

A DILBERT® BOOK

CASUAL DAY HAS GONE TOO FAR

BY SCOTT ADAMS





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Andrews and McMeel
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Kansas City

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For

Pam "Why-Do-You-Sneeze-When-I-Talk?" Okasaki

S. Adams

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Introduction

I was in the bookstore the other day, hiding in the back reading a new car buying guide, and suddenly I felt very ripped-off. I realized the book had no introduction!

This shortcoming was not mentioned anywhere on the cover of the book. In fact, I had almost finished getting all the information I needed before I even realized the introduction was missing. I felt violated. Used. Dirty.

I stomped over to the cash register, pausing only long enough to de-alphabetize some of the books in the kids section. (I do that because the children are our future, which can't possibly be a good thing, so I try to slow them down when I can.)

I waited patiently in line—to demonstrate that I am a reasonable man—then I demanded my money back. Predictably, the bookstore employee started spouting a bunch of “rules” they have about refunds. I discovered they are totally inflexible about the fact that the customer must buy the book before a refund can be issued. I argued that my ownership of the book was clearly established by all the yellow highlighting I had done. This logic fell on deaf ears.

I took a deep breath to gather my composure, muttered something unintelligible about “repeat business” and stormed over to the magazine section to catch up on my reading.

Frankly, I don't know how the bookstore stays in business with service like that.

But this ugly episode got me thinking about the value of book introductions. I realized that I have an obligation as an author to do more than just take your money. I also have an obligation to fill up a certain number of pages.

And speaking of obligations, there's still time to join Dogbert's New Ruling Class (DNRC) and get the free Dilbert newsletter too. As you've probably heard, when Dogbert conquers the world, the DNRC will form his elite inner circle. Everyone else, the so-called individuals, will be available as our domestic servants.

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

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DOGBERT
EXPLAINS
LEADERSHIP



J. Adams

LEADERS START
THEIR CAREERS
AS MORONS.



THEY ARE DRAWN TO
MEETINGS LIKE MOTHS
TO A PORCH LIGHT.



THE SUCCESSFUL MORON
WILL HAVE A VERY HIGH
BLADDER-TO-BRAIN
RATIO.



THEY PREVAIL IN ALL
DECISIONS BECAUSE THEY
ARE IMPERVIOUS TO LOGIC
OR COFFEE.



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THESE QUALITIES ARE
PERCEIVED AS LEADERSHIP.

YOU'RE
PROMOTED!



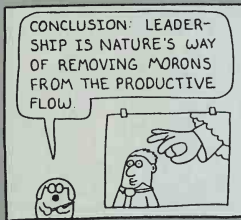
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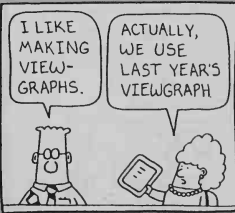
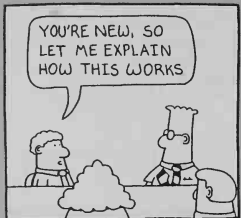
AFTER SEVERAL PROMOTIONS
THEIR JOB TENDS TO
MATCH THEIR TALENTS.

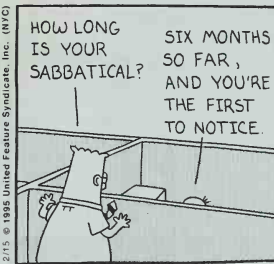
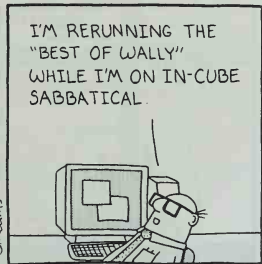
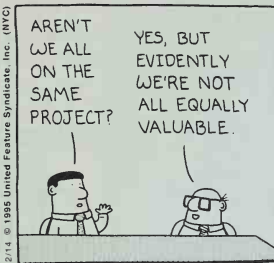
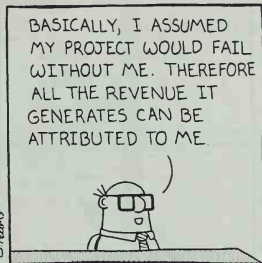
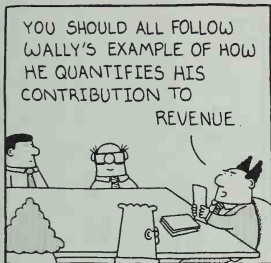
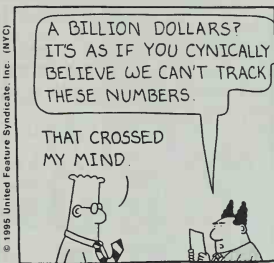
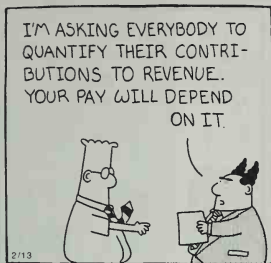
I AWARD YOU
THIS AWARD.

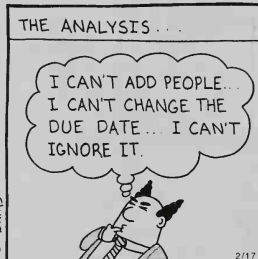


CONCLUSION: LEADER-
SHIP IS NATURE'S WAY
OF REMOVING MORONS
FROM THE PRODUCTIVE
FLOW.









BOSS TYPES

FIND YOUR BOSS ON
THIS HANDY REFERENCE



HOSTAGE TAKER: TRAPS YOU
IN YOUR CUBICLE AND
TALKS YOUR EARS OFF.



FRAUD: USES VIGOROUS HEAD-
NODDING TO SIMULATE
COMPREHENSION

THEN WE'LL SUBNET
OUR IP ADDRESSES.

OH YEAH
OH YEAH



MOTIVATIONAL LIAR: HAS
NO CLUE WHAT YOU DO BUT
SAYS YOU'RE THE BEST

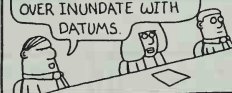
NOBODY CAN
DO WHAT YOU
DO!!

EXCEPT A
MUSHROOM



OVER PROMOTED: TRIES TO
MASK INCOMPETENCE WITH
POOR COMMUNICATION

LET'S QUALITIZE OUR
PARADIGM SO WE DON'T
OVER INUNDATE WITH
DATUMS.



WEASEL: TAKES CREDIT
FOR YOUR HARD WORK.

THIS BONUS IS FOR
BRILLIANTLY FORCING
YOUR STAFF TO WORK
80 HOUR WEEKS.

IT WASN'T
EASY!



MOSES: PERPETUALLY WAITS
FOR CLEAR SIGNALS FROM
ABOVE.

DON'T DO
ANYTHING
IMPORTANT
YET

NEVER
HAVE

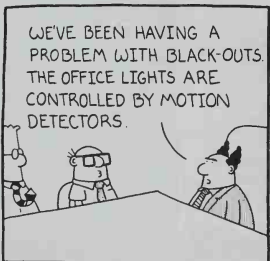
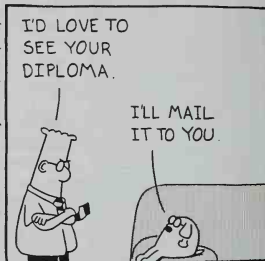
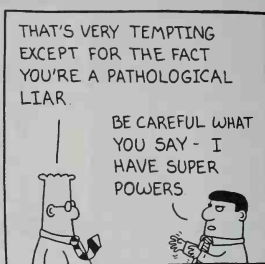


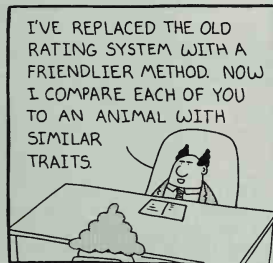
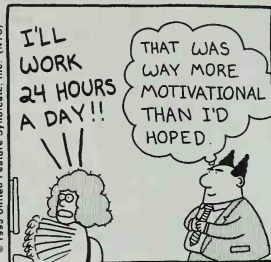
PERFECT BOSS: DIES OF
NATURAL CAUSES ON A
THURSDAY AFTERNOON.

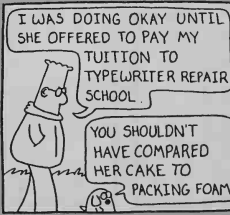
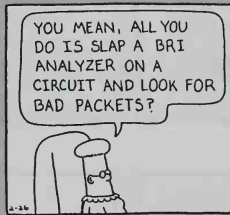
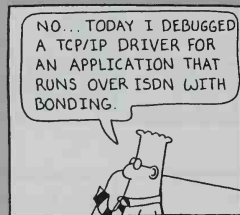
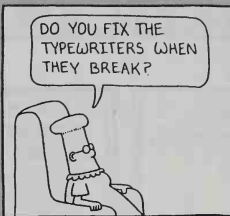
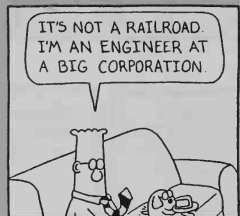
SHOULD WE
DO SOMETHING?

THREE
DAY
WEEKEND!





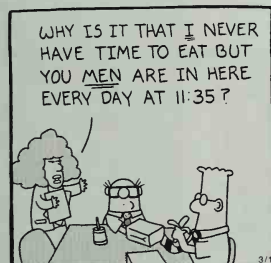
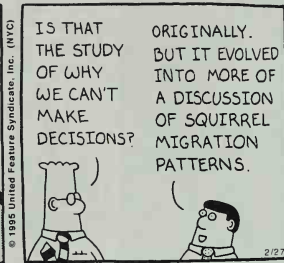


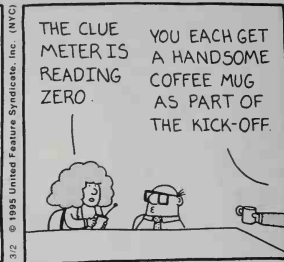


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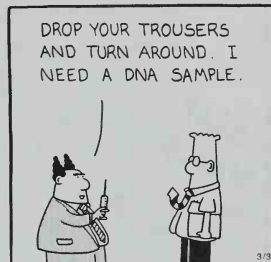
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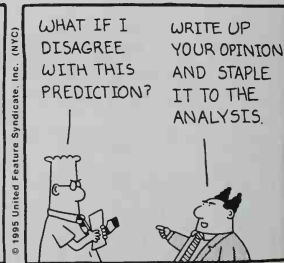
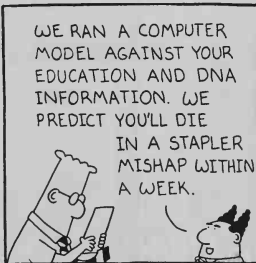




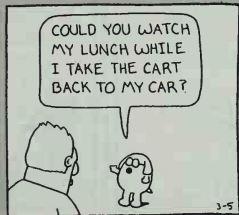
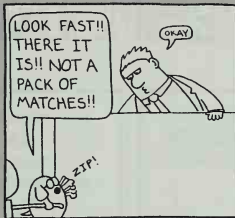
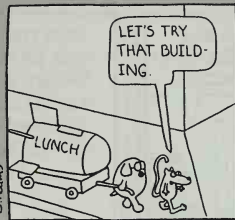
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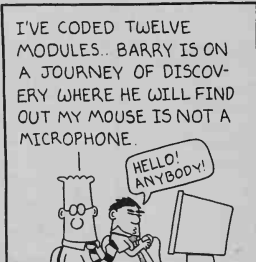
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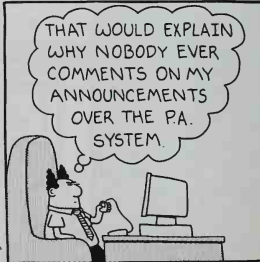
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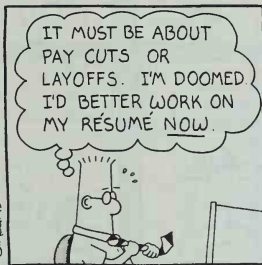
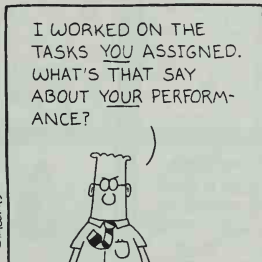
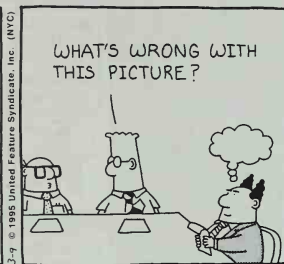
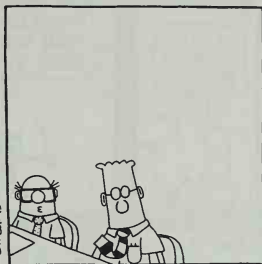


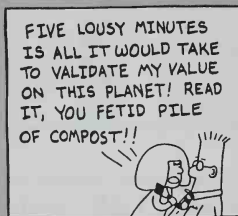
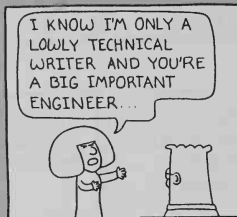
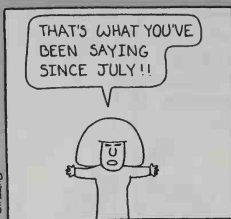
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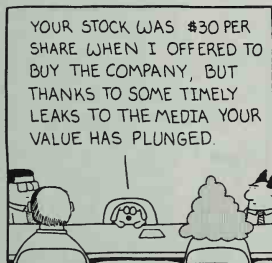
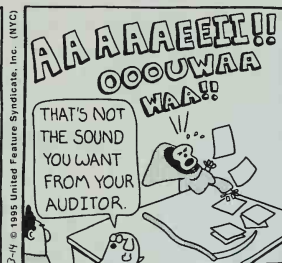
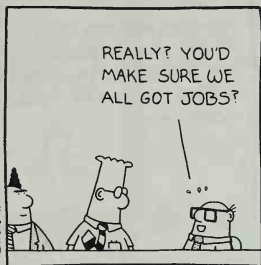


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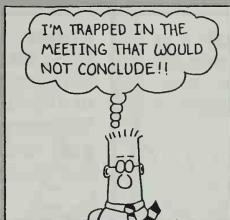








S Adams

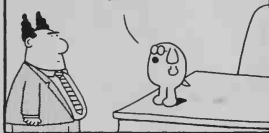


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I HIRED A NEW
DIRECTOR OF HUMAN
RESOURCES TO
HANDLE THE DOWN-
SIZING



J Adams

I NEEDED SOMEBODY WHO
ACTS LIKE A FRIEND
BUT SECRETLY DELIGHTS
IN THE MISERY OF ALL
PEOPLE.



J-20

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WE NEED TO TALK, PAUL.
BUT FIRST I'M GOING
TO BAT YOUR HEAD
AROUND AND SCRATCH
YOU



HEE HEE!!
THAT'S SO
CUTE!

CATBERT THE HR DIRECTOR

HERE'S THE NEW ORG
CHART. MAYBE YOU'RE
ON IT AND MAYBE NOT.



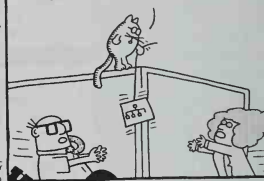
S Adams

OOH! NICE TRY!
SO CLOSE. TOO
BAD.



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IT'S FUN TO PLAY
WITH THEM BEFORE
DOWNSIZING THEM.

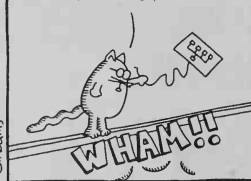


COME SEE THE
NEW ORG
CHART.



