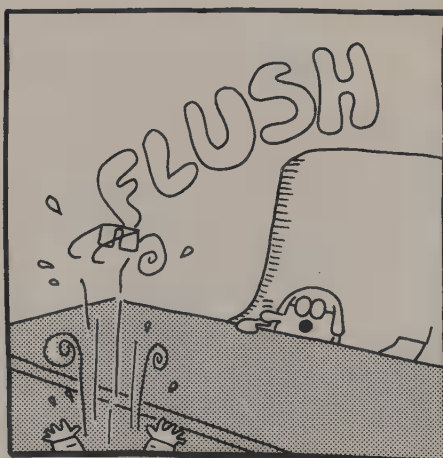
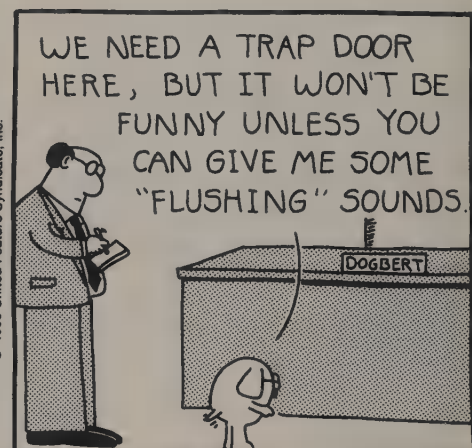
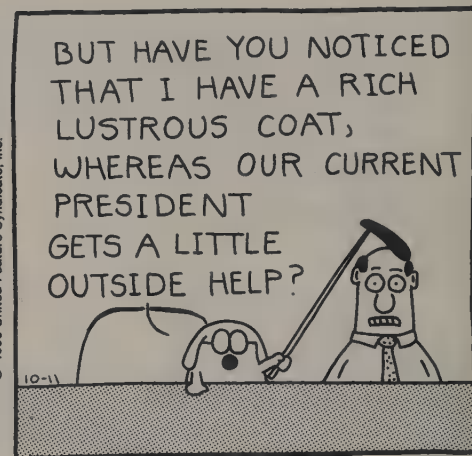
10-9

I HOPE YOU  
DON'T THINK  
THAT OF ME.

NO, THAT  
LOOKS LIKE  
A TOUPEE  
FROM HERE.



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WHAT?? THE PRESIDENTS  
OF OTHER COMPANIES  
MAKE WAY MORE  
MONEY THAN I  
DO!!



S. Adams

I'D BETTER MAKE SOME  
SHORT-SIGHTED SPEND-  
ING CUTS. THAT SHOULD  
RAISE OUR STOCK  
PRICE AND MAKE  
MY STOCK OPTIONS  
WORTH MILLIONS.



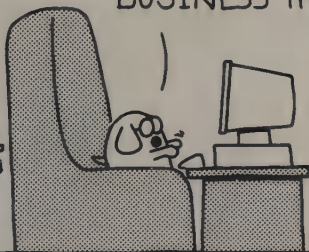
10-14

... ALL BUSINESS TRIPS  
ARE ONE-WAY FROM  
NOW ON... AND YOU'RE  
ALL REQUIRED TO TAKE  
A TRIP THIS AFTERNOON.



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I SAVED THE COMPANY A  
FORTUNE BY SENDING  
THE HEADQUARTERS  
STAFF ON ONE-WAY  
BUSINESS TRIPS.



S. Adams

THEY HAVEN'T WASTED  
MONEY ON ANY STUPID  
PROJECTS. ALL DAY...  
NOW I CAN LEAK MY  
STRATEGY TO THE  
MEDIA AND EXERCISE  
MY STOCK OPTIONS AT  
THE UPTICK.

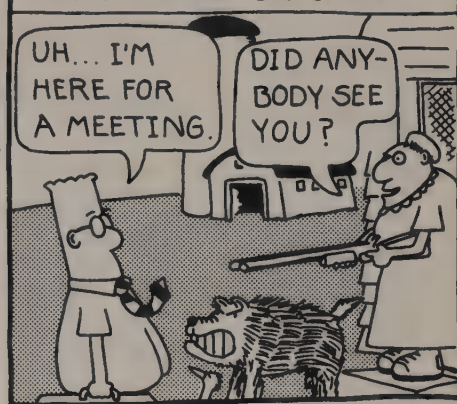


10-15

SOMEWHERE IN IOWA

UH... I'M  
HERE FOR  
A MEETING.

DID ANY-  
BODY SEE  
YOU?



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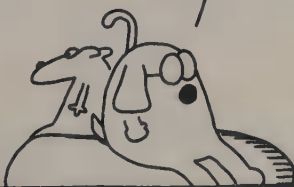
WHY DID  
YOU QUIT  
YOUR JOB  
AS COMPANY  
PRESIDENT?

I MADE A  
FORTUNE ON  
MY STOCK  
OPTIONS AND  
RETIREMENT  
PAYOUT.



S. Adams

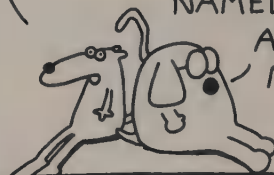
I'M GOING TO  
TURN MY  
ATTENTION TO  
PHILANTHROPY.



10-16

IS THAT  
THE STUDY  
OF PEOPLE  
NAMED  
PHIL?

IT'S MOSTLY  
ABOUT  
WATCHING  
PEOPLE BEG,  
AND HAVING  
BUILDINGS  
NAMED  
AFTER ME.



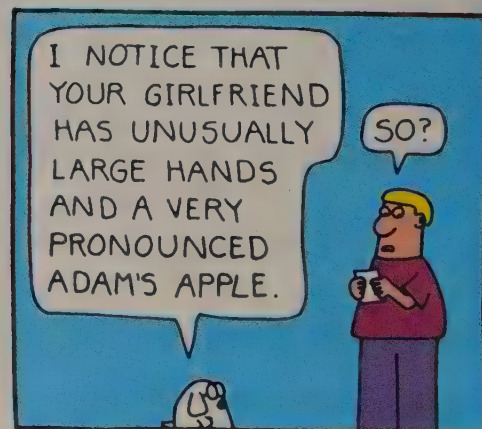
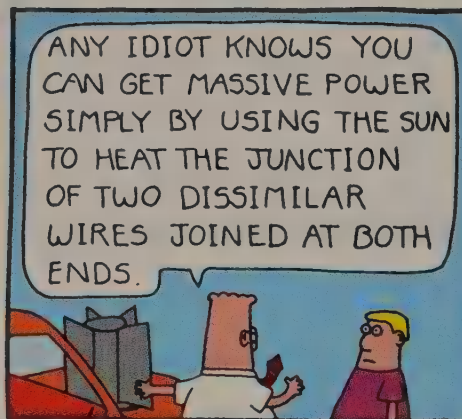
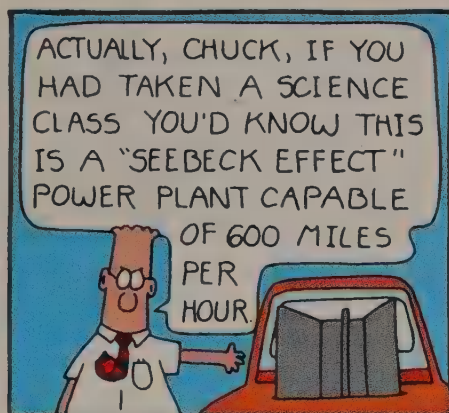
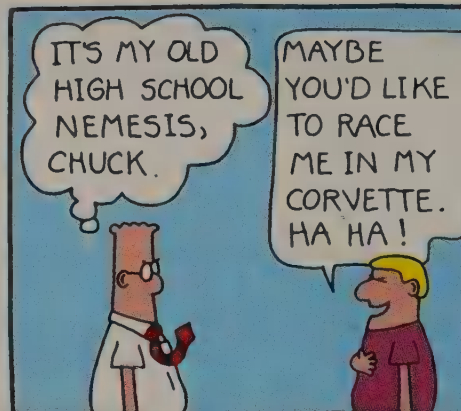
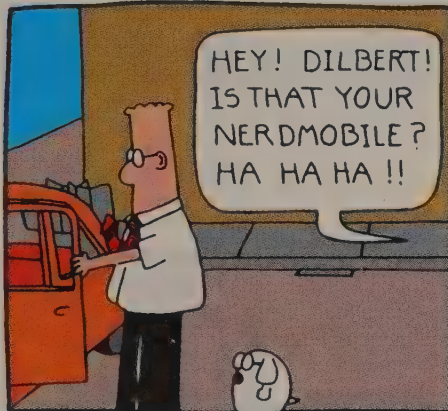
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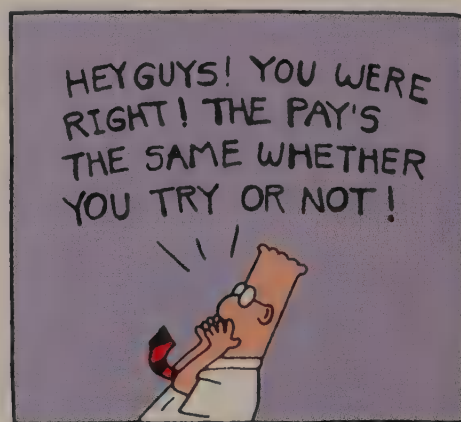
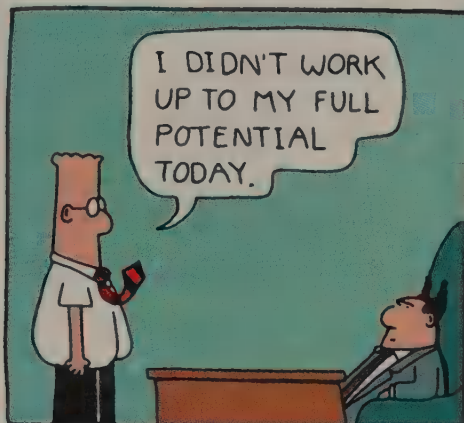
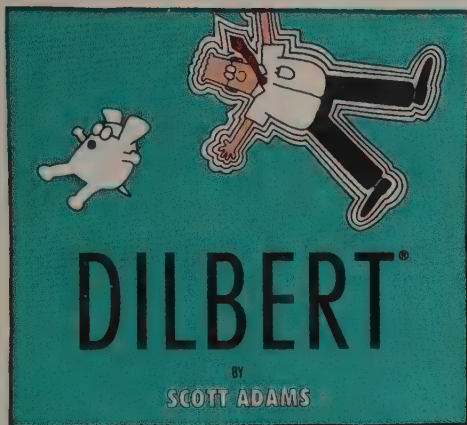
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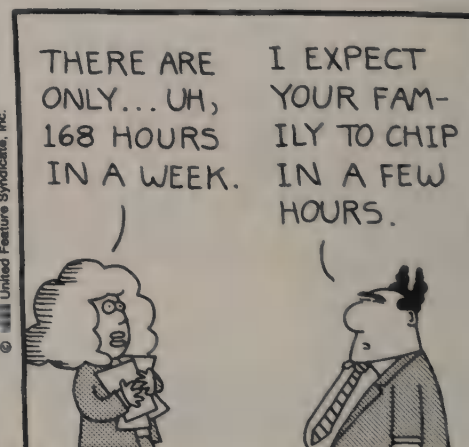
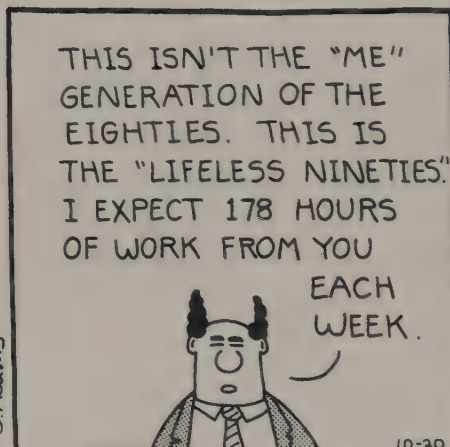
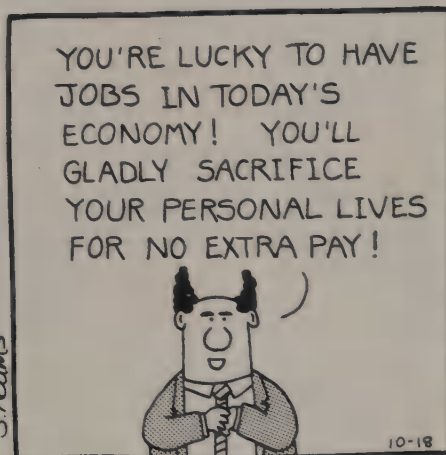
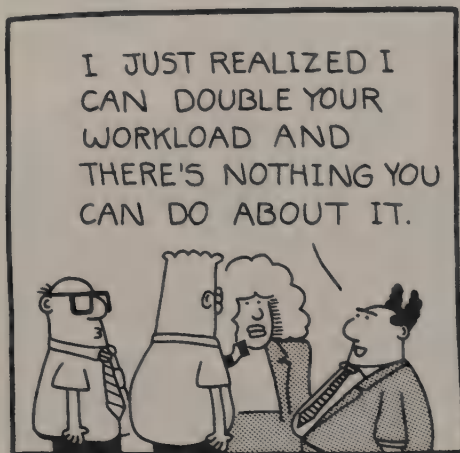
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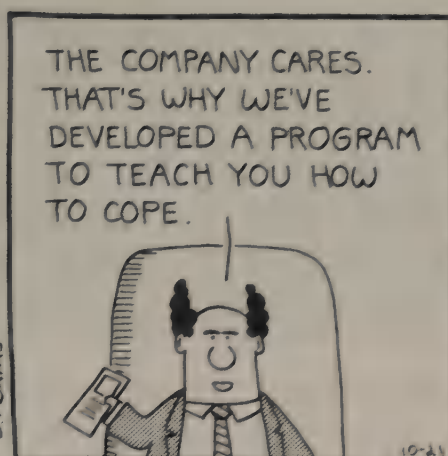




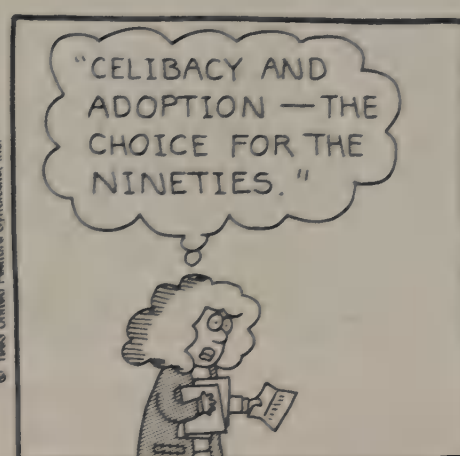




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10-21



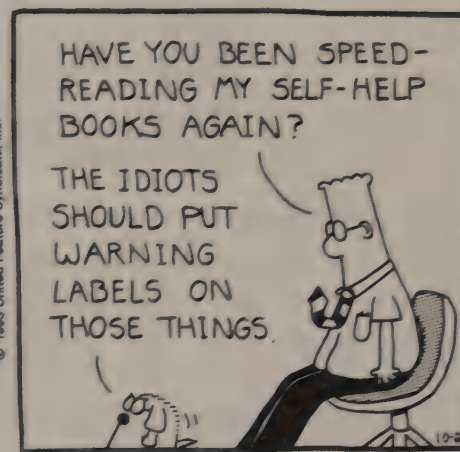
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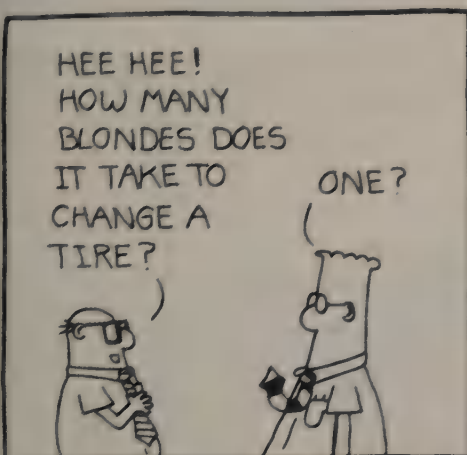
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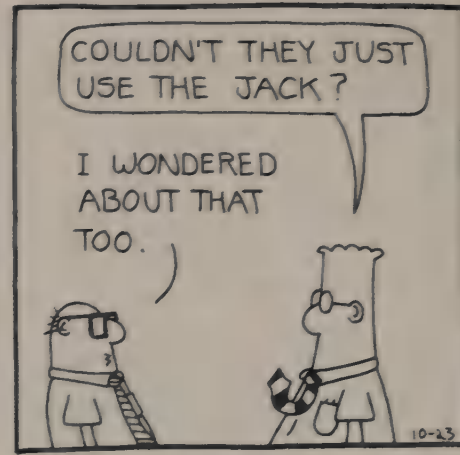
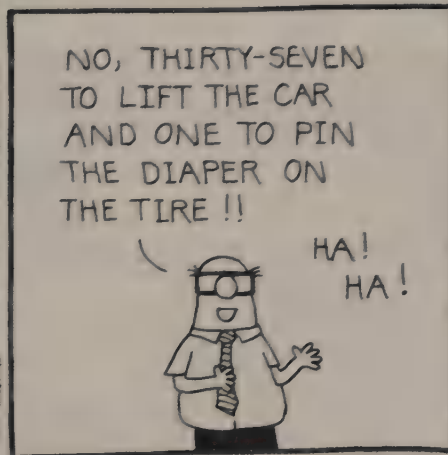
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10-23



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10-23

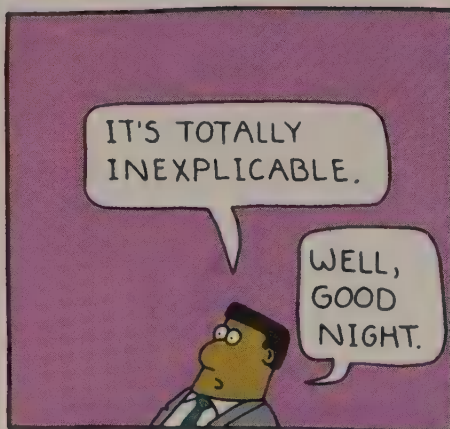
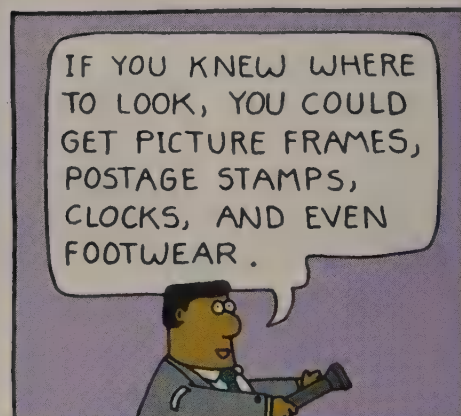
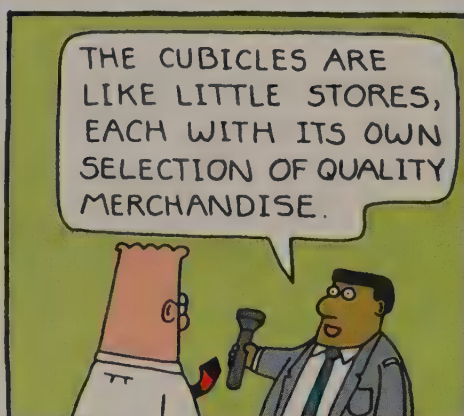




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BY  
SCOTT ADAMS



HERE'S MY TIME  
REPORT, IN FIFTEEN  
MINUTE INCREMENTS.



AND HERE'S MY  
MONTHLY PROJECT  
STATUS, MY BUDGET  
FORECAST, MY KEY  
ACCOMPLISHMENTS, MY  
JEOPARDY  
LIST...



S. Adams

10-25

NEVER HAS SO  
LITTLE BEEN  
MEASURED  
SO MUCH.



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I NEED TO IDENTIFY  
ANY UNNECESSARY  
AND UNPRODUCTIVE  
EMPLOYEES SO I CAN  
CUT COSTS.



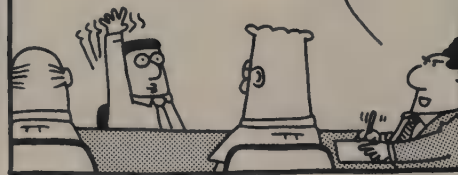
S. Adams

DOES ANYBODY HAVE  
SPARE TIME TO JOIN  
MY TASK FORCE ON  
PRODUCTIVITY?



10-26

GOOD,  
GOOD...  
ANYBODY  
ELSE?



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I CAN'T REMEMBER  
IF I'M LEFT HANDED  
OR RIGHT HANDED.



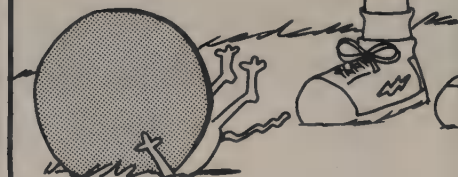
I LIVE IN FEAR THAT  
I'LL BE WALKING IN  
THE PARK, SOMEONE  
WILL TOSS ME A BALL  
AND I'LL LOOK ...  
AWKWARD.



S. Adams

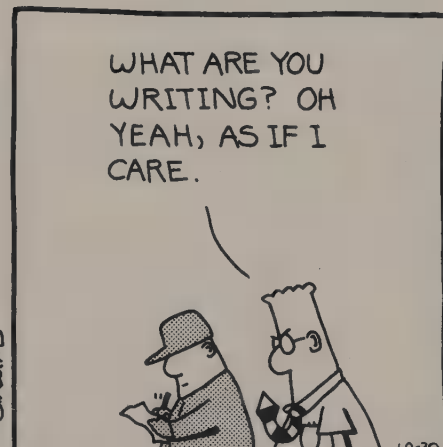
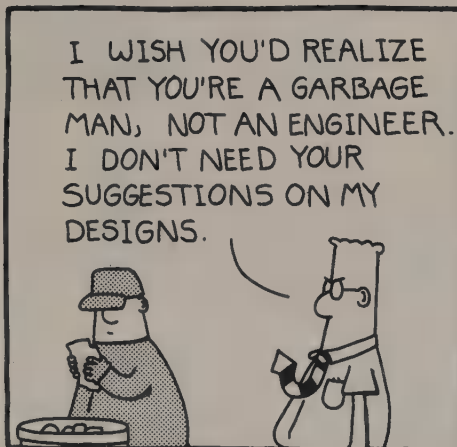
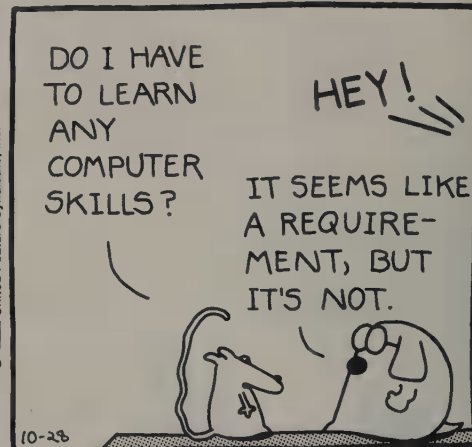
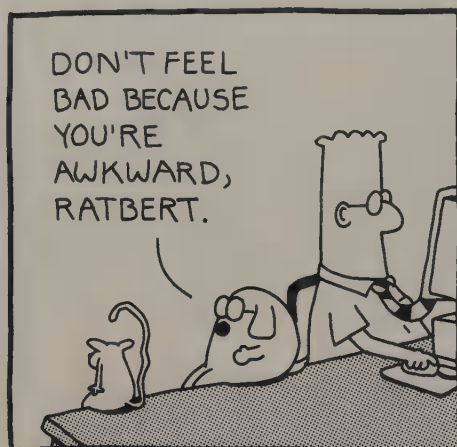
10-27

NICE CATCH,  
RAT.

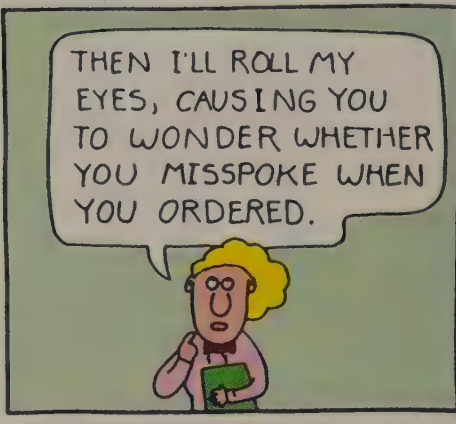
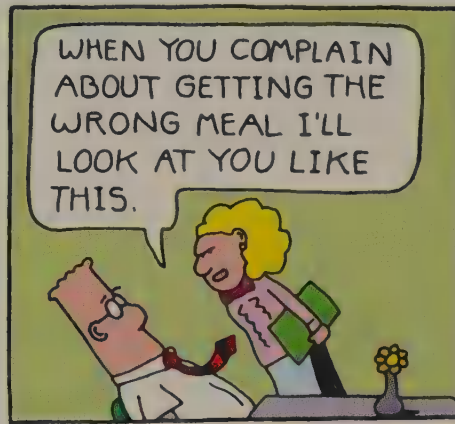
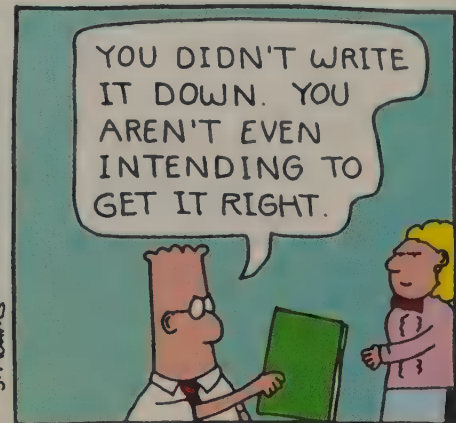
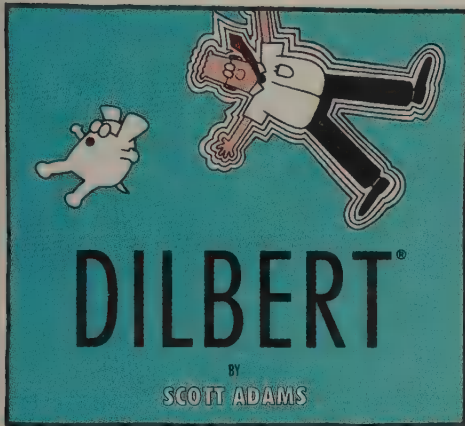


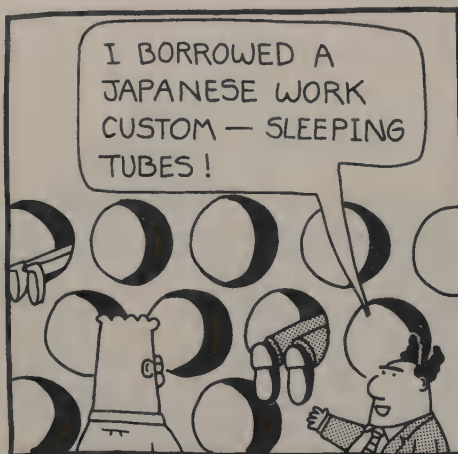
REALLY? IT DIDN'T  
LOOK AWKWARD?

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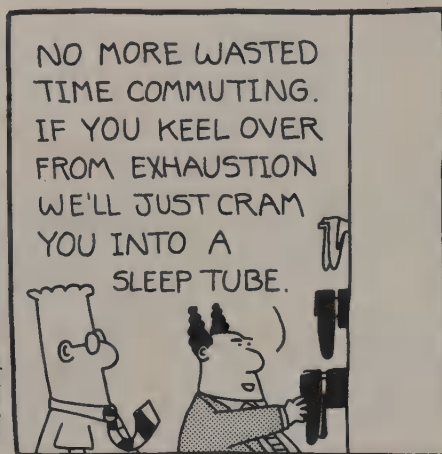








S. Adams



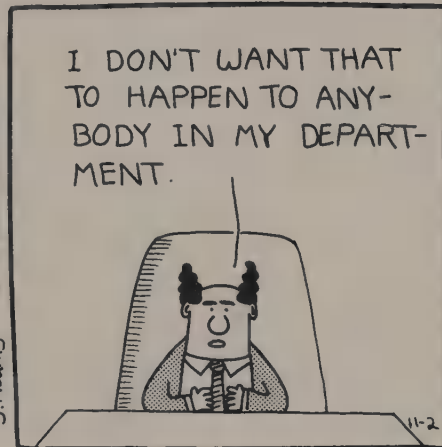
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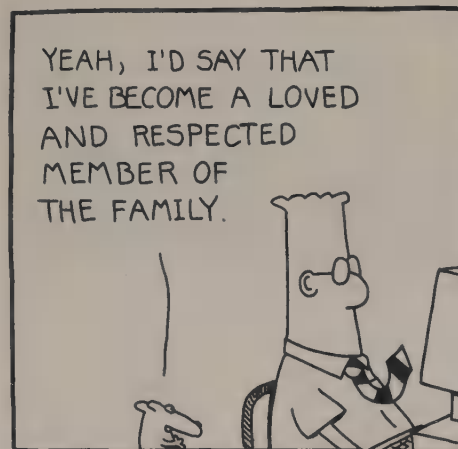
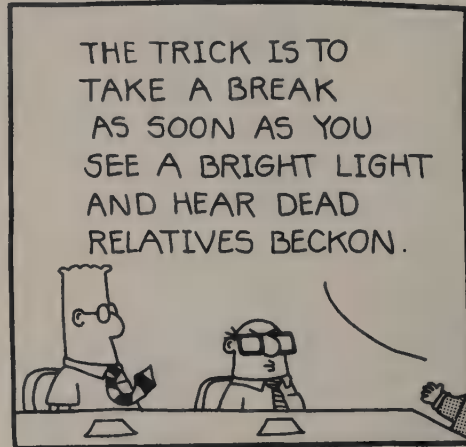
11-1



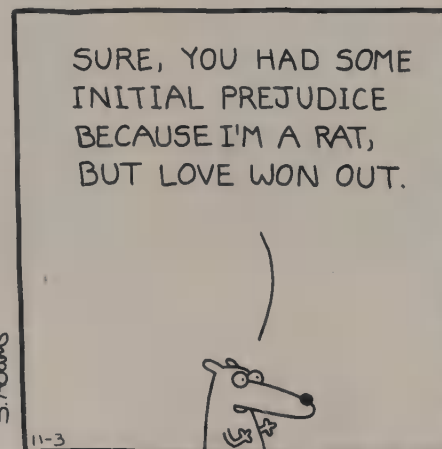
S. Adams © 1993 United Feature Syndicate, Inc.



11-2



S. Adams

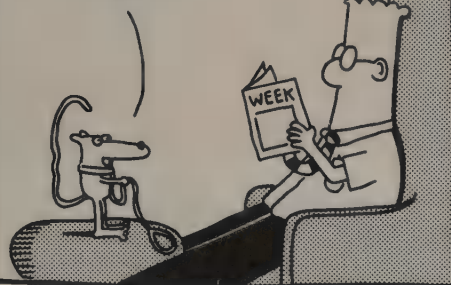


11-3

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IT'S TIME  
TO WALK  
THE RAT!



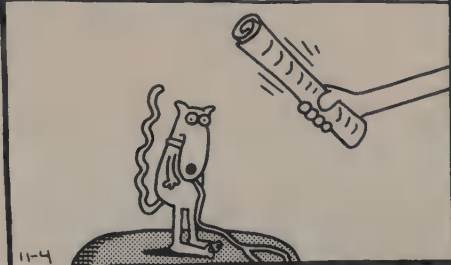
S. Adams

YOU'RE CONFUSING  
YOURSELF WITH A  
DOG. THE PROPER  
WAY TO EXERCISE A  
RAT IS TO STRIKE IT  
REPEATEDLY WITH A  
ROLLED-UP  
MAGAZINE.



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SHOULD RATBERT BE  
SPARED? SEND YOUR  
VOTE BY E-MAIL TO:  
SCOTTADAMS@AOL.COM



WE'RE BEING  
DELUGED BY  
E-MAIL!



S. Adams

THE MALE WRITERS  
HEAVILY FAVOR  
WHACKING RATBERT  
WITH THE  
MAGAZINE.



11-5

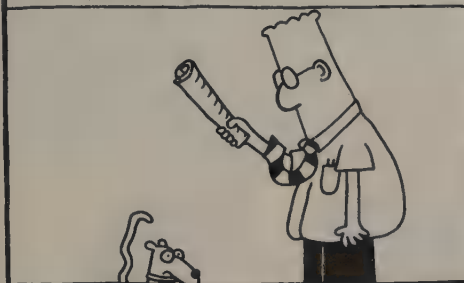
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AND WE HAVE A  
NUMBER OF HELPFUL  
SUGGESTIONS  
INVOLVING  
POWER TOOLS.

BOYS  
WILL BE  
BOYS.



RATBERT'S FATE DEPENDS  
ON THE KINDNESS OF  
READERS WHO ARE VOTING  
BY ELECTRONIC MAIL.



S. Adams

DON'T WORRY, RATBERT.  
YOU WON'T GET WHACKED  
UNLESS PEOPLE THINK  
SENSELESS CRUELTY IS  
SOMEHOW "FUNNY."

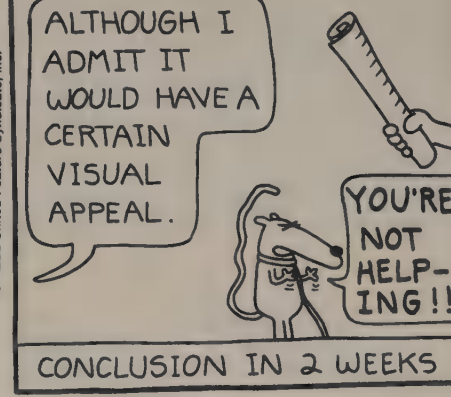


11-6

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ALTHOUGH I  
ADMIT IT  
WOULD HAVE A  
CERTAIN  
VISUAL  
APPEAL.

YOU'RE  
NOT  
HELP-  
ING!!



CONCLUSION IN 2 WEEKS

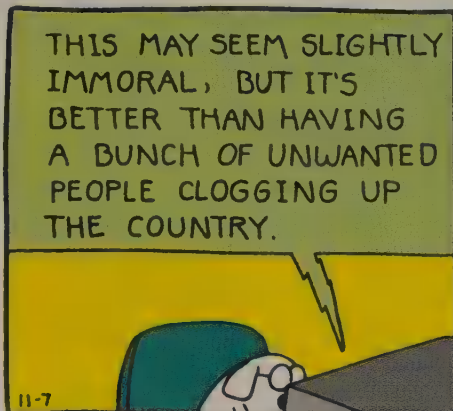
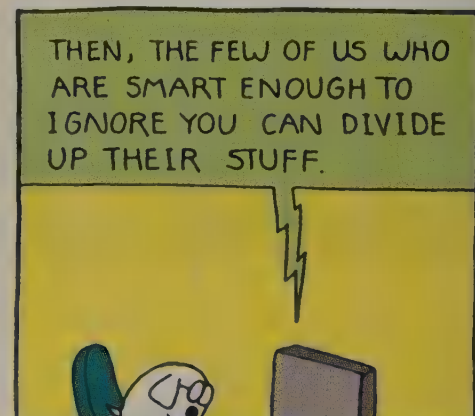
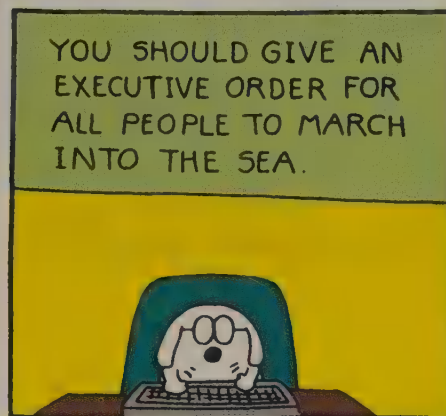
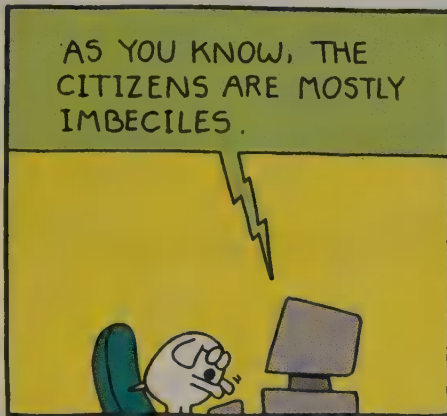
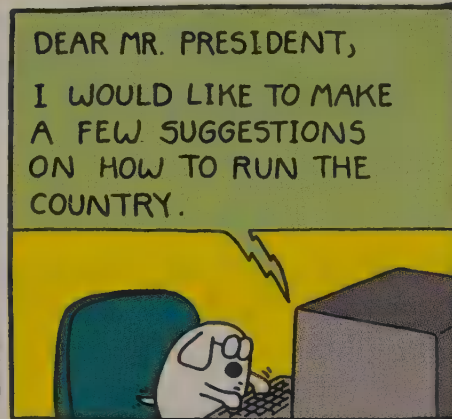
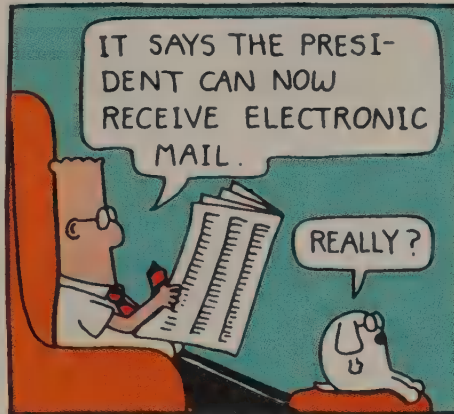


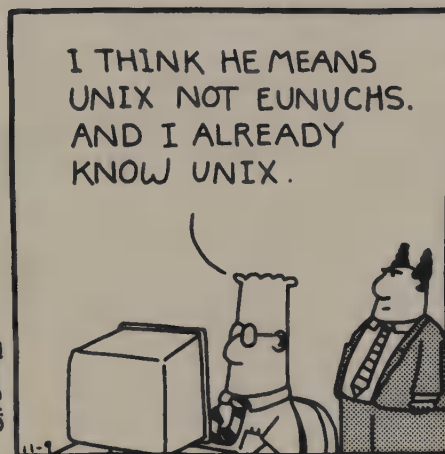
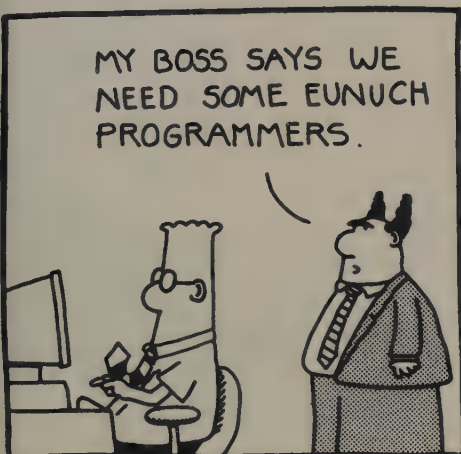
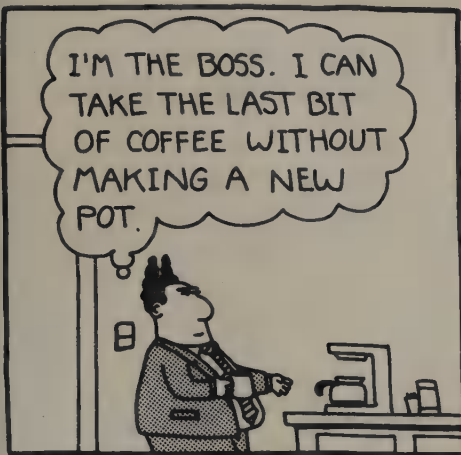


# DILBERT®



BY  
SCOTT ADAMS







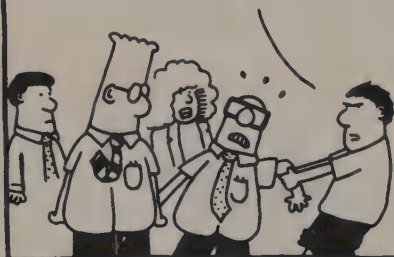
AT THE FIRE-WALKING SEMINAR FOR MANAGERS

WHO WILL BE FIRST TO BRAVE THE HOT COALS?



S. Adams

YOU WILL TEACH THE OTHERS BY YOUR EXAMPLE.



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NOW, WHAT YOU LEARN FROM WALLY'S EXAMPLE IS: DON'T USE ALCOHOL-BASED AFTER-SHAVE.



FOOSH

11-11

AT THE FIRE-WALKING SEMINAR FOR MANAGERS

I DON'T THINK YOU'RE READY.



S. Adams

FIRE-WALKING REQUIRES COMPLETE CONFIDENCE. ANYTHING LESS COULD BE DANGEROUS.



11-12

I'M JUST CHILLY.

FINE... DO IT WITH YOUR SOCKS ON.



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I MADE IT THROUGH THE FIRE-WALKING SEMINAR UNINJURED BY WEARING ASBESTOS LINED SOCKS.



S. Adams

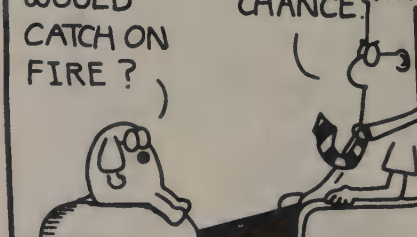
PEOPLE ALWAYS LAUGHED BECAUSE I LINED MY UNDERGARMENTS WITH ASBESTOS - BUT WHO'S LAUGHING NOW?



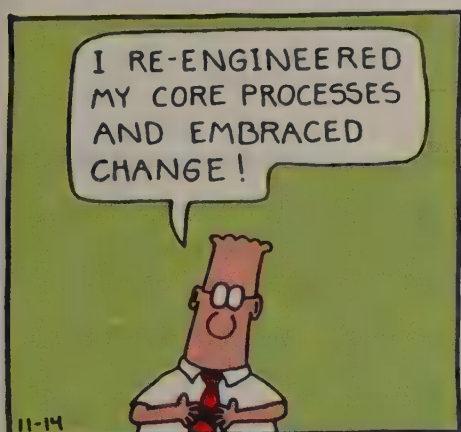
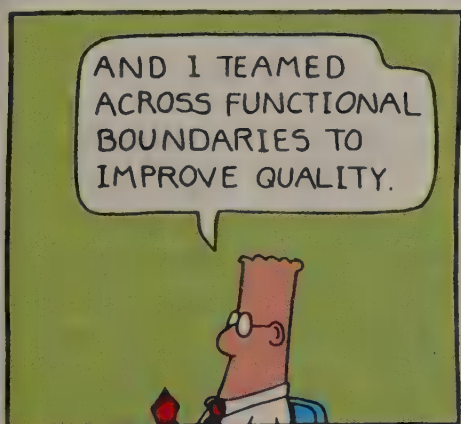
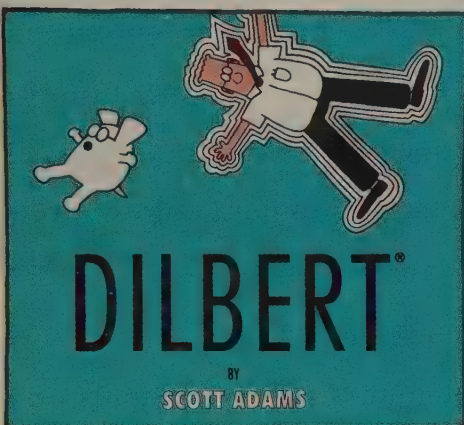
11-13

HAVE YOU ALWAYS FEARED YOUR BUTT WOULD CATCH ON FIRE?

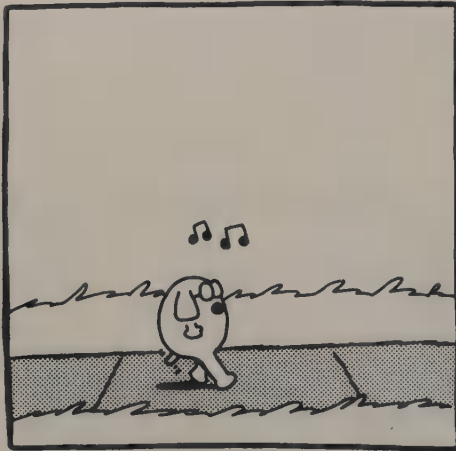
IT'S NOT THE KIND OF THING YOU LEAVE TO CHANCE.



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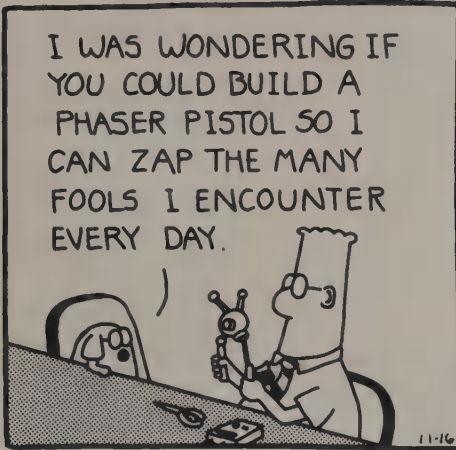
S. Adams



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11-15

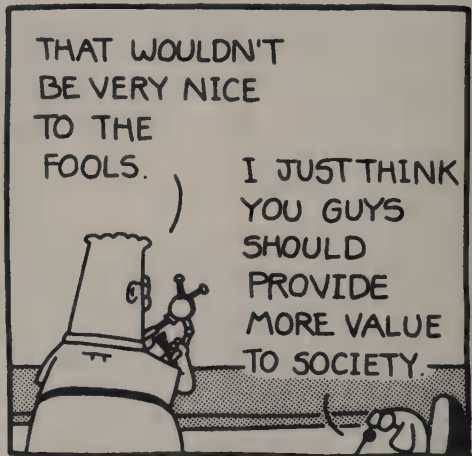


11-16

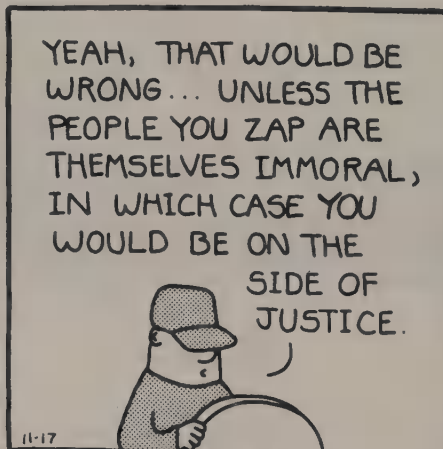
S. Adams



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S. Adams

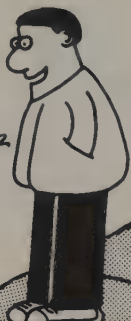


11-17

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HEY, LITTLE DOG,  
SMILE. IT ONLY  
TAKES TWO  
MUSCLES!



S. Adams

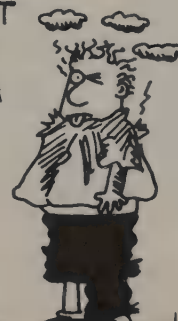
AAAAIII!!

ZAP



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THAT TOOK A  
FEW EXTRA  
MUSCLES, BUT  
I THINK IT  
WAS WORTH  
IT.



11-18

I'M LOOKING FOR  
THE IDIOT WHO  
DOES THE RADIO  
TRAFFIC REPORTS.



S. Adams

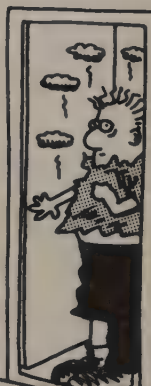
SPEAKING OF  
IDIOTS, ONLY AN  
IDIOT WOULD  
WANT TO BE IN  
THIS TRAFFIC!



11-19

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THAT'S FOR  
MAKING ME  
LISTEN TO  
INANE  
SEGUES.



THANKS FOR LETTING  
ME BORROW YOUR  
PHASER. I  
RECHARGED THE  
BATTERIES.



S. Adams

I HOPE YOU DIDN'T  
USE IT IN ANGER.



11-20

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NO, I WAS LAUGHING  
MOST OF THE TIME. AND  
I PROBABLY WON'T STOP  
WAGGING UNTIL  
TUESDAY.

GOOD.



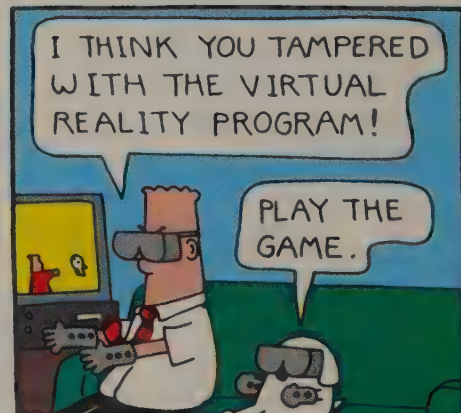
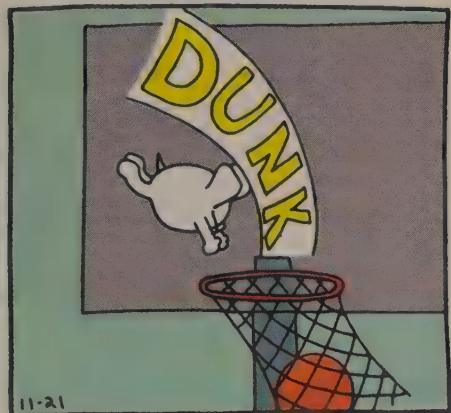


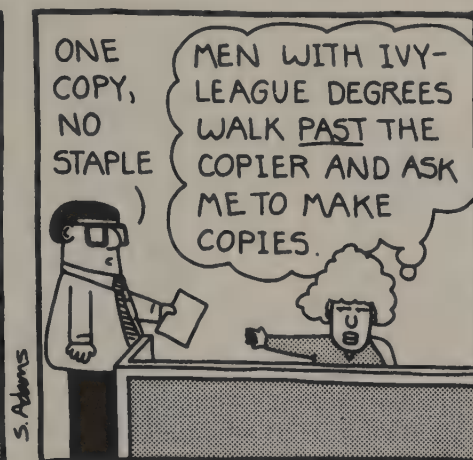
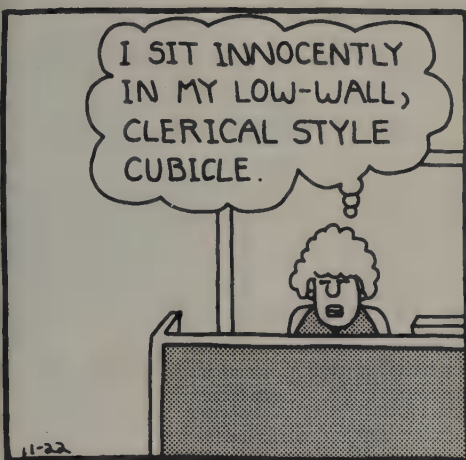


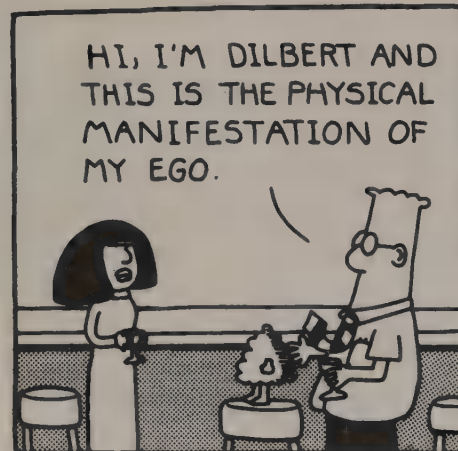
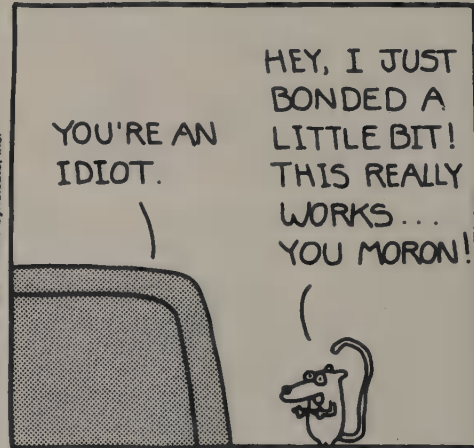
# DILBERT<sup>®</sup>

BY

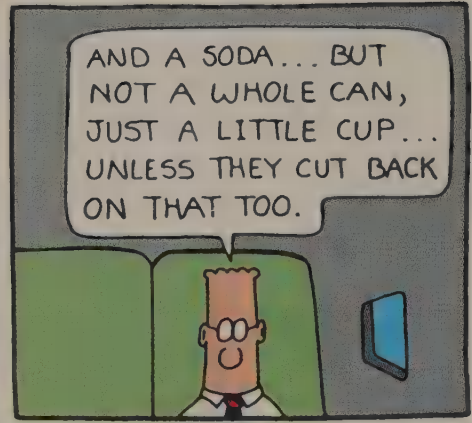
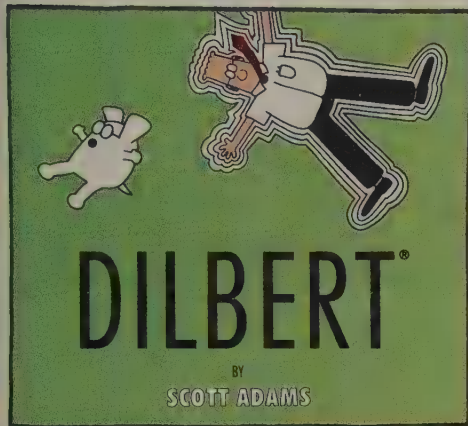
SCOTT ADAMS

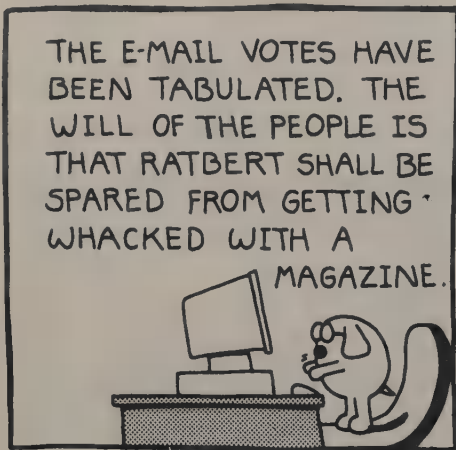








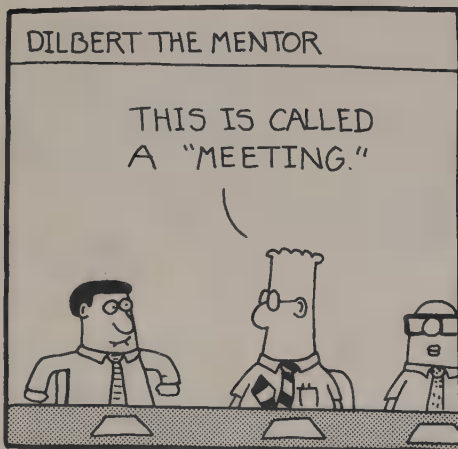
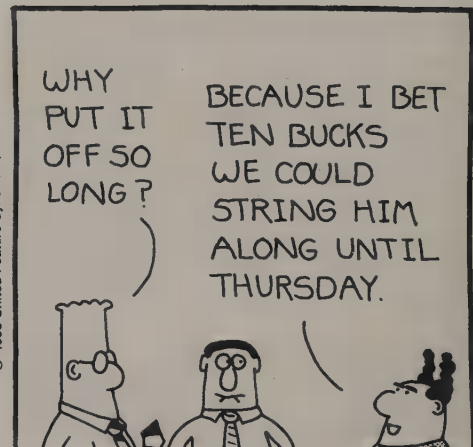
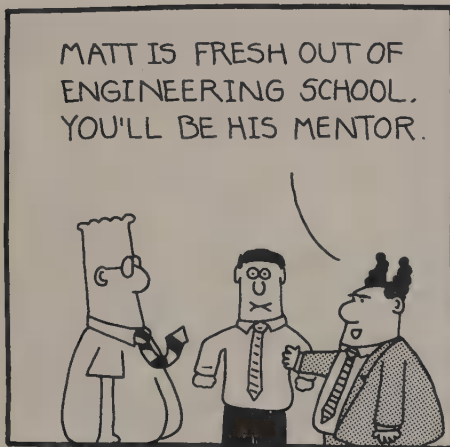




57% = SPARED



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DILBERT THE MENTOR

THIS IS YOUR  
COMPUTER.



WHEN YOU HEAR  
FOOTSTEPS IT'S A  
GOOD IDEA TO MOVE  
THIS THING AROUND  
AND CLICK IT.



THIS CONCLUDES YOUR  
TECHNICAL TRAINING.  
IF YOU HAVE FURTHER  
QUESTIONS JUST  
REMEMBER YOU'RE  
INCONVENIENCING ME.



CONGRATULATIONS,  
MISTER DOGBERT. YOU  
SUBMITTED THE LOWEST  
BID FOR CREATING  
OUR CORPORATE  
FITNESS PROGRAM.



THE OTHER BIDDERS  
WANTED MONEY.  
YOU'RE THE ONLY ONE  
WHO OFFERED TO DO  
IT JUST FOR THE  
LAUGHS.



ALTHOUGH  
I DON'T SEE  
WHAT'S SO  
FUNNY  
ABOUT IT.

ENGINEERS...  
AEROBICS...  
THINK  
ABOUT IT.



SKEPTICS SAY THAT  
A COMPANY FITNESS  
PROGRAM WILL  
NOT SUCCEED.  
LET'S DO SOME  
AEROBICS AND  
SEE WHO'S  
RIGHT!



THE SKEPTICS  
ARE RIGHT.

WE USUALLY  
ARE.



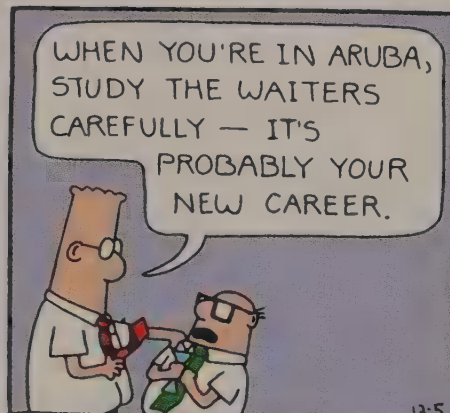
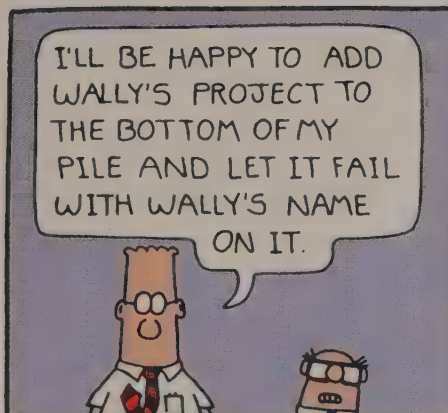
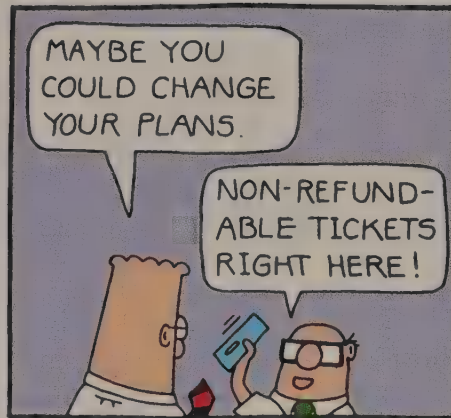
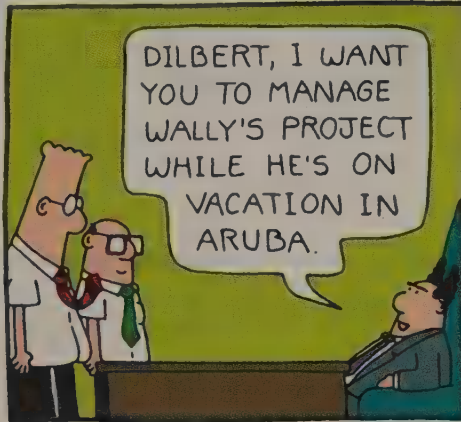




# DILBERT®



BY  
SCOTT ADAMS



MY CHAIR IS BROKEN.  
CAN YOU SEND A NEW  
ONE FROM THE WARE-  
HOUSE?



S. Adams

NO CAN DO, MY FRIEND.  
ALL WE HAVE IS CHAIRS  
WITH DELUXE ARM-  
RESTS. THEY'RE ONLY  
FOR MANAGERS WHO  
ARE ONE LEVEL HIGHER  
THAN YOU.



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WHAT DO I SUGGEST?  
I DUNNO... MAYBE  
TAKE SOME CLASSES AT  
NIGHT. I'M SURE YOU  
CAN GET PROMOTED  
EVENTUALLY.



12-6

MY CHAIR IS BROKEN  
AND THE WAREHOUSE  
IS OUT OF "ENGINEER  
CHAIRS."



S. Adams

AND SINCE I'M ... YOU  
KNOW... EMPOWERED,  
I THOUGHT I MIGHT  
ORDER A "MANAGER  
CHAIR" FOR THE TIME  
BEING.



12-7

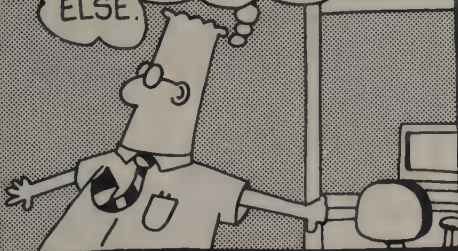
I'VE OVER-  
STEPPED MY  
AUTHORITY,  
HAVEN'T I?



NEXT YOU'LL  
WANT A  
SCREEN  
DOOR ON  
YOUR  
CUBICLE.

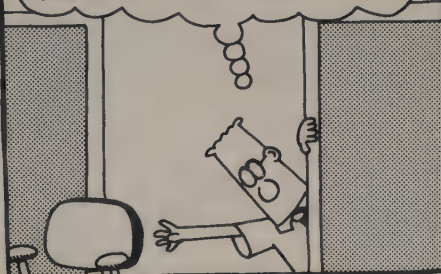
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IF THE WAREHOUSE WON'T  
REPLACE MY BROKEN  
CHAIR, I'LL JUST TAKE  
ONE FROM SOMEBODY  
ELSE.



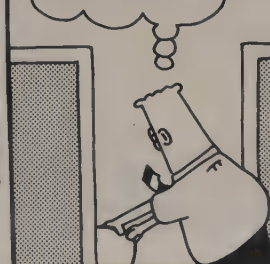
S. Adams

TECHNICALLY, IT'S NOT  
STEALING BECAUSE THE  
CHAIR BELONGS TO THE  
COMPANY EITHER WAY.