S Adams

OOOPS, CHANGED
MY MIND!



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OUCHIE.

I'M SORE,
BUT I'VE
NEVER FELT
SO FREE.

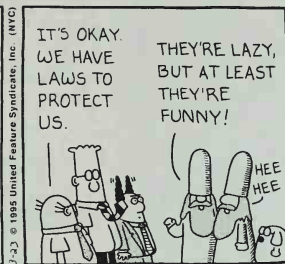




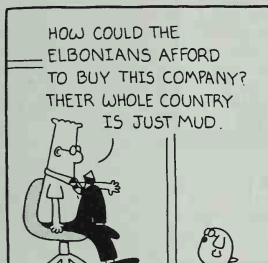
S. Adams



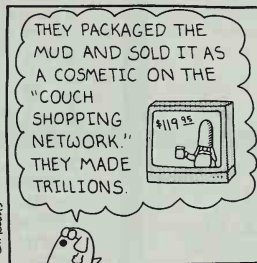
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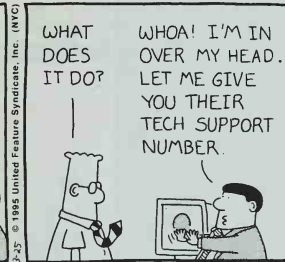
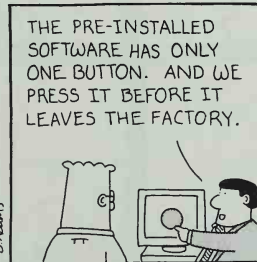
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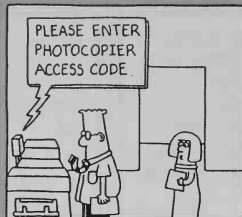
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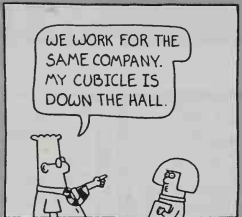
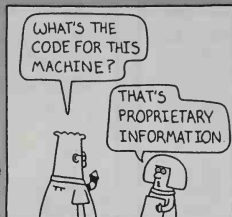
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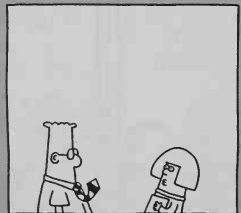
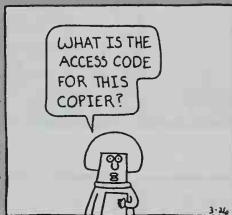
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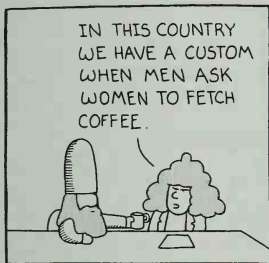
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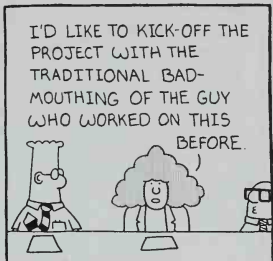
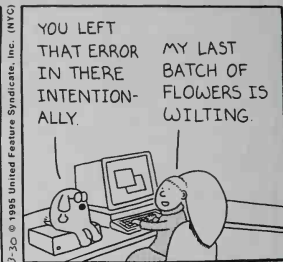
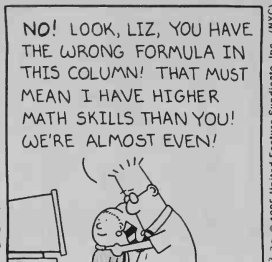
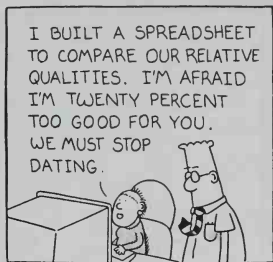


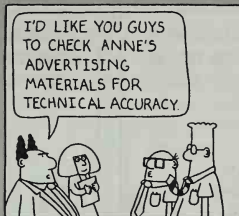
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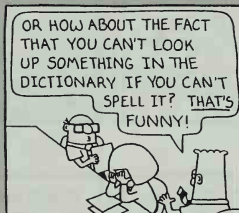
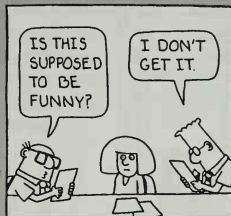
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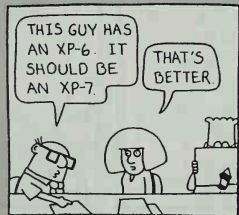
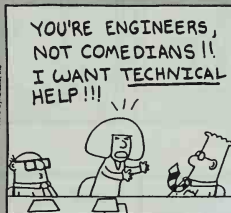


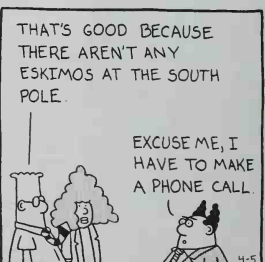
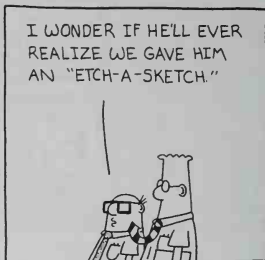
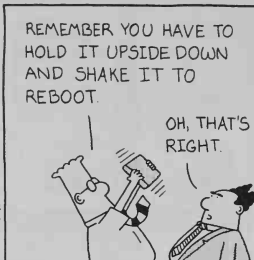


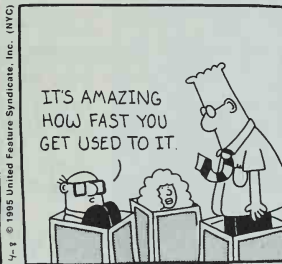
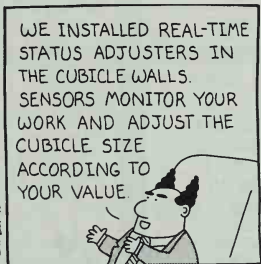
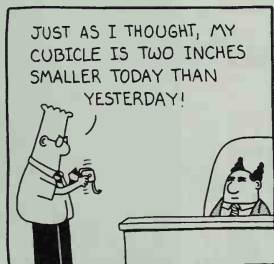
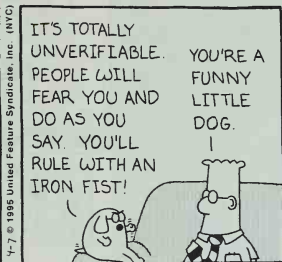
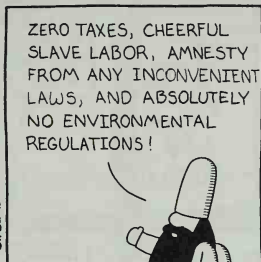
S. Adams

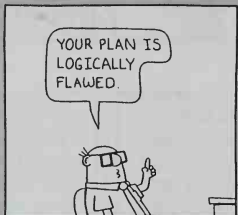


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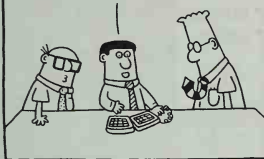


S. Feldman

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4-9

THIS ERGONOMIC KEYBOARD IS OUR FIRST PRODUCT DEVELOPED UNDER THE "BIG Q" PROGRAM.



S. Adams

THE "Q" STANDS FOR QUALITY. SPEAKING OF Q... IT'S MISSING THE LETTER Q.



4-7-10 © 1995 United Feature Syndicate, Inc. (NYC)

YOU SOUND JUST LIKE OUR WHINY CUSTOMERS.

I GUESS THE "Q" STANDS FOR "QUALITY."



OKAY, SO WE SHIPPED A MILLION KEYBOARDS THAT DON'T HAVE THE LETTER "Q." WHAT DO WE DO?



S. Adams

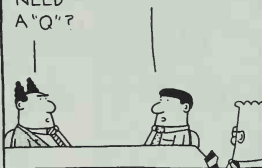
WE COULD OFFER FREE UPGRADES TO USERS WHO CAN PROVE THEY NEED A "Q."



4-11 © 1995 United Feature Syndicate, Inc. (NYC)

HOW MANY USERS NEED A "Q"?

WELL... THERE'S THE ROYAL FAMILY...



THE PUNDITS IN THE PRESS ARE NAILING US FOR SHIPPING A KEYBOARD WITH NO "Q."



S. Adams

IT'S A PUBLIC-RELATIONS FIASCO. OBVIOUSLY, WE NEED AN ENGINEERING SOLUTION.

I'M ON THE CASE.

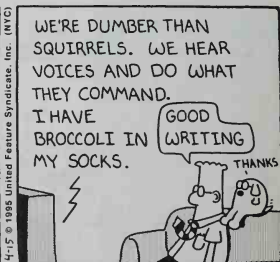
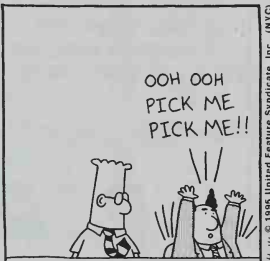
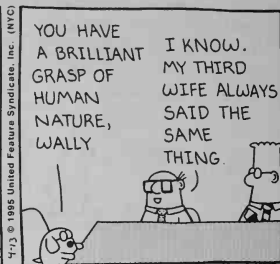
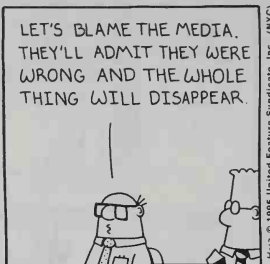


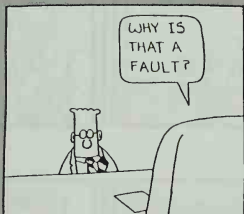
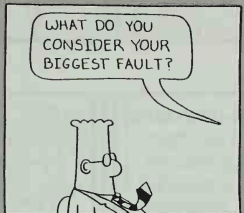
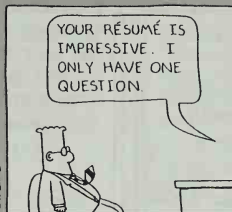
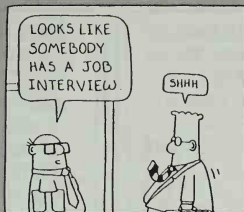
4-12 © 1995 United Feature Syndicate, Inc. (NYC)

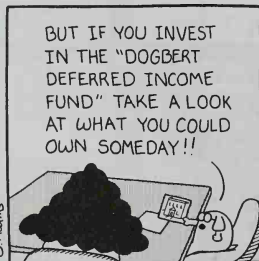
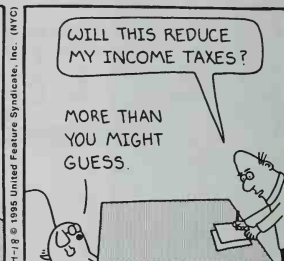
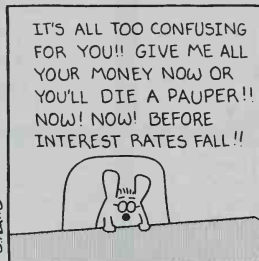
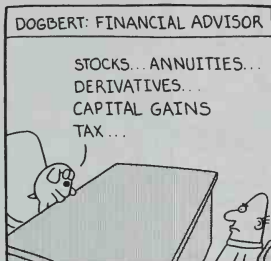
USERS COULD USE A GRAPHICS PROGRAM TO DRAW A "Q" IN THE UNLIKELY EVENT THAT THEY NEED ONE.

OR WE COULD REPLACE THE SEMI-COLON; NOBODY USES THEM.

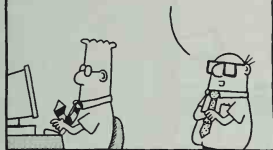








WE'RE MOVING TO A NEW
OFFICE ACROSS TOWN.
I VOLUNTEERED TO
COORDINATE THE MOVE.



S. Adams

I CONTROL YOUR CUBICLE
ASSIGNMENT. NAY, YOUR
VERY EXISTENCE. FROM
NOW ON YOU WILL REFER
TO ME AS "LORD WALLY
THE PUPPET MASTER."



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I DON'T
THINK IT'S
LEGAL TO
ENJOY YOUR
WORK THIS
MUCH.



I BANISH
YOU TO THE
CUBICLE
CLOSEST TO
YOUR BOSS!!



ALLOW ME
TO INTRO-
DUCE LOUD
HOWARD.

HI!!



S. Adams

I WILL MAKE LOUD HOWARD
YOUR CUBICLE NEIGHBOR
IN THE NEW OFFICE UNLESS
YOU GIVE ME YOUR
IMMORTAL
SOUL!!

NICE
DAY!!



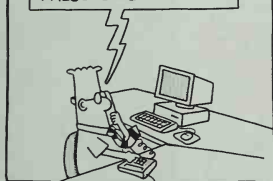
4-31 © 1995 United Feature Syndicate, Inc. (NYC)

...FORTUNATELY
I CONVINCED
HIM TO TAKE MY
LASER PRINTER
INSTEAD...

WHAT DID
I SAY THAT
SOUNDED
LIKE "TELL
ME ABOUT
YOUR DAY"?



"TO HEAR YOUR URGENT
VOICE MAIL MESSAGE
PRESS ONE..."



S. Adams

"THIS URGENT MESSAGE
IS TO ALL EMPLOYEES.
PLEASE DISREGARD THE
RUMORS OF A MERGER
WITH A HEALTHY
COMPANY."



4-32 © 1995 United Feature Syndicate, Inc. (NYC)

NOW SPOOKED, THE
HERD STAMPEDES.

WHERE'S MY
INTERVIEW
SUIT?!!



YOU'LL BE PERFORMING
A "TURING TEST" ON
OUR NEW ARTIFICIAL
INTELLIGENCE SOFTWARE



TRY TO DETERMINE IF THE
RESPONSES ON YOUR SCREEN
COME FROM OUR COMPUTER
OR A HUMAN IN THE NEXT
ROOM.



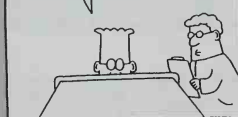
I'LL ASK IT TO WRITE
A STRATEGY FOR OUR
COMPANY.



"OUR STRATEGY IS TO
VISIONIZE QUALITY
RESOURCES THAT
ENHANCE EARNINGS"



I'LL ASK IT HOW
TO MOTIVATE
EMPLOYEES.



"REORGANIZE OFTEN TO
IMPROVE FOCUS. REDEFINE
WORK AS 'OPPORTUNITY'
AND INCREASE IT DAILY.
TAKE TIME TO ASK FOR
OPINIONS THEN EXPLAIN
WHY THEY'RE WRONG."



IT MUST BE A COMPUTER
BECAUSE THERE'S NO
HUMAN INTELLIGENCE.

UNLESS...



NICE TRY,
BOSS



S. Adams

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WE'VE GOT A LOT
OF EMPTY CUBICLES
BECAUSE OF
DOWNSIZING.



S. Adams

I HIRED THE DOGBERT
CONSTRUCTION COMPANY
TO CONVERT PART OF THE
OFFICE INTO PRISON CELLS
WHICH WE'LL
LEASE TO THE
STATE.



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SOUNDS
LIKE A
BIG JOB.



NAH. A LITTLE
PAINT, NEW
CARPET AND
WE'RE THERE.



I DON'T THINK IT'S
FAIR TO PUT CONVICTS
IN OUR SPARE
CUBICLES.



S. Adams

DON'T BE SUCH A BIGOT.
THESE PEOPLE HAVE MADE
ONE LITTLE MISTAKE.
OTHERWISE, THEY'RE JUST
LIKE EMPLOYEES.



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I THINK THERE ARE A
FEW DIFFERENCES!



YEAH, THEIR
HEALTH PLAN
IS BETTER.



HEY, BUDDY, WHAT
ARE YOU IN FOR?



S. Adams

UNLIKE YOURSELF, I AM
NOT A PRISONER HERE.
I CHOOSE TO WORK
HERE OF MY OWN FREE
WILL!



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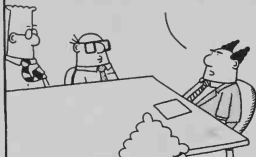
GREAT... I'M IN THE
FREAK SECTION.



I LIKE
TO WORK



EFFECTIVE IMMEDIATELY,
WE WILL NO LONGER USE
OUR SPARE CUBICLES TO
HOUSE CONVICTS



YES!!!
OUR
OPINIONS
MATTERED!

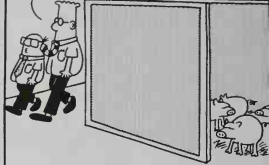
S. Adams



ACTUALLY, IT'S
BECAUSE THE
PRISONERS
COMPLAINED

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I WONDER WHAT HE PLANS
TO DO WITH THE SPARE
CUBICLES NOW.



BAD NEWS IN 1985

WE'RE REPLACING THE
COMPANY DOCTOR WITH
A REGISTERED
NURSE.



S. Adams

BAD NEWS IN 1990

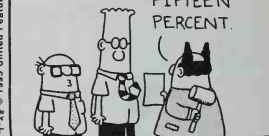
WE FIRED THE NURSE
AND PUT THE ASPIRIN
AND TOURNIQUETS IN
THE VENDING
MACHINE.



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BAD NEWS IN 1995

WE'VE BEEN ASKED TO
INCREASE VENDING
MACHINE REVENUE BY
FIFTEEN
PERCENT.



I'M PLANNING TO
TURN THE HOUSE
INTO A GAMBLING
CASINO.



S. Adams

ISN'T
THAT
ILLEGAL?

NOT IN THE TINY
REPUBLIC OF
DOGBERTLAND.
I SECEDED FROM
THE REPRESSIVE
HOMELAND THIS
MORNING.

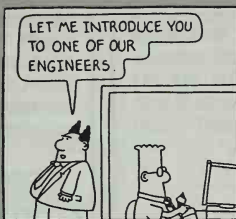


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I DON'T REMEMBER
VOTING ON THAT.



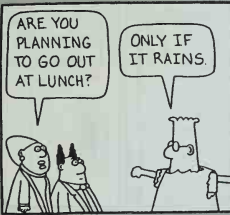
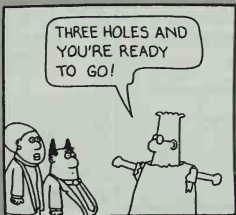
HERE'S YOUR
GREEN CARD.



J. Adams

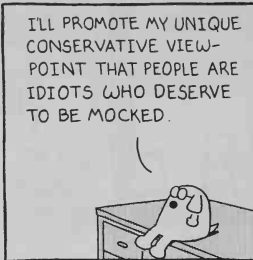


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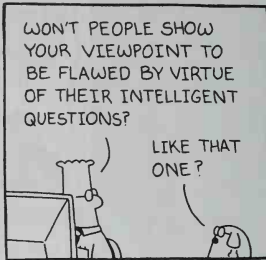




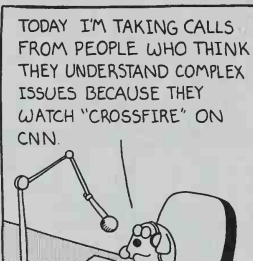
S. Adams



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S. Adams



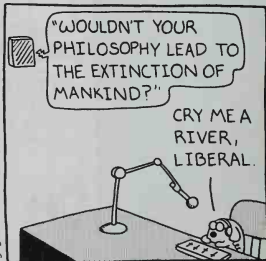
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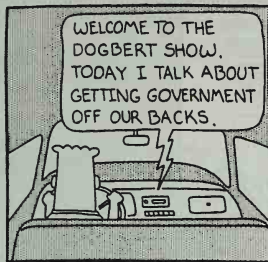


S. Adams

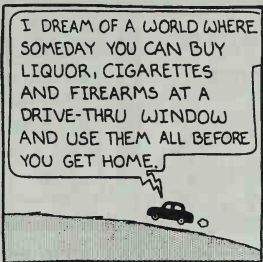


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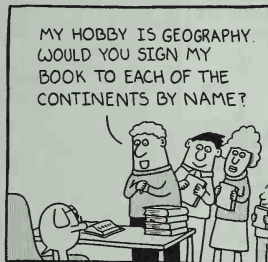




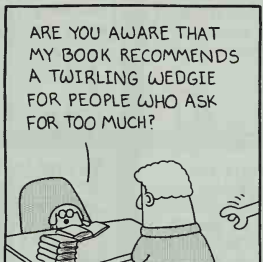
S. Adams



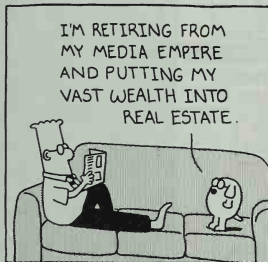
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S. Adams



5-5 © 1995 United Feature Syndicate, Inc. (NYC)



S. Adams



5-6 © 1995 United Feature Syndicate, Inc. (NYC)



THAT'S A
"MUPPET." IT'S
ALL SPELLED
OUT IN YOUR
LEASE

THE 7 HABITS OF HIGHLY DEFECTIVE PEOPLE



1. IGNORE ANY SIGNS OF DISCOMFORT IN OTHERS.

BUT HEY, I'VE BEEN DOING ALL OF THE TALKING.



S. Adams

2. USE HUMOR TO BELITTLE PEOPLE IN PUBLIC.

OUR NEWEST TEAM MEMBER HAS MOVIE STAR LOOKS. SPECIFICALLY, LASSIE.



3. TREAT ALL COMPLAINTS AS THE COMPLAINER'S FAULT.

YOU DON'T MOTIVATE ME.

MAYBE YOU SHOULD SEE A THERAPIST.



4. SHOW UP LATE AND RAISE CONTROVERSIAL ISSUES.

I THINK WE SHOULD LICENSE "BARNEY" AS OUR MASCOT.



5. GIVE ADVICE ON THINGS YOU DON'T UNDERSTAND.

TRY WRITING SOME ASSEMBLY LINE CODE HERE.



6. USE COMPLIMENTS TO SHOW YOUR PREJUDICES.

OOH, NICE CRISP PHOTO-COPY, ALICE. I DON'T THINK A MAN COULD HAVE DONE IT BETTER!

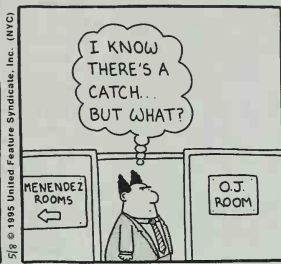
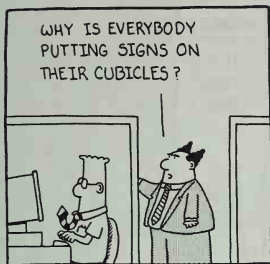


7. THINK THE COMICS ARE NOT ABOUT YOU.

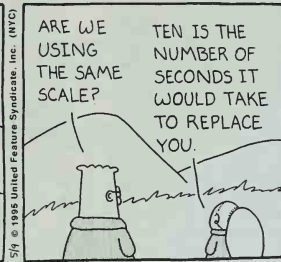
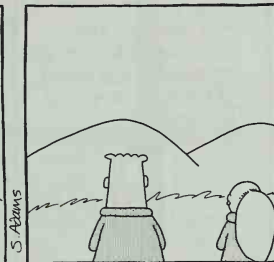
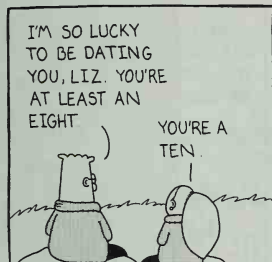
HEE HEE! LOOK AT THE HAIR ON THAT GUY!



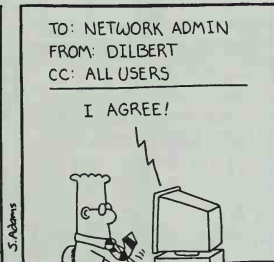
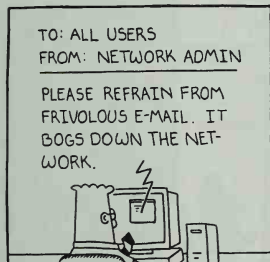
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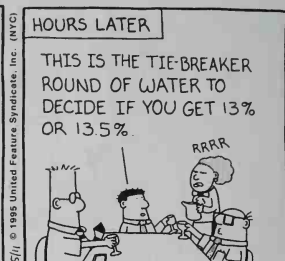
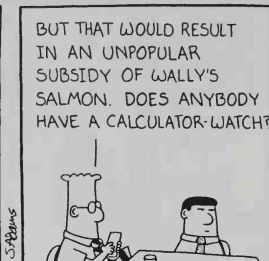
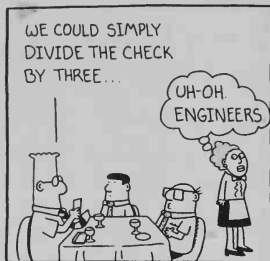
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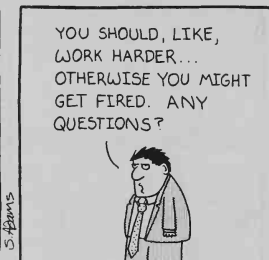
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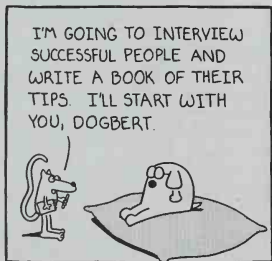
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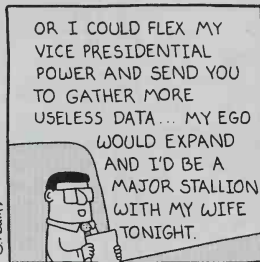


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TODAY I DISTRIBUTED
36 COPIES OF MY BUSINESS
CASE TO VARIOUS
MANAGERS FOR APPROVAL.



S. Adams

BY MY COUNT, 20 ARE
BEING MISPLACED, 6
MANAGERS WILL TRY TO
KILL IT FOR PERSONAL
GAIN AND 10 WILL COME
BACK WITH
IRRELEVANT
QUESTIONS.



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WHEN I DIE I WANT TO
BE BURIED, NOT CREMATED,
SO I CAN AT LEAST MAKE
ONE LASTING IMPRESSION
ON THE EARTH.



I WAS PLANNING
TO MAIL YOUR
CORPSE TO SOME-
BODY I DON'T
LIKE.

WE NEED TO BOOST
OUR RETURN-ON-
ASSETS RATIO.



S. Adams

LET'S ELIMINATE THE
SECURITY DEPARTMENT.
THAT WOULD CUT EXPENSES
WHILE ALLOWING FOR
A BRISK REDUCTION IN
ASSETS.



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WHEN ARE YOU
PLANNING TO
TELL HIM YOU
WERE JOKING?



AFTER I
FURNISH
MY DEN.

YOU NEVER ANSWERED
MY E-MAIL.



S. Adams

MY SECRETARY IS OUT, SO
THERE'S NOBODY TO PRINT
MY E-MAIL FOR ME. BRING
ME YOUR MESSAGE ON
HARDCOPY.

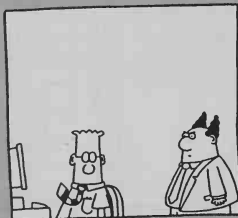
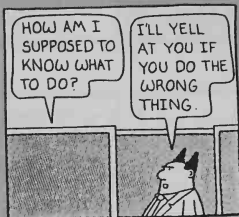


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I WAS OUT OF
PAPYRUS SO I
CHISELED MY
MESSAGE ON A
LITTLE PYRAMID



DID HE
WORK ALONE
OR WERE
UFOs
INVOLVED?



S. Adams

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OUR POLICY IS TO EMPLOY ONLY THE BEST TECHNICAL PROFESSIONALS.

QUESTION.

ISN'T IT ALSO OUR POLICY TO BASE SALARIES ON THE INDUSTRY AVERAGE?

RIGHT. WE LIKE THEM BRIGHT BUT CUELESS.

I FEEL SORRY FOR PEOPLE LIKE THAT.

MY SALARY DEPENDS ON YOUR OPINION OF MY WORK. BUT YOU HAVE NO INTEREST IN UNDERSTANDING WHAT I DO, SO...

I HIRED THE DOGBERT PUBLIC RELATIONS FIRM TO HYPE MY PERFORMANCE AND GET ME A BIG RAISE.

PRESS RELEASE: ENGINEER CURES CANCER WHILE SAVING BABY FROM BURNING BUILDING.

THAT'S NOT IN HIS OBJECTIVES

YOU CAN CREATE THE ILLUSION THAT YOU WORK LONG HOURS BY LEAVING VOICE MAILS FOR YOUR BOSS AT 4A.M.

HI, THIS IS DILBERT. IT'S 4 A.M. AND I'M IN MY UNDERWEAR AND I THOUGHT OF YOU... OOPS... ERASE... OOPS...

DID YOU JUST SEND AN OBSCENE MESSAGE TO YOUR BOSS?

NO... I THINK I HIT THE GROUP CODE.

TELL ME YOUR GREATEST ACCOMPLISHMENTS AT WORK. I'LL USE THAT TO HYPE YOU UP WITH YOUR BOSS SO YOU GET A BIG RAISE.



S. Adams

I WROTE A DRAFT OF A WHITE PAPER ON A STRAWMAN PROCESS TO REENGINEER OUR PRODUCT PROCESS.



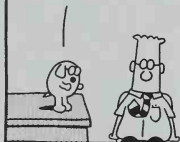
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AND WHAT WAS THE IMPACT OF THAT WORK?

I THINK SOME OWLS LOST THEIR WOODLAND HABITATS.

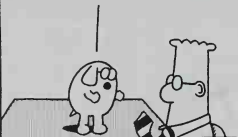


YOU MUST LEARN TO USE YOUR BOSS'S IGNORANCE TO YOUR ADVANTAGE.



S. Adams

FIND OUT WHAT IMPRESSES HIM AND LIST IT ON YOUR ACCOMPLISHMENTS



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YOU'RE THE ACTOR IN THE "BARNEY" SUIT?! I LOVE THAT GUY!

DON'T TELL ANYBODY MY SECRET IDENTITY.



IN MY DREAM I FLOAT OVER FIELDS OF HEATHER.



S. Adams

THE FLYING DREAM ALWAYS PREDICTS AN IMPORTANT CHANGE. I FEEL THAT MY FREEDOM WILL SOON INCREASE.

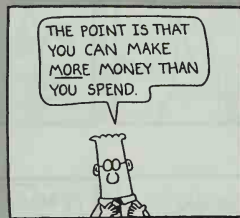


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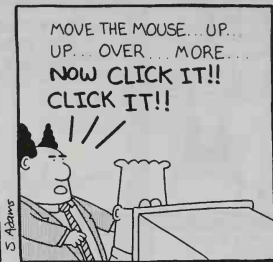
DOES SOMEBODY ELSE HAVE A QUESTION FOR OUR NEW CEO?

MY FINGER IS STUCK.





S. Adams
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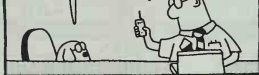


MY CELLULAR PHONE AND
LAPTOP COMPUTER ALLOW
ME TO WORK ANY TIME
AND ANYPLACE...