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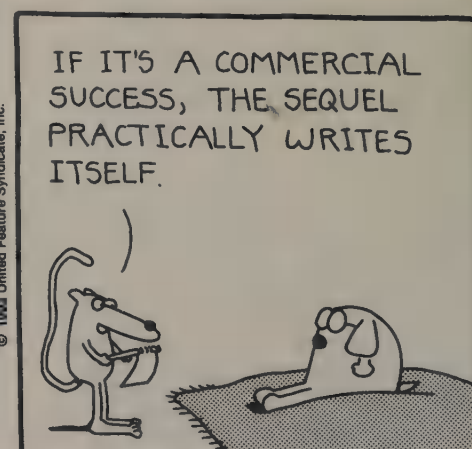
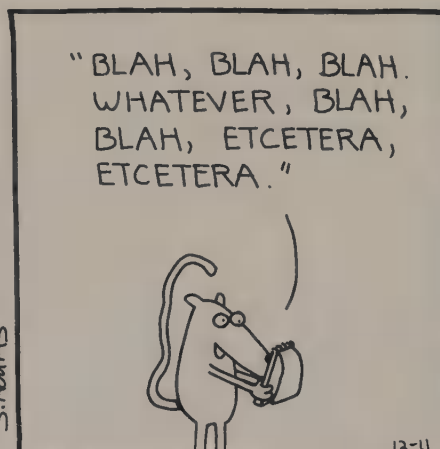
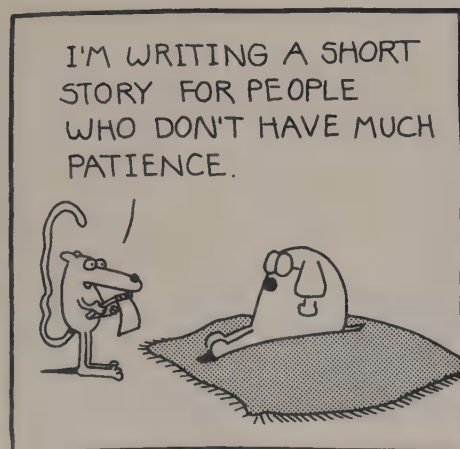
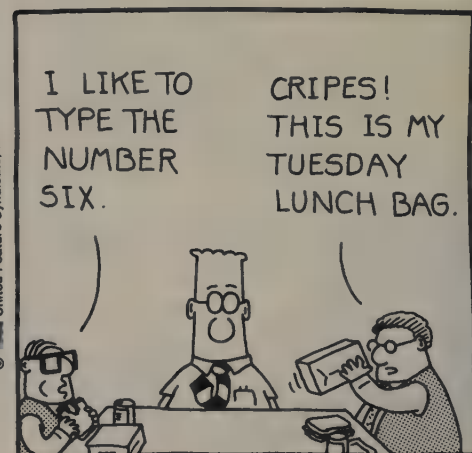
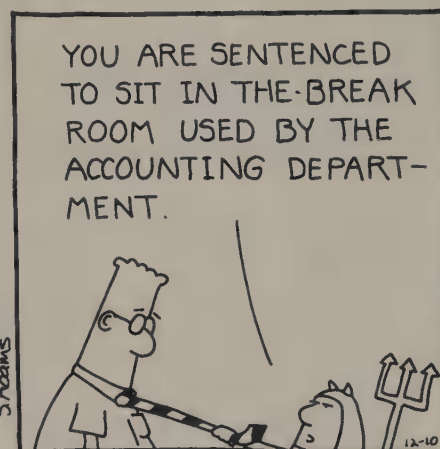
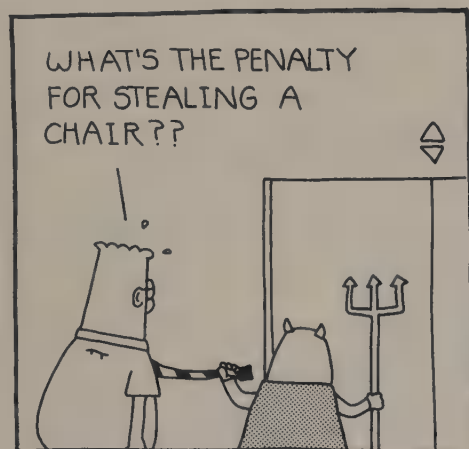
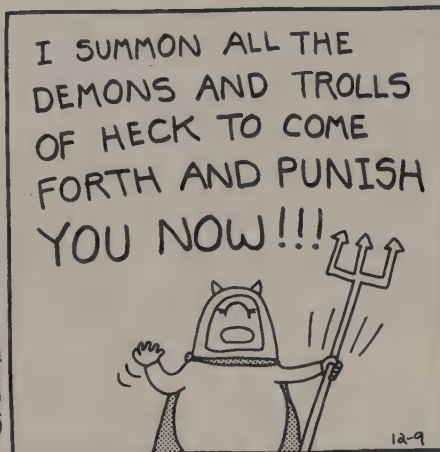
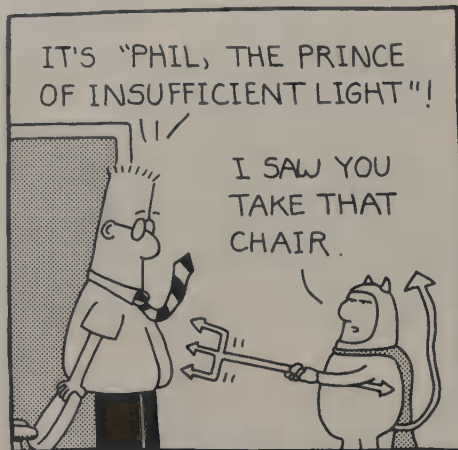
WHAT'S THE  
WORST THING  
THAT COULD  
HAPPEN?



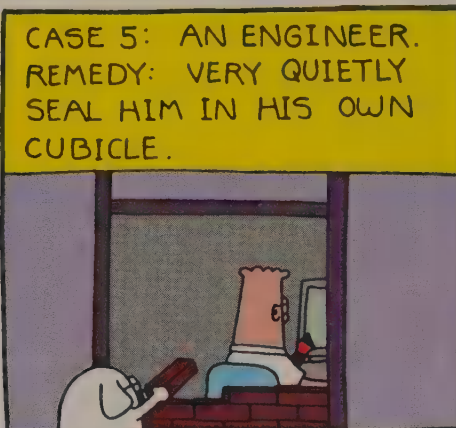
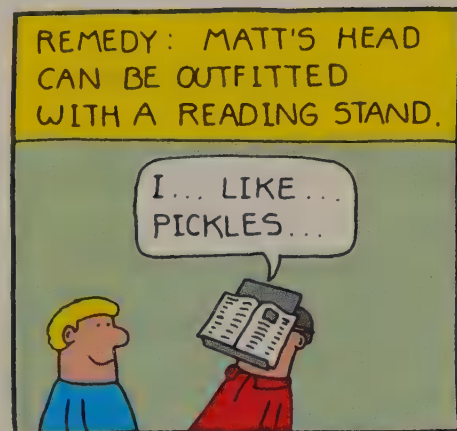
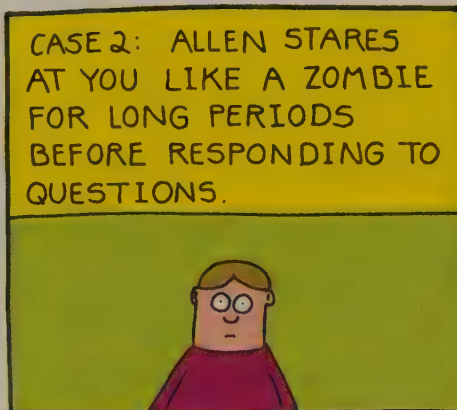
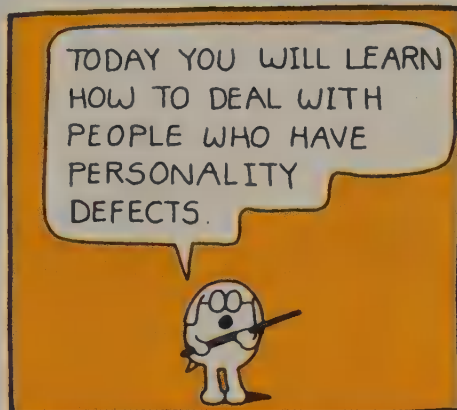
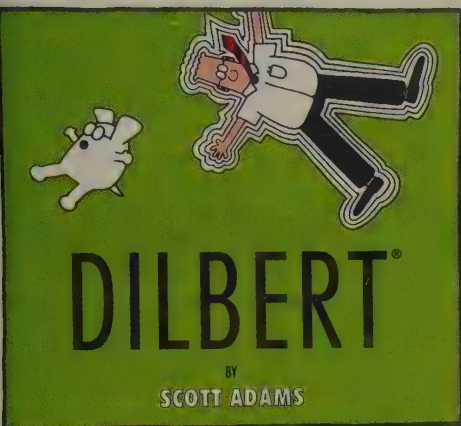
HOLD THE  
ELEVATOR.  
...OVER.

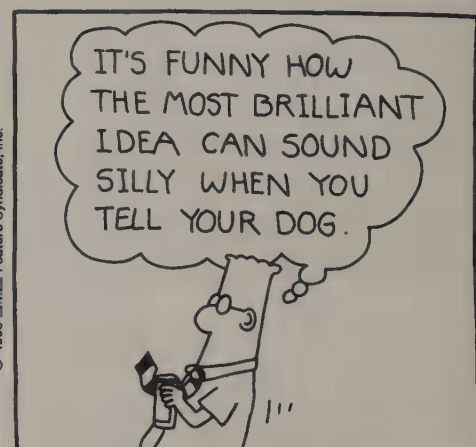
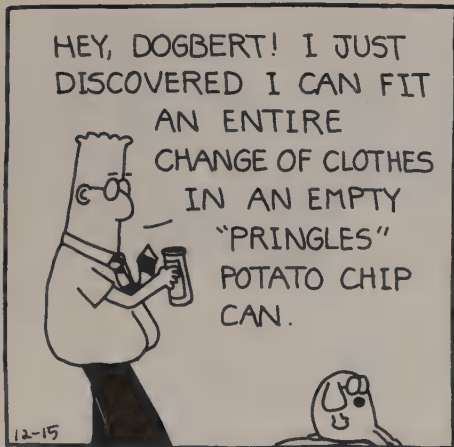
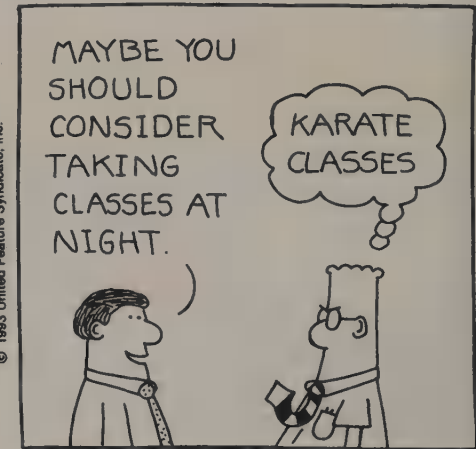
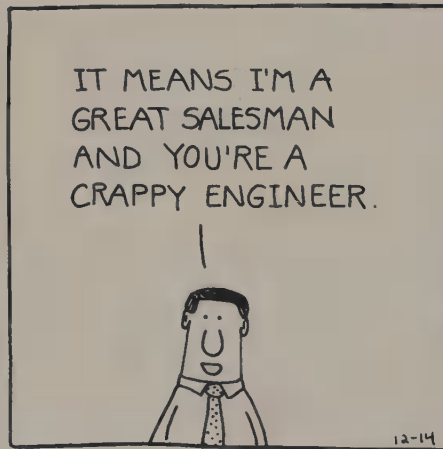
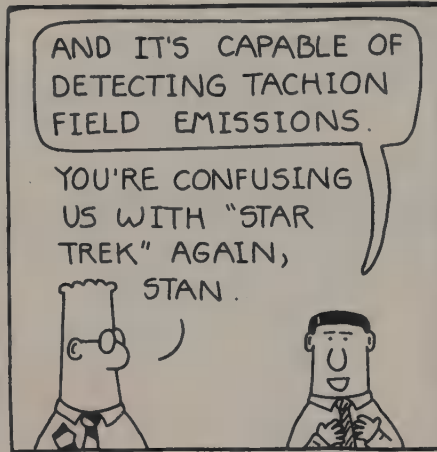




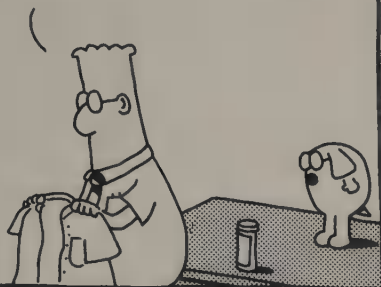








I NEED A NAME FOR  
MY NEW TUBULAR  
LUGGAGE INVENTION.



S. Adams

THE NAME SHOULD BE  
DESCRIPTIVE OF ITS  
FUNCTION, YET ALSO  
CALL OUT TO MY TARGET  
MARKET.



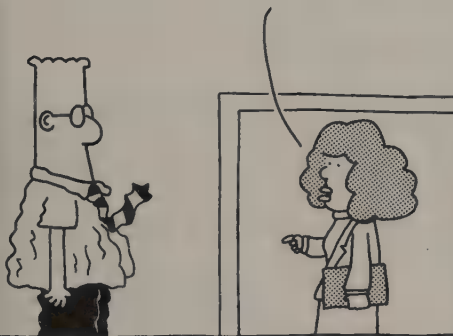
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GO AHEAD... GET  
IT OUT OF YOUR  
SYSTEM.



"DORKAGE"

WHAT HAPPENED  
TO YOUR CLOTHES?



S. Adams

I HAD THEM ROLLED  
UP AND STUFFED  
IN A "PRINGLES"  
POTATO CHIP CAN  
FOR A WEEK.



12-17

IT'S A PROTOTYPE  
FOR MY TUBULAR  
LUGGAGE  
INVENTION.



NEVER  
SPEAK TO  
ME AGAIN.

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I NOTICED I WASN'T IN  
ANY OF YOUR OLD PHOTO  
ALBUMS, SO I PASTED  
MYSELF INTO A FEW  
KEY PLACES.



S. Adams

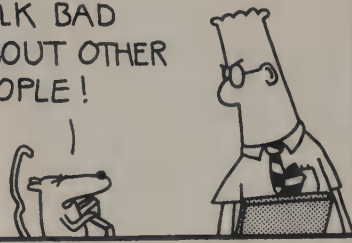
HERE I AM HUGGING  
YOU WHEN YOU'RE A  
BABY... BASICALLY I  
PUT MYSELF OVER ALL  
THE PICTURES  
OF THIS UGLY  
WOMAN.



12-18

THAT UGLY WOMAN  
IS MY MOM.

HEY! I DIDN'T  
RAISE YOU TO  
TALK BAD  
ABOUT OTHER  
PEOPLE!



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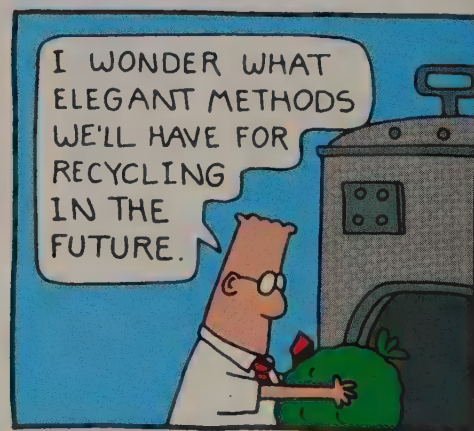
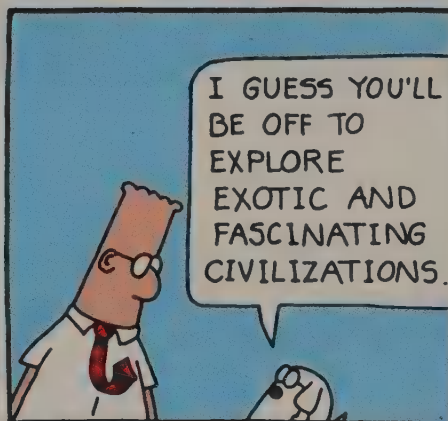
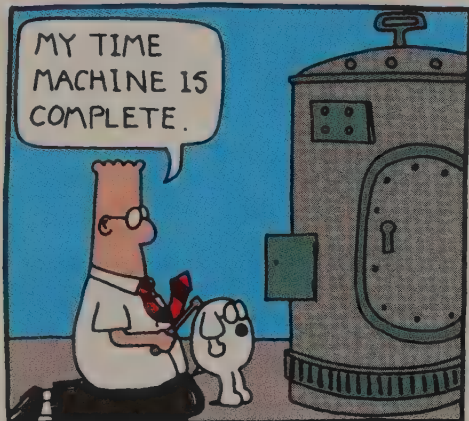




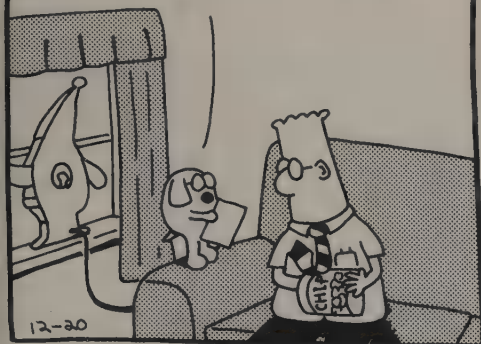
# DILBERT®

BY

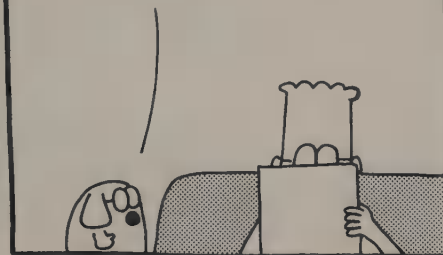
SCOTT ADAMS



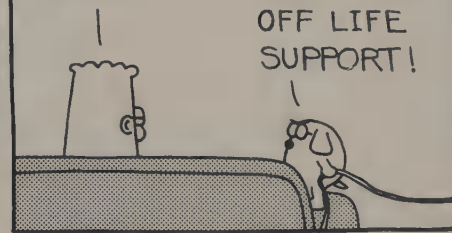
HERE'S A LIST OF MY CHRISTMAS DEMANDS.



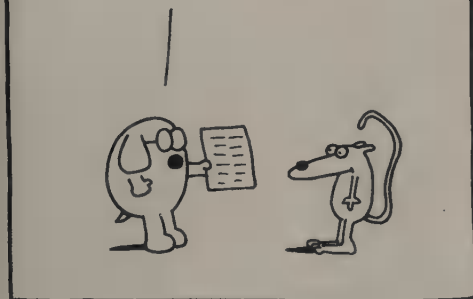
FOLLOW THE INSTRUCTIONS AND NOBODY GETS HURT.



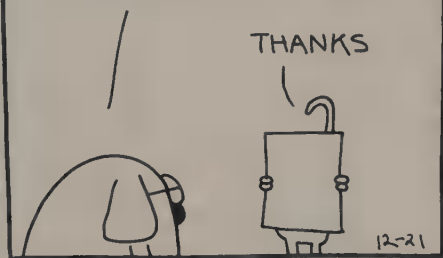
YOU'RE BLUFFING. YOU WOULDN'T HURT MY PLASTIC WINDOW SANTA. ONE YANK AND HE'S OFF LIFE SUPPORT!



HERE'S MY LIST OF CHRISTMAS DEMANDS, RATBERT.



SINCE YOU HAVE NO MONEY I INCLUDED ITEMS WHICH CAN BE EASILY SHOPLIFTED.



OR YOU CAN CHECK THE BOX WHERE IT SAYS YOU AGREE TO BE MY PERSONAL VALET FOR LIFE. I NEED TO SHOPLIFT A PENCIL FIRST.



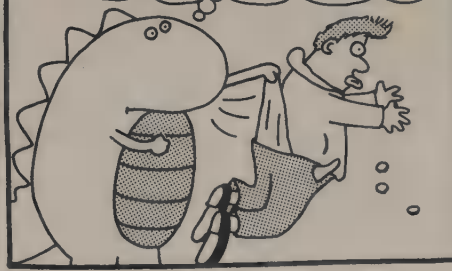
REMEMBER, BOB, IT IS BETTER TO GIVE TO DOGBERT THAN TO RECEIVE... ESPECIALLY AT CHRISTMAS



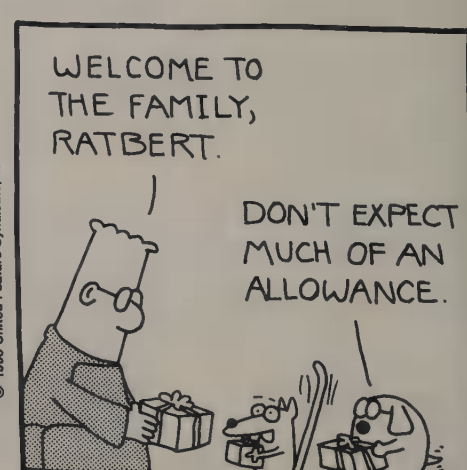
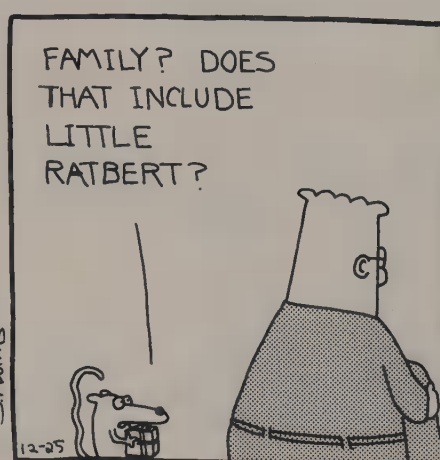
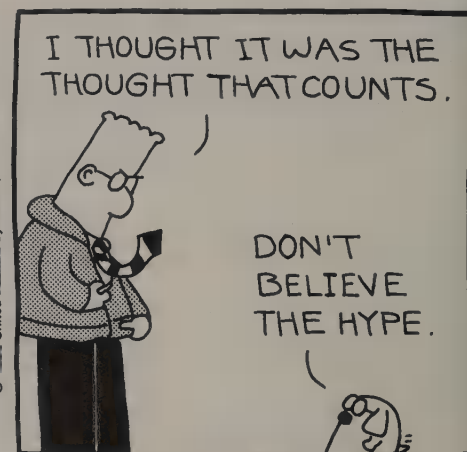
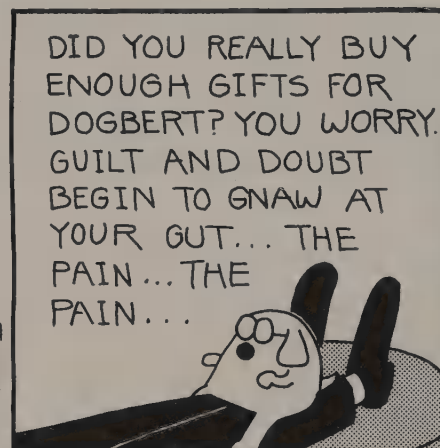
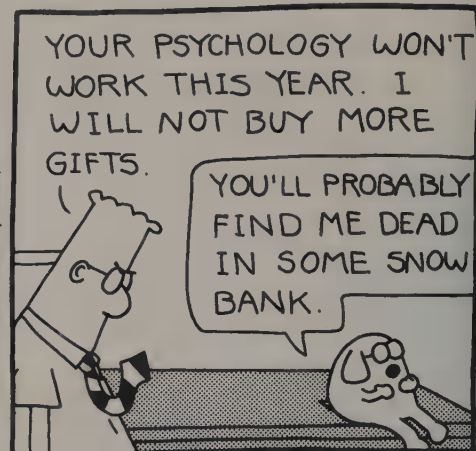
BUT I DON'T HAVE ANY INCOME... EXCEPT FOR THE COINS PEOPLE DROP WHEN I GIVE THEM WEDGIES.



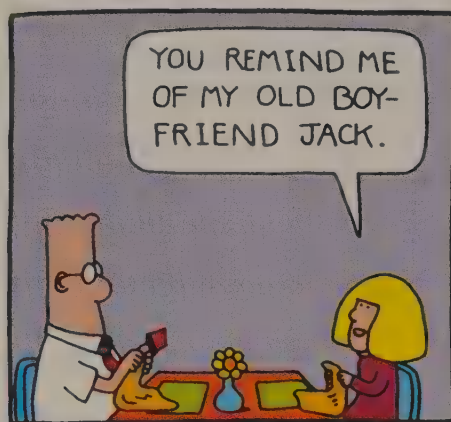
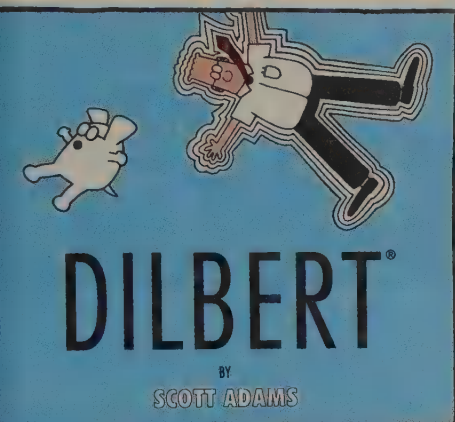
IT SEEMS LIKE EXACTLY THE WRONG SEASON TO PICK UP THE FACE ON THIS SORT OF THING.

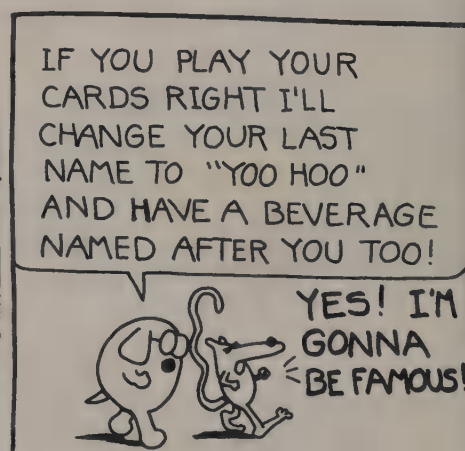
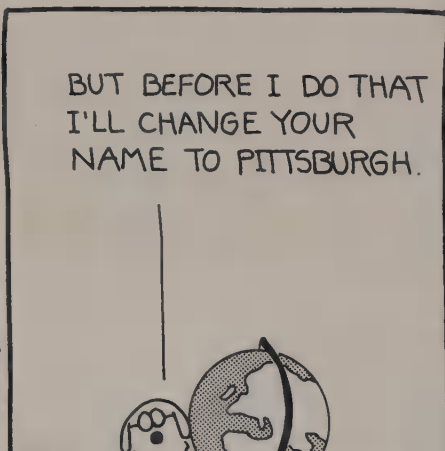
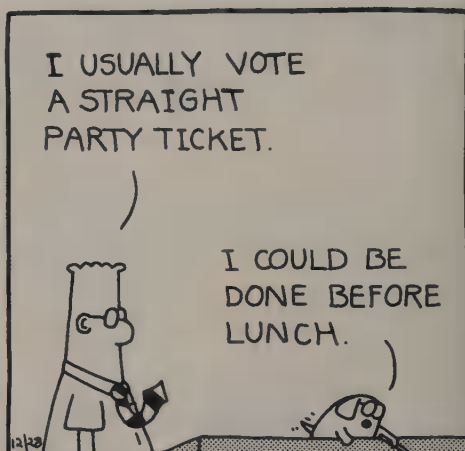
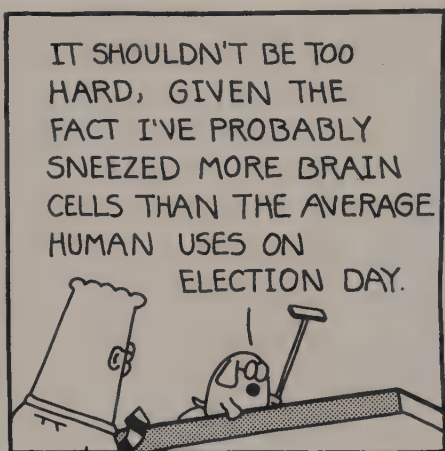
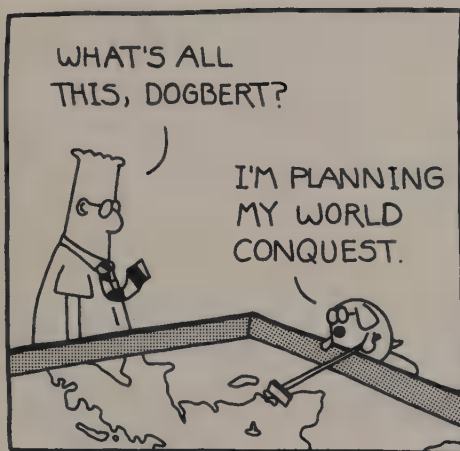
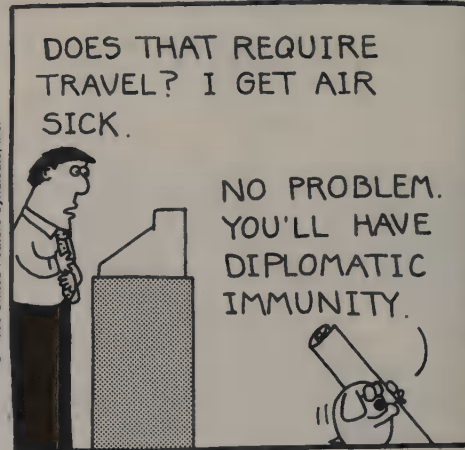


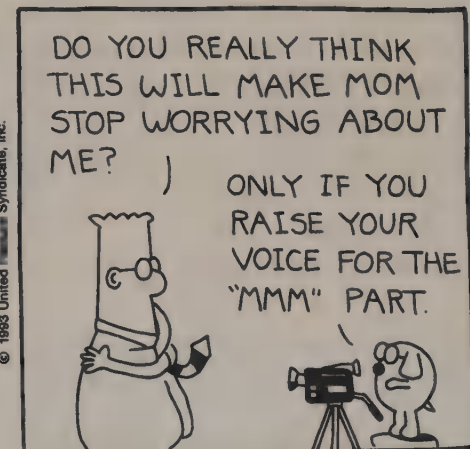
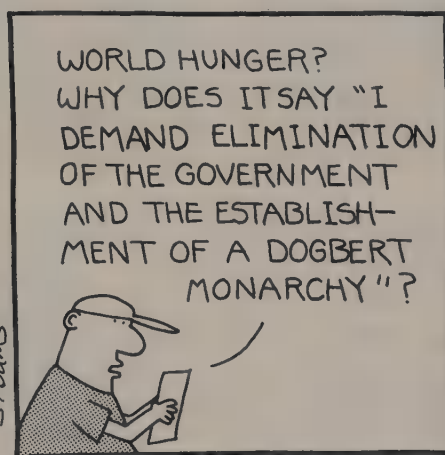
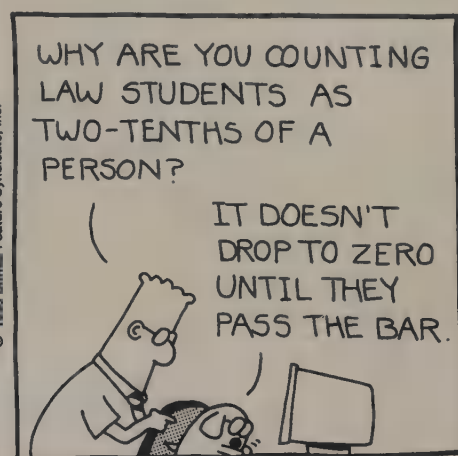
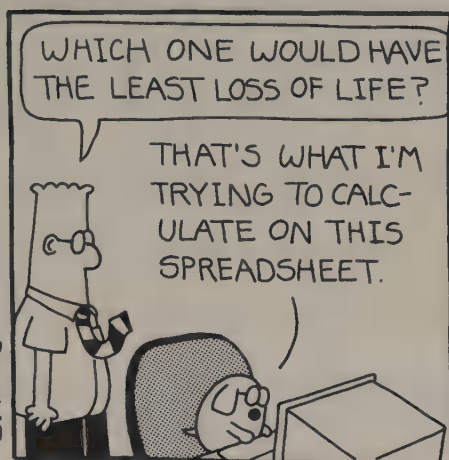
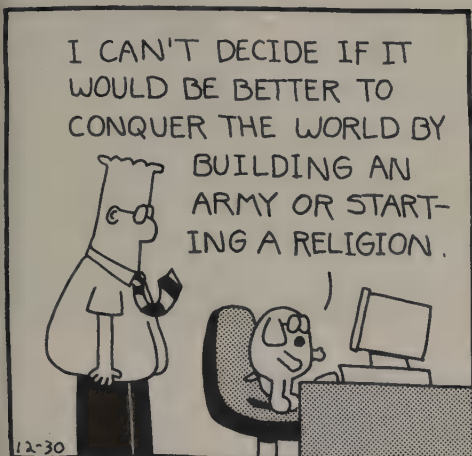












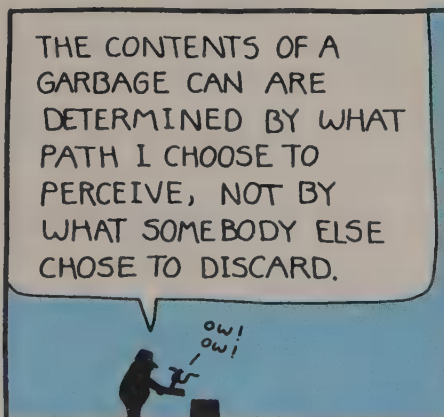
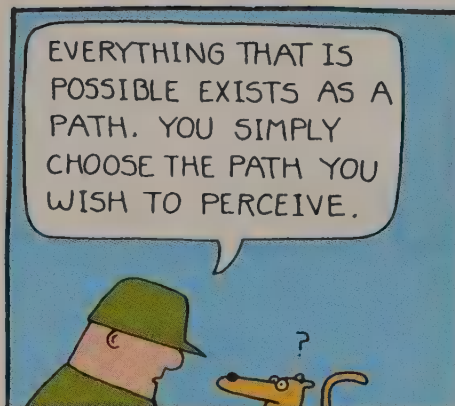
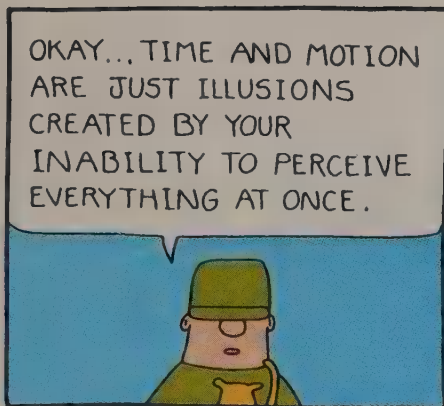




# DILBERT®

BY

SCOTT ADAMS



I'M SORRY, DAVE, BUT YOU'RE BEING TRANSFERRED TO MARKETING AND THERE'S NO BUDGET TO TRAIN YOU AS A MARKETER.



SLAP!



1-3-94

WHERE AM I?  
I NEED A  
DRINK: THIS IS A  
TEMPORARY  
FIX... BUT  
YOU'LL FIT  
IN NOW.

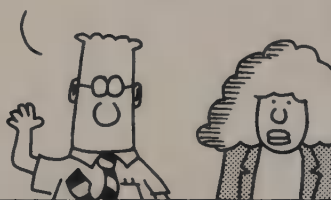


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WE'VE REDESIGNED THE ORGANIZATION CHART TO SHOW MANAGEMENT AT THE BOTTOM SUPPORTING OUR MOST IMPORTANT EMPLOYEES!



QUESTION: WHY DO THE MOST IMPORTANT EMPLOYEES GET PAID THE LEAST?



S. Adams

BECAUSE THEY WOULD NEVER THINK OF IDEAS LIKE THIS UPSIDE-DOWN CHART CONCEPT.



1-4-94

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WE'RE FLATTENING THE ORGANIZATION TO ELIMINATE LEVELS AND PUT EVERYBODY IN A WIDE SALARY BAND.



S. Adams

NOW INSTEAD OF NOT GETTING A PROMOTION YOU'LL ONLY NOT GET A RAISE.

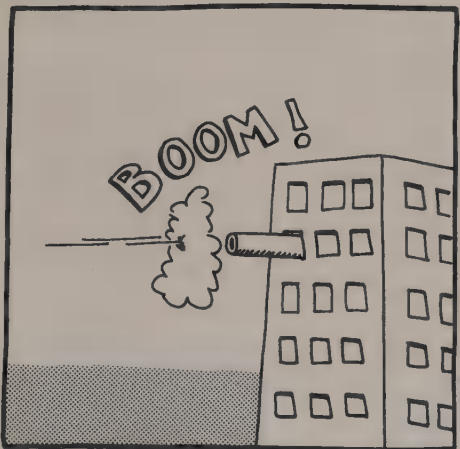
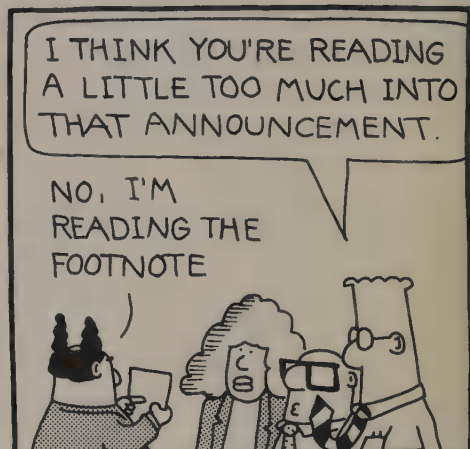
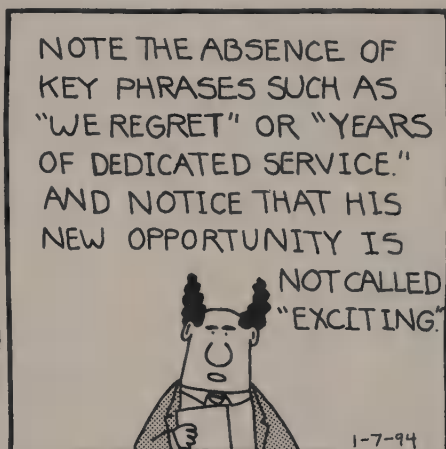
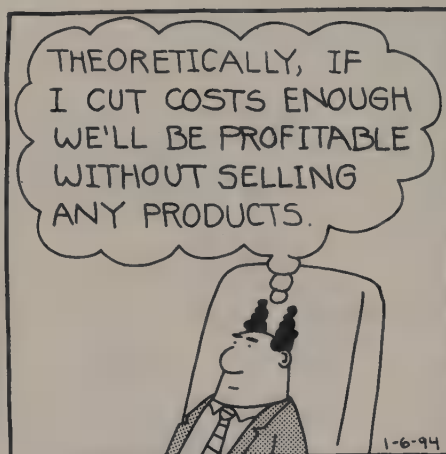
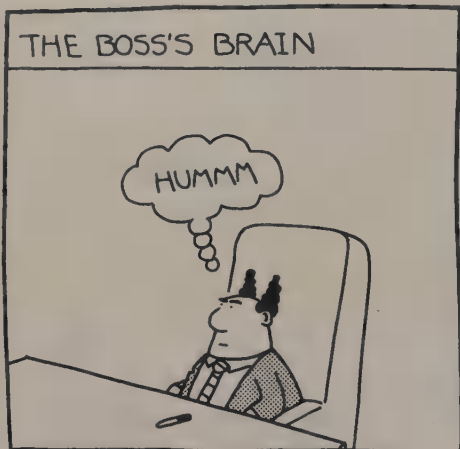


1-5-94

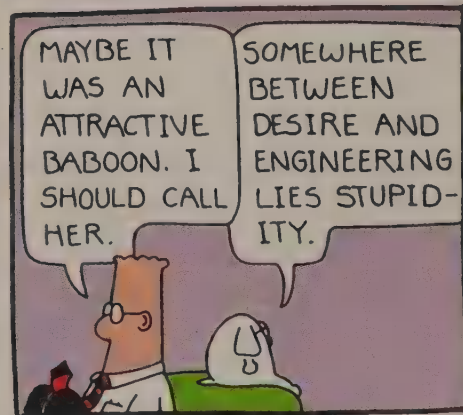
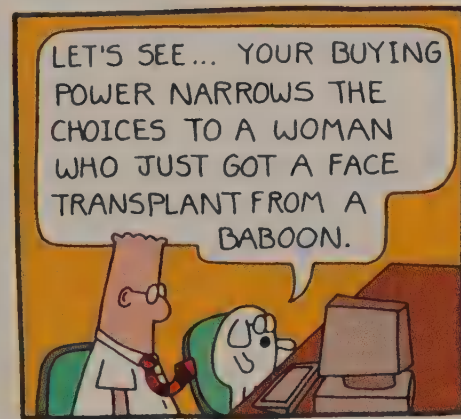
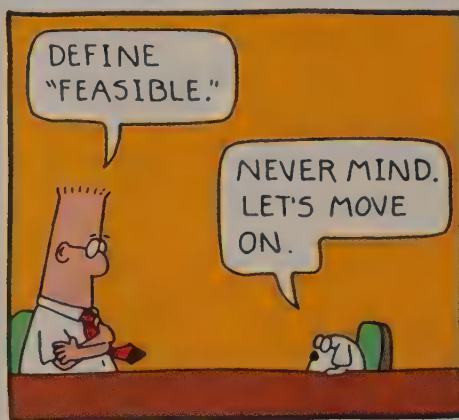
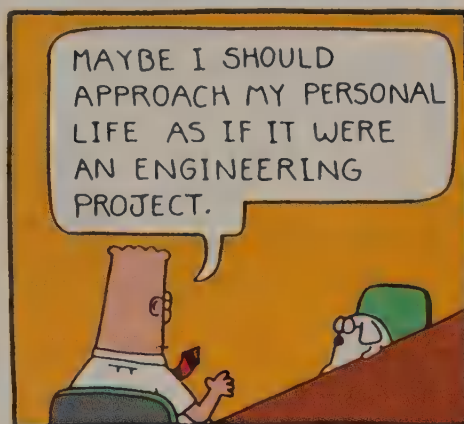
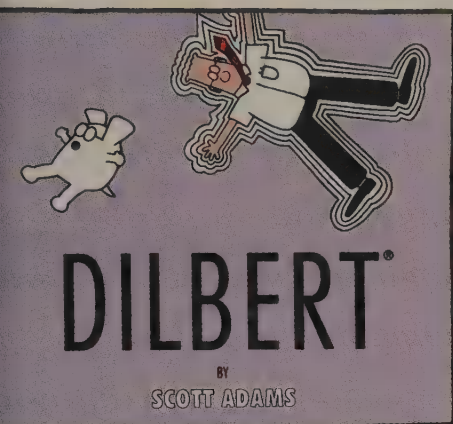
SO, WHAT JOB TITLE DO WE USE? YOU'LL ALL BE NAMED BEVERLY.

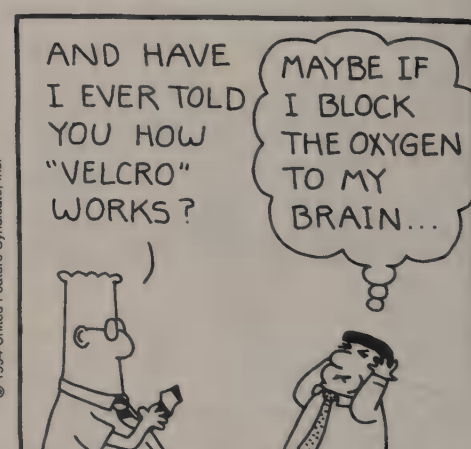
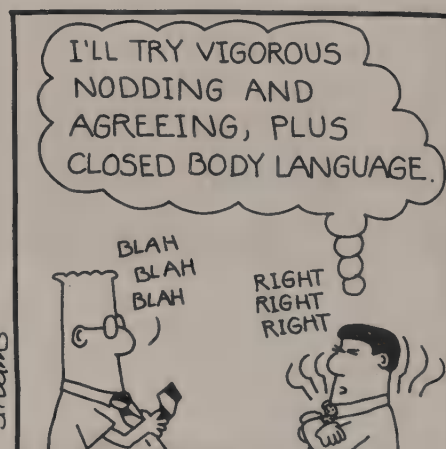
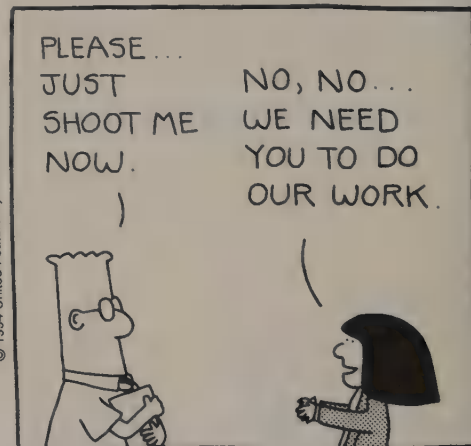
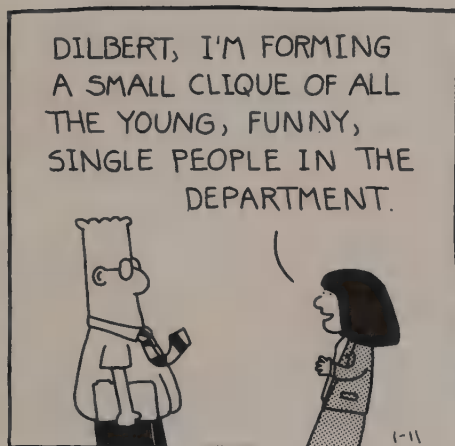


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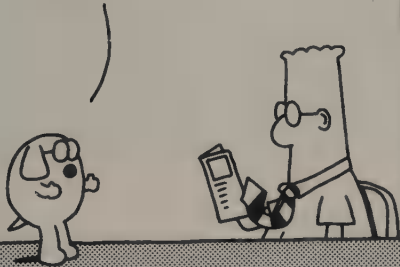








I CALL IT "DOGBERT'S REINCARNATION INVESTMENT FUND."



S. Adams

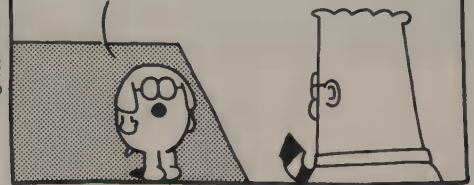
YOU GIVE ME YOUR MONEY NOW AND I INVEST IT UNTIL YOU REINCARNATE. THE COMPOUND INTEREST WILL MAKE YOU RICH!



1-13

WHAT IF I COME BACK AS A COW?

YOU'LL SAVE A FORTUNE IN MILK.



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INVEST YOUR MONEY IN MY REINCARNATION FUND AND YOU'LL BE RICH IN A FUTURE LIFE.



S. Adams

BUT I AM RICH IN THIS LIFE, FOR I HAVE LOVE IN MY HEART AND MUSIC IN MY SOUL.



1-14

SO, CAN YOU HELP ME PUSH MY VAN HOME?

IT LOOKS LIKE YOU'LL ALSO HAVE SHARP PAIN IN YOUR MUSCLES.



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GOOD NEWS—YOUR RATIO OF LIQUIDITY TO STUPIDITY IS VERY LOW. YOU QUALIFY TO INVEST IN MY REINCARNATION FUND!



S. Adams

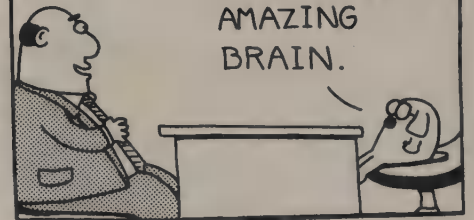
IF MY RATIO IS LOW, THAT MEANS I'M ...UH...



1-15

MADE OF LIQUID!

I'D SAY YOU'RE 98% WATER, 2% CHEAP SUIT, AND WHAT'S LEFT IS YOUR AMAZING BRAIN.



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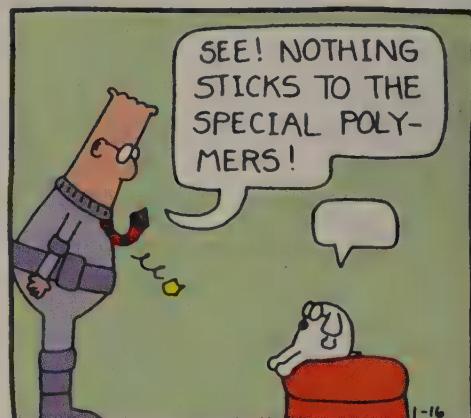
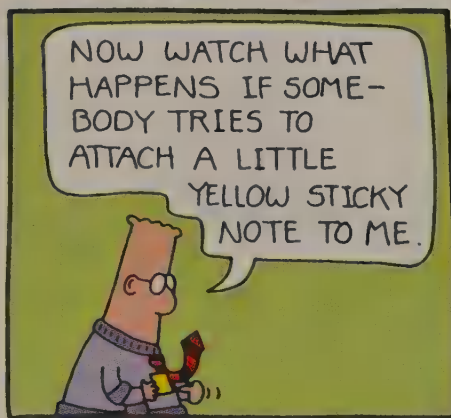
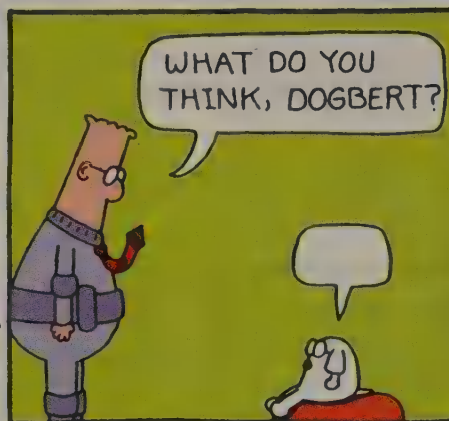
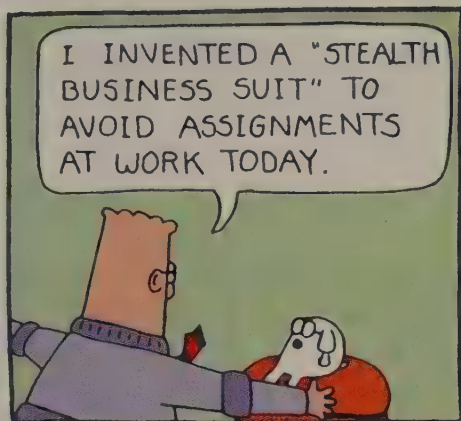




# DILBERT®

BY

SCOTT ADAMS



I... I'D LIKE  
PERMISSION  
TO KEEP A  
PLASTIC PLANT  
IN MY CUBICLE.



1-17



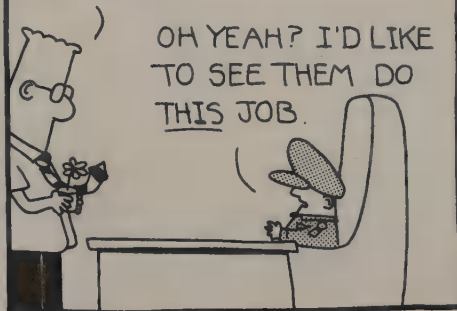
S. Adams

PERMISSION DENIED!  
PLANTS ATTRACT BUGS.  
IF I CAN'T TELL IT'S  
PLASTIC HOW ARE THE  
BUGS GOING TO KNOW  
THE DIFFERENCE?



WITH ALL DUE RESPECT,  
BUGS ARE WAY SMARTER  
THAN YOU.

OH YEAH? I'D LIKE  
TO SEE THEM DO  
THIS JOB.



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I'M GOING TO DEFY THE  
CUBICLE GESTAPO AND  
KEEP THIS PLASTIC  
PLANT ON MY DESK.



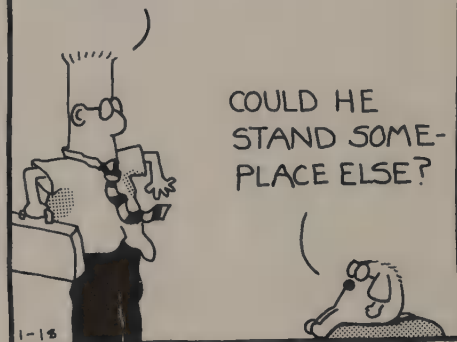
S. Adams

I'M A REBEL... I'M  
EVIL. MY ANTI-  
PERSPIRANT IS  
BREAKING DOWN!



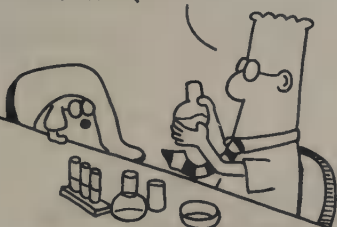
SOMETIMES A MAN HAS  
TO TAKE A STAND.

COULD HE  
STAND SOME-  
PLACE ELSE?



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I SYNTHESIZED THE  
PHEROMONES THAT  
MAKE MEN AND WOMEN  
ATTRACTED TO EACH  
OTHER.



1-19

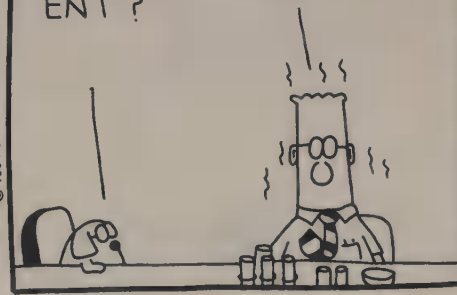
S. Adams

A FEW SPLASHES  
OF THIS AND I'LL  
BE IRRESISTIBLE.

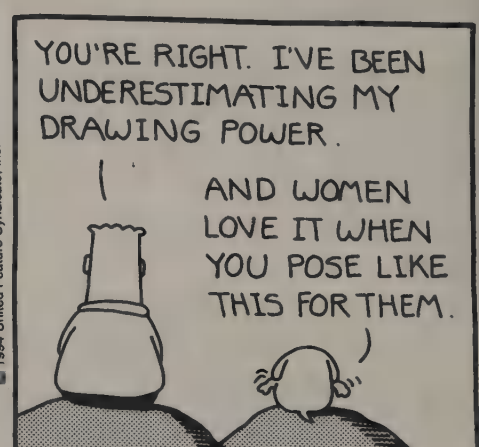
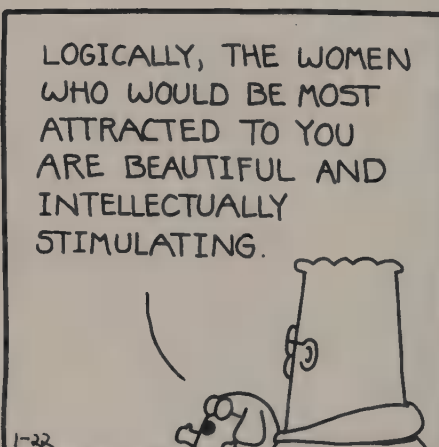
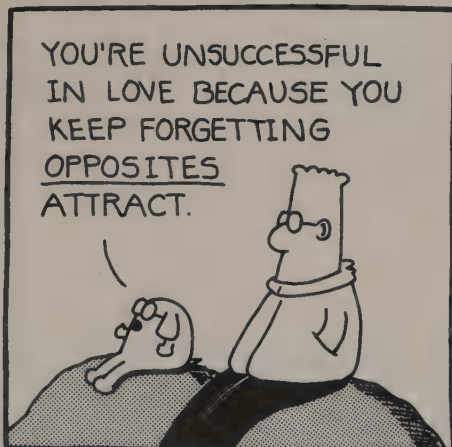
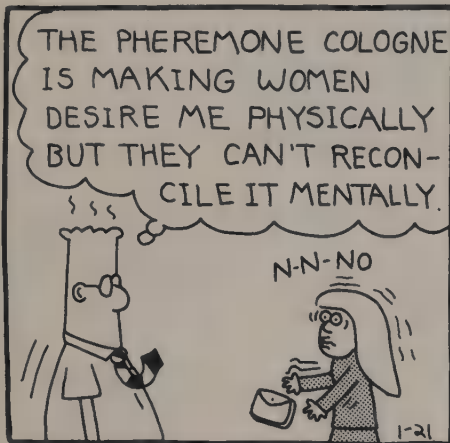
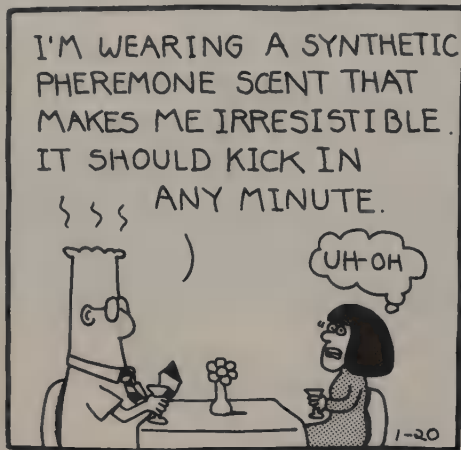


DO YOU  
FEEL ANY  
DIFFER-  
ENT?

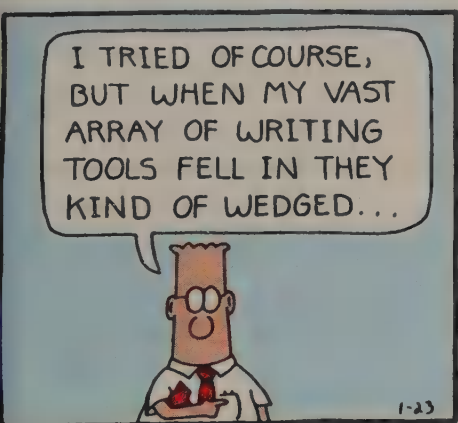
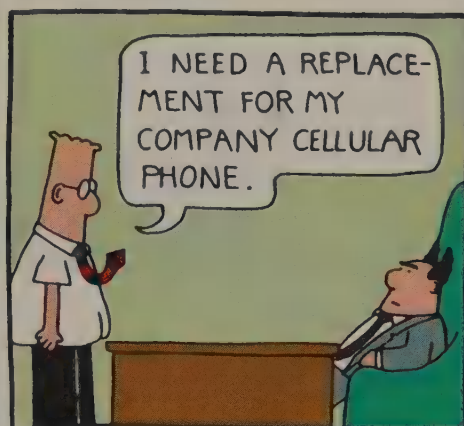
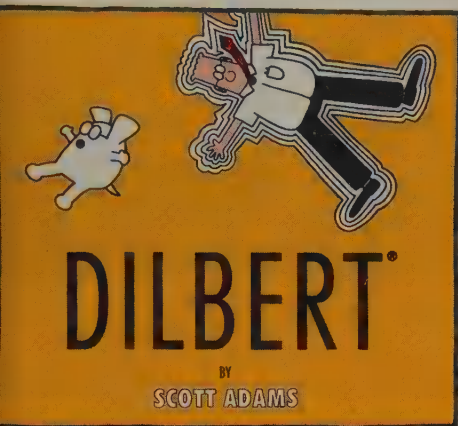
I'M STARTING  
TO RE-E-E-ALLY  
LIKE ME.

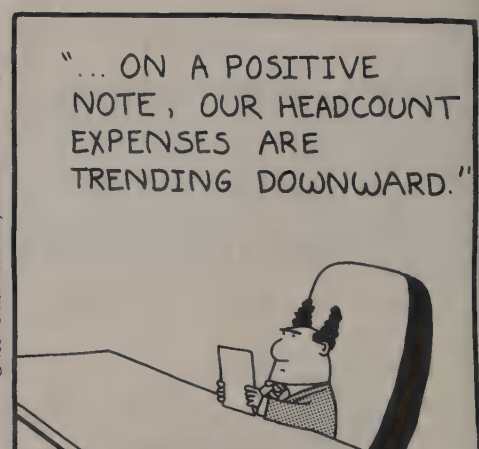
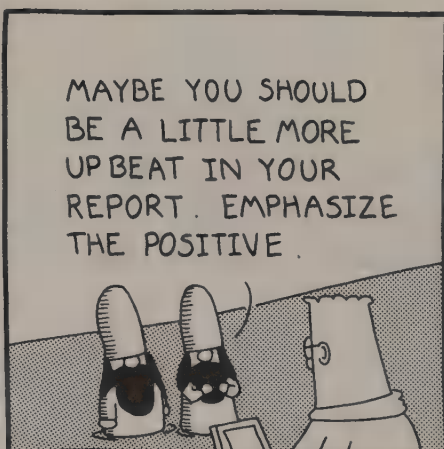
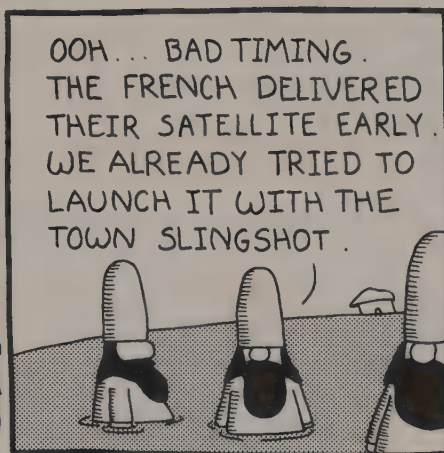
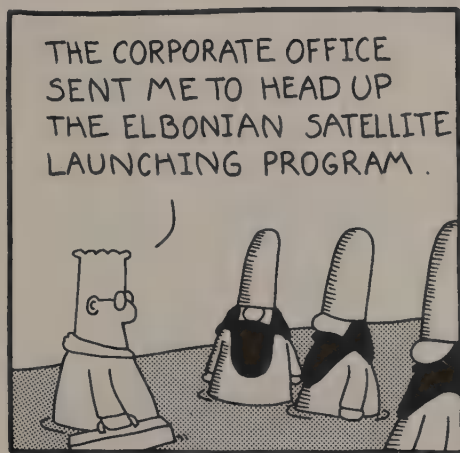
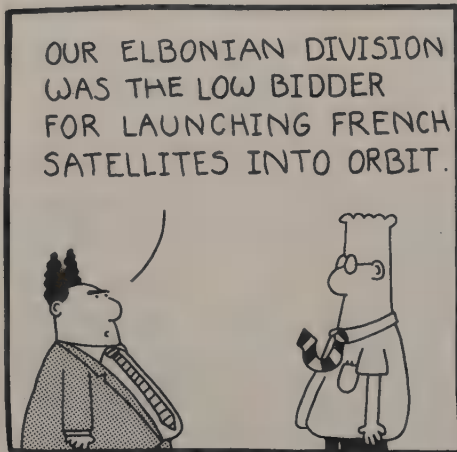


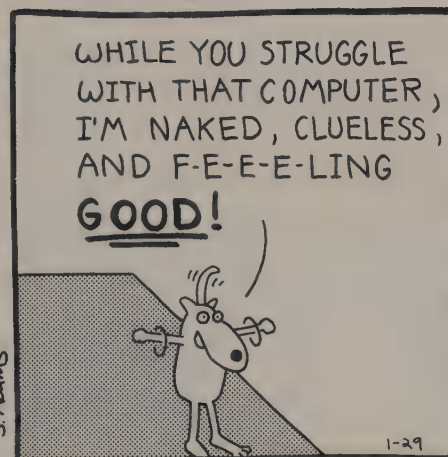
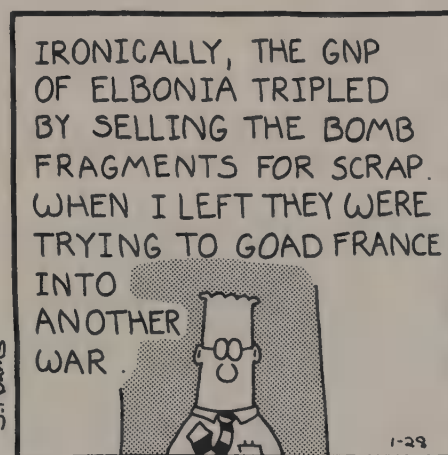
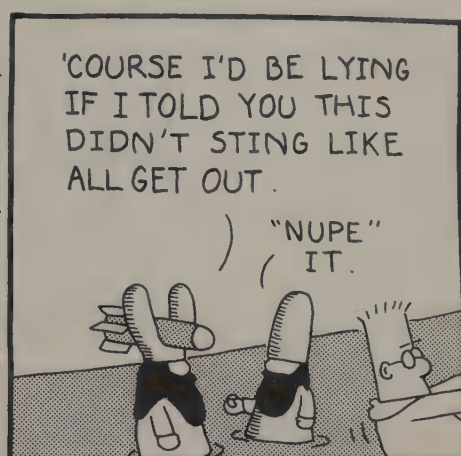
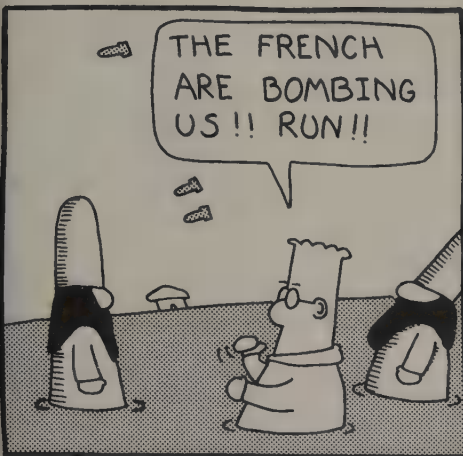
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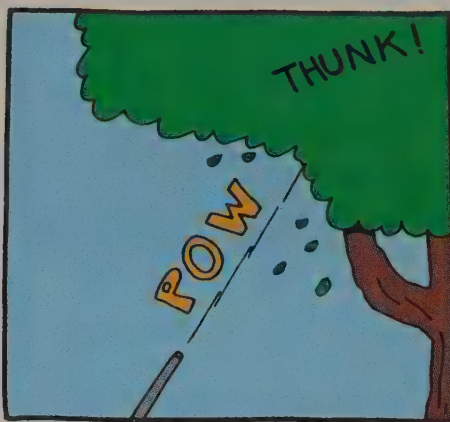
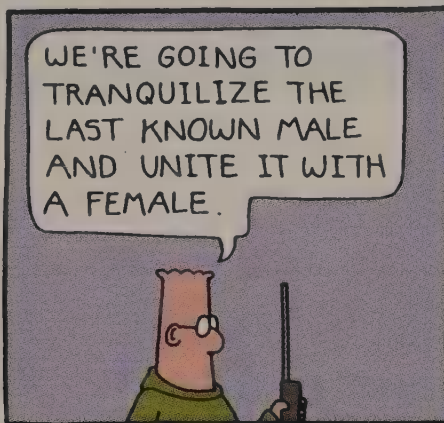




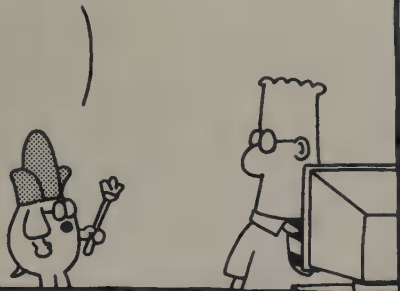
# DILBERT®

BY

SCOTT ADAMS



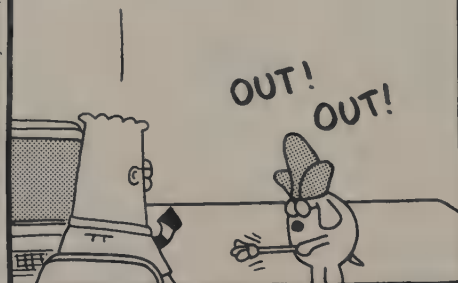
I DECLARE MYSELF THE  
PATRON SAINT OF  
TECHNOLOGY.