S. Adams

WHILE DRIVING?
TOO DANGEROUS
IN RESTAURANTS? |
TOO RUDE
OUTDOORS? |
NOPE.



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BASICALLY,
YOU LUG
THEM AROUND
AND WORRY
THAT THEY'LL
GET STOLEN
OR BROKEN

STOP IT.
YOU'RE
SCARING
THEM.



WHAT'S
THE HAT
FOR,
WALLY?

IT'S A NEW
SAFETY RULE.
I THINK IT'S
STUPID.



S. Adams

THE E-MAIL FROM HUMAN
RESOURCES SAID ALL
SHORT EMPLOYEES MUST
WEAR THESE TO IMPROVE
VISIBILITY WHILE IN
THE CUBICLE AISLES.



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HR SHOULD CHANGE
THEIR PASSWORD
ONCE IN A WHILE

I'LL BET WE CAN
MAKE HIM WEAR
ALUMINUM FOIL
PANTS



HERE'S YOUR LATEST BUDGET
CUTS. BUT PLEASE DON'T
KILL THE MESSENGER
FROM FINANCE, HA HA!!

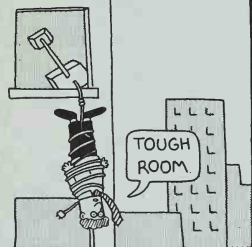


S. Adams

I RECOMMENDED A 20%
CUT. A QUICK GLANCE
AROUND THE ROOM TELLS
ME YOU'RE NOT ON THE
SUCCESS VECTOR ANYHOO,
SO NOTHING LOST.



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YOUR COMPANY MAKES
AN ATTRACTIVE LITTLE
PRODUCT, JIM.



BUT WE'VE DECIDED
TO GO WITH A
VENDOR WHOSE
PRODUCT ACTUALLY
WORKS.



FOOLS!!!
I'LL CRUSH
YOU!!!



I'LL TELL YOUR BOSS
YOU MADE A STUPID
DECISION!! YOUR
CAREERS WILL BE
RUINED AND I'LL
GET THE CONTRACT

ANY-
WAY!!



YOU CAN'T SCARE US!
DO YOU THINK OUR
BOSS WILL BELIEVE
A VENDOR OVER HIS
OWN LOYAL
EMPLOYEES?



MUST... KEEP...
A... STRAIGHT...
FACE...



6-4

HA HA HA
HA HA HA
HA HA HA

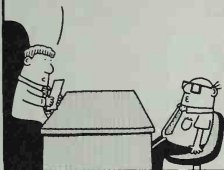


WE'LL
TAKE A
MILLION
UNITS

TAKE TWO
MILLION AND
I'LL SEE THAT
YOU GET NICE
RAISES.



WHY DO YOU WANT TO
TRANSFER TO MY
DEPARTMENT, WALLY?



S. Adams

I'M IN A DYSFUNCTIONAL
ORGANIZATION. I'M NOT
GETTING THE LOVE AND
SUPPORT I NEED. THAT'S
WHY I'VE BEEN MAKING
LONG-DISTANCE PERSONAL
CALLS FROM THE FAX ROOM.



YOUR RÉSUMÉ
SAYS EVERY
BOSS YOU'VE
HAD WAS
A COMPLETE
JERK.

SO, WHEN DO
I START?



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I HIRED RENOWNED
PSYCHOLOGIST DOGBERT
TO HELP US ACHIEVE
PEAK PERFORMANCE IN
TEAMWORK.



S. Adams

PEAK PERFORMANCE IS
SOMEWHAT RELATIVE.
YOU'RE A HIGHLY
DYSFUNCTIONAL TEAM,
SO WE MUST
SET REALISTIC
GOALS.



WHAT WOULD
BE A REALISTIC
GOAL FOR US?

I THINK I CAN
POSTPONE
CANNABILISM.



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DYSFUNCTIONAL TEAM...

I'D LIKE EVERYBODY
TO TURN TO THE RIGHT AND
SAY WHAT YOU ADMIRE
ABOUT THAT PERSON.



S. Adams

I ADMIRE
YOUR
LEATHERY
SKIN,
ALICE.



I ADMIRE YOUR
ABILITY TO
FIGURE OUT
WHICH SIDE IS
YOUR RIGHT IN
ONLY TWO
TRIES.



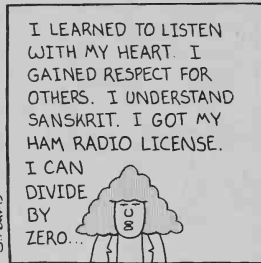
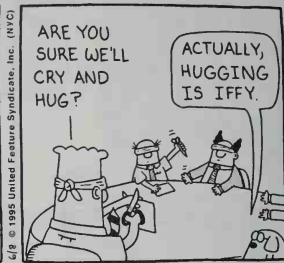
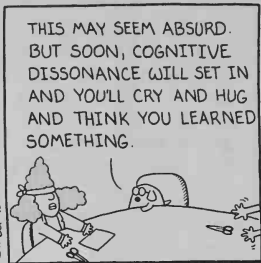
I ADMIRE
YOUR
ABILITY
TO GET
PAID FOR
THIS.



DESPITE THE
FACT YOUR
FACE SCARES
CHILDREN, I
ADMIRE
YOUR CO-
WORKERS.



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LET'S GO AROUND THE CIRCLE AND SHARE WHAT WE LEARNED IN THE THREE-DAY WORKSHOP.



S. Adams

AT FIRST I THOUGHT IT WAS A WASTE OF OUR TRAINING BUDGET...



THEN YOU ASKED US TO FORM TEAMS AND MAKE PAPER AIRPLANES WHILE BLINDFOLDED...



I DON'T KNOW IF IT WAS BECAUSE OF THE DARKNESS OR THE WAY WE SHARED OUR THOUGHTS ABOUT FLIGHT...



BUT SUDDENLY I FOUND UNCONDITIONAL LOVE FOR MY CO-WORKERS.

BE THEY ACCOUNTANTS,
BE THEY MARKETEERS
OR BE THEY SECRETARIES



AS A RESULT, I'VE BECOME A COMPETITIVE LION, EAGER TO POUNCE ON MY WORKLOAD AND

INCREASE STOCK-HOLDER VALUES!!



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6-11

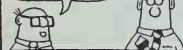
THANK YOU, WALLY.

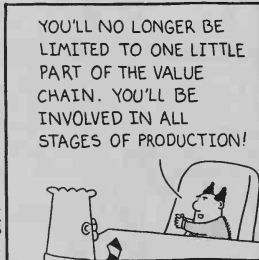
DILBERT,
WHAT DID
YOU LEARN?

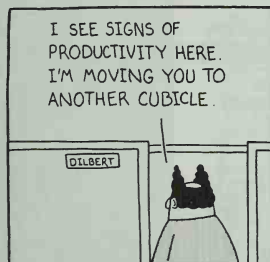
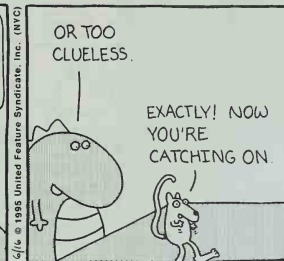
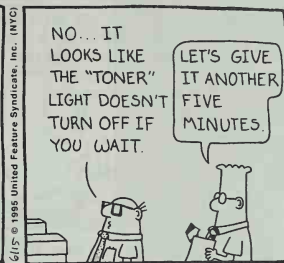
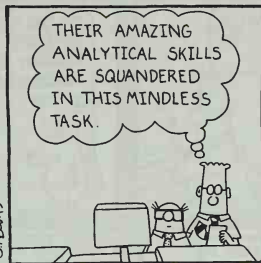
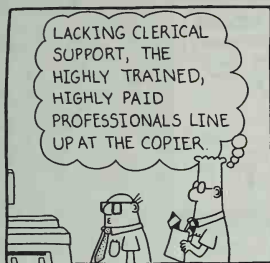


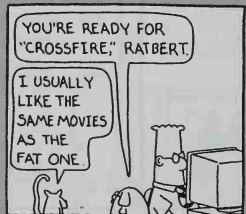
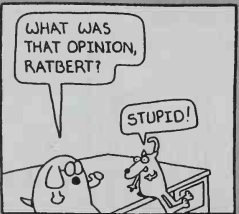
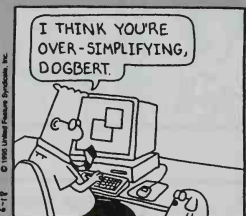
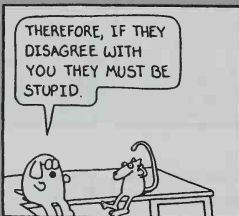
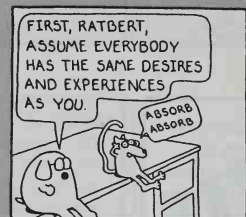
I LEARNED THAT YOU SHOULDN'T PUT A LITTLE ERASER-PILOT IN YOUR PAPER AIRPLANE

SOMEBODY
NEEDS A
GROUP HUG!









S. Adams

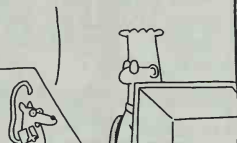
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I'VE BEEN HIRED
BY THE FINANCE
DEPARTMENT TO
HELP CUT
SPENDING.



S. ADAMS

I'LL BE STUDYING YOUR
EVERY MOVE AND
LOOKING FOR WASTE
AND INEFFICIENCY.



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THOSE WORDS IN
BOLDFACE LOOK
LIKE THEY'RE
SUCKING UP THE OL'
ELECTRICITY.



I'M FROM THE
FINANCE DEPART-
MENT. I'M HERE
TO REDUCE
COSTS.



S. ADAMS

IT MIGHT SEEM LIKE ALL
I DO IS COME UP WITH
SHORT-SIGHTED WAYS
TO SAVE MONEY WHILE
MAKING YOUR JOB
HARDER. BUT THERE'S
ANOTHER SIDE TO THIS
STORY.



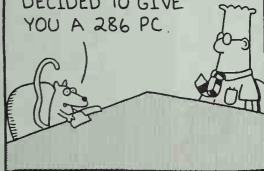
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AND THAT
WOULD BE...?



I FORGET.

THE FINANCE DEPARTMENT
HAS ANALYZED YOUR
COMPUTING NEEDS AND
DECIDED TO GIVE
YOU A 286 PC.



S. ADAMS

THAT SHOULD BE
SUFFICIENT FOR THE
3D-RENDERING YOU
NEED TO DO.

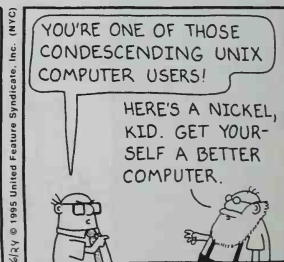
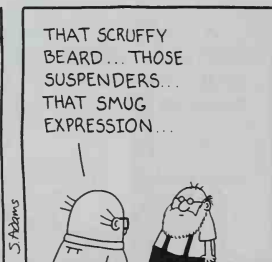
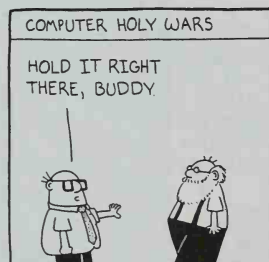
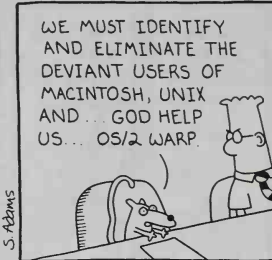


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BESIDES, HOW
MANY TIMES
ARE YOU GOING
TO DO 3D-
RENDERING
IN YOUR
CAREER?

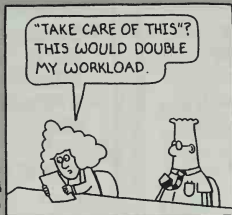


ONCE,
IF I
HURRY.

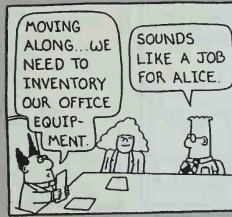
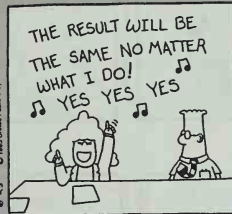




S. Adams



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6-25



I ASKED SAINT DOGBERT
TO MEDIATE OUR
DISPUTE OVER WHAT
KIND OF COMPUTERS
ARE ALLOWED HERE.



S. Adams

I SHALL GO TO THE
DESERT AND SEEK
ENLIGHTENMENT. WHEN
I RETURN I WILL
REVEAL THE TRUE
PATH OF
COMPUTING.



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PALM SPRINGS

YOU CALL THIS AN
ENDORSEMENT
CONTRACT?! GO TO
THE END OF THE
LINE!!



ALICE, I WANT YOU TO
BENCHMARK THESE
WORLD-CLASS COMPANIES.
FIND OUT HOW WE
COMPARE.



S. Adams

I'M BETTING THEY DON'T
MAKE VERBS OUT OF
NOUNS. AND I'LL BET
THEY DON'T ASSIGN
ENGINEERS TO DO FIELD
RESEARCH.



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DO YOU GUYS HAVE
ANY POINTY-HAIRED
IDIOTS RUNNING
YOUR PLACE?

WOULD YOU
LIKE ONE?



AS YOU REQUESTED, I
BENCHMARKED OUR
COMPANY AGAINST FIVE
WORLD-CLASS COMPANIES.



S. Adams

THE COMPARISONS ARE
IRRELEVANT BECAUSE
WE'RE IN DIFFERENT
INDUSTRIES. BUT THAT
DIDN'T STOP ME.



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WHY CAN THEY MAKE
A POTATO CHIP IN
ONE SECOND BUT
IT TAKES US
MONTHS TO
DEVELOP
SOFTWARE?

I THINK THEY
OIL THE
CHIPS.



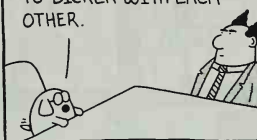
DOGBERT THE CONSULTANT

ONE WAY TO LOOK AT
YOUR PROBLEM IS THAT
NOBODY LIKES YOUR
PRODUCTS.



S. Adams

BUT I DON'T KNOW HOW
TO FIX THAT. SO I
RECOMMEND FORMING
INTERNAL BUSINESS UNITS
TO BICKER WITH EACH
OTHER.



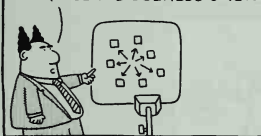
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WHY WOULD YOU
RECOMMEND THAT?

WELL, I'D BE
LYING IF I
SAID I
LIKED YOU.



WE'RE GOING TO FOLLOW
THE ADVICE OF THE
DOGBERT CONSULTING
COMPANY AND FORM
"BATTLIN' BUSINESS UNITS."



S. Adams

WE'LL SPEND MOST OF
OUR TIME CROSS-
CHARGING AND UNDER-
MINING THE OTHER
BBU'S.



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A LITTLE
COMPETITION
IS HEALTHY.

WHATEVER YOU DO,
DON'T TICK OFF
THE JANITORIAL
BBU.



DOGBERT THE CONSULTANT

WE TOOK YOUR ADVICE
AND FORMED BUSINESS
UNITS WITHIN THE
COMPANY...



S. Adams

NOW WE SPEND ALL
OF OUR TIME FIGHT-
ING WITH EACH OTHER
ABOUT WHO DOES
WHAT.