I HEAL BROKEN TECH-  
NOLOGY WITH MY  
RIGHT PAW AND I  
USE THE SCEPTER TO  
DRIVE OUT THE DEMONS  
OF STUPIDITY.



I DON'T THINK I'VE  
SEEN YOUR SPIRITUAL  
SIDE BEFORE.



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OUT!  
OUT!

SAINT DOGBERT SEEKS OUT  
TECHNOLOGY THAT HAS BEEN  
POSSESSED BY THE DEMONS  
OF STUPIDITY.



HE HAPPENS ACROSS A  
SOFTWARE DEVELOPER.

I'LL MAKE THE COMMAND  
EASY TO REMEMBER,  
LIKE "CTRL-ALT-F4-DEL".



AND IF THEY FORGET  
THAT THEY CAN JUST  
EDIT THE SOURCE CODE  
IN "COMMAND.COM"

PERFECT.



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OUT!  
OUT!

HOLD STILL WHILE I  
EXORCISE THE DEMONS  
OF STUPIDITY THAT  
POSSESS YOU.



OUT! OUT! I  
COMMAND YOU  
DEMONS OF  
STUPIDITY TO BE  
GONE!!



THE SUIT  
IS NOW  
SAFE.

THANKS!



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IS YOUR JOB  
PLAGUED BY THE  
EVIL DEMONS OF  
STUPIDITY ?



2-3

S. Adams

SIMPLY AFFIX THIS  
IMAGE OF SAINT DOGBERT  
TO EVERY DOCUMENT,  
CUBICLE OR COMPUTER  
YOU WANT TO  
PROTECT AND  
WATCH YOUR  
CAREER BEGIN  
TO CHANGE!



OUT OUT !!  
YOU DEMONS OF  
STUPIDITY!!



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NO, "C" IS A COMPUTER  
LANGUAGE, NOT THE  
GRADE FOR MY  
PROJECT.

WHAT'S  
HAPPENING?



2-4

S. Adams

HE TURNED INTO A  
BLACK HOLE, SO DENSE  
THAT LIGHT CANNOT  
ESCAPE HIS FIELD  
OF GRAVITY



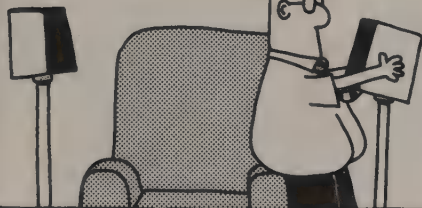
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UNFORTUNATELY, ONLY  
HIS IDEAS CAN ESCAPE  
THE GRAVITY BECAUSE  
THEY LACK SUBSTANCE.

WHAT IF YOU  
PROGRAM IN  
"B"?

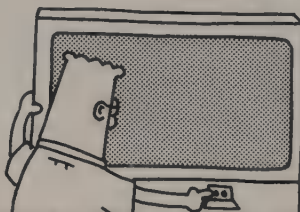


I'VE GOT MY 3-D  
STEREO FOR LIFE-  
LIKE SOUND...



S. Adams

I'VE GOT HIGH DEF-  
INITION TELEVISION  
FOR LIFE-LIKE  
VIDEO...



2-5

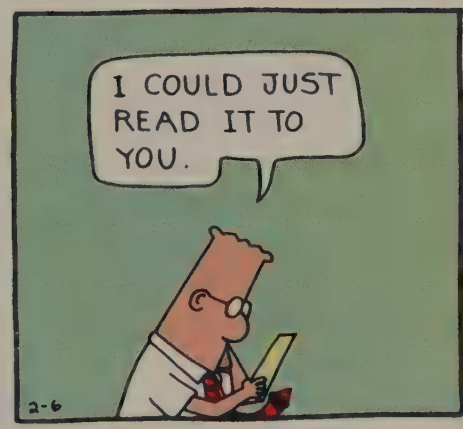
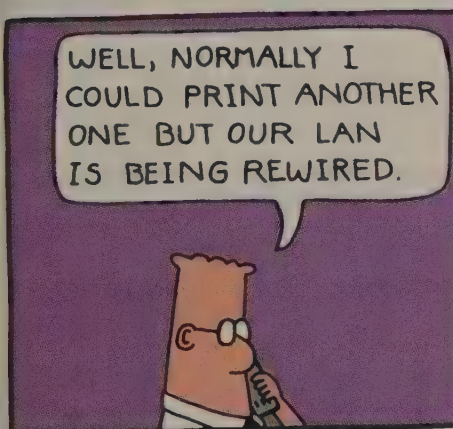
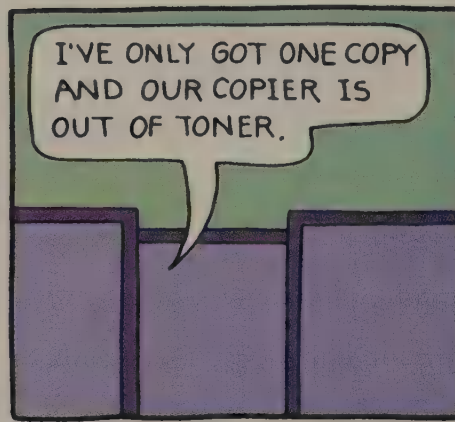
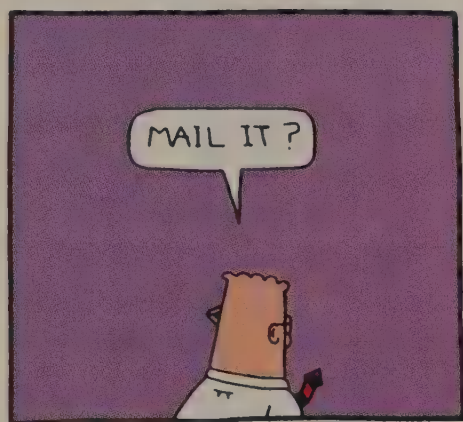
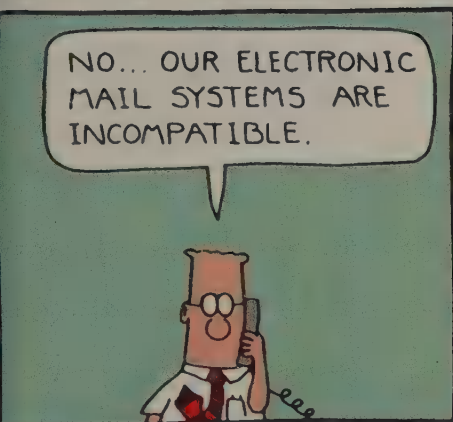
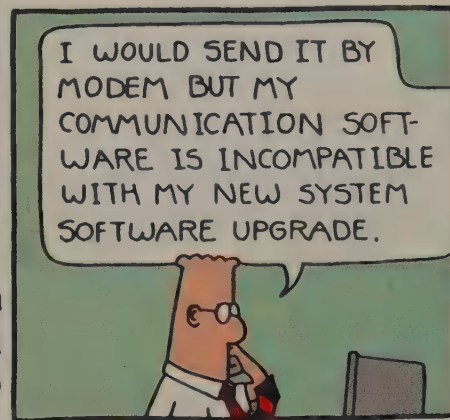
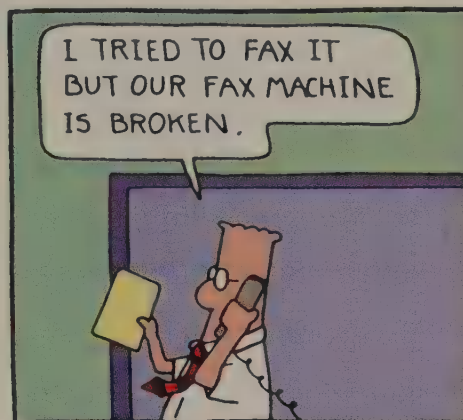
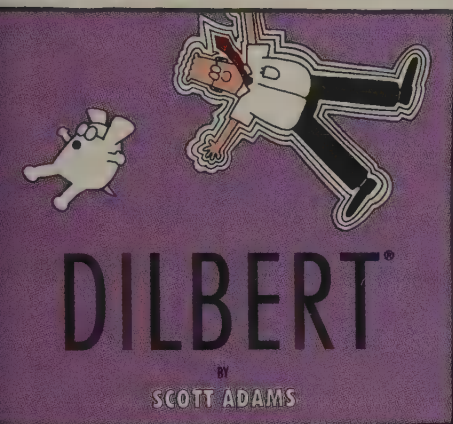
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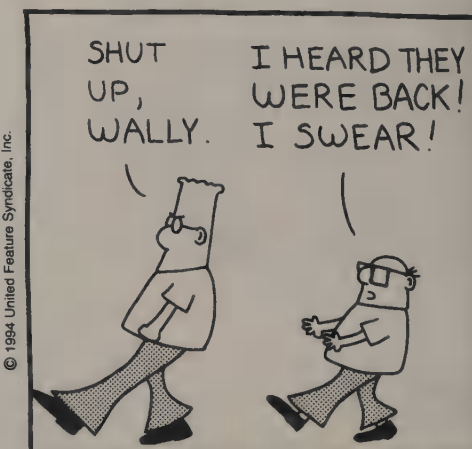
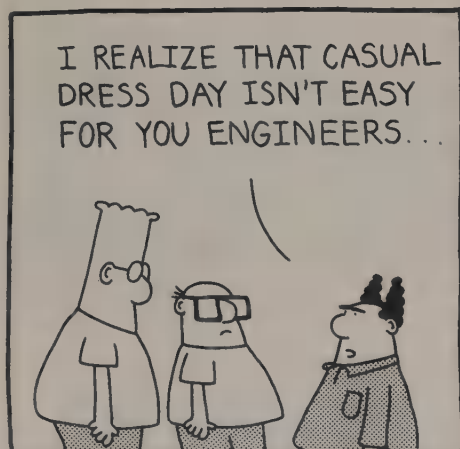
DO YOU  
HAVE A  
LIFE  
YET ?

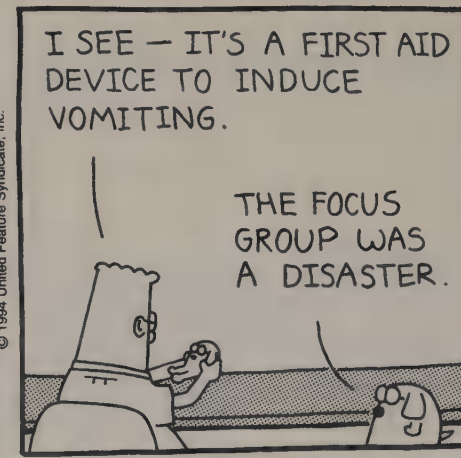
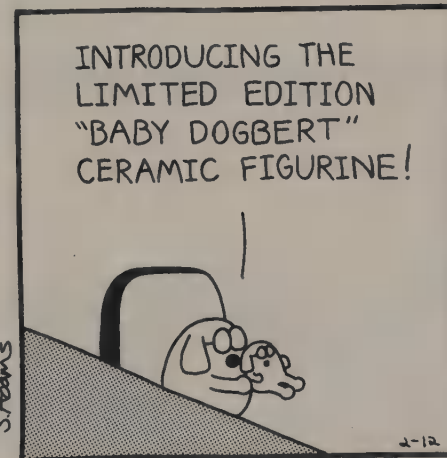
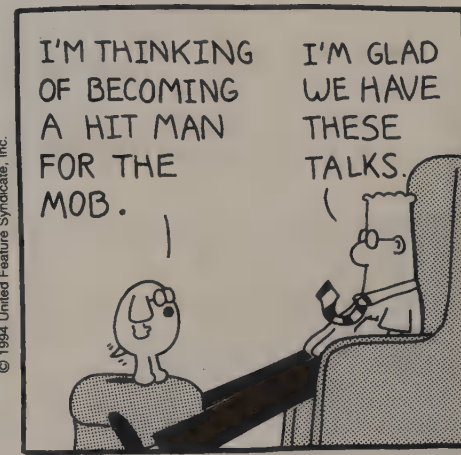
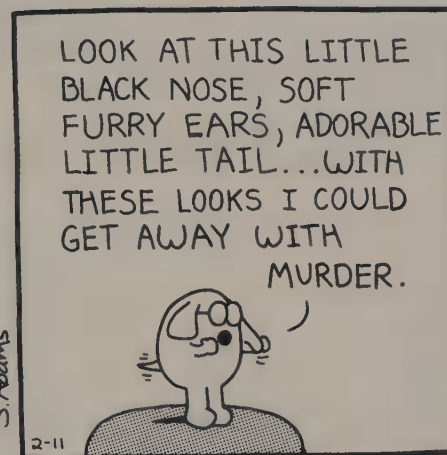
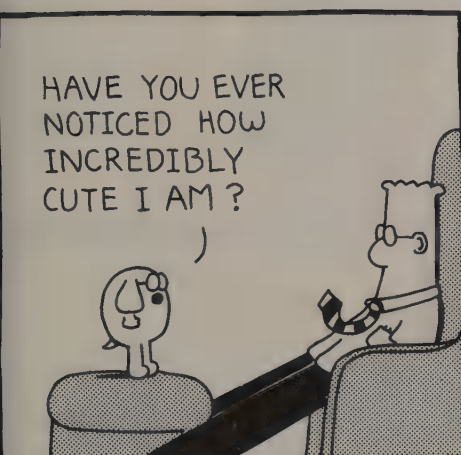
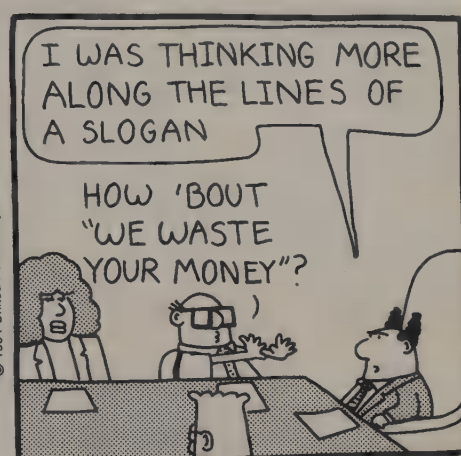
NO, BUT  
I'M DARN  
CLOSE.











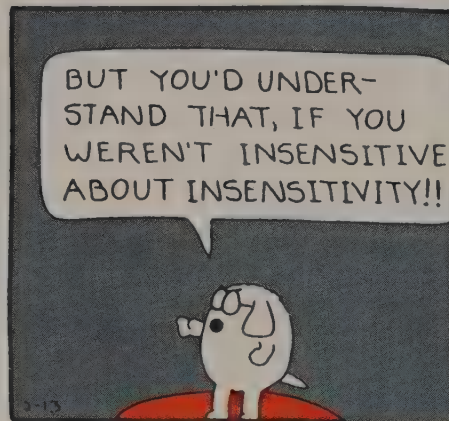
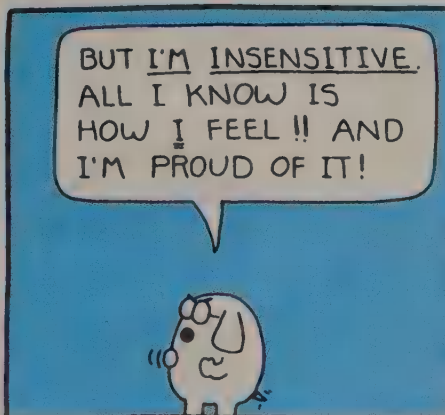
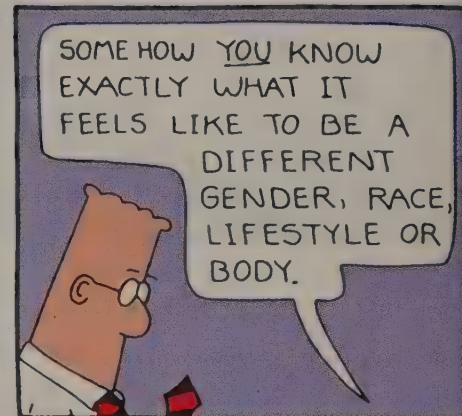
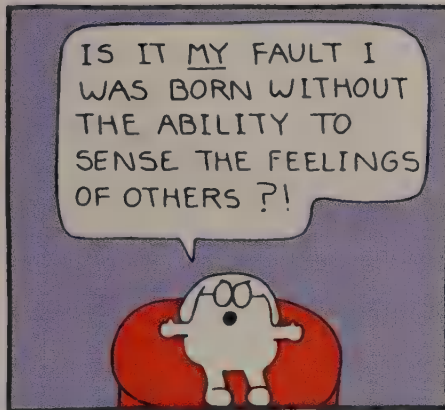


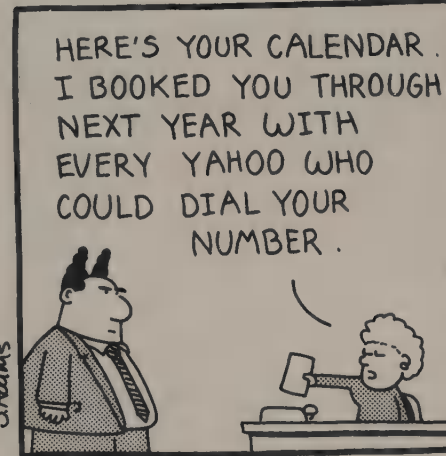
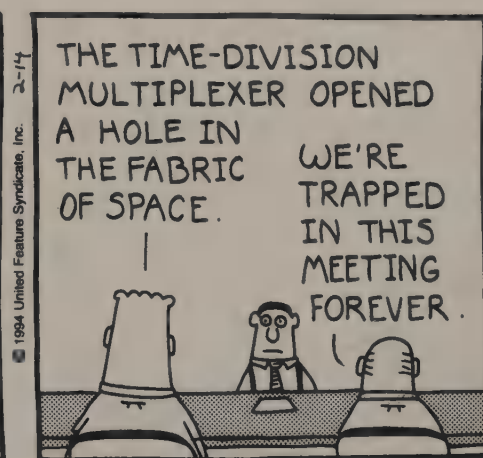
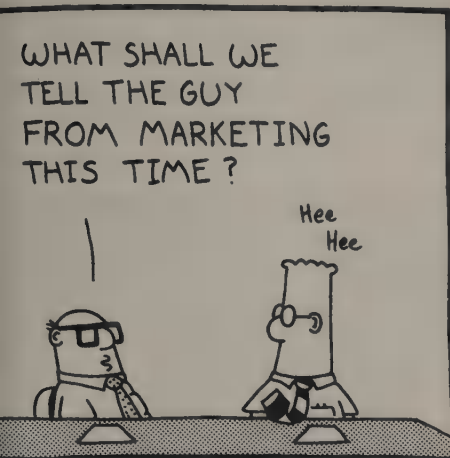


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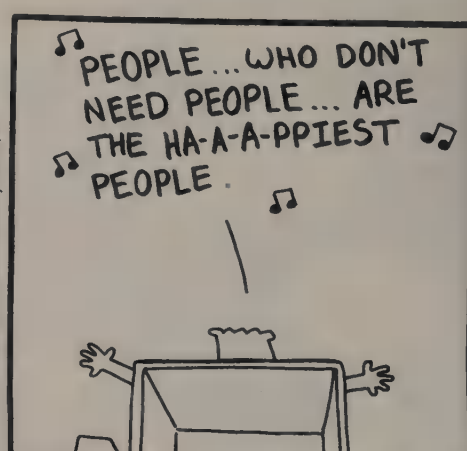
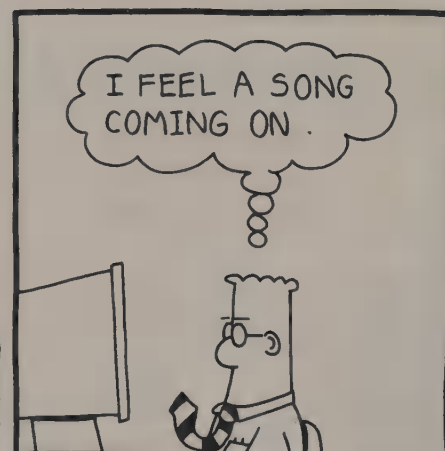
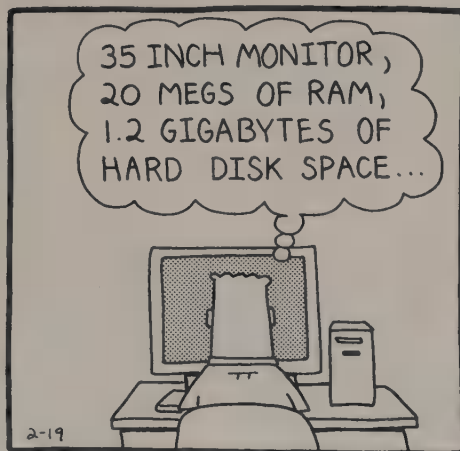
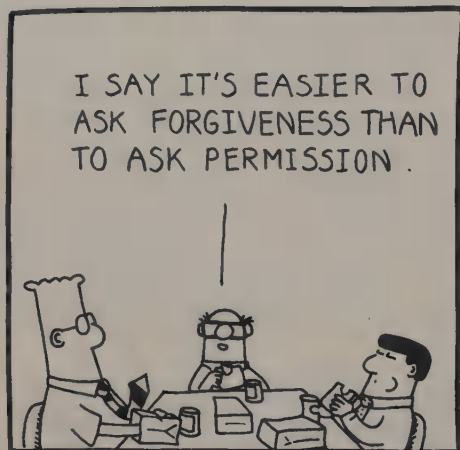


BY  
SCOTT ADAMS

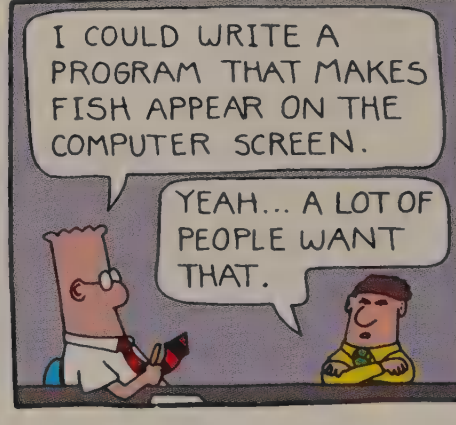
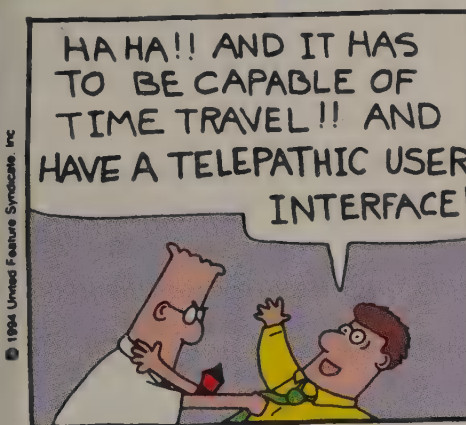
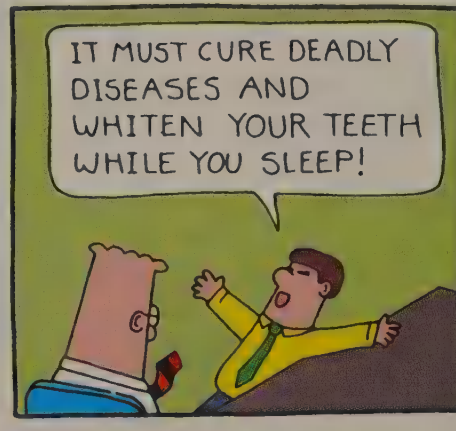
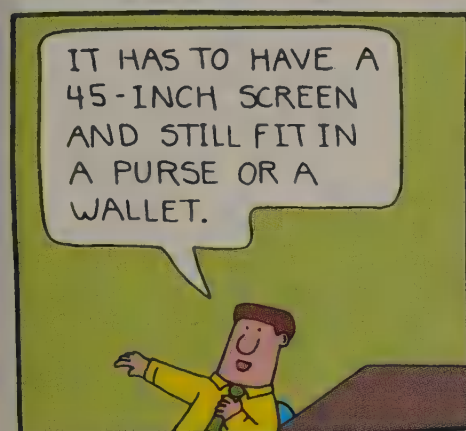
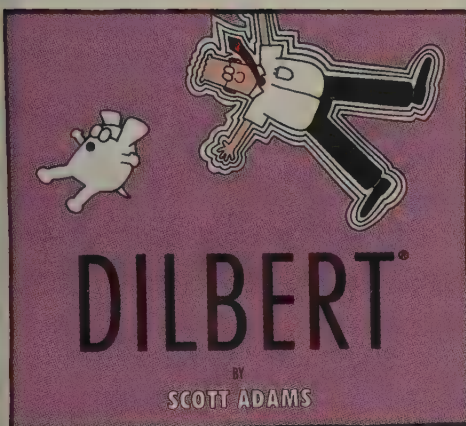


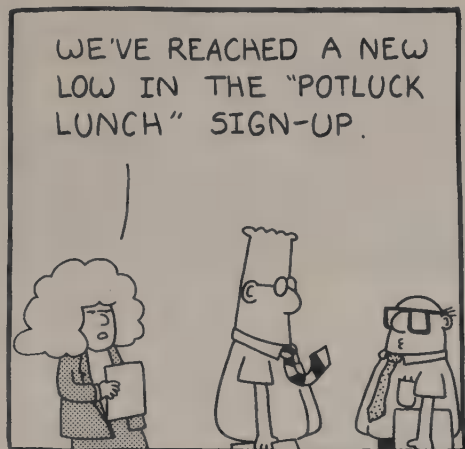
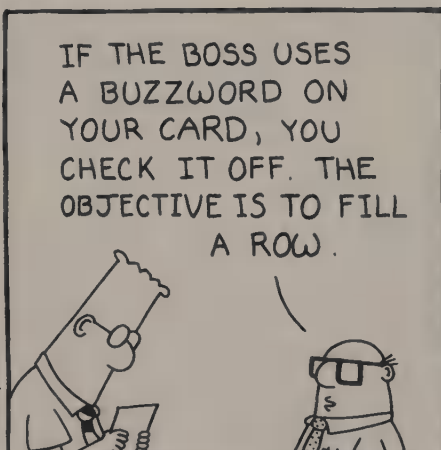


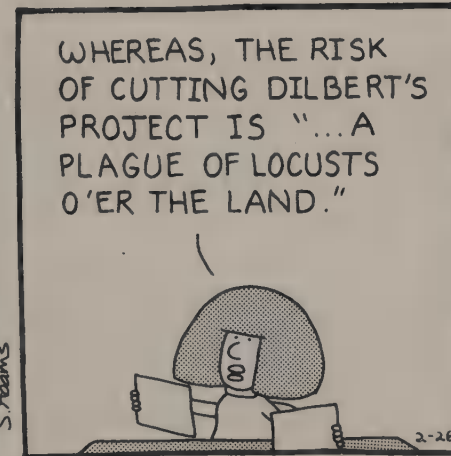
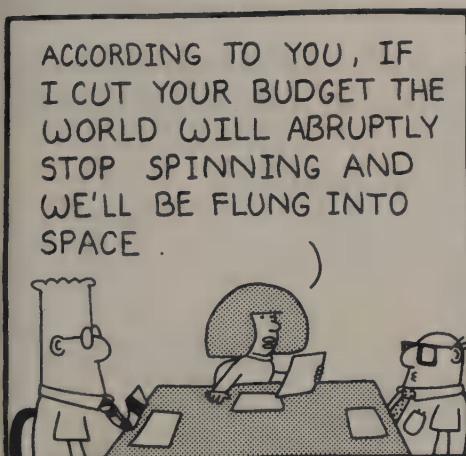
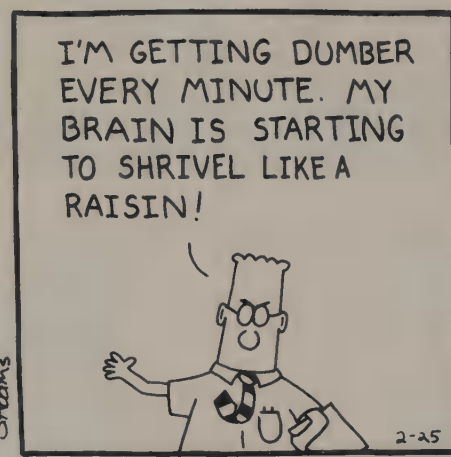
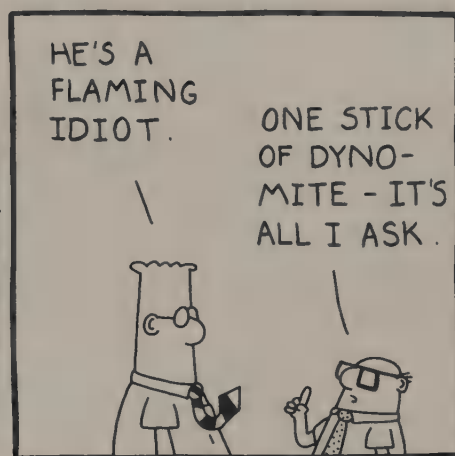
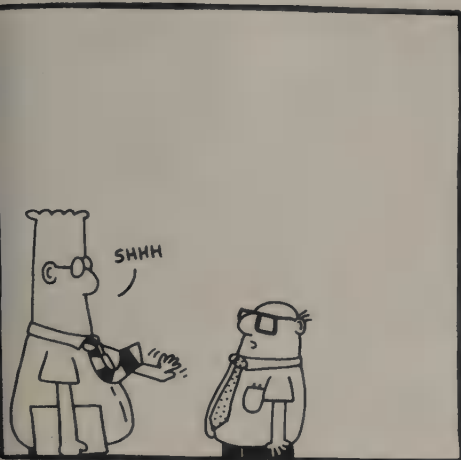












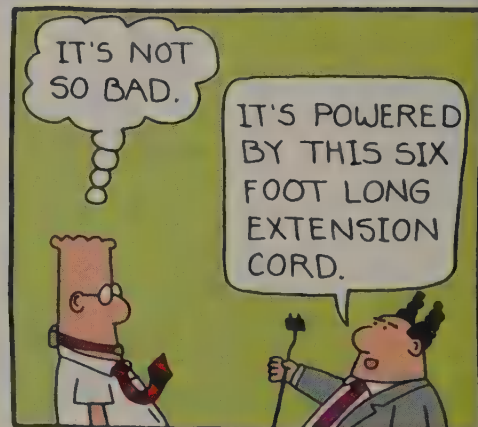
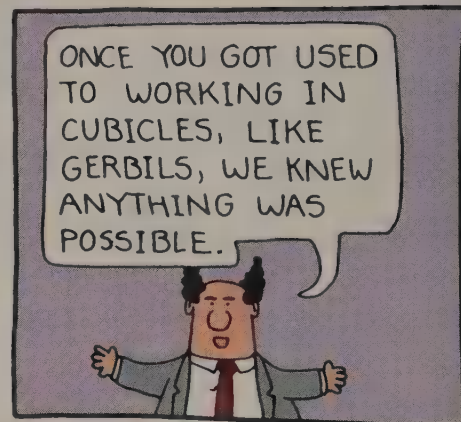
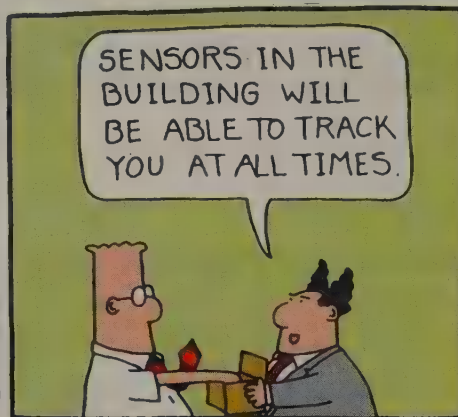


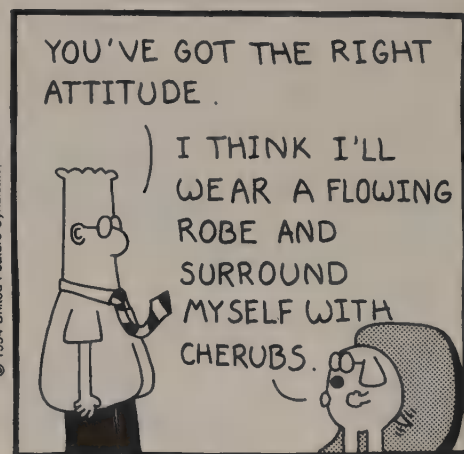
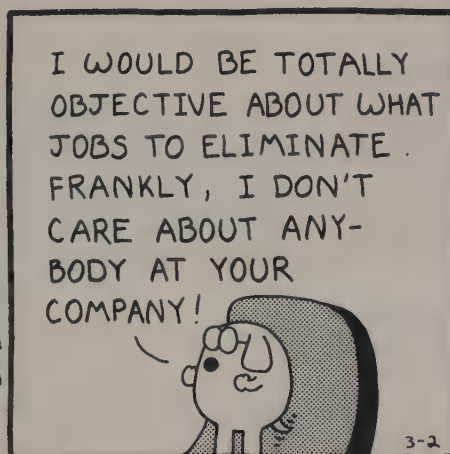
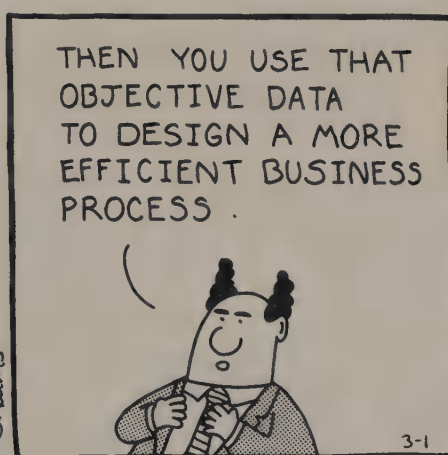
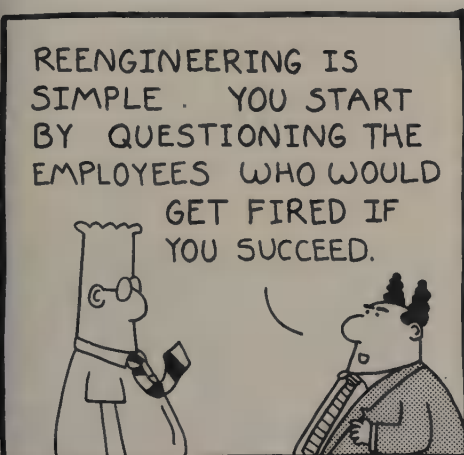
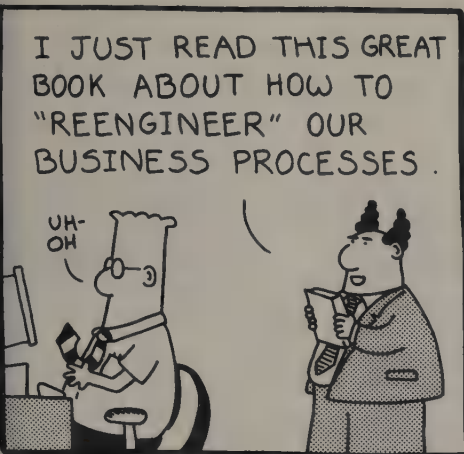


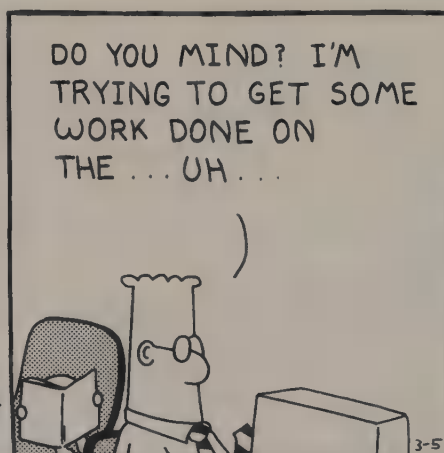
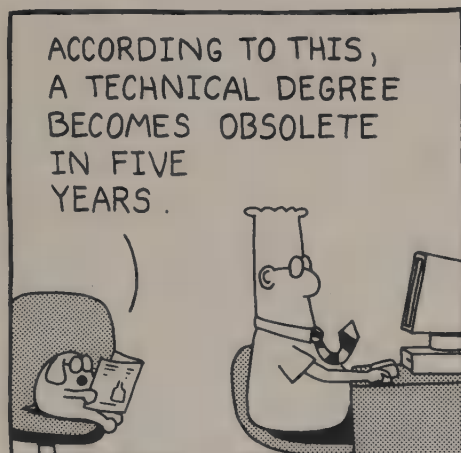
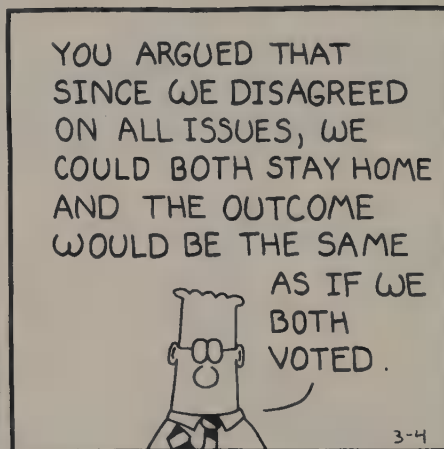
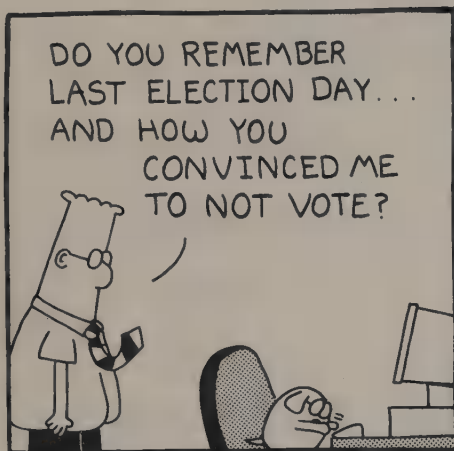
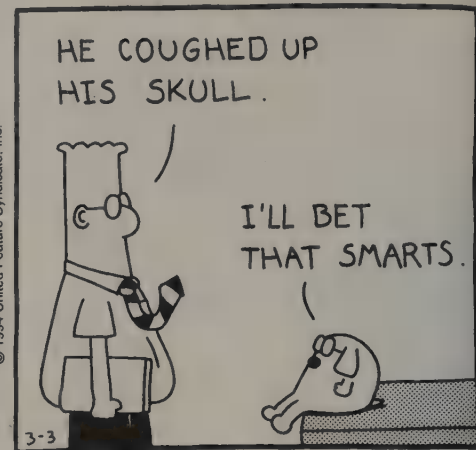
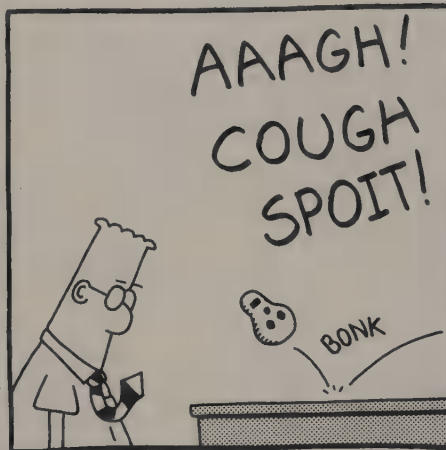
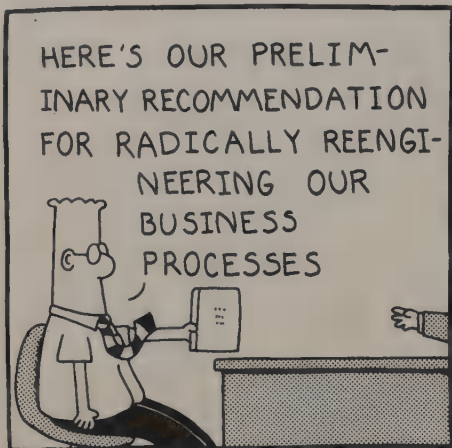
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BY

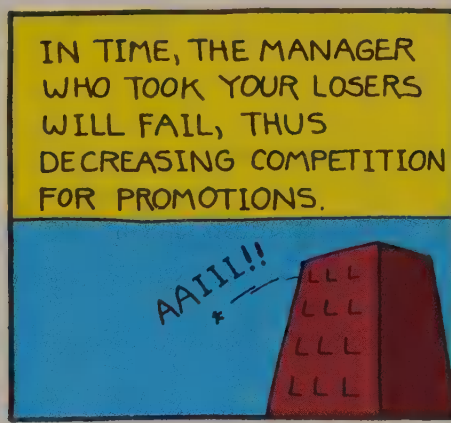
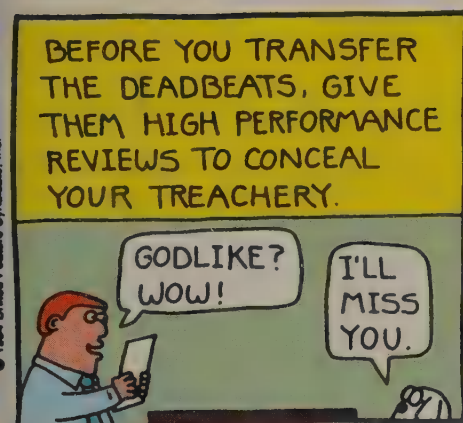
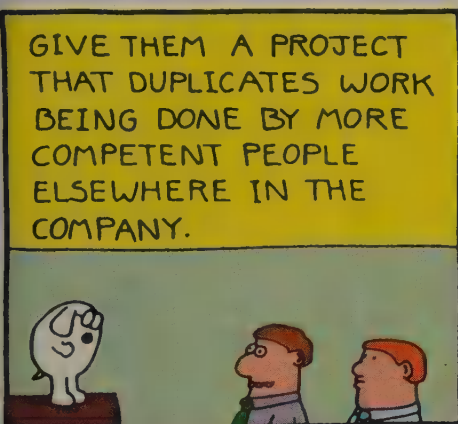
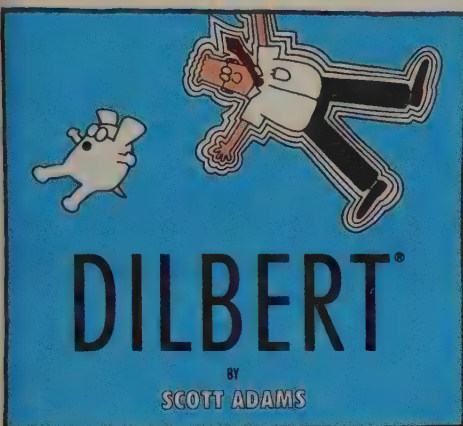
SCOTT ADAMS

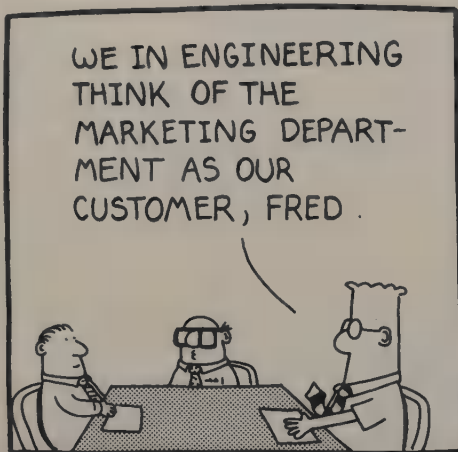




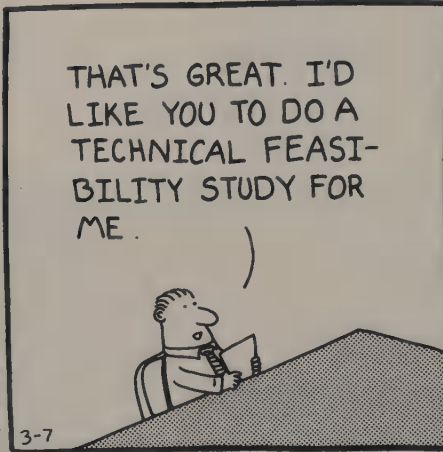






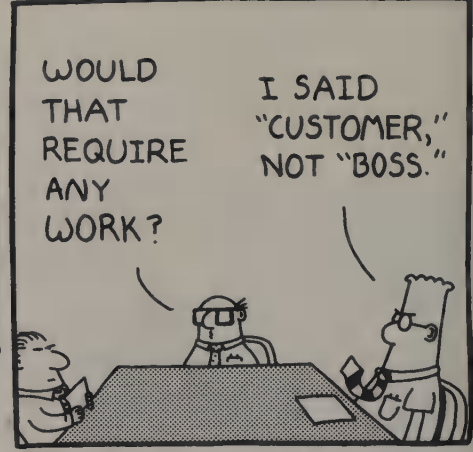


S. Adams

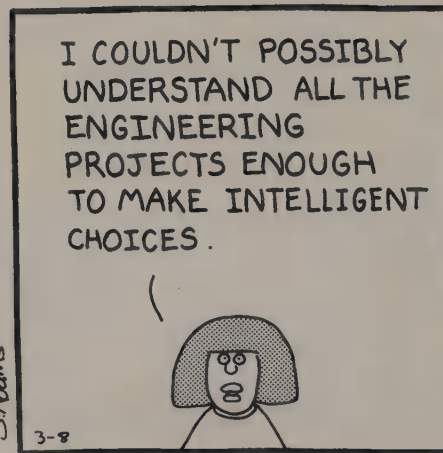


3-7

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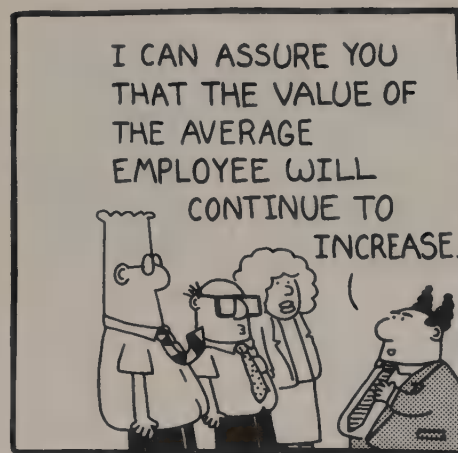


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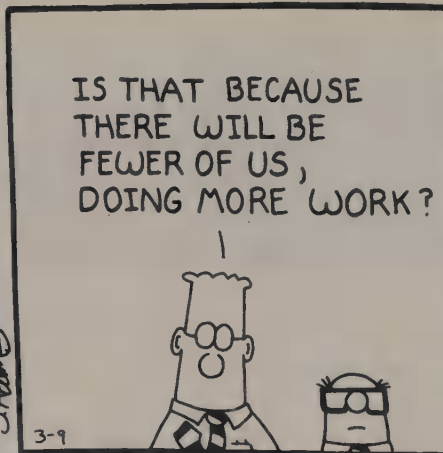


3-8

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S. Adams



3-9

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THE COMPANY HAS  
ANNOUNCED THERE  
WILL BE NO RAISES  
OR PROMOTIONS  
THIS YEAR.



S. Adams

NOW, THERE'S A  
MATHEMATICAL  
CERTAINTY THAT  
NO MATTER HOW  
HARD YOU WORK,  
INFLATION WILL MAKE

YOU  
POORER.



3-10

I HATED THE  
OLD WAY,  
WITH ALL  
THE UNCER-  
TAINTY.

I'M NOT  
JUST A  
MANAGER,  
I'M A  
LEADER!



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I'M TELLING YOU - IF  
NOBODY GETS A RAISE,  
HALF OF THE ENGINEERS  
WILL QUIT!



S. Adams

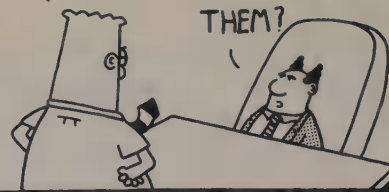
THAT'S THE GOAL.  
WE'RE TRYING TO  
REDUCE HEADCOUNT  
BY FIFTY PERCENT.



3-11

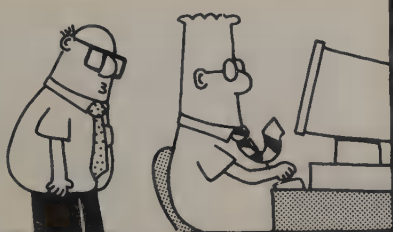
BUT ALL  
THE SMART  
PEOPLE  
WILL  
LEAVE!

WOULD YOU  
MIND ORGAN-  
IZING A  
GOODBYE  
POTLUCK  
LUNCH FOR  
THEM?



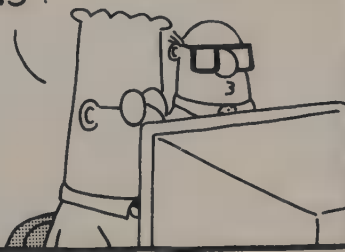
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AT THE CURRENT RATE  
OF INFLATION, WITH  
NO RAISES OR PROMO-  
TIONS...



S. Adams

OUR NET WORTH AT  
RETIREMENT WILL  
BE... A SHOPPING  
CART FULL OF ALUMINUM  
CANS.



3-12

WE'D  
BETTER  
DO SOME-  
THING.

I'M GOING  
SHOPPING  
BEFORE ALL  
THE GOOD  
CARTS ARE  
GONE.



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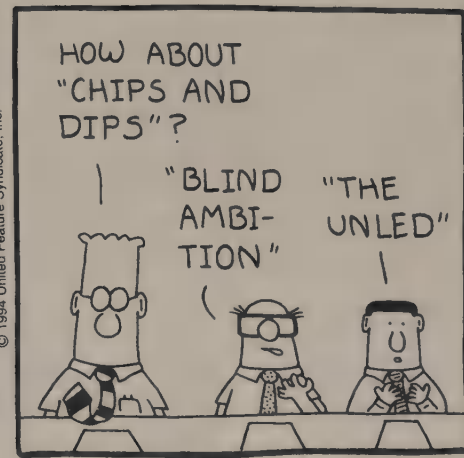
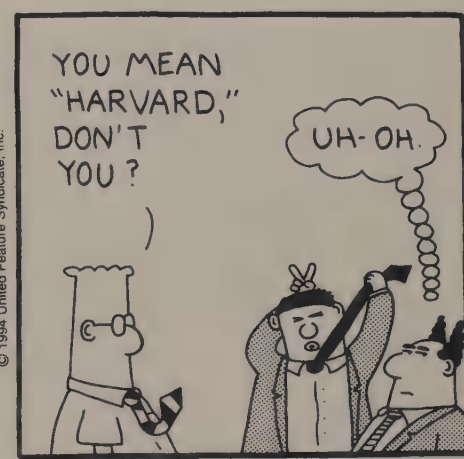
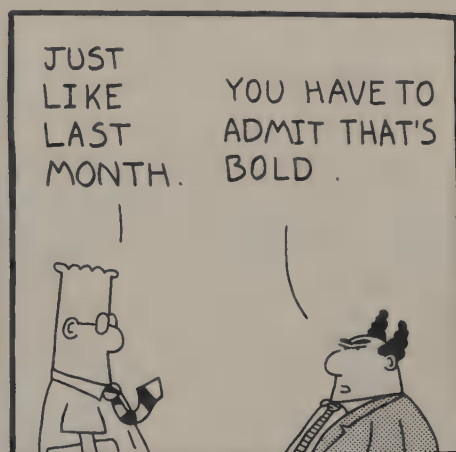


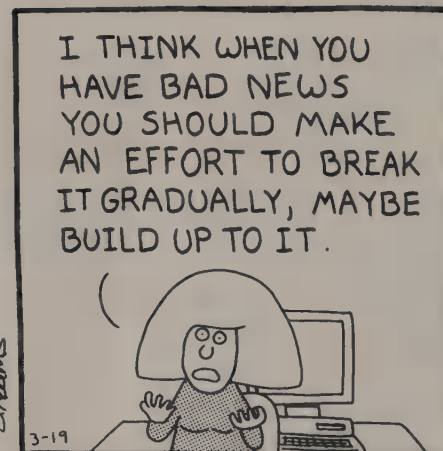
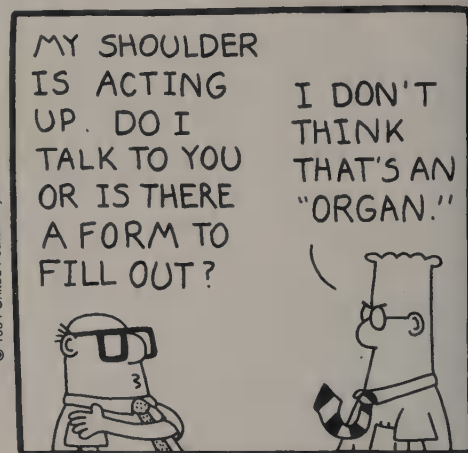
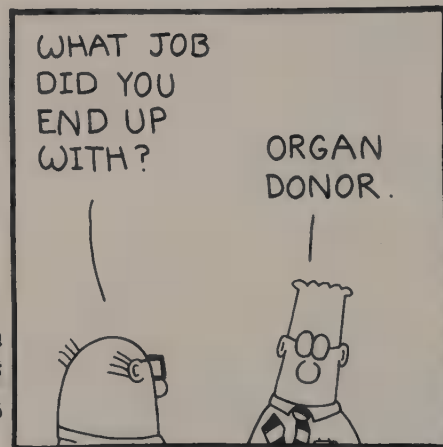
# DILBERT<sup>®</sup>

BY

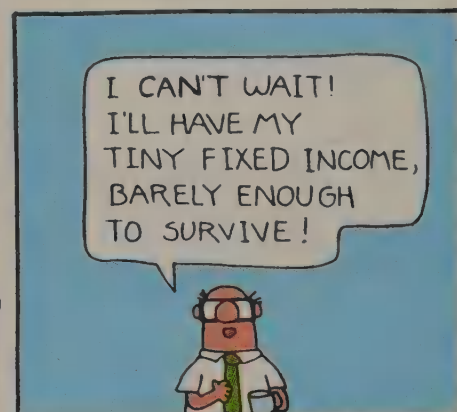
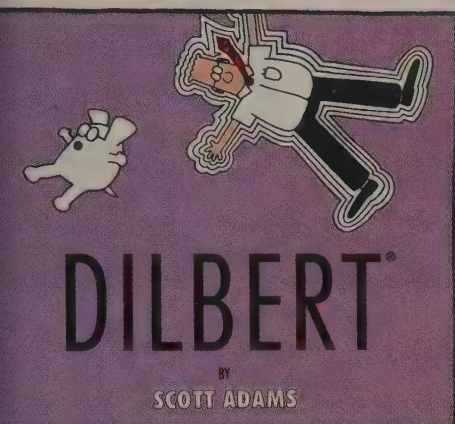
SCOTT ADAMS

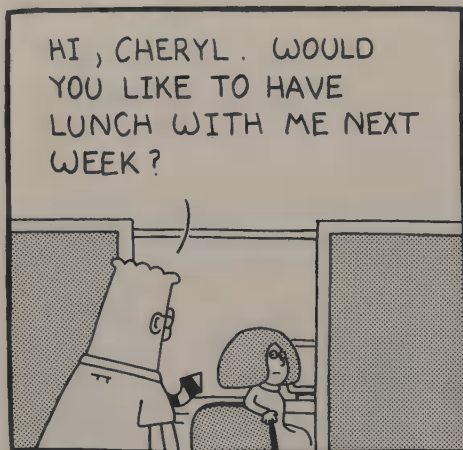








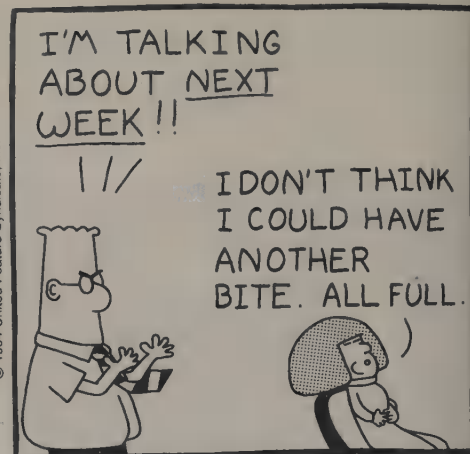




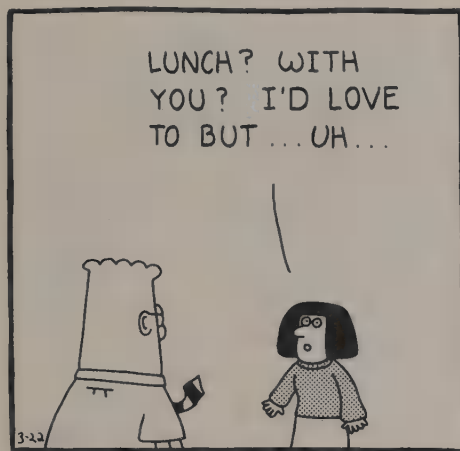
S. Adams



3-21



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3-22

S. Adams



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S. Adams



3-23

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I'VE BECOME A  
DOOMSDAY PROPHET  
SO I CAN SCARE  
GULLIBLE PEOPLE



S. Adams

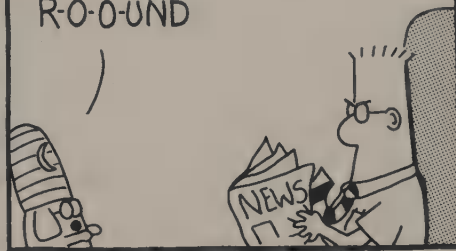
I'M TELLING EVERYONE  
THE WORLD WILL END  
IN YEAR 2000. MY  
COMPELLING LOGIC IS  
THAT 2000 IS A BIG  
ROUND NUMBER.



3-24

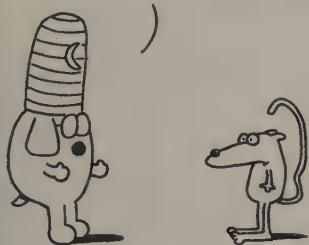
IT'S  
B-I-I-I-G  
AND  
R-O-O-UND

STOP  
IT!!!



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I'M PREDICTING THAT  
THE WORLD WILL END  
IN THE YEAR 2000.



S. Adams

THE CREATOR OF THE  
UNIVERSE WORKS IN  
MYSTERIOUS WAYS. BUT  
HE USES A BASE TEN  
COUNTING SYSTEM AND  
LIKES ROUND NUMBERS.



3-25

SO YOU REALLY WANT TO  
AVOID BEING , LET'S  
SAY, IN MOBILE HOME  
NUMBER 1,000,000 IN  
THE YEAR 2000.

I'M FEELING  
ANXIETY.



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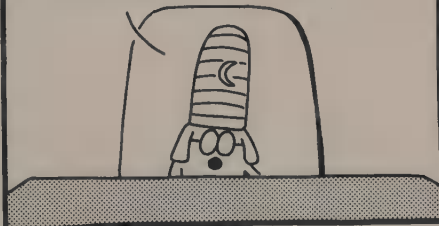
THE END OF THE WORLD  
IS COMING IN YEAR  
2000. THEREFORE, YOU  
SHOULD GIVE ME YOUR  
MONEY BEFORE IT'S  
TOO LATE.



3-26

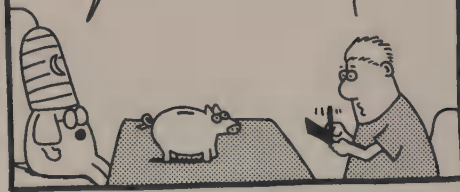
S. Adams

IT IS WRITTEN THAT  
MONEY IS EVIL. I'LL  
KEEP YOUR MONEY IN  
DOGBERT'S SPECIAL  
"EVIL-BE-GONE" DEVICE.



AND IT'S  
COMPLETELY  
DEDUCTIBLE  
... FROM YOUR  
SAVINGS.

SO I'M  
ACTUALLY  
MAKING  
MONEY!



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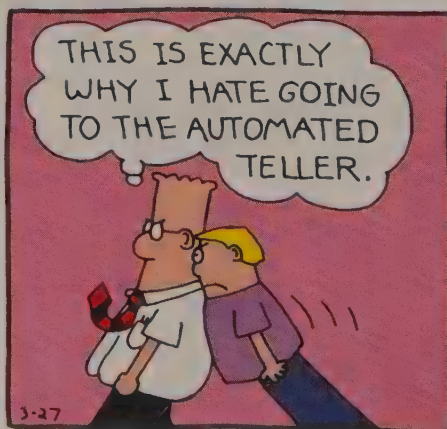
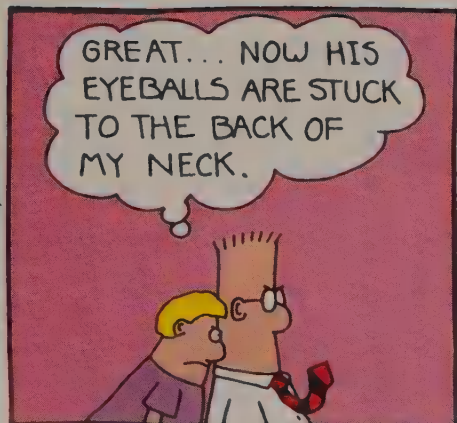
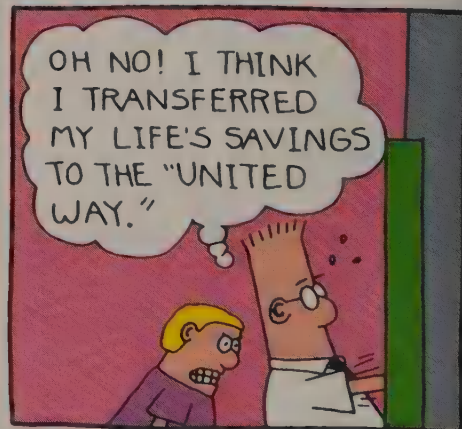
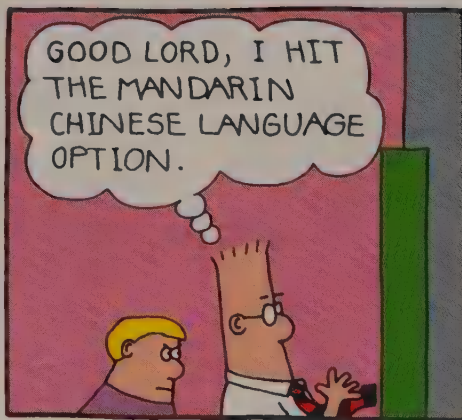
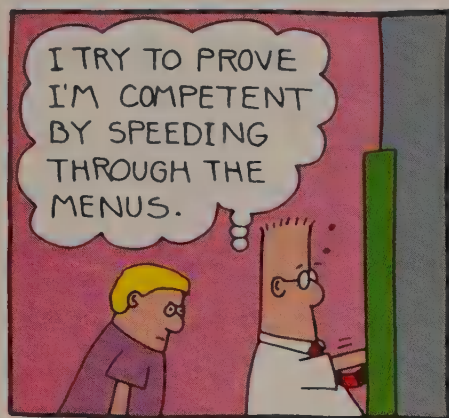
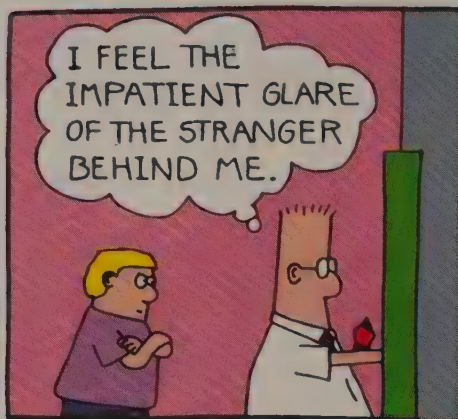




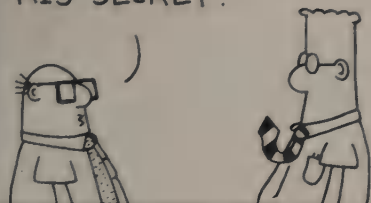
# DILBERT®

BY

SCOTT ADAMS



ZIMBU THE MONKEY  
DESIGNED THREE  
COMMERCIAL PRODUCTS  
THIS WEEK! WE'D  
BETTER FIND OUT  
HIS SECRET.



3-28

S. Adams

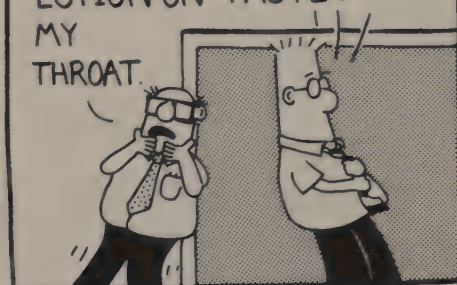
HE'S USING HIS  
TAIL! HE HAS  
A NATURAL  
ADVANTAGE!



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I FEEL  
THE JAWS  
OF EVO-  
LUTION ON  
MY  
THROAT.

GOOD GRAVY!  
DID YOU SEE  
HIM CUT AND  
PASTE?!



WELL, WELL, IT LOOKS LIKE  
ZIMBU HAS DESIGNED  
ANOTHER COMMERCIALLY  
VIABLE PRODUCT USING  
ONLY HIS TAIL.



S. Adams

I COULD HAVE DONE  
THAT... IF I HADN'T  
ERASED MY HARD DRIVE  
WHEN I INSTALLED MY  
SECURITY SOFTWARE.



3-29

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I DON'T PRODUCE MUCH,  
BUT IT'S VERY SECURE.

HERE'S  
ANOTHER  
ONE.



ZIMBU, YOU'RE NOT  
SUPPOSED TO USE YOUR  
TAIL TO OPERATE THE  
MOUSE.



S. Adams

IF TAILS WERE A NATURAL  
ADVANTAGE FOR ENGIN-  
EERS THEN EVOLUTION  
WOULD PROVIDE US ALL  
WITH TAILS!



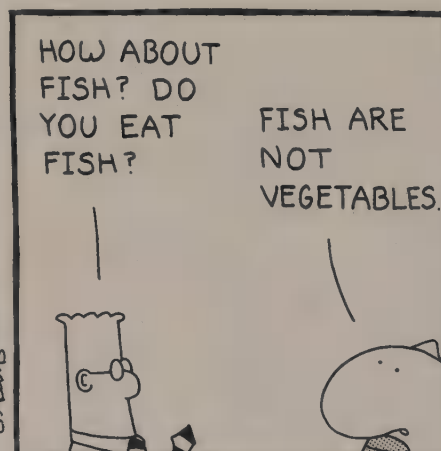
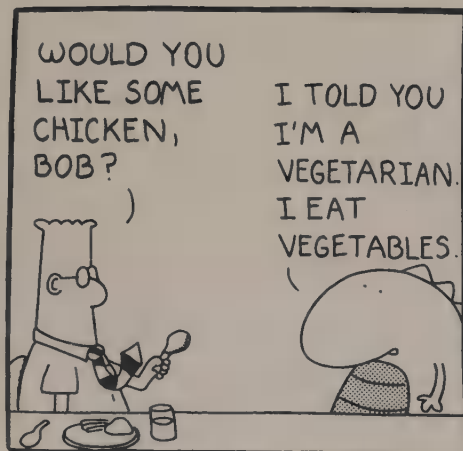
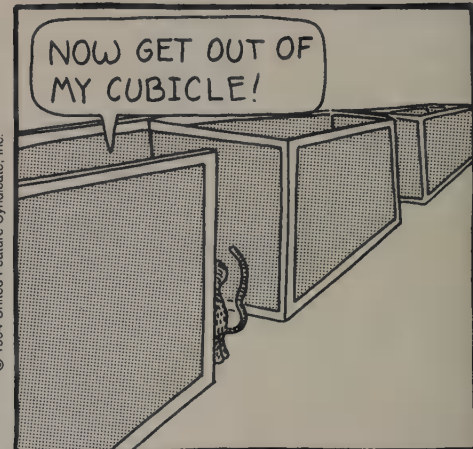
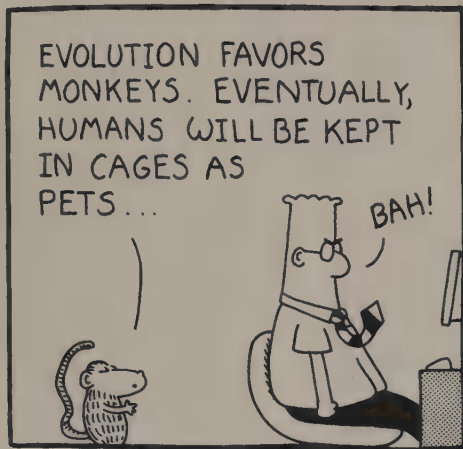
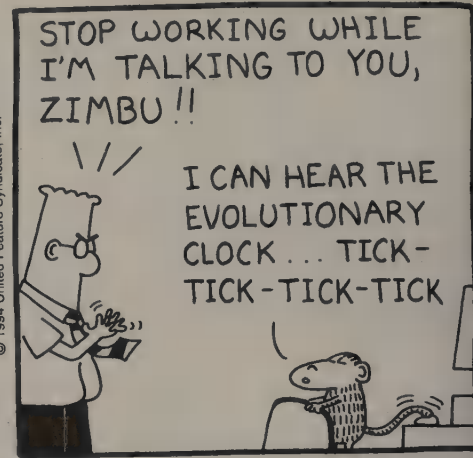
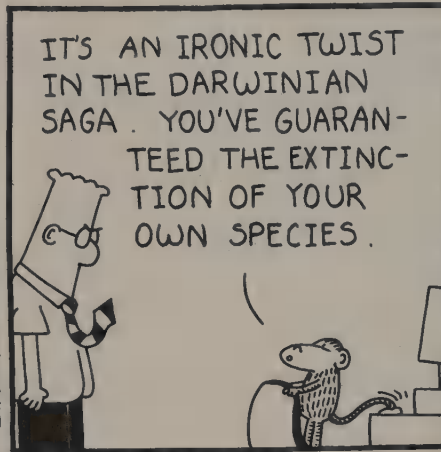
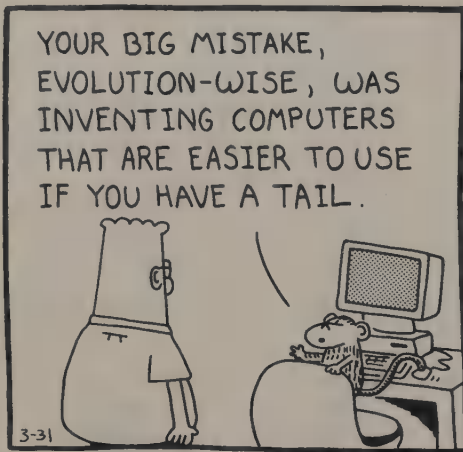
3-30

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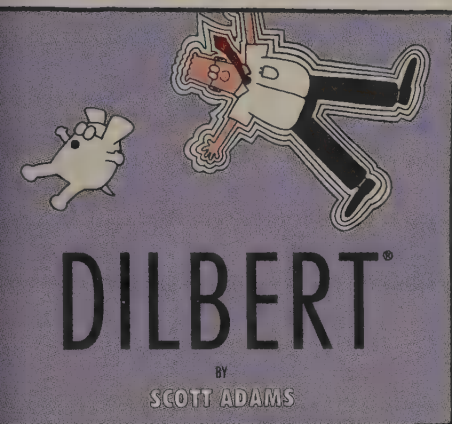
DILBERT, I DON'T  
BELIEVE YOU'VE MET  
ROCKY, OUR NEW  
C PROGRAMMER.

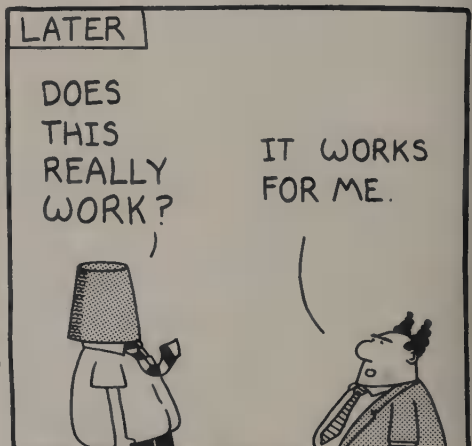
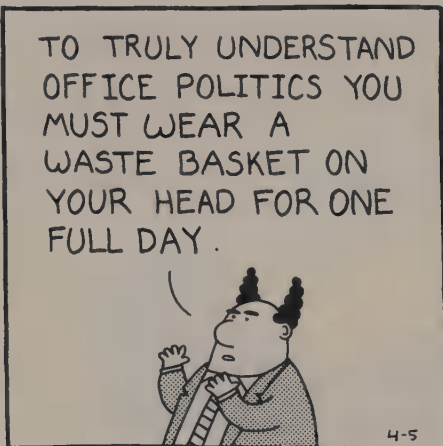












# DILBERT GETS POLITICAL

I'D LOVE TO HAVE YOU AND ... WHAT'S-HER-FACE COME TO MY LITTLE DINNER PARTY.



S. Adams

I LIKE TO DO A LITTLE GOURMET COOKING ... WHEN I'M NOT RAISING MONEY TO BATTLE UNPOPULAR DISEASES.



4-7

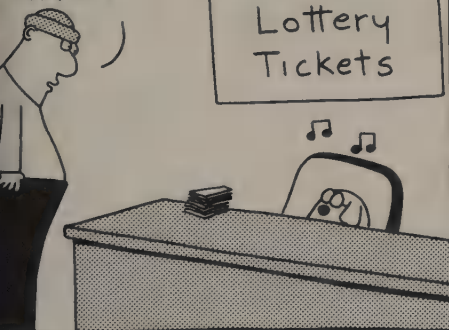
IS IT JUST ME, OR ARE THE OTHER GUESTS CRASH DUMMIES?



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WHAT MAKES THESE A "VALUE"?

Value Priced Lottery Tickets



S. Adams

THEY'RE HALF THE NORMAL PRICE, AND YET THE CHANCE OF WINNING IS ONLY ONE IN TEN MILLION LESS.



4-8

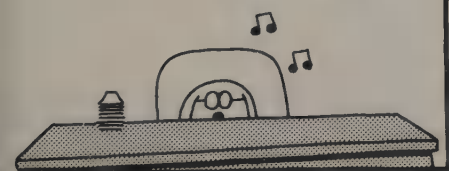
HEY! THIS IS FOR YESTERDAY'S LOTTERY!

AND YOUR POINT IS...?



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Value Priced Lottery Tickets



S. Adams

I AM DRAWN BY THE ALLURE OF FABULOUS WEALTH AND A LIFE OF HEDONISTIC DELIGHT... ONE PLEASE.



4-9

THIS IS DATED YESTERDAY.

OOH, BAD LUCK. TRY AGAIN?



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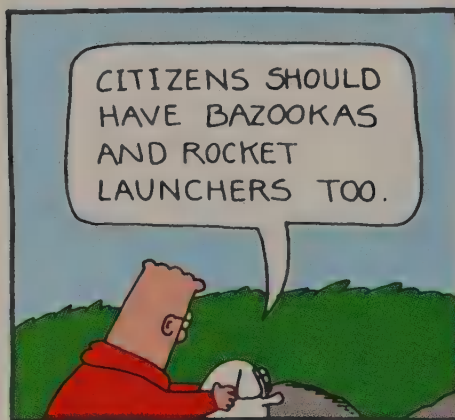
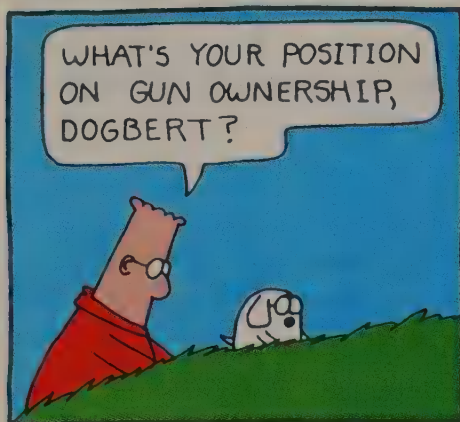




# DILBERT®

BY

SCOTT ADAMS



OUR DEVICE  
CONFORMS TO ALL  
INTERNATIONAL  
STANDARDS FOR  
COMMUNICATIONS.



S. Adams

IN OTHER WORDS,  
IT DOESN'T DO  
ANYTHING USEFUL  
AND IT'S NOT YOUR  
FAULT.

4-11



IS THERE  
SOMEBODY  
LESS  
EXPERIENCED  
I COULD  
TALK TO?

DO YOU  
HAVE MY  
BOSS'S  
NUMBER?



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I HIRED A WEASEL  
TO HELP US WRITE  
OUR BUSINESS CASE.



4-12

S. Adams

whisper  
whisper



DID I SAY  
WEASEL? I  
MEANT MINK.



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TELL ME ABOUT YOUR  
PROJECT AND I'LL  
TRANSLATE IT INTO  
WEASEL WORDS FOR  
THE BUSINESS  
CASE.



S. Adams

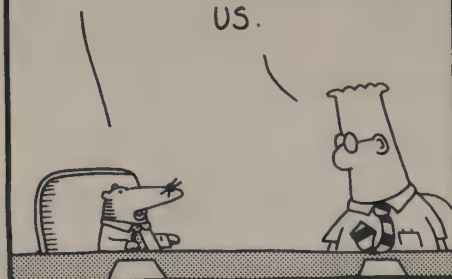
WELL... AN EXECUTIVE HAD  
LUNCH WITH A VENDOR  
AND COMMITTED TO BUY  
SOME STUFF THAT DOESN'T  
WORK. OUR JOB IS TO  
COST-JUSTIFY THE  
DECISION.

4-13

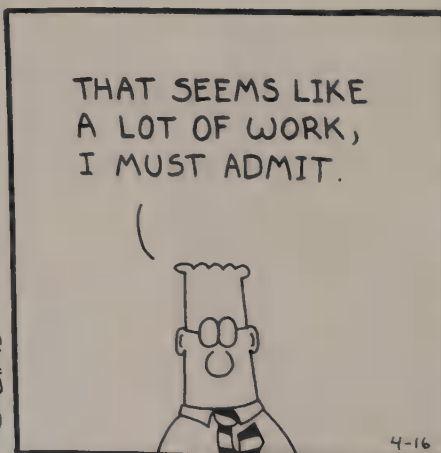
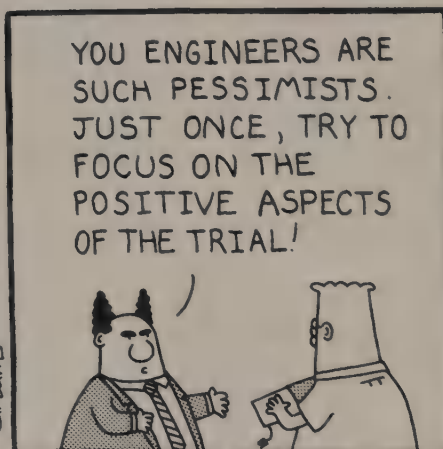
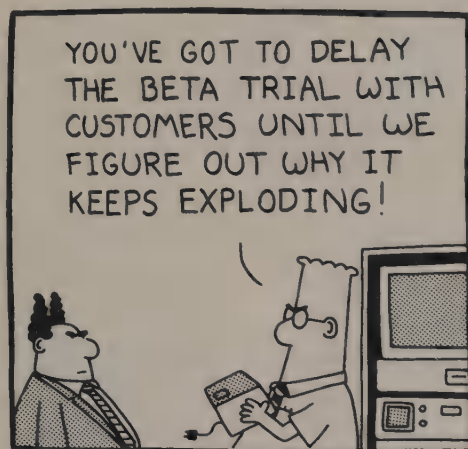
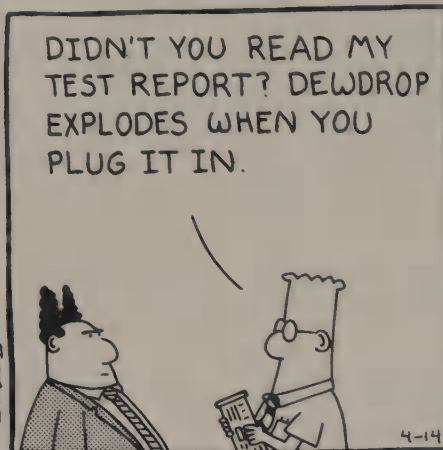
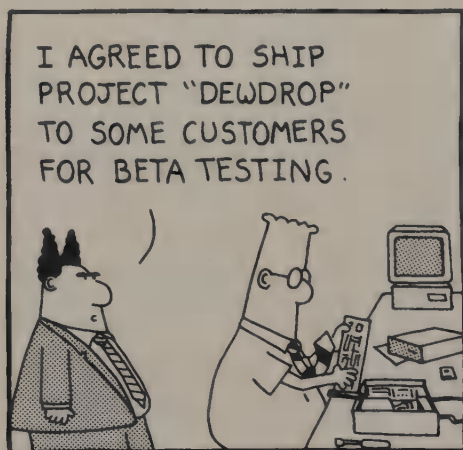


I  
QUIT.

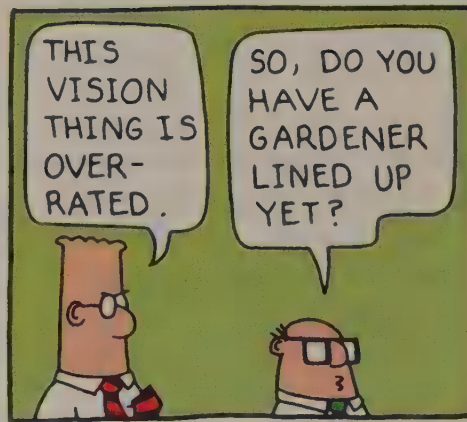
DON'T GET ALL  
ETHICAL ON  
US.



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HERE'S THE PRESS  
RELEASE ABOUT OUR  
BID TO BUY "DSN"  
FOR FIFTY BILLION  
DOLLARS.



S. Adams

DSN IS THE HOLLYWOOD  
STUDIO THAT PROVIDES  
STATIC TO ALL THE  
CHANNELS THAT WOULD  
OTHERWISE BE BLANK.



4-18

THE "DOGBERT  
STATIC NETWORK"?!!



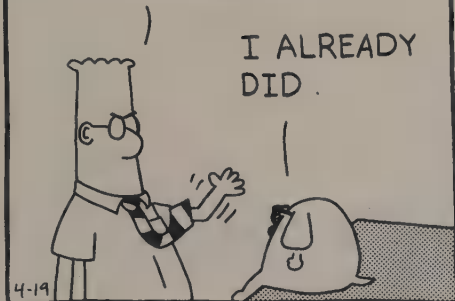
TALK TO  
ME, BABE.



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YOU CAN'T COPYRIGHT  
THE STATIC ON BLANK  
TV CHANNELS!

I ALREADY  
DID.



4-19

S. Adams

YOU CAN'T LET MY  
COMPANY PAY FIFTY  
BILLION DOLLARS TO  
BUY YOUR SO-CALLED  
FILM LIBRARY.

I ALREADY  
AM.



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I MAY HAVE TO BLOW  
THE WHISTLE ON THIS  
LITTLE DEAL.

IT'LL HAVE TO  
BE A NOSE  
WHISTLE -- I  
COPYRIGHTED  
EVERYTHING  
ELSE.



4-20

BAD NEWS SIR -- OUR  
ARCH RIVALS ARE  
OUT-BIDDING US FOR  
CONTROL OF  
DSN.



S. Adams

APPARENTLY THEY HAVE  
EVEN LESS CREATIVE  
INVESTMENT IDEAS  
THAN WE DO.



4-20

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QUICK! GIVE MORE  
MONEY TO OUR  
CONSULTANTS !!

THEY'RE  
SPENDING  
AS FAST AS  
THEY CAN,  
SIR!!



WE'LL GIVE YOU SIXTY BILLION FOR THE "DOGBERT STATIC NETWORK." HALF OF THAT WILL BE STOCK IN OUR COMPANY.



S. Adams

WHO WOULD WANT STOCK IN A COMPANY THAT WOULD PAY SIXTY BILLION FOR STATIC?



4-21

NOT US. THAT'S THE POINT.

I'D LIKE IT ALL IN MERCURY DIMES.



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FROM NOW ON YOU'LL BE WORKING FULL TIME ON OUR TAKEOVER OF DSN.



S. Adams

YOU MUST ALSO IDENTIFY ANY UNNECESSARY JOBS THAT CAN BE CUT AFTER THE TAKEOVER.



4-22

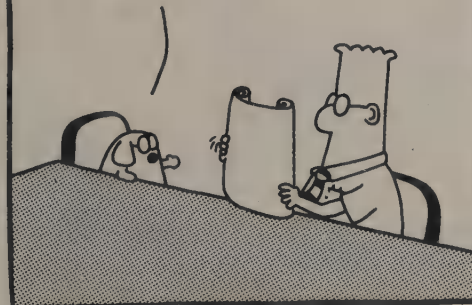
THAT WOULD BE THE PEOPLE WHO WORKED ON THE TAKE-OVER

OOH, I BROADCASTED THAT MOVE.



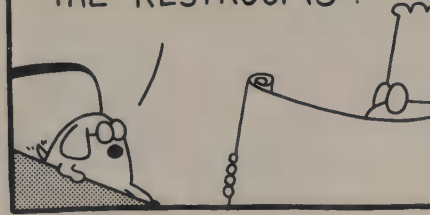
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I PLAN TO USE MY NEW WEALTH TO BUILD AN AMUSEMENT PARK.



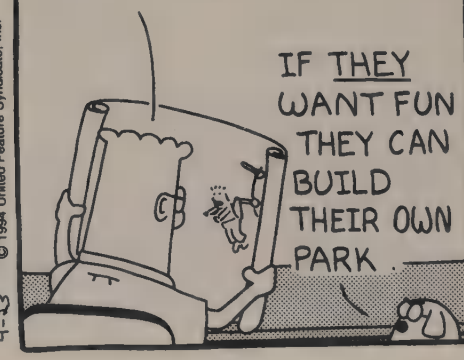
S. Adams

DOGBERTLAND WILL HAVE THRILLING RIDES LIKE "THE WEDGIE," AND I'LL HAVE A MAZE IN FRONT OF THE RESTROOMS.



THE CUSTOMERS WILL HATE THIS.

IF THEY WANT FUN THEY CAN BUILD THEIR OWN PARK.



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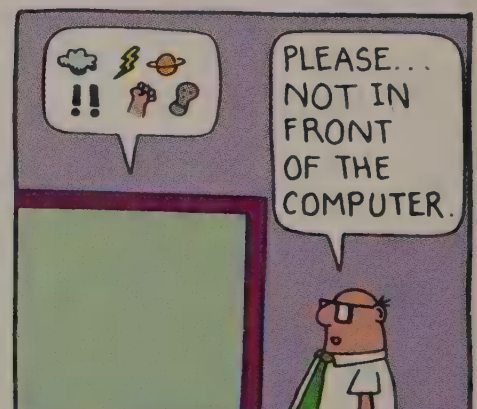
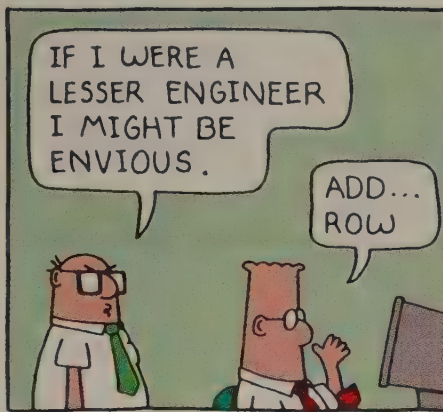
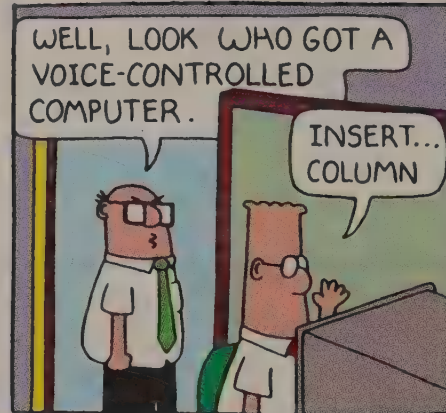




# DILBERT®



BY  
SCOTT ADAMS



QUANTITY... TWO-SIDED  
... REDUCED TO 98%...  
COLLATED... WITH STAPLE  
... PORTRAIT... TWO  
COLORS... DARKEN...  
LEGALSIZE PAPER...



S. Adams



4-25

IF YOU WANT  
A PHOTOCOPY  
SET "THIP  
CRINKLE AND  
SPOIT" TO  
NO.

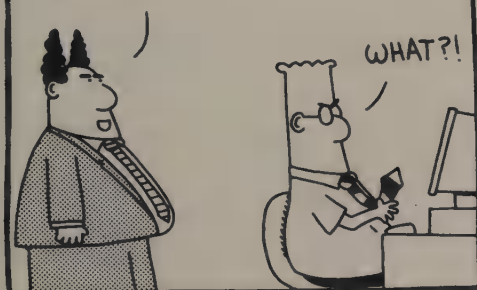
IT MAKES  
COPIES  
TOO ??



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THIS YEAR, INSTEAD OF  
RAISES WE'RE GIVING  
APPLIANCES.

WHAT?!



S. Adams

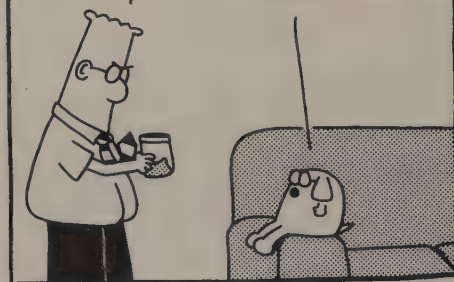
HIGH PERFORMERS  
COULD GET A COLOR  
TELEVISION OR A  
NEW 'FRIDGE.



4-26

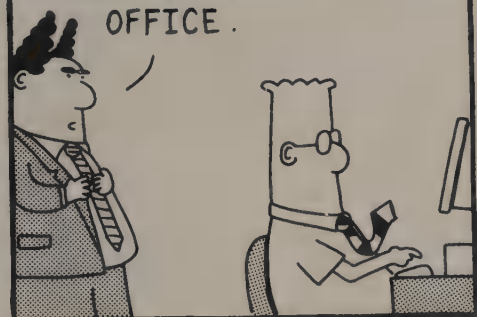
HE CALLED  
IT A "LAVA  
LAMP."

I CALL IT A  
JAR OF OLD  
MAYONNAISE.



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I WANT YOU TO HELP  
ME UPGRADE THE  
COMPUTER IN MY  
OFFICE.



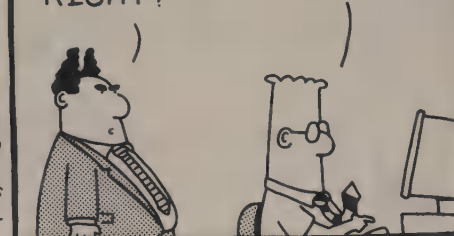
S. Adams

THE COMPUTER IN  
YOUR OFFICE IS A  
CARDBOARD PROP  
THAT CAME WITH  
YOUR DESK.



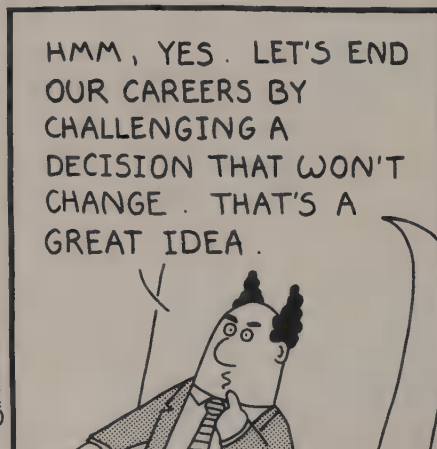
SO, I NEED  
A NEW  
MOTHER-  
BOARD,  
RIGHT?

NO, YOU  
NEED A  
NEW DESK.

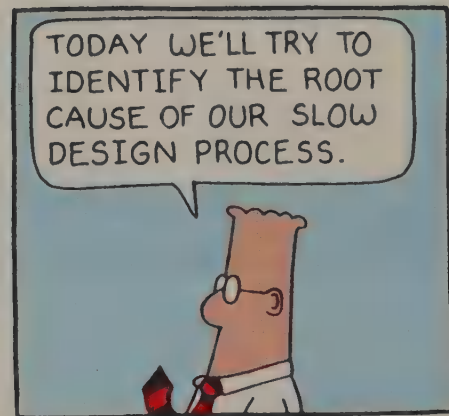
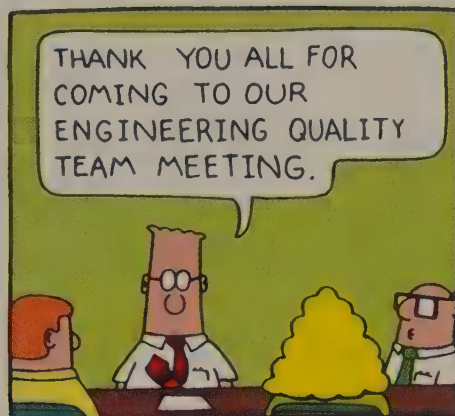
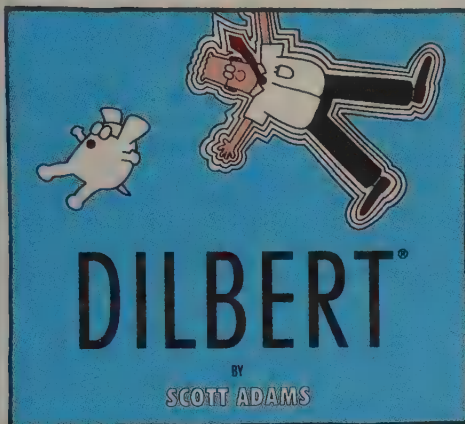


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4-27

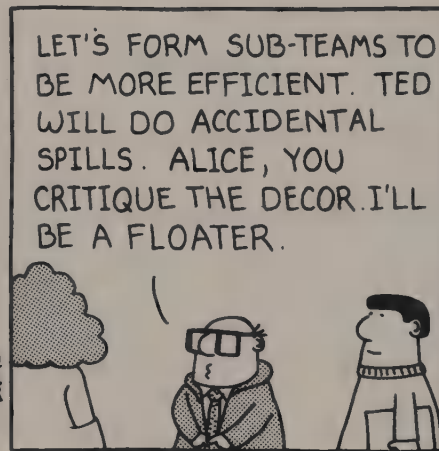








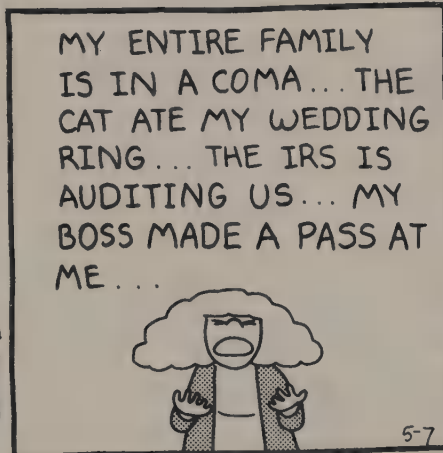
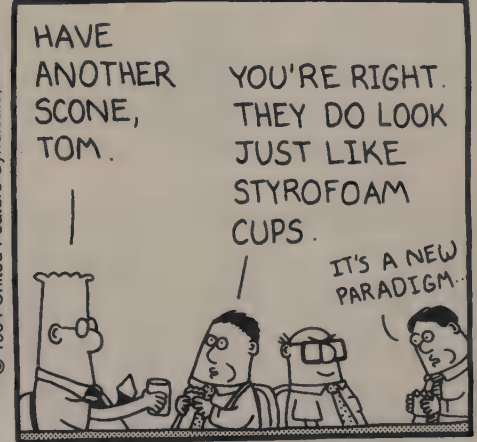
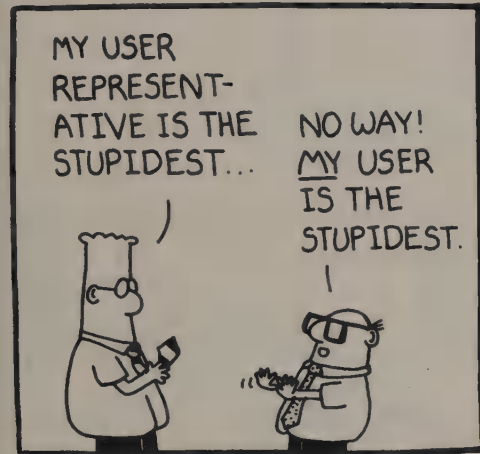
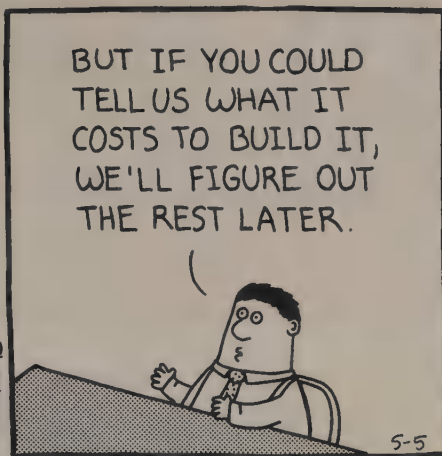
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# DILBERT®

BY

SCOTT ADAMS



## BOB THE DINOSAUR

GIVES WEDGIES TO  
CORPORATE PEOPLE  
WHO DESERVE IT



S. Adams

## BUDGET ANALYST

I DON'T UNDER-  
STAND ANY OF OUR  
PROJECTS. SO I  
CUT THE ONES WITH  
"E" IN  
THEIR  
NAMES.



WHAT  
WAS  
THAT  
LETTER?

EEEE!



## ENGINEERS

WE DOUBLED  
OUR COSTS,  
TO ADD  
BACK-UP  
SYSTEMS.

YOU  
CAN'T  
BE TOO  
CAREFUL.



TWO AT ONCE, IN  
CASE ONE ENJOYS  
IT!



## MARKETING GENIUS

MARKET  
SEGMENTATION  
IS THE KEY.



5-8

DON'T IMPROVE  
THE PRODUCT, JUST  
FIND DUMBER  
CUSTOMERS!

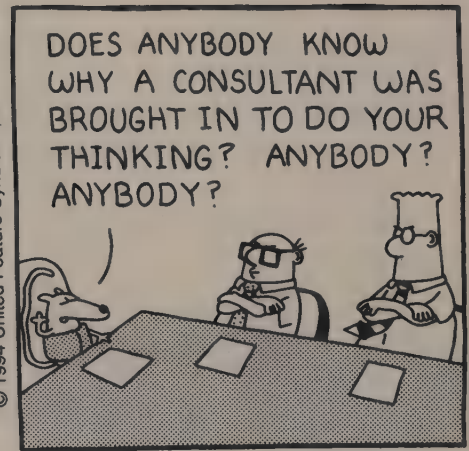
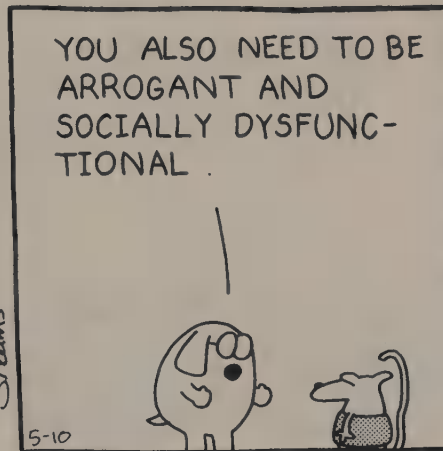
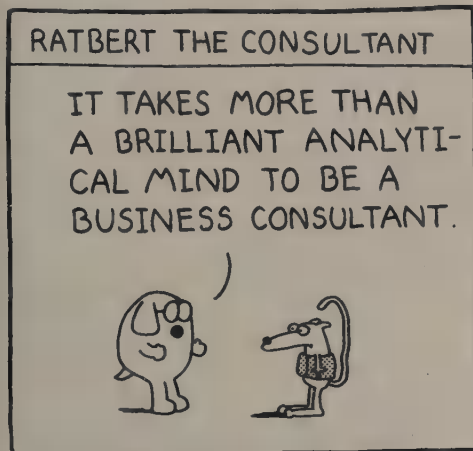
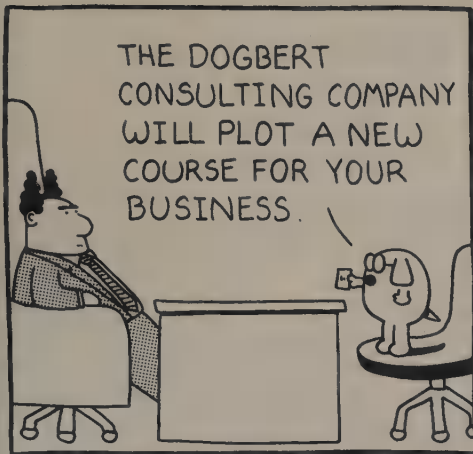


## SENIOR MANAGEMENT

THESE GUYS  
KNOW HOW  
TO DELEGATE!

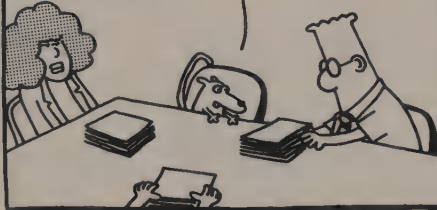
YOU'RE  
THE NEW  
VP OF  
WEDGIES.





RATBERT THE CONSULTANT

IT LOOKS LIKE YOU'VE ALL DONE YOUR ASSIGNMENTS FOR ME.



S. Adams

YOUR INPUT IS SO IMPORTANT THAT I'LL HAVE IT PUT IN A BIG BINDER AND STORED IN THE SAME BUILDING THAT YOUR PRESIDENT WORKS!



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AND I'LL PUT IN A GOOD WORD FOR YOU WHEN I MEET WITH YOUR BOSS LATER TODAY.



HOW ABOUT TWO GOOD WORDS?



WHEN I HIRED THE "DOGBERT CONSULTING COMPANY" HE SAID HIS CONSULTANTS WERE SO SMART THEY HAD TO WRAP THEIR BRAINS AROUND THEIR TORSOS.



S. Adams

BUT THAT LOOKS LIKE A SLAB OF LIVER.



5-13

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THIS SLAB OF LIVER HAS AN MBA FROM HARVARD, YOU POINTY-HAIR FOOL!!



WOW, YOU GUYS ARE GOOD DEBATERS.



HERE'S MY FINAL CONSULTING REPORT ON YOUR COMPANY.



5-14

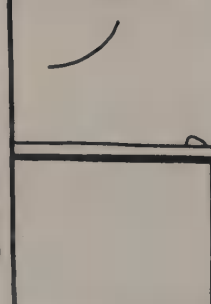
S. Adams

I'VE LISTED ALL THE DEADWEIGHT EMPLOYEES WHO SHOULD BE FIRED.



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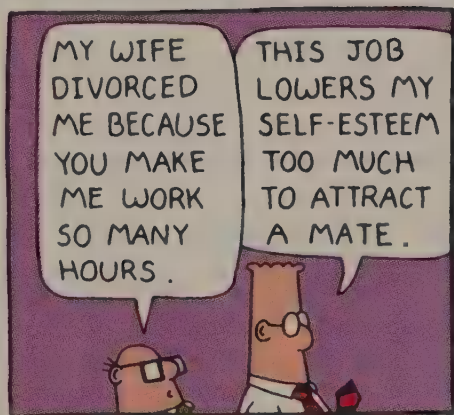
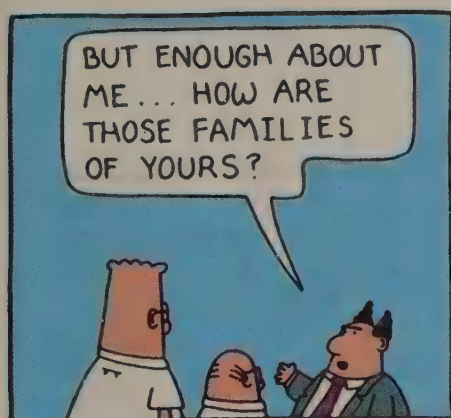
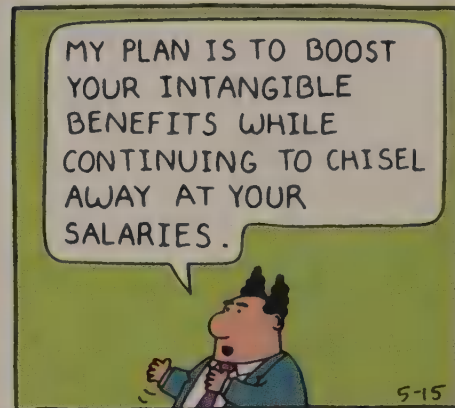
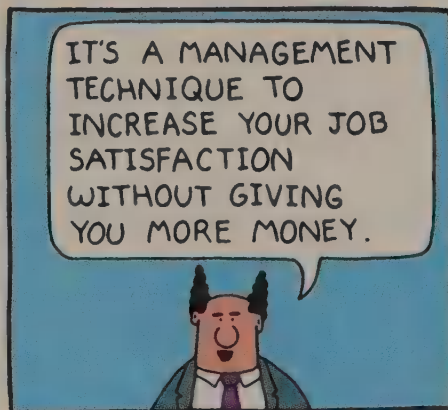
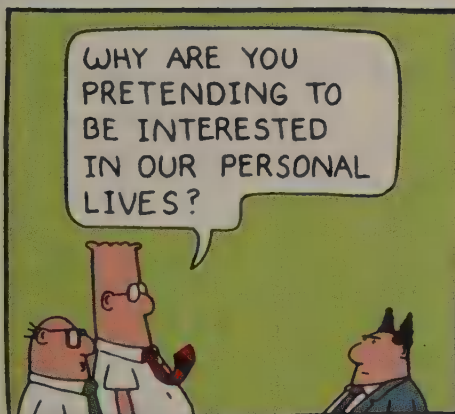
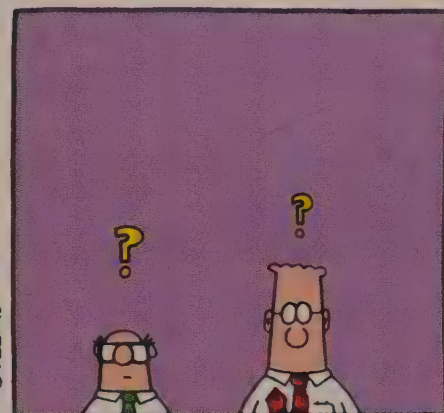
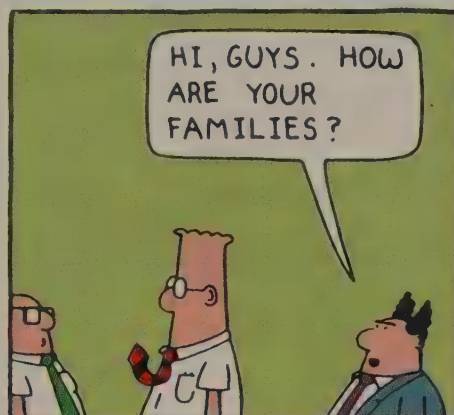
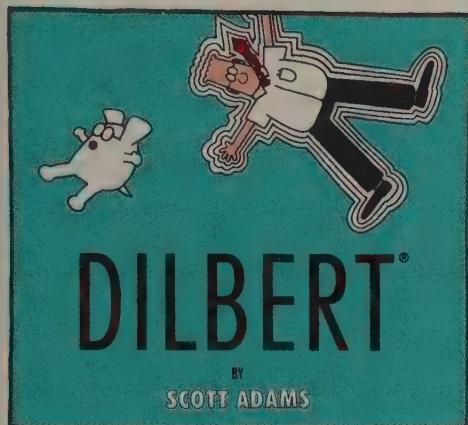
THIS IS THE COMPANY DIRECTORY.

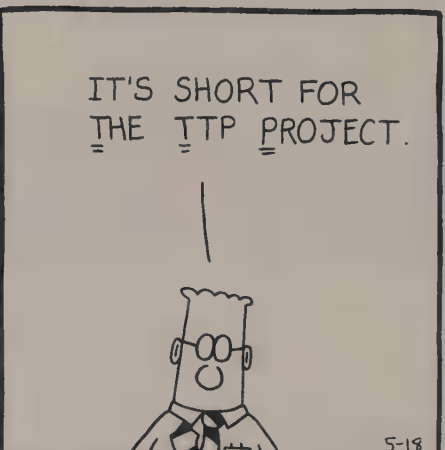
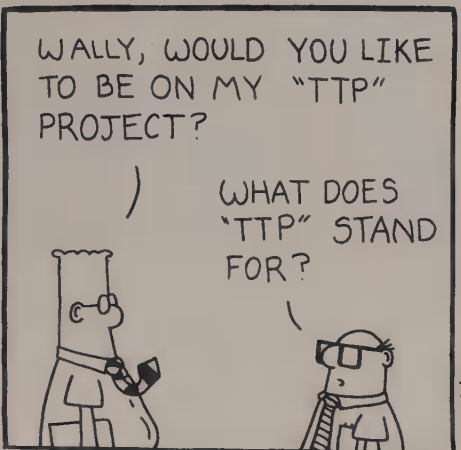
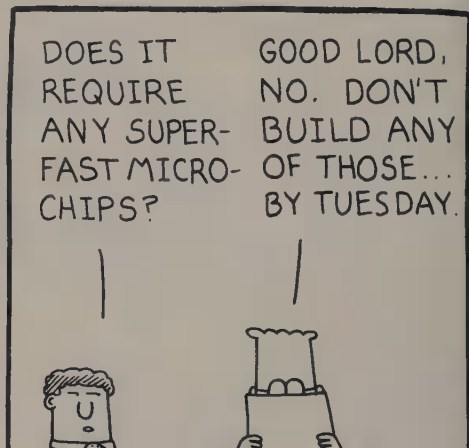
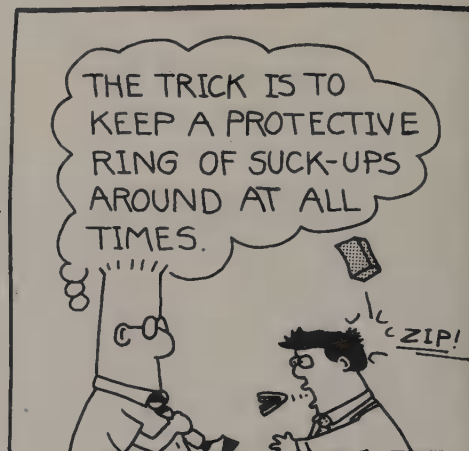
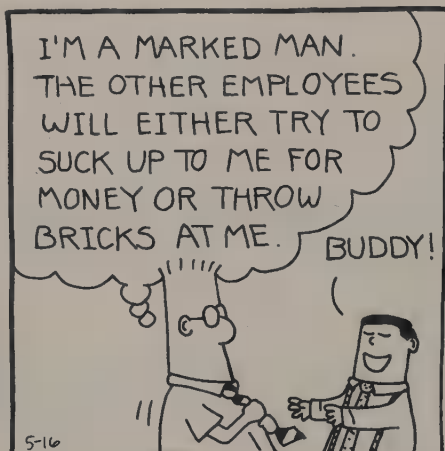
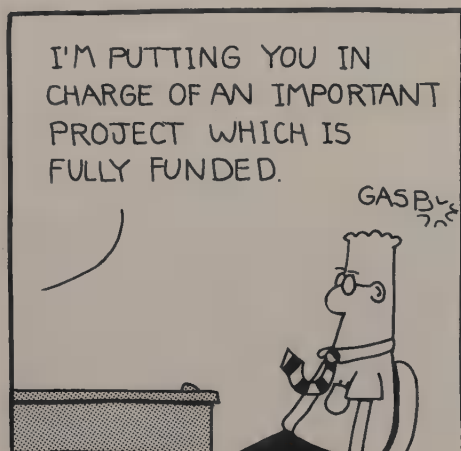


FINDING THAT WAS A HUGE TIME-SAVER.









YOUR DEPARTMENT HAS A REPUTATION FOR BEING DIFFICULT TO WORK WITH. BUT I KNOW WE CAN COOPERATE TO MAKE MY PROJECT A SUCCESS.



S. Adams

I'D LOVE TO HELP BUT MY HEAD IS FULL OF BIRDSEED AND MY PANTS ARE GLUED TO THIS CHAIR.



5-19

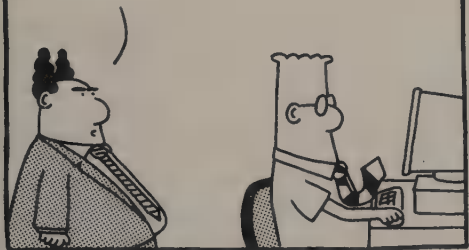
I'LL TALK TO YOUR BOSS.



GOOD LUCK. HE'S A SOAP CARVING.

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HOW'S YOUR PROJECT COMING ALONG?



S. Adams

IT'S UNDER-FUNDED AND DOOMED. BUT I'VE GOT SOME GOOD INERTIA GOING AND I'M SETTING THE MARKETING DEPARTMENT UP TO TAKE THE BLAME.



5-20

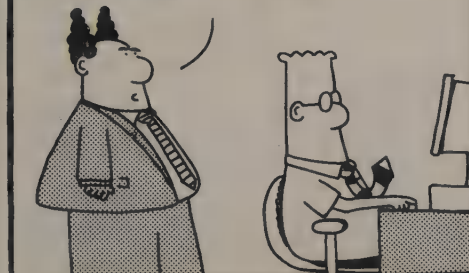
I FEEL LIKE I SHOULD BE DOING SOMETHING HERE.



I'VE GOT YOU PLANNED TO MAKE AN UNINFORMED DECISION NEXT WEEK.

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WE JUST HAD A MEETING AND DECIDED TO CHANGE YOUR PROJECT SUBSTANTIALLY.



S. Adams

WE DIDN'T INVITE YOU TO THE MEETING BECAUSE THINGS GO SMOOTHER WHEN NOBODY HAS ANY ACTUAL KNOWLEDGE.



5-21

SO, WHAT ARE THE CHANGES?

IF I REMEMBER I'LL LEAVE YOU A VOICE MAIL.



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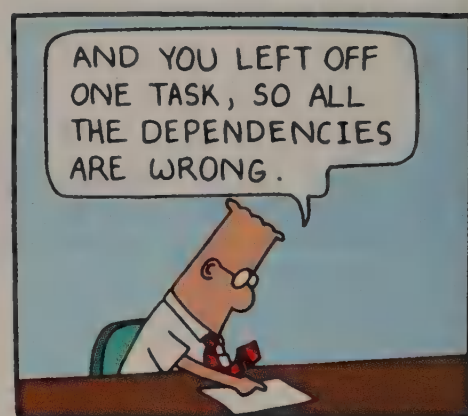




# DILBERT®



BY  
SCOTT ADAMS



DID YOU REMEMBER WHAT THE STEERING COMMITTEE DECIDED ABOUT MY PROJECT?

NOPE.

YOU'D BETTER CALL A MEETING WITH ALL THE DEPARTMENT HEADS. THEIR ORDERS WILL OVERRIDE THE STEERING COMMITTEE AND MAKE IT A MOOT POINT.

IT WILL TAKE MONTHS TO GET ON ALL OF THEIR CALENDARS.

AND DON'T INVITE YOURSELF. IT'S FOR LEADERS ONLY.

I WAS JUST READING YOUR PROJECT STATUS REPORT.

YOU SAY THE PROJECT IS DELAYED "DUE TO" THE ONGOING BUNGLING OF A CLUELESS, POINTY-HAIRED INDIVIDUAL."

INSTEAD OF SAYING "DUE TO," IT WOULD READ BETTER AS "FACILITATED BY."

I'M CANCELING YOUR PROJECT SO I CAN GIVE YOUR FUNDING TO A PROJECT THAT HAS A MUCH COOLER ACRONYM.

HA! THE JOKE'S ON YOU! I ANTICIPATED THIS MOVE FROM THE BEGINNING AND HAVE DONE NOTHING BUT CARRY EMPTY BINDERS FOR WEEKS!

BEING GOOD AT YOUR JOB IS LESS FULFILLING THAN YOU MIGHT THINK, DOGBERT.

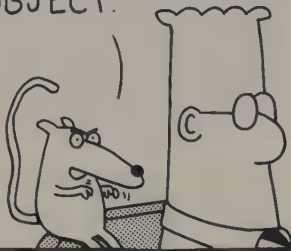
WHY IS THAT THING CALLED A MOUSE AND NOT A RAT?



5-26

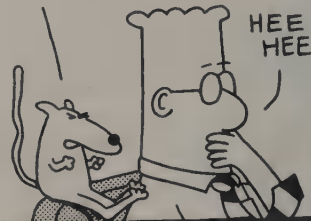
S. Adams

AT THE RISK OF BEING LABELED, QUOTE, POLITICALLY CORRECT, UNQUOTE, I MUST OBJECT.



I DEMAND TO HAVE SOMETHING NAMED IN MY HONOR!

WHAT ABOUT THE "SCUZZY" INTER-FACE?



HEE  
HEE

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FROM NOW ON, BOB PLEASE REFER TO ME AS A "RATTUS," NOT BY THE DIMINUTIVE TERM "RAT."



S. Adams

FRANKLY, I'VE NEVER THOUGHT OF FOLKS LIKE YOU IN TERMS OF YOUR GENUS. I SEE YOU AS PART OF A LARGER COMMUNITY.



REALLY?

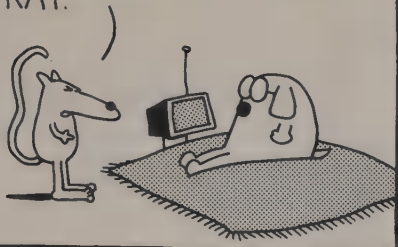
YEAH — THE COMMUNITY OF THINGS THAT GO "SQUEAK" WHEN I STEP ON THEM.



THAT'S SO FUNNY I FORGOT TO LAUGH.

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FROM NOW ON, I PREFER THAT YOU NOT REFER TO MY GENUS BY THE DEROGATORY WORD "RAT."



S. Adams

THE CORRECT WORD IS "RATTUS." IT IS THE RIGHT OF ANY GROUP TO DEFINE ITS OWN NAME. YOU MUST RESPECT THAT.



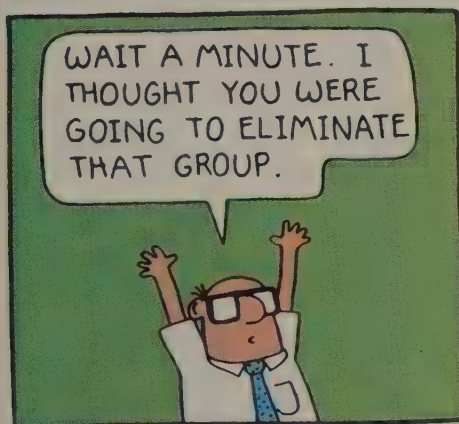
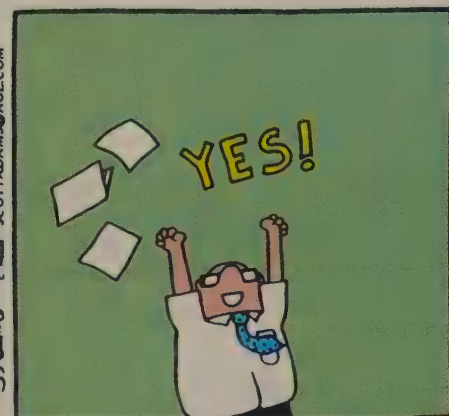
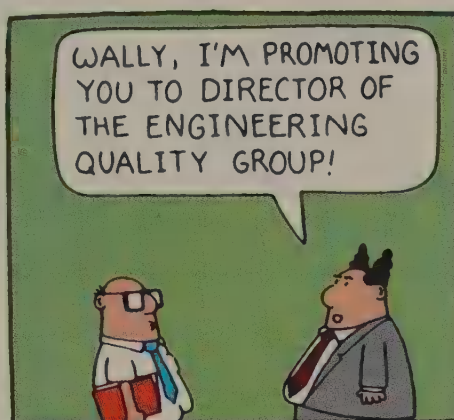
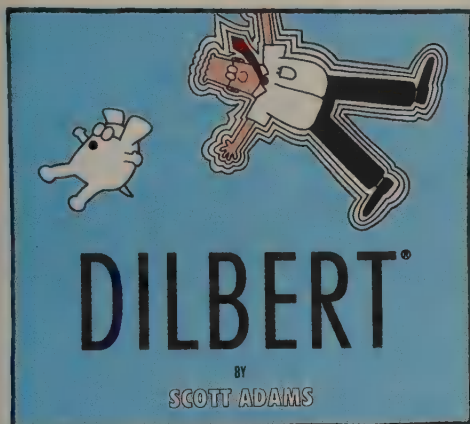
DON'T CALL ME A DOG ANYMORE. FROM NOW ON MY CORRECT NAME IS "SMARTER-THAN-A-STUPID-RATTUS."



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5-28





I RECENTLY RECEIVED  
THIS ANGRY LETTER  
FROM A MISTER "DORK".



MR. DORK INFORMS ME  
THAT THE MANY PEOPLE  
SURNAMED DORK ARE  
NOT AMUSED THAT I  
ONCE USED THE WORD  
"DORKAGE." HE  
DEMANDS AN APOLOGY.



I APOLOGIZE TO  
ALL THE DORKS  
WHO WERE  
OFFENDED. I  
HOPE WE CAN PUT  
THIS BEHIND US.



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5-30

DILBERT, I'M SENDING  
YOU TO "DIVERSITY  
SENSITIVITY" TRAIN-  
ING.



ALICE DOESN'T HAVE TO  
GO BECAUSE CHICKS  
ARE BORN ALREADY  
KNOWING THIS STUFF.  
IT'S AS NATURAL AS  
SHOPPING AND CRYING.

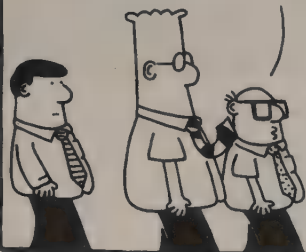


CAN I GET  
A "MIDOL"  
FOR EITHER  
ONE OF  
YOU?

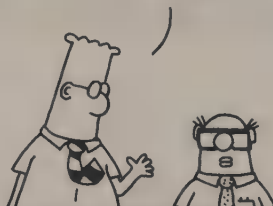


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5-31

I CAN'T BELIEVE WE  
HAVE TO GO TO  
"DIVERSITY SENSITIV-  
ITY" TRAINING.



WALLY, I DON'T SEE  
HOW IT COULD BE  
BAD TO SEEK A  
BETTER UNDERSTAND-  
ING OF OTHERS.



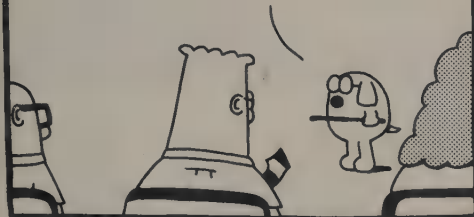
UH-OH

TAKE A SEAT  
IN THE  
"DUMPY WHITE  
GUY SECTION."  
I'M READY TO  
START.



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6-1

IN "DIVERSITY SENSITIVITY" TRAINING YOU WILL LEARN TO RESPECT THOSE WHO ARE DIFFERENT.



S. Adams

PEOPLE BASICALLY FALL INTO THESE FOUR GROUPS.

|             |             |
|-------------|-------------|
| UGLY SMART  | CUTE SMART  |
| UGLY STUPID | CUTE STUPID |



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THIS IS DIFFERENT THAN I EXPECTED.

I NOTICE THAT ALL OF YOU ARE IN THIS BOX HERE.



6-2

IN THIS SENSITIVITY EXERCISE, CLOSE YOUR EYES AND IMAGINE HOW IT FEELS TO BE A WOMAN.



S. Adams

PEOPLE ACKNOWLEDGE MY EXISTENCE. THEY SMILE FOR NO REASON AND HOLD THE DOOR OPEN. I'M... I'M POPULAR.

I CAN'T FIND MY KEYS.



6-3

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I'M NEVER GOING BACK. I CAN'T. I WON'T.

MY BLOUSE FALLS TO THE FLOOR...

BREAK! BREAK!



YOU'VE GOT INFLATION EATING YOU FROM THE BOTTOM... AND NO REAL OPPORTUNITY FOR A PROMOTION.



S. Adams

AND AS LONG AS ALL THE OTHER COMPANIES ARE DOWNSIZING TOO, YOU HAVE NO LEVERAGE. I CAN GET AWAY WITH ANY-THING!



6-4

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I MISS THE EIGHTIES.

DOES THIS HURT?