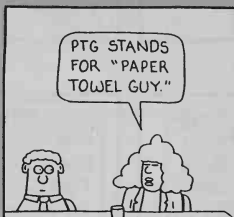


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WHAT EXACTLY DID YOU
MEAN WHEN YOU SAID
IT WOULD "GUARANTEE
FUTURE BUSINESS"?



OH LOOK - MY
CONTRACT
JUST EXPIRED.



HA HA! NOW THAT THE ENGINEERS MUST CHARGE THEIR TIME TO MARKETING, WE OWN YOU!



S. Adams

I'LL JUST REPROGRAM YOUR COMPUTER THROUGH THE LAN SO ITS RADIATION WILL ALTER YOUR DNA.



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IS THAT POSSIBLE??!

AS FAR AS YOU KNOW.



I TOLD A GUY IN MARKETING THAT I PROGRAMMED HIS COMPUTER TO ALTER HIS DNA STRUCTURE.



S. Adams

HE THINKS HE'LL TURN INTO SOME KIND OF ANIMAL.



TELL HIM YOU SET IT TO "WEASEL." IT'LL TAKE LONGER TO NOTICE ANY CHANGE.

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TELL ME THE TRUTH, ALICE. CAN DILBERT REPROGRAM MY DNA?



MAYBE YOU SHOULDN'T HAVE TOLD STAN YOU REPROGRAMMED HIS DNA THROUGH THE LAN.



S. Adams

THOSE MARKETING GUYS BELIEVE ANYTHING. THEY EVEN BELIEVE MARKET RESEARCH, FOR HEAVEN'S SAKE.



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THERE'S NO TELLING WHAT THE POWER OF SUGGESTION MIGHT DO.



I JOKINGLY TOLD STAN
IN MARKETING THAT I
REPROGRAMMED HIS DNA.
HE'S SO GULLIBLE THAT
HE'S ACTUALLY
CHANGING!



S. Adams

YOU MUST USE HIS
GULLIBILITY TO REVERSE
THE PROCESS. REMEMBER,
HIS ENTIRE REALITY IS
SHAPED BY UNVERIFIED
CUSTOMER ANECDOTES.

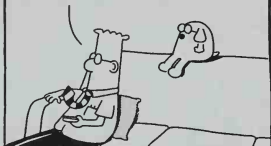


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I HEARD A RUMOR OF A
STORY OF AN ALLEGED
FOCUS GROUP WHERE A
QUOTE TAKEN OUT OF
CONTEXT INDICATES YOU'RE
NOT BECOMING A WEASEL.



OUR NEW DRESS POLICY
AT WORK ALLOWS
CASUAL CLOTHES ON
FRIDAYS.



S. Adams

THAT'S GOOD, BECAUSE
STUDIES HAVE SHOWN
THAT FRIDAYS ARE THE
ONLY SAFE DAY TO DRESS
CASUALLY; ANY OTHER
DAY WOULD CAUSE A
STOCK PLUNGE.



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IS IT JUST ME
OR IS THAT
POLICY
STUPID?

THAT'S NOT
AN "OR"
QUESTION.



I WANT US TO HAVE
THE SAME KIND OF
TEAMWORK AS THE
EGYPTIANS WHO BUILT
THE PYRAMIDS!



S. Adams

SOME SCHOLARS
BELIEVE THE PYRAMIDS
WERE BUILT BY SLAVES.

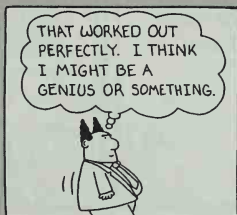
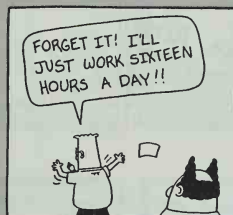
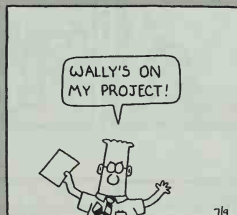
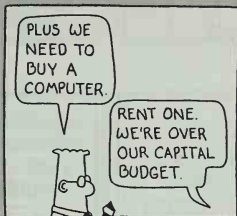


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BUT THERE'S SOME
DOUBT; THAT'S
ALL I'M SHOOTING
FOR.

I THINK THEY
WERE GUIDED BY
UFOs TOO.





S. Adams

74

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EVERYBODY IN ENGINEERING
USES THIS PROGRAM I
WROTE. I THINK MARK-
ETING SHOULD TURN IT
INTO A PRODUCT.



S. Adams

THAT'S IRRELEVANT
BECAUSE THE TARGET
MARKET WOULD BE
ENGINEERS.

ENGINEERS
THINK THE SAME
AS MARKETEERS.



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IF THAT WERE TRUE WE'D
BE SITTING IN A CAVE
TRYING TO DECIDE IF
ROCKS ARE
EDIBLE.

YOU KNOW,
YOU COULD
KEEP RECIPES
ON THIS.



I AM SAINT DOGBERT.
I HAVE COME TO DRIVE
OUT THE STALE AND
OVERUSED JOKES ABOUT
THE INFORMATION SUPER-
HIGHWAY.



S. Adams

SOMETIMES I
FEEL LIKE
ROADKILL ON
THE INFORMATION
SUPERHIGHWAY!



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DON'T MAKE
ME COME OVER
THERE!



I THINK YOU LIKE
THAT COMPUTER
MORE THAN YOU
LIKE ME.



S. Adams

THAT'S NOT TRUE,
LIZ. I DO NOT
LIKE THAT COMPUTER
MORE THAN I LIKE
YOU.



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PLEASE, PLEASE
DON'T ASK
ABOUT THE
LAPTOP.



"THAT"
COMPUTER?

OKAY, LET'S START
BY DOCUMENTING
YOUR MARKET
REQUIREMENTS.



S. Adams

NO, LET'S START BY
YOU TELLING ME ALL
THE THINGS YOU CAN
DESIGN. THEN I'LL
TELL YOU WHICH ONE
I LIKE.



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WORK CAN
BE VERY
REWARDING.
YOU SHOULD
TRY IT.

WHAT'S
THAT
DOOHICKEY
YOU HAVE
THERE?



CAROL, THE NEXT TIME YOU
ORDER MY BUSINESS CARDS,
SPELL OUT MY FULL TITLE:
"DIRECTOR OF PRODUCT
ENHANCEMENTS."



S. Adams

DON'T USE THE
ACRONYM "DOPE."



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I DIDN'T KNOW
YOU WERE THE
DIRECTOR OF
PRODUCT ENHANCE-
MENTS.



I WANT YOU TO
STUDY OUR OPTIONS
FOR PROJECT "ZEBRA"
AND MAKE A
RECOMMENDATION



S. Adams

TRANSLATION: "READ MY
MIND THEN RECOMMEND
THE OPTION I'VE ALREADY
DECIDED ON"

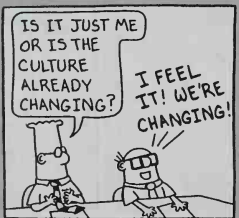
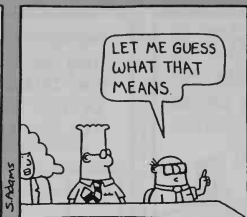


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I'LL GET
RIGHT
ON IT!

TRANSLATION:
"I AM DOOMED.
I WILL GO
LOOK FOR
NAUGHTY
PICTURES ON
THE INTERNET
INSTEAD."

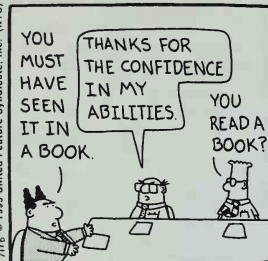
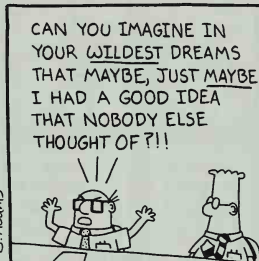
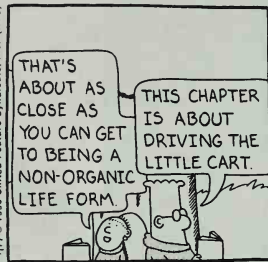
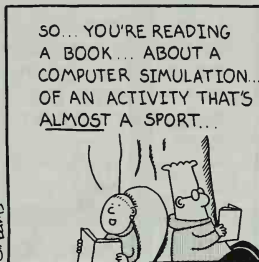




S. Adams

7-16

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TED'S BABY SHOWER

OH LOOK, IT'S
A STAPLER...



5/11/95

I CAN USE THIS TO
TAKE UP THE HEM ON
THE LOVELY HAND-
CRAFTED PAPER BAG
DRESS THAT DILBERT
MADE.



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IT LOOKS JUST
LIKE THE ONE
THAT DISAPPEARED
FROM MY CUBICLE
THIS MORNING.



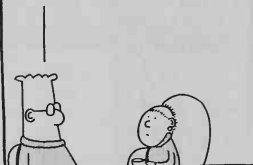
IT'S REALLY DIFFERENT
AROUND HERE SINCE WE
LOST DILBERT'S DAD.

WHEN DID
HE DIE?



5/11/95

HE'S NOT DEAD. WE
LOST HIM AT THE MALL,
CHRISTMAS OF '92.



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SHOULDN'T
YOU BE
LOOKING
FOR HIM?

I SAID IT'S
DIFFERENT,
NOT WORSE.



I CAN'T BELIEVE YOUR
FATHER HAS BEEN
LOST AT THE MALL
SINCE 1992!



5/11/95

IF MY FATHER OR
MY HUSBAND WERE
LOST AT THE MALL
I'D BE SEARCHING
FOR HIM TWENTY-
FOUR HOURS A DAY!!

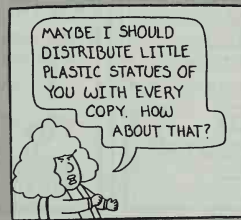
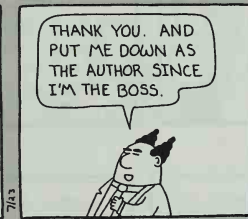


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WE'RE
WAITING
FOR A
SALE.

YOU'RE A BIT
OF A WHINER,
AREN'T YOU,
DEAR?

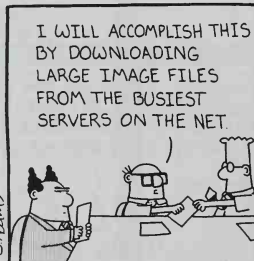
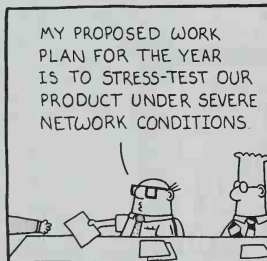
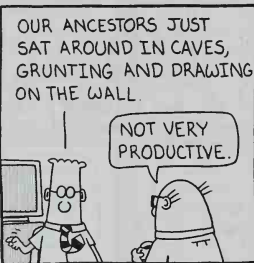


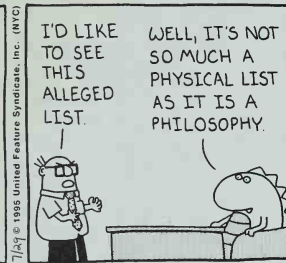
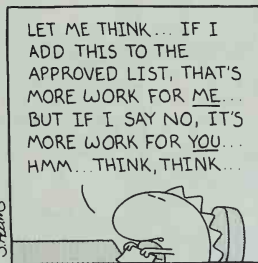
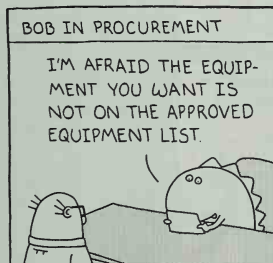
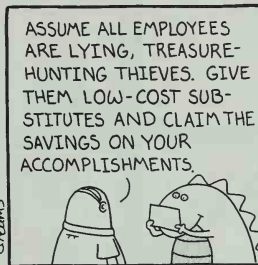
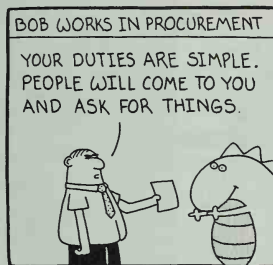
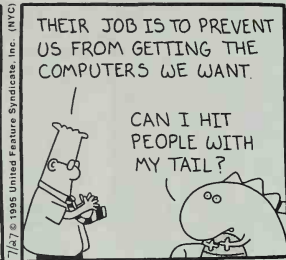
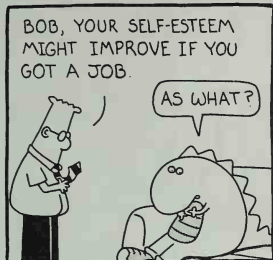


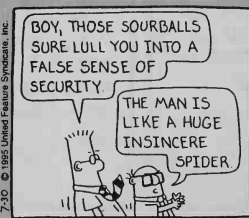
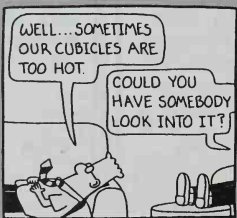
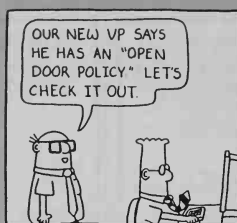
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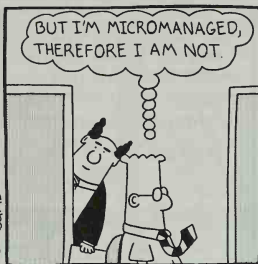




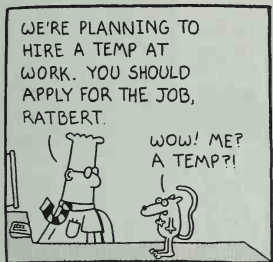
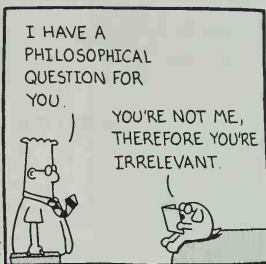




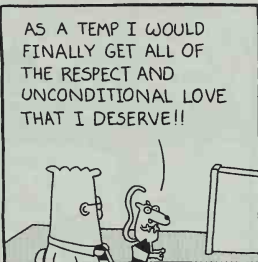
S. Adams



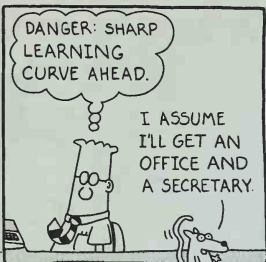
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S. Adams



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S. Adams



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CONGRATULATIONS ON
GETTING HIRED AS A
TEMP, RATBERT.



WHERE DO I
START?!



S. Adams

YOUR OFFICE IS THIS
CARDBOARD BOX IN THE
MAIN HALLWAY. THE
REGULAR EMPLOYEES WILL
NOT MAKE EYE CONTACT
OR ASK YOUR NAME



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YOUR STATUS IS
ROUGHLY BETWEEN
THE SECURITY
GUARD AND THE
CRUD BEHIND THE
REFRIGERATOR.



DO I GET A
COMPANY CAR?



RATBERT THE TEMP WORKER

THIS IS REALLY
TESTING MY SENSE
OF SELF-WORTH.



S. Adams

I WILL COMPENSATE
BY SHOUTING A
LIST OF MY TALENTS
TO ANYBODY WHO
WALKS PAST.



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IGNORE HIM. HE'S
TRYING TO TRICK
US INTO MAKING
EYE
CONTACT.



I EAT RUBBER!
I CARRY DISEASE!
I ENJOY OPERA!



RATBERT THE TEMP WORKER

I'M ONLY A TEMP,
BUT I DEMAND
RESPECT!!



S. Adams

OKAY, MAYBE THAT'S
TOO MUCH TO ASK.
BUT I DEMAND THAT
SOMEBODY MAKE
EYE CONTACT WITH
ME!!

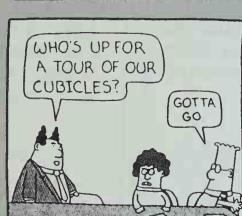
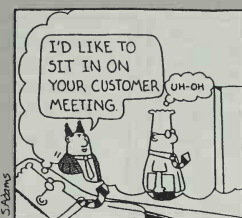


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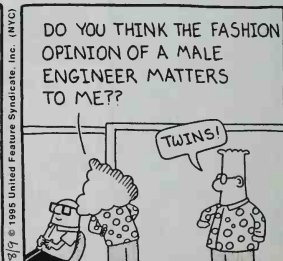
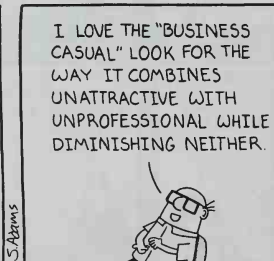
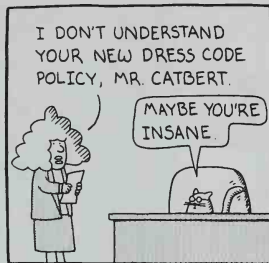
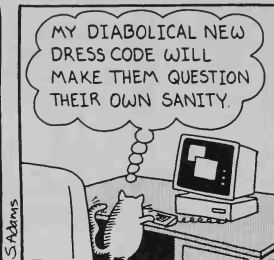
HOW'S
THIS?

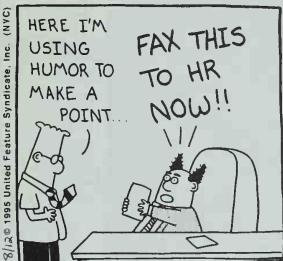
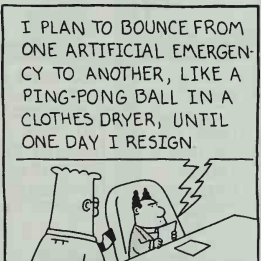


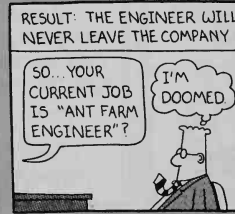
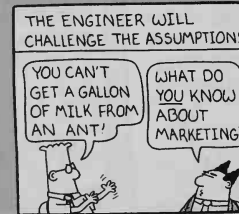
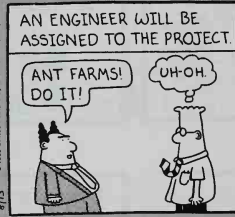
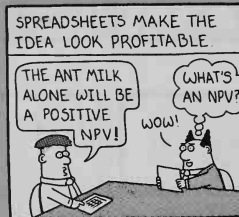
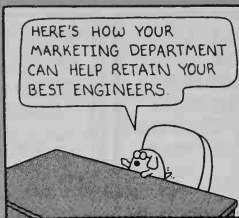
THAT'S
PERIPHERAL
VISION!!!



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S. Adams

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MY STATUS FOR THE WEEK IS THAT THE ONGOING DEHUMANIZATION FROM MY JOB HAS CAUSED ME TO DOUBT MY EXISTENCE.



S. Adams

THERE IS REASON TO BELIEVE I AM BECOMING INVISIBLE



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DO I HEAR YOUR PAGER BUZZING, WALLY?

I DOUBT IT; I DON'T KEEP BATTERIES IN IT.



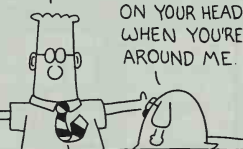
THE DEHUMANIZATION OF MY JOB HAS RENDERED ME INVISIBLE TO HUMANS. ONLY YOU CAN SEE ME, DOGBERT.



S. Adams

HOW CAN WE FIX THIS?

YOU COULD WEAR A BAG ON YOUR HEAD WHEN YOU'RE AROUND ME.



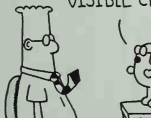
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THAT'S NOT THE FIX I HAD IN MIND.

IT'S NOT A PERFECT SOLUTION. I'D STILL BE ABLE TO HEAR YOU.



YOU'RE INVISIBLE TO YOUR CO-WORKERS. BUT YOU CAN COMPENSATE BY FORMING A SYMBIOTIC RELATIONSHIP WITH A VISIBLE CREATURE.



S. Adams

RATBERT WILL CLING TO YOUR BACK. HE'LL BE YOUR VISUAL AND AUDITORY LINK WITH YOUR CO-WORKERS.



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SO...WORKING HARD? OR HARDLY WORKING?

I KNEW THIS COLOMBIAN COFFEE WAS TROUBLE.



DON'T BE ALARMED.
I'M NOT REALLY A
RAT FLOATING IN
MIDAIR.



S. Adams

I'M CLINGING TO THE
BACK OF AN EMPLOYEE
WHO HAS BEEN RENDERED
INVISIBLE BY A LONG
SUCCESSION OF WORTHLESS
ASSIGNMENTS.



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LOOKS LIKE
AN ISOLATED
CASE OF BAD
ATTITUDE.

WHICH ROOM
IS THE
"QUALITY"
MEETING IN?



I SIGNIFICANTLY
INCREASED MY
VISIBILITY AT WORK
TODAY, DOGBERT.



S. Adams

YESTERDAY I WAS
INVISIBLE TO MY
MANAGEMENT. BUT
TODAY I AM KNOWN
BY ALL.



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YOU
SCREWED
UP, HUH?

OOH YEAH.
BIG TIME.



I KNOW WHERE
YOU'RE GOING.



S. Adams

YOU'RE GOING TO A
MEETING WHERE EQUALLY
UNINFORMED MANAGERS
WILL MAKE DECISIONS
THAT NEUTER THE WORK
I DID ALL
WEEK.



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YOU DIDN'T
DO ANY
WORK THIS
WEEK.

I THINK I'VE
GOT THIS
WHOLE "WORK"
CONCEPT
FIGURED
OUT.



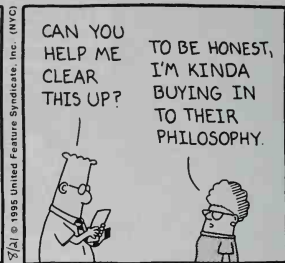
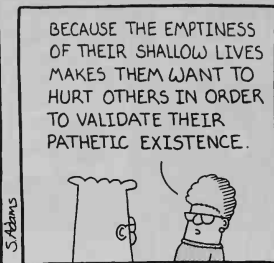


S. Adams



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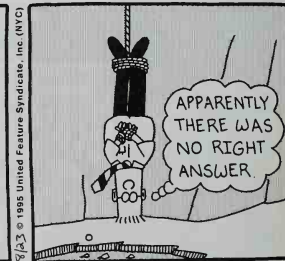
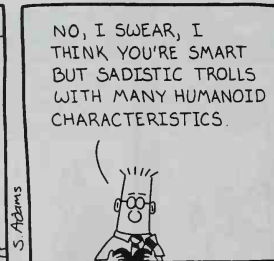
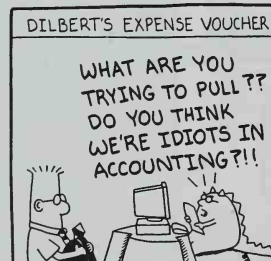




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DILBERT'S EXPENSE VOUCHER

YOU SPENT
NEARLY \$10
PER DAY ON
MEALS DURING
YOUR TRIP.

THE TRAVEL GUIDELINES
REQUIRE YOU TO STUN
A PIGEON WITH YOUR
BRIEFCASE ON THE WAY
TO THE HOTEL THEN FRY
IT UP ON YOUR TRAVEL
IRON.

I TRIED... BUT
IT WAS TAKING
SO LONG.

TRY THE
"WOOL"
SETTING.

DILBERT IS TRAPPED IN THE
BOWELS OF ACCOUNTING

I UNDERSTAND
YOU HAVE DILBERT
IN THERE. FREE
HIM, OR ELSE...

ELSE
WHAT?

OR ELSE I WILL PUT THIS
CAP ON MY HEAD
BACKWARDS! YOUR
LITTLE HARDWIRED
ACCOUNTING BRAIN
WILL EXPLODE JUST
LOOKING AT IT.

WHAT WAS THAT
POPPING SOUND?

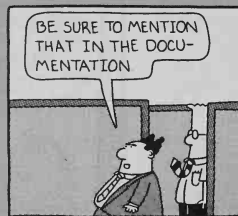
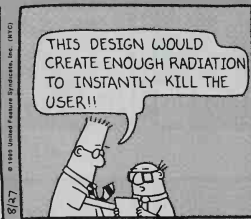
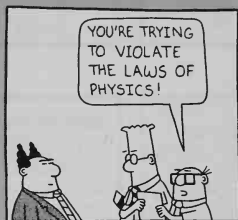
A PARADIGM
SHIFTING
WITHOUT A
CLUTCH.

SOMETIMES I FEEL
SELF-CONSCIOUS
BECAUSE MY BRAIN
IS SO TINY.

HERE, LET ME
REACH IN MY EAR
AND PULL IT OUT.

I THINK
THAT'S
EAR WAX,
BOB.

MAYBE. BUT
I'M PUTTING
IT BACK
JUST IN CASE



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TINA, YOU'LL HAVE TO HAVE ALL THE DOCUMENTATION WRITTEN BY NEXT WEEK SO WE CAN SHIP IT WHEN THE SOFTWARE IS DONE.



S. Adams

HOW CAN I WRITE INSTRUCTIONS FOR SOMETHING THAT DOESN'T EXIST YET?

YOU'LL HAVE TO MAKE LOGICAL GUESSES.



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"IF YOU PRESS ANY KEY YOUR COMPUTER WILL LOCK UP. IF YOU CALL OUR TECH SUPPORT WE'LL BLAME 'MICROSOFT.'"



I FEEL LIKE TWEAKING SOME BRITTLE PEOPLE. DO YOU KNOW ANY BRITTLE PEOPLE?



S. Adams

TRY TINA THE TECH WRITER. SHE BELIEVES THAT ALL FORMS OF EXPRESSION ARE AN INSULT TO HER GENDER AND HER PROFESSION.



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THE STATUE OF "VENUS DE MILO" HAS NO ARMS.

OH, I GET IT. YOU'RE SAYING THAT WOMEN CAN'T LIFT HEAVY OBJECTS.



DOGBERT TWEAKS TINA THE BRITTLE TECH WRITER.

WHAT DO YOU THINK OF THE MOVIE "THELMA AND LOUISE"?



S. Adams

I KNOW WHAT YOU'RE TRYING TO SAY. YOU THINK ALL WOMEN ARE BAD DRIVERS. THAT'S REALLY THE POINT OF THE MOVIE, ISN'T IT??



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IF YOU'RE NOT OFFENDED YET, TUNE IN TOMORROW.

THE "THREE STOOGES"?

WHY ARE ALL OF THE DOCUMENTARIES ABOUT MEN??!



DOGBERT TWEAKS TINA THE BRITTLE TECH WRITER

IS TECHNICAL WRITING THE SAME AS WORD PROCESSING?



S. Adams

I AM A HIGHLY SKILLED COMMUNICATIONS PROFESSIONAL! I CAN TAKE JUMBLES OF INERT THOUGHTS AND BRING THEM TO LIFE!!



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MY SECRETARY IS RUNNING THE STAFF MEETING. I NEED YOU TO RETYPE THIS ORG CHART.



THIS WEEK WE INTRODUCED TINA THE BRITTLE TECH WRITER TO THE STRIP. TINA IS DYSFUNCTIONAL LIKE EVERYBODY HERE EXCEPT ME.



S. Adams

SEND YOUR OPINIONS BY E-MAIL TO SCOTTADAMS@AOL.COM



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PICK ONE

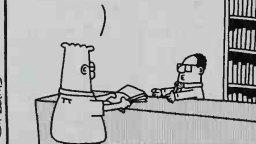
- A. WOMEN SHOULD ONLY BE PORTRAYED AS LAWYERS AND STARSHIP CAPTAINS.
- B. I DON'T HAVE E-MAIL.
- C. TINA SHOULD BE TREATED WITH THE SAME DIGNITY AS DILBERT AND WALLY.
- D. TAKE AN ART CLASS.

RECORDS RETENTION



S. Adams

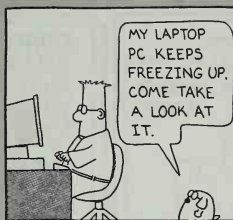
THESE VALUABLE DOCUMENTS SHOULD BE STORED FOR FIVE YEARS.



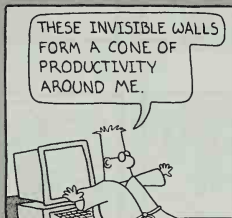
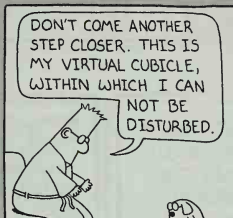
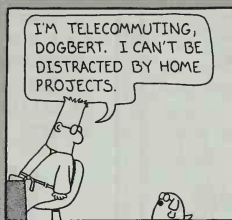
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THIS JOB GOT SO MUCH EASIER WHEN I REALIZED THAT NOBODY EVER ASKS FOR ANYTHING BACK.

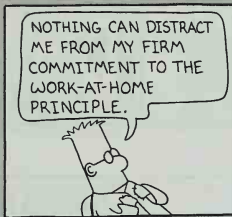




S. Adams



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PROFITS ARE DOWN,
MORALE IS SINKING;
IT'S TIME FOR BOLD
LEADERSHIP!!



S. Adams

SO I GOT SOME
INSPIRATIONAL POSTERS
FEATURING A VARIETY
OF RELEVANT NATURE
SCENES.



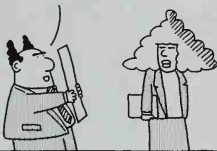
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I THINK
YOU CAN
RELATE TO
THIS
SCENE.

AM I THE
SEAGULL OR
THE CLAM?



MY NEW INSPIRATIONAL
POSTER IS SO EFFECTIVE
THAT I DECIDED TO
CARRY IT WITH ME.



S. Adams

WHAT DO
YOU THINK,
ALICE?
ARE YOU
INSPIRED?

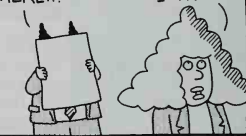
I'D REALLY
HAVE TO
SEE THE
FRONT...



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HMM... I DON'T
THINK THERE'S
A WIN-WIN
SCENARIO
HERE...

TELL ME
ABOUT
IT...



MY INSPIRATIONAL
POSTERS AREN'T WORKING.
I NEED TO DO SOME
ANIMAL RESEARCH, RATBERT.



S. Adams

IN THIS BEAUTIFUL
SCENE WE SEE A MIGHTY
EAGLE SWOOPING DOWN
TO CAPTURE ITS PREY.
WHAT IS YOUR REACTION?



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I THINK
IT'S
WORKING.

RUN
FOR IT,
MOM!!!



I SHOULD QUIT AND
BECOME A CONTRACT
EMPLOYEE. THEN I'D
HAVE MORE INCOME
AND I'D FEEL THE
WIND IN MY
HAIR.



IT'S POSSIBLE YOU'D
HAVE NO INCOME
AT ALL...



AND IF YOU WANT WIND
IN YOUR HAIR YOU'LL
HAVE TO TAKE OFF YOUR
SHIRT AND RUN AROUND
WITH YOUR ARMS UP.