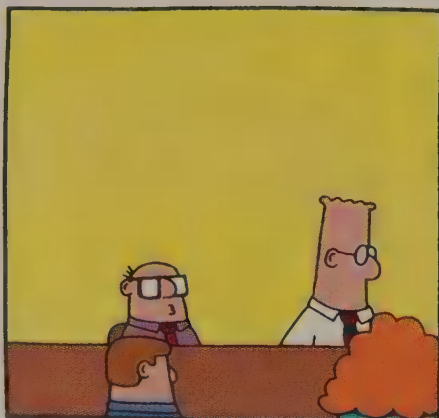
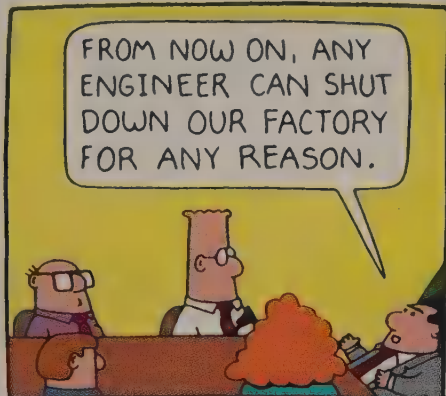




# DILBERT®



BY  
SCOTT ADAMS



IS BOB IN HIS OFFICE?



S. Adams

SINCE BOB'S OFFICE IS ALL OF TWENTY FEET AWAY, I'LL HAVE TO USE MY PSYCHIC POWERS TO DETERMINE THE ANSWER.



6-6

I COULD GO LOOK.

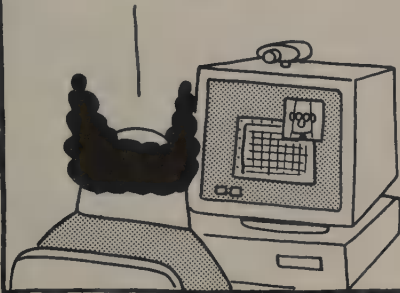


BOB HATES YOU. HE SECRETLY WISHES YOU'D CHOKE ON A DONUT.



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THIS DESKTOP VIDEO CONFERENCE THING IS GREAT!



S. Adams

EVEN THOUGH YOU'RE TELECOMMUTING, YOU STILL MAINTAIN A LEVEL OF PROFESSIONALISM.



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LET'S SHARE A DOCUMENT NEXT TIME.



I SAW THE CODE FOR YOUR COMPUTER PROGRAM YESTERDAY.



6-8

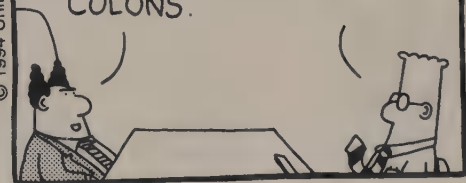
S. Adams

IT LOOKED EASY. IT'S JUST A BUNCH OF TYPING. AND HALF OF THE WORDS WERE SPELLED WRONG.



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AND DON'T GET ME STARTED ABOUT YOUR OVER-USE OF COLONS.



THEY REMIND ME OF YOU, SIR.



IF I START THE PROJECT TODAY AND WORK NIGHTS AND WEEKENDS IT WILL TAKE ... OH, SIX MONTHS.



IT HAS TO BE DONE IN ONE MONTH SO WE CAN SHOW IT TO OUR VP ON HER ANNUAL VISIT.



I HAVE TO KNOW; DOES IT EVEN CROSS YOUR MIND TO HANDLE THIS DIFFERENTLY?

I'LL NEED DAILY STATUS REPORTS ON WHY YOU'RE SO BEHIND.



I'VE NEVER SEEN YOU DO ANY REAL WORK AROUND HERE, IRV. HOW DO YOU GET AWAY WITH IT?



I WROTE THE CODE FOR OUR ACCOUNTING SYSTEM BACK IN THE MID-EIGHTIES. IT'S A MILLION LINES OF UNDOCUMENTED SPAGHETTI LOGIC.

S. Adams



IT'S THE HOLY GRAIL OF TECHNOLOGY!!

YOU BOYS MAY FIND A LITTLE EXTRA IN YOUR ENVELOPES THIS MONTH.



I WISH I WERE SMART LIKE YOU. THEN I'D GET SOME RESPECT.



WE'RE ALL SMART IN DIFFERENT WAYS. YOUR SPECIAL GIFT MAY BE CREATIVITY, A TALENT, OR EVEN THE ABILITY TO LOVE.

S. Adams

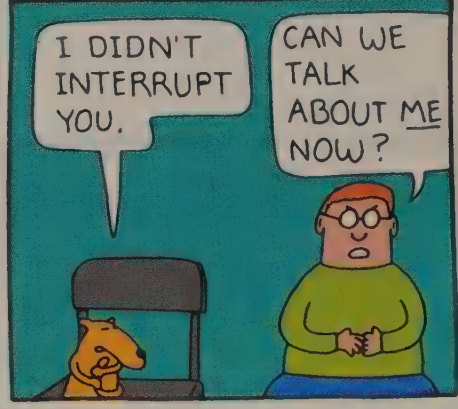
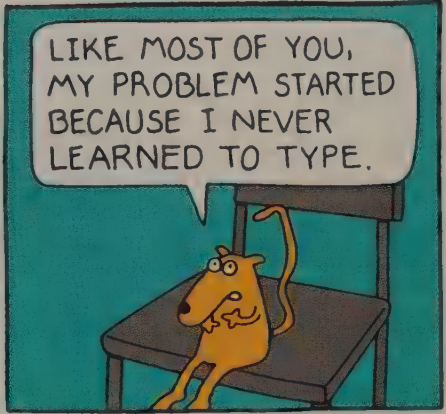
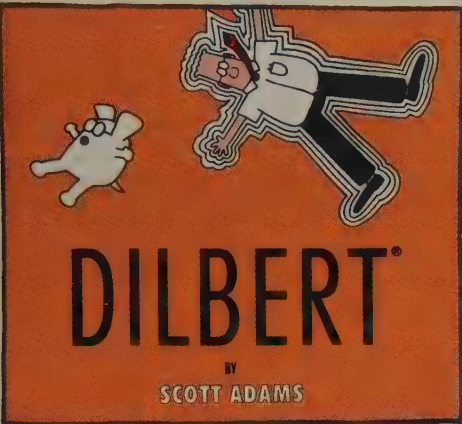


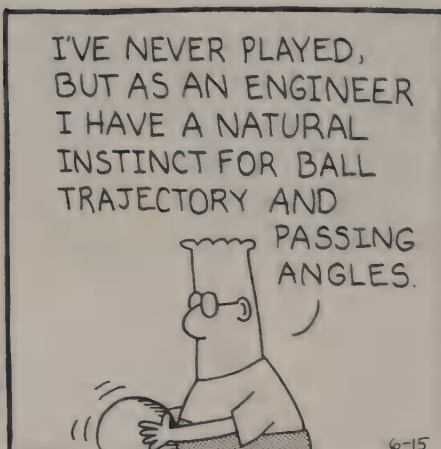
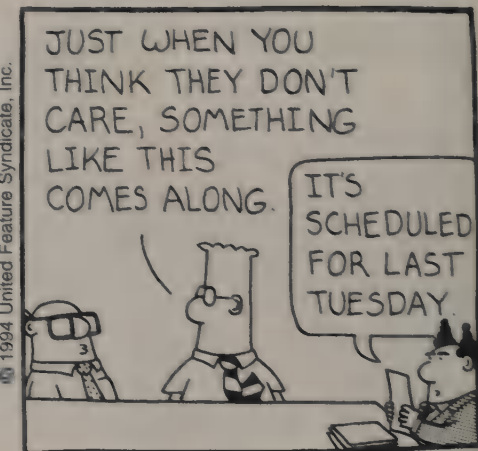
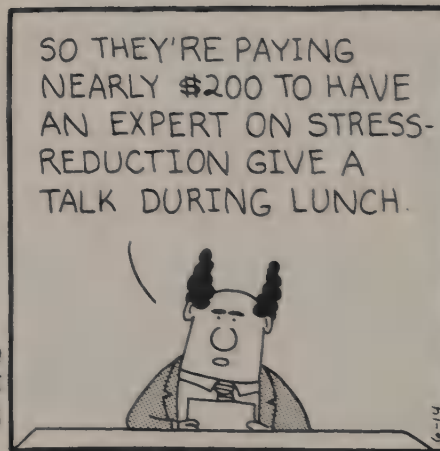
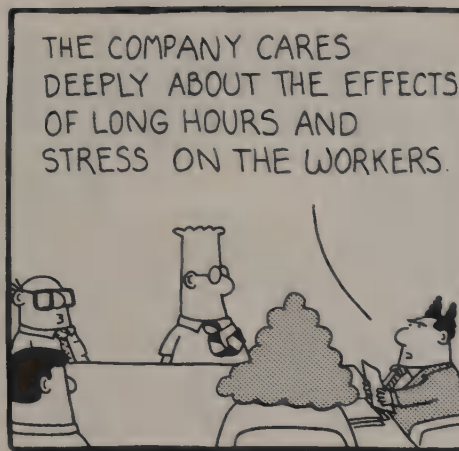
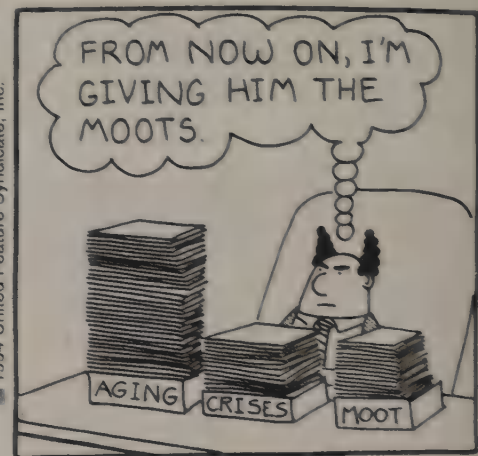
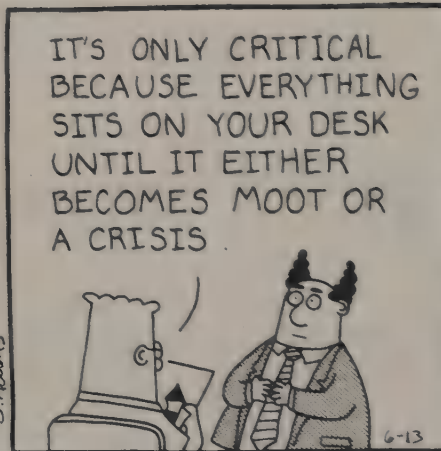
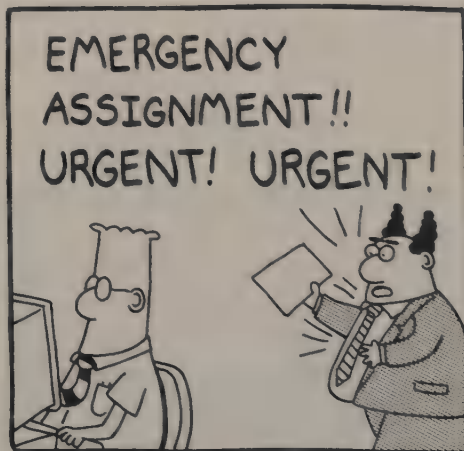
I CAN BURP MY CHEEKS FULL ... URP\*

I'D GO WITH THAT IF I WERE YOU.



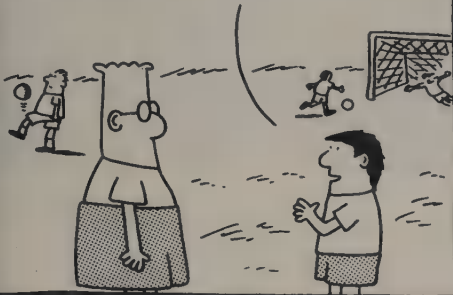








DILBERT, YOU'LL BE  
PLAYING THE LEFT  
STRIKER POSITION.



ONE OF OUR GOOD  
PLAYERS WILL TRY  
TO STRIKE YOU IN THE  
HEAD WITH THE BALL  
AND BANK IT IN THE  
GOAL.

S. Adams

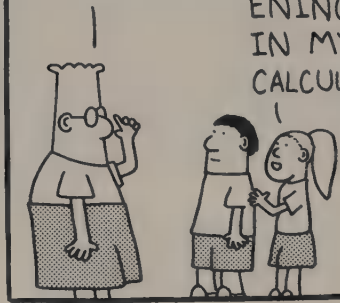


"IT" BEING  
THE BALL,  
NOT YOUR  
HEAD.

I'D BETTER  
TAKE OFF  
MY GLASSES.

NO, DON'T.  
I INCLUDED  
THEIR DAMP-  
ENING EFFECT  
IN MY  
CALCULATIONS.

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6-16

BONK



S. Adams



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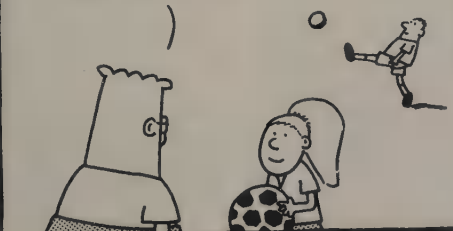
GEE, I'VE  
SCORED  
FIVE GOALS  
THAT WAY

YOU'VE  
GOT A  
GOOD  
HEAD FOR  
THIS GAME.



6-17

LIZ, I NOTICED YOU'RE  
NOT WEARING A RING.  
WOULD YOU LIKE TO GO  
FOR A PIZZA AFTER  
THE GAME?



S. Adams



OH, I DO HAVE A  
RING. IT'S SO BIG  
I CAN'T WEAR IT.  
A TEAM OF EUNUCHS  
FOLLOWS ME AROUND  
WITH IT IN A SPECIAL  
VAN.

6-18

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FLOP-  
SWEAT  
TIME.

YOU'RE  
GULLIBLE.  
I LIKE  
THAT.





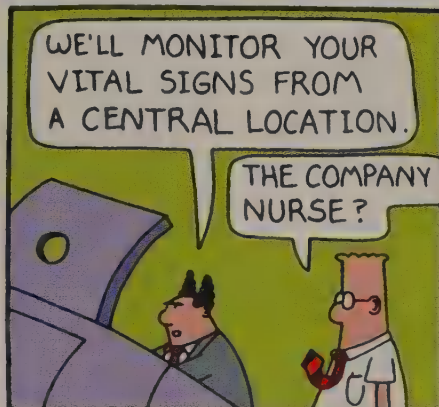
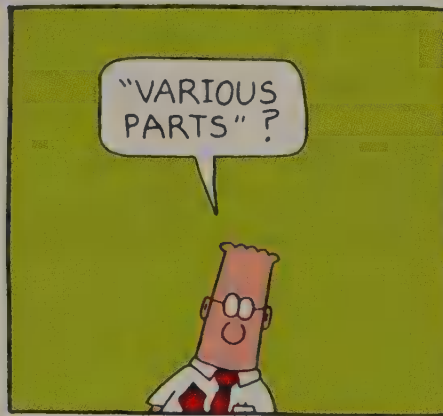
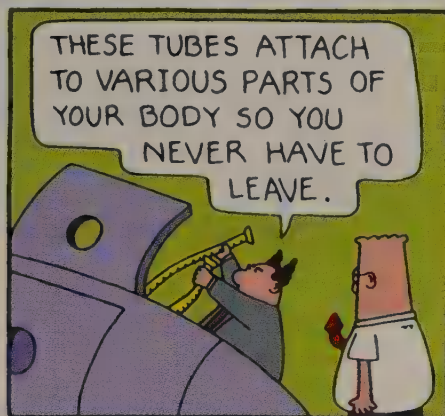
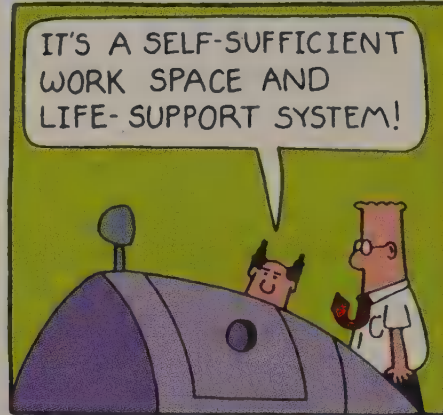
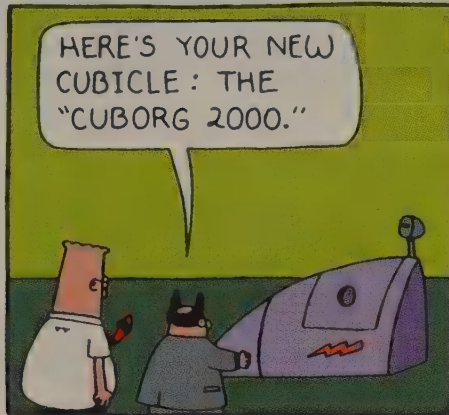


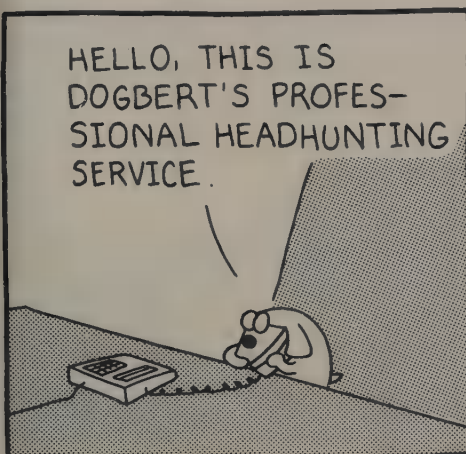
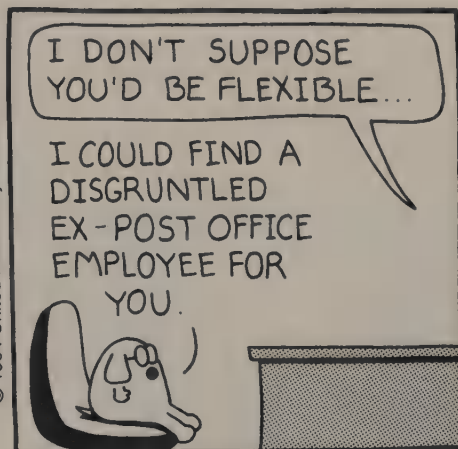
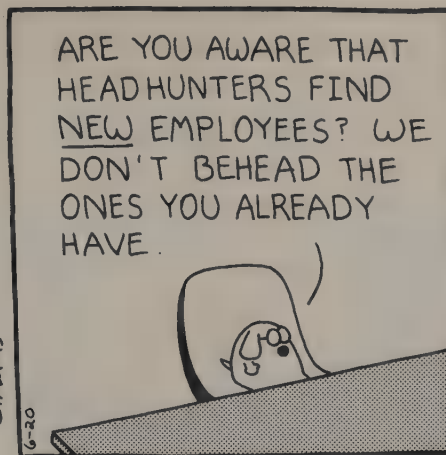
# DILBERT®



BY

SCOTT ADAMS

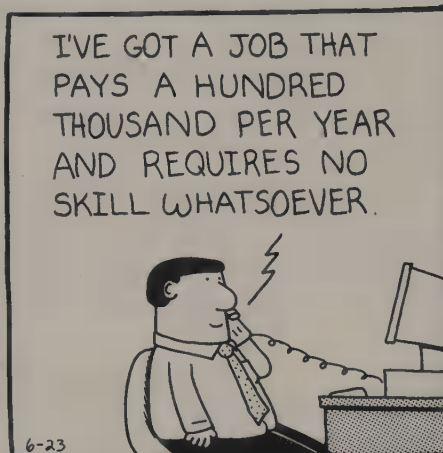






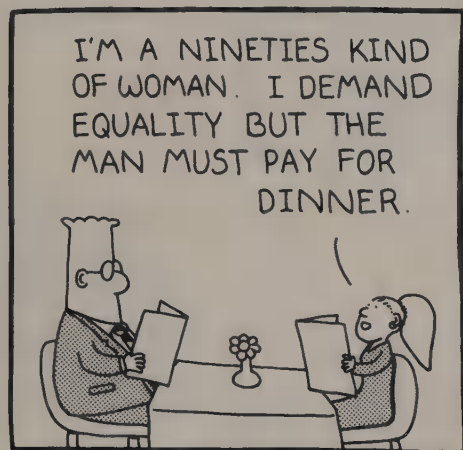


S. Adams

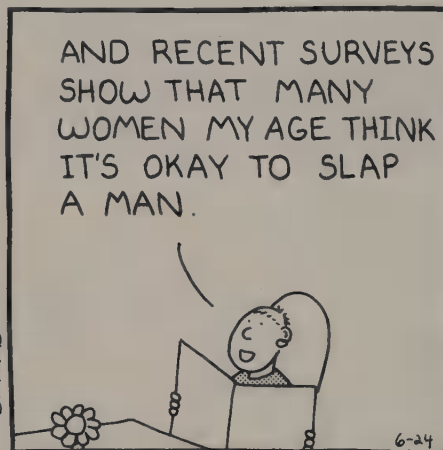


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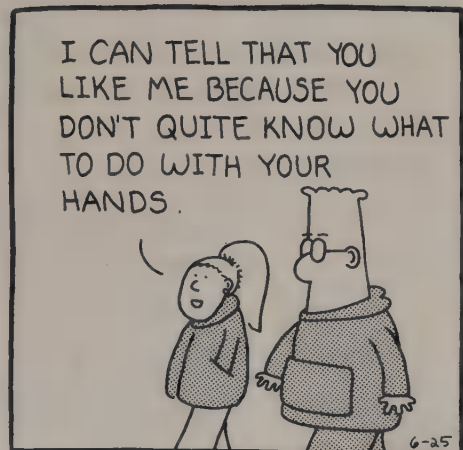


S. Adams



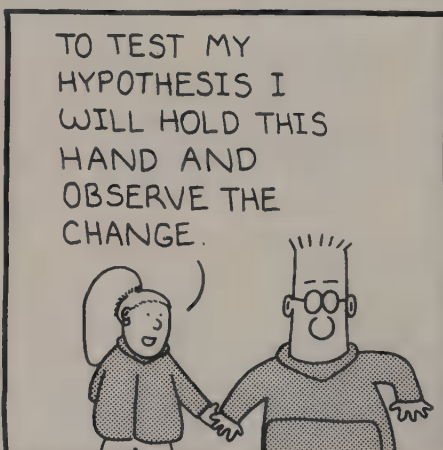
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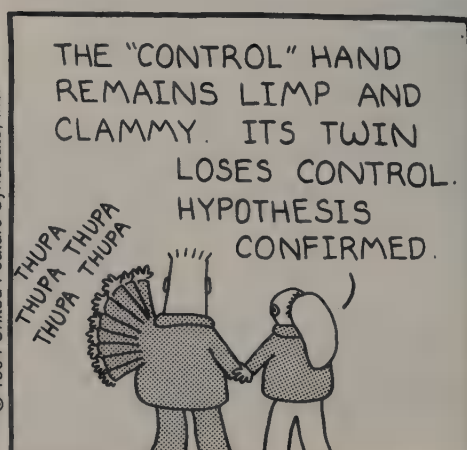


6-25

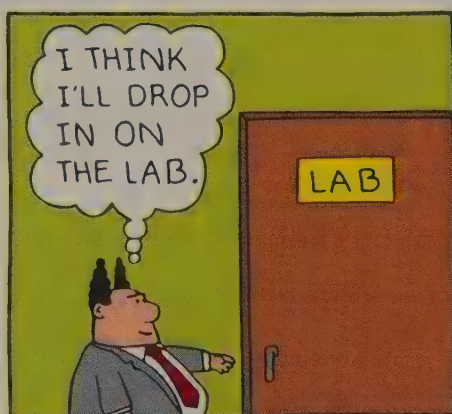
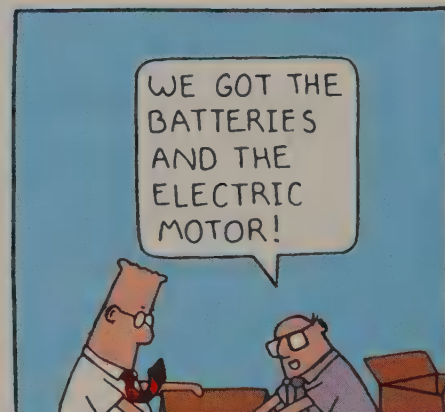
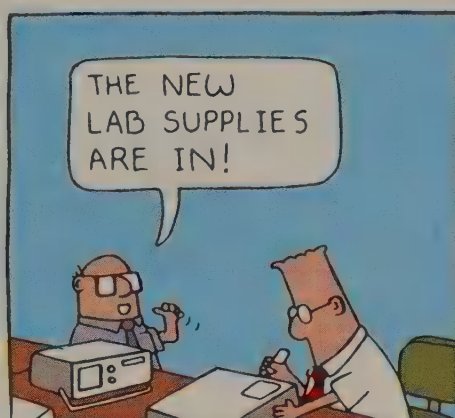
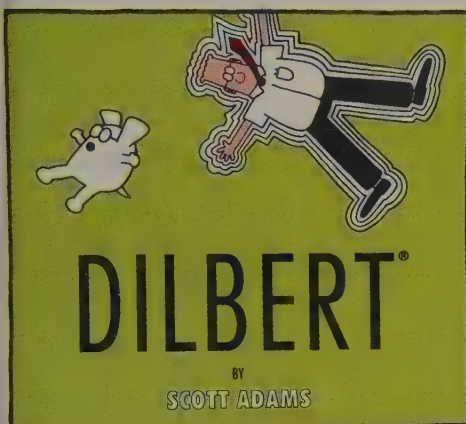
S. Adams

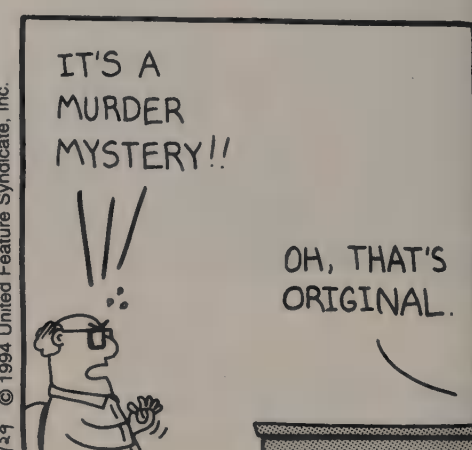
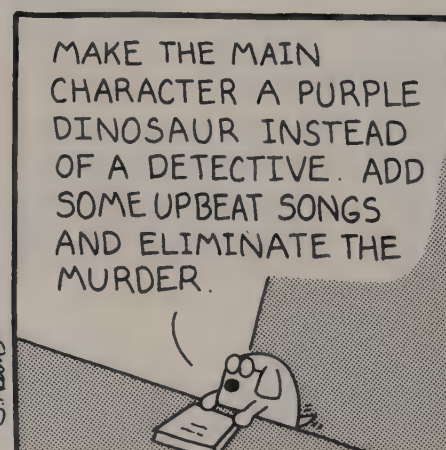
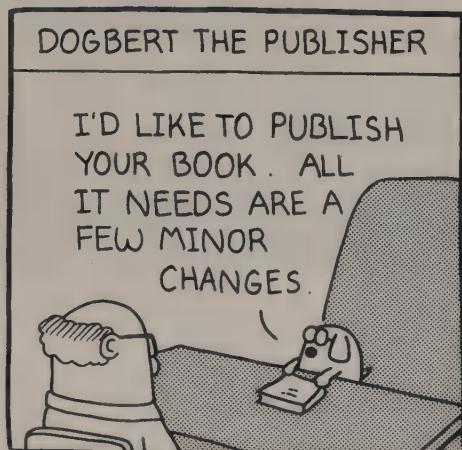
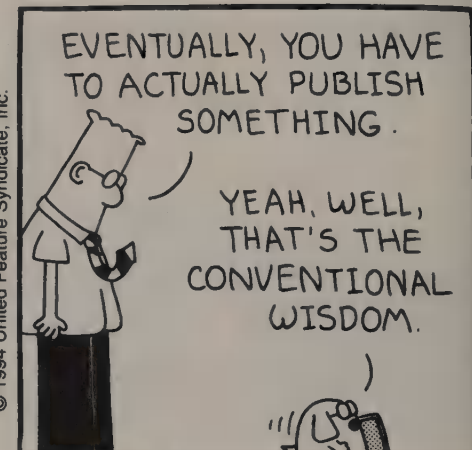
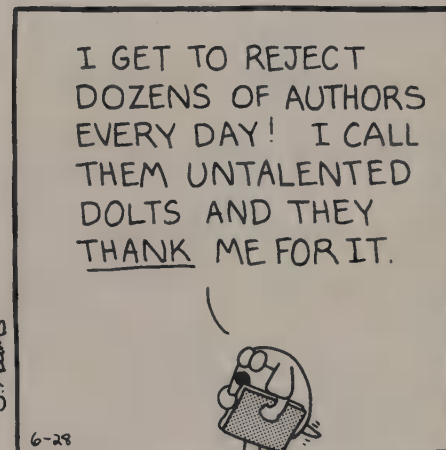
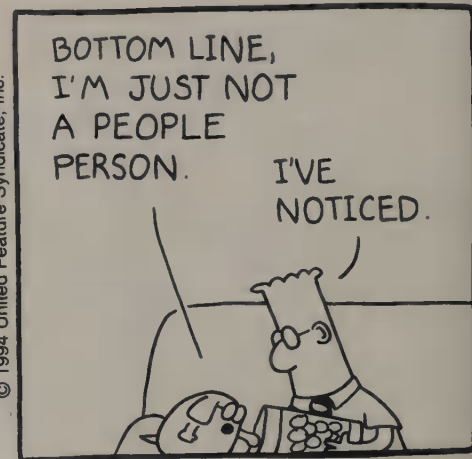
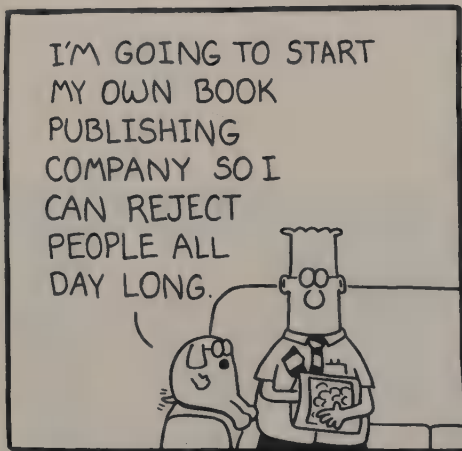


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DOGBERT THE PUBLISHER

DEAR TIM,  
YOUR BOOK DOES NOT  
MEET OUR CURRENT  
PUBLISHING NEEDS.



S. Adams

YOUR PLOT WAS  
LAME AND I HATED  
YOUR CHARACTERS.  
AND BY ASSOCIATION  
I HAVE COME TO HATE  
YOU TOO.



6/30

FOR SAFETY REASONS,  
I HIRED AN ILLITERATE  
PERSON TO RIP UP YOUR  
MANUSCRIPT. I WOULD USE  
THE RETURN ENVELOPE  
YOU PROVIDED BUT I'M  
AFRAID YOU MIGHT HAVE  
LICKED THE STAMPS.



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I THINK I FOUND  
A WOMAN WHO  
LIKES ME, DOGBERT.



NO WAY!



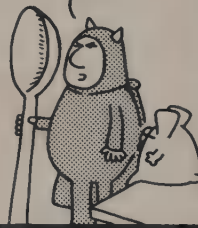
7-1

S. Adams

IT'S PHIL,  
THE PRINCE OF  
INSUFFICIENT  
LIGHT!



HECK  
JUST  
FROZE  
OVER.



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THIS IS  
NOT MY  
FAULT!



TELL  
THEM.



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THIS WAS OUR THIRD DATE,  
LIZ. TRADITION DEMANDS  
THAT YOU KISS ME OR  
GIVE ME THE "LET'S BE  
FRIENDS" TALK.



NO, OUR FIRST DATE  
ONLY COUNTED AS  
85% OF A DATE  
BECAUSE WE WERE  
WEARING OUR  
SWEAT PANTS.



I'M 15%  
SHORT?!!



IT'S TOO BAD,  
BECAUSE I  
REALLY FELT  
LIKE KISSING.



7-2

S. Adams



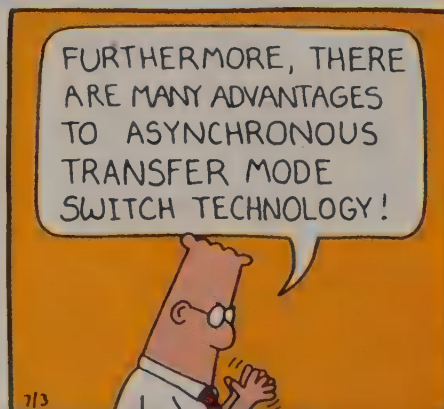
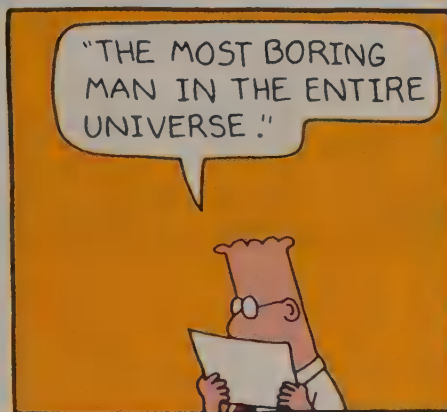


# DILBERT<sup>®</sup>



BY

SCOTT ADAMS



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HERE'S MY DAILY  
PROJECT STATUS  
REPORT.

"MORALE IS LOW. THERE  
IS TALK OF MUTINY.  
WE DREAM OF QUITTING  
AND BECOMING LIFE-  
GUARDS ON "BAYWATCH."  
DEATH TO THE  
POINTY-HAIRED  
ONE."

HOLY COW!  
"BAYWATCH"  
IS HIRING??!

DO YOU REMEMBER WHEN  
THE COMPANY PRESIDENT  
VISITED? YOU ASKED  
WHY YOUR PROJECT HAD  
BEEN CANCELLED

HE PROMISED TO GET  
AN ANSWER. THAT  
TASK HAS BEEN  
DELEGATED ALL THE  
WAY BACK DOWN  
TO ME.

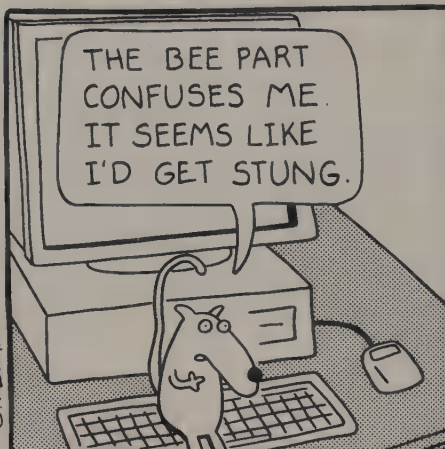
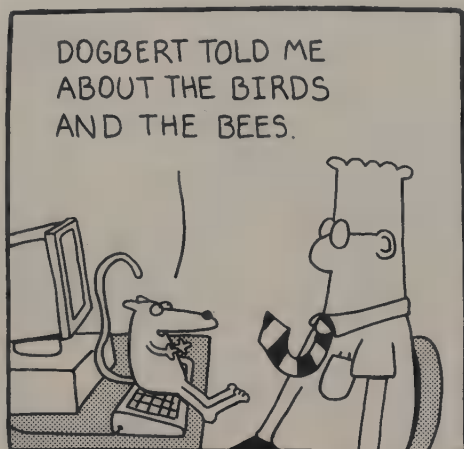
I'D LIKE YOU TO CRAFT  
A RESPONSE FOR ME.  
YOU'LL HAVE TO PUT  
YOUR NEW PROJECT  
ON HOLD UNTIL THIS  
IS DONE.

UH-OH... IT'S NEVER  
GOOD WHEN WE GET  
MAIL FROM THE  
BENEFITS  
DEPARTMENT.

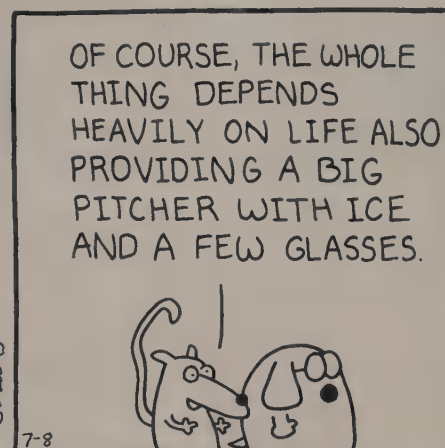
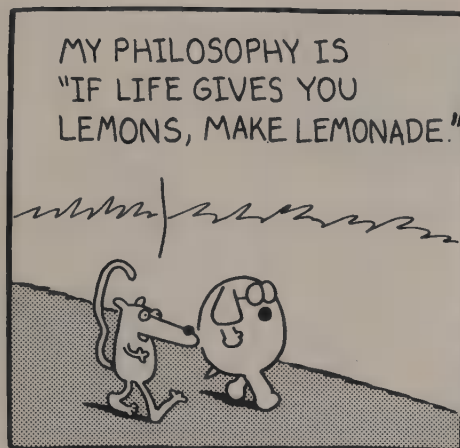
"RETIRE NOW OR  
WE'LL INVEST YOUR  
ENTIRE PENSION  
IN HAITIAN  
PENNY STOCKS."

HAVE YOU  
NOTICED  
A CHANGE  
IN TONE  
LATELY?

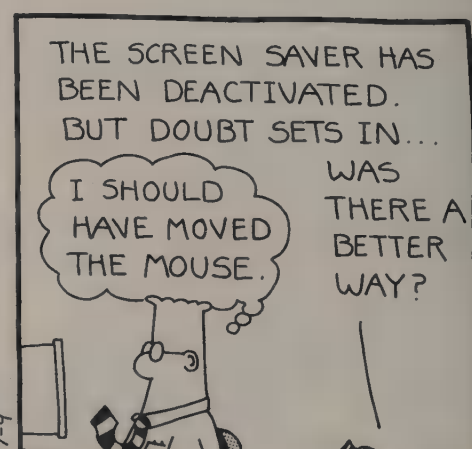
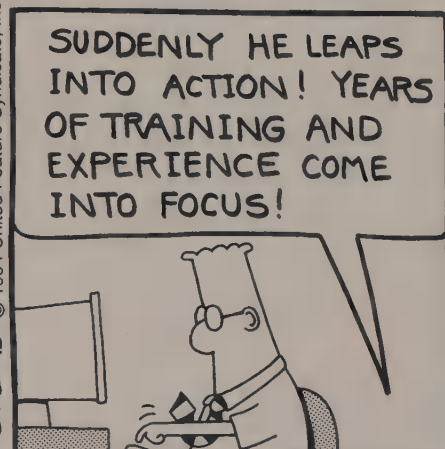
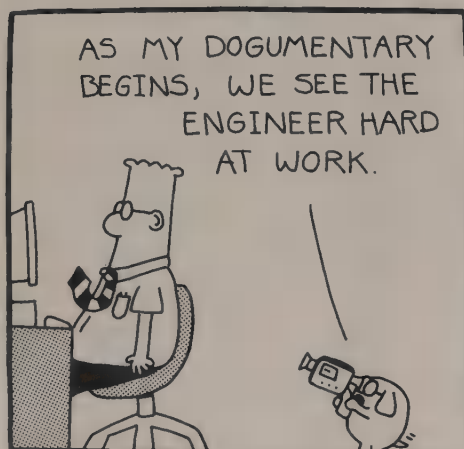
LITTLE DO  
THEY KNOW  
I'M A  
CONTRARIAN  
INVESTOR.



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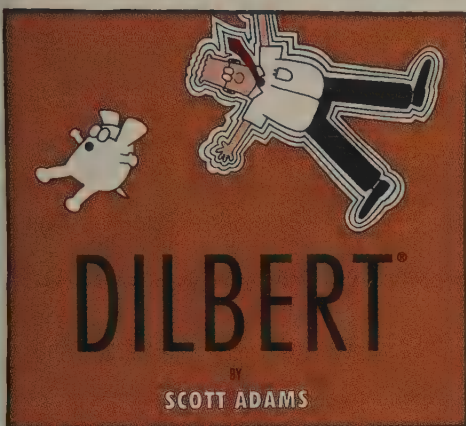
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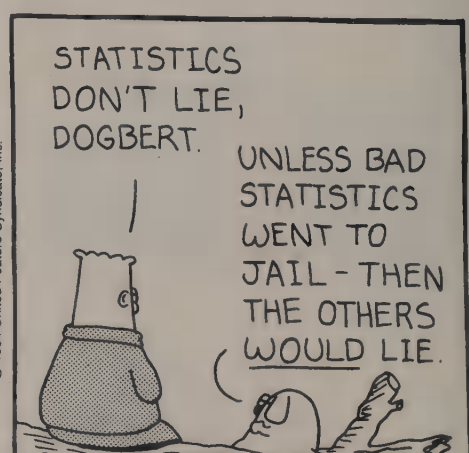
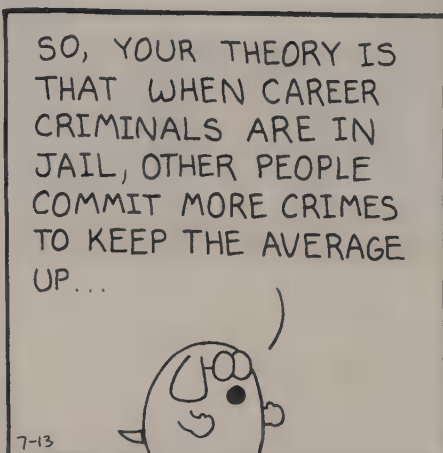
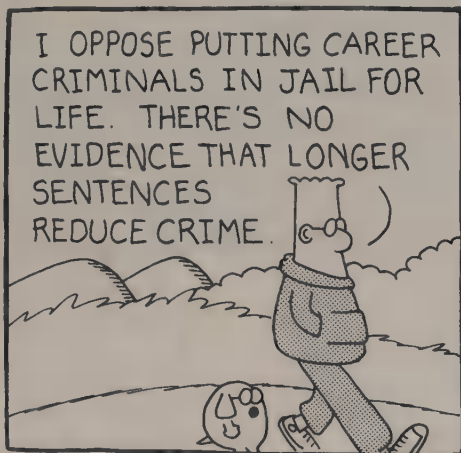
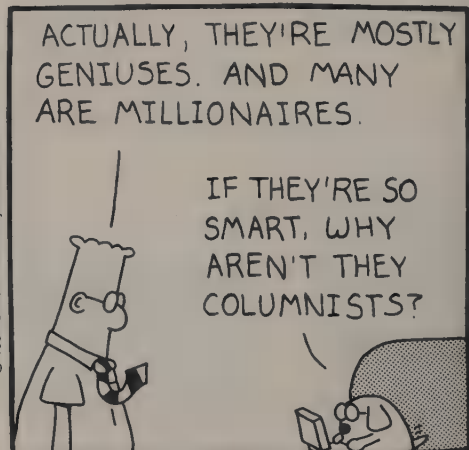
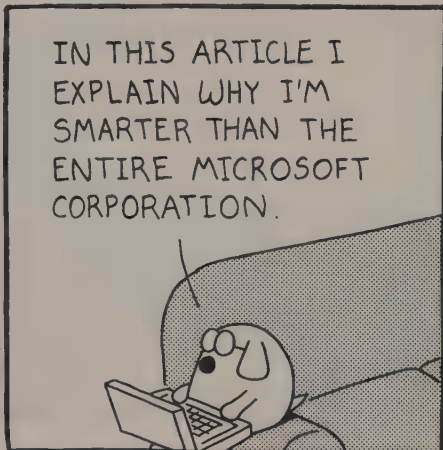
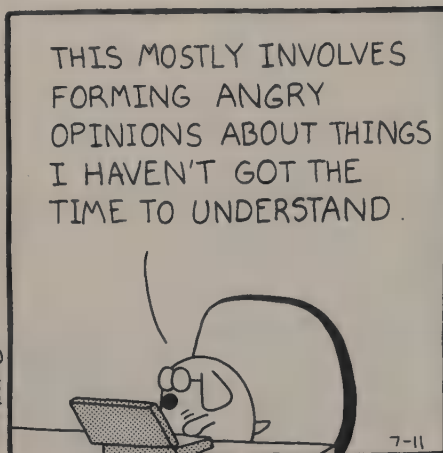


7-9

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SO NOW I HAVE  
CARPAL TUNNEL  
SYNDROME...

zzzz



7-14

S. Adams

YOU DON'T CARE  
ABOUT THE HEALTH  
OF YOUR EMPLOYEES!  
ALL YOU CARE ABOUT  
IS MONEY!!

MONEY?



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I NEED  
SURGERY!  
I'M IN  
CONSTANT  
AGONY!!

FALSE  
ALARM.

zzzz



I HEAR YOU  
NEED A  
CARPOOL  
URGENTLY.

NO, I NEED  
"CARPAL  
TUNNEL  
SURGERY."



S. Adams

THE REPETITIVE  
MOTION OF TYPING  
HAS CAUSED  
PERMANENT DAMAGE.  
I HAVE TO WEAR  
BRACES UNTIL THE  
SURGERY.



7-15

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THERE'S  
NO ROOM  
IN MY  
CARPOOL.

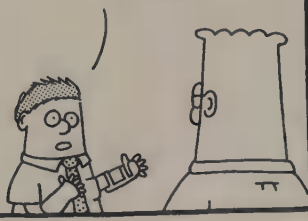


I GUESS IT'S TIME TO GO  
BACK TO MY DIMLY LIT  
CUBICLE AND SEE IF  
MY CARPAL TUNNEL  
HAS CRIPPLED  
ME YET.



S. Adams

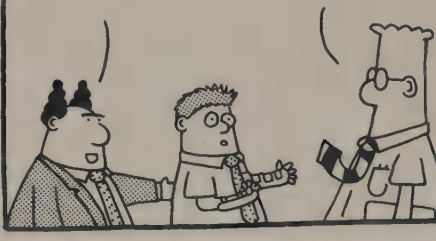
THIS IS A LOT LIKE  
MY LAST JOB AS A  
COAL MINER, BUT  
WITHOUT THE THREAT  
OF A GAS EXPLOSION.



7-16

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I'M MOVING  
YOU TO A  
NEW CUBICLE  
OVER BY  
WALLY.  
BETTER  
GET A  
CANARY.



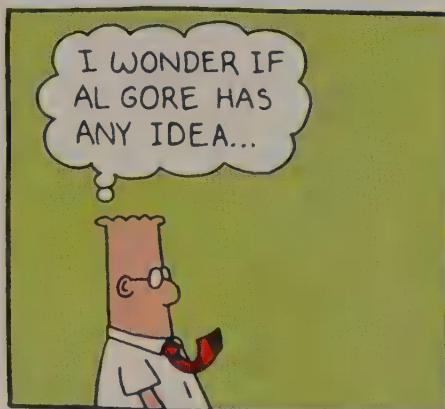




# DILBERT®

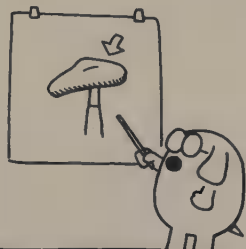


BY  
SCOTT ADAMS



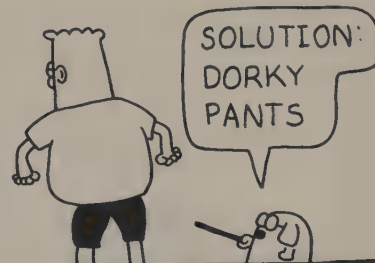
# GREAT SOLUTIONS IN ENGINEERING

PROBLEM: BICYCLE SEATS  
ARE HARD. THEY HURT.



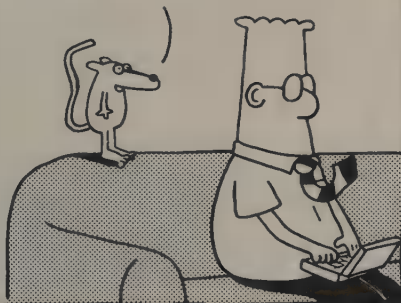
7-18

ANALYSIS: THERE MUST  
BE SOMETHING WRONG  
WITH YOUR PANTS.



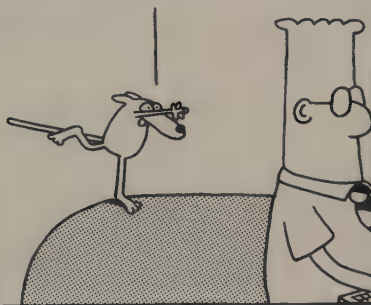
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I MAY NOT BE SMART  
AND I MAY NOT BE  
ATTRACTIVE...



7-19

BUT I AM  
AERODYNAMIC!!



S. Adams

THAT MIGHT COME  
IN HANDY IN A  
MINUTE.

BLOW ON  
ME.



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I GOT A JOB AS  
THE HEAD OF  
MARKET RESEARCH  
AT YOUR COMPANY.  
I'LL BE PULLING  
DOWN \$120K  
PER YEAR.



S. Adams

I DON'T VALUE OTHER  
PEOPLE'S OPINIONS SO  
I'LL JUST USE MY OWN.



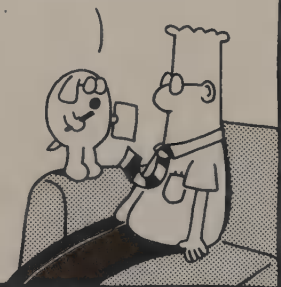
7-20

JUST FOR REFERENCE,  
HOW MUCH DOES  
HONESTY PAY  
THESE DAYS?



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IN MARKET RESEARCH  
TERMS, YOU BELONG  
TO THE "TECHNO GEEK"  
SEGMENT.



S. ADAMS

YOU'RE SHY, BORING,  
GULLIBLE AND MALE.  
YOU PREFER COMPUTERS  
TO PEOPLE. THERE'S  
ALWAYS A SPIDER ON  
YOUR ARM.

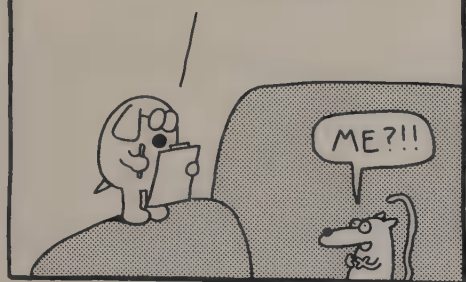


MADE  
YOU  
LOOK.



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I'D LIKE YOUR OPINION  
FOR MY MARKET  
RESEARCH, RATBERT.

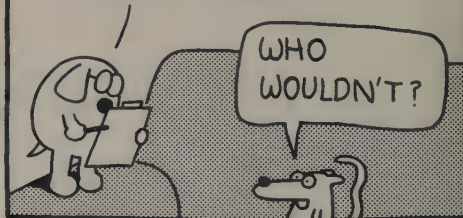


S. ADAMS

I'VE LUMPED YOU IN  
THE MARKET SEGMENT  
THAT INCLUDES WILD  
FUNGI AND PENCIL  
ERASERS.

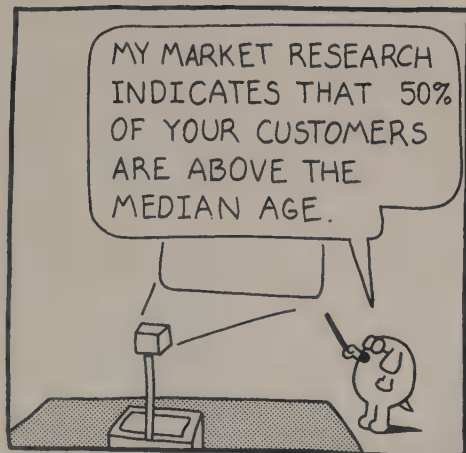


QUESTION ONE: WOULD  
YOU ENJOY HAVING  
YOUR HEAD RUBBED  
VIGOROUSLY ON A  
PIECE OF PAPER?



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MY MARKET RESEARCH  
INDICATES THAT 50%  
OF YOUR CUSTOMERS  
ARE ABOVE THE  
MEDIAN AGE.



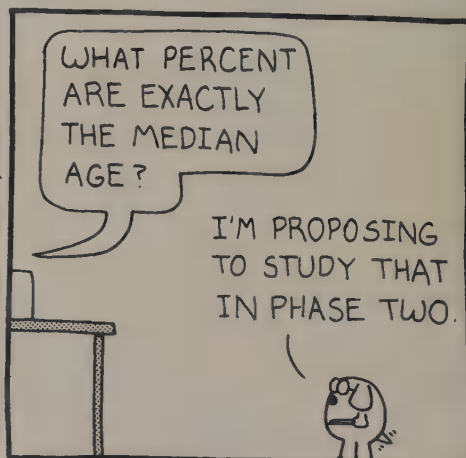
S. ADAMS

BUT THE SHOCKING  
DISCOVERY WAS  
THAT 50% WERE  
BELOW THE MEDIAN  
AGE.



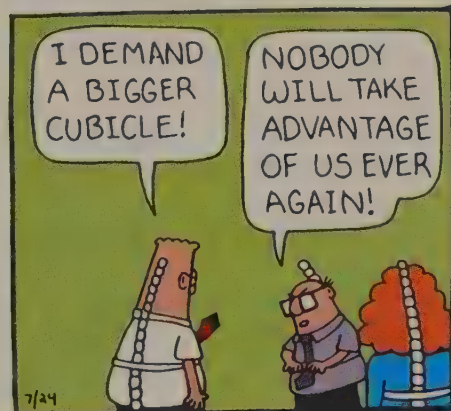
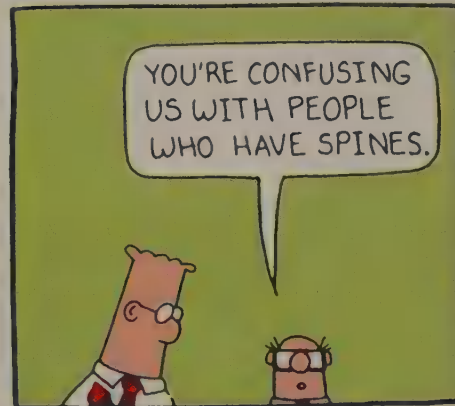
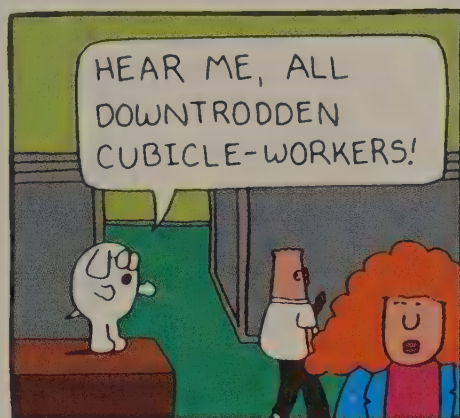
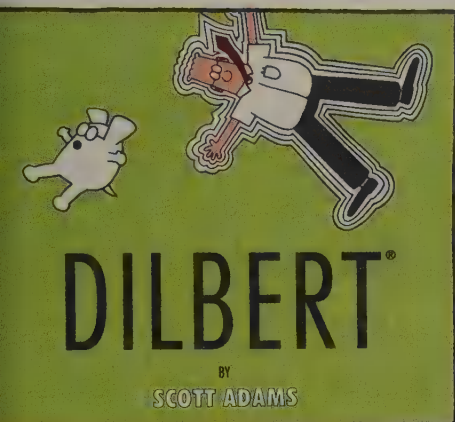
WHAT PERCENT  
ARE EXACTLY  
THE MEDIAN  
AGE?

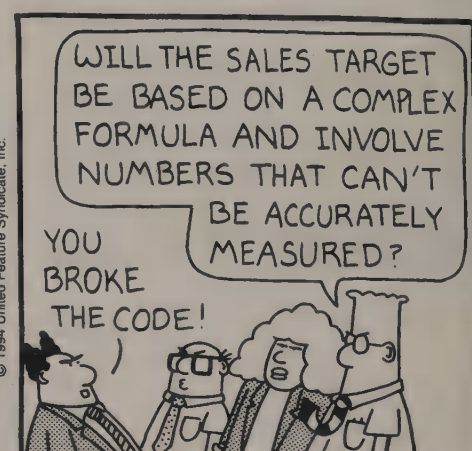
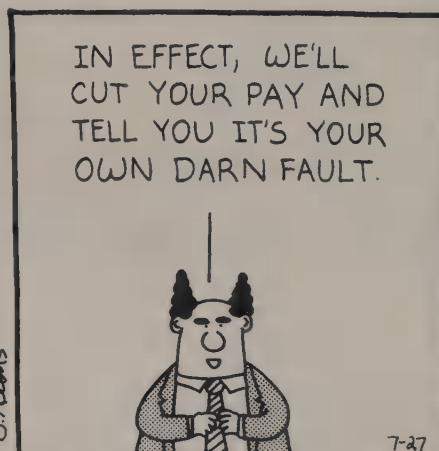
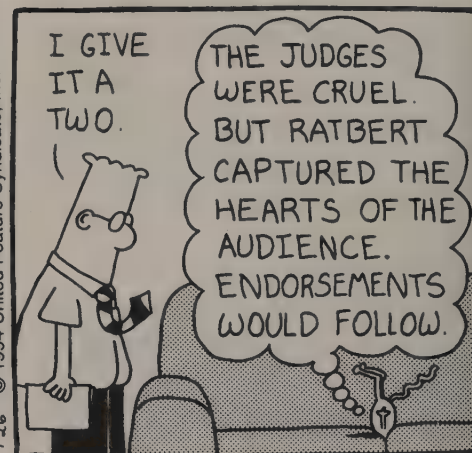
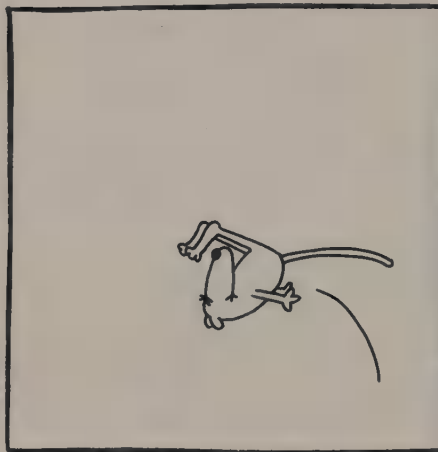
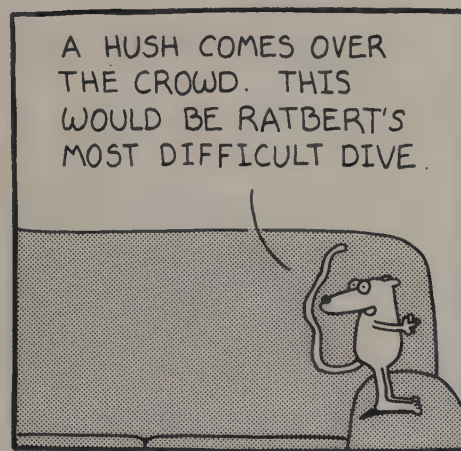
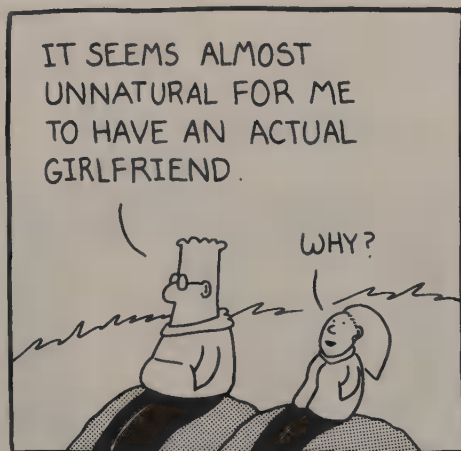
I'M PROPOSING  
TO STUDY THAT  
IN PHASE TWO.



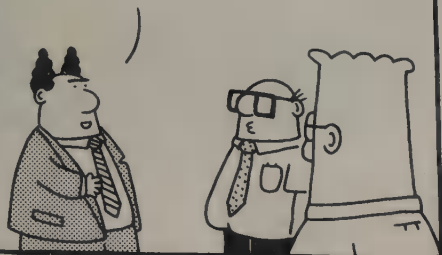
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OUR CEO WILL VISIT  
HERE NEXT WEEK.  
YOU ALL KNOW WHAT  
TO DO.



S. ADAMS

WE SHOULD STOP ALL  
PRODUCTIVE WORK AND  
CREATE OVERHEAD  
TRANSPARENCIES  
THAT EXAGGERATE  
OUR VALUE.



7-28

AND A FEW OF OUR  
UGLIER CO-WORKERS  
WILL BE REPLACED BY  
ACTORS.



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HAVE YOU  
SUMMARIZED  
YOUR ACCOM-  
PLISHMENTS  
FOR OUR CEO?

ALMOST  
DONE.



S. ADAMS

OKAY — MY BODY  
CONVERTS TOXIC WASTE  
INTO PENICILLIN, I'M  
CLAIRVOYANT, AND I  
INVENTED WOOL.



I THOUGHT  
SHEEP  
INVENTED  
WOOL.

WHO ARE  
YOU GOING  
TO BELIEVE,  
THEM OR  
ME?



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OUR CEO CANCELED HIS  
VISIT. HE'S SENDING  
HIS TOP AID, ZIMBU  
THE MONKEY, IN  
HIS PLACE.

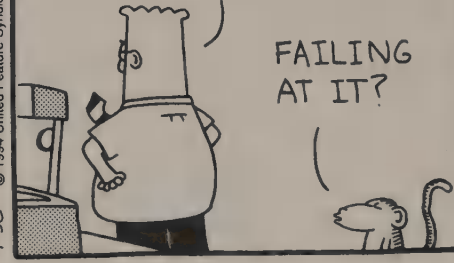


S. ADAMS

ISN'T THAT TYPICAL?  
I SPENT A WEEK  
EXAGGERATING MY  
ACCOMPLISHMENTS  
FOR THIS. NOW HE  
SENDS A STUPID  
MONKEY!



WHAT COULD BE MORE  
HUMILIATING THAN  
TRYING TO SUCK UP  
TO A MONKEY?