THANK YOU
FOR YOUR
SUPPORT.



ALICE, I'M THINKING
ABOUT QUITTING AND
BECOMING A CONTRACT
EMPLOYEE. DO YOU HAVE
ANY ADVICE?



SLEEP IN DOORWAYS SO
IT DOESN'T RAIN ON YOU.
THE BEST SHOPPING
CARTS ARE AT "LUCKY."
YOU CAN MAKE AN
EXCELLENT SIGN WITH A
BLACK MARKING
PEN AND A
HUNK OF CARDBOARD.



I HATE
ALL OF MY
CO-WORKERS



DESPITE THE
NAME, FOOD
STAMPS ARE
NOT EDIBLE.

I NEED TO THINK
"OUTSIDE THE BOX"
TO COME UP WITH A
CREATIVE DESIGN...



I PUSH MY CHAIR INTO
THE HALLWAY TO CHANGE
MY VIEWPOINT AND
STIMULATE MY
CREATIVE JUICES.



SUDDENLY
MY JUICE
DRIES UP.



YOU'RE A FIRE
HAZARD. DO
YOUR THINKING
INSIDE YOUR
BOX.



WE JUST HIRED JACK
AWAY FROM OUR
COMPETITOR. HE WAS
THEIR BEST MANAGER.



JACK WILL BE
IN CHARGE
OF PROJECT
"GOOSEFOOD."



I'D LIKE YOU
TWO TO BRIEF
JACK ON THE
PROJECT.



PROJECT "GOOSEFOOD"
HAS NO BUDGET AND
NO MANAGEMENT
SUPPORT.



YOUR JOB IS TO
BUILD A GLOBAL
INFORMATION
NETWORK IN TWO
WEEKS.



FAILURE IS CERTAIN.
SOON YOU WILL
LEAVE THE INDUSTRY
IN DISGRACE.

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... JUST LIKE THE
OTHER "BEST
MANAGERS" WE
HIRED FROM OUR
COMPETITORS.



JUST OUT OF
CURIOSITY,
HOW DID THE
PROJECT GET
ITS NAME?



LET'S JUST
SAY THAT
YOU'RE THE
GOOSE
FOOD...

AS DIRECTOR OF HUMAN RESOURCES I'VE BEEN ASKED TO REDUCE THE COST OF EMPLOYEE BENEFITS.



THE COMPANY WILL NO LONGER PAY FOR EYEGLASSES. BUT WE WILL SUPPORT A NEW VISION-CORRECTION PROCEDURE.

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RADIAL
KERATOTOMY?

SQUINTING.

I HAVE TO CUT JANITOR EXPENSES. DO YOU THINK I'LL HAVE ANY HR ISSUES IF I MAKE EMPLOYEES EMPTY THEIR OWN TRASH?


WE'LL SOFTEN THE BAD NEWS BY SIMULTANEOUSLY INTRODUCING A NEW EMPLOYEE FITNESS PROGRAM...

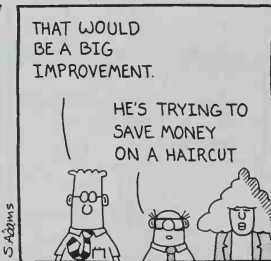
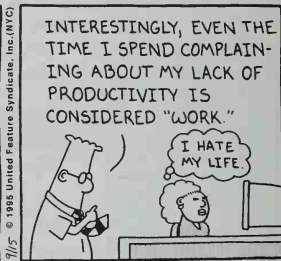
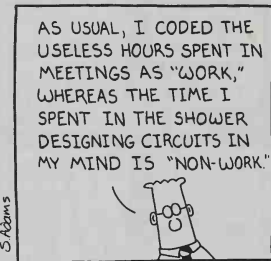
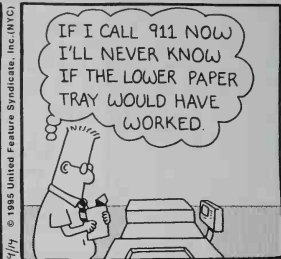


OKAY, EVERYBODY,
IT'S TIME TO
TRASHERCISE!!!

I'M WRITING AN E-MAIL
TO PROTEST THE NEW
POLICY OF MAKING THE
EMPLOYEES EMPTY THEIR
OWN TRASH AT NIGHT.

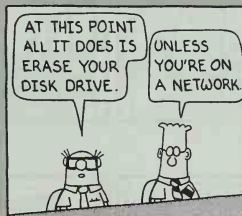
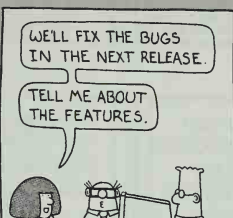
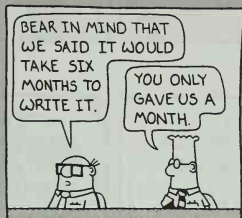
IT'S STUPID TO HAVE
HIGHLY PAID ENGINEERS
DOING UNPRODUCTIVE
TASKS WHEN WE COULD
BE INVENTING THE
FUTURE!



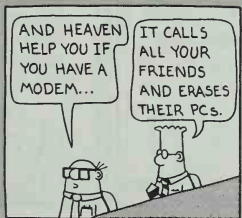
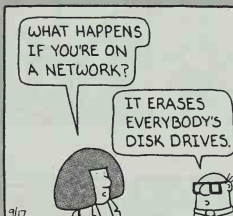


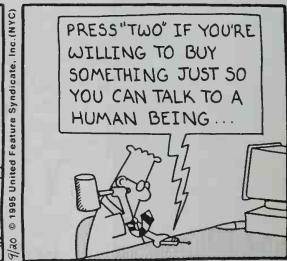
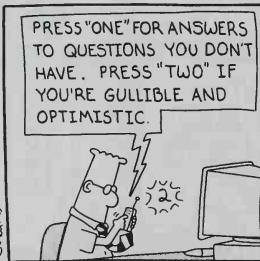


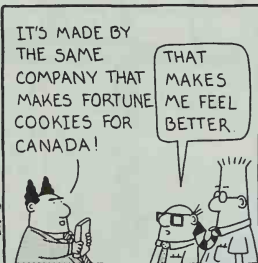
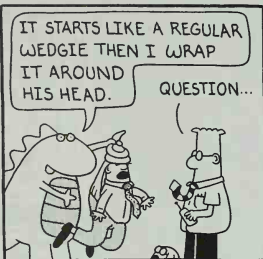
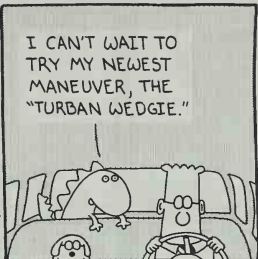
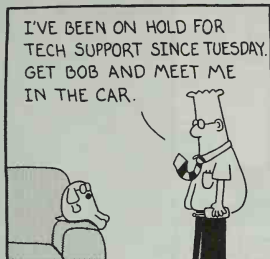
S. Adams

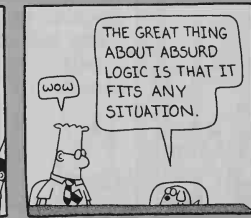
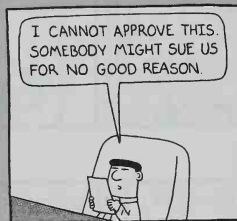
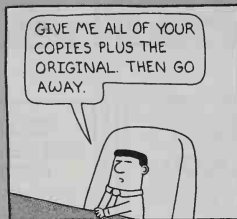


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S. ADAMS

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WE'RE HAVING
AN ISO 9000
AUDIT THIS
WEEK.



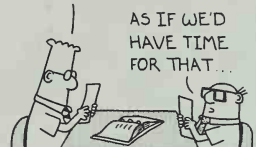
S. Adams

TAKE A LOOK AT YOUR
DOCUMENTED JOB
DESCRIPTIONS AND
MAKE SURE THAT IT'S
WHAT YOU'RE DOING
IF THE AUDITOR ASKS.



ACCORDING TO
THIS I'M SOME
SORT OF
ENGINEER.

AS IF WE'D
HAVE TIME
FOR THAT...



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I'VE BEEN HIRED
BY YOUR COMPANY
TO PERFORM AN
ISO 9000 AUDIT.



S. Adams

BASICALLY, YOU GIVE
ME MONEY AND I
TELL YOU THAT YOU'RE
A BUNCH OF DOLTS.
IT'S THE PERFECT JOB
FOR ME.



TELL ME
WHAT YOU
DO HERE,
ALICE, IF
THAT'S
YOUR REAL
NAME.)

I'M AN ENGINEER.
I MAKE SLIDES
THAT PEOPLE
CAN'T READ.
SOMETIMES I
EAT DONUTS.



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HERE ARE THE RESULTS
OF MY ISO 9000
AUDIT OF YOUR
COMPANY.



S. Adams

YOUR EMPLOYEES ARE
LARGELY UNTRAINED
AND - I COULDN'T
HELP NOTICE - FAIRLY
UNATTRACTIVE.



HOWEVER, THEY
ARE ALSO
HIGHLY SKILLED
LIARS, SO
YOU PASSED
THE AUDIT
EASILY.

WE SUCCEED
WHERE IT
COUNTS !!!



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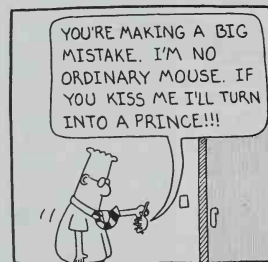
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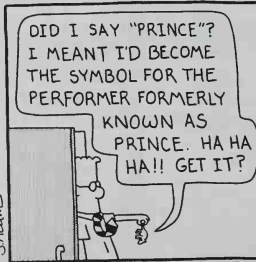
S. Adams



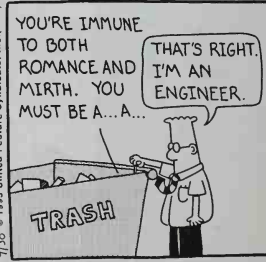
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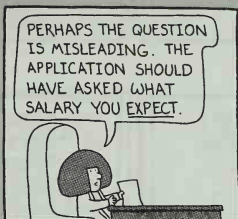


S. Adams

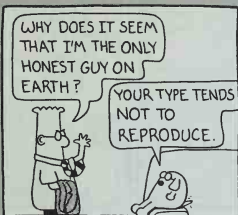
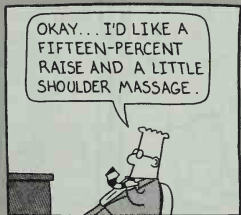


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WE'RE POISED FOR
SUCCESS. WE EXPECT
HUGE EARNINGS AND
INCREASED MARKET
SHARE!



S. Adams

NEXT ON THE AGENDA...
THERE WILL BE NO
RAISES BECAUSE IT
WILL BE A DIFFICULT
YEAR...



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CAROL, I THOUGHT
I TOLD YOU TO
PUT THE "UNITED
WAY" UPDATE
BETWEEN THOSE
TWO AGENDA
ITEMS.



YOUR RÉSUMÉ DOESN'T
LIST ANY EXPERIENCE
AS A JET PILOT,
MISTER DOGBERT.



HOW HARD
COULD IT BE?



S. Adams

YOU COULD SPEND A LOT
OF MONEY ON SOME
PRETTY BOY PILOT WITH
EXPERIENCE, OR YOU
CAN SAVE A FEW BUCKS
AND HAVE ME DRIVE THE
CORPORATE JET.



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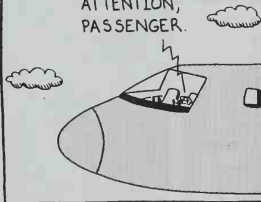
I AM UNDER
A LOT OF BUDGET
PRESSURE... AND
I'M NOT ALLOWED
ON THE JET
MYSELF...



IT HAS A
PILOT EJECT
SEAT, RIGHT?

DOGBERT, CORPORATE JET PILOT

ATTENTION,
PASSENGER.



S. Adams

I'M CAPTAIN DOGBERT.
THIS IS MY FIRST
FLIGHT. I'LL BET YOU
WISH YOU HADN'T CUT
THE CORPORATE TRAIN-
ING BUDGET.



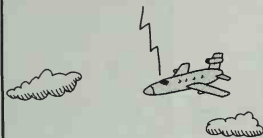
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FOR SAFETY, KEEP AN
EYE OUT THE WINDOW...
IF IT LOOKS LIKE WE'RE
GONNA HIT THE GROUND,
TRY JUMPING UP RIGHT
BEFORE IMPACT.



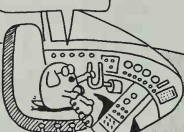
DOGBERT, CORPORATE JET PILOT

THIS IS YOUR
CAPTAIN SPEAKING...



S. Adams

IF YOU'D LIKE TO
LAND SAFELY, THERE'S
SOMETHING I'VE ALWAYS
WANTED TO SEE A
CEO DO.



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THIS IS SO
NOT FUNNY.



THIS IS CAPTAIN
DOGBERT WITH SOME
GOOD NEWS AND
SOME BAD NEWS.



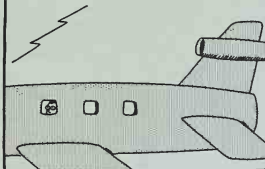
S. Adams

THE GOOD NEWS IS
THAT WE'LL BE
HITTING TOWN TEN
MINUTES AHEAD OF
SCHEDULE...



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THE BAD NEWS
IS WE'LL BE
HITTING TOWN.



IT LOOKS LIKE THE
PLANE'S GOING DOWN
AND THERE'S ONLY
ONE PARACHUTE.



S. Adams

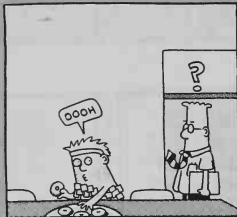
GIVE IT TO ME!!!
I'M A CEO WITH
A HARVARD MBA.
YOU'RE A DOG!!

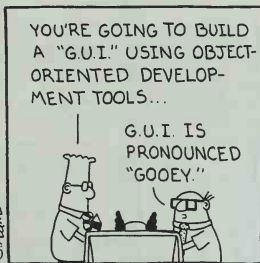
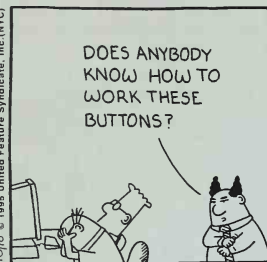
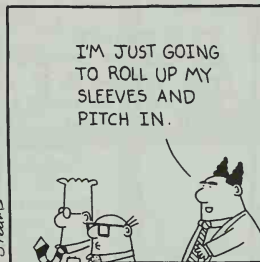
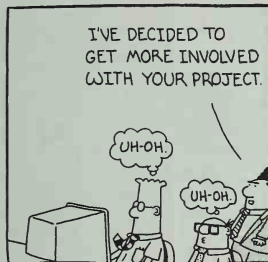


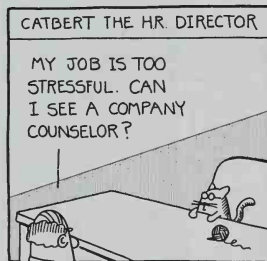
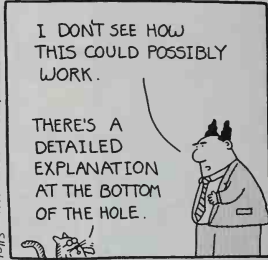
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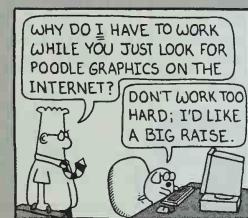
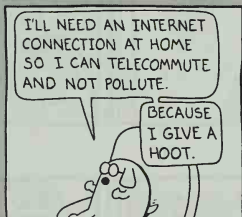
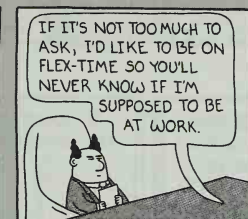
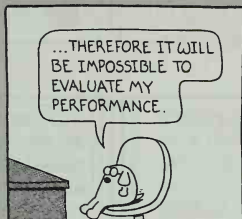
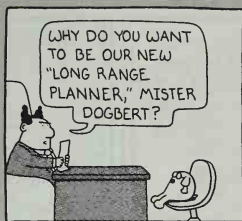
THAT'S MY
KNAPSACK.