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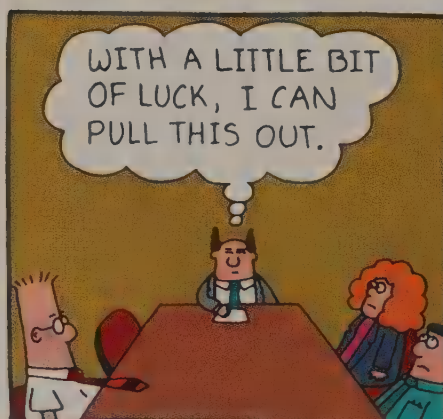
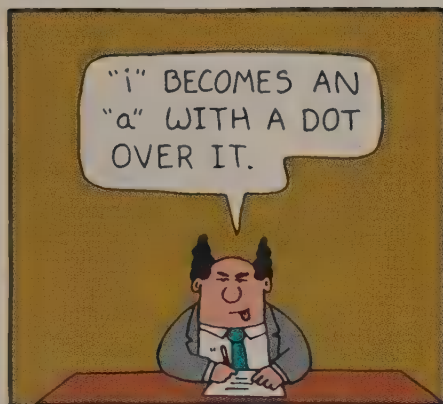


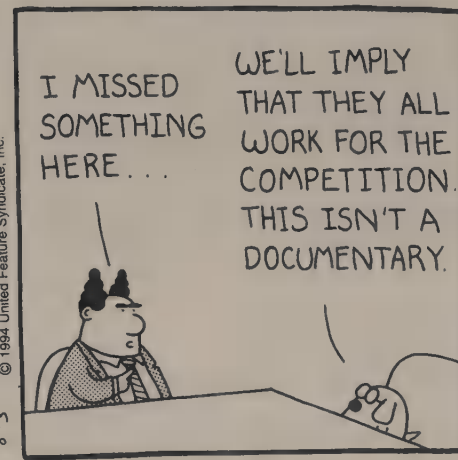
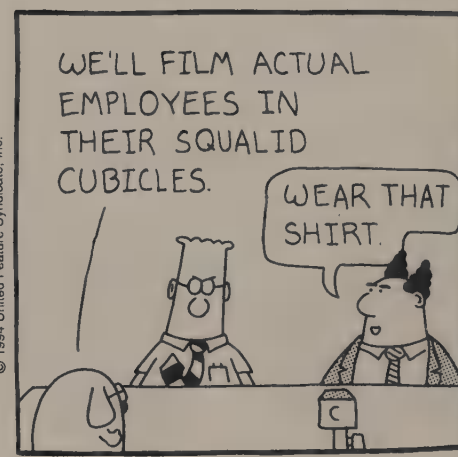
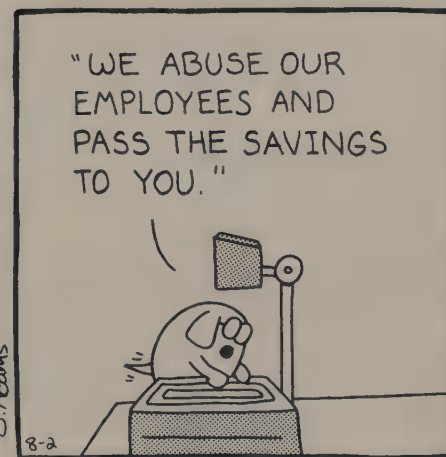
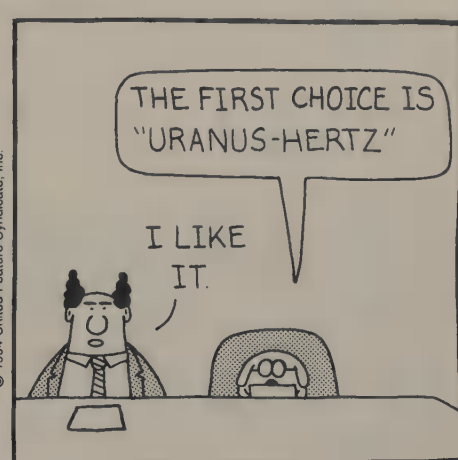
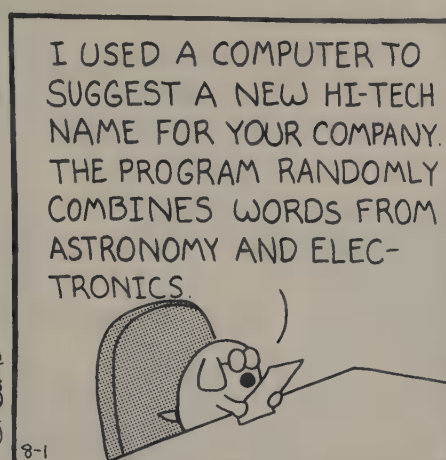
# DILBERT<sup>®</sup>



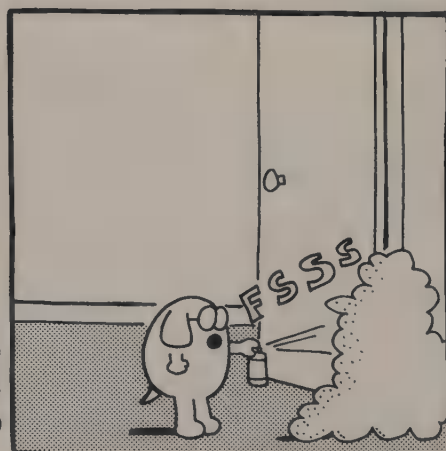
BY

SCOTT ADAMS

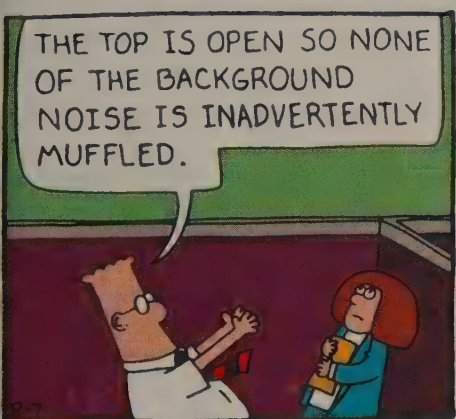
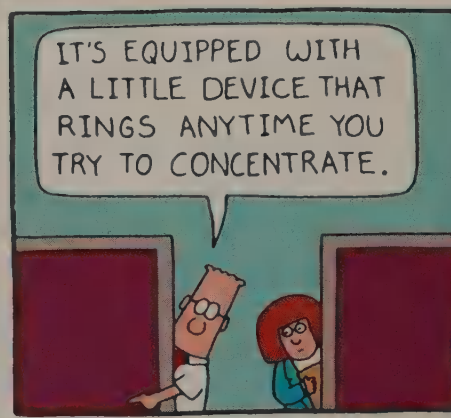
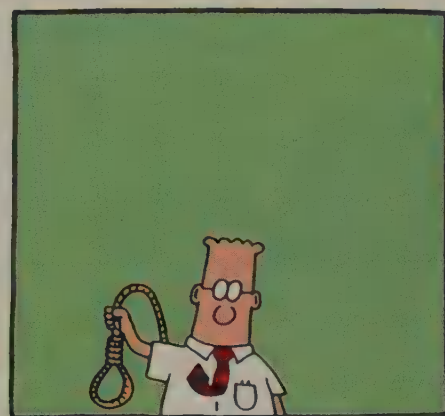
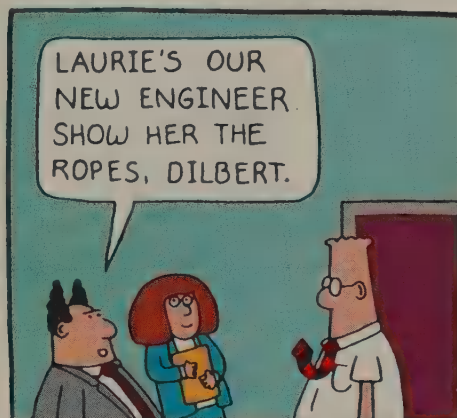
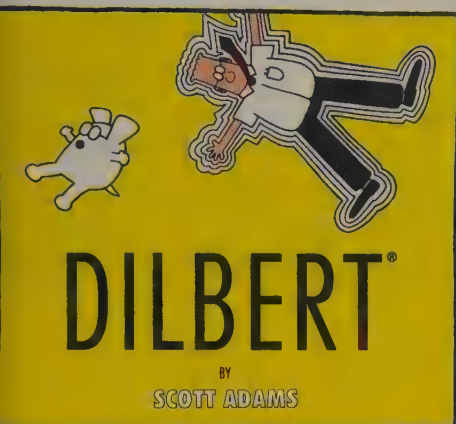


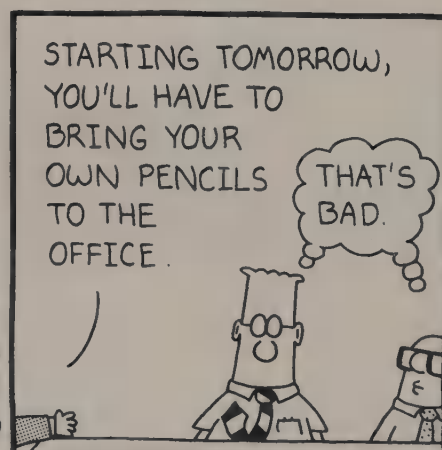
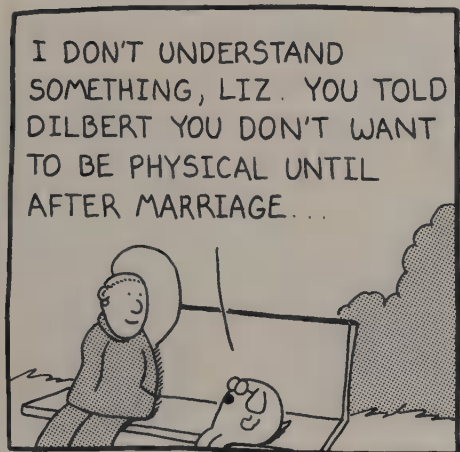
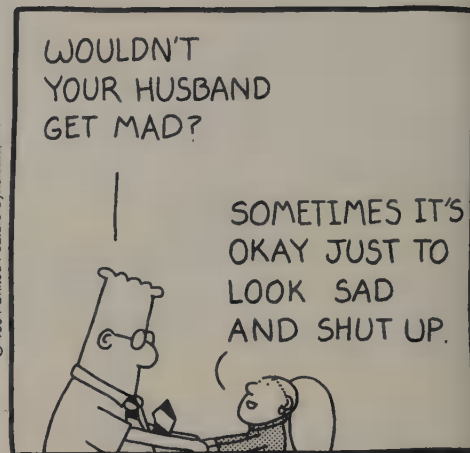












THIS WILL BE A TOUGH  
YEAR FOR THE COMPANY.



S. Adams

IT WILL TAKE A  
SPECIAL KIND OF  
TEAM TO GET BY.



GO  
TEAM!

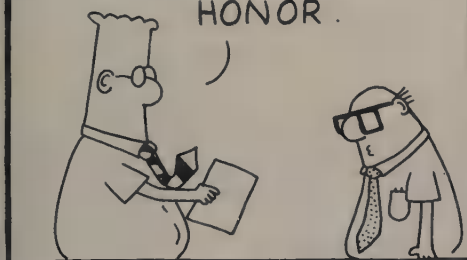
TEAM!  
TEAM!

SPECIFI-  
CALLY, IT  
WILL TAKE  
A MUCH  
SMALLER  
TEAM.



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WALLY, YOU'RE  
INVITED TO A  
"STILL SINGLE"  
SHOWER IN MY  
HONOR.



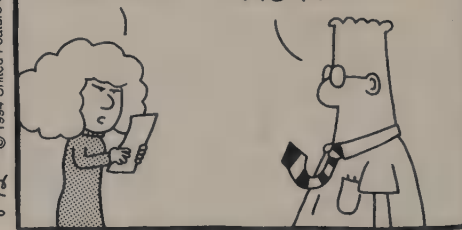
S. Adams

I'M TRYING TO  
RECOUP ALL THE  
MONEY I'VE BLOWN  
ON WEDDING GIFTS  
AND BABY SHOWERS.



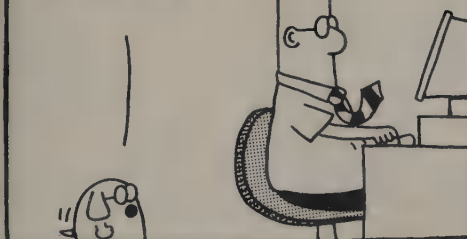
SOMEONE'S  
FEELING  
A LITTLE  
BITTER  
TODAY.

I HAVE A  
PATTERN  
REGISTERED  
AT "ELECTRON  
HUT."



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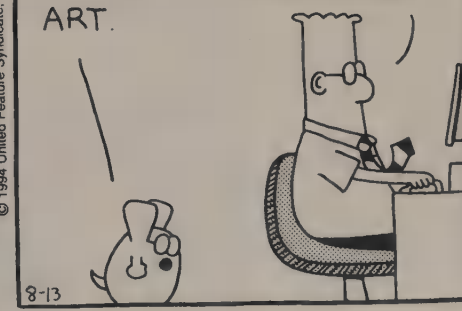
AND NOW I WILL  
GIVE YOU MY  
IMPRESSION  
OF A DOG  
IN SPACE.



S. Adams

PHYSICAL  
HUMOR IS  
A LOST  
ART.

LET ME  
KNOW IF  
YOU FIND IT.



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# DILBERT®

BY

SCOTT ADAMS



"FRIENDS"  
EXPLAINED



A VERY SPECIAL "DILBERT"

CLOSE FRIENDS

MAY I  
BORROW  
YOUR GUM?

SURE. REACH  
IN AND  
TAKE WHAT  
YOU NEED.



S. Adams

"BUDDIES"

CAN I  
BORROW  
YOUR  
HAMMER?

WHY NOT  
USE YOUR  
FOREHEAD  
AS USUAL?



WORK FRIENDS

SO, HOW'S  
YOUR WIFE?

DEAD.  
SAME AS  
LAST  
WEEK.



BOYFRIEND/GIRLFRIEND  
(STEREOTYPICAL VIEW)

LOVE.

LUST.



8-14

BOYFRIEND/GIRLFRIEND  
(MODERN CORRECT VIEW)

LUST.

TELEVISION.



PLATONIC FRIENDS

TELEVISION?

LUST.



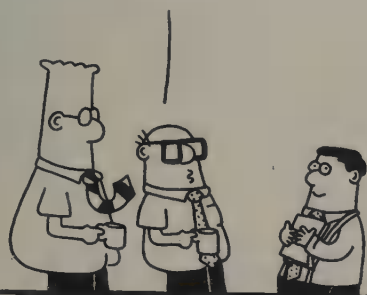
MAN'S BEST FRIEND

BY MY ESTIMATE THERE  
ARE 2.6 BILLION FEMALES  
WHO DO NOT  
DESIRE YOU.

NAME  
THEM.



HEY, MATT. HOW'S OUR FAVORITE MANAGEMENT FAST-TRACKER?



S. Adams

GREAT! I'VE GOT TWO MINUTES TO DELIVER MY BIG REPORT TO OUR CEO. CAN YOU TELL ME WHERE THE FAX IS?



8-15

OOPS, I'M WRONG. THAT'S THE SHREDDER.

HE'LL GO FAR IN THIS COMPANY.

BZZZZP



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I SPENT THE ENTIRE DAY GETTING NEW ASSIGNMENTS WHICH LEFT NO TIME TO ACTUALLY WORK ON ANYTHING.



S. Adams

TOMORROW I'LL SPEND THE ENTIRE DAY EXPLAINING WHY I DIDN'T FINISH YESTERDAY'S WORK.



8-16

SOMETIMES I DON'T KNOW THE DIFFERENCE BETWEEN ME AND A HAMSTER ON A WHEEL.

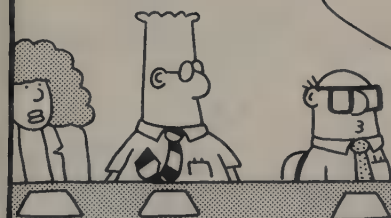


HAMSTERS DON'T DEPRESS ME.



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OUR TWO GOALS THIS YEAR ARE TO DOWNSIZE AND TO IMPROVE CUSTOMER SERVICE.



S. Adams

QUESTION: HOW CAN YOU IMPROVE SERVICE IF YOU'RE GETTING RID OF SERVICE PEOPLE?



8-17

WHO DO YOU THINK IS SCREWING UP THE CUSTOMER SERVICE? DUH...

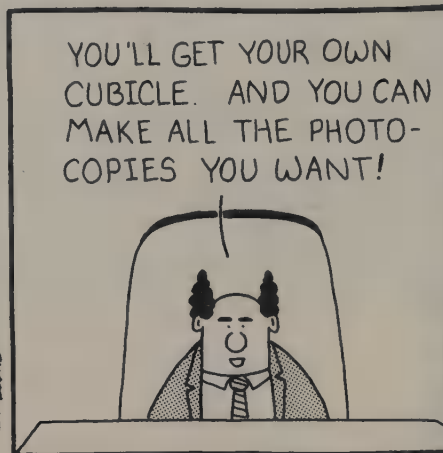


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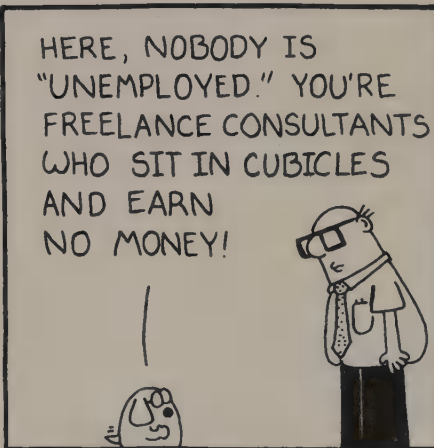
S. Adams



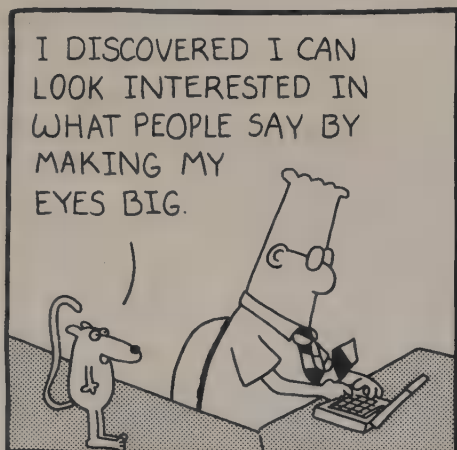
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S. Adams



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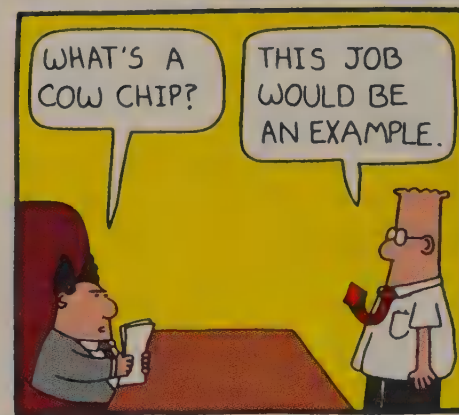
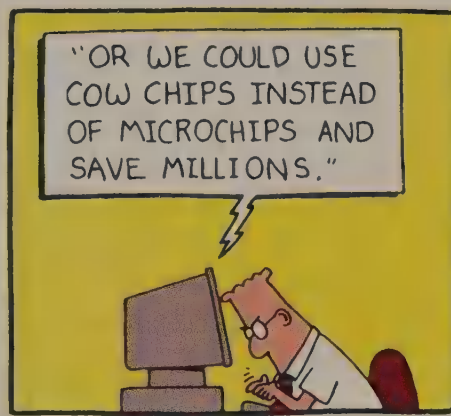
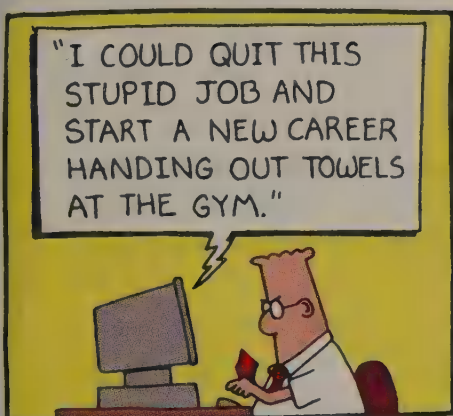
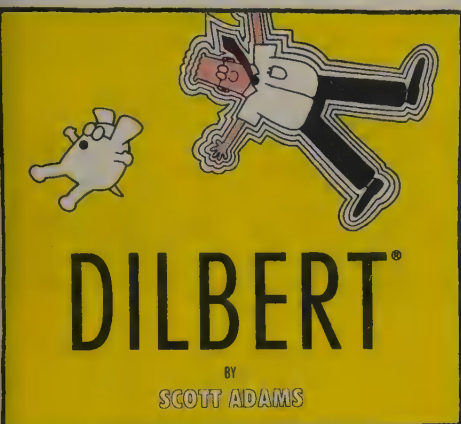
S. Adams

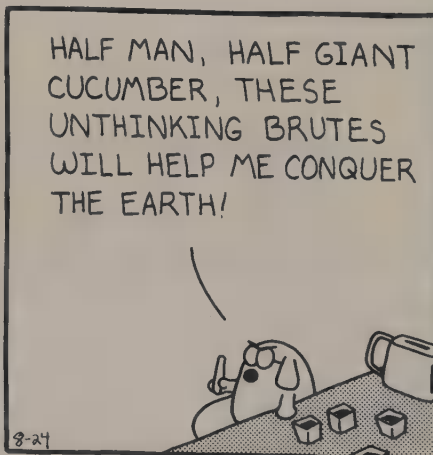
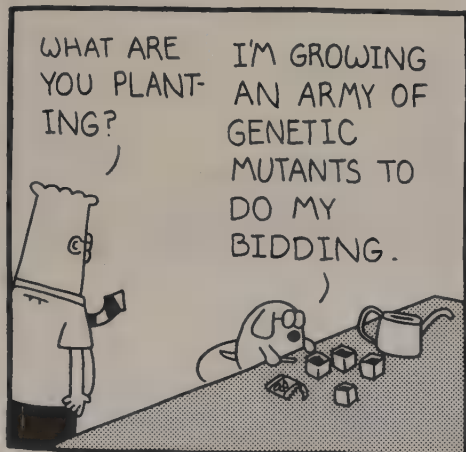
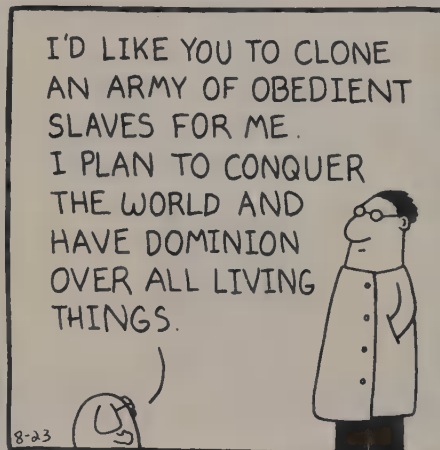
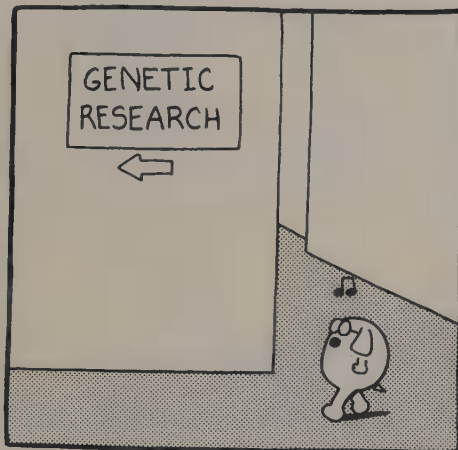
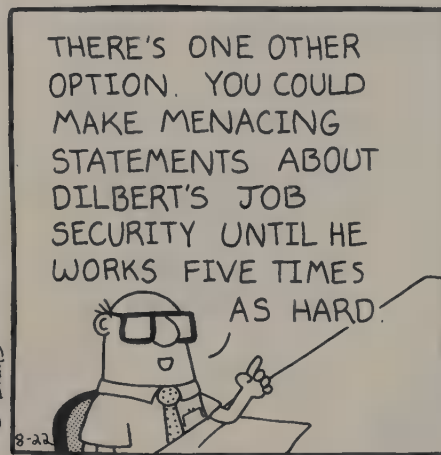
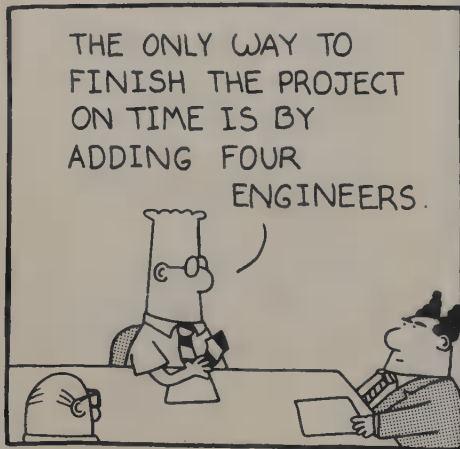


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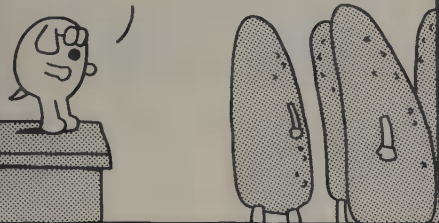








I CREATED YOU CUCUMBER MUTANTS TO ASSIST ME IN MY BID FOR WORLD DOMINATION!



S. Adams

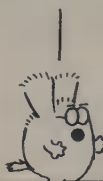
### BULLETIN

I INTERRUPT THIS STRIP BECAUSE THE WHOLE GIANT CUCUMBER THEME ISN'T AS FUNNY AS I THOUGHT IT WOULD BE. LET'S GO DIRECTLY TO THE BIG FINISH.

Scott

8-25

THEN WALDO GRABBED THE "SALAD SHOOTER." THERE WERE PEELS EVERYWHERE!



SOUNDS LIKE QUITE A PICKLE.



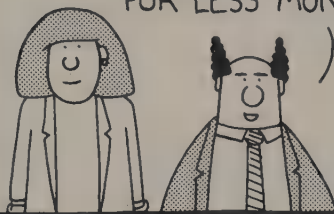
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SUE WAS HIRED TO RUN OUR NEW "DIGNITY ENHANCEMENT" PROGRAM.



S. Adams

HER CHARTER IS TO HELP THE EMPLOYEES FEEL GOOD ABOUT THEMSELVES WHILE THEY WORK HARDER FOR LESS MONEY.



8-26

HOW CAN WE AFFORD TO HIRE SOMEBODY NEW?



DO YOU REMEMBER THOSE CO-WORKERS YOU USED TO HAVE?



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I AM THE KING OF MY CUBICLE, THE ABSOLUTE RULER OF THIS TINY REALM.



S. Adams

AND THESE ARE MY LOYAL SUBJECTS: MISTER COMPUTER, MISTER STAPLER, AND THE BINDER FAMILY.



8-27

WHO SPILLED COFFEE?



THE BARBARIAN IS THWARTED AT THE MOAT.

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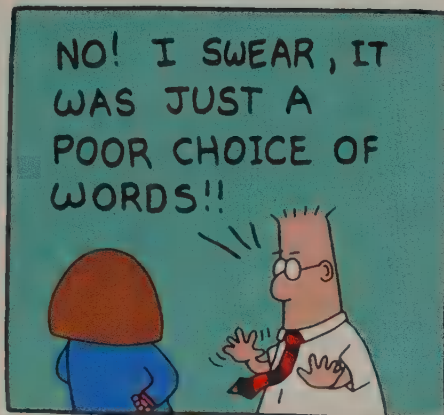
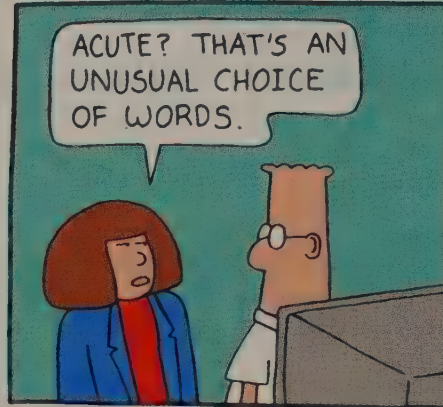
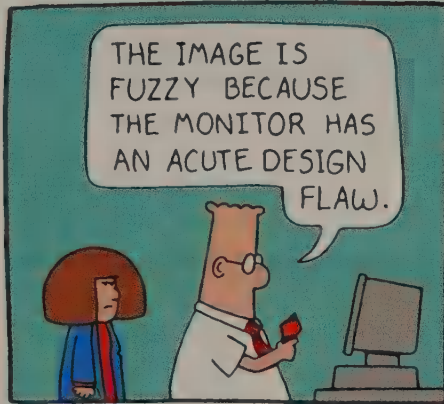


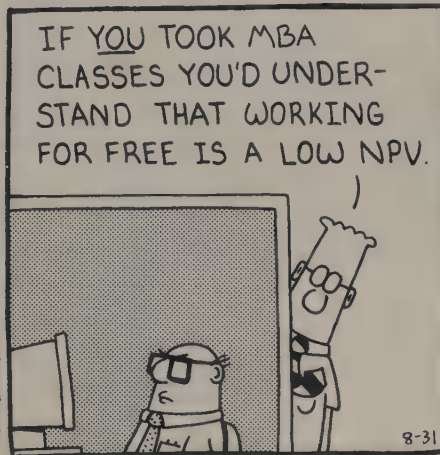
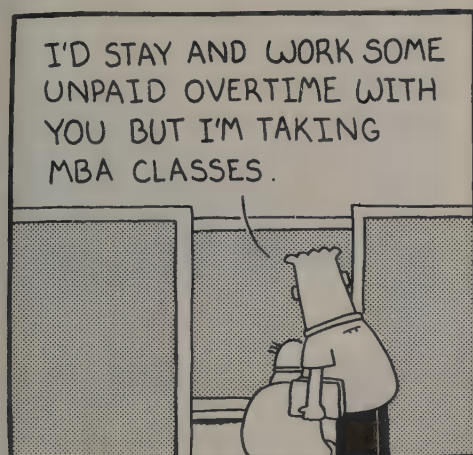
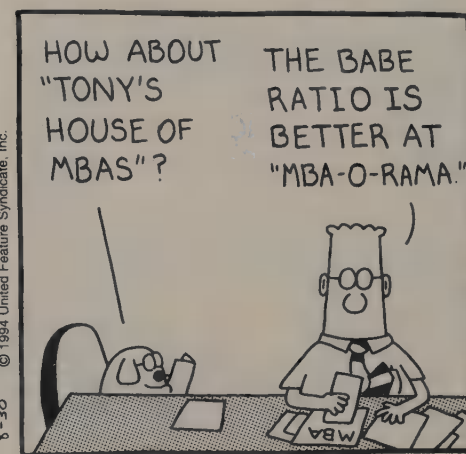
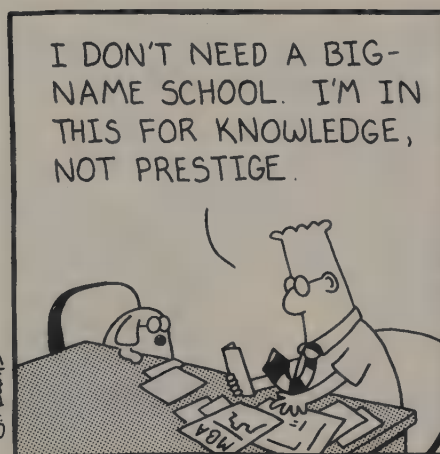
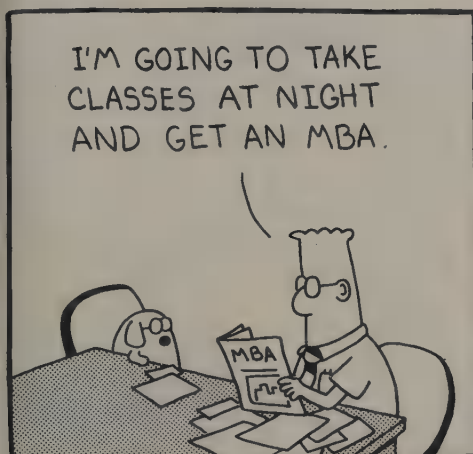
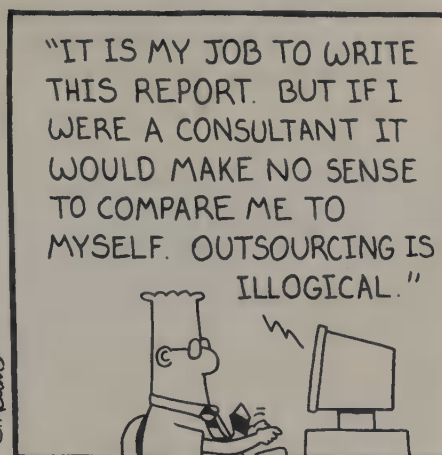
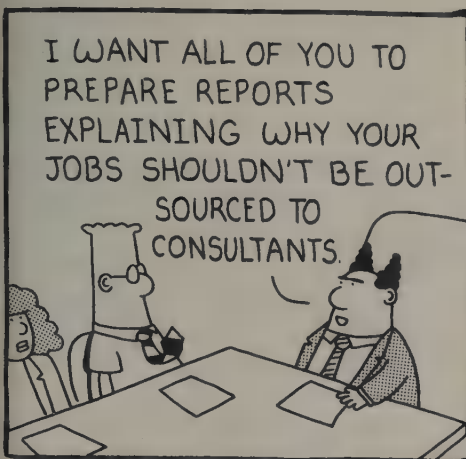


# DILBERT®

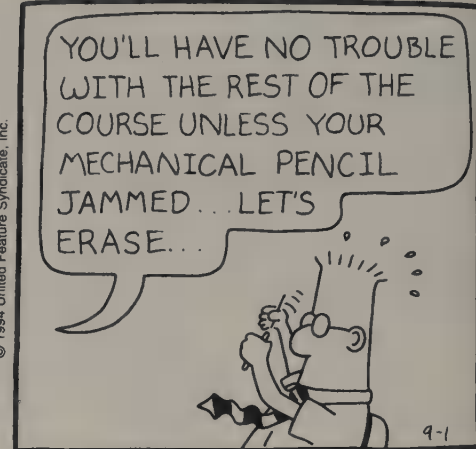
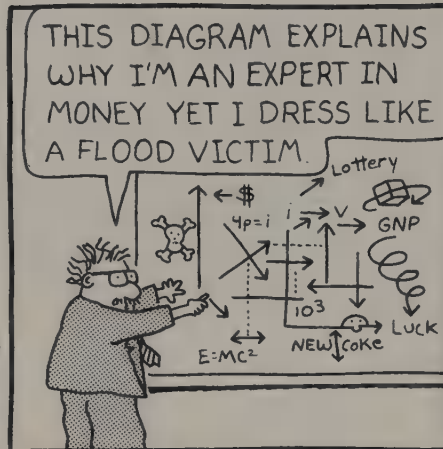


BY  
SCOTT ADAMS

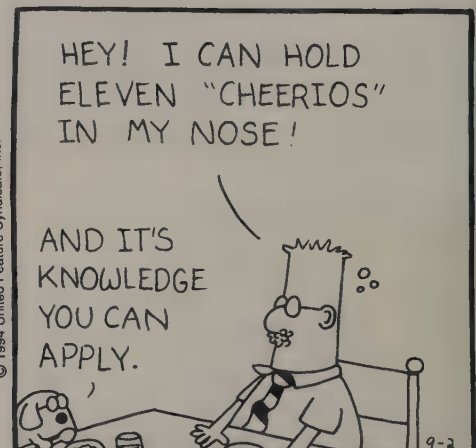
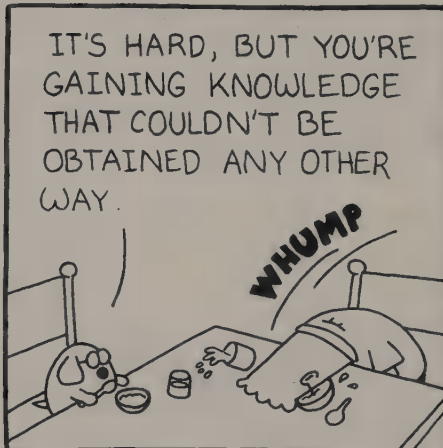
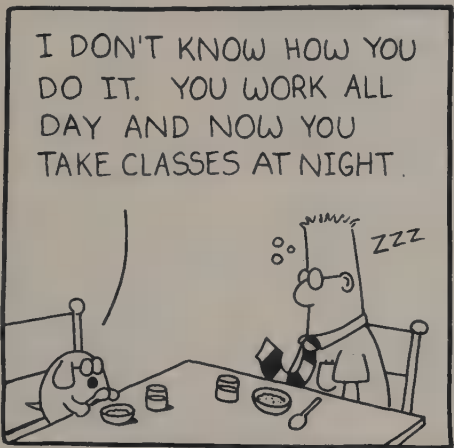




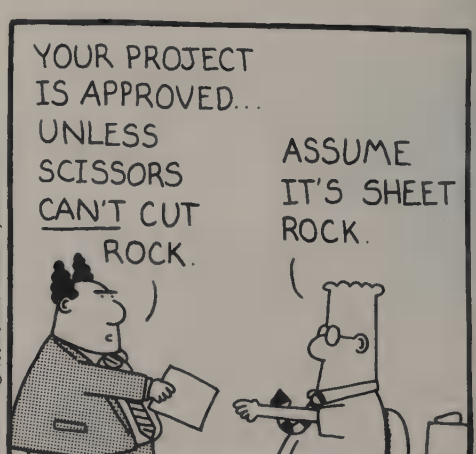




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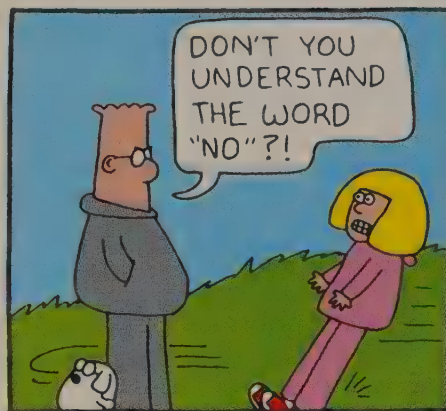
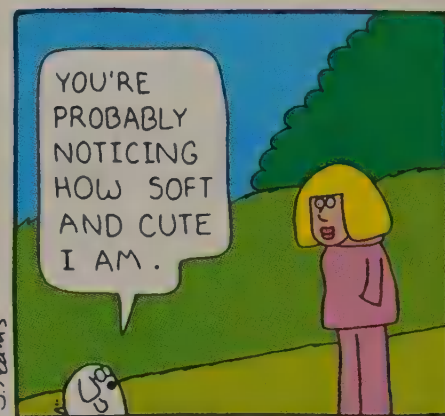
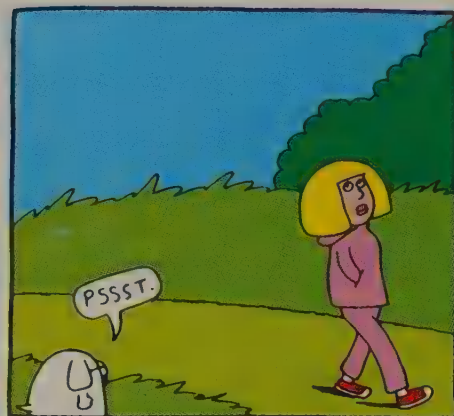


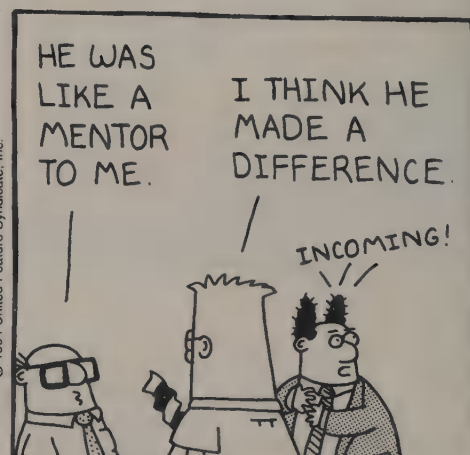
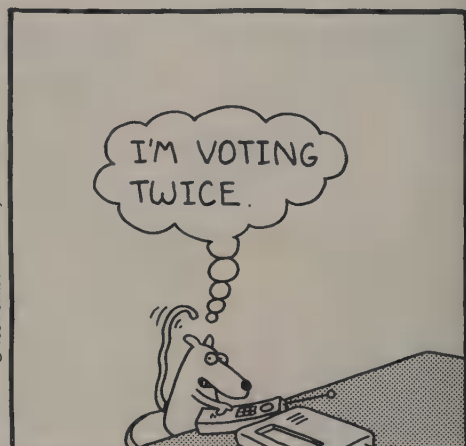
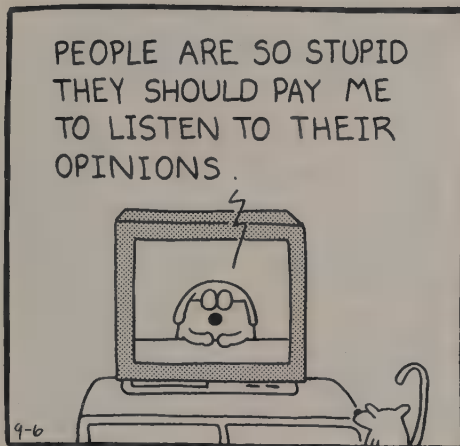
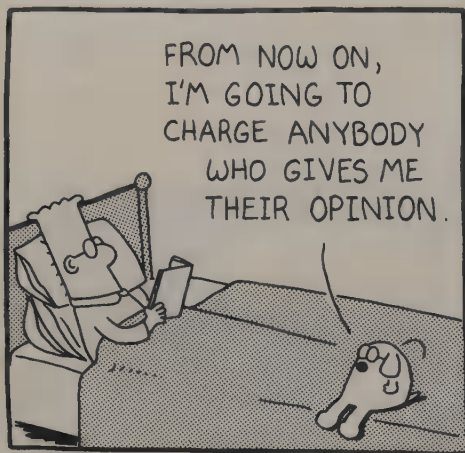
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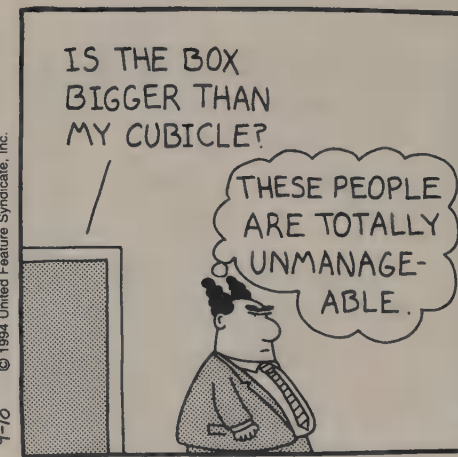
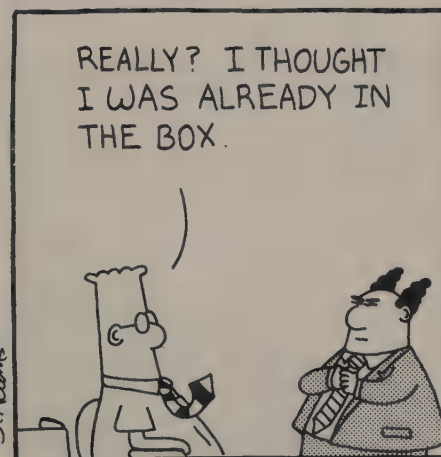
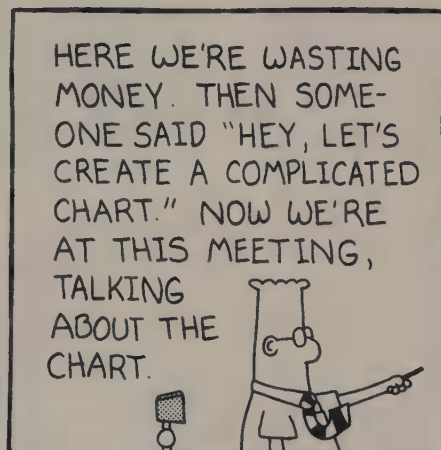
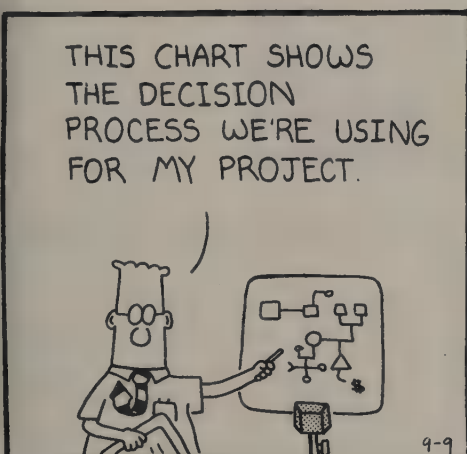
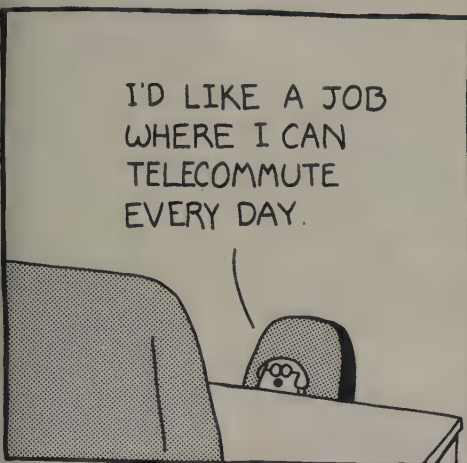


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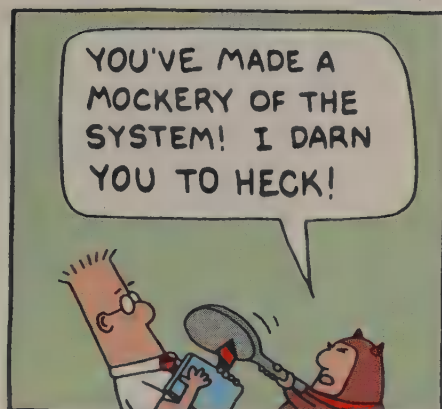
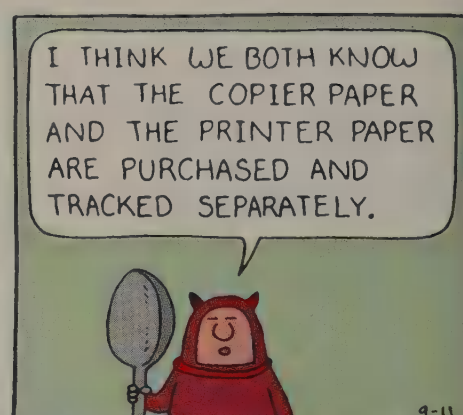
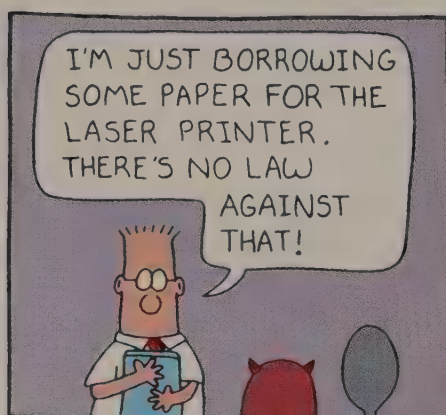
# DILBERT®

BY

SCOTT ADAMS



S Adams



# RATBERT THE OPTIMIST

I FEEL  
LUCKY  
TODAY.

S. Adams

LUCKY,  
LUCKY,  
LUCKY.

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I THINK A HAT  
JUST BLEW ONTO  
MY HEAD!!

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BOB, I'LL YANK  
THE CAT OFF  
OF RATBERT'S  
HEAD AND  
YOU STOMP  
ON IT!

S. Adams

YANK  
STOMP

I COULD HAVE  
PHRASED THAT  
BETTER.

I'M NOT  
AN OPTI-  
MIST ANY-  
MORE.

YOU'RE NOT WELCOME HERE,  
CAT. IT'S AGAINST HOUSE  
RULES TO EAT RATBERT.

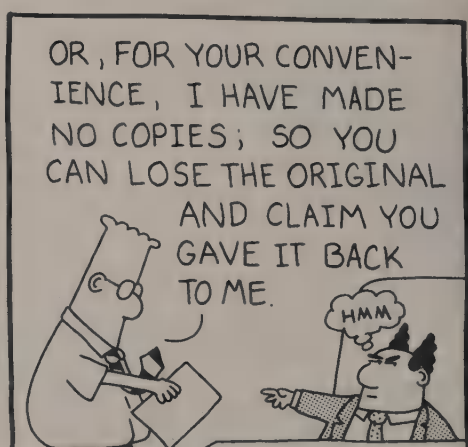
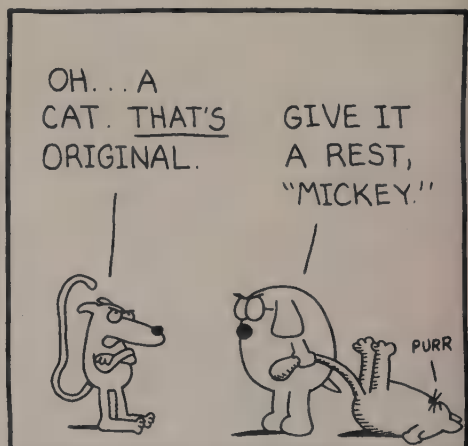
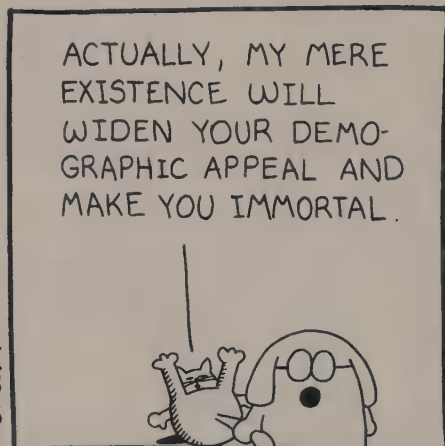
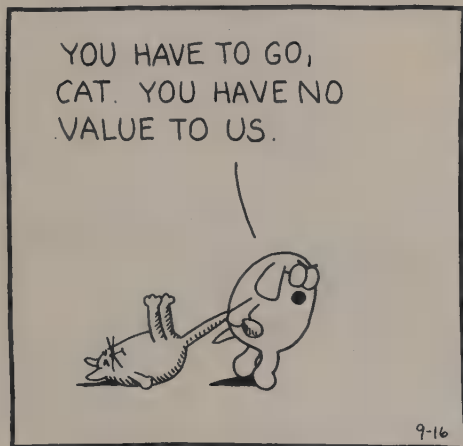
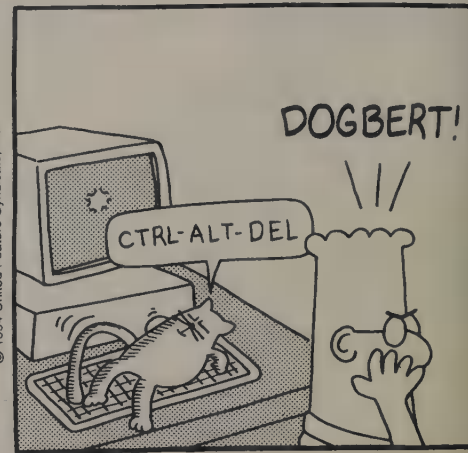
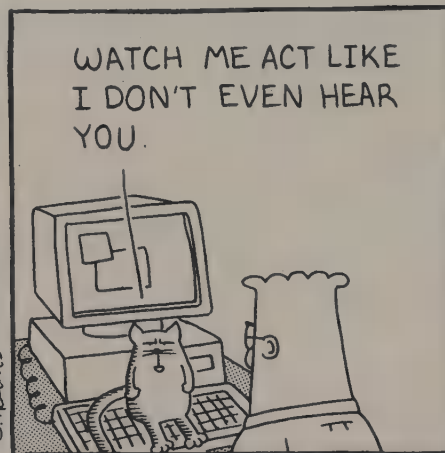
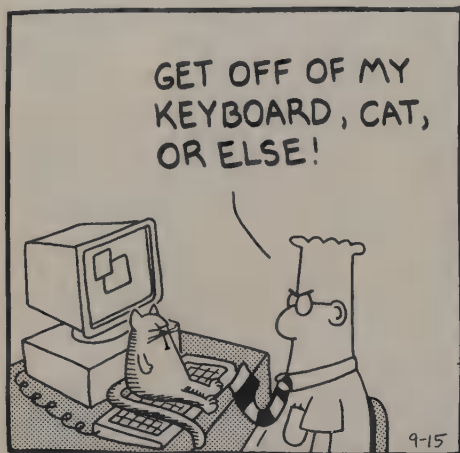
S. Adams

MY WORK HERE IS  
NOT DONE UNTIL I  
HAVE PONCED ON  
MY NATURAL ENEMY.

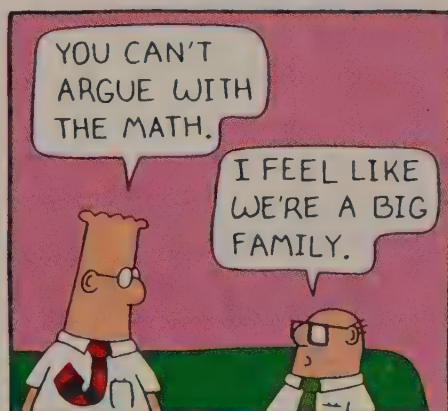
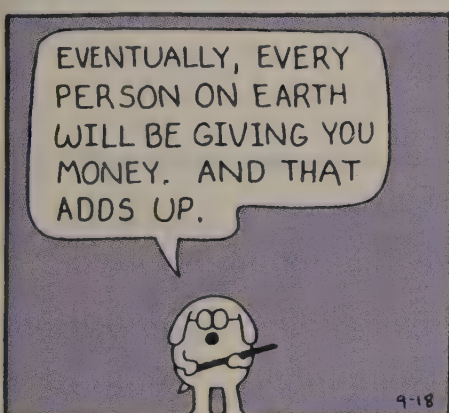
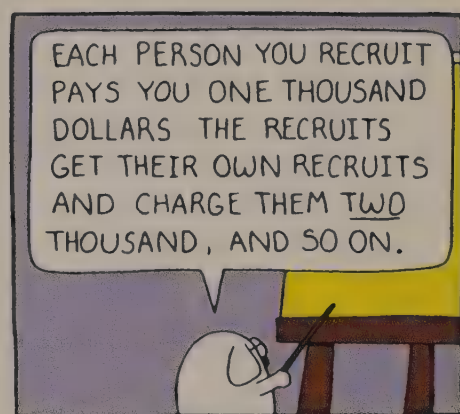
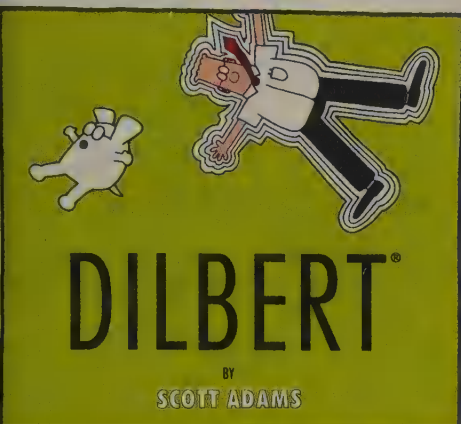
9-14

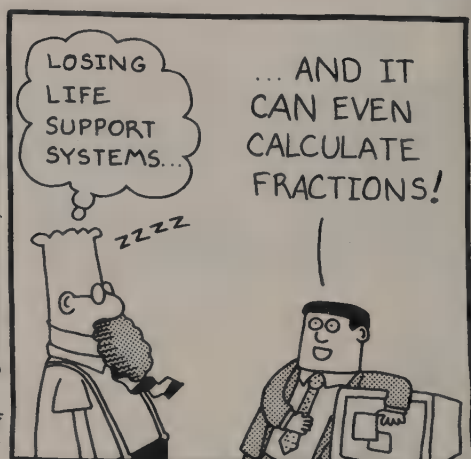
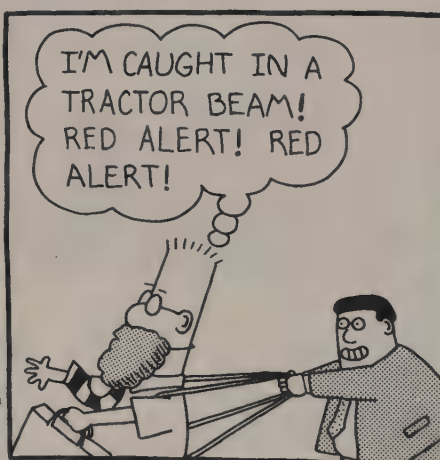
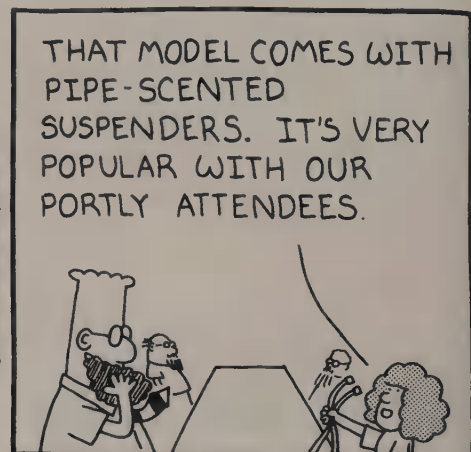
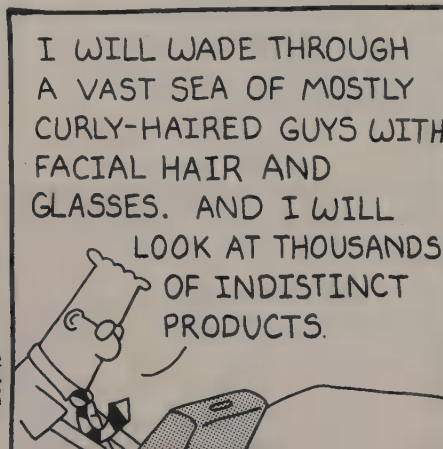
WHO ARE YOU, AND  
WHAT ARE YOU DOING  
ON MY KEYBOARD?

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THE PROJECT REQUIREMENTS ARE FORMING IN MY MIND.



S. ADAMS

NOW THEY'RE CHANGING...  
CHANGING... CHANGING...  
CHANGING... OKAY. NO,  
WAIT... CHANGING...  
CHANGING... DONE.



NATURALLY, I  
WON'T BE  
SHARING ANY  
OF THESE  
THOUGHTS  
WITH  
ENGINEERING.

I BUDGETED  
FOR SOME  
GOONS TO  
BEAT IT  
OUT OF YOU.



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I HIRED BOB THE  
DINOSAUR TO BEAT YOU  
WITH HIS TAIL UNTIL  
YOU GIVE ME THE PROJECT  
REQUIREMENTS.



S. ADAMS

HA!!! I'LL DOUBLE  
YOUR FEE IF YOU  
THUMP DILBERT  
INSTEAD.

I'LL TRIPLE  
YOUR FEE!



HE CAN'T  
REALLY PAY  
YOU "INFINITY  
PLUS ONE."

I WONDER  
HOW MUCH  
THAT IS ON  
AN HOURLY  
BASIS.



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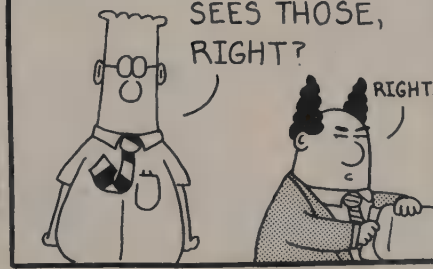
I FILLED OUT THE  
CONFIDENTIAL QUESTION-  
NAIRE ABOUT YOUR STYLE  
OF MANAGEMENT.



S. ADAMS

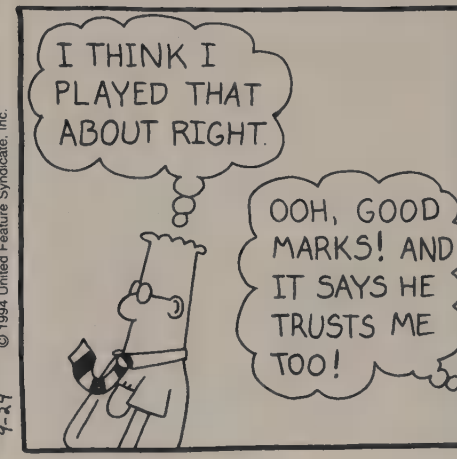
I HOPE IT'S USEFUL  
FOR THAT MANAGEMENT  
CLASS YOU'RE TAKING.  
ONLY YOUR INSTRUCTOR  
SEES THOSE,  
RIGHT?

RIGHT.



I THINK I  
PLAYED THAT  
ABOUT RIGHT.

OOH, GOOD  
MARKS! AND  
IT SAYS HE  
TRUSTS ME  
TOO!



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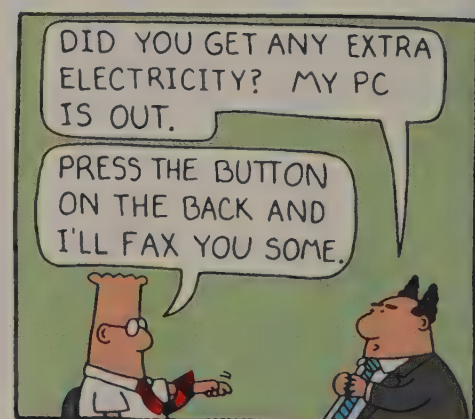
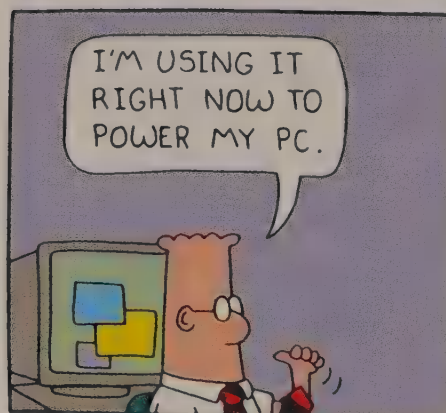
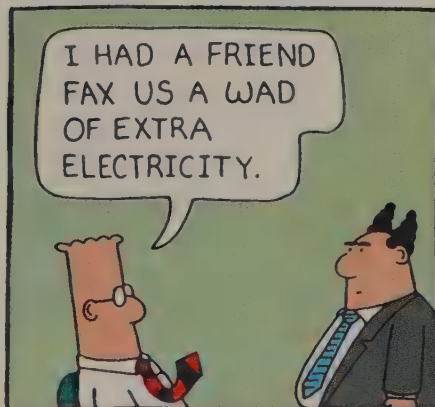




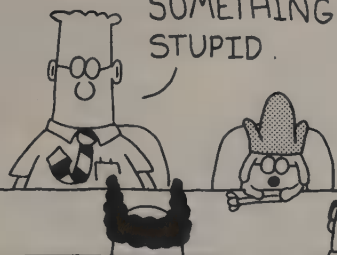
# DILBERT<sup>®</sup>



BY  
SCOTT ADAMS



I INVITED SAINT DOGBERT TO BLUDGEON ANYBODY WHO STRAYS FROM THE AGENDA INTO SOMETHING STUPID.



S. Adams

THAT REMINDS ME OF THE PRODUCTIONIZATION OF OUR TIGER TEAM'S PRIORITY MATRIX.



9-26

ACTUALLY, THAT WAS ON THE AGENDA.



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I'M RUNNING LATE. BUT SINCE I'M A VICE PRESIDENT YOU'LL HAVE TO WAIT IN THE HALLWAY.



S. Adams

YOU'LL BE ABLE TO JUDGE YOUR RELATIVE WORTH BY OBSERVING WHAT THINGS I DO WHILE YOU WAIT.



9-27

HE'S TEACHING HIMSELF THE BANJO.



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THIS CARTOON SEEMS TO BE SAYING THAT MANAGEMENT DECISIONS ARE A JOKE.



S. Adams

CARTOONS ARE NOT ALLOWED ON CUBICLES. IT HURTS MORALE. I DON'T WANT TO SEE THIS WHEN I RETURN.



9-28

I'VE NOTICED A REAL IMPROVEMENT IN MORALE SINCE YOU REMOVED THE CARTOON.



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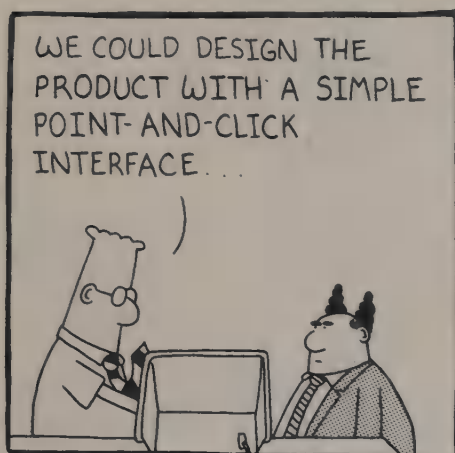




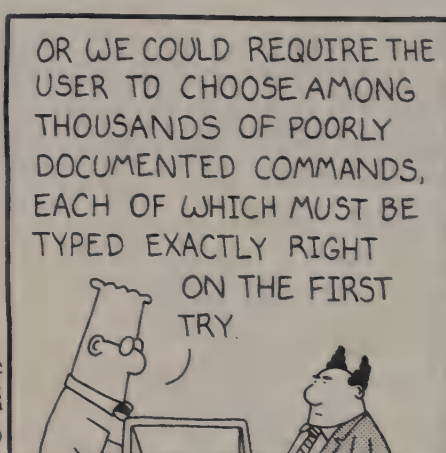
S. Adams



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S. Adams



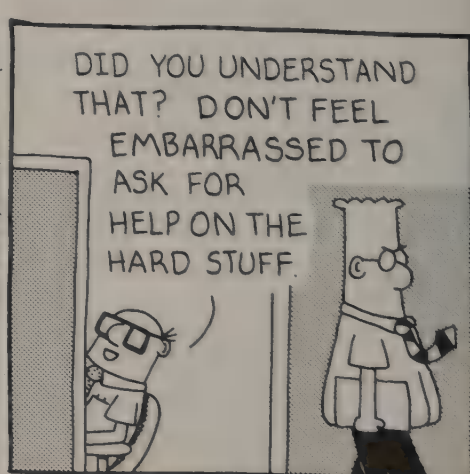
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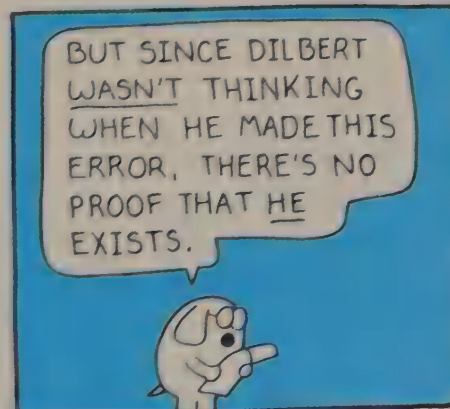
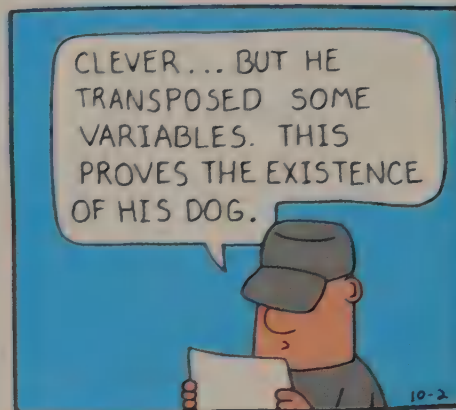
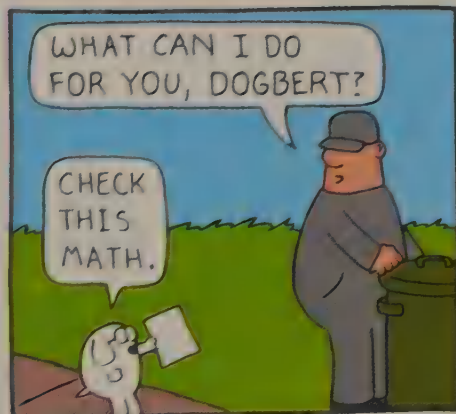
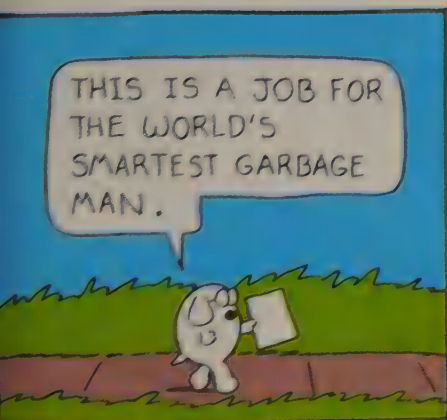
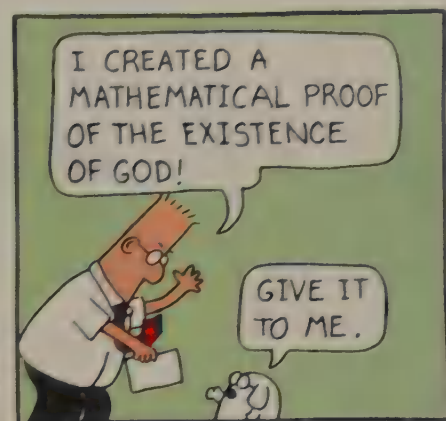
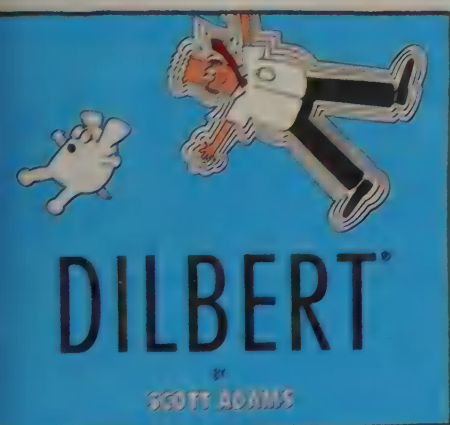
S. Adams



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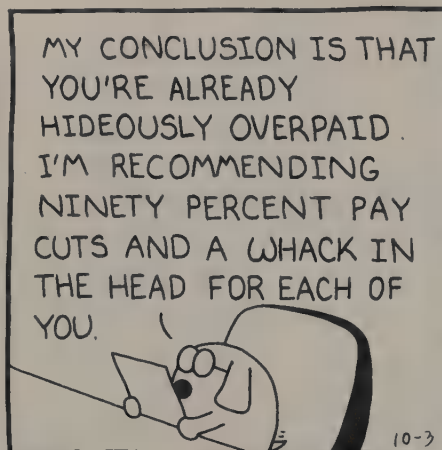






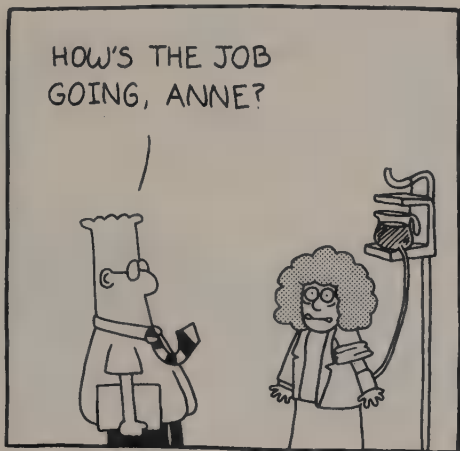


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10-3

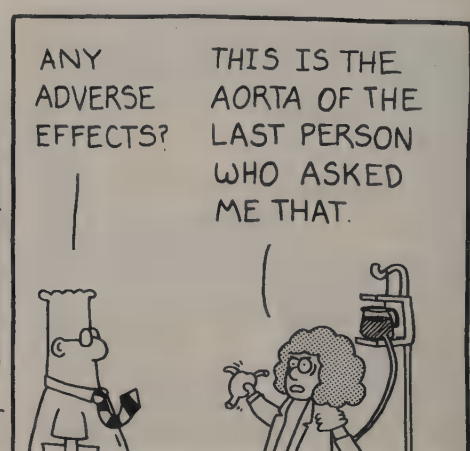
S. Adams



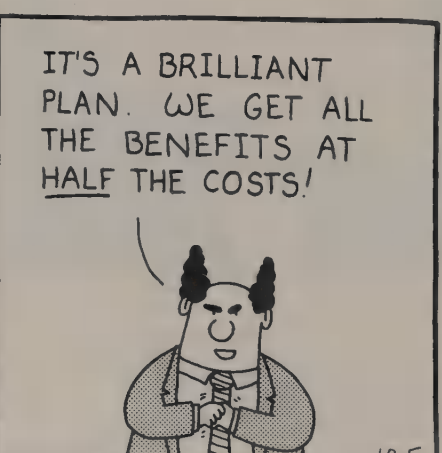
S. Adams



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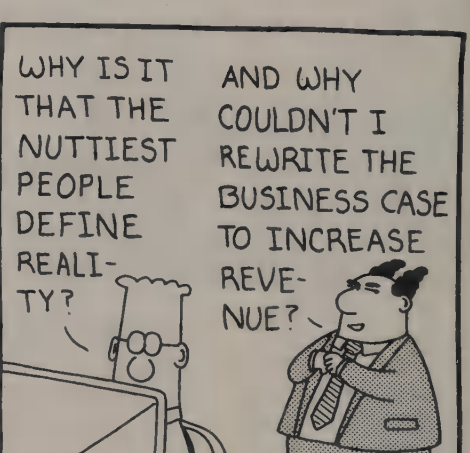


S. Adams



10-5

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IN ADDITION TO MY  
CURRENT DUTIES, I'LL  
BE MANAGING THE  
MARKETING GROUP.



S. Adams

THE MARKETING JOB  
OPENED BECAUSE THE  
PREVIOUS MANAGER  
GOT RUN DOWN IN THE  
PARKING LOT.



WHEN THEY  
NEEDED A  
GOOD MANAGER,  
THEY KNEW  
WHERE TO  
LOOK.

UNDER  
YOUR  
BUMPER?



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I'VE NEVER MANAGED  
MARKETING PEOPLE  
BEFORE. BUT A GOOD  
MANAGER CAN MANAGE  
ANYTHING.



S. Adams

SO... I ORDER YOU TO  
GO DO MARKETING  
THINGS... LIKE  
SEGMENTING AND  
FOCUS GROUPS...



AND KEEP ON FOCUSING  
AND SEGMENTING UNTIL  
WE DOMINATE THE  
INDUSTRY !!!

WELL, I'M  
MOTIVATED.



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TWO PEOPLE IN A  
FOCUS GROUP LOVED  
OUR PRODUCT. SO  
WE'RE DOUBLING OUR  
PRODUCTION.



S. Adams

THE OPINIONS OF  
TWO PEOPLE ARE  
NOT STATISTICALLY  
USEFUL...



...ESPECIALLY  
IF YOU'RE  
ONE OF THE  
TWO PEOPLE.

I KNEW  
THOSE FREE  
SANDWICHES  
WERE TOO  
GOOD TO BE  
TRUE.



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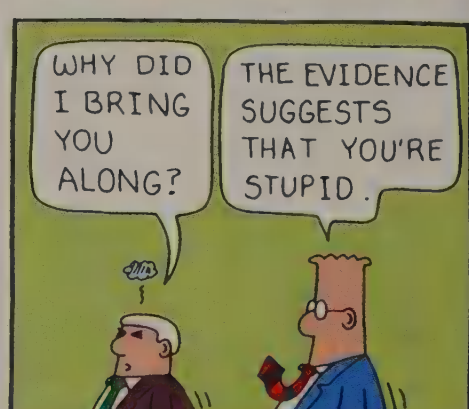
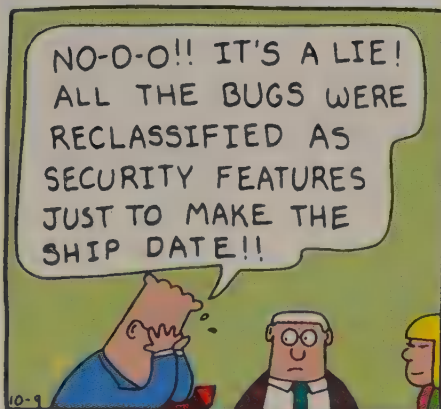
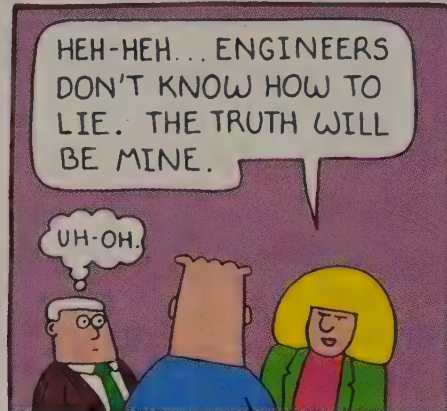


# DILBERT®



BY

SCOTT ADAMS



I PREDICT SALES TO BE NOTHING FOR TWO YEARS AND THEN TAKE A SUDDEN SURGE.

WHY?

SALES

THE SURGE WAS ADDED SO I COULD GET THE BUSINESS CASE APPROVED. THE TWO-YEAR LAG GIVES ME TIME TO GET PROMOTED.

SALES

WHAT ABOUT ACCOUNTABILITY?

THAT'S WHERE YOU COME IN.

I'M WRITING A BOOK OF MY GUESSES ABOUT FUTURE TRENDS.

IF IT GETS PUBLISHED THEN MY GUESSES WILL SEEM MORE VALID THAN OTHER PEOPLE'S. I'LL CHARGE HUGE FEES TO SHARE MY "VISION" WITH AUDIENCES.

WHY WOULD PEOPLE PAY HUGE FEES FOR GUESSES?

TREND NUMBER ONE IS THAT PEOPLE AREN'T GETTING ANY SMARTER.

DOGBERT THE FUTURIST

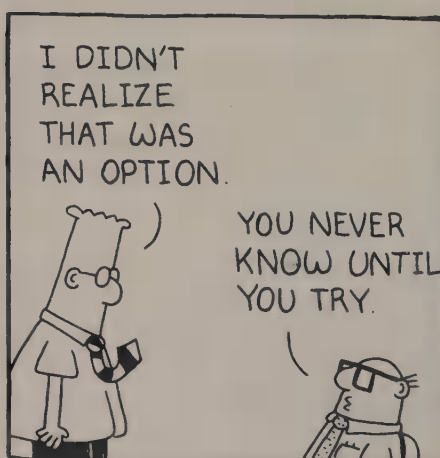
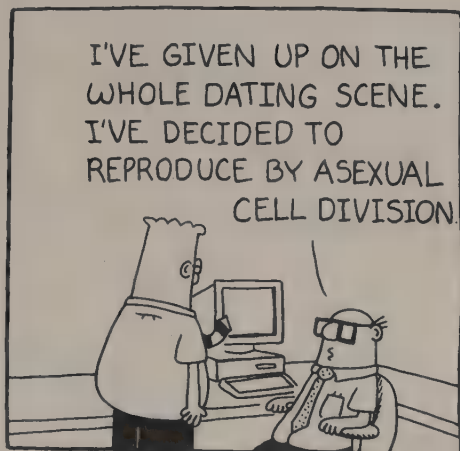
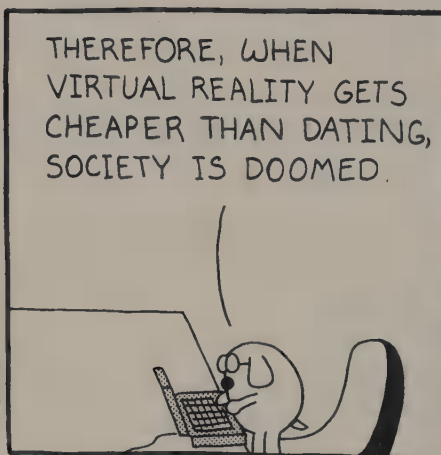
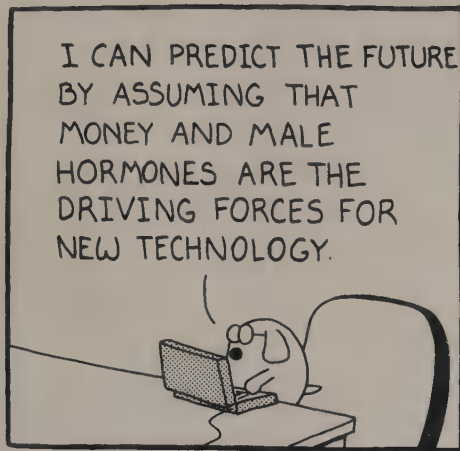
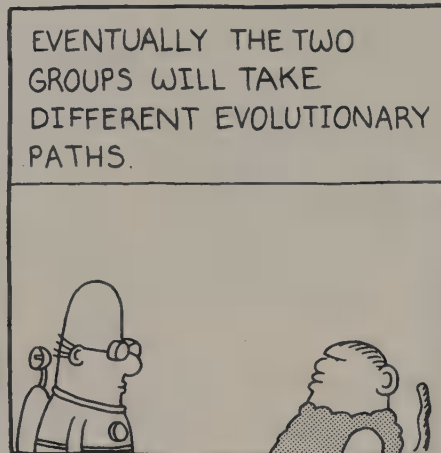
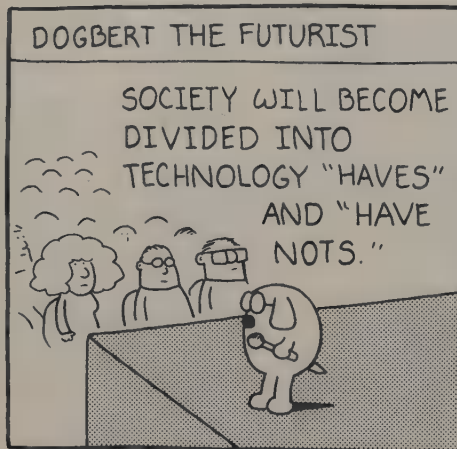
SOMEDAY, KEYBOARDS WILL BE REPLACED BY MOTION-SENSING RINGS ON YOUR FINGERS...

THE COMPUTER SCREEN WILL BE PROJECTED IN YOUR GLASSES AS A 3-D IMAGE.

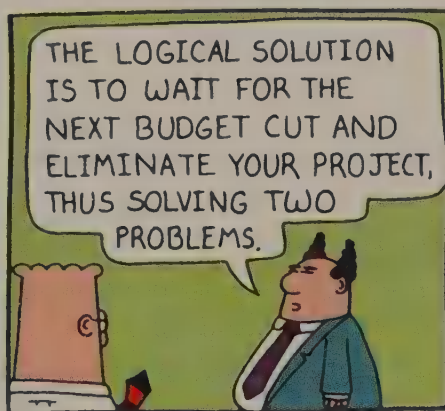
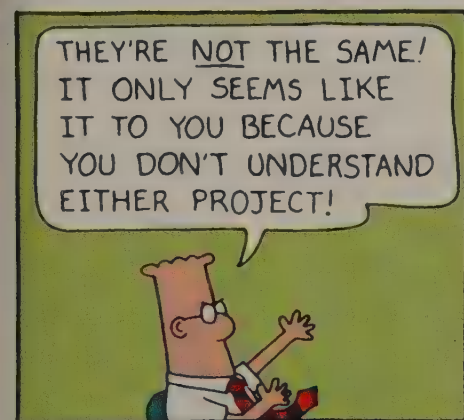
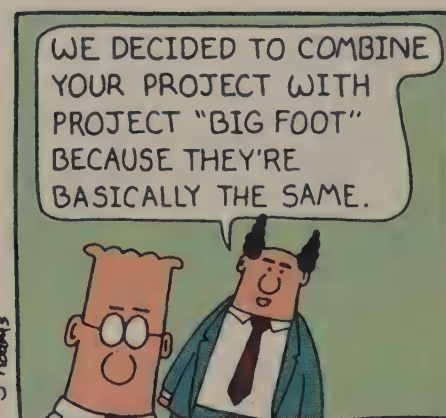
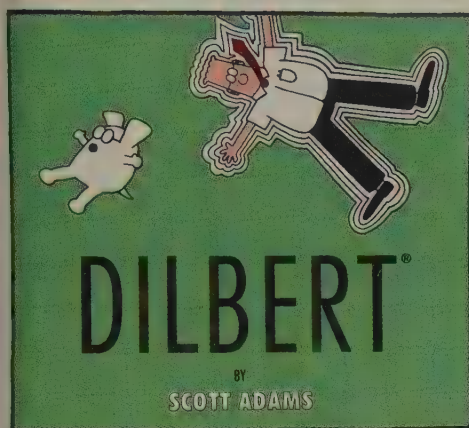
THESE DEVELOPMENTS WILL NOT ENHANCE THE IMAGE OF TECHNICAL PROFESSIONALS.

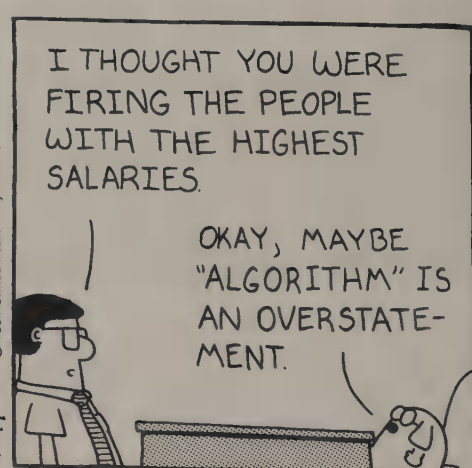
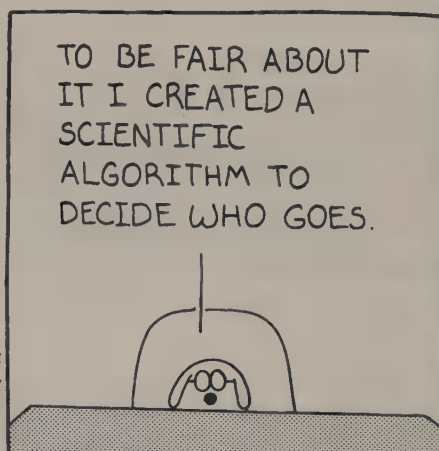
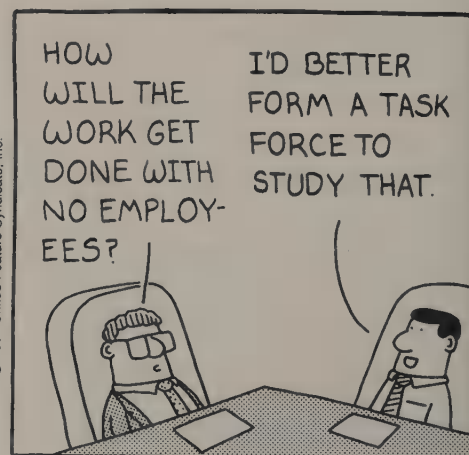
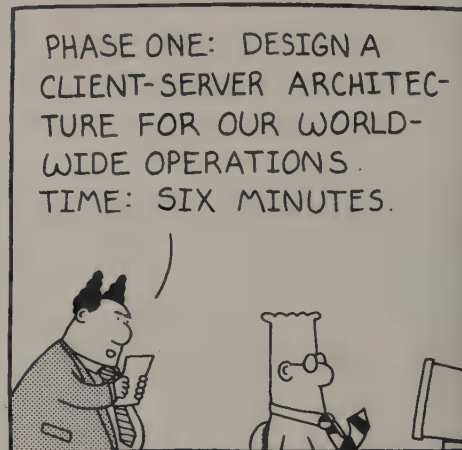
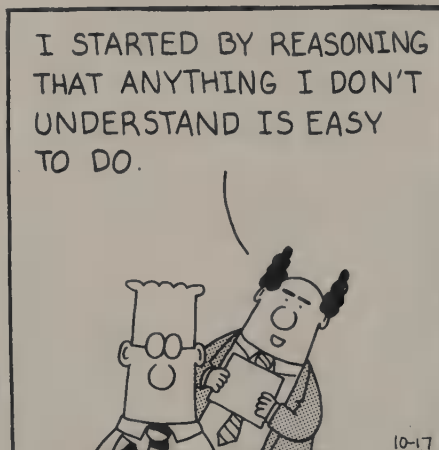
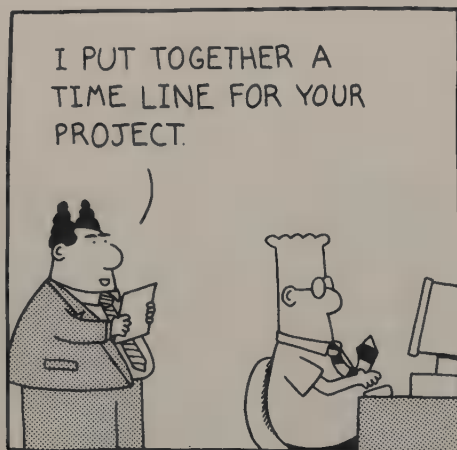
ARE YOU AN ENGINEER?

I'M A MORON. COMMON MISTAKE.









GREAT NEWS--  
YOU'RE FIRED!

YOU GET A GENEROUS  
SEVERANCE PACKAGE,  
TWO WEEKS' VACATION,  
AND WE HIRE YOU  
BACK AS A CONTRACTOR  
FOR MORE MONEY!!

AND I CAN TELECOMMUTE  
IF I WANT, BUT SINCE  
DRESS CODES DON'T APPLY  
TO ME...

AARGH!  
Bonk  
Bonk

IT LOOKS LIKE YOU'RE  
OFF TO A THREE-HOUR  
STAFF MEETING THAT  
DOESN'T APPLY TO ME.

I'M GLAD I'M A HIGHLY  
PAID CONTRACTOR. I'LL  
BE INCREASING MY  
SKILLS WHILE YOU FIGHT  
TO GET OXYGEN TO YOUR  
BRAINS.

THREE HOURS LATER

I BECAME A MULTIMEDIA  
DEVELOPER. HOW WAS  
YOUR DAY?

TO CONFIGURE THE  
SOFTWARE, ENTER THE  
NAME OF NEXT YEAR'S  
ACADEMY AWARD  
WINNER FOR BEST ACTOR.

PLEASE  
WAIT.

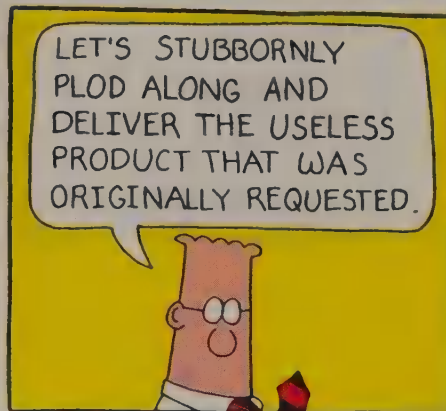


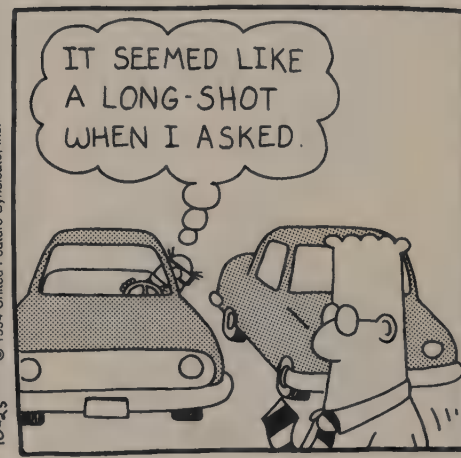
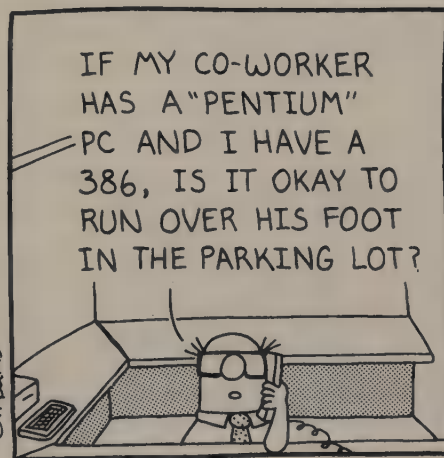
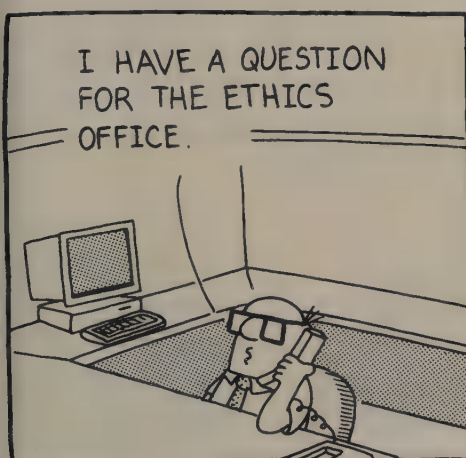
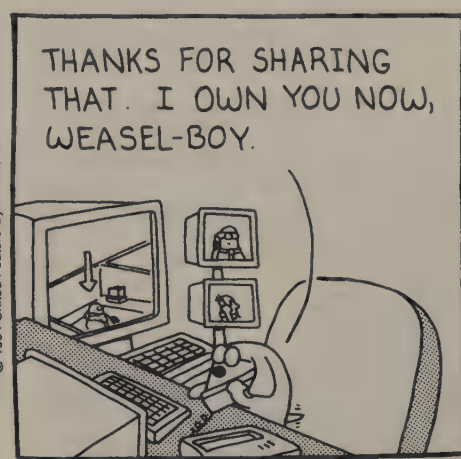


# DILBERT<sup>®</sup>



BY  
SCOTT ADAMS





DOGBERT: ETHICS ADVISOR

WE MAIL OUR PRODUCT  
TO PEOPLE AND TELL  
THEM IT'S FREE FOR  
ONE YEAR.

THEN WE START NAILING  
THEM WITH HIGH FEES  
BECAUSE THEY'LL FORGET  
THE PROCEDURE FOR  
RETURNING THE PRODUCT.  
THEY'RE TRAPPED.

SO, DID  
YOU HAVE  
SOME  
ETHICS  
ADVICE?

NO. I ASKED  
YOU HERE SO  
I CAN RETURN  
YOUR STUPID  
PRODUCT.

S. Adams

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RAY'S OUR NEW  
FINANCE GUY. HE'S  
GOT A FACE THAT  
MAKES YOU HATE HIM  
AUTOMATICALLY.

YOU'RE RIGHT.  
I'M ALREADY  
HATING HIM.

WAIT UNTIL  
HE OPENS HIS  
MOUTH!

FROM NOW ON I WANT  
A BUSINESS CASE TO  
JUSTIFY ALL OF YOUR  
PHOTOCOPYING.

IS HE A  
NATURAL OR  
WHAT?!!

S. Adams

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HAVE YOU  
STARTED TO  
HATE THE NEW  
FINANCE GUY  
YET?

YEAH. I  
STARTED  
YESTERDAY.

HE SEEMS SO  
RIGID.

RIGID AND  
INFLEXIBLE.  
NOT A TEAM  
PLAYER.

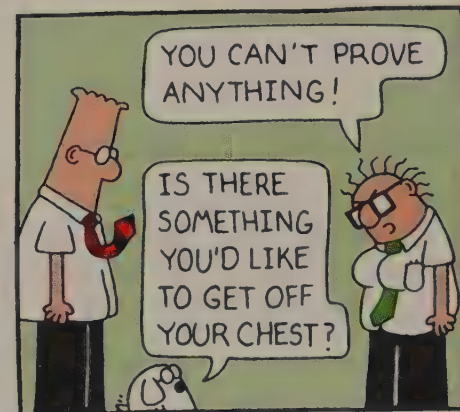
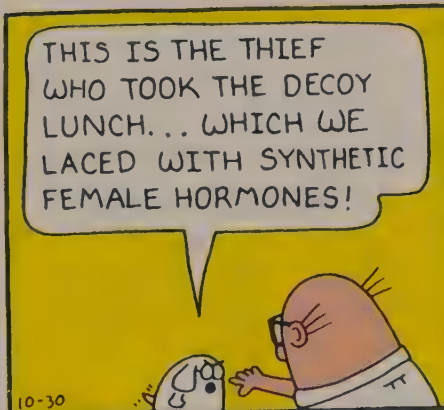
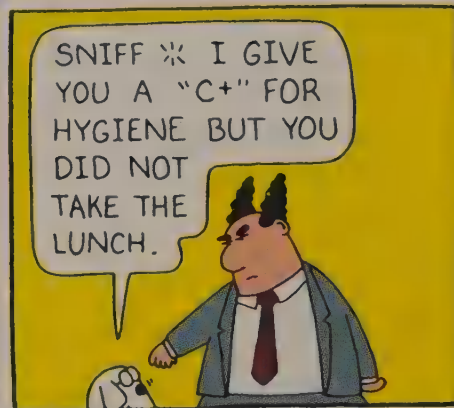
DO YOU  
HAVE AN  
EXTRA  
NAPKIN?

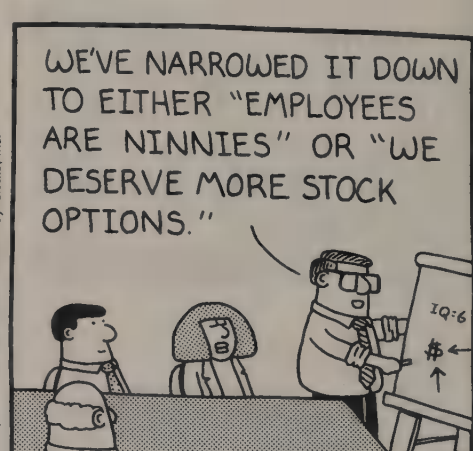
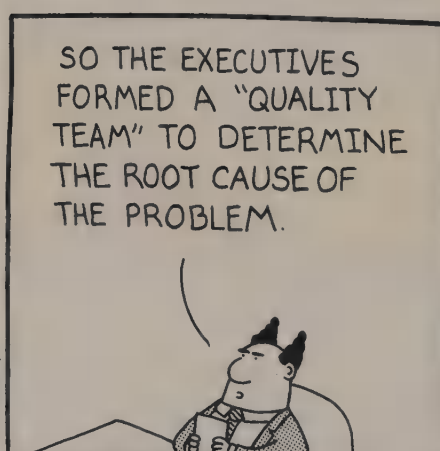
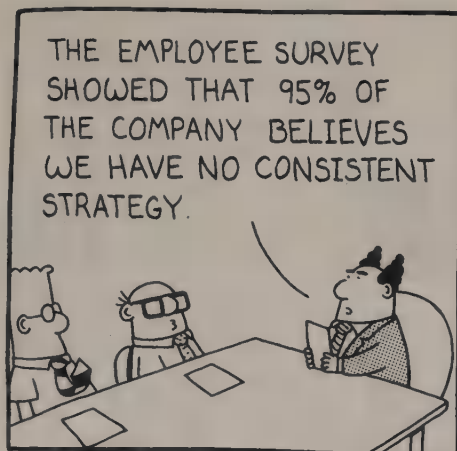
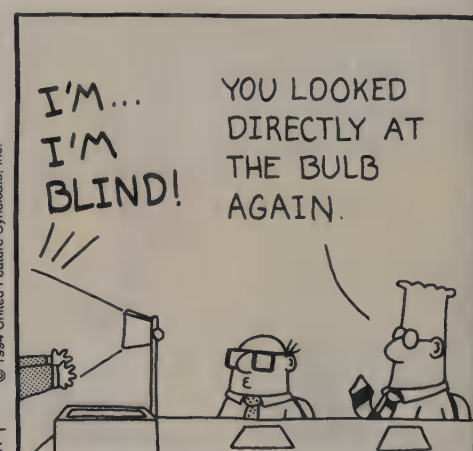
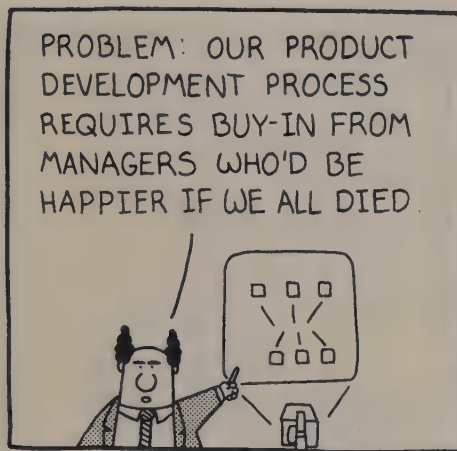
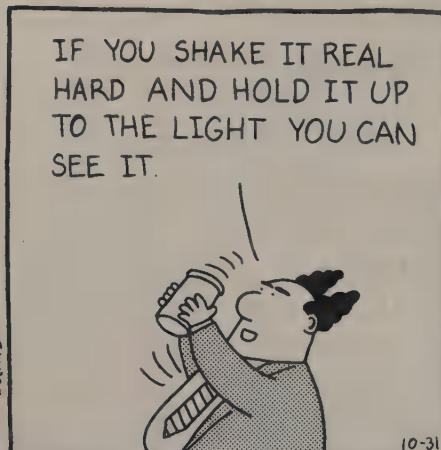
I WON'T  
REALLY KNOW  
UNTIL I'M  
DONE.

S. Adams

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# DILBERT®

BY

SCOTT ADAMS



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S. Adams

THIS JOB HAS TAKEN  
MY DIGNITY, MY SELF-  
ESTEEM, MY CREATIVITY  
AND MY PRECIOUS  
TIME ON THIS EARTH.



S. Adams

YOU'VE TAKEN ALL  
I HAVE! THERE'S  
NOTHING LEFT TO  
GIVE!!!



THE BLOOD DRIVE  
IS NEXT WEEK.  
THIS YEAR IT'S  
MANDATORY... AND  
A THREE-PINT  
MINIMUM.

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I DON'T MIND  
DONATING  
BLOOD... IT'S  
GOOD FOR  
SOCIETY...

FORM  
LINE  
↓



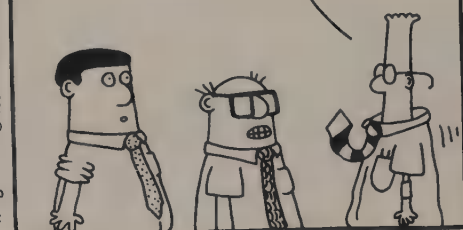
S. Adams

BUT I'M WORRIED  
THAT OUR COMPANY  
IS GETTING TOO  
COMPETITIVE ABOUT  
HOW MUCH WE GIVE  
COMPARED TO OTHER  
COMPANIES.

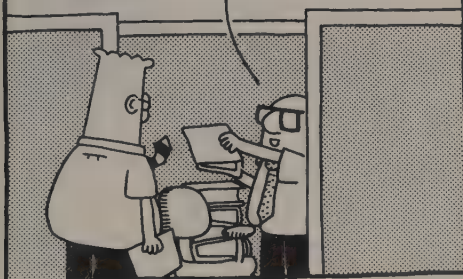


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MAN, I'M  
THIRSTY!!



... AND IF I PILE ENOUGH  
BINDERS ON MY CHAIR  
I'LL HAVE A WINDOW  
VIEW!



S. Adams

I'VE GOT  
TO TRY  
THAT.



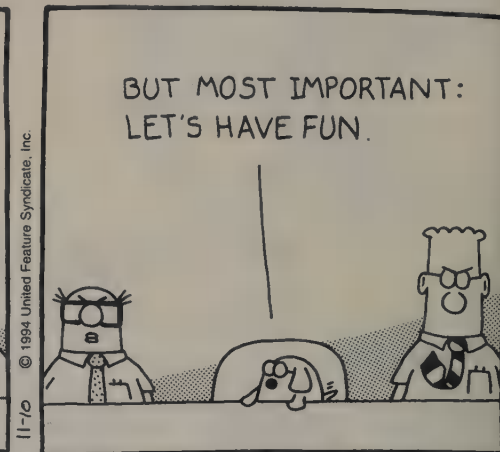
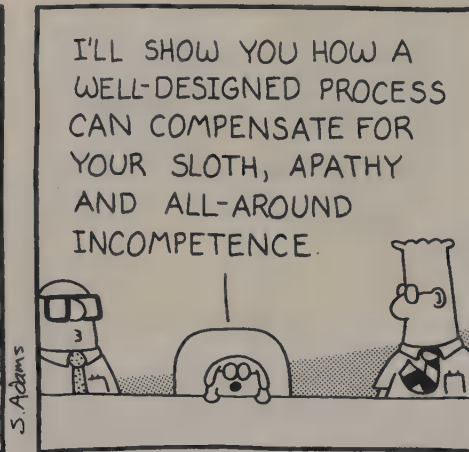
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WOW! I'VE  
NEVER SEEN SO  
MUCH INTEREST  
IN OUR BUSI-  
NESS PLAN!

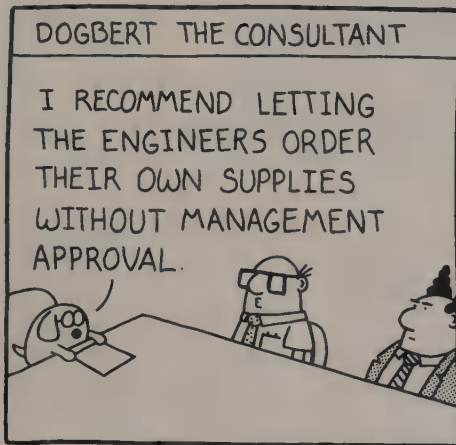
CAN I HAVE  
TWO?







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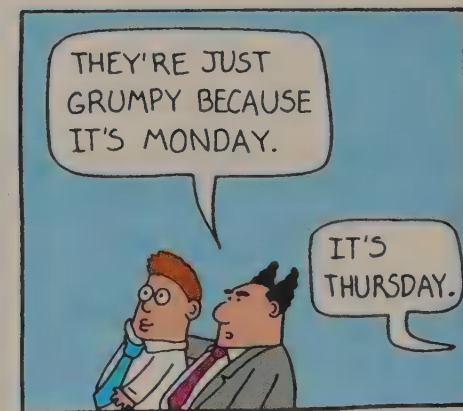
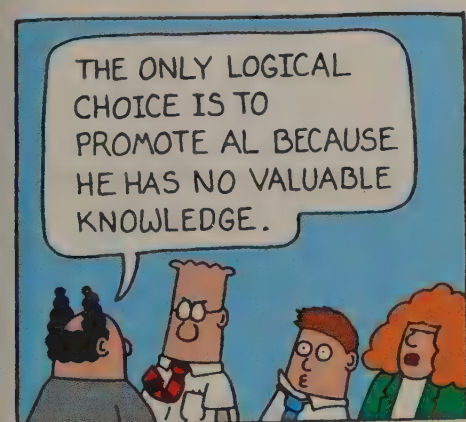
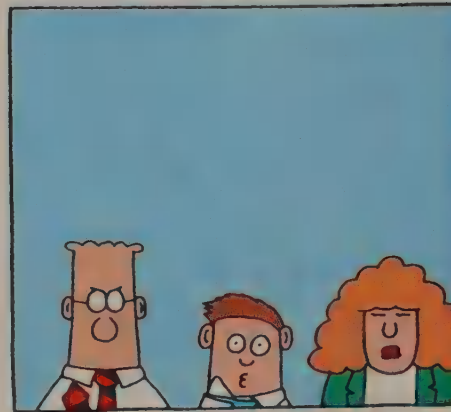
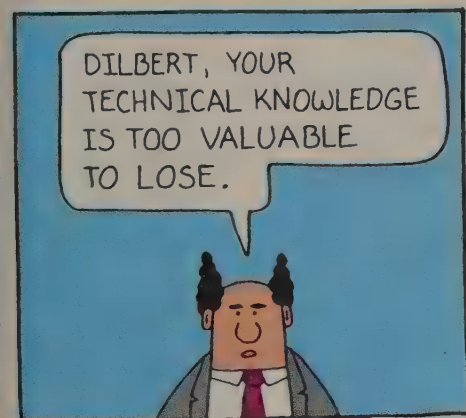
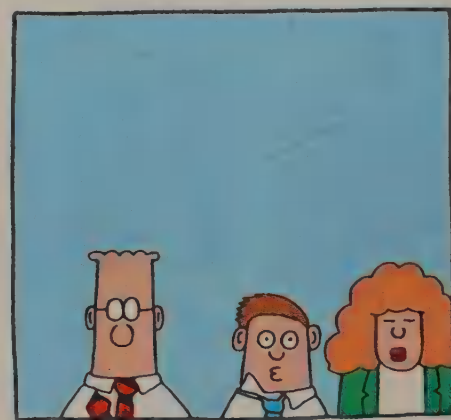
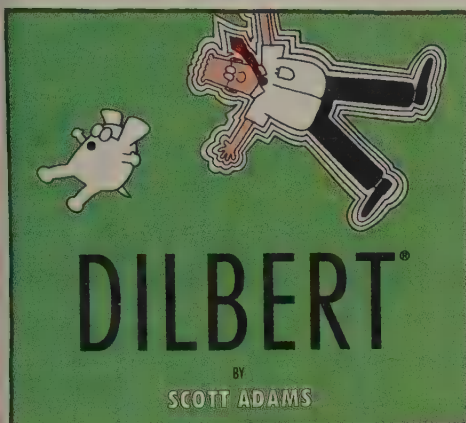


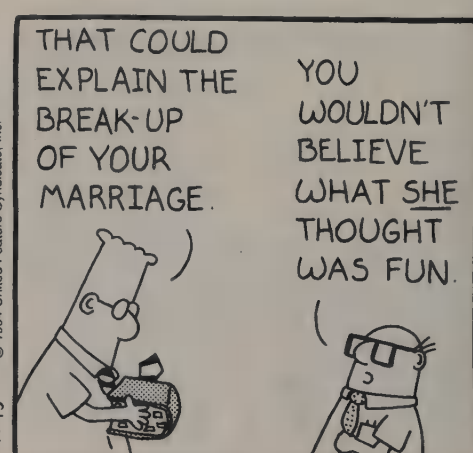
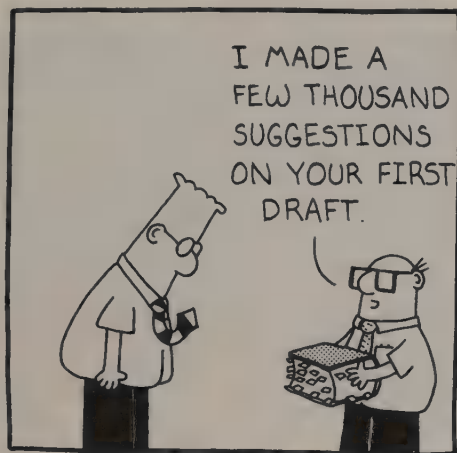
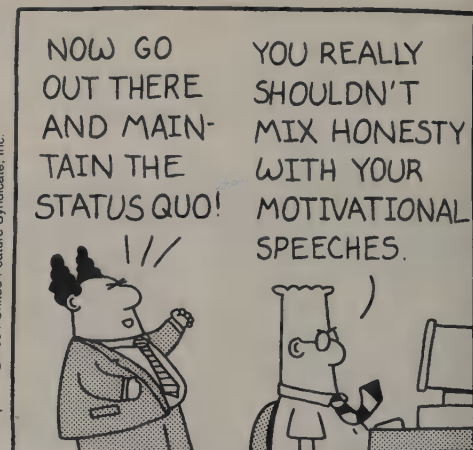
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SINCE IMPLEMENTING  
OUR "PAPERLESS OFFICE"  
CONCEPT, WE'VE SAVED...

UH... TEN PERCENT!

NEXT ON THE  
AGENDA: THE  
RESTROOM  
SITUATION...

THIS IS JUST GREAT... WE  
ENGINEERS HAVE OLD  
IBM 286 PCs AND YOU  
HAVE A SPARC WORK-  
STATION.

CORRECT ME IF I'M  
WRONG, BUT THE ONLY  
THING YOU KNOW HOW  
TO DO IS STARE AT  
THE SCREEN SAVER.

HOW DOES  
THAT BALL  
KEEP  
BOUNCING?

IF ANYBODY  
NEEDS ME  
I'LL BE  
SCROLLING  
SOME TEXT.

I SUDDENLY REALIZED  
THAT MY JOB PERFORM-  
ANCE REFLECTS ON YOUR  
CAREER.

THE BALANCE OF POWER  
HAS SHIFTED. UNLESS I  
GET WHAT I WANT, I'LL  
LOWER MY PERFORMANCE  
UNTIL YOU GET FIRED.

HA! THERE'S  
NO WAY YOU  
COULD LOWER  
YOUR JOB  
PERFORMANCE.

CURSE  
YOUR  
EYES!

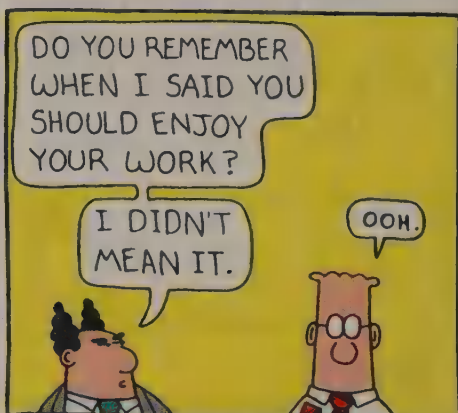
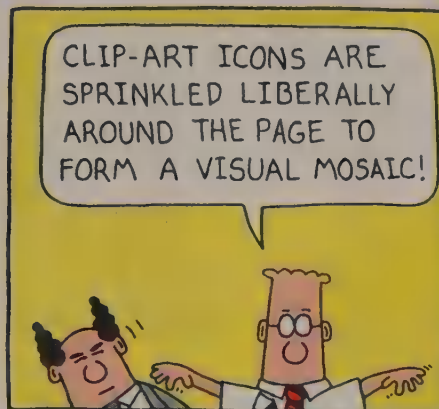
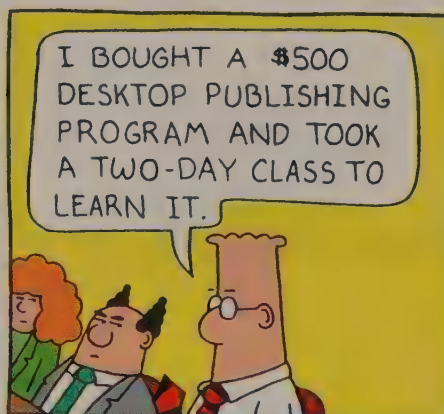
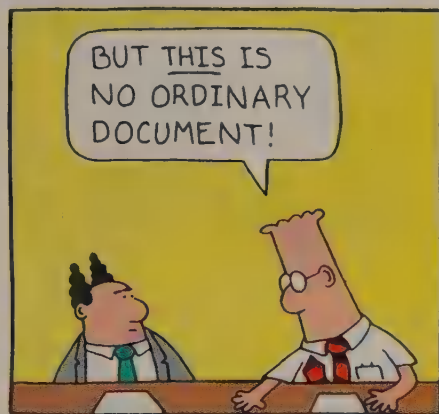




# DILBERT®

BY

SCOTT ADAMS



DOGBERT THE CONSULTANT

A GOOD WAY TO JUDGE CORPORATE HEALTH IS TO LOOK AT YOUR EMPLOYEE TURNOVER RATE.



S. Adams

OUR TURNOVER RATE IS VERY LOW. WE ONLY HIRE PEOPLE WHO AREN'T SKILLED ENOUGH TO WORK ANYPLACE ELSE.



11-21

MAYBE METRICS AREN'T THE WAY TO GO HERE.

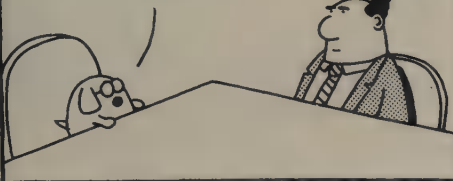


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NO METRIC HAS BEATEN ME YET!!

DOGBERT THE CONSULTANT

YOU CAN GAUGE YOUR SUCCESS BY THE NUMBER OF REPEAT CUSTOMERS YOU HAVE.



S. Adams

I'M PROUD TO SAY THAT VIRTUALLY EVERY CUSTOMER GETS ANOTHER UNIT WITHIN THREE MONTHS OF BUYING THE FIRST ONE!



11-22

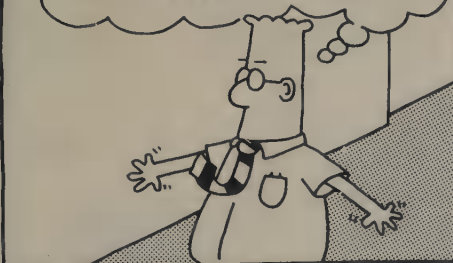
WHAT IF YOU DON'T COUNT WARRANTY REPLACEMENTS?



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OOH... THEN WE DON'T LOOK SO GOOD.

I JUST LOST THE SUBTLE MENTAL CONNECTION BETWEEN MY PERFORMANCE AND MY SALARY.



S. Adams

I GET PAID THE SAME NO MATTER WHAT I DO. I CAN STAND HERE AND FLICK MY FINGERS AND STILL GET PAID.



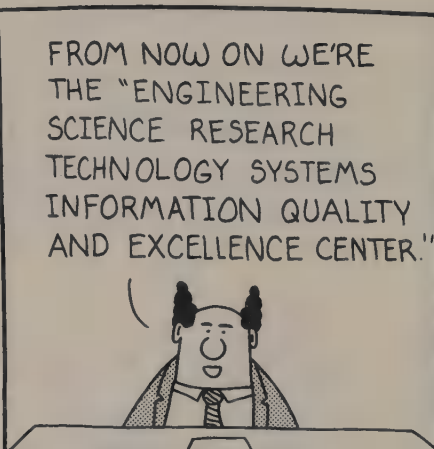
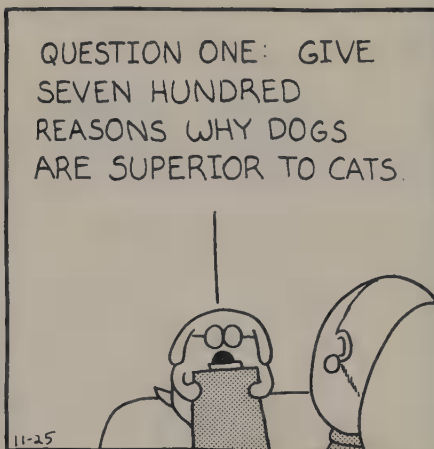
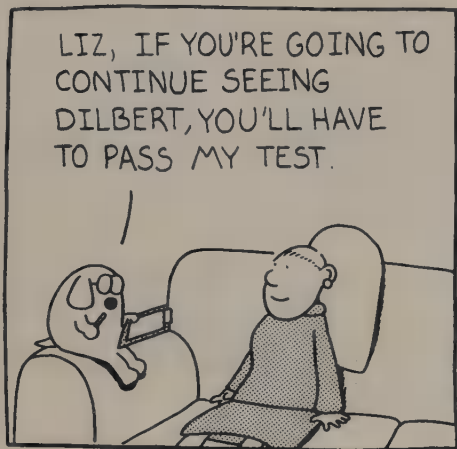
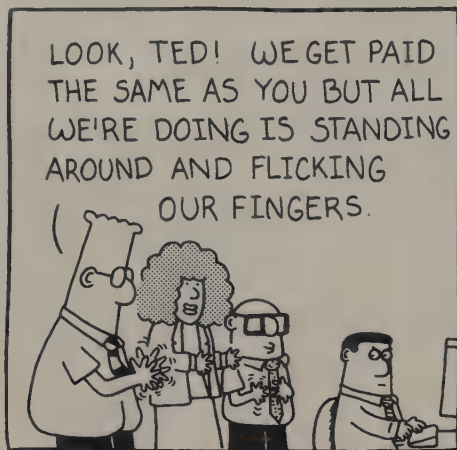
11-23

DO YOU REALIZE WHAT THIS MEANS??!

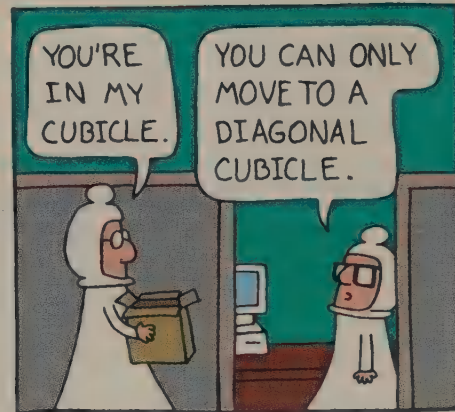
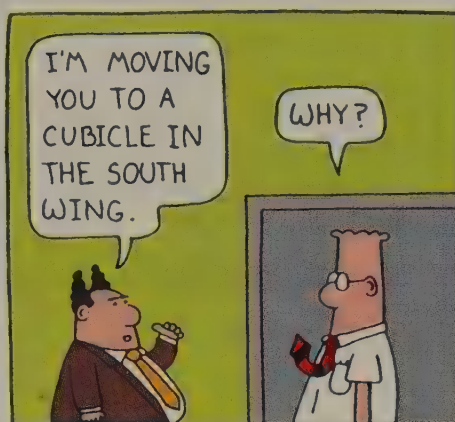
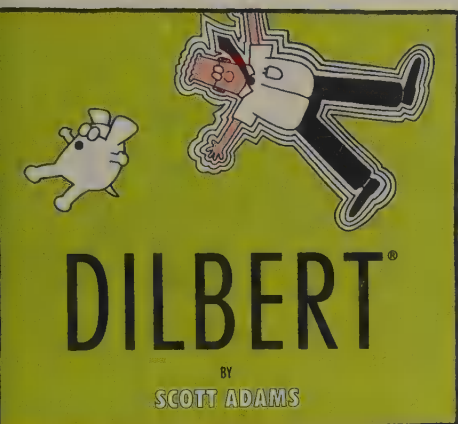


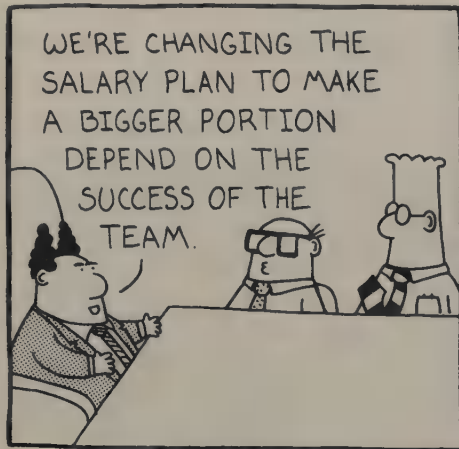
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HEY! YOU'RE GETTING PAID FOR THAT!

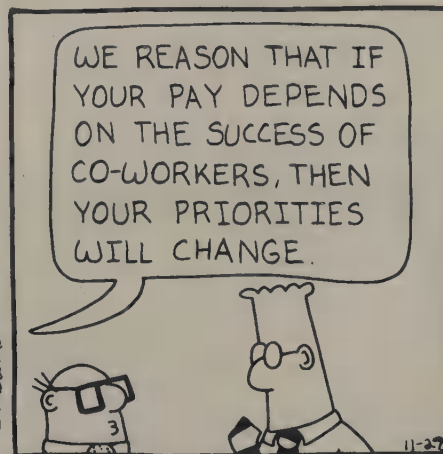








S. Adams



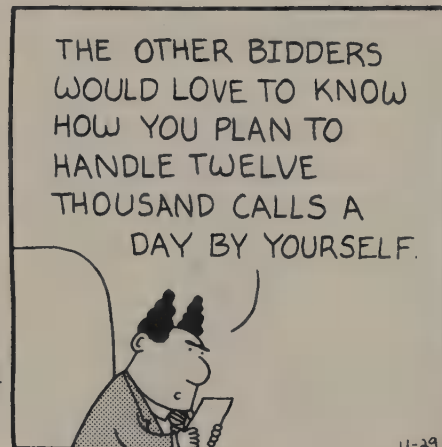
11-27



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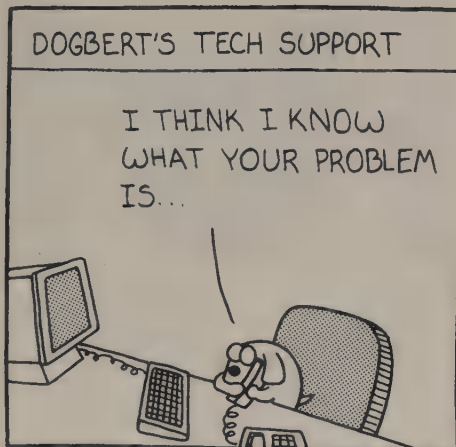
S. Adams



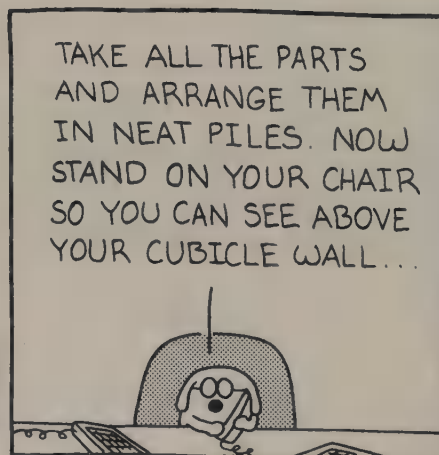
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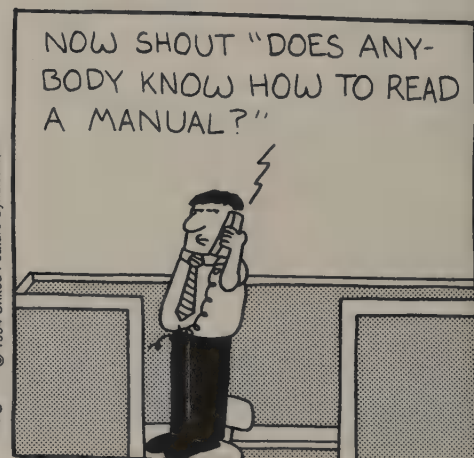
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S. Adams



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DOGBERT'S TECH SUPPORT

ACCORDING TO MY ONLINE DATABASE, OUR PRODUCT ISN'T COMPATIBLE WITH YOUR COMPUTER.



S. Adams

IT'S ALSO INCOMPATIBLE WITH ALL OTHER COMPUTERS AND ALL OTHER SOFTWARE INCLUDING OUR OWN.



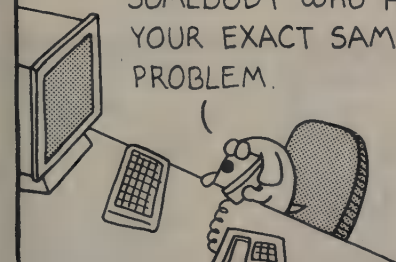
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AND THOSE RED BLOTCHES ON YOUR HANDS - THAT'S BECAUSE OUR BOX IS MADE OF POISON IVY.



DOGBERT'S TECH SUPPORT

PLEASE WAIT WHILE I CONSULT WITH SOMEBODY WHO HAS YOUR EXACT SAME PROBLEM.



S. Adams

HOW DO YOU COMPENSATE FOR A TINY BRAIN, RATBERT?



I JUST SAY I'M WAY TOO BUSY TO LEARN. THEN I GET SOMEBODY ELSE TO DO MY WORK.



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I'M GOING TO TRANSFER YOU TO AN EXPERT.

SOMETIMES I PRETEND TO BE DEAD.



DOGBERT'S TECH SUPPORT

SO... THERE ARE THREE MENU CHOICES AND THE FIRST TWO DIDN'T WORK...



S. Adams

SOME PEOPLE WOULD HAVE RECKLESSLY TRIED THE THIRD CHOICE BEFORE CALLING FOR HELP. BUT I CAN TELL YOU'RE DIFFERENT.



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LET'S BE HONEST WITH OURSELVES, DAVE. DO YOU THINK ANYBODY IS GOING TO READ A MEMO FROM YOU?



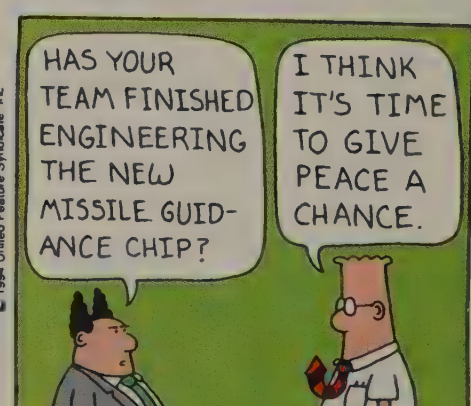
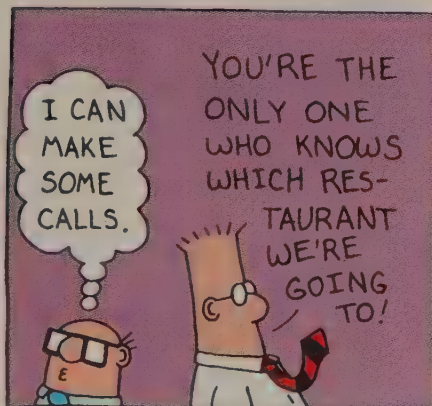
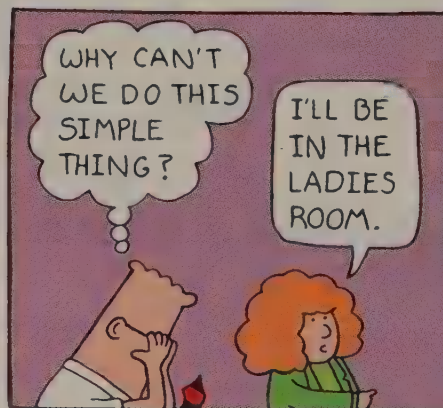
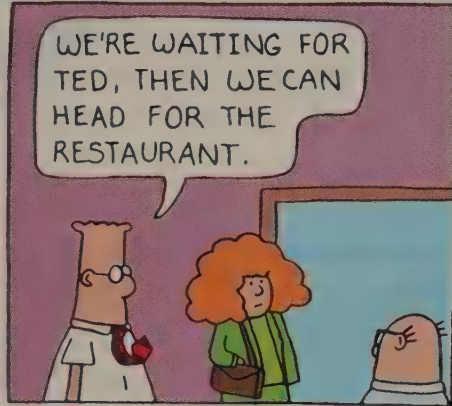




# DILBERT®

BY

SCOTT ADAMS



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S. Adams

12-4

WE'VE STUDIED THE JAPANESE MODEL AND DECIDED TO COPY THEIR BEST PRACTICES.