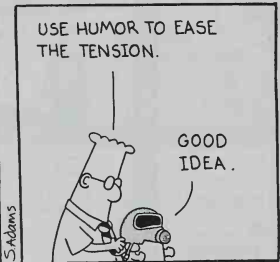
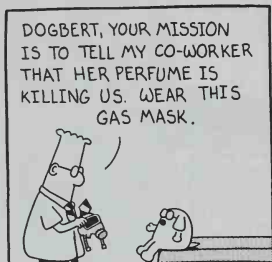












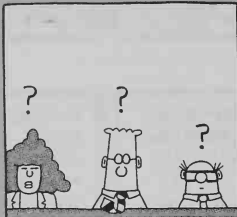


THIS GRAPHIC SHOWS
OUR BIGGEST
OBSTACLE TO SUCCESS.



RDS ZPL ABP
NDP QAT LNP

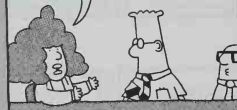
3/28/85



ARE YOU SAYING
OUR BIGGEST OBSTACLE
TO SUCCESS IS POOR
GRAPHICS?



I THINK HE'S SAYING
OUR BIGGEST PROBLEM IS
HIS OVERALL INABILITY
TO COMMUNICATE.

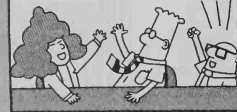


I THINK HIS POINT GOES
BEYOND COMMUNICATION.
HE'S SHOWING US THAT
HE DOESN'T EVEN THINK
CLEARLY!



HIGH
FIVE!!

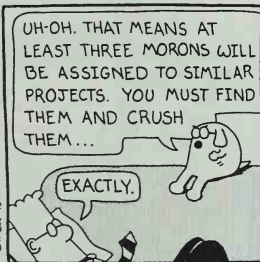
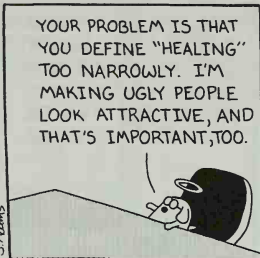
YOU
BROKE
THE CODE!



YOU KNOW HOW I
SAID YOU SHOULD
PARTICIPATE MORE
IN MEETINGS?

I DIDN'T
MEAN IT.





WALLY AND I HAVE A BET ABOUT WHY YOU ASSIGNED ME TO THE SAME TASK AS THREE OTHER PEOPLE.

I BELIEVE IT'S A CLEVER PLOY TO CREATE HEALTHY INTERNAL COMPETITION. WALLY THINKS YOU'RE JUST DUMBER THAN THE AVERAGE CAULIFLOWER.

MAY I POINT OUT THAT CAULIFLOWER IS THE BRAIN OF THE FRUIT KINGDOM.

YES!

THREE OTHER PEOPLE ASKED FOR THAT SAME INFORMATION. YOU MUST BE ON REDUNDANT PROJECTS.

HERE'S A BIG BINDER WHICH AT FIRST GLANCE SEEMS USEFUL, BUT YOU'LL REALIZE LATER IT'S NOT.

I'VE GOT A FEW MORE USELESS BINDERS. DO YOU WANT 'EM?

SURE. I'M USING THEM TO BUILD AN ADDITION TO MY CUBICLE.

IT LOOKS LIKE SOMEBODY IS USING BINDERS TO ILLEGALLY INCREASE THE SIZE OF HIS CUBICLE.

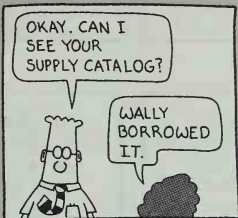
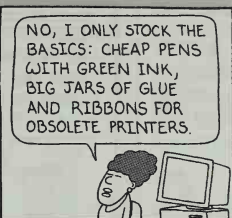
YOU THINK YOUR STATUS WILL INCREASE WITH YOUR CUBICLE SIZE, DON'T YOU! WELL, IT WON'T WORK!

HERE'S A RAISE. I DON'T KNOW WHY.

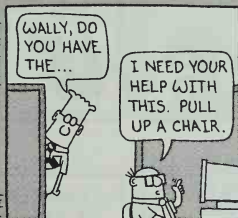
PSSST. IS HE SEEING ANYBODY?



S. Adams



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HEADQUARTERS

HEY, CHUCK'S LOOKING UNHAPPY TODAY. WHAT'S THE PROBLEM, BIG GUY?



ALL OF MY BAD DECISIONS ARE CATCHING UP TO ME. COULD WE DO ANOTHER REORG TO COVER MY TRACKS?



YEAH, I'VE GOT SOME BODIES TO BURY, TOO.

"...THESE CHANGES WILL ALLOW US TO FOCUS ON OUR CORE BUSINESS."



WHOA! LET ME GET MY REORG BOOTS.



I DON'T UNDERSTAND HOW THE NEW REORGANIZATION WILL HELP US "FOCUS ON OUR CORE BUSINESS."



DID OUR CORE BUSINESS CHANGE? OR ARE YOU SAYING THAT EVERY REORG PRIOR TO THIS WAS A MISDIRECTED FAILURE?



WALLY, WHEN A CAR GETS A FLAT TIRE, WHAT DO YOU DO?



WELL, IF I'M YOU, I ROTATE THE TIRES AND DRIVE HOME.



GUESS WHAT, WALLY.

WHAT SADISTIC PLOT HAS H.R. COME UP WITH NOW, CATBERT?



WE'RE GIVING YOU A REAL BOSS PLUS A "DOTTED LINE" TO ANOTHER BOSS WHO HAS DIFFERENT OBJECTIVES.

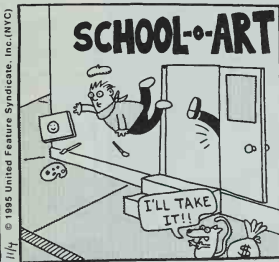
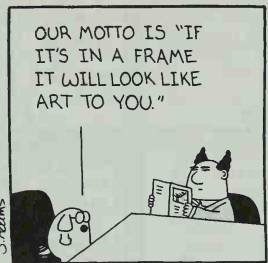
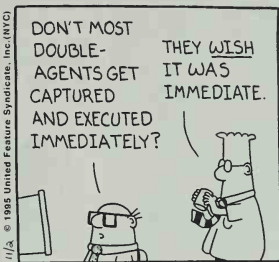


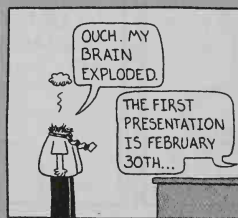
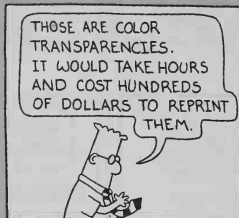
THE STATUS REPORTS ALONE WILL TAKE FORTY HOURS A WEEK.



I'M GONNA STAPLE MYSELF TO DEATH.

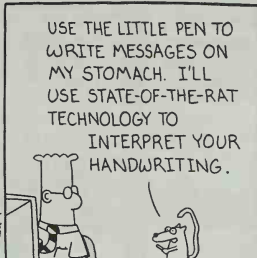




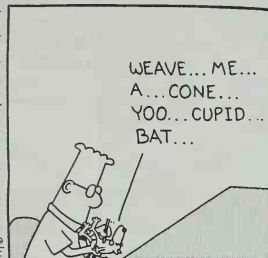




S. Adams



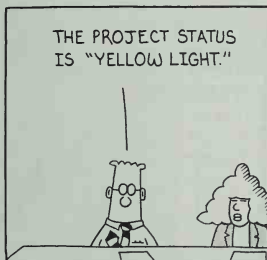
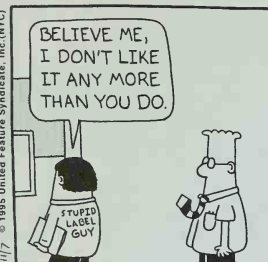
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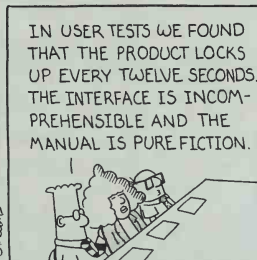
S. Adams



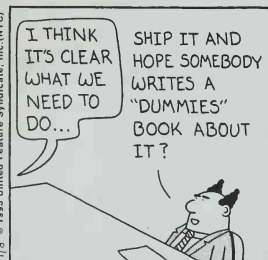
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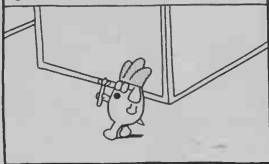
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SAINT DOGBERT ENTERS
THE LAND OF CUBICLES SEARCH-
ING FOR THE DEMONS OF
STUPIDITY.



S Adams

SUDDENLY HE FINDS AN
OVER-PROMOTED COMPUTER
GURU SPOUTING USELESS
DATABASE CONCEPTS.

YOU'D BE FOOLS TO
IGNORE THE BOOLEAN
ANTI-BINARY LEAST-
SQUARE APPROACH.



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THE MONSTER IS DISPATCHED
TO THE DARK WORLD BY
THE SIGHT OF ITS MOST
FEARED OBJECT.

LOOK! ACTUAL CODE!

COOL!



HOW LONG WILL IT
TAKE TO FIX ANY
PROBLEMS WE FIND
IN OUR BETA
PRODUCT?



S Adams

IT IS LOGICALLY
IMPOSSIBLE TO
SCHEDULE FOR THE
UNKNOWN.



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TRY TO
THINK
AS A
MANAGER,
NOT AS AN
ENGINEER.

IN THAT CASE,
WE'LL FIX THE
PROBLEMS
BEFORE WE
FIND THEM.



THIS NEXT TRANSPARENCY
IS AN INCOMPREHENSIBLE
JUMBLE OF COMPLEXITY
AND UNDEFINED
ACRONYMS.



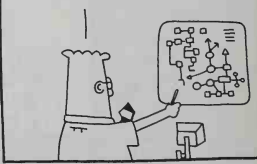
S Adams

YOU MIGHT WONDER
WHY I'M GOING TO
SHOW IT TO YOU SINCE
THE ONLY POSSIBLE RESULT
IS TO LOWER YOUR
OPINION OF MY
COMMUNICATION
SKILLS.



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FRANKLY, IT'S BECAUSE I
LIKE MAKING COMPLEX
PICTURES MORE THAN
I LIKE YOU.





S. Adams



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OUR GOAL IS TO WRITE
BUG-FREE SOFTWARE.
I'LL PAY A TEN-DOLLAR
BONUS FOR EVERY BUG
YOU FIND AND FIX.



S. Adams

YAHOO!
WE'RE
RICH

YES!!!
YES!!!
YES!!!



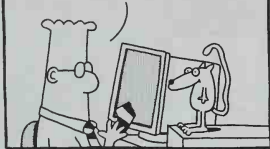
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I HOPE
THIS
DRIVES
THE RIGHT
BEHAVIOR.

I'M GONNA
WRITE ME A
NEW MINIVAN
THIS AFTER-
NOON!



THE COMPANY PAYS ME
TEN DOLLARS FOR EVERY
BUG I FIX IN MY
CODE, RATBERT.



S. Adams

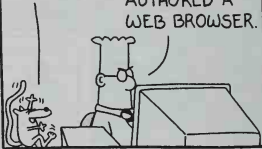
I WANT YOU TO DO
YOUR LITTLE RAT DANCE
ON MY KEYBOARD SO
I'LL HAVE LOTS OF BUGS
TO FIX.



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HOW
AM I
DOING?

NOT SO GOOD.
YOU JUST
AUTHORED A
WEB BROWSER.

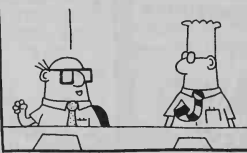


MY ACCOMPLISHMENT THIS
WEEK IS THAT I'VE
BECOME AN AGENT OF
CHANGE.



S. Adams

I FOSTER AND REWARD
THOSE BEHAVIORS THAT
CONTRIBUTE TO A
CULTURE OF TEAMWORK.

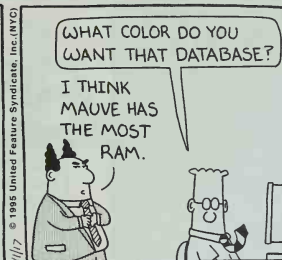
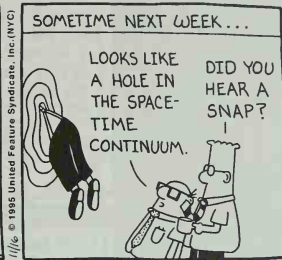
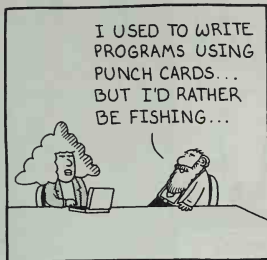


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I'VE BECOME SLIGHTLY
MORE CYNICAL.

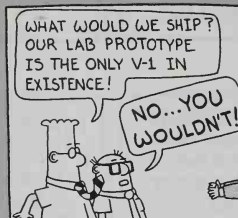
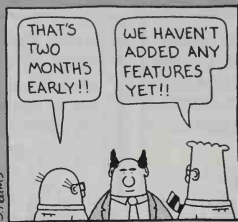
KEEP UP
THE GOOD
WORK,
BUDDY.



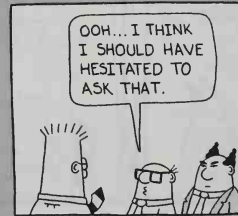




S. Adams



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"In every major company, *Dilbert* is plastered all over. He reflects the human condition of this generation of workers."

—San Francisco Chronicle



Who is the maniacal mastermind behind the plot to enforce corporate dress codes? That would be Catbert the evil HR director, one of Dilbert's corporate nemeses. "It's simple," decrees Catbert. "Fridays are 'casual,' but you can't wear jeans because jeans look good and feel good and you already own several pairs." Dilbert knows the conflicting feelings of comfort and embarrassment that result from arriving on a Friday dressed in an outfit matching a co-worker's.

But casual days are more than just a source of confusion for Dilbert and all workers in the '90s. The collective force of employees pushing the envelope of what is acceptable attire for the workplace is causing many to pause and ask, "Has Casual Day gone too far?"

Dilbert has become the primary source of comic relief for anyone who has ever set foot in a cubicle, heard the words "empowerment" and "downsizing," or held a day-to-day job in the business world. *Dilbert's* appeal lies not only in hearty laughs, but in its ability to tap into subjects and situations with which workers can easily identify. His company's quality movement is termed "qualicide," and company executives are dubbed "galactic idiots."

Casual Day Has Gone Too Far once again attacks the issues that touch cubicle-dwellers everywhere, and is sure to continue the *Dilbert*-mania of worker bees and managers alike.

<http://www.unitedmedia.com/comics/dilbert>

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