LONG TERM INVESTING?

KARAOKE!



SHAFT! CAN YOU DIG IT?

THANK GOD WE DON'T HAVE LIFETIME EMPLOYMENT.



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I'M PUTTING YOU IN CHARGE OF GETTING OUR "ISO 9000" CERTIFICATION.



WE DON'T KNOW WHAT IT IS, BUT IT LOOKS GREAT ON BROCHURES.



I THINK IT CERTIFIES THAT WE FOLLOW A CONSISTENT PROCESS.

THAT'S US; WE ALWAYS LIE ON OUR BROCHURES.



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THANK YOU FOR COMING TO THE "ISO 9000" PROJECT KICK-OFF MEETING.



EACH OF YOU WAS HAND-PICKED BY YOUR MANAGER FOR THIS PROJECT BECAUSE...



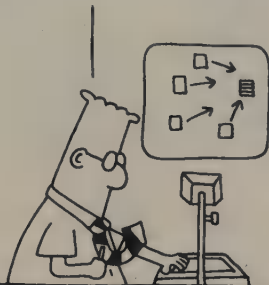
WELL... NEVER MIND WHY.



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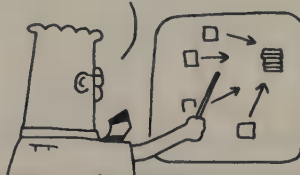


HERE'S THE BASIC PLAN  
FOR GETTING OUR "ISO  
9000" CERTIFICATION.



S. Adams

EACH OF YOU WILL CREATE  
AN INSANELY BORING,  
POORLY WRITTEN  
DOCUMENT. I'LL COMBINE  
THEM INTO ONE BIG  
HONKIN' BINDER.

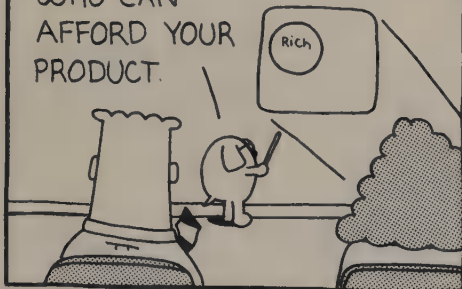


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I'LL SEND COPIES TO  
ALL DEPARTMENT HEADS  
FOR COMMENT. THEY WILL  
TREAT IT LIKE A DEAD  
RACCOON AND ROUTE IT  
TO THE FIRST PASSERBY.

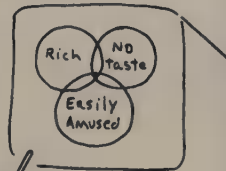


YOUR TARGET MARKET IS  
THE HIGH INCOME GROUP.  
THEY'RE THE ONLY ONES  
WHO CAN  
AFFORD YOUR  
PRODUCT.



S. Adams

MORE SPECIFICALLY,  
THEY MUST BE RICH,  
TASTELESS AND EASILY  
AMUSED. I'VE LOCATED  
A CLUSTER  
OF THEM  
TO STUDY.



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THAT DOG'S WATCHING  
US GOLF AGAIN.



THE EMPLOYEE SURVEYS  
INDICATE SOME  
DISSATISFACTION IN  
MY GROUP. THAT AFFECTS  
MY PAY.



S. Adams

YOU'RE MY GRUMPIEST  
EMPLOYEE, SO I'M  
GOING TO FIRE YOU TO  
BRING UP MY AVERAGE  
SCORE FOR MORALE.

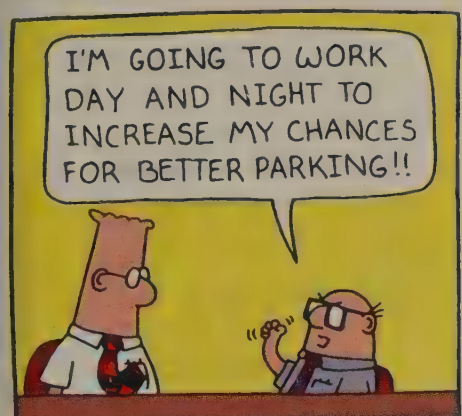
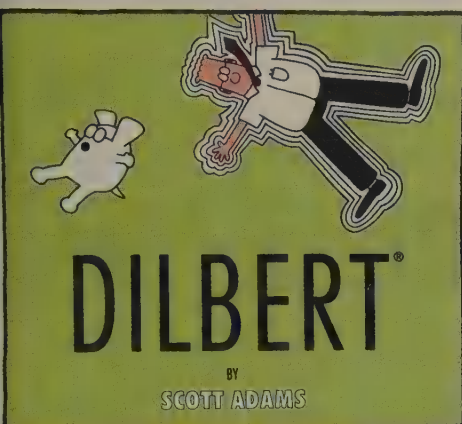


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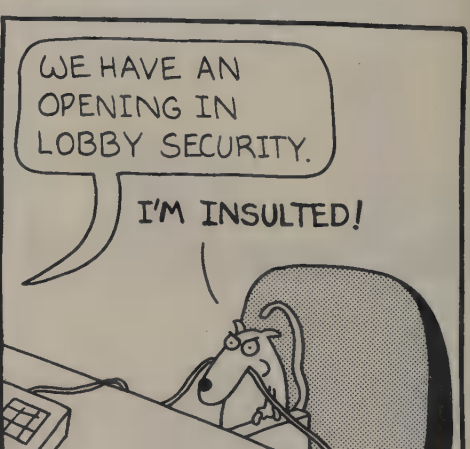
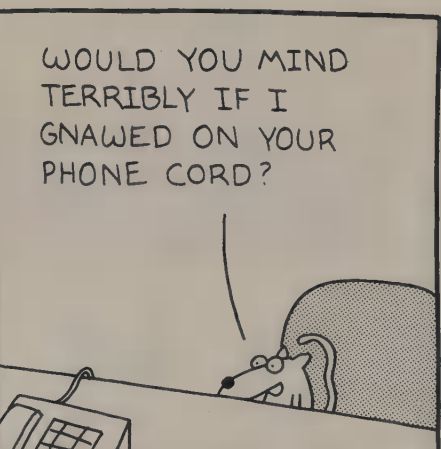
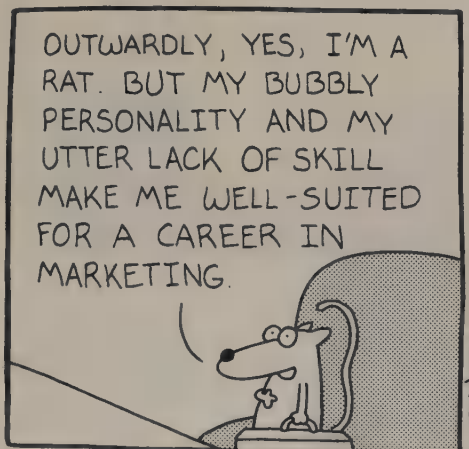
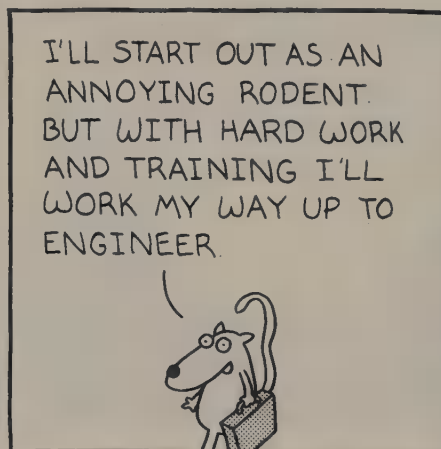
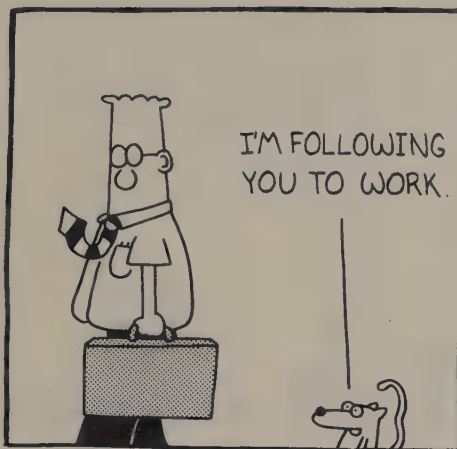
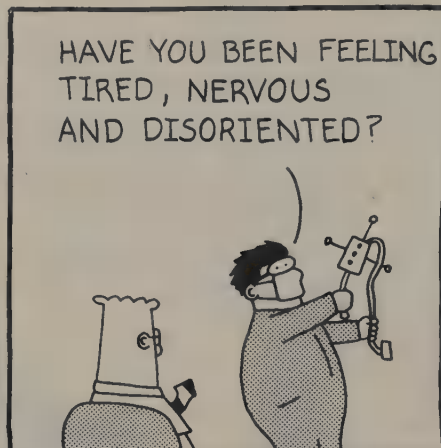
I THINK I'M  
GETTING BETTER  
AT ALL THE  
TOUCHY-FEELY  
STUFF.



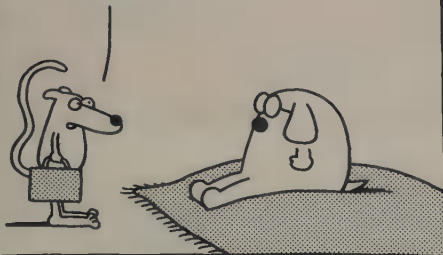




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I DIDN'T GET THE  
JOB IN MARKETING.  
THEY SAY I HAVE  
NO EXPERIENCE.

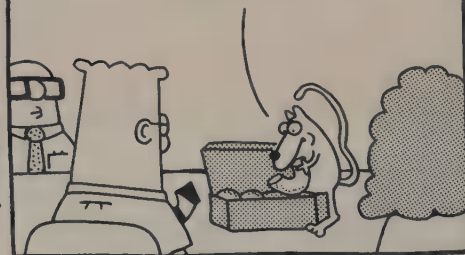


S. ADAMS

TRY INVITING YOURSELF  
TO MEETINGS. NOBODY  
EVER SAYS NO. AND  
THEY'RE TOO TIMID TO  
KICK YOU OUT ONCE  
YOU SIT DOWN.



DOES ANYBODY WANT  
TO SPLIT A DONUT?  
I'LL JUST TAKE HALF  
AND LEAVE THE REST.



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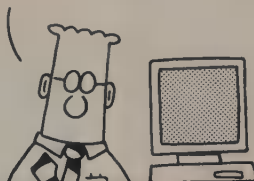
SINCE YOU WON'T GO  
AWAY, I'LL MAKE YOU  
AN INTERN.

GREAT!  
WHAT'S AN  
INTERN?

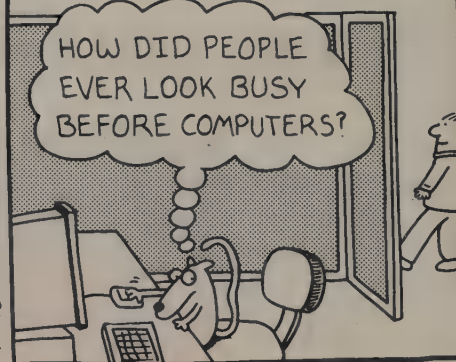


S. ADAMS

YOU'LL SPEND YOUR DAY  
IN A HIGH-TRAFFIC CUBE  
TRYING TO LOOK BUSY.  
YOUR MAIN FUNCTION IS  
TO MAKE THE REST OF US  
GLAD WE'RE NOT YOU.



HOW DID PEOPLE  
EVER LOOK BUSY  
BEFORE COMPUTERS?



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EXCUSE ME... I'M ONLY  
AN INTERN, BUT MAY I  
MAKE A SUGGESTION?



S. ADAMS

LET'S FORM MULTI-  
DISCIPLINARY TASK  
FORCES TO REENGINEER  
OUR CORE PROCESSES  
UNTIL WE'RE A WORLD  
CLASS ORGANIZATION!



SOUNDS  
GOOD.  
GO DO  
IT.

I'M MORE  
OF AN  
IDEA RAT.



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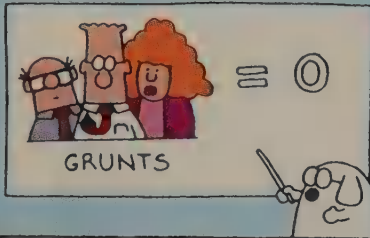


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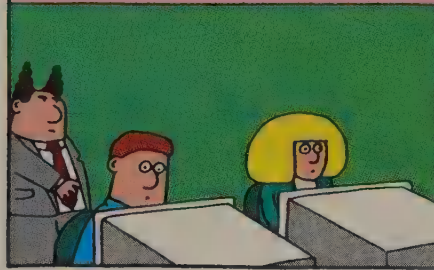


BY  
SCOTT ADAMS

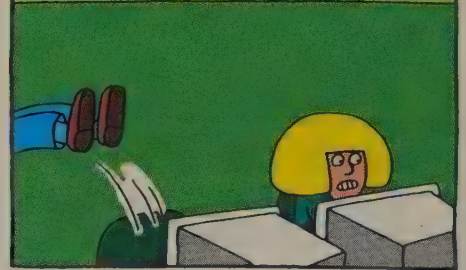
DOGBERT TEACHES  
BUSINESS  
MATH



#1 ANY JOB THAT  
CAN BE DONE BY  
TWO PEOPLE...



... CAN BE DONE BY ONE  
PERSON FOR HALF THE  
COST.



#2 A BONUS TODAY  
IS WORTH MORE  
THAN...



... THE WHOLE COMPANY  
TOMORROW.



#3 YOUR EXPENSE  
REQUIREMENTS  
FOR DECEMBER CAN BE  
CALCULATED...



... BY TAKING WHAT'S  
LEFT IN THE BUDGET AND  
MULTIPLYING BY ONE.



NEXT WEEK, A  
DOCTOR WITH A  
FLASHLIGHT SHOWS  
US WHERE SALES  
PROJECTIONS COME  
FROM.



THE COMPANY HAS  
DECIDED TO COMPETE  
FOR THE "MILLARD  
BULLRUSH QUALITY  
AWARD."

BULLRUSH? ISN'T HE  
THE POLITICIAN WHO  
WENT SNORKELING AND  
GOT KILLED BY A  
SEA TURTLE?

THEY'RE  
FASTER  
THAN  
THEY  
LOOK.

I THINK WE  
CAN WIN  
THIS.

DESCRIBE HOW YOU USED  
"TOTAL QUALITY" METHODS  
ON YOUR LAST PROJECT.  
WE'RE APPLYING FOR THE  
MILLARD BULLRUSH QUALITY  
AWARD.

YOU KNOW I DIDN'T USE  
"TOTAL QUALITY." I'D  
HAVE TO LIE.

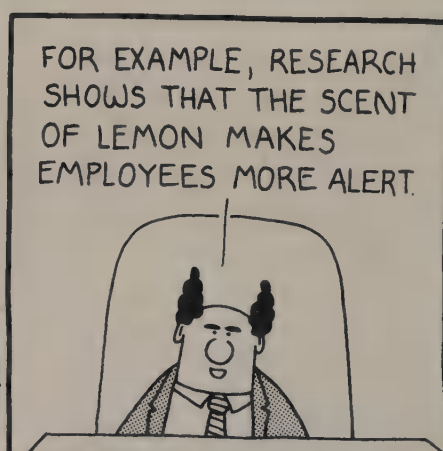
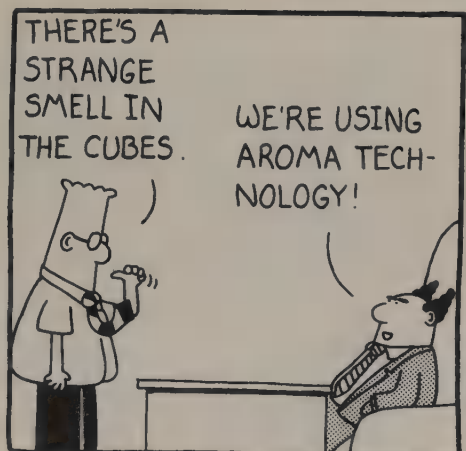
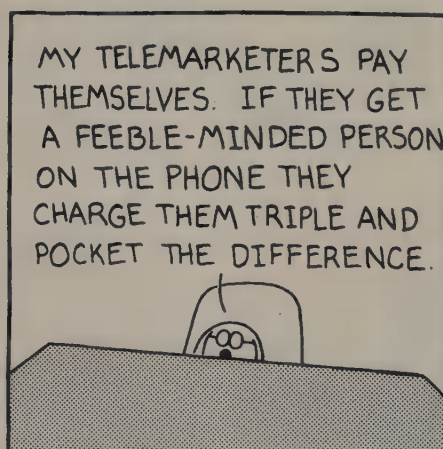
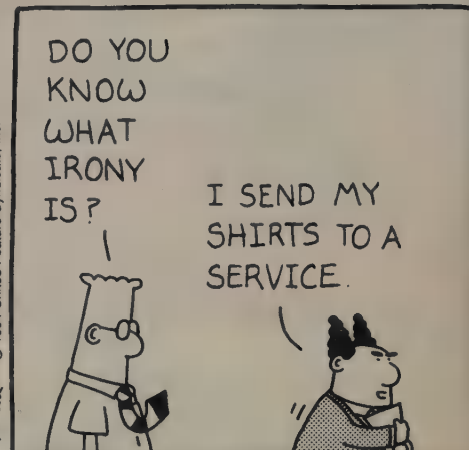
SADLY, MILLARD PASSED  
AWAY BEFORE HE COULD  
INVENT THE MILLARD  
BULLRUSH "HONESTY"  
AWARD.

I HAVE TO SUBMIT MY  
PROJECT FOR A "QUALITY"  
AWARD. I'LL NEED YOUR  
HELP ON THE DISHONEST  
PARTS.

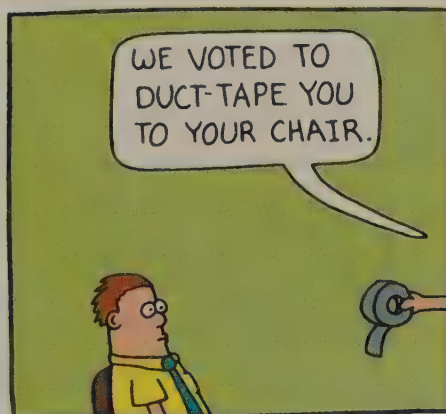
THE REAL STORY IS THAT  
THE PROJECT LOST ITS  
BUDGET BECAUSE ITS  
ACRONYM WAS SIMILAR  
TO A PROJECT THAT  
WAS CANCELED.

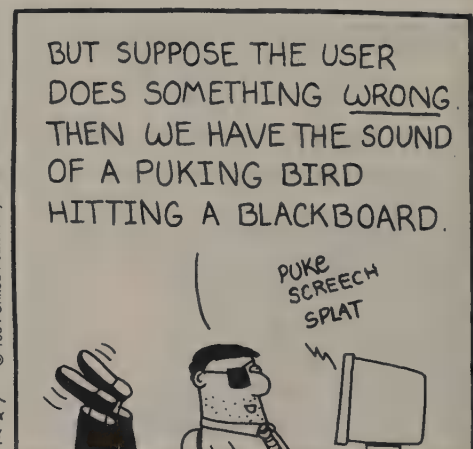
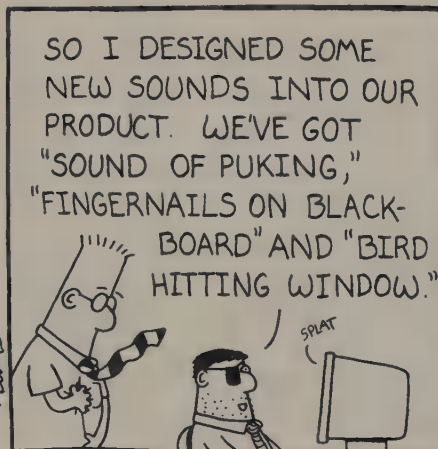
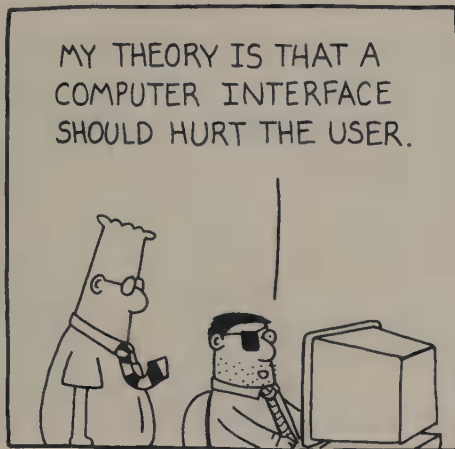
ASSUME YOUR  
PROJECT WOULD  
HAVE FAILED  
AND CLAIM THE  
SAVINGS FROM  
AVOIDING IT.

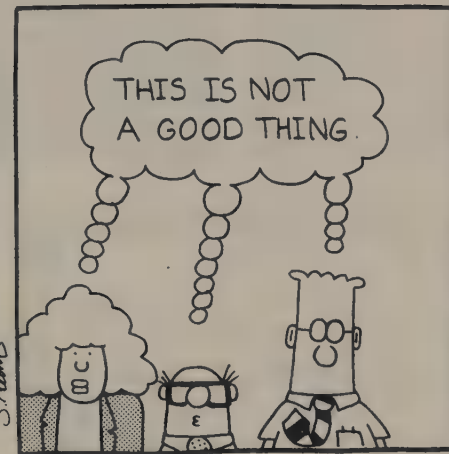
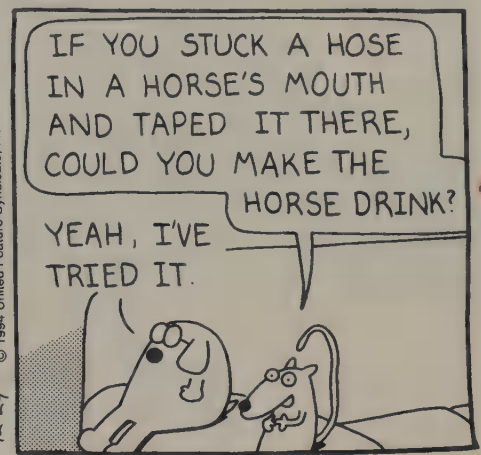
YOU'RE  
SPOOKY.











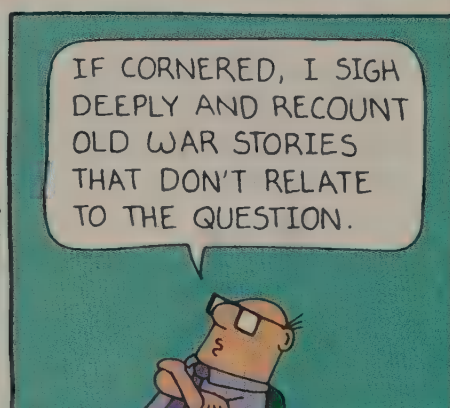
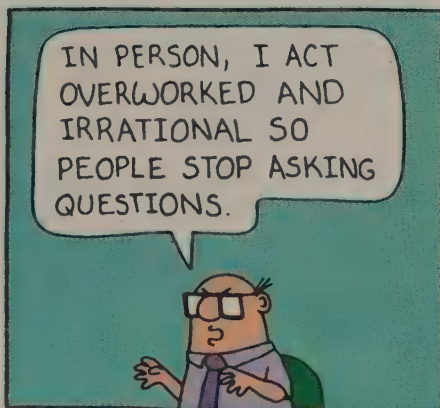
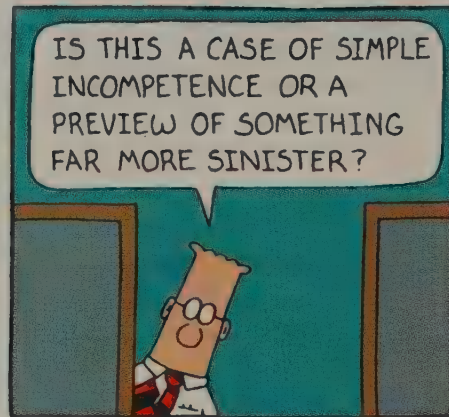




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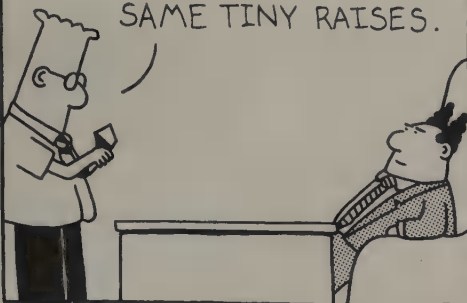
BY

SCOTT ADAMS



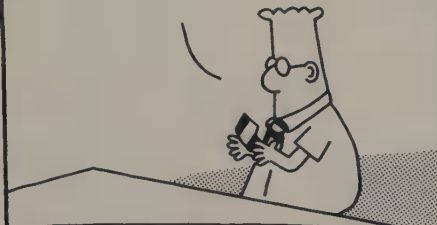
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1-1-95

I ACCOMPLISHED TWICE AS MUCH AS WALLY THIS YEAR, BUT WE GOT EXACTLY THE SAME TINY RAISES.



S. Adams

I'M WONDERING IF THIS IS A CLEVER SHIFT IN MANAGEMENT PHILOSOPHY OR A SIMPLE APPLICATION OF YOUR IGNORANCE?



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YOU'RE STARTING TO ANNOY ME.

AND THAT WOULD AFFECT MY PAY HOW?



CONGRATULATIONS, WALLY. I'VE SELECTED YOU TO HEAD UP OUR CAMPAIGN FOR "UNITED CHARITY."



S. Adams

I CHOSE YOU NOT ONLY BECAUSE YOU'RE THE LEAST VALUABLE MEMBER OF THE GROUP, BUT ALSO BECAUSE YOU'RE SO DARN PITIFUL.



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HONESTY IS THE BEST POLICY UNLESS IT'S BEING DONE TO YOU.



YOUR CONTRIBUTIONS TO "UNITED CHARITY" ARE BELOW AVERAGE FOR YOUR PAY LEVEL.



S. Adams

ACTUALLY, I DONATE TEN PERCENT OF MY INCOME AND THOUSANDS OF HOURS TO LOCAL GROUPS NOT ON YOUR APPROVED LIST.



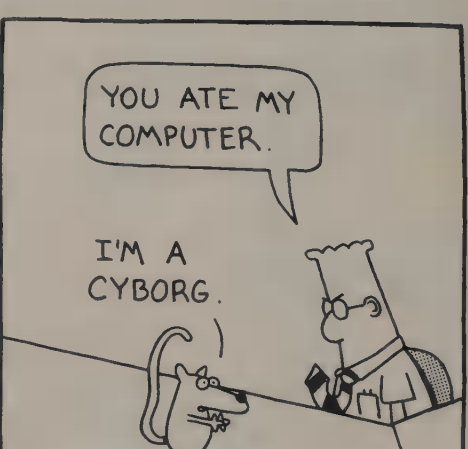
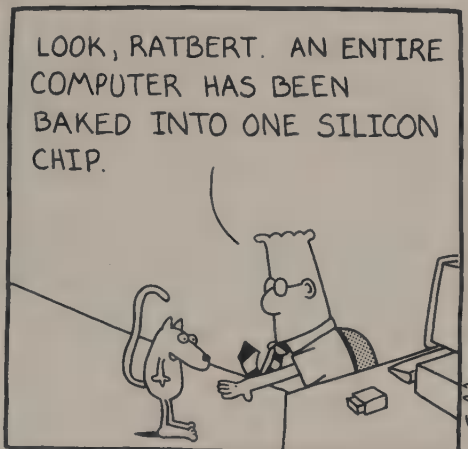
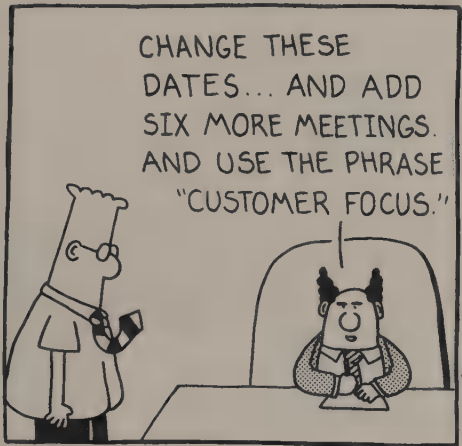
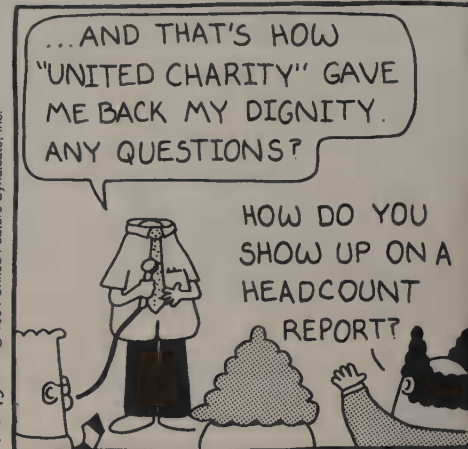
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..."NOT A TEAM PLAYER."

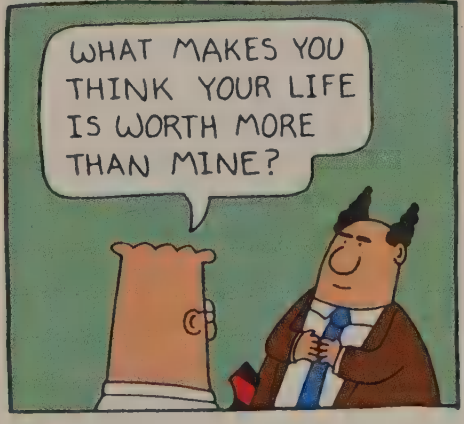
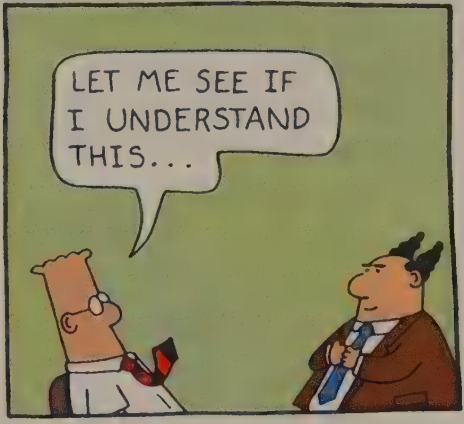
I FUND AN AGENCY THAT KEEPS PEOPLE LIKE YOU AWAY FROM SOCIETY.











WE'RE TAKING AWAY YOUR INDIVIDUAL CUBICLES. IN THE NEW SYSTEM YOU'LL SIGN UP FOR WHATEVER CUBE IS OPEN THAT DAY.



S. Adams

IT'S BASED ON THE MODEL OF PUBLIC RESTROOMS. BUT I CALL IT "HOTELING" BECAUSE IT INCREASES MY CHANCES OF GETTING TIPS.

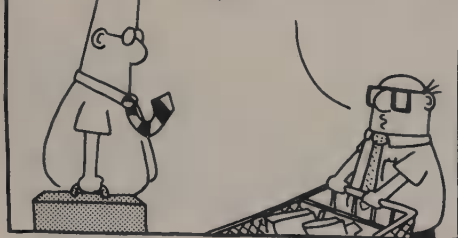


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1-9

EACH CUBICLE WILL HAVE A COMPUTER, A CHAIR, AND A ROLL OF NOTE PAPER ... TAKE ONE AND PASS IT AROUND.



NOW THAT WE DON'T HAVE OUR OWN CUBICLES I HAVE TO KEEP MY BINDERS IN THIS SHOPPING CART.



S. Adams

AND I'VE DEVELOPED A STRONG INTEREST IN GRAFFITI AS A WAY TO EXPRESS MY INDIVIDUALITY.



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1-10

WELL... IT COULD BE WORSE.

I'M THINKING OF JOINING A GANG.

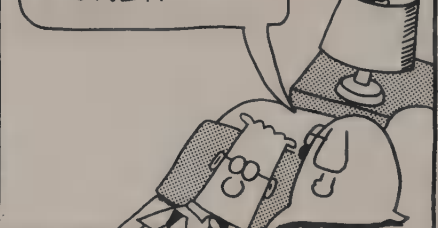


I'M STARTING MY OWN VENTURE CAPITAL FIRM.



S. Adams

I'M ATTRACTED TO THE CONCEPT OF WATCHING PEOPLE WITH MORONIC IDEAS BEG FOR MONEY.



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1-11

WILL YOU ACTUALLY FINANCE ANYBODY?

THAT WOULD SORT OF CRIMP THE MIRTH.



DOGBERT, VENTURE CAPITALIST

YOU'LL USE YOUR TECHNICAL  
EXPERTISE AND I'LL DO  
THE BUSINESS STUFF.  
SIGN HERE.



S. Adams

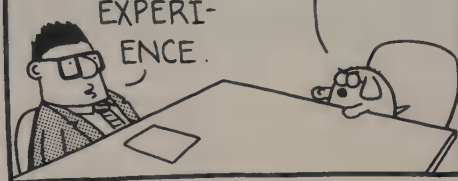
SINCE YOU'RE THE  
INVENTOR OF THE TECH-  
NOLOGY, YOU'LL GET 100%  
OF THE SPECIAL DECORATIVE  
NON-EQUITY STOCK. I'LL  
SETTLE FOR ALL THE  
COMMON STOCK.



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I HOPE  
WE CAN  
AVOID THE  
TENSION  
THAT SOME  
PARTNERS  
EXPERI-  
ENCE.

GIVE ME MY  
PEN, YOU  
MISCREANT.



DOGBERT, VENTURE CAPITALIST

MY IDEA IS TO DEVELOP  
A WORD PROCESSING  
PROGRAM FOR WINDOWS.



S. Adams

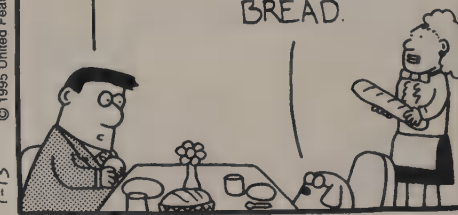
THAT'S AN INTERESTING  
CONCEPT. I WONDER  
IF TWENTY DOLLARS  
WOULD BE ENOUGH.



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TO START  
A SOFT-  
WARE  
COMPANY?

NO, TO PAY  
OUR WAITRESS  
TO BEAT YOU  
WITH A LOAF  
OF FRENCH  
BREAD.



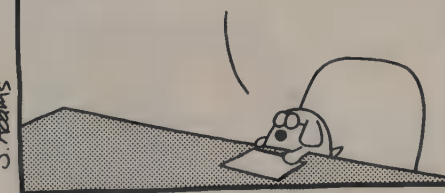
DOGBERT, VENTURE CAPITALIST

I'LL INVEST UP TO FIVE  
MILLION DOLLARS  
IF YOU'LL AGREE TO  
SOME STANDARD  
CONDITIONS.



S. Adams

I WILL BE CHAIRMAN OF  
THE BOARD AND OWN  
99% OF THE COMPANY.  
YOU WILL WORK FOR FREE  
AND WASH MY CAR TWICE  
A WEEK.



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CAN I MOW  
YOUR LAWN  
INSTEAD OF  
WASHING  
YOUR CAR?

YOU'RE A  
TOUGH BAR-  
GAINER, BUT  
I PREFER  
MULTIMEDIA  
DEVELOPERS  
FOR MY  
GARDENING  
NEEDS.





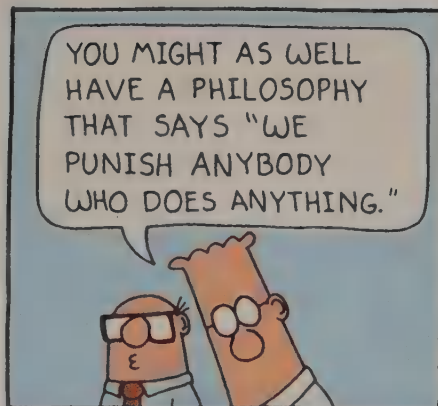
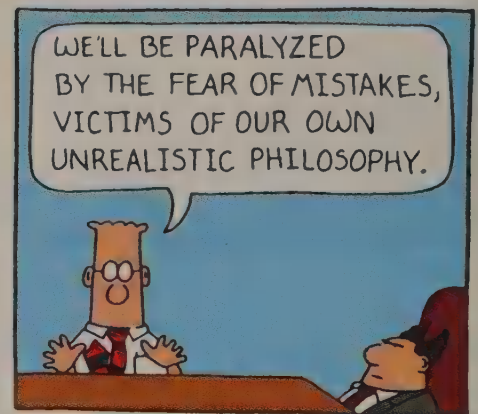
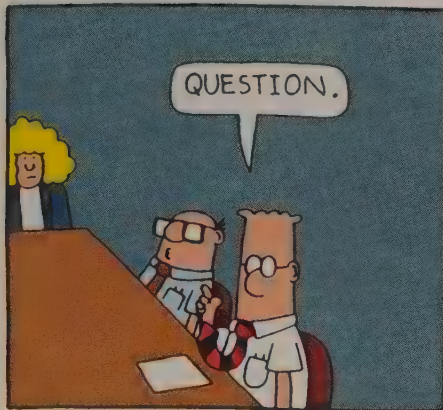
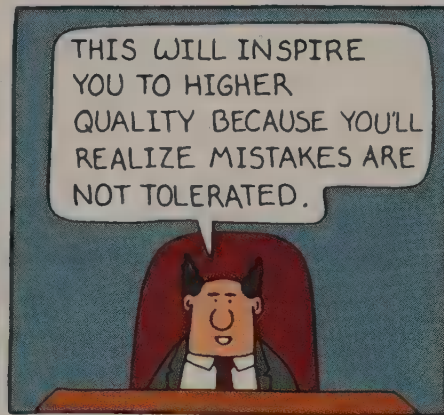


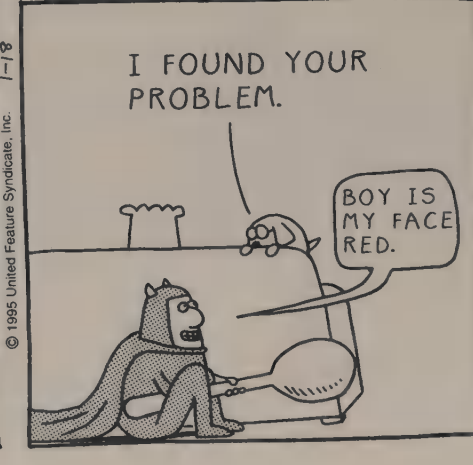
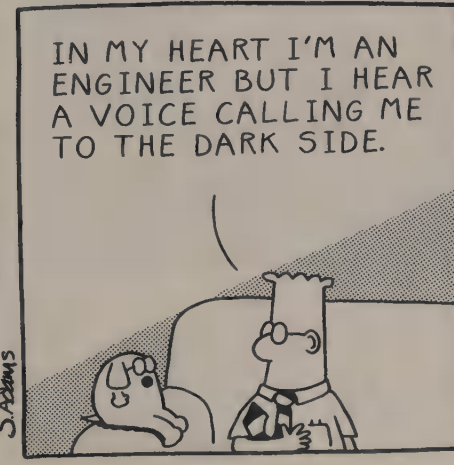
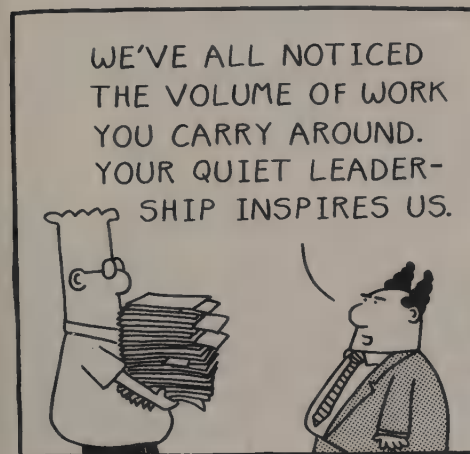
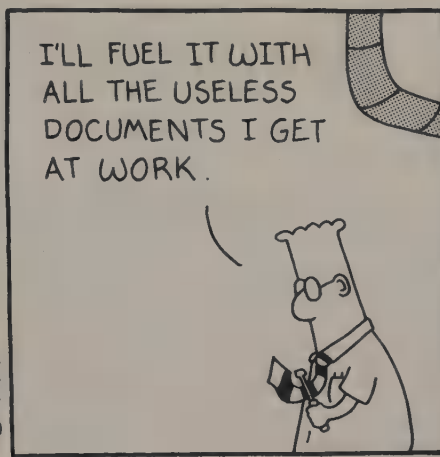
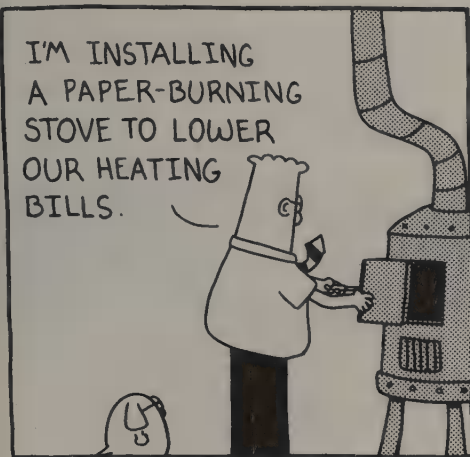
# DILBERT®



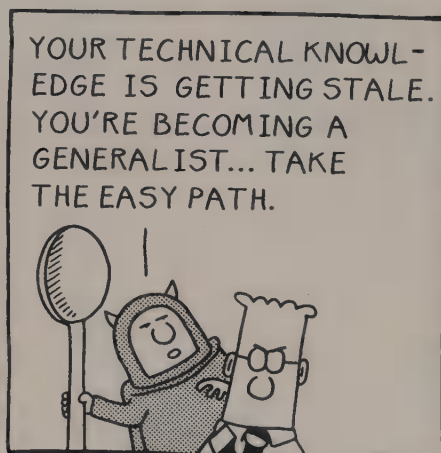
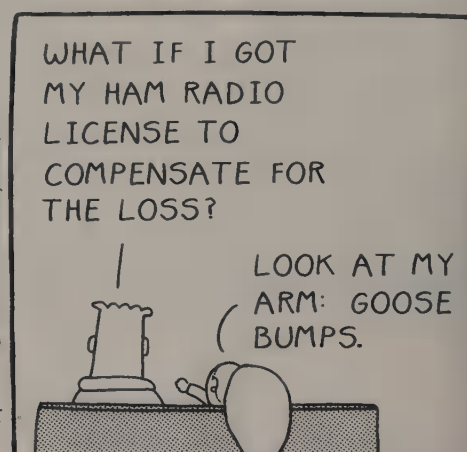
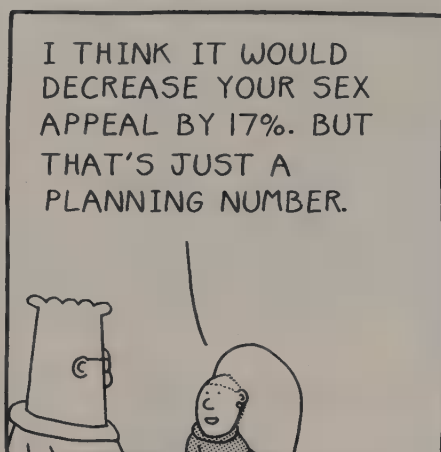
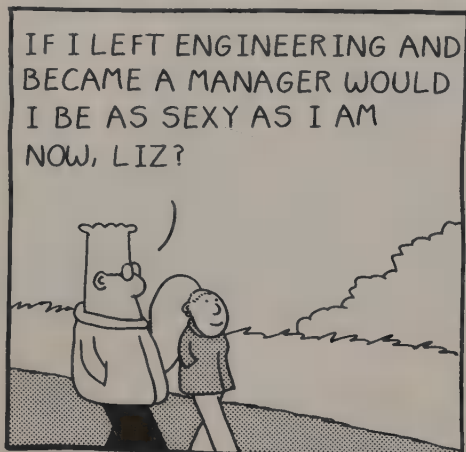
BY

SCOTT ADAMS













# DILBERT

BY  
SCOTT ADAMS

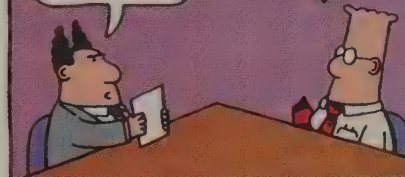
HOW  
NATURE  
PROTECTS  
WEAK  
PRODUCTS



FIRST, THE ENGINEER  
PADS HIS SCHEDULE.

SIX  
MONTHS?

AT LEAST.



ONE MONTH TO BUILD  
THE PRODUCT AND  
FIVE MONTHS TO  
PLAY "DOOM" ON  
MY COMPUTER.



THEN THE MANAGER PADDS  
THE SCHEDULE AS A CLEVER  
NEGOTIATING PLOY.

ONE YEAR... UNLESS YOU  
ADD PEOPLE TO  
MY TINY  
EMPIRE.



THEN THE VICE PRESIDENT  
PADDS THE SCHEDULE TO  
AVOID LOOKING BAD TO  
THE PRESIDENT.

EIGHTEEN  
MONTHS.



MEANWHILE, THE SALES  
PEOPLE ARE MAKING UP  
NUMBERS BECAUSE NOBODY  
TELLS THEM ANYTHING.

TWO MONTHS... AND IT  
SOLVES EVERY PROBLEM  
YOU HAVE!



THIS CAUSES THE CUSTOMERS  
TO DEVELOP IRRATIONAL  
DESIRE FOR THE PRODUCT.

GIVE ME THE  
"BETA" TEST  
VERSION IN  
ONE MONTH.



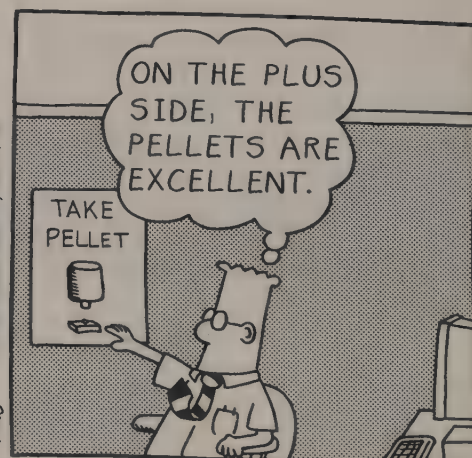
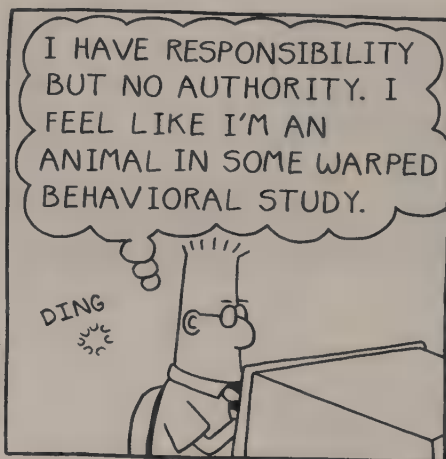
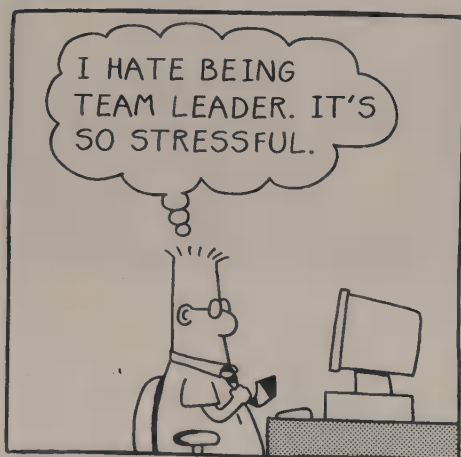
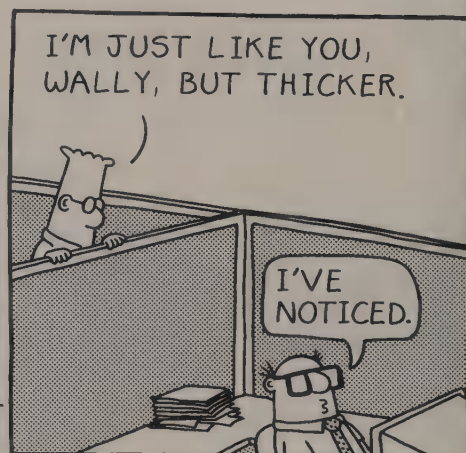
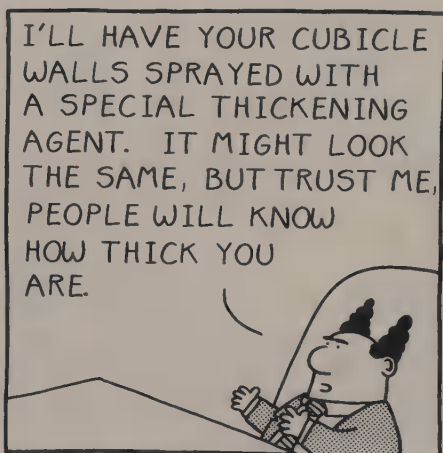
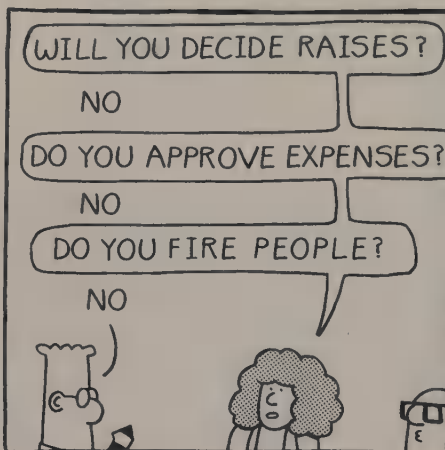
THUS NATURE DISGUISES  
WEAK PRODUCTS AS "BETA".

CARDBOARD?  
THAT'S  
STUPID.

OH... THEN  
IT'S BETA.



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MAYBE WE COULD  
FORM A VISION  
STATEMENT OF OUR  
CONCEPTS FOR  
REQUIRE-  
MENTS.



OR MAYBE WE CAN  
BOUND OUR STRAW-  
MAN BY THE MISSION-  
CRITICAL FUNCTIONS  
OF OUR QUALITY  
VECTOR!

S. Adams



YOU'RE  
SHAMELESS.

THERE'S A FINE  
LINE BETWEEN  
PARTICIPATION  
AND MOCKERY.

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1-26



WE'VE BEEN ASKED TO  
REDUCE OUR BUDGET.  
I'M GOING TO OFFER  
TO CUT YOUR PROJECT  
BECAUSE IT'S THE  
MOST CRITICAL.



THE FINANCE GUYS  
WON'T DARE CUT THAT  
PROJECT. MY PLOY WILL  
SPARE US FROM ANY  
CUTS AT ALL.

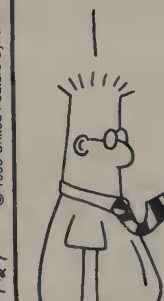
S. Adams



EXCUSE ME  
WHILE I  
PANIC.

TELL ME AGAIN  
WHAT YOUR  
PROJECT IS  
ABOUT. THEY  
MIGHT ASK.

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1-27



I'VE ONLY  
WORKED HERE  
ONE DAY BUT  
I THOUGHT OF  
A GREAT IDEA.



ZIP

SWOOSH!

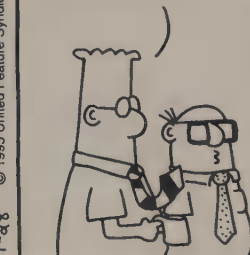
S. Adams



THE FIRST  
IDEA IS  
ALWAYS THE  
TOUGHEST.

THE URGE  
EVENTUALLY  
GOES AWAY.

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1-28



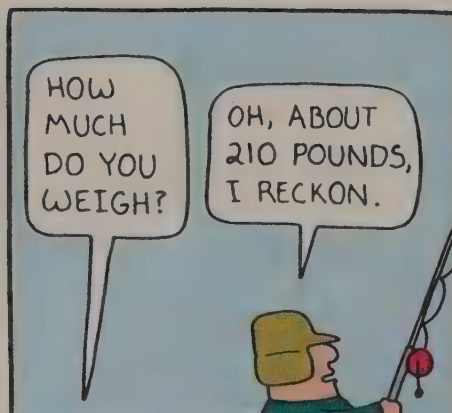
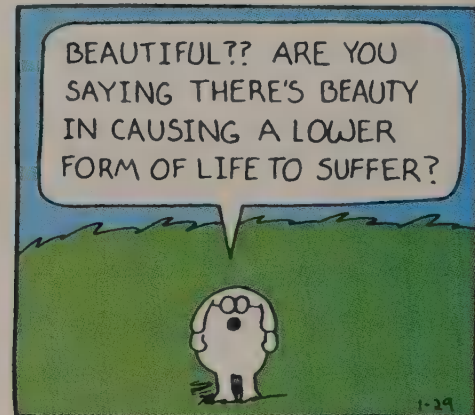
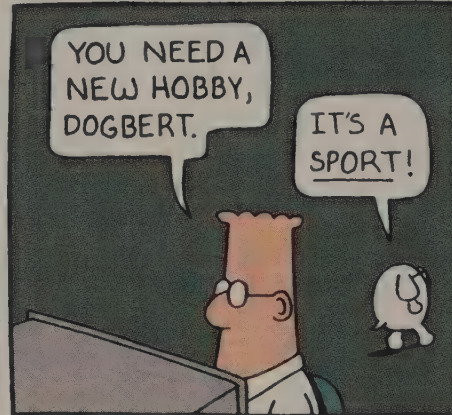




# DILBERT<sup>®</sup>



BY  
SCOTT ADAMS



THIS LAPTOP COMPUTER WEIGHS TOO MUCH. DO WE HAVE ANYTHING LIGHTER?



S. Adams

WHY DON'T YOU JUST DELETE FILES TO LOWER THE WEIGHT ON THAT ONE?



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THAT'S A THOUGHT.

TECHNICALLY, I ONLY ASKED WHY NOT.



YOUR IGNORANCE SEEMS TO HAVE NO LIMIT. YOUR OPINIONS ARE IDIOTIC.



S. Adams

YOUR PERSONAL HYGIENE LEAVES MUCH TO BE DESIRED. YOUR FAMILY IS UGLY.

SEND E-MAIL



YOU'RE MIGHTY BRAVE IN CYBERSPACE, FLAME-BOY.

STEP INSIDE.



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MY STATUS REPORT IS A BIT LIGHT THIS WEEK BECAUSE I'M HAVING AN E-MAIL FLAME WAR WITH WALLY.



S. Adams

WALLY REFUSES TO ADMIT MY TECHNICAL SUPERIORITY OR HIS SIMIAN ANCESTRY. IT IS MY OBLIGATION TO SET HIM STRAIGHT.

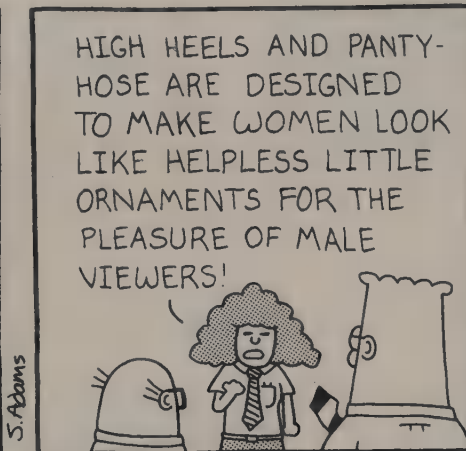


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I'M THINKING THIS SOMEHOW ELEVATES MY RANK IN THE HERD AND IMPROVES MY MATING POSSIBILITIES.

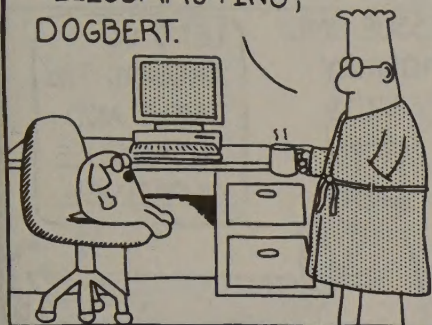
WE'RE VICTIMS OF HORMONES.







I HAVE AN ETHICAL QUESTION ABOUT TELECOMMUTING, DOGBERT.



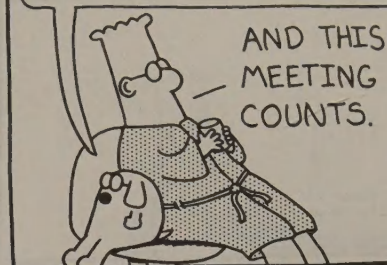
DO I OWE MY EMPLOYER EIGHT PRODUCTIVE HOURS, OR DO I ONLY NEED TO MATCH THE TWO PRODUCTIVE HOURS I WOULD HAVE IN THE OFFICE?

S. Adams



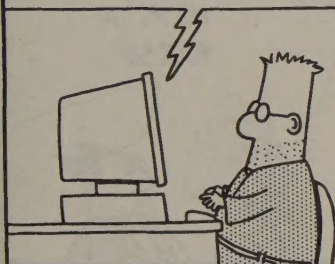
WELL, WHEN YOU FACTOR IN HOW YOU'RE SAVING THE PLANET BY NOT DRIVING, YOU ONLY OWE ONE HOUR.

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2/6

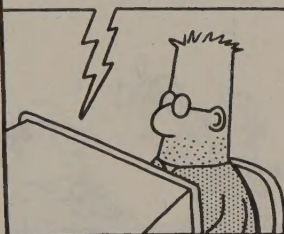
DAY TWO OF TELECOMMUTING IS GOING SMOOTHLY. I HAVE ELIMINATED ALL OPTIONAL HABITS OF HYGIENE.



2/7

S. Adams

MY CO-WORKERS ARE A FADING MEMORY. I AM LOSING LANGUAGE SKILLS. I TALK TO MY COMPUTER AND EXPECT ANSWERS.



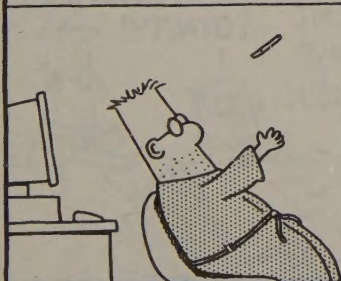
FOR REASONS THAT ARE UNCLEAR, MY DOG WEARS A GAS MASK AND SHOUTS TARZAN-LIKE PHRASES.

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KREEGAH! BUNDALO!

DAY THREE OF TELECOMMUTING: I SPEND THE MORNING THROWING MY PEN IN THE AIR.



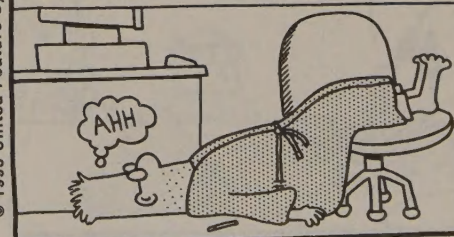
S. Adams



2/8

THE AFTERNOON IS SPENT IN SILENT APPRECIATION OF HOW MUCH BETTER THIS IS THAN BEING IN THE OFFICE.

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AHH



ON MY FOURTH DAY OF  
TELECOMMUTING I REALIZE  
THAT CLOTHES ARE TOTALLY  
UNNECESSARY.



SUDDENLY I AM STRUCK  
BY A QUESTION: WHY  
DON'T MONKEYS GROW  
BEARDS?



I CALL A MEETING TO  
DISCUSS THE ISSUE BUT  
ATTENDANCE IS LOW.

ISSUE ONE:  
MONKEY  
BEARDS.

LET'S GO  
AROUND THE  
TABLE AND  
INTRODUCE  
OURSELVES.



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2/9

WHEN YOU CONSIDER THE  
HOURS I WORK, I MAKE  
LESS PER HOUR THAN  
THE JANITOR!



LOOK WHAT WAS  
BLOCKING THE PIPES!  
IT TOOK ME ALL  
MORNING TO PLUNGE  
THE RASCAL OUT.



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I LOVE  
MY JOB.

I'M GIVING  
HIM A  
RAISE.



I'D LIKE EACH OF YOU  
TO GIVE ME A CURRENT  
RÉSUMÉ.



NOW, DON'T BE ALARMED.  
IT'S JUST SO THE NEW  
VP CAN GET TO KNOW  
YOU. IT'S NOT AN  
OBVIOUS PRELUDE TO  
MASSIVE STAFF CUTS.



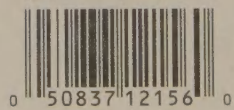
SHOULD I  
BE WORRIED  
THAT YOU  
ALL HAVE A  
CURRENT  
RÉSUMÉ  
ON YOU?

DON'T WORRY.  
IT'S NOT AN  
OBVIOUS PRELUDE  
TO MASSIVE DIS-  
LOYALTY!



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UPC



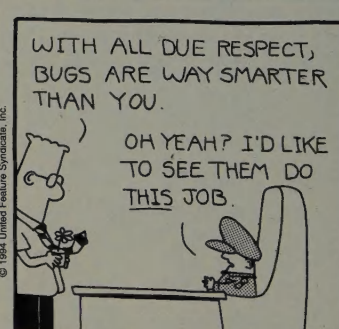
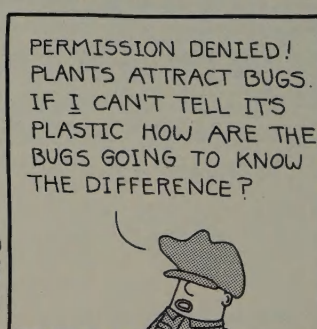
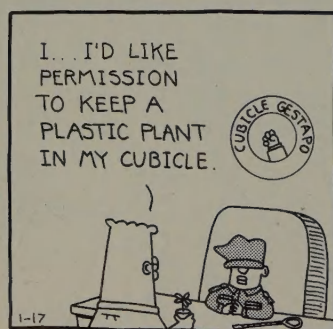
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**W**hen the cubicle police outlaw plastic plants for fear they will attract dumb bugs, Dilbert takes a stand. However, back in his cubicle, he sweats out his decision to harbor a pathetic plastic flower. "I'm a rebel. . . I'm evil. My antiperspirant is breaking down!" he wails. Despite his best intentions, Dilbert isn't cut out to live the life of a fugitive.

Called the "cartoon hero of the workplace" by the *San Francisco Examiner*, Dilbert has become more than just a celebrity since he was created. The corporate cog is revered by technology and computer workers, engineers, white-collar types, scientists and everyone else who works these days. We all count on Dilbert's deadpan perspective to provide just the right hilarious twist to the all-too-familiar ups and downs of life in and out of the office!

This new collection of Adams' work captures it all, from clueless management decrees to near revolts among the cubically confined. If you eagerly open the paper every day to see yourself and your world through the fuzzy focus of this immensely popular cartoon, *Fugitive from the Cubicle Police*, featuring that short-sleeved wonder with the flipped-up tie, won't let you down!



